

EMERALD COAST  
UTILITIES AUTHORITY ▶

2019  
ANNUAL  
REPORT





## EMPLOYEES/LEADERSHIP IN THE COMMUNITY



### EMPLOYEES' GOLF TOURNAMENT

The 21st annual ECUA Employee Golf Tournament was held April 2, 2019, at Stonebrook Golf Club, with proceeds from the event going to The Studer Family Children's Hospital at Sacred Heart. Since its inception in 1999, the ECUA Employees' Golf Tournament has raised \$194,000 for the Sacred Heart Children's Foundation.

Pictured above: Emily Ioakim, SH Development Coordinator, Lisa Gardner, SH VP Patient Care, Adrienne Maygarden, Director Children's Hospital Foundation, Will Condon, President Children's Hospital, Bill Ellis, tournament organizer, Bobby Rogers, tournament organizer, Doug Gibson, tournament organizer, Dr. Robert Patterson, Children's Hospital, Carol Carlan, President Sacred Heart Foundation, Cat Outzen, Director of Community Relations Children's Hospital. Pictured right: Racheal Cooley (Arcadis US, Inc.), Tom Dawson (ECUA Director of Water Production), Chris Marr (US Army Corps of Engineers), and Robert Teem (Arcadis US, Inc.).



### PUPAWLOOZA 2019

Even our furry friends enjoy a refreshing sip of ECUA water – especially in July! Hosted by Ever'man Cooperative Grocery & Cafe in downtown Pensacola, Pupawlooza is an adoption event for the Pensacola Humane Society and an opportunity to celebrate Pet Hydration Month. Free natural dog products were provided and many adoptable dogs found their "fur-ever" homes at the event.

## ECUA'S QUENCH BUGGY BRINGS SMILES IN THE COMMUNITY

ECUA's Quench Buggy was on site to provide fresh water in support of the Sertoma Fireworks Festival in Seville Square.



ECUA Board Vice Chairman Dr. Larry N. Walker (District 5 Representative) joined in on the fun at the annual Future Farmers of America "Blue Jacket Jamboree" in Molino, Florida.

ECUA employees love to visit schools around our community to talk trash! Our Quench Buggy – ECUA's mobile water fountain dispenses award-winning, freshly-chilled water - is always on hand to satisfy everyone's thirst for knowledge as they learn about recycling, the Water Cycle and conservation, and wastewater treatment/reclamation.



## ECUA MAKING A DIFFERENCE

ECUA is committed to making a positive difference and improving the quality of life in our community. Our employees selflessly contribute their time, resources and talents to several charitable efforts annually.

Events and organizations the ECUA employees support include:

- One Blood and American Red Cross Blood Drives
- American Cancer Society's Making Strides Against Breast Cancer Walk
- Boys and Girls Club of Escambia County
- Greater Pensacola Society for Human Resource Management Spirit of Giving Event
- Sacred Heart Children's Foundation
- United Way
- Disabilities Summit Council
- Gulf Coast Diplomacy Council
- Youth LEAP (Leadership Pensacola)



## CELEBRATING EARTH DAY ONBOARD NAS CORRY STATION

For the 7th consecutive year, ECUA's Quench Buggy and public information staff distributed chilled water and information on Recycling, FOG, Flushable Wipes, Composting, and the elimination of sanitary sewer overflows to the event participants and volunteers.





## EXECUTIVE DIRECTOR'S MESSAGE

Our thirty-seventh anniversary year, Fiscal 2019, was a great year for ECUA. We witnessed unprecedented growth in the northwestern portion of our service area and a critical need to continue addressing aging underground infrastructure, emphasizing that the work and role of ECUA within our community has never been more relevant or strategic. In our view, it is clear that the opportunities that lie ahead, which will influence the quality of life for our citizens, are even brighter than those of our past.



Fiscal 2019 was my last full year as ECUA's Executive Director. I am extremely grateful to have directed this organization, and worked with its Board and dedicated employees for the past 17 years. I am so proud of the role ECUA has played in the evolution of our community over the course of these years.

We have achieved many great things such as the establishment of our recycling program and the bio-compost operation, top quality potable water services, and the upgrading of all our water reclamation facilities to the highest conventional treatment level possible. Perhaps the greatest of these achievements is the replacement of the former Main Street Wastewater Treatment Plant with our state-of-the-art Central Water Reclamation Facility (CWRP) in Cantonment. This project not only strengthened the ECUA's ability to serve the water reclamation needs of our customers, it opened up Pensacola's downtown core to economic development and revitalization.

### A SPECIAL THANK YOU

It is with a heavy heart that I am retiring after so many years of rewarding employment. The ECUA is the best place to work in our community because of the strong employee team and the cooperative, supportive efforts of the elected Board members. We have accomplished great things that no one thought were possible, and assembled the best, most competent team of employees that any executive director could expect. I am very proud and will speak affectionately about the ECUA for years to come. My departure is a bittersweet moment for me. Thank you to all the terrific employees who have made the ECUA and me look so good for so many years. I could not have done it without you. I also want to pay tribute to all of the elected board members over the years for being so supportive and part of a true team effort to serve the community.



As I look ahead, I am confident in the Authority's Board and their sound financial stewardship, which will most assuredly be a basis for ECUA's continued success in providing unsurpassed utility services. I am also certain that our next Executive Director and his senior leadership team will build on our accomplishments, make changes where necessary, and continue to drive innovation with the support of our talented and dedicated employees. I am extremely proud of what the ECUA family has accomplished. It has been a wonderful and profoundly positive story and the next chapter promises to be even more exhilarating.

Stephen E. Sorrell, P.E., M.P.A.  
ECUA Executive Director, Nov. 2019

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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 monthly public meetings scheduled on a regular 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. Amanda Miller, Administrative Coordinator, at (850) 969-3302.

## ECUA BOARD



**MS. VICKI H. CAMPBELL** • District One  
(850) 449-1196 • vicki.campbell@ecua.fl.gov  
Term expires November 2020



**MS. LOIS BENSON** • Chairman • District Two  
(850) 221-4404 • lois.benson@ecua.fl.gov  
Term expires November 2022



**MR. ELVIN MCCORVEY** • Elvin McCorvey served the residents of District Three with dedication from Nov. 1996 until his untimely death on Jan. 20, 2019. In Nov. 2019, Gov. DeSantis appointed Dr. Cedric L. Alexander to serve the residents of District Three.



**DR. CEDRIC L. ALEXANDER** • District Three  
(214) 300-8555 • cedric.alexander@ecua.fl.gov  
Term expires November 2020



**MR. DALE PERKINS** • District Four  
(850) 207-5826 • dale.perkins@ecua.fl.gov  
Term expires November 2022



**DR. LARRY N. WALKER** • Vice-Chairman • District Five  
(850) 723-6094 • larry.walker@ecua.fl.gov  
Term expires November 2020



# FINANCE

FOR THE THIRTY-FIRST YEAR IN A ROW, WE RECEIVED THE CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

## CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

For the thirty-first year in a row, we received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for our Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2018. GFOA sets the standards for governmental financial reporting, and this award is likened to the Good Housekeeping Seal of Approval. This certificate recognizes conformance with the highest standards for preparation of state and local government financial reports. In order to receive this award, a government must publish an easily readable and efficiently organized CAFR, which must satisfy other generally accepted accounting principles and applicable legal requirements. In addition to the audited financial statements, this report provides 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 and long-term financial planning.

Total purchases using the VISA card for the fiscal year equaled approximately \$2.5 million.

## PURCHASING CARD PROGRAM

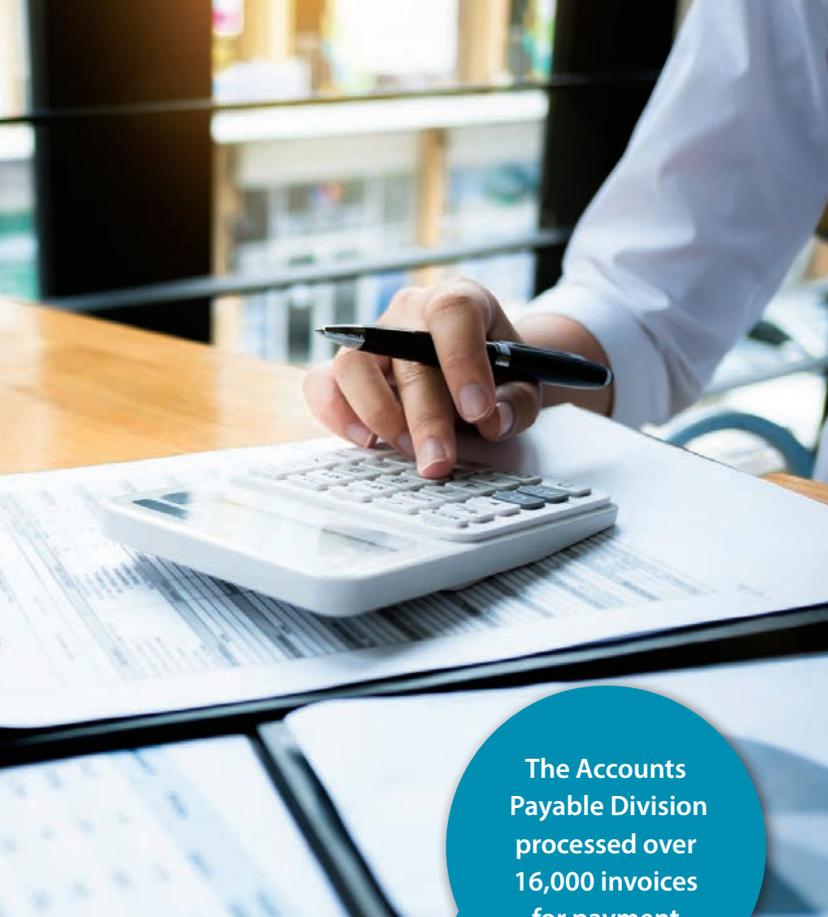
The Purchasing (VISA) Card Program completed its sixteenth full year of company-wide usage. There are currently 225 Visa Cards issued to ECUA employees. These cards allow employees to purchase items costing \$2,499 or less, and are a more cost-effective method of making small-dollar purchases. The purchasing card usage allows us to avoid certain costs associated with issuing purchase orders and processing checks for payment through the accounts payable process. Total purchases using the VISA card for the fiscal year equaled approximately \$2.5 million. The VISA card program provides a modest rebate to ECUA based on the total dollar volume purchased during the year. In fiscal 2019, ECUA received a rebate of \$27,309.



## ENTERPRISE RESOURCE PLANNING SYSTEM (ERP)

ECUA began the first phase of implementing the new ERP system by starting out with the Financial Module. Meetings with the Tyler Implementation Consultant started in August 2018. Over the next 13 months, we spent many hours identifying the data and financial information we wanted to convert from the legacy system into the new system. These data included converting the vendor files and related payments for the last five years, importing financial data related to revenues, expenses, and balance sheet accounts for the last three years, and importing the capital asset subsidiary ledger.

After all the data were converted and/or imported and the system successfully tested for functionality and accuracy, the Financial Module went "live" on October 1, 2019. Many thanks go to the Finance staff for their dedication during the many long hours of validating data, attending multiple training sessions, and most importantly, adapting to new processes and procedures as we learn to streamline the flow of paperwork through electronic workflow. We applaud the end-users throughout the ECUA departments for their participation in attending multiple training sessions and learning the new processes. The new system allows for better functionality and ease of use for all involved.



The Accounts Payable Division processed over 16,000 invoices for payment

### DEPARTMENT STATISTICS

In fiscal year 2019, the Accounts Payable Division processed over 16,000 invoices for payment; the number of vendors paid electronically increased by 3%. The Purchasing & Stores Division prepared and processed 1,210 regular purchase orders, 37 blanket purchase orders, 98 emergency purchase orders, 35 contract extensions, 22 formal bids and 19 construction bids. Payroll processed 120 new employees, seven employees entered the DROP program, and 94 employees left ECUA's employment with 17 of them retiring. The Central Warehouse processed 15,586 issue tickets with a total value of \$1.78 million. The value of the inventory on hand at September 30 was \$1,395,656. The number of customers receiving electronic bills increased 13%, thus saving on the cost of printing a paper bill and postage. The number of electronic payments received increased over last year by 10.43%. This allows us to receive payments more timely, with less paper-handling costs associated with the processing of paper checks.



- 3% Investment Income
- 2% Misc. Revenues
- 20% Sanitation
- 33% Water
- 40% Wastewater
- 1% Recycling

**Total Revenues:**  
**\$159,438,033**



- 6% Other Assets
- 4% Cash & Investments
- 12% Construction Funds
- 78% Utility Plant

**Total Assets:**  
**\$998,038,174**



- 7% Materials & Supplies
- 24% Support Services
- 32% Debt Services
- 37% Personal Services

**Total Expenses:**  
**\$133,119,190**



- 6% Other Liabilities
- 36% Long-term Debt
- 58% Net Assets (Equity)

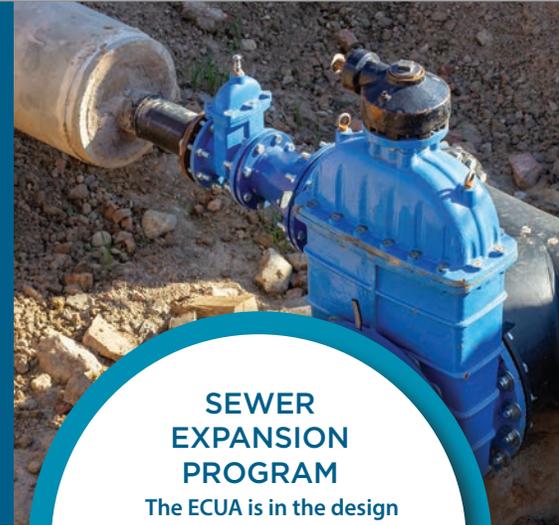
**Total Liabilities/Net Assets:**  
**\$998,038,174**



# ENGINEERING

## DEVELOPMENT PROJECT REVIEW

Residential and commercial development requires ECUA Engineering Department review, approval, inspection and acceptance for most extensions to the water and sewer systems. In 2019, the Department received 71 developer-sponsored system extension projects for review and 78 commercial project submittals deemed to be single-service connections to existing water and sewer lines. Extreme development growth in the Detroit Boulevard/Nine Mile Road area led to challenges with devising sewer system capacity upgrades. Development in the Beulah area continued as well as throughout the entire ECUA service area.



