



2025

# Annual Report

Emerald Coast Utilities Authority



# ECUA In The Community

The ECUA's role extends beyond providing essential services—we are an active partner in the community we serve. We are committed to making a positive difference and improving quality of life through meaningful involvement, education, and support of local events and initiatives. Many of our community efforts focus on promoting public health, environmental stewardship, and sustainable practices that help protect our natural resources for future generations.

In the Fiscal Year (FY) 2025, ECUA employees and resources were present throughout the community, supporting events and programs that encourage healthy lifestyles, environmental awareness, and responsible water and waste management. From helping residents stay hydrated at community gatherings to sharing information about conservation and sustainability, the ECUA remained engaged, accessible, and responsive to community needs. The examples that follow highlight just a few of the ways we contributed to a healthier, more sustainable community throughout the year.

## ECUA Employee Golf Tournament Supporting Community Health

The ECUA's commitment to public health and community well-being extends beyond our daily operations and into meaningful philanthropic efforts led by our employees. A long-standing example of this commitment is the ECUA Employee Golf Tournament, which has brought employees, partners, and community supporters together for more than two decades in support of a vital local cause.

Established in 1999, the annual tournament benefits the Ascension/Sacred Heart Children's Foundation and has raised a total of \$219,000 to date. In FY 2025, the event raised \$10,000 to support the Foundation's mission of providing compassionate, high-quality, and innovative healthcare to all. The FY 2025 tournament welcomed 85 golfers and was made possible through the generous support of local sponsors and the dedication of ECUA employee volunteers.

The success of the tournament reflects the ECUA's strong partnerships with the engineering, construction, and utility industries through tournament sponsorships, as well as our employees' willingness to donate their time, talents, and resources in support of community health initiatives. Volunteers played a critical role in every aspect of the event—from planning and logistics to registration, sponsorship coordination, and on-site support—demonstrating the pride ECUA employees take in giving back. We are grateful to our sponsors, volunteers, and partners who help make this event a success year after year, and we look forward to continuing this tradition of service in the years ahead.



# The Quench Buggy

## Providing High-Quality Hydration

The Quench Buggy is a free service provided by the ECUA and is a highly sought-after community fixture at events throughout the year. In FY 2025, the Quench Buggy supported 57 events by providing refreshing water and ice at festivals, 5K and 10K races, concerts, and fundraising activities across our service area. These events ranged widely in size and scope and included the Walk to End Alzheimer’s, Beulah Bash, the Gulf Coast Half Marathon, Juneteenth Celebration, and both Blue Angels Airshows. The ECUA is proud to offer this service as a way to promote public health, enhance community events, and help keep residents and visitors hydrated while enjoying all our community has to offer.



# ECUA Employee Food Drive

## Giving Back to Those in Need

The ECUA was proud to partner with FoodRaising Friends, Inc., a local non-profit organization, to host a food drive dedicated to making a difference in the lives of children in our community. Many local families face food insecurity, and children are among the most vulnerable. FoodRaising Friends helps bridge this gap by providing meals to children during school breaks.

To support the effort, ECUA departments competed to see who could collect the most non-perishable food donations. The Engineering Department took top honors—earning well-deserved bragging rights—by filling six entire recycling bins with donated food items.

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# Message from the Executive Director

This Annual Report is only a brief summary of key accomplishments by the ECUA Board, staff, and its varied departments during Fiscal Year 2025. The metrics tell the story of work accomplished, but the narrative also tells how that work benefits our customers through capital projects, regular operational programs and new initiatives.

As a public utility, the Emerald Coast Utilities Authority works hard to provide reliable, safe, and environmentally conscious services. National awards for environmental regulatory compliance are regular achievements by our staff and protection of the environment is our chief objective each and every day.



## Investments in Infrastructure

In 2025 we saw an investment of \$7.8 million in the northeast portion of the ECUA's sewer service area, primarily along the Scenic Highway corridor. Over 20,000 lineal feet (3.8 miles) of 16" cast iron sewer force main from the early 1970's was replaced with 16" and 18" force main using modern Polyvinyl Chloride (PVC) and High-Density Polyethylene (HDPE) pipe. Over a series of seven phases, this overall project was designed in-house by Manager of Regional Services, Brandon Knight, P.E. with close support during and between construction phases by Regional Services Superintendent Kevin Moorer and his crews. Brandon and Kevin were nominated by their fellow ECUA employees and won Employee of the Year and Supervisor of the Year, respectively, for their work on this series of projects.

Resiliency is an important part of providing reliable utility services. To that end, in 2025 the ECUA constructed a second, redundant waterline across the Bob Sikes Bridge to Pensacola to supplement the single crossing that previously existed. Similarly, we built a redundant sewer force main from Perdido Key to the north across the Theo Baars Bridge to assure continuity of service and allow for easier cleaning and maintenance.

The ECUA's Sanitation Department received 22 new sanitation vehicles in 2025. 13 came from orders originally made in 2022 and 2023, but whose production and delivery schedules suffered from supply-chain challenges lingering from the COVID-19 pandemic. An additional 9 were purchased in the prior fiscal year and arrived in 2025. ECUA has increased its purchase schedule to 8-10 vehicles per year in order to have a collection vehicle replacement cycle of no more than 8-10 years per vehicle. At \$4 million per year, this investment helps ensure vehicle reliability, reduces overall maintenance expense, and reduces life-cycle expenses.

This year the ECUA invested \$4 million to completely replace the surface decking and handrails of the Bayou Marcus Boardwalk. The Boardwalk is located at 3050 Fayal Drive, on the grounds of the Bayou Marcus Water Reclamation Facility (BMWRF) and was originally constructed in 1998. Since 1997, BMWRF has won 8 Gold and 13 Silver Awards from the National Association of Clean Water Agencies. The Boardwalk, which spans coastal wetlands near Perdido Bay, is part of the Great Florida Birding and Wildlife Trail, a 2,000-mile, and self-guided state-wide trail connecting nearly 500 birding sites throughout Florida. It was built by the ECUA as a beneficial amenity for ECUA customers and the public in general to enjoy an opportunity to walk through an authentic Northwest Florida wetland ecosystem, which provides spectacular views, and an up-close opportunity to see wildlife that's indigenous to the area.



# The Year Ahead

A focus for 2026 will be continued use of technology to enhance service delivery and the customer experience. The MyECUA mobile app will debut in early 2026 with features to help our customers in many ways. It will provide quick access to advisories and a simple means to make payments and request services. Many activities that used to require a phone call to ECUA's Customer Service line will be able to be done by the customer through the mobile application. The new MyECUA mobile app will also incorporate most of the features of ECUA's Recycle Coach application.

Our close coordination with the City of Pensacola during The New Palafox project (downtown from W Garden to Main Street) will result in brand new 10" and 12" water main infrastructure the full length of the project, as well as replacement of water service lines. ECUA's investment in new infrastructure will help maximize the undisturbed life of the city's investment in street pavement, storm water improvements and beautification.

The ECUA is proud to be a public utility, owned by the public it serves and overseen by publicly elected Board members who live in our community and are sensitive to local issues of importance to our customers. We work hard to provide responsive service and be financially efficient to serve you well.

Thank you for being an ECUA customer.



J. Bruce Woody, P.E.  
Executive Director



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# Water Production

## Regulatory Compliance and System Oversight

The ECUA is classified as a large community water system and is regulated by multiple agencies, including the Florida Department of Environmental Protection (FDEP), Northwest Florida Water Management District (NFWMD), Florida Department of Health (FDOH), and the U.S. Environmental Protection Agency (EPA). These agencies require extensive monitoring and reporting of operational and water quality data throughout the year.

During the reporting period, the Water Production Department reviewed results for approximately 89 analytes sampled from numerous locations across the system, including all 27 active water treatment facilities. Staff processed approximately 357 data sets and 4,049 bacteriological results and submitted 171 compliance reports to regulatory agencies. In addition, Water Production staff participated in 107 related activities, including training sessions, meetings, and coordination efforts.



## Engineering Analysis and Planning

### Risk and Resiliency Assessment (RRA) and Emergency Response Plan (ERP)

We reviewed and updated our risk assessment to meet EPA standards. As a result, we also updated our emergency response plan to make sure we're ready to respond quickly and safely if an issue occurs.

### PAS – Water Facility Optimization Program

#### Phase II:

During Phase II, we gathered water flow and pressure information by testing the system. This data was used to fine-tune the computer model supporting the PAS project. All required project documents were submitted to the U.S. Army Corps of Engineers, which has since begun a routine audit. We have provided all information requested as part of that review.

#### Phase III:

Jacobs Engineering, a consultant working with the U.S. Army Corps of Engineers, submitted an initial scope of work for our review. After revisions, the updated scope and a letter of interest were submitted on October 13, 2025. Phase III will focus on reviewing three “Digital Twin” software options—tools that use real-time data to help optimize the system and guide improvements to facility operations.

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## PFAS-Related Activities

### PFAS Litigation

Legal action against major PFAS producers has been settled, while additional cases involving other PFAS-related companies are still in progress.

### PFAS Treatment and Disposal Evaluation

The consulting firm completed water sample testing and shared the results with our team. Our Water Production staff are now reviewing those results and considering pilot tests of the most promising treatment options.

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## Water Storage and System Modeling

### Water Storage Tank Inspections

Annual visual inspections were completed on all water storage tanks, focusing on safety, cleanliness, and OSHA requirements. Any minor issues identified were promptly corrected. In addition, a detailed five-year inspection of the Southwest Tank was completed, and the one minor issue found during that review was also resolved.

### Water Modeling – Cordova Park Area

The ECUA has contracted with CDM Smith to use our water system model to identify solutions to water pressure issues in the Cordova Park area south of Pensacola International Airport. The project has kicked off and is scheduled to be completed in 2026.



## Interagency Coordination

### Water Supply to U.S. Navy Installations

The U.S. Navy contacted the ECUA to discuss potential water supply support for Corry Field and Pensacola Naval Air Station. Initial conversations focused on emergency water supply, and an agreement is now in place that allows the ECUA to provide water during emergencies without affecting service to our customers. The Navy has completed infrastructure improvements to receive water on the west side of Corry Field.

The Navy has also asked about the possibility of a full-time water supply. Additional system modeling will be completed to determine what upgrades would be needed for both the ECUA and Navy facilities.

## Projects in the Design Phase

### Beulah Well

System planning, hydraulic modeling, and customer reports of low water pressure showed that the Beulah area needs an additional water supply. A potential site at the west end of Devine Farm Road, next to the interstate, has been acquired. A test well was drilled and analyzed, but the single construction bid received was not accepted. Our consultant is revising the contract documents, and the project will be re-advertised for bids.