### SEWER EXPANSION PROGRAM

The ECUA is in the design phase of several sewer expansion projects initiated in 2019: Navy Point Phase 4, Airway/Stockdale, Lee Street, and Beach Haven Phase 2.



## CONSTRUCTION INSPECTION

The group is currently managing approximately 40 active Capital Improvement Projects and 160 System Extension Projects throughout the ECUA service area. Inspectors continue to work to obtain certifications and licenses within their field to keep current with industry standards and Federal, State, and local regulations.

## 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. This past year, approximately 60 services were replaced and a contract was awarded to complete another 500 services, most of which will be completed in the first quarter of FY 2020.

## ANTIQUATED WATER LINE UPGRADES

Every year, the Department oversees the replacement and upgrading of older water mains to ensure optimal service to our customers. A project to replace approximately 5,200 linear feet of antiquated water lines in ECUA's distribution system was designed and awarded in 2019. Construction will take place through 2019 and 2020.

## MULTIPLE LIFT STATION REHABILITATION/REPLACEMENT PROJECTS

With assistance and input from the Lift Stations Operations & Maintenance group and the Instrument/Electrical group, ECUA Engineering staff developed a lift station rehabilitation/replacement priority list. In concert with this and to enhance the coordination of lift station projects, we designated one of our senior project engineers as the point of contact within the Engineering Department. Two lift stations, Eastshore Dr. (LS36) and Oakcrest (LS118), were replaced this year. Additional lift stations are currently under construction or in design.

## SANITARY SEWER OVERFLOW (SSO) AMENDED CONSENT ORDER

The ECUA staff negotiated an amendment to the Florida Department of Environmental Protection (FDEP) Consent Order that establishes a 10-year period to complete approximately \$100 million in wastewater infrastructure-related projects beginning October 1, 2019. To prioritize these projects, the ECUA staff submitted a Corrective Action Plan (CAP) on July 18, 2019 to FDEP, which was subsequently reviewed and approved. The CAP provides details of the sanitary sewer overflow (SSO) reduction program through March of FY2029 and is focused in four areas: additional system storage, sewer basin rehabilitation and improvements, lift station repair and replacement, and force main replacement. Though the CAP is still under review by FDEP, they have indicated that ECUA should focus on the priorities contained in the CAP until directed otherwise.

## CWRF TRANSMISSION MAIN INTERRUPTION RESPONSE PLAN

Work on the Plan continued this fiscal year after completion of three storage tanks in FY 2018. This year, the storage facilities proved critical in reducing both the volume and the number of spills, by containing wastewater that would have otherwise spilled. The multi-faceted plan incorporates the storage of large diameter long-lead piping components and portable storage bladders at ECUA, permanent facilities for the emergency storage of wastewater, and modifications of transmission main and force main piping. It also includes an electronic file that documents each area of the transmission main with valve locations and photographs of the correct valves to operate during emergencies. We completed the construction of piping modifications at Montclair Lift Station No. 9, Warrington Lift Station No. 188 and associated 10 MG storage tanks, Government Street Regional Lift Station, and the Pipeline Regional Lift Station. Valve actuator limits and testing were performed in October 2019, and the remaining close-out documentation will be completed in fiscal year 2020.

## BAYOU MARCUS ULTRAVIOLET DISINFECTION SYSTEM UPGRADE

Construction of the replacement of the 20-year old Ultraviolet (UV) Disinfection System for the plant began in 2018. The new system went online in April 2019, and has since been operating successfully. The new UV disinfection system includes several upgrades over the previous system including; increased treatment capacity, high efficiency bulbs, and a shade structure to protect the equipment.

## BLUE ANGEL FORCE MAIN REPLACEMENT

Several significant failures of the thirty-inch ductile iron force main along Blue Angel Parkway occurred in late 2016 to early 2017. Based on subsequent visual inspection and physical testing of the force main, the staff proceeded with in-house design for replacement of approximately 12,000 feet of force main. Replacement of the force main was initiated in late 2017, and was completed in February 2019. The new force main has operated without incident since it went into service.



## LONG-TERM FLOW MONITORING

Two of the key components to reducing SSOs in the ECUA collection system are sewer rehabilitation and replacement. The amount of Inflow and Infiltration (I&I) identified in any given sewer basin is a strong indicator of problems, and provides valuable guidance in deciding between undertaking rehabilitation or replacement efforts within the sanitary sewer collection system. ECUA purchased and installed 14 replacement flow monitors and four rain gauges several years ago for long-term collection of sewer flow data. The results of the flow monitoring will assist in the measurement of I&I and will be useful in other ways, such as:

- Prioritizing sewer rehabilitation, making the I&I reduction program more efficient.
- Aiding in measuring the effectiveness of sewer rehabilitation efforts.
- Aiding in calibrating the sewer system hydraulic model and determining the appropriate sewer capacity.
- Providing flow data during different weather and tidal conditions.
- Demonstrating the reduction in I&I in response to the FDEP Consent Order.

125k linear feet of sewer main were cleaned

200 manhole covers were rehabilitated

## ANNUAL SEWER REHABILITATION AND INSPECTION CONTRACTS

The Wastewater Infrastructure Department managed unit-price contracts for cleaning and TV inspection of existing sewer lines, various trenchless methods of repairs for identified major rehabilitation needs, manhole rehabilitation, and service lateral lining and excavated repair. Using these contracts, 125,000 linear feet of sewer main were cleaned and inspected, 40,000 linear feet of sewer main were repaired using trenchless lining methods, 200 manholes were rehabilitated, and 585 sewer service laterals in the public right-of-way were rehabilitated or replaced. This represents a significant increase in productivity over the prior year.

40k linear feet of sewer main were repaired

## CREEKWOOD LIFT STATION UPGRADE

The Creekwood Lift Station Upgrade Project involved upgrading a private sewer system to ECUA standards, allowing the Creekwood Homeowners' Association to turn over responsibility for operation/maintenance to ECUA. With funding reimbursement to ECUA through the Municipal Service Benefit Unit process, we awarded the project in late 2018 and construction was completed in 2019. The project's total cost for construction was approximately \$600,000.

## UTILITY RELOCATION COORDINATION

Major roadway construction continued throughout the ECUA service area on many City, County, State, and Federal projects in 2019. Most of these projects required extensive utility coordination, and at times, extensive utility relocation. ECUA makes every effort, through planning and coordination efforts, to minimize relocation scope and costs, which in turn minimizes customer impact as much as possible. Still, ECUA spent more than \$3.7 million dollars relocating utilities this fiscal year.

Utility relocation and sewer expansion, in conjunction with roadway improvements along Nine Mile Road (from U.S.

Highway 29 to Beulah Road), were completed and obtained final ECUA acceptance in 2019. ECUA installed approximately 62,000 linear feet of water main, 24,000 linear feet of gravity sewer main, and 8,500 linear feet of sewer force main throughout these areas of Nine Mile Road. These utility relocation and sewer expansion efforts will provide infrastructure for blossoming development growth along this major corridor. The FDOT will continue the roadway improvement construction for years, which will require continued utility coordination on unforeseen issues as they arise.

We provided utility relocation in conjunction with Escambia County roadway improvements along Olive Road, from Yancey Lane to Johnson Road in 2019. This project concluded the 12-inch water main connection along Olive Road between Davis Highway and 9th Avenue.

Utility relocation also occurred in conjunction with the South Old Corry Field Road Bridge Replacement. We anticipated this to be a major force main relocation along South Old Corry Field Road, but close coordination with Escambia County mitigated the severity of issues. ECUA took preventive measures by installing by-pass sewer piping along the project during the bridge installation and minor relocation.

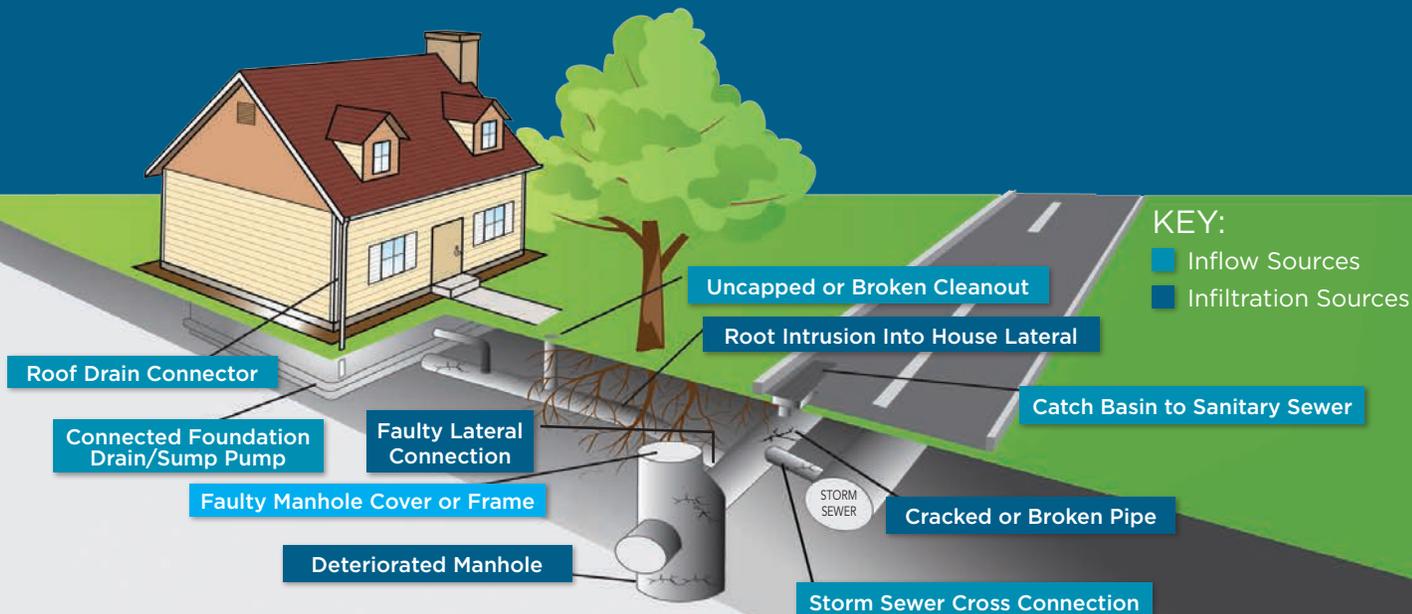


## UTILITY COORDINATION PROJECTS ACCOMPLISHED IN 2019 INCLUDE:

- 17th Avenue Intersection (Roundabout)
- Sorrento Road at Innerarity Point Road Intersection
- Beulah Road Interchange/Beltway
- Kingsfield Road Extension
- Longleaf Corridor
- Stefani Gravity Sewer Extension (Nine Mile/Detroit Area Sewer Improvements)
- Michigan Avenue Transmission Water Main



# SEWER INFLOW AND INFILTRATION



## 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 seeps into sewer pipes (infiltration) through holes, cracks, joint failures, and imperfect connections. Most I&I is caused by aging infrastructure that needs maintenance or replacement.



## WHY IS IT A PROBLEM?

ECUA has committed considerable resources to the elimination and reduction of sewer I&I through the last decade. This is an issue that affects, and is of great concern to wastewater utilities throughout North America. In 2012, ECUA embarked on a 16-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 can contribute to sewer system backups into local homes and spills into streets and waterways, negatively impacting public health and the environment.
- 2 I&I takes up capacity in the sewer pipes and ends up at the water reclamation facilities where it must be treated, increasing treatment costs.
- 3 Over time, new and larger wastewater facilities are required to convey and treat larger volumes of flow caused by I&I, resulting in higher capital and operating expenditures.



# INFORMATION TECHNOLOGY

## IT FOCUS

The IT department's focus for 2019 was the final phase of the IT Master Plan, created in 2015. This phase entails the implementation of the new (ERP) Enterprise Resource Program, which will tie all of ECUA's business functions together. In the past year, we brought the financial application online and ECUA started using the Finance module on October 1, 2019, at the beginning of a new fiscal year. We began work on the Human Resources, Asset Management, and Work Order modules in the summer of 2019, with a potential go-live date of July 2020. Countless hours went into the finance module to configure and test the application, train staff, and prepare ECUA for the new application. The launch was a success! We are now fully utilizing the new application, which eliminates many paper and manual processes, provides more timely access to financial data, and streamlines the financial processes at ECUA.

Overall, 2019 was a busy year for the IT department. As ECUA is set up for the future, the reliance on technology will grow, and technology will be more ingrained in our daily business processes. Our focus will continue to be the streamlining of operations, making things go better, faster and more inexpensively.