### Bulk Lime Slurry Project

Water Production currently uses bagged hydrated lime to adjust the water's pH. Rising costs and supply challenges led us to evaluate alternative methods. A consultant recommended switching to bulk lime stored in silos and mixed into a slurry. Phase I of the project will involve purchasing lime slurry and storing it at the Ellyson Field property, with trucks delivering it to individual well sites as needed. Plans and specifications are being developed, and the project is scheduled for bidding in 2026.

## PFAS Treatment Projects

- **Hagler Well:** Design proposal for the Granular Activated Carbon (GAC) treatment foundation has been approved; the piping proposal is under review.
- **Nine Mile Road Well:** Foundation construction is complete; eight GAC vessels have been purchased and stored on site. Piping design is underway, with bidding anticipated in early 2026.
- **Olive Well:** Foundation and site plan design are in progress. Two GAC vessels will be fabricated and delivered in 2026. Piping is expected to be bid in summer 2026.
- **Royce Well:** Foundation construction is complete. Four GAC vessels are being built for delivery in 2026. Two vessel types are under evaluation for cost and efficiency, and piping is expected to be bid in early 2026.
- **W & Avery Well:** Foundation construction is complete. Four GAC vessels are being fabricated for delivery in 2026. Piping is expected to be bid in spring 2026.

## Cross Connection Control

In 2025, the Cross Connection Control program sent 14,206 notifications to customers and processed 11,720 test reports. Staff conducted inspections, surveys, and compliance reviews, repaired backflow prevention assemblies (BPAs), and submitted required reports to FDEP. They also coordinated with local agencies, helped resolve customer billing issues, and expanded the residential Opt-In Program to 1,144 participants. In addition, staff completed professional training and worked on revisions to a draft FDEP Consent Order.

## Projects in the Construction Phase

### Additional Site Security

Quotes were received, and a purchase order was issued to install upgraded security measures at several Water Production facilities.

### Elvin McCorvey Water Production Facility

The old 0.5 MG West Tank has been replaced with a new 3.0 MG tank. A new well has been drilled, and construction is underway for the water treatment facility, booster pump station, GAC system, and other site improvements. The facility is expected to be operational in late 2026.

### Central Wellfield

The Northwest Florida Water Management District approved construction of five new production wells. Two wells have been drilled so far, but treatment and pumping facilities are not yet built. Baseline monitoring is ongoing in accordance with the water use permit issued in September 2023.



## Construction and Major Maintenance Completed

Completed projects included Bronson Well abandonment, pump-to-waste improvements at Lillian and Humphries Wells, pressure sustaining valve installation at Pensacola Beach tanks, and rehabilitation of Watson Well GAC vessels. Mechanical issues discovered during rehabilitation were corrected, and the well was returned to service.

### SCADA Operations

SCADA Operations continued to improve outage documentation, boil water notice procedures, best management practices, and sanitary sewer overflow tracking. Coordination with Instrumentation/Electrical staff supported multiple facility upgrades. System visualization was enhanced through software updates and installation of large-format monitors, and additional security monitoring was implemented.

In FY25 the SCADA Operations Center handled 38,040 calls, issued 10,687 work orders, initiated 1,241 Sunshine 811 locate requests, issued 233 precautionary boil water notices, coordinated 60 BMP samples, and submitted 68 sanitary sewer overflow reports to FDEP and FDOH

## Water Operations Division

Licensed Water Operators:

- Collected 80 potable water compliance samples
- Conducted 17,872 site visits
- Maintained licensure through required CEU training
- Added 4,028,680 lbs. of hydrated lime
- Fed 99,363 lbs. of chlorine gas, 147,659 lbs. of fluoride, and 13,247 gallons of orthophosphate

## Well Mechanics Division

Well Maintenance staff completed 527 work orders and performed extensive maintenance, inspections, repairs, equipment replacements, GAC vessel upgrades, safety improvements, motor servicing, valve replacements, instrumentation upgrades, and coordination with contractors to support regulatory inspections and system reliability.

# Water Reclamation

The Water Reclamation Department oversees the operation of three water reclamation facilities—Central Water Reclamation Facility, Bayou Marcus Water Reclamation Facility, and Pensacola Beach Water Reclamation Facility. As one of the ECUA’s essential services, these facilities are staffed 24 hours per day, 7 days per week, 365 days per year. The facilities receive Peak Performance Awards annually from the National Association of Clean Water Agencies for being top performers in the industry.

The department employs 48 licensed operators, 24 of which have the highest license issued by the State of Florida, to oversee operations at all three facilities. Four Water Reclamation operators advanced to the next level of FDEP-issued Operator's licenses after passing required coursework, a rigorous exam, and required hands-on experience while three others have passed the required coursework and the examination, only working towards completing their hands-on experience time to be completed before progressing to the next license.

As one of the ECUA’s essential departments, Water Reclamation staff from all six divisions worked straight through the snow event in January 2025. Water reclamation facilities were staffed 24 hours per day as required by our FDEP-issued operating permits while laboratory staff collected and analyzed samples to ensure that our potable water and wastewater systems operated at peak performance throughout the event.