## NEW TELEPHONE SYSTEM

In 2019, we installed a new telephone system and added fiber connections from the phone provider. The fiber connections are less susceptible to lightning strikes and power issues, and can deliver more service at less cost than traditional copper phone lines. The new telephone system included specific Call Center applications, which funnel customers to the right agent by answering a few prompts. The new application streamlined the phone tree and enables customer service specialists to make changes as needed, without the involvement of a third-party support vendor.

A second component to the new phone system is the more efficient and less costly ability to send and receive FAX documents via computer, eliminating the paper process of Faxing and allowing the electronic dissemination of FAX documents (like emails). As a result, we can remove FAX machines from the work sites.

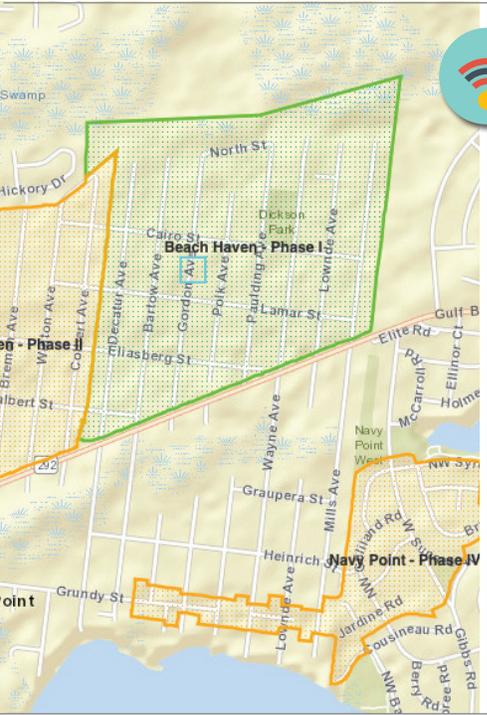
The new telephone system now provides access to real-time call center data and statistics.

## CYBERSECURITY

A second focus has been Cyber Security. We purchased and put in place new firewalls, along with more robust back-up procedures and data replication. Ransomware attacks are one of the main concerns for IT departments around the world. Best Practice security methods include a strong back-up/restore process such as the 3-2-1 method where data live in three physically separate places, on at least two different mediums (storage devices), and one off-line backup. ECUA fully embraces this methodology, audited every quarter to ensure backups are functioning as designed, and that data are recoverable. IT also assisted in the replacement and enhancement of the Security Camera System at ECUA locations. There are now more cameras with greater quality and a larger field of view than with the previously installed system.

## INFRASTRUCTURE

The IT Infrastructure has also received some upgrades and expansions. We expanded the data storage system to support the data growth and replication technology that we implemented to ensure critical systems are available during or after a disaster. IT established a network connection to the Escambia County Emergency Operations Center (EOC) to support ECUA and the County during any EOC activation. This connection will also facilitate automatic data sharing between the various government agencies in our area. Currently, we share data on an "as needed" basis, which involves many manual processes and data queries. Once this connection is established, data will flow automatically on demand when a data set is required.



## Geographic Information System (GIS)

In 2019, our GIS staff focused primarily on improving data, identifying current GIS usage patterns within the business units, and began documenting future business needs. To provide better information to the citizens, we included a "Maps" link on ECUA's home page, which leads to five lookup maps: Residential Sanitation Pick-up, Board Member Districts, Sewer Expansion Projects, Nearest Fire Hydrant, and Water Providers in Escambia County. As we create more data and implement the MUNIS ERP applications, GIS will provide additional online maps to assist with customer questions.

ECUA contracted with UWF's Geo-Data Center to validate, sanitize, and geo-locate 195,000 customer addresses and build an enhanced, up-to-date GIS layer for the GIS system. Customer location information is required to effect service repairs, analyze work orders, and are an integral

component of ECUA's asset management program.

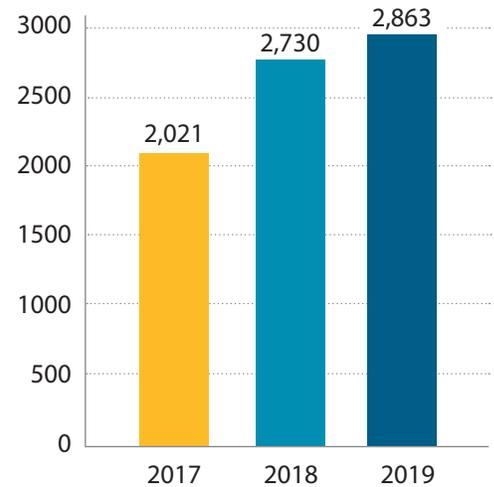
We implemented Best Data Practices for data & analysis automation through regularly scheduled updates and automated tasks. These practices provide up-to-date data for items such as work orders, customer service locations, & quality control checks. They also work to streamline the day-to-day activities, leaving more time for required data edits and analysis by the business unit(s).

To provide information to the general GIS user, staff created a Data Dictionary of all geospatial data, available on ECUA's Intranet site, The Clarifier. The Data Dictionary provides information on ownership, source, maintenance schedules, and data descriptions and limitations. Automatically updated every month, the dictionary also includes the addition of any new data layers created during that time.

## STAFFING

From a staffing perspective, IT has been very engaged in training for the new ERP system and the new applications and operating systems to which we are migrating, as well the realignment of positions and duties. At the end of the fiscal year, the IT department was fully staffed and enthusiastic about the new applications and systems we are implementing. A main goal was to get all ECUA computers running Windows 10 and MS Office 2016/19 before Microsoft ended support for Windows 7 in January 2020. The help desk has increased customer service by reducing the number of phone calls and maintain the goal of ensuring that 90% of all support calls last less than 5 minutes. The idea is to gather the pertinent information, enter a support ticket, and assign the ticket to the correct technician as quickly as possible. Staff completed 2,863 tickets and added 259 items to our inventory. We replaced 61 computers in the 5-year life cycle replacement program, ensuring that all PCs in use are younger than 5 years old. IT staff also implemented an email archival appliance that not only adds a layer of redundancy to the recovery strategy in the event of a disaster, but it allows the ECUA to respond quickly, with extreme accuracy, to public records requests for emails.

## WORK ORDERS COMPLETED



## SPREADING THE NEWS

In 2019, IT staff devised a mounting/connection solution to add a flat screen monitor to the ECUA's Quench Buggy to assist with spreading news and information about our services to the public. We installed web cameras at the MRF so that members of the public can see the MRF in action as it processes all the recycled materials. This required the upgrade and expansion of some servers to meet the growing demand for data and applications.



# HUMAN RESOURCES AND ADMINISTRATIVE SERVICES

Trust and respect are the cornerstones upon which successful relationships are built, and once established, sincere engagement begins. Research supports that happier employees are more productive and engaged employees. The focus and efforts of the human resources staff continues to be the successful management of our employees' needs, so that the Authority can in turn meet and exceed the needs of our external customers.

In fiscal year 2019, human resources staff continued to foster and enhance employee engagement through sincere, timely, and face-to-face interaction with every opportunity.

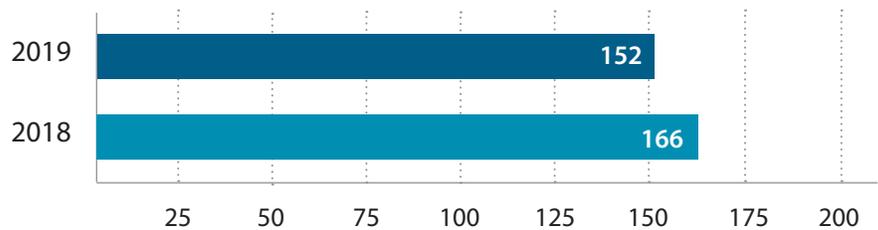


## CONNECTING WITH EMPLOYEES

Staff connected and engaged with employees in more than 300 scheduled face-to-face events, and through an abundance of electronic and written communication using the following channels:

- Fifteen HR on the Road visits - Nine ECUA locations for each quarterly visit
- Seventeen Benefits Open Enrollment and Education meetings
- Three sessions for Performance Management learning
- Two Florida Retirement System workshops
- Health and wellness/lunch and learn workshops
- Know Your Numbers wellness events at four ECUA locations
- Two Length of Service Employee Recognition events
- Numerous individual employee career counseling sessions and team meetings
- Twelve monthly publications of the For Your Benefit newsletter distributed to each employee, plus one Special Edition for Retirees
- One Employee Compensation and Benefit Statement provided at year-end to each employee

## VACANCIES RECRUITED AND FILLED



## EMPLOYEE-RELATED AND RECRUITMENT METRICS

The HR staff actively:

- Conducted 373 interviews
- Proctored 85 written pre-tests for Wastewater Operator candidates
- Screened and processed 4,752 online job applications
- Recruited for 152 vacancies which led to the hiring of 120 new employees, 23 promotions, four demotions and 20 transfers of existing employees
- Guided 29 new hire on-boarding sessions, and four quarterly orientation sessions to acclimate all new employees to ECUA
- Planned, organized and coordinated two Employee Appreciation and Length of Service Recognition events, honoring 87 employees who reached their 5-year employment milestones, and awarded the Employee and Supervisor of the Year for outstanding service
- Coordinated the ECUA T-shirt Design Contest
- Collaborated in the design and distribution of ECUA's third published calendar for ECUA customers and employees

Updated 215 job descriptions and provided training on what needs to be included when writing a good job description



## BENEFITS MANAGEMENT: FOCUS ON EMPLOYEES' HEALTH AND WELLNESS

### HOMETOWN HEALTH AWARD

In March 2019, we were honored recipients of the 2018 Hometown Health Award for the fourth consecutive year. The award recognizes local governments for their commitment and ongoing effort to promote and support a culture of health and wellness in the workplace. To qualify for the award, ECUA met all 12 program objectives as defined by the Florida League of Cities (FLC).

### LUNCH & LEARN SEMINARS

The year kicked off with a "Recommit to Fit" campaign that challenged employees to set new goals and realign with the principles of wellness. Throughout the year, ECUA offered 20 onsite educational seminars attended by over 330 employees. Seminars focused on recommitting to a lifestyle of health and well-being and remembering your "why," with topics on physical fitness, nutrition, building awareness about diseases and illnesses, the importance of preventive screenings, and financial wellness. The human resources staff also collaborated with the FLC, United Healthcare, and Primerica to conduct two educational workshops on

Medicare and Social Security, which directly benefited 52 employees and retirees.

### THE HEALTH AND WELLNESS FAIR AND KNOW YOUR NUMBERS (KYN) EVENT

ECUA's wellness program and initiatives foster healthier lifestyle changes among participants where the goal is not just to start, but also to strive for a lifetime of balance. The program offers education, awareness, health screening, health coaching, Flu/Pneumonia shot clinics, wellness fairs, and many other interactive health-conscious activities for employees to engage in a culture of wellness.

The overall attendance at ECUA's annual KYN event in Nov. 2018 totaled 304 participants. We provided Biometric screenings for 264 participants, and 128 participants received flu and/or pneumonia shots. This year's event had a 16.48% increase in participation over last year's.

Our continued commitment to wellness translated into an all-time low of 66.04% loss ratio in ECUA's claim experience, which resulted in a generally unheard of reduction in medical premiums for FY2020.

### HEALTH COACHING

Through our continued partnerships with FLC, we provided 58 one-to-one Health coaching sessions to employees, and saw a 48% participation rate above the incentive-level minimum of two sessions. As a result, 68% of participants reported that they formed new healthy habits because of health coaching, with better nutrition and exercise topping the list.

### HEALTHY CHOICES REIMBURSEMENT PROGRAM

Employee participation increased with ECUA's Healthy Choices Reimbursement Program. Participants engaged in activities ranging from gym memberships, weight management programs, 5k/10k walk/run events, cross fit, smoking cessation, dance instructions, and swim/golf lessons. Through active participation in qualified wellness activities, ECUA reimbursed \$32,282.99 to 163 employees this year. WW (Weight Watchers, or by the new brand, Wellness Wins) continued to be offered onsite, and FLC covered 33% of the cost for 16 participating employees.

### HR STAFF'S PROFESSIONAL DEVELOPMENT

The HR staff's professional certification and educational development continued with PHR, SPHR, SHRM-CP, and SHRM-SCP certified members:

- Seven staff members maintained local and national SHRM chapter memberships
- Three staff members attended the HR Florida Conference in Orlando, Florida
- Six staff members attended the Greater Pensacola SHRM Legal Conference
- One HR staff member continued as the HR Florida statewide conference Team Ambassador
- Two HR staff members continued with their appointments on the Board for the Greater Pensacola SHRM association for HR Professionals



### VARIED PROGRAMS MEET DIVERSE INTERESTS

ECUA's Tuition Reimbursement Program encourages employees to enhance their educational development. Twelve employees pursued undergraduate/graduate degrees, and/or professional certifications through the program this fiscal year. The Learning Center, ECUA's online learning module for professional development, continues to have an increase in class registrations. Of the 898 employee registrations enrolled in the Learning Center's web-based courses, 95% completed the elected courses.

### AUTOMOBILE LIABILITY CLAIMS

Risk Management staff opened and serviced 164 ECUA-involved vehicle claims.

### CHEMICAL REPORTING

The E-Plan system is the nation’s largest database for chemical and hazardous material reporting, as regulated by the U.S. Environmental Protection Agency. Risk Management staff completed all requirements for the Tier II Chemical reporting, including disclosure of hazardous chemicals and fuel stored or located at ECUA facilities. In emergencies, accurate data in the E-Plan system can make the difference between life and death for First Responders and victims.