## 5.101 BG\* of reclaimed water from the CWRWF were reused

Florida Power and Light.....	1.763 BG
On-Site Reuse.....	0.308 BG
International Paper.....	1.554 BG
Sprayfields.....	0.456 BG
Wetlands Enhancement.....	0.881 BG

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

Northern Wetlands.....	1.609 BG
Southern Wetlands.....	0.608 BG

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

SRIA Flow.....	18.09 MG
On-site Reuse.....	12.41 MG

\*Billion Gallons

\*\*Million Gallons





## Central Water Reclamation Facility (CWRF)

Parameter/Calculation	Efficiency	Pounds Removed	Annual Average	Permit Limit
Carbonaceous Biochemical Oxygen Demand (CBOD)	99.4%	9,760,063	1.34 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.5%	12,142,860	1.3 mg/L	5.0 mg/L
Total Nitrogen (TN)	98.9%	1,995,235	0.5 mg/L	3.0 mg/L
Total Phosphorous (TP)	98.1%	225,048	0.1 mg/L	0.4 mg/L

The Central WRF had a total flow of 5.101 BG in FY 2025 and earned a Gold Award through the National Association of Clean Water Agencies (NACWA) for Calendar Year 2024, maintaining compliance with all 5,076 compliance points.

Demonstrating operational excellence, CWRF staff completed their 793<sup>rd</sup> consecutive day with no excursions from its FDEP-issued operating permit at the end of FY 2025. At approximately 14 permit requirements per day, this equates to over 11,080 consecutive successful compliance metrics. In addition, a Compliance Evaluation Inspection performed by the FDEP in April 2025 found the facility to be in compliance with all of other requirements necessary to operate the facility.

### Biosolids Handling

The ECUA Biosolids Facility at the CWRF processes sludge from all three of our water reclamation facilities. In FY 2025, the facility treated approximately 219 million gallons of sludge, producing about 12.3 million dry pounds of biosolids for use as fertilizer and compost.

The CWRF biosolids tanker drivers made 650 trips to the Pensacola Beach WRF, transporting 445,549 wet pounds of biosolids in 4,209,000 gallons, and 1,767 trips to the Bayou Marcus WRF, transporting 3,544,601 wet pounds in 11,453,000 gallons. These trips totaled 85,603 miles, and the drivers completed the year with no accidents.

The drivers also play a key role in the ECUA's Commercial Driver's License program, contributing more than 300 staff hours to train other departments and ensure staff have the required licenses.

Operations staff collected and analyzed over 18,000 biosolids samples for permit compliance and operational purposes, meeting all 504 compliance metrics for the year.



**Biosolids Produced.....Totals In Wet Lbs.**  
 Dried Biosolids for Fertilizer.....41,795,613 lbs.  
 Class B Biosolids for Farm Land Application.....18,244,080 lbs.  
 Class B Biosolids Provided to Compost.....19,546,000 lbs.

**Septage Receiving.....Totals**  
 Septage Loads..... 7,526  
 Septage Volume..... 18,444,303 gallons  
 Septage Revenue..... \$1,529,123.86

## Bayou Marcus WRF

The Bayou Marcus WRF treated a total of 2.217 billion gallons of water in FY 2025 and earned a Silver Award from the NACWA for 2024, meeting all but one of its 3,588 compliance metrics.

As a community partner, the facility also treated over 3.8 million gallons of leachate from Escambia County's Perdido Landfill.

Operations staff collected 3,372 samples and analyzed more than 8,500 results to support regulatory reporting and process control.

Parameter/Calculation	Efficiency	Pounds Removed	Annual Average	Permit Limit
CBOD	99.8%	3,314,531	1.2 mg/L	5.0 mg/L
TSS	99.9%	4,557,495	1.1 mg/L	5.0 mg/L
TN	99.2%	847,598.5	1.3 mg/L	3.0 mg/L
TP	99.1%	102,574.8	0.2 mg/L	1.0 mg/L
NH4	99.96%	606,183.9	0.05 mg/L	1.6 mg/L

Safety is a top priority at Bayou Marcus WRF. During FY 2025, staff worked 23,700 hours across 3,989 shifts with no lost-time injuries. Routine safety trainings and inspections cover topics such as slips, trips, and falls during winter weather and heat stress in the summer. Staff also completed OSHA-10, CPR, First Aid, and AED training.

Even though the facility has been in service for decades, ongoing upgrades continue to improve safety. For example, remote data loggers were added to surface water locations so staff no longer need to routinely enter wetlands, reducing risk while maintaining accurate monitoring.

Parameter/Calculation	Efficiency	Pounds Removed	Annual Average	Permit Limit
CBOD	98.79%	430,473	1.7 mg/L	5.0 mg/L
TSS	99.30%	264,616	0.6 mg/L	5.0 mg/L
TN	96.26%	105,652	1.4 mg/L	3.0 mg/L
TP	98.55%	13,345	0.1 mg/L	1.0 mg/L



## Pensacola Beach WRF

The Pensacola Beach WRF treated a total of 335.318 million gallons of water in FY 2025 and earned a Silver Award from the NACWA for Calendar Year 2024, maintaining compliance with 4,193 of 4,195 compliance points.

Water reclamation facilities must renew their operating permits every five years through detailed applications submitted to FDEP at least 180 days before expiration. The Pensacola Beach WRF's permit is set to expire in February 2026, and staff successfully submitted the application on August 27, 2025.

The permit application included 15 years of historical data, projections for future conditions, thousands of water quality test results, an independent third-party evaluation, and multiple studies and operating protocols to ensure the facility meets all requirements for years to come. The completed application totaled more than 500 pages and was submitted on time and in full compliance with FDEP requirements.



## Water Quality Laboratory

The Water Quality Laboratory Division includes a Laboratory Manager, Laboratory Supervisor, Water Quality Field Supervisor, Senior Laboratory Analyst, and six Laboratory Analysts who support sample collection, analysis, reporting, and logistics for Water Production, Water Reclamation, Wastewater Infrastructure, Regional Services, Engineering, and Customer Service.