### COMMERCIAL DRIVER’S LICENSE (CDL) INTERNAL PROGRAM

Risk Management staff maintained an in-house CDL training and testing program to comply with the updated Florida Department of Highway Safety and Motor Vehicles division’s third-party tester requirements. Through an inter-local agreement with Escambia County, ECUA Risk Management staff certified in CDL testing used the County’s approved CDL testing site to test and train 16 ECUA employees who successfully obtained their CDL.

### LOSS RECOVERY

Risk Management staff pursued subrogation recovery for ECUA property-damage claims caused by others. Through subrogation efforts, ECUA recovered \$60,354.83 to offset property damage losses caused by others.



### SECURITY: LIGHTING, ACCESS CONTROL, AND VIDEO SURVEILLANCE

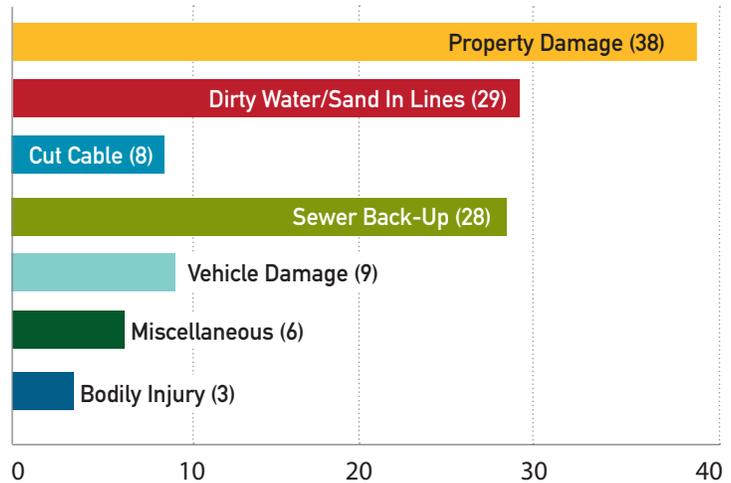
During 2019, we realized energy efficiencies by upgrading our security lighting at two of our complexes by replacing existing exterior security light fixtures with high quality, more energy-efficient LED fixtures, and replacing 45 pole-mounted exterior security light fixtures at our Ellyson Park and Warrington Region South complexes.

We upgraded our current access control software and support plan (SUSP), which was outdated and experiencing frequent failures, with the installation of a new virtual server, migrating the existing database, and updating the server software to all system operators.

Finally, we installed a new video surveillance system at the Ellyson Park complex with the same system that has proven to be extremely reliable at five other ECUA locations. This project consisted of installing two new 16TB network video recorders (NVR), the installation of new multi-view IP cameras, and the replacement of existing analog cameras.

### GENERAL LIABILITY CLAIMS

ECUA maintained a self-insured status for General Liability claims. Our Risk Management Division opened and investigated 121 case files for General Liability claims against ECUA as detailed below:



### COMMERCIAL INSURANCE

In FY 2019, staff reviewed and maintained insurance policies for: Property, Automobile Liability and Physical Damage, Workers’ Compensation, Cyber Liability, Crime Coverage, Flood Insurance, Pollution Liability, and Road Restoration Bond.



## WORKPLACE SAFETY, TRAINING & SECURITY

Training provided to employees covered 35 subject areas from Active Shooter to Workplace Safety. Risk Management staff conducted 6,669 hours of safety training for employees. As a result, 384 employees received certifications in:

- |   |  |
|---|--|
| <b>12</b> American Heart Association First Aid, CPR and AED (5-hr)      | <b>26</b> Confined Space and Gas Monitors (8-hr)                 |
| <b>9</b> CNG Cylinder & Fuel Systems Inspector Certifications (16-hr)   | <b>22</b> Wastewater Collection System Operator Level A (32-hr)  |
| <b>40</b> Intermediate Maintenance of Traffic (16-hr)                   | <b>18</b> Wastewater Collection System Operator Level B (32-hr)  |
| <b>190</b> National Safety Council Defensive Driving (4-hr)             | <b>16</b> Wastewater Collection System Operator Level C (32-hr)  |
| <b>29</b> OSHA General Industry Safety & Health (10-hr) Permit Required | <b>22</b> Water Distribution Operator Levels 1, 2, and 3 (32-hr) |

● Number of employees



## COMMUNITY INVOLVEMENT

To promote the presence and awareness of ECUA as a premier employer throughout the local community, HR staff participated in the following external events:

- 14th Annual Disabilities Summit Council Awareness Luncheon – Oct. 2018
- Mock Interviews for Students with Disabilities at West Florida High School – Oct. 2018
- The American Cancer Society's Making Strides Against Breast Cancer Walk – Oct. 2018
- GPSHRM's Spirit of Giving silent-auction benefiting the My Belongings charity – Nov. 2018
- PSC Multicultural Job Fair – Feb. 2019 (88 job seekers)
- Mock Interviews with Northwest Region Community Relations & Employment Services Agency for Persons with Disabilities – March 2019 (2 job seekers)
- Worlds of Possibilities Job Fair – April 2019 (460 job seekers)
- NAS Job Fair – April 2019 (48 job seekers)
- ECUA Charity Golf Tournament – April 2019
- Gulf Power Opportunities for Employment Job Fair – Sept. 2019 (28 job seekers)
- PSC Milton Campus – Sept. 2019 (236 job seekers)



## PUBLIC HEALTH AND SAFETY

At the beginning of FY 2019, staff launched a public health and safety initiative to purchase and deploy Automated External Defibrillators (AEDs) in ECUA's larger, highly frequented public facilities. During the fiscal year, staff deployed 13 AEDs and conducted demonstrations, and hands-on training sessions with 189 ECUA employees. Staff took advantage of a Training Incentive Program Safety (TIPS) grant with ECUA's worker compensation insurance carrier and received \$5,000 in reimbursement towards the purchase of the AEDs.

We began offering in-house training and certifications for our employees in August 2019, after ECUA's Senior Workplace Safety and Training Specialist was certified as an American Heart Association Basic Life Support and Heart-Saver First Aid, CPR and AED instructor.

Staff conducted a National Safety Council 4-Hour Defensive Driving class for the Sanitation Equipment Operators (SEO) and the Regional Services employees, which saw an impressive 95% attendance from our two Sanitation Divisions and 86% attendance from Regional Services.

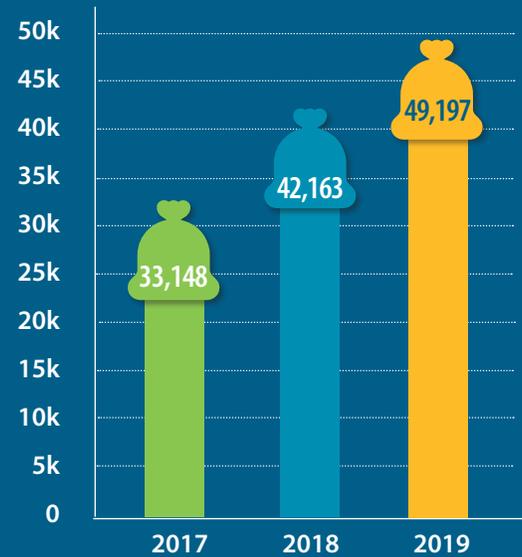


# SANITATION

## ADMINISTRATION DIVISION – ECUA MRF

During FY 2019, the ECUA Materials Recycling Facility (MRF) processed recyclables from the ECUA, Escambia, Santa Rosa and Okaloosa Counties in Florida as well as the Cities of Pensacola and Fort Walton Beach, FL. The MRF also processed recyclables from the Cities of Mobile, Andalusia, Atmore, Daphne, Foley and Fairhope AL, and from three private haulers providing service for two counties in Mississippi and multiple commercial locations in Florida and Alabama. The MRF processed a total of 49,197 tons of recyclables during FY 2019 compared to 42,163 tons of recyclables during FY 2018, an increase of approximately 17%. The daily average of 191 tons processed per day during FY 2019 increased from the average of 164 tons per day in FY 2018.

## RECYCLABLES PROCESSED IN TONS



## BIO-SOLIDS COMPOSTING FACILITY

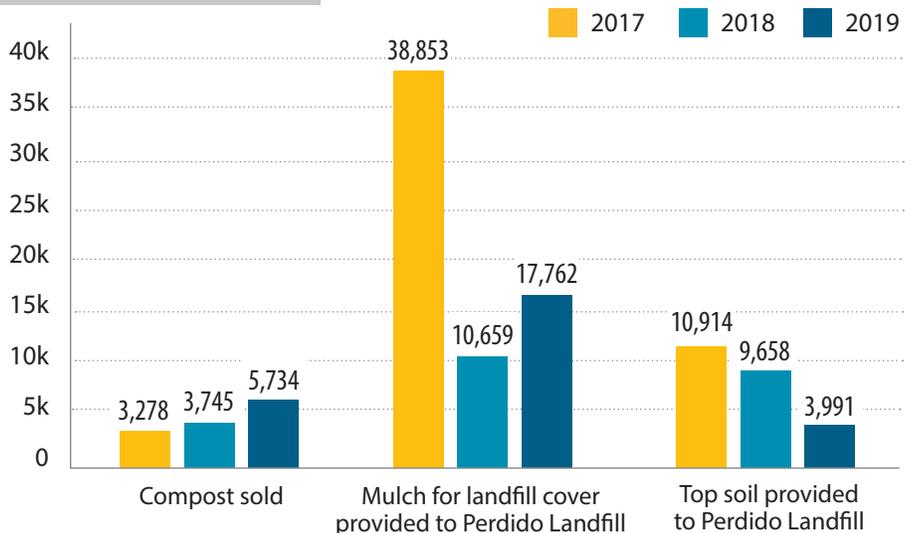
In its fourth year of operation, the ECUA Bio-solids Compost Facility (BCF) continued to expand and produce a high quality compost product. The BCF accepted 21,409 tons of yard waste in 3,193 loads from ECUA and Escambia County collection vehicles. During FY 2019, the BCF sold 5,734 tons of compost, and provided the Escambia County Perdido Landfill with 17,762 tons of mulch for landfill cover and 3,991 tons of top soil for slope stabilization.

BCF sold 5,734 tons of compost in 2019

## COLLECTION SERVICE IN SANTA ROSA COUNTY

The ECUA Sanitation Department continued to expand its customer base in Santa Rosa County, increasing the number of customers from 24,903 at the beginning of FY 2019 to 25,796 at the end of the fiscal year. This represents an increase of 3.6% for the fiscal year. No additional staff or equipment were required to service this increase in customers.

## COMPOST IN TONS



73% of our Sanitation customers recycled in 2019



### RECYCLING DIVISION

In FY 2019, 60,172 or 73% of ECUA Sanitation customers in Escambia County participated in the residential curbside recycling program. These customers produced 12,921 tons of recyclables that were processed at the ECUA MRF. The diversion of this amount of tonnage reduced ECUA's residential disposal cost by \$582,221 during FY 2019.

Staff is continuing efforts to educate ECUA customers on the proper use of the recycling container through multiple media outlets and public education outreach. Collection staff also identify recycling cans that contain contamination, and repeat offenders' recycling cans are removed for a period of one year. We initiated the Recycle Star program in FY 2019 to recognize and reward customers who recycle properly.

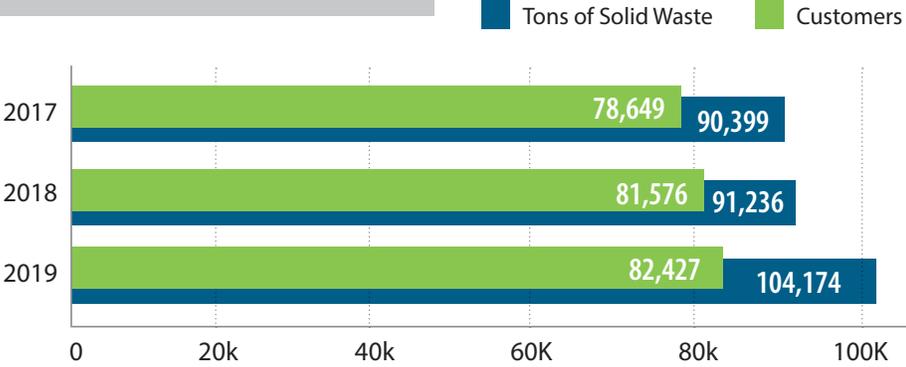


**YARD AND BULK WASTE** – During FY 2019, ECUA crews collected 18,852 tons of yard waste and collected 6,972 tons of bulk waste.

### RESIDENTIAL DIVISION

In FY 2019, each of ECUA's 82,427 residential customers generated an average of 1.26 tons of waste. This resulted in collection of a total of 104,174 tons of residential solid waste during the fiscal year. The total number of Escambia County sanitation customers increased by 851 during FY 2019. The total disposal cost for residential garbage increased due to the additional tonnage and totaled \$4,319,894 in FY 2019 (\$3,842,223 in FY 2018).

#### SOLID WASTE COLLECTED



### COMMERCIAL DIVISION

Roll-off services provided 1,973 service pulls and 441 container deliveries throughout the year. The total number of requests for roll-off service was 2,414, which is a 12.7% increase when compared with FY2018.

Commercial dumpster operations resulted in the collection of 15,570 tons of garbage, from locations on Pensacola Beach and the Mainland of Escambia County, which is an increase of 1,584 tons when compared to FY2018. This increase is due to additional commercial customers on the mainland of Escambia County. The Commercial Division added 121 new commercial customers in FY 2019, as compared to the 86 new accounts added during FY 2018.



# CUSTOMER SERVICE

## CONTACT CENTER

The hiring and training of seven new customer service specialists in FY 2019 resulted in the significant reduction of abandoned calls and increased the answered call rate to 98 percent. This continuing trend from FY 2018 made it possible to suspend the proposed hiring of two additional specialists' positions, approved by the Board for FY 2019. The ECUA Customer Service Department is at full staffing level, which has contributed to an increase in efficiency of completed calls and has dramatically reduced the number of abandoned calls. Our average answer rate has improved to 25 seconds, with the average call length reduced to three minutes. Restructuring the research, processing and team lead divisions made for a more efficient department, resulting in streamlining the paperwork, account adjustments and reports.



We improved the structure of the Contact Center with the installation of sit-to-stand workstations and comfort mats, which helped to create a safe, more ergonomically friendly environment that promotes reduced lower back pain and improve productivity. Our intent is to continue learning about ergonomic functions and maintain a safe office environment for our Contact Center staff.



## INCENTIVE PROGRAM

We implemented an incentive program to reward outstanding Customer Service team members who achieve an above-average number of completed calls, excellent call quality, and paperwork/call accuracy. Several of our customer service specialists took advantage of this new program and were very excited to have met their goals. A small change in our operating hours by altering the opening time from 8:00 a.m. to 8:30 a.m. now provides our specialists more time to complete required paperwork before the start of a busy workday.

## NATIONAL CUSTOMER SERVICE WEEK

We celebrated National Customer Service Week from September 30 – October 4. Throughout the week, customer service employees enjoyed gifts and department meals. Our three highest call takers and the top employee in the Walk-ins section were recognized for their dedication and commitment to professional, knowledgeable and friendly service. Our Lunch-and-Learn training sessions this year were provided through the ECUA Neo-Gov Learning Portal, and other departments throughout ECUA were invited to attend.

## SUPPORT OF FOG AND CCC PROGRAMS

Customer Service continues to offer their support and assistance to the Fats, Oil and Grease (FOG) Division by researching locations, customers' histories, and the appropriate billing of fees and assessed fines. Our water service technicians assist the Billing Division with any re-read work orders to assure accuracy of our customers' monthly billings. We also assist the Cross Connection Control (CCC) Division with interrupting water service to any customer not in compliance with backflow program and requirements.

## MENTORING PROGRAM

Our mentoring program continues in the Contact Center with experienced staff supporting newly hired members on our team. This is an essential function of the continuing training process for customer service. Call center and walk-ins specialists had a successful rotation with a specialist trained to assist in the walk-ins section.

## INTER-DEPARTMENTAL COOPERATION

Our IT Department provided every Customer Service staff member with upgraded Microsoft Office software. In conjunction with our Engineering Department, Customer Service continues to assist with the process of notifying customers with damaged sewer laterals. We alert these customers of the need to repair their damaged sewer lateral or sewer line to prevent inflow from entering our sewer system.



## CUSTOMER SURVEY

We continue to validate the outstanding service provided to our customers with an overall satisfaction score of 4.91 on the customer surveys completed – with 5 being the highest rating score available.

## CONTINUING EDUCATION/TRAINING

Members of the Customer Service Department attended several HR training courses designed for continuing education and information on providing quality service to our customers.

Supervisory and administrative staff received additional training in: Improving Communication Skills for Managers; Ethics in Government and Leadership; Interviewing, Hiring and Documentation; and Discipline. Customer Service staff is continuing our team effort with IT and other ECUA departments while anticipating the new utility billing function and training with the enterprise resource planning (ERP) software in 2020.



## HOLIDAY CHEER

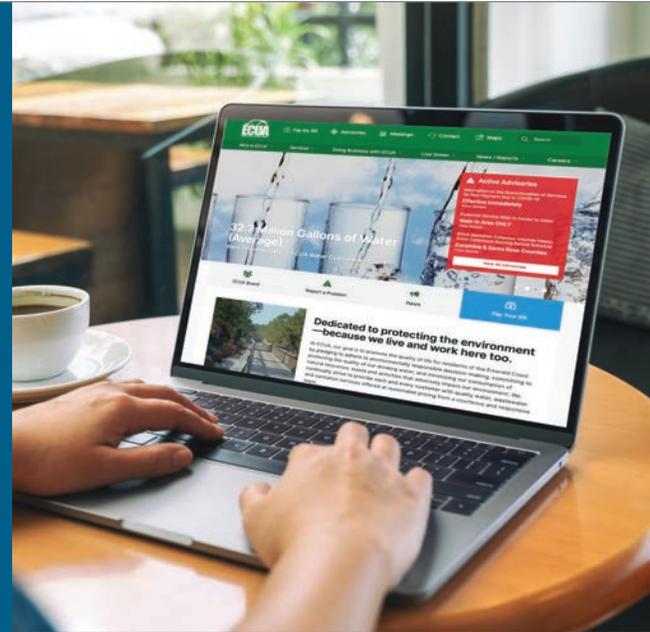
Customer Service held a desk/cubicle decorating contest for the holidays. This promoted positive morale for our team and encouraged the understanding and importance of teamwork as well as contributing to team spirit.

CUSTOMER SERVICE ANNUAL TOTALS	2018	2019
CALLS ANSWERED	369,801	399,372
MAIL INQUIRIES COMPLETED	22,116	16,876
EMAIL INQUIRIES COMPLETED	30,029	35,139
WALK-IN CUSTOMERS SERVED	15,386	13,135
WORK ORDERS ISSUED	30,713	32,119
KUBRA PAYMENTS PROCESSED	103,270	102,934
WATER SERVICE CUT/NON-PAY ORDERS	23,774	21,156
FAX INQUIRIES PROCESSED	5,257	2,580
DELINQUENT NOTICES ISSUED	198,563	190,747



# COMMUNICATIONS AND GOVERNMENT AFFAIRS

The Communications and Government Affairs Division provides general administrative support to the Executive Director and the other ECUA staff with respect to internal and external organizational communications, and coordination with various governmental and community organizations. The ECUA maintained its community involvement throughout FY 2019 with numerous public appearances and presentations, as well as our regular coordination with other local and state agencies and organizations. We also expanded our outreach through social media with the launch of the ECUA Facebook page.



## FLORIDAWEST ECONOMIC DEVELOPMENT ALLIANCE

This past year saw a continued increase in the number of development requests for properties within the County's wellhead protection areas. This involves detailed review and comment, focused on our protection of our community's groundwater resources and ECUA's drinking water supply. We participated in our fifth year of representing ECUA on the board of the FloridaWest Economic Development Alliance, which is focused on advancing our region's economic health and vitality. The partnership is dedicated to coordinating the efforts of public and private sector agencies to sustain and enhance the proper environment that supports business and a qualified workforce that will help attract new employers to our area.

## GIVING BACK TO NATURE

ECUA also participates as a member of the board for BRACE (Be Ready Alliance Coordinating in Emergencies), and continues its involvement in the recently formed Pensacola and Perdido Bay Estuary Program. The Estuary Program is funded by a grant made available through a U.S. EPA-RESTORE Council collaboration, and has a focus on development and implementation of a comprehensive program for water quality management throughout the combined Pensacola Bay and Perdido Bay watersheds. We continued our involvement in the planning and administrative support for the expansion of the existing reclaimed water system that provides irrigation water for the public right-of-way on Pensacola Beach. In the past, ECUA utilized grant funding from the Northwest Florida Water Management District for construction of a new storage tank, and this year confirmed approval of a grant for expansion of the existing reclaimed water distribution system through the Natural Resources Damage Assessment (NRDA) program which is related to recovery efforts tied to the 2010 Deepwater Horizon oil spill. The proposed expansion will allow ECUA to provide reclaimed water to a wider customer base for irrigation purposes on Santa Rosa Island, and will further the conservation of valuable drinking water and reduce the surface water discharge from the water reclamation facility. We also continued our support of the ECUA Utility Operations group, by helping coordinate the update of the forest property management plan for approximately 2,000 acres surrounding the ECUA's Central Water Reclamation Facility. This update lays out the program for future timber harvest activities on the CWRF property. The plan includes a focus on ecosystem management to support the development of a new ECUA wellfield while we tend to and harvest timber resources that existed at the time of ECUA's acquisition of the property.

## ECUA IN THE MEDIA

Every year, we strive to maximize our investment in television and radio advertising by focusing on specific targeted areas of our business. This year's media outreach campaign took aim at raising awareness and educating our customers on several key issues: the damaging effects of Inflow & Infiltration on our wastewater infrastructure, the ongoing and critical need for utility system and capital improvements, the prevention/reduction in recycling contamination, and the deterrence of Fats, Oils, and Grease in our sanitary sewer collection system. During the 2019 fiscal year, staff provided over 64 interviews to radio, television, and print media, and issued over 187 press releases.



## PUBLIC OUTREACH PROGRAMS

ECUA's important environmental programs have a pronounced impact on our community. Our public outreach programs communicate these successes and share our immediate program priorities through several means: our Newcomer's Welcome Kit, distributed to approximately 5,250 new home buyers, 70 Neighborhood Watch appearances, participation in 162 community and school events, regular appearances at Gallery Night in downtown Pensacola, and over 242 public speaking appearances at local, state, and national organizations.

This year, Public Information staff created ECUA's third annual calendar, published for distribution to employees and customers. We were able to once again feature beautiful local photography that highlights an ECUA program or service each month, as well as provides educational material in support of our Recycling and FOG programs.



## PUBLIC INFORMATION OFFICE (PIO) ECUA IN PRINT, ONLINE, AND ON THE ROAD

Our mission to inform 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' bills in Escambia County; a quarterly newsletter to our Santa Rosa residential sanitation customers; refrigerator magnets and other give-away items that promote awareness of the Recycling and FOG programs; and numerous informational flyers related to sanitation and recycling services, backflow prevention and FOG. Working with advertising agencies, staff guides the creation of advertising for broadcast, print and online publications, website and social media applications, as well as the Authority's Annual Report and the Annual Water Quality Report, which is published and posted to the ECUA website annually in May.

We took to the streets this year with our recycling message and continued the fight against contamination of recyclables with a billboard campaign. Our PIO staff, ever resourceful, also adapted the billboard graphics for use on our new sanitation trucks, doubling the return on our creative investment and assuring that the message is taken directly to the community at minimal cost.

This year, we augmented our 'micro website' LivegreenECUA.com to include a new section on the effects of excessive rainfall (Inflow & Infiltration) on our wastewater collection system, and updated the composting and recycling pages. With assistance from our IT Department, our PIO staff launched ECUA's social media presence in January 2019 on Facebook. Our Facebook page has proven to be a beneficial means for promoting our programs and sharing about events in which ECUA participates.

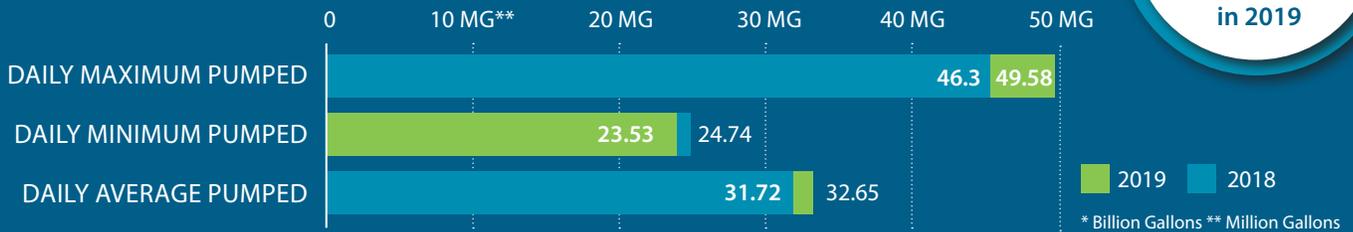
After much work and collaboration from departments throughout the Authority, most notably the IT Department, we replaced our 6-year-old website with a refreshed and technologically upgraded site in April 2019. Perhaps this site's most significant feature is its adaptability to a multitude of devices from smart phones to tablets and desktop computers. Further, it is fully compliant with the ADA Act (Americans with Disability Act), and contains new graphics and updated information. Of note is a new maps section that permits visitors to access vital information related to ECUA services by searching their address via our GIS (Geographical Information System) technology.

Within its first month, our Facebook page had acquired close to 500 page views and Likes.



# WATER PRODUCTION

11.92 BG\*  
of water were  
pumped  
and treated  
in 2019



## ENGINEERING ANALYSES

### HAGLER WELL TREATMENT

**ANALYSIS** – The Hagler Well has been taken out of service due to the presence of low levels of perfluoroalkyl and polyfluoroalkyl substances (PFAS). In FY 2018, we performed tests on the water from this well to evaluate the effectiveness of Granular Activated Charcoal (GAC) treatment for removal of these contaminants. In FY 2019, staff embarked on a pilot project to evaluate the removal of PFAS through resin treatments, which are purported to be more efficient and economical than GAC. Once the pilot project is complete, we will consider the cost to install, operate, and maintain treatment for the different treatment options to return this well to service.

### NORTH ZONE & SOUTH ZONE

**MASTER PLANS** – The water system master plan update has been completed for the North zone, and the South zone master plan update is in progress. These plan reports provide recommendations of improvements to meet future demands.

### PENSACOLA BEACH RECLAIMED

**WATER TANK** – This 2.5 million gallon tank, built as a reclaimed water storage facility, is currently serving as a potable water tank until the reclaimed water mains and Booster Pump Station are constructed. An agreement is being coordinated with FDEP to receive a \$4.68 million grant to accomplish this project.