In FY 2025, the laboratory analyzed 8,560 wastewater samples, conducted 812 potable water sampling events totaling 4,507 samples, and analyzed more than 800 samples in support of the ECUA's Industrial Pretreatment Program.

Beyond routine analysis, laboratory staff responded to 100 customer complaints and investigated, sampled, and resolved 22 sanitary sewer overflows within ECUA's collection system.

The laboratory completed four proficiency testing evaluations to maintain National Environmental Laboratory Accreditation Program (NELAP) and Department of Health certifications and successfully underwent a multi-day, third-party environmental laboratory audit, confirming data quality, documentation, and analytical compliance. Staff also completed annual ethics training to reinforce transparency and public trust.

To stay current in a changing regulatory environment, staff participated in continuing education through conferences, seminars, and training hosted by organizations including FRWA, FSEA, EPA, and NELAC.



## Industrial Pretreatment Program

The Water Reclamation Department includes three staff members certified by the Florida Industrial Pretreatment Association (FIPA) who serve as a delegated EPA enforcement authority. Their role is to protect water reclamation facilities from harmful industrial discharges, ensure regulatory compliance, and provide reliable customer service to Industrial Users.

In FY 2025, the ECUA Industrial Pretreatment Program (IPP) worked with local industries by maintaining active discharge permits and monitoring wastewater through sampling, analytical report reviews, and routine inspections. All permitted facilities must comply with local, state, and federal regulations, with Significant Industrial Users inspected annually. The IPP conducted 17 inspections in FY 2025, documenting 17 violations, including two cases of Significant Non-Compliance. Follow-up discussions led to process improvements and stronger communication with industry leaders.

During the year, the IPP collected 928 industrial wastewater samples, generating 3,925 data points. This data supported the recovery of more than \$1.14 million in treatment costs for over 192 million gallons discharged to the Central Water Reclamation Facility, and more than \$41,000 for over six million gallons discharged to the Bayou Marcus Water Reclamation Facility.

As part of the required five-year permit renewal process, the pretreatment group conducts local limits analyses to ensure compliance with FDEP effluent and biosolids reuse requirements. In FY 2025, a local limits study was completed for the Bayou Marcus WRF collection system, involving an intensive two-week sampling effort from lift stations through final effluent. Thousands of data points were evaluated to determine pollutant removal efficiencies and establish discharge limits for local industries.

The updated ECUA IPP webpage provides easy access to pretreatment information and forms, including Dental Discharger requirements, pharmaceutical hazardous waste regulations, the sewer use ordinance (Chapter 26 of the ECUA Code), applications, and more: <https://ecua.fl.gov/pretreatment-program>.

# Sanitation

The ECUA provides comprehensive solid waste, recycling, and yard trash collection services to residential customers throughout the unincorporated areas of Escambia County, excluding the City of Pensacola and the Town of Century. In addition to residential collection, the ECUA offers residential and commercial dumpster services designed to meet a wide range of disposal needs across its service area. Through a continued focus on reliability, efficiency, and customer service, the ECUA supports the health, cleanliness, and sustainability of the communities it serves.



## Residential Division

During FY 2025, the Residential Division focused on enhancing service reliability, improving customer responsiveness, and strengthening overall operational efficiency. Expanded use of on-demand routing technology for call-in customer service work orders significantly improved response times and reduced missed-service complaints. These technological advancements allowed staff to address service issues more quickly while optimizing daily route performance.

After experiencing extended manufacturer delays, new sanitation vehicles began entering service during the year. The addition of these vehicles improved route consistency, reduced unplanned downtime, and eased operational pressure on aging equipment. Collectively, these improvements enhanced the customer experience while also reducing strain on maintenance staff and supporting a more sustainable fleet operation.

Throughout FY 2025, residential customers generated an average of 1.68 tons of waste per household. In total, 117,961 tons of residential solid waste and bulk waste were collected. The addition of 1,128 new sanitation customers during the fiscal year reflects continued service demand and steady growth across the residential service area.

## Commercial Division

The Commercial Division delivered steady and dependable service throughout FY 2025, maintaining a strong focus on consistent roll-off and container operations while continuing efforts to improve routing efficiency and responsiveness. Despite a highly competitive regional commercial market, disciplined scheduling and reliable service delivery enabled the division to effectively meet the needs of existing customers.

During FY 2025, roll-off operations recorded 1,492 service pulls and 628 container deliveries, closely aligning with prior-year activity levels. Commercial dumpster operations collected a total of 18,987 tons of garbage from Pensacola Beach and the Escambia County Mainland, reflecting stable demand across the service area. While no major commercial expansions occurred during the year, service reliability remained a defining strength of the division and a key factor in maintaining customer confidence.





## Biosolids Composting Facility

In FY 2025, the Biosolids Composting Facility (BCF) continued to serve as a vital component of ECUA's sustainable materials management strategy. The facility plays a dual role by efficiently processing yard debris generated throughout the service area while producing high-quality compost products and supporting landfill operations through beneficial material reuse. These efforts contribute directly to waste diversion, operational efficiency, and long-term environmental stewardship.

Now in its tenth year of operation, the ECUA BCF processed a total of 14,514 tons of yard debris across 2,324 inbound loads. Through controlled composting and material management practices,

a significant portion of this material was converted into reusable resources. During the fiscal year, 9,165 tons of finished compost were sold for beneficial use, supporting landscaping, soil improvement, and erosion control applications throughout the region. In addition, 9,349 tons of processed material were delivered to the Escambia County Perdido Landfill, where it was utilized for slope stabilization and daily cover, reducing the need for virgin materials and enhancing landfill operational efficiency.