**POTABLE WATER PH ADJUSTMENT ANALYSIS** – After analysis, the purchase of

a single-silo bulk hydrated lime system was recommended. This system will combine a central location where dry lime with water, producing a slurry for delivery and use at individual Water Production sites. The initial estimated cost for a single silo system is \$2.8 million, with a return on that investment in approximately 6 years. Thereafter, ECUA would realize an annual savings of approximately \$500,000.

### RISK AND RESILIENCE ASSESSMENT

The American Water Infrastructure Act (AWIA) required that utilities complete or update their Risk and Resiliency Assessment by March 31, 2020. ECUA updated the previous Vulnerability Assessment with a new Security Vulnerability Assessment in 2017. Since that does not contain all the information required by the AWIA, an engineering consultant was hired to assist ECUA in completing a new Risk and Resiliency Assessment.

### WATER STORAGE TANK INSPECTIONS

A consultant performed annual inspections (OSHA and Safety work) of all tanks and five-year comprehensive inspections of several tanks, where appropriate. Their report recommended improvements and WP staff awarded a contract for the completion of this work.

### WATER FACILITY OPTIMIZATION

An agreement with the US Army Corp of Engineers (USCOE) was signed for Planning Assistance to States (PAS) cost sharing, which

recommends actions to help us meet water system demands as economically as possible.

### WATER FACILITY GAC OPTIMIZATION

**STUDY** – WP Staff and our consultant are exploring ways to optimize GAC treatment. Options we are reviewing include lead-lag vs. parallel operation of the vessels, removal of competing constituents, and other cost-saving options.

### WATER FACILITY RADIONUCLIDE

**TREATMENT STUDY** – This study aims to identify the most efficient available treatment for removal of radionuclides, which would allow ECUA to provide any required treatment as expeditiously as possible.

### WATER WELL SPECIFICATION

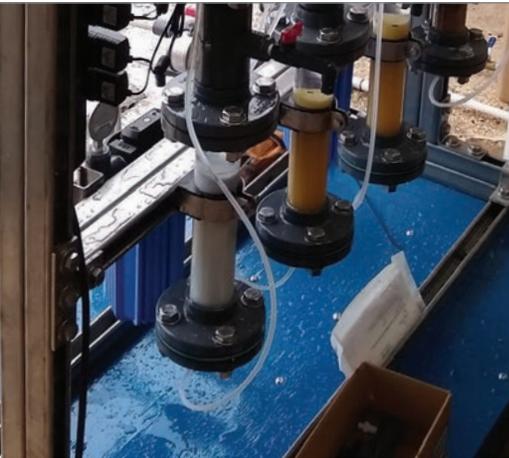
**UPDATE** – This project entails the updating and expansion of specifications for the installation and maintenance of water wells.

### WEST WELL AND TANK

– A feasibility study is ongoing to determine the best options for the construction of a ground storage tank, pump station, water treatment facility, and possible replacement well.

### ACQUISITION OF SPARE WELL PUMP

The acquisition of a spare well pump (with several shafts of different lengths) provides an emergency pump, compatible for use in all ECUA's high-production wells, in the event of an existing pump failure.



## WELL MAINTENANCE (WM)

This division provided accident-free preventive maintenance and repairs at well sites including: the continued upgrading of chlorine and fluoride monitoring equipment; testing all generators to assure electrical power during emergencies; louver replacements at Pensacola Beach Pumping Station; and relocated the actuated valve at Spanish Trail Well for well pump-off.

WM staff assisted contractors at water production facilities with well and lime room rehabilitations, inspections of corrosion protection systems, and draining facilities for required inspections. In collaboration with our Instrument/Electrical Division, WM staff replaced the Perdido Key Tank Control Valve and Actuator. Static and draw-down water levels for calculation of specific yield at each well were also acquired as well as monthly electrical and vibration readings at well and booster pump facilities.

## DESIGN PHASE

### BLUE ANGEL PRESSURE SUSTAINING ZONE VALVE

- This project involves the installation of a pressure sustaining valve on the 24-inch water main along Blue Angel Pkwy. to allow continuously controlled supply from the North Zone to the South Zone, as needed. Water Production (WP) staff changed the location to realize significant savings, and revised the plan design to reflect this change. The permit application was submitted and the project is awaiting funding for construction.

**CENTRAL WELL FIELD** - ECUA received a Water Use Permit modification in FY 2018 to include up to five wells on our CWRP property (2,000+ acres). We installed two wells during the permit modification request process. Our staff then directed our consultant to model a transmission main designed to tie one or both of those wells to the distribution system. WP staff prepared a conceptual plan for completing the installation of a water treatment facility at one of the two installed wells along with a transmission main from that well site to US 29. We have received a proposal to prepare plans and specifications for constructing the water treatment facility and transmission main for one of the existing wells. Staff is waiting on funding to bring the Engineering proposal to the Board for approval of construction.

**MICHIGAN AVENUE TRANSMISSION MAIN PHASE I** - This project will improve water transmission from the new Carriage Hills Well, Tank and Booster Pump Station and is

currently in the design phase. This is the first of four proposed phases.

### MOBILE HIGHWAY BOOSTER PUMP

- Plans and specifications have been prepared for the installation of a booster pump along Mobile Highway, which will allow filling of the Mobile Highway Pump Station tank without creating low-pressure issues for customers in the area.

### MULDOON AND AVONDALE WELLS GAC VESSELS

- Design of GAC treatment for removal of low levels of PFAS from each of these wells is ongoing. Due to the limited area available at the Muldoon site, Staff is looking at land purchase options in the area. The Board has approved acquisition of six GAC vessels.

### WEST PENSACOLA WELL ELEVATION PROJECT (FEMA)

- FEMA and the ECUA Board have approved cost sharing for improvements at this site to prevent future flood damage. Although ECUA solicited bids on the project, none were received, prompting a formal request to FEMA for a time extension. Our Staff and consultant are exploring ways to increase response on bids.

### PERDIDO KEY TANK DISCHARGE BOOSTER PUMP

- Plans and specifications to install a booster pump on the Perdido Key Tank discharge line are complete. This booster pump will allow better utilization of the tank without the need to lower system pressure.



## CONSTRUCTION PHASE INNERARITY AREA WATER SYSTEM IMPROVEMENTS

ECUA used our distribution model to improve flow and pressure near the Innerarity Booster Pump Station and the Sorrento Rd./Innerarity Point Rd. intersection. Advances were implemented, with major improvements scheduled to occur during a Florida Department of Transportation (FDOT) project planned for 2020.

### PENSACOLA BAY BRIDGE UTILITY RELOCATION PROJECT

The Bay North Meter and Isolation Valve were relocated as required for the new Pensacola Bay Bridge.

### SOUTHWEST PUMP STATION SYSTEM IMPROVEMENTS

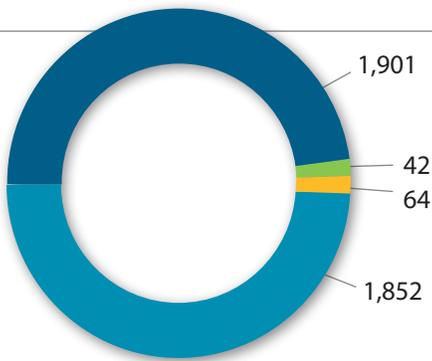
Improvements to the water distribution system adjacent to the Southwest Pump Station were completed, which increased the flow from the pump station toward Perdido Key and Innerarity Point.

### LIME ROOM REFURBISHMENT (W & AVERY WELL, MCALISTER WELL, AND MCCROY WELL)

Rehabilitation of and improvements to the lime rooms in the water treatment facility at these well sites have been completed.

### WELL NO. 6 DISINFECTION

ECUA's Annual Well Maintenance Contractor performed the disinfection of the entire well column of Well No. 6.



- Cut Service Notices Issued
- Property Surveys Conducted
- Turn-Back-On Work Orders Issued
- Cut Service Orders Issued

## CROSS CONNECTION CONTROL (CCC)

In 2019, CCC sent 12,114 notifications to commercial and residential customers to test, install or repair Backflow Prevention Assemblies (BPAs). Of these, 1,099 were follow-up letters for dedicated irrigation service connections, 47 related to dedicated fire service connections, and 1,104 were for auxiliary water supplies (private wells). We tested 529 BPAs at ECUA facilities and 75 hydrant meter BPAs, leading to the repair of 285 units.

Staff processed 10,512 test reports into an upgraded database, verified the compliance of 155 private residential auxiliary water wells' certification forms, and submitted the third required annual report of backflow data to the FDEP. The division reviewed 165 new commercial developments to ensure the correct type of BPAs are being properly installed, if required, and collaborated with local Fire Departments, the City of Pensacola, and Escambia County Building Inspections Departments to ensure that all commercial accounts had installed and tested their BPAs prior to receiving a Certificate of Occupancy.

Finally, CCC collaborated with the Finance, Customer Service, and Regional Services Departments to: log 84 meters with transient backflow readings and resolve exposed issues, address consumption and billing issues discovered during CCC surveys on 12 accounts, and held three Backflow Prevention classes for the progression of Service Techs.

## SCADA/WELL OPERATIONS

Issued 60 sanitary sewer overflow reports

Responded to 32,467 phone calls

Issued 139 precautionary boil water notices

The SCADA (Supervisory Control & Data Acquisition) Operations Center responded to 32,467 incoming and outgoing phone calls, issued 11,589 work orders, called in 839 utility locate requests to Sunshine 811, issued 139 precautionary boil water notices, 30 best management practices, and 60 sanitary sewer overflow reports to the Florida Department of Environmental Protection (FDEP) and Florida Department of Health (FDOH). Operators took 405 FDEP potable water compliance samples, and visited and serviced well and pumping station sites 19,681 times.

SCADA continued efforts to streamline and improve documentation concerning the following: unplanned and scheduled water outages; issuance of boil water notices; best management practices; and sanitary sewer overflows. In conjunction with the Well Operations and Instrument/Electrical divisions, SCADA used a well-specific reporting process to enable the identification and prioritization of well sites' maintenance and repairs and to complete several lift station and water well upgrades.

Finally, our server software was upgraded and SCADA coordinated with IT to increase virtualized server resource allocation, upgraded SQL software and re-indexed the databases.

## FIELD WATER OPERATIONS DIVISION

- Licensed Water Operators continued to work on Continuing Education Unit (CEU) regulatory academic requirements by attending regional training sessions sponsored by Florida Section of American Water Works Association (FSAWWA), Florida Rural Water Association (FRWA) and Florida Water and Pollution Control Operators Association (FWPCOA).
- Began tri-annual process of updating ECUA's Lead and Copper sampling plan in preparation for the sampling in FY 2020.
- Submitted Monthly Operating Report (MOR) to FDOH and FDEP.
- Coordinated with ECUA's Water Quality Lab for FDEP and NFWFMD required sampling and testing, and submitted operational data to NFWFMD, in accordance with regulatory requirements.
- Added 3,621,200 lbs. of bagged hydrated lime for pH adjustment.
- Fed 86,698 lbs. (578-150 lb. chlorine cylinders) of chlorine gas for disinfection.
- Fed 286,824 lbs. of hydrofluorosilicic acid (Fluoride) for dental health.
- Fed 13,174 gallons of orthophosphate for corrosion control (lead and copper).



## REGULATORY ACTIVITIES

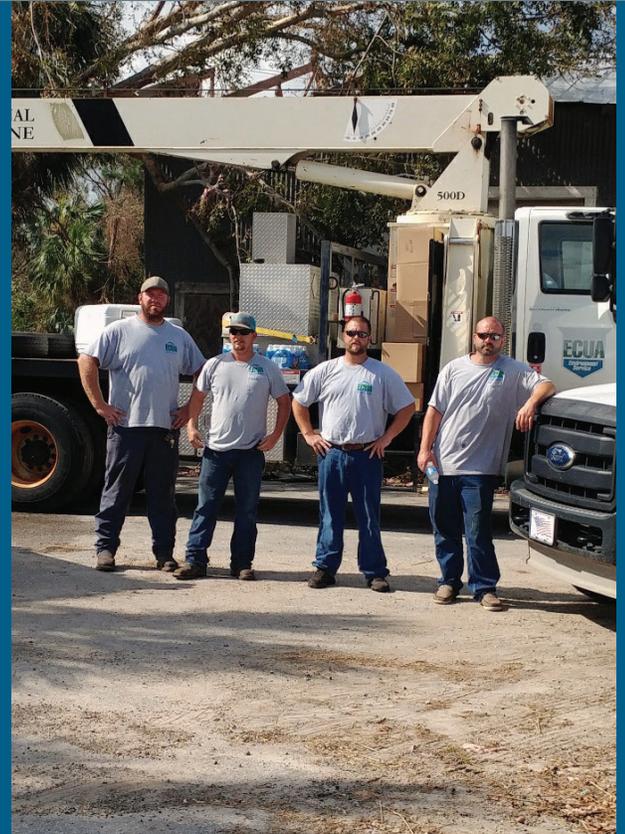
Staff submitted required data to the Northwest Florida Water Management District (NFWFMD) for the Water Use Permit. We also provided test results and data to the FDEP in accordance with prescribed rules, and coordinated with FDEP and FDOH to collect and test water samples from several ECUA wells for PFAS. We reviewed plans and Wellhead Impact Reports to ensure Wellhead Protection Area (WHPA) compliance for the Escambia County Development Review Committee.