These outcomes reflect consistent facility performance, effective process control, and sustained demand for compost products. Collectively, the BCF's operations reinforce ECUA's commitment to reducing waste disposal volumes, extending landfill life, and maximizing the beneficial reuse of organic materials in support of both environmental and operational goals.

## Emerald Coast Bloom Compost

The ECUA compost is made using a Modified Static Aerobic Pile (MSAP) method. This method is approved by EPA Region 4 and the FDEP. Biosolids and yard waste are mixed in an approximately 4:1 ratio for optimal moisture, porosity, carbon-to-nitrogen ratio, and temperature. The mixture is laid out in elongated piles called "windrows," which are then covered with additional yard waste. The compost is mechanically mixed once and turned after 15 days once the medium reaches 131F, then screened carefully after 45 days for a pure and uniform product. The MSAP composting method reduces costs and odors, and saves space!

Yard waste is a valuable element in creating compost. Customers are encouraged to bag their yard waste in paper yard waste bags instead of plastic to ensure the best quality compost by reducing potential contaminants. Inorganic material, such as plastic bags, cannot be composted and will harm the degradation process.

Emerald Coast bloom achieved the U.S. Composting Council's (USCC) Seal of Testing Assurance, which certifies that the finished compost product consistently meets the program's high-quality standards. The product is regularly tested to achieve Class AA quality of federal and state standards and ensures the following properties:

- High organic matter content
- Macro and micronutrients contents (e.g., nitrogen, phosphorus, potassium, calcium, and magnesium).
- Ideal moisture content
- Balanced pH
- Free from pathogens
- Low heavy metals (e.g. arsenic, cadmium, copper, lead, mercury, molybdenum, nickel, selenium, and zinc)
- Stable and mature



## Recycling Division

FY 2025 recycling efforts focused on improving material quality through targeted education, customer accountability, and program refinement. The City of Pensacola's return to ECUA recycling services under a subscription-based model played a meaningful role in improving customer behavior and reducing contamination. These efforts were reinforced through ongoing outreach initiatives and consistent enforcement measures for repeat contamination issues, resulting in measurable improvements in overall recycling performance.

Approximately 64% of ECUA sanitation customers in Escambia County participated in the residential curbside recycling program during FY 2025. This participation generated 12,924 tons of recyclables processed through the MRF, of which 4,594 tons met quality standards and were returned to the recycling market. Collectively, these efforts helped the ECUA avoid an estimated \$118,670 in residential disposal costs, while strengthening the efficiency and sustainability of the recycling system.



## ECUA's Materials Recovery Facility

FY 2025 marked a year of measured improvement and operational recalibration for the ECUA Materials Recycling Facility (MRF). As the regional recycling landscape continued to evolve with the opening of new MRFs in nearby counties, the ECUA placed greater emphasis on material quality and system performance rather than volume alone. A key development during the year was the City of Pensacola's return to ECUA recycling services following implementation of a subscription-based recycling model, which contributed to improved customer behavior and reduced contamination across the recycling stream.

In FY 2025, the MRF processed 15,839 tons of recyclables from ECUA sanitation customers, Santa Rosa County residents, and the City of Pensacola residents. The average contamination rate declined to 52.8 percent, reflecting the effectiveness of targeted education, program controls, and customer accountability measures. While overall tonnage decreased due to increased regional competition, the improved quality of incoming material enhanced operational efficiency and reinforced the long-term sustainability of the ECUA's recycling operations.



# Customer Service

## Contact Center

In FY 2025, the Contact Center successfully managed more than 521,881 customer interactions across multiple communication channels, including phone calls, email, fax, and in-person visits. This high volume reflects the department's critical role in supporting ECUA customers and delivering timely, accurate, and professional service.

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## Continuing Education and Training

The Customer Service Department continued to use the NEOGOV learning management system to deliver ongoing training focused on customer service fundamentals, communication skills, and consistent, customer-centered service. Courses such as Focusing on the Customer, Listening Skills, and The Role of Customer Service equip employees to assess customer needs and provide courteous, solution-oriented assistance.

Additionally, Dr. Jeremy Stromas, Licensed Psychologist and PTSD Specialist, provided training on workplace stress awareness and employee well-being, emphasizing early stress recognition and evidence-based strategies to support emotional regulation and resilience. This training reinforced the ECUA's commitment to employee wellness, professional development, and a healthy workplace.

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## Mentoring and Cross-Training Program

The Mentoring and Cross-Training Program continues to strengthen employee skills and support operational continuity within the Customer Service Department. By training staff across multiple functions, the department maintains service levels during staffing shortages while improving efficiency and flexibility.

Employees participated in structured rotations, gaining hands-on experience across departmental roles, expanding skill sets, and enhancing adaptability. The program also supports leadership development by exposing employees to the full scope of operations, building confidence, and preparing staff for future responsibilities.



## Incentive Program

The Customer Service Incentive Program continues to support a culture of professionalism, accountability, and high performance. Designed to encourage employees to meet and exceed established standards, the program reinforces a strong focus on customer satisfaction and service quality.

The incentive program has proven effective in improving overall performance among Customer Service Specialists. Regular, constructive feedback from supervisors complements the program by helping employees strengthen skills, address performance gaps, and build confidence. Together, incentives and ongoing supervisory support promote continuous improvement, employee engagement, and consistent delivery of high-quality service.

## Inter-Departmental Cooperation

Water Service Technicians regularly collaborate with Regional Services to support the timely processing of turn-on requests. Their assistance helps maintain efficient workflows and ensures customers receive prompt service. This cooperation strengthens operational effectiveness while fostering teamwork and responsiveness across departments.

## National Customer Service Week

ECUA recognized National Customer Service Week with a series of planned events at the Ellyson Field Office that engaged both internal and external customers. The week-long celebration included formal recognition of top-performing employees and daily meals, fostering teamwork, camaraderie, and a positive workplace culture.

Employees were recognized for excellence in call quality, call volume, paperwork accuracy, and customer engagement. Susie Black was recognized for the highest call volume, followed by Erika Peace and DeAndra Brand. Deloise St. Cyr was again recognized for assisting the highest number of walk-in customers, demonstrating consistent professionalism and dedication. Water Service Technicians Charles Washington and Lewis Daniels were acknowledged for completing the highest number of cut-for-nonpayment work orders, contributing to the recovery of outstanding balances on more than 12,472 delinquent accounts. Overall, the celebration reinforced ECUA's commitment to employee appreciation, collaboration, and customer service excellence.



## Holiday Cheer

Annual holiday festivities included a collaborative team effort highlighted by Customer Service employees' participation in the organization's first Tree Decorating Contest. A departmental committee coordinated the decoration of the lobby and other public areas, creating a welcoming and festive environment for employees and visitors.

The Customer Service Department selected a theme centered around The Grinch, decorating the department accordingly. Several employees also decorated their individual workspaces, further promoting creativity and team spirit. The department's Christmas tree earned first place in the company-wide decorating contest, and the team also received the quarterly Brag Award in recognition of teamwork and engagement.



# Engineering

## Potable Water

Areas experiencing frequent water main breaks are identified by Regional Services and reported to Engineering for future project planning. Over the past several years, the ECUA has replaced approximately 30,000 linear feet of roadway water mains systemwide.

In FY 2025, the ECUA completed replacement of antiquated water mains near Pensacola Country Club, located west of Mobile Highway, north of Cherokee Trail, and south of Tonawanda Drive. This project included approximately 10,500 linear feet of transit water main and 3,000 linear feet of galvanized steel water main.

Engineering staff also completed internal design for three small water main replacement projects located at Corinne Jones Park (near Government Street and Clubbs Street), Sanders Beach (near Sonia Street and "I" Street), and the Cantonment area (near Magnolia Avenue and Booth Avenue). Construction of these projects will proceed as funding becomes available.

## Lead and Copper Rule Compliance

The U.S. Environmental Protection Agency has updated the 1991 Lead and Copper Rule under the Safe Drinking Water Act, implementing the Lead and Copper Rule Revisions (LCRR) and Lead and Copper Rule Improvements (LCRI). These rules require public water systems to inventory and document service line materials due to the fact that lead and copper in drinking water typically originate from household plumbing rather than the source water.

In compliance with these requirements, the ECUA conducted a comprehensive service line verification project to confirm the absence of lead service lines within its system. In September 2024, the ECUA and its contractor began inspecting service lines with previously unknown materials. This verification effort was completed in the fourth quarter of 2025.



## Sanitary Sewer

In partnership with Escambia County, Phase 2 of the Beach Haven Sewer Expansion Project began in late 2023 and is scheduled for completion in March 2026. Upon completion, approximately 20,000 linear feet of new gravity sewer will be available, providing access to service for approximately 370 new customers.

In FY 2025, the ECUA initiated four additional sewer expansion projects utilizing 50/50 grant funding with the Florida Department of Environmental Protection:

- **Navy Boulevard Sewer Expansion Project**

(Notice to Proceed issued August 4, 2025; completion anticipated December 2026). Located on and adjacent to Navy Boulevard, south of Freedom Lane, west of Pinewood Lane, and east of Ehrmann Street, this project includes construction of 10,000 linear feet of eight-inch sewer, 110 sewer laterals, and a new eight-foot-diameter lift station.

- **Brownsville Sewer Expansion: Connect to Lee Street Sewer Project**

(Notice to Proceed issued July 8, 2025; completion anticipated October 2026). Located north of West Gonzalez Street, west of North "T" Street, south of West Moreno Street, and east of Hollywood Avenue, this project includes 10,000 linear feet of eight-inch sewer, 200 four-inch sewer laterals, and 8,500 linear feet of new water main.

- **Brownsville Sewer Expansion: Lift Station on Dominguez Street Project**

(Notice to Proceed issued September 25, 2025; completion anticipated March 2027). Located south of West Mallory Street, west of North Kirk Street, north of West Lee Street, and east of Dominguez Street, the project includes 7,000 linear feet of eight-inch sewer, 110 sewer laterals, and construction of a new eight-foot-diameter lift station.

- **Brownsville Sewer Expansion: Connect to Existing Sewer Project**

(Notice to Proceed issued January 8, 2025; completion anticipated April 2026). Located north of West Desoto Street, west of North Pace Boulevard, south of West Jordan Street, and east of North "W" Street, the project includes 10,000 linear feet of eight-inch sewer, 193 four-inch sewer laterals, and 1,000 linear feet of new PVC water main.

In April 2025, the ECUA also completed replacement of 200 linear feet of undersized sewer pipe on the south side of Massachusetts Avenue at Royal Hills Drive. Additionally, Engineering staff assisted Unity in the Family Ministry with preparation of a grant application to fund sanitary sewer construction in the Olive Heights and Rolling Hills communities.