# MAINTENANCE AND CONSTRUCTION

The Maintenance & Construction Department is set up to maintain all heavy industrial equipment at every ECUA operating facility, including water reclamation facilities, lift stations and pump stations, generators for emergency power, odor control, all electrical power and distribution, control systems, and the Composting and Materials Recycling facilities. Additionally, the staff manages and performs capital improvement and construction activities for improvements and increased reliability.

All divisions assisted in the Hurricane Michael recovery efforts for water and wastewater systems at Port Saint Joe, Mexico Beach, Lynn Haven and Cape San Blas. We rotated 31 staff members on shifts for two months to provide assistance to this heavily damaged area. Crews transported generators, bypass pumps and other equipment, which we used to excavate and make pipeline repairs to restore water and sewer services in these affected areas.



Our LS crews  
operated and  
maintained 373 lift  
stations in  
FY 2019

## LIFT STATIONS (LS) DIVISION

The division completed a total of 2,727 work orders related to preventive maintenance, capital improvement projects and standard repairs this fiscal year. The progression program for our LS employees continues to pay dividends as all 23 employees earned a Class C Wastewater Collection Certification; 17 employees went on to earn their Class B Wastewater Collection Certification and 6 earned their Class A Wastewater Collection Certification.

The prevention of sanitary sewer overflows (SSOs), costly major mechanical problems and clogged force mains continue to be a priority, with the regular use of two vacuum trucks to remove fats, oil, grease and rags from all of our lift stations. Through our proactive approach, the LS Division was able to prevent all but one SSO this year. The single incident was created by a vehicle driving through a lift station site.

Our LS crews operated and maintained 373 lift stations and worked with ECUA Engineering and contractors to completely replace three lift stations in a seamless transition from the old to new stations and enhanced the exterior of several lift station buildings on Pensacola Beach.





## PROJECTS COMPLETED BY PLANT MAINTENANCE

### PLANT MAINTENANCE

The division coordinates all preventive mechanical maintenance at ECUA's three water reclamation facilities, three regional pumping stations, the Materials Recycling Facility and the Composting Facility. The Plant Maintenance division completed over 2,621 work orders in FY 2019 while also providing support and direction to contractors working on capital improvement projects for ECUA.

### PENSACOLA BEACH WRF

Staff completed the repair and replacement of the pumps in Plant #2 Lift Station along with a new wet well hatch. Also the replacement of the discharge piping of the lift station to stainless steel and the fabrication/installation of a new splitter box was completed.

### GOVERNMENT STREET, MORENO STREET AND PIPELINE ROAD REGIONAL PUMP STATIONS (RPS)

Staff oversaw the removal, rebuilding, and re-installation of seven pumps at our three regional pump stations. At the Pipeline Road Regional Pump Station, Plant Maintenance coordinated the replacement of four 24-inch valves and one 42-inch valve.

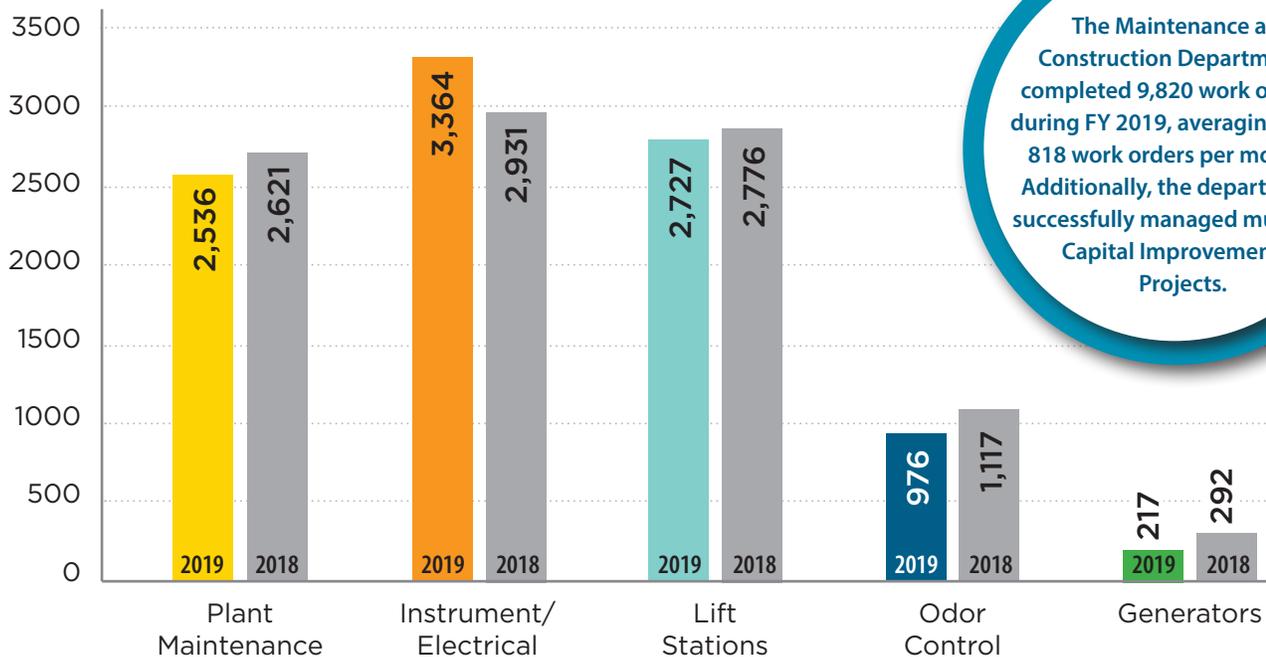
### CWRF AND COMPOSTING FACILITY

The rebuilding of the Paddle Dryer #2 vessel and paddle surfaces, and overhaul of all paddle dryer ancillary equipment was completed along with the replacement of the steam generator (steam boiler) for dryer #1. We also replaced four 24-inch valves and one 42-inch valve at Pipeline Regional Pump Station along with the complete overhaul and repair of the sorter for the Material Recycling Facility.

### MATERIALS RECYCLING FACILITY (MRF)

Plant Maintenance performed a complete equipment assessment and stock list for critical spares at the MRF, and expanded the preventive maintenance program for all new equipment.

## NUMBER OF WORK ORDERS COMPLETED BY DIVISION FOR 2019



The Maintenance and Construction Department completed 9,820 work orders during FY 2019, averaging over 818 work orders per month. Additionally, the department successfully managed multiple Capital Improvement Projects.



## INSTRUMENT/ELECTRICAL (I/E DIVISION)

The division completed 3,364 work orders related to preventive maintenance, capital improvement and standard repairs this fiscal year. We provided training to I/E personnel on theory, installation, troubleshooting and repair of several different systems, along with Arc Flash Safety and Variable Speed Drive programming.

At the CWRP, I/E staff installed new electrical power and controls for an improved fluidizing system to remove grit (sand) from the incoming wastewater stream. The new valves and controls improved the operational efficiency of the plant's grit removal equipment. Staff assisted with the design, start-up and commissioning of the new ultraviolet disinfection system at the Bayou Marcus Water Reclamation Facility.

At the Materials Recycling Facility, crews installed all electrical systems and controls for a new truck scale used to weigh trucks entering and exiting of the facility.

At the Regional Pumping stations, I/E staff and crews assisted with the installation and operation of the new flow diversion system for the Moreno Street storage tank and also helped implement and develop operating procedures for the Transmission Main Interruption plan. These procedures are intended for use in an emergency or catastrophic occurrence with our main sewer transmission line.

At 54 lift station sites, I/E staff made improvements to the power and control systems by upgrading aging power circuits and adding surge protection equipment on old/obsolete equipment.



## ODOR CONTROL DIVISION

Odor Control's two-man crew completed 976 preventive maintenance and emergency work orders, and dealt with numerous customer odor complaints. Additionally, the crew serviced and maintained 42 odor control media scrubbers and blowers at all lift stations and our three water reclamation facilities; serviced and replaced the media and cleaned the scrubbers at ECUA's three Regional Pumping Stations; serviced and replaced the media on all of the Calgon vents on the CWRP transmission main; and collected monthly hydrogen sulfide (H<sub>2</sub>S) readings.

## GENERATORS DIVISION

Our Generator crew completed 217 preventive maintenance and emergency work orders. These included: the servicing and maintenance of 46 portable and 65 permanent generator units in the ECUA system; the installation of automatic transfer switches (ATSs) for portable units at three lift station sites; the load testing and verification of ATSs as part of a monthly testing program; and the management of fuel tank inspections and tank compliance with the Florida Department of Environmental Protection (FDEP).

Additionally, the staff and crews implemented a generator fuel testing system that entails polishing and cleaning of the fuel to prevent algae and condensation from building up in the fuel tanks due to long-term storage. The clean fuel has reduced the amount of clogging on injectors and increased the life span of the fuel filters on the equipment. Crews also replaced one 2,000 gallon fuel tank at the Pensacola Beach Water Reclamation Facility.



## INFORMATION SYSTEMS/ WAREHOUSE DIVISION

A total of 4,832 parts were received and 4,564 parts were issued through the Asset Management (AM) system at the CWRP warehouse, a decrease from FY 2018 of 12% and 24%, respectively. The AM database continues to expand with 4,894 new part records created, for a total of 12,142 part records, and 1,490 new asset records created, for a total of 4,614 asset records.

The annual CWRP warehouse inventory and audit were completed with zero discrepancies and all spare parts requirements for the Materials Recycling Facility (MRF) and the Composting operation were inventoried and recorded into the AM system. The division processed 1,185 purchase requisitions, while the stocking system efficiency for consumable hardware and fittings improved, which resulted in a 15% reduction from FY 2018 of non-work-order-related credit card purchases and a savings in non-productive labor hours.



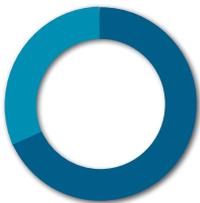
# WATER RECLAMATION

The Water Reclamation Department employs 52 licensed operators, 17 of which have the highest license issued by the State of Florida, to oversee operations at three locations, 24 hours per day; 7 days per week. Five Water Reclamation operators advanced to the next level of FDEP-issued Operators licenses after passing required coursework, on-the-job training, and a rigorous exam.



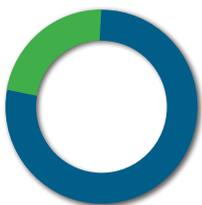
**4.4 BG\* of reclaimed water from the CWRP were reused**

- Gulf Power..... 2.161 BG
- On-Site Reuse.....0.317 BG
- International Paper.... 1.922 BG



**1.974 BG\* of reclaimed water from the Bayou Marcus WRF were reused**

- Northern Wetlands....1.342 BG
- Southern Wetlands.. 0.632 BG



**44.022 MG\*\* of reclaimed water from the Pensacola Beach WRF were reused**

- SRIA Flow.....34.410 MG
- On-site Reuse ..... 9.612 MG

\* Billion Gallons  
\*\* Million Gallons

## CENTRAL WATER RECLAMATION FACILITY (CWRP) POLLUTANT REMOVAL

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED	ANNUAL AVERAGE	DEP PERMIT LIMIT
Carbonaceous Biochemical Oxygen Demand (CBOD)	99.1%	10,533,560	2.0 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.8%	13,457,357	0.6 mg/L	5.0 mg/L
Total Nitrogen (TN)	98.9%	1,898,057	0.7 mg/L	3.0 mg/L
Total Phosphorus (TP)	98.7%	234,955	0.07 mg/L	0.4 mg/L

The CWRP had a total flow of 5.256 BG in FY 2019. The FDEP granted a new operating permit to the CWRP in December 2018, and the plant began operating within its requirements at that time, with no excursions under the new permit. CWRP operations pulled and performed data analysis on 4,476 samples for process control and permit

compliance in FY 2019.

Rain events can push the CWRP to its limits. On December 2, 2018, Operations staff were able to manage and process a total daily flow of 23.020 MG (15,986 gallons per minute) with a peak flow of greater than 40.79 MGD (28,326 gallons per minute), with no permit excursions from the event.

## BIOSOLIDS HANDLING

The ECUA Biosolids Facility located at the CWRP processes sludge from all three of our water reclamation facilities. In fiscal year 2019, the facility processed approximately 273 million gallons of sludge from our three facilities, using it to create almost 12.7 million dry pounds of biosolids for beneficial reuse as fertilizer and compost.

CWRP biosolids drivers drove more than 122,000 miles with no at-fault accidents carrying 557,865 wet pounds in 4,591,500 gallons from the Pensacola Beach WRF, and 3,749,765 wet pounds in 10,055,500 gallons from the Bayou Marcus WRF.

<b>BIOSOLIDS PRODUCED</b> .....	<b>TOTALS IN WET LBS.</b>
Dried Biosolids for Fertilizer .....	55,486,710 lbs.
Class B Biosolids for Farm Land Application.....	6,678,540 lbs.
Class B Biosolids Provided to Compost.....	17,343,160 lbs.

<b>SEPTAGE RECEIVING</b> .....	<b>TOTALS</b>
Septage Loads .....	5,655
Septage Volume .....	13,553,108 gallons
Septage Revenue .....	\$1,115,634



## WATER QUALITY LABORATORY

The ECUA's Water Quality Laboratory is home to 12 laboratory analysts who handle field services and laboratory testing. These dedicated employees performed more than 22,700 analyses for the three water reclamation facilities, and collected and analyzed over 5,100 samples while also successfully resolving more than 140 customer service complaints in support of the Water Production, Wastewater Infrastructure, Regional Services, and Customer Service Departments. Additionally, they coordinated the collection and analysis of Unregulated Contaminant Monitoring Rule and Stage 2 of the DBPR (Disinfection Byproduct Rule), as required by the EPA, in addition to all PFOA and PFOS, FDEP's required volatile organic compound, sanitary sewer, boil water notice, and best management practice sampling events.

The Industrial Pretreatment Division collected 678 samples from industrial users of the sanitary sewer system, provided data for more than \$2.86 million in surcharges on more than 229 MG of industrial wastewater sent to the Central and Bayou Marcus facilities, issued 11 industrial discharge permits for users of the sanitary sewer system, and completed 12 inspections of those users.

This division developed and promulgated a Mercury Minimization Plan to reduce mercury impacts on the environment, which originate from multiple dental offices, hospitals, and schools within our collection system. All members of the Pretreatment Program have achieved Industrial Pretreatment Certifications from the Florida Industrial Pretreatment Association in FY 2019.

## BAYOU MARCUS WRF • POLLUTANT REMOVAL

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED	ANNUAL AVERAGE	DEP PERMIT LIMIT
Carbonaceous Biochemical Oxygen Demand (CBOD)	99.7%	3,141,561	1.8 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.7%	3,903,871	2.1 mg/L	5.0 mg/L
Total Nitrogen (TN)	98.3%	749,594	2.4 mg/L	3.0 mg/L
Total Phosphorus (TP)	98.8%	94,327	0.22 mg/L	1.0 mg/L
Ammonia (NH3)	99.9%	523,107	0.08 mg/L	1.6 mg/L

The Bayou Marcus WRF had a total flow of 1.974 BG in FY 2019 and earned a Silver award from the National Association of Clean Water Agencies (NACWA) for the 2018 calendar year, maintaining compliance with 3,565 of 3,566 compliance points. The Bayou Marcus WRF's permit allows for the processing of 8.2 MGD; however, rain events can pose a challenge to these limits. On December 1, 2018, the facility was able to process a total daily flow of 9.952 MG (6,911 gallons per minute) with a peak flow of greater than 15.91

MGD (11,048 gallons per minute), with no permit excursions from the event. The plant began operating with a newly issued FDEP operating permit on Oct. 1, 2018, and had no excursions under the new permit in FY 2019.

Plant staff completed the installation and start-up of a new Ultraviolet disinfection system to replace the outdated and no longer supported system, and pulled and performed data analysis on 3,125 samples for process control and permit compliance in FY 2019.

## PENSACOLA BEACH WRF • POLLUTANT REMOVAL

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED	ANNUAL AVERAGE	DEP PERMIT LIMIT
Carbonaceous Biochemical Oxygen Demand (CBOD)	99.0%	490,433	1.76 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.5%	332,315	0.64 mg/L	5.0 mg/L
Total Nitrogen (TN)	95.7%	95,337	1.49 mg/L	3.0 mg/L
Total Phosphorus (TP)	98.0%	12,947	0.09 mg/L	1.0 mg/L

The Pensacola Beach WRF had a total flow of 344.211 MG in FY 2019 and earned a Gold award through NACWA for calendar year 2018, maintaining compliance with all 4,153 compliance points. This plant is permitted for 2.4 MGD but was able to process a daily total of 2.782 MG (1,932 gpm) with a peak flow of greater than 3.5 MGD (2,430 gallons per minute) with no

permit excursions on June 19, 2019, when rainfall totals exceeded 10.5 inches in less than six hours.

The plant's operations staff pulled and performed data analysis on 4,401 samples for process control and permit compliance in FY 2019, and successfully submitted application for continuing its operating permit on time and as required by the FDEP.



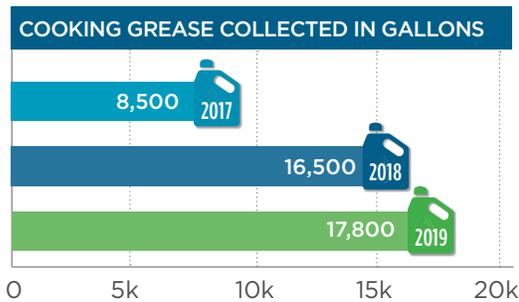
# REGIONAL SERVICES

The Regional Services (RS) Department completed approximately 158,000 work orders during Fiscal Year 2019, averaging over 13,000 work orders per month. The State of Florida requires that employees who are engaged in activities that affect the quality or quantity of drinking water have a Water Distribution System Operator's license. There are three progressive levels of licensure. This year, nine employees advanced to a higher level of licensure or earned their first license, for a total of 49 licensed distribution system operators on staff at ECUA.

WM inspected over 3,500 manholes in 2019, addressing minor defects and submitting major repair projects to our Engineering Department for completion by a contractor.

## FATS, OILS AND GREASE DIVISION

The Fats, Oils, and Grease (FOG) Division manages a program to enforce compliance with ECUA's FOG disposal requirements. The program involves inspection of nearly 1,000 food service establishments (FSEs) to reduce the discharge of FOG into the collection system. The FOG division performed more than 3,100 total inspections of FSEs (11-plus per work day) and also continued to manage discharge permit applications from FSEs in accordance with Chapter 6 of the ECUA Code.



An additional collection site was added for the Residential Cooking Oil Disposal Program, bringing the total number of sites to 14. These drop-off locations provide customers with an appropriate means of disposal for used cooking oil. More than 17,800 gallons of used cooking oil were collected at these sites over the year. The FOG division also worked directly with citizens to promote the reduction of FOG discharges by residential customers. Three apartment complexes and two mobile home parks were targeted with public awareness campaigns reaching an estimated 785 residents.

## WASTEWATER MAINTENANCE DIVISION (WM)

The Wastewater Maintenance Division coordinated with the Wastewater Infrastructure Division to reduce the number of sanitary sewer overflows (SSOs) that occur. Using four vacuum trucks, WM cleaned more than 1,173,000 feet of pipe this year in the gravity sewer collection system, and removed grease and other obstructions to restore proper function of the system. Wastewater Maintenance also used closed-circuit television to inspect nearly 278,000 feet of sewer pipe. These inspections yielded valuable information and identified 57 substantial pipe deficiencies that are now repaired.

The division responded to almost 800 calls from customers to investigate problems in the collection system, and completed nearly 400 work orders issued by other divisions and departments. Working with contractors, WM addressed root intrusion issues within areas of the collection system that are difficult to access, and implemented a biological treatment process to address extreme grease build up in areas of the collection system that are in close proximity to commercial food establishments. The division also performed smoke and dye tests of sewer mains in eight different areas where severe Inflow and Infiltration (I&I) were noted, to identify the deficiencies, have them repaired, and eliminate those sources of I&I.



## CAPITAL IMPROVEMENTS

**SABINE DRIVE** – RS staff designed, bid, and managed the contract to construct a new water main to replace nearly 1,000 feet of old water main that had reached its life span. Fourteen customer services were transferred to the new main.

**MACKEY KEY DRIVE** – RS staff designed and bid out this project during the year to replace a problematic force main. Construction began in January 2020 and is expected to be completed in the Spring of 2020. Regional Services also worked in conjunction with the Engineering department to plan and initiate projects to replace antiquated water mains and failing water services throughout the water system.

**CLEARING OF EASEMENTS** – This entails an on-going, multi-year effort to clear easements that contain water and sewer mains to facilitate access for maintenance operations. Large easements were cleared behind Bill Gregory Park off of W Street, at Lift Station #291 on Ensley Street south to Johnson Street, and an easement behind the Wild Oak Farm Apartments in Cantonment.

## VALVE MAINTENANCE DIVISION (VM)

The Valve Maintenance division maintains approximately 400 air release valves (ARVs) and nearly 22,000 valves in the water distribution system.

All of the ARVs in the system were inspected and maintained every 30, 60, 90, 120 or 180 days depending on the valves' condition, including 69 ARVs on the critical CWRP transmission main, which were inspected and maintained at least on a quarterly basis. Twelve critical valves used to isolate the ARVs on the transmission main were replaced. In total, 3,785 work orders to perform preventive maintenance on ARVs were completed, more than double the total from FY 2018. VM staff completed the effort to move antiquated ARVs from housings located below ground to new housings above ground. This facilitates maintenance activities and eliminates confined space issues that occur when the ARV is located below ground. A total of 336 ARVs were relocated as part of this effort.

VM and the Fire Hydrant Division staff located and exercised more than 3,800 water valves throughout the year. The division replaced 8 valves, and replaced or brought more than 300 valve boxes up to grade for enhanced accessibility. Overall, VM staff provided frequent support to other departments and divisions of ECUA, such as Engineering, Lift Stations, Plant Maintenance, and also to contractors working for ECUA by operating and maintaining valves critical to maintenance or capital improvement projects.

The Regions installed over 2,000 new water and sewer services, repaired 234 water main breaks, almost 3,500 water service leaks, 41 sewer main breaks, and 103 sewer service leaks.

## REGION EAST/REGION WEST/REGION SOUTH

The three Regions are responsible for maintenance of the water distribution system, the wastewater collection system, the system of wastewater force mains, and all of the appurtenances to these systems. There are over 120,000 meters in the ECUA water distribution system, and more than 80,000 of the completed work orders were for maintenance or service of water meters. Nearly 11,000 of the completed work orders were to locate ECUA's utilities in anticipation of future construction. All three Regions continued the effort to repair or replace components of water meters with automatic meter reading (AMR) technology. A transition to AMR meters began more than ten years ago and the demands to repair or replace components, primarily the register or the communication mechanism, have increased dramatically as the end of the warranty period on these devices approaches. Regional Services replaced around 10,300 of the old registers with new ones.

The three Regions performed an audit of the nearly 1,000 meters in the system that are two inches in size or larger. The audit ensured that all of the recorded information related to these meters is up to date and correct.

## FIRE HYDRANT DIVISION (FH)

ECUA's water distribution system contains more than 7,500 fire hydrants that require maintenance and testing. In FY 2019, the division repaired 180 hydrants, performed preventive maintenance on 3,365 hydrants and tested them to evaluate flow performance, installed two new hydrants, replaced 23 antiquated two-port hydrants with newer three-port hydrants, and performed more than 100 flow tests.

The flush crew is a part of this division and performs a vital role in the maintenance of water quality in the distribution system. Over the year, the division performed more than 1,700 flushes throughout the system as part of a regular routine, flushed over 250 dead-end water mains, and more than 250 flushes in response to concerns about discolored water. The division completed four unidirectional flushing operations, a method used to achieve a more aggressive flush through increased water velocity in the pipe. The crew also installed two new automatic flushing devices on hydrants or other flush points, designed to automatically perform scheduled flushes with use of a timer. The group now maintains almost 120 automatic flush devices, which help to maintain water quality with only minimal maintenance by employees and reduce the demands on employee time and equipment.

The hydrant crew performed 19 valve insertions, a method used to install a valve without having to shut down the water or sewer main, thereby limiting disruptions to customers' service and promoting efficient use of employee time.





# EXECUTIVE STAFF



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



**Don Palmer, PE**  
Deputy Executive Director of  
Engineering & Environmental Services



**Gerry Piscopo, BSME**  
Deputy Executive Director of  
Maintenance & Construction



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



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



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



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



**Stacy Hayden, PE**  
Director of Engineering



**Brian Reid, PE**  
Director of  
Regional Services



**Kimberly E. Scruggs, MPA, SPHR**  
Director of Human Resources &  
Administrative Services



**Randy Sears, MS, MSA**  
Director of Water Reclamation



**Patty Sheldon, CPA**  
CGFO, CPFO, CPFIM  
Director of Finance



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



**Jim Roberts**  
Education Programs Specialist  
Three-time recipient of  
Edward R. Murrow Award

# EXEMPLARY EMPLOYEES



## 2019 EMPLOYEE OF THE YEAR

**ROBERT "EDWIN" LANGDON  
WASTEWATER TREATMENT PLANT  
OPERATOR III**

This award is presented to Robert "Edwin" Langdon in recognition of his dedication and service to the Emerald Coast Utilities Authority. At ECUA's Bayou Marcus Water Reclamation Facility, Edwin has set the standard for job performance and he encourages others to achieve the same standards. Edwin takes ownership of all aspects of not only the plant, but also its operations and initiates, identifies, plans and organizes tasks without the need of supervision. His work is detailed, meticulous and shows exceptional quality. Edwin has a thorough understanding of all equipment and processes at Bayou Marcus and is the go-to consultant dealing with most aspects of plant operations.

Edwin genuinely cares about his job, his co-workers, and the success of the Bayou Marcus Facility. When interacting with co-workers or the public, his demeanor is always respectful and thoughtful. Edwin is an exemplary employee representing honesty, integrity, conscientiousness and loyalty. We are proud to honor Edwin as our Employee of the Year for 2019.



## 2019 SUPERVISOR OF THE YEAR

**EDWARD S. SOYKA  
WATER OPERATIONS FIELD  
SUPERVISOR**

This award is presented to Edward S. Soyka in recognition of his dedication and service to the Emerald Coast Utilities Authority. Ed consistently performs at an exemplary level and demonstrates an extraordinary commitment to ECUA's overall mission. He challenges himself to exceed expectations beyond the requirements of his job and provides assistance and expertise to other divisions. Ed's supervisory style is the epitome of leading by example. His employees often observe him working with customers, vendors, and contractors. He listens attentively and maintains a calm demeanor.

Ed's employees know he would not ask them to do anything he would not do himself. He encourages them to perform tasks correctly with quality and efficiency and provides accolades for jobs well done. He motivates and supports his employees with resources and training to enhance career development.

Ed takes pride in his position and inspires his employees to excel in their accomplishments. We are pleased to honor Ed as our 2019 Supervisor of the Year.



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