## Wastewater Infrastructure Division

### Sanitary Sewer Overflows (SSO) – Amended Consent Order

The Amended Consent Order (ACO) negotiated with FDEP established a 10-year timeframe, beginning October 1, 2019, to complete approximately \$100 million in wastewater infrastructure improvements. The associated Corrective Action Plan (CAP), approved by FDEP in December 2019, outlines the SSO reduction program through March of FY 2029 and focuses on four primary areas: increased system storage, sewer basin rehabilitation and improvements, lift station repair and replacement, and force main replacement.

SSO occurrences continue to trend at an optimistically low level. The ECUA recorded 47 SSOs in FY 2025, compared to 40 SSOs in FY 2024.

### Wastewater Infrastructure Improvements

In FY 2025, the ECUA staff successfully completed the sixth year of the CAP, bringing total investment to \$54 million in sanitary sewer collection system improvements over the past six years. Sewer rehabilitation efforts completed during FY25 include:

- Sewer Laterals Rehabilitated: 178
- Sewer Mainline Rehabilitated: 21,280 linear feet
- Manholes Rehabilitated: 445
- Closed-Circuit Television (CCTV) Inspections by Contractor: 50,912 linear feet

### Utility Development Division

The ECUA Engineering Utility Development Division (UDD) reviews and approves construction plans for developer-sponsored System Extension and Single Service Connection projects to ensure compliance with ECUA standards prior to service. System Extension projects expand the ECUA's water and sewer infrastructure, while Single Service Connection projects do not.

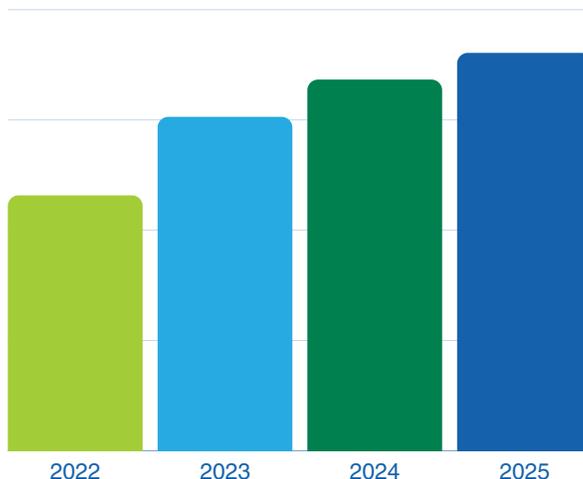
In FY 2025, UDD received 86 System Extension submittals and approved 102 projects, and received 75 Single Service Connection submittals and approved 52 projects. UDD also processed 396 water and sewer availability inquiries for commercial and residential developments, new home construction, and septic-to-sewer conversions.

In FY 2025, septic system approval authority transferred from the Escambia County Department of Health to the FDEP. As part of this transition, ECUA Engineering assumed responsibility for sewer availability determinations and, in coordination with ECUA IT, developed an online submittal portal to streamline public requests.

## Certificate of Achievement for Excellence in Financial Reporting

For the thirty-seventh year in a row, the ECUA Finance Department received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for our Annual Comprehensive Financial Report (ACFR) for the year ending on September 30, 2025. 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 the preparation of state and local government financial reports. To receive this award, a government must publish an easily readable and efficiently organized ACFR, 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's revenues, expenses, customer numbers, water volume pumped, and various other data for the last ten years. It also summarizes major organization accomplishments for that year and identifies future goals and long-term financial planning.

### Electronic Bill Usage



The number of customers receiving electronic bills increased by 7.2% in 2025, thus saving on the cost of printing a paper bill and postage.

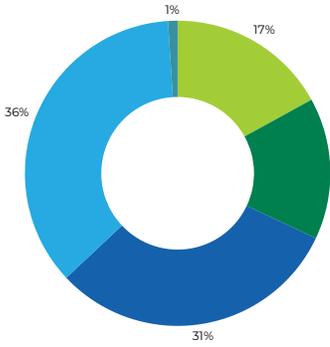


## Purchasing Card Program

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 \$4.3 million. The VISA card program provides a modest rebate to ECUA based on the total dollar volume purchased during the year. In fiscal year 2025 (FY 2025), ECUA received a rebate of \$57,797.

The Purchasing (VISA) Card Program completed its twenty-first full year of company-wide usage. There are currently 223 Visa Cards issued to ECUA employees. These cards allow employees to purchase items costing \$4,999 or less and are a more cost-effective method of making small-dollar purchases.

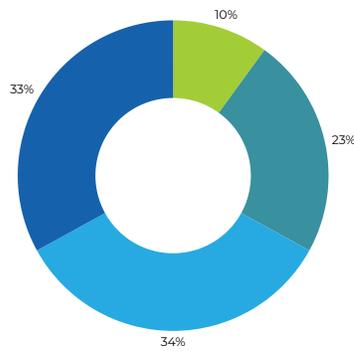
## Revenues



- 17% Misc. Revenues
- 15% Sanitation
- 31% Water
- 36% Wastewater
- 1% Recycling

**Total Revenues:**  
**\$234,474,618**

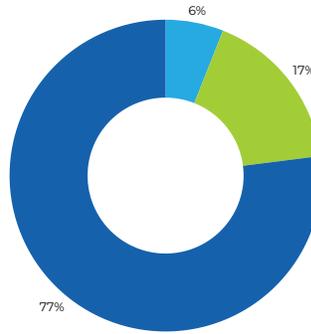
## Expenses



- 10% Materials & Supplies
- 23% Support Services
- 34% Debt Services
- 33% Personal Services

**Total Expenses:**  
**\$154,671,398**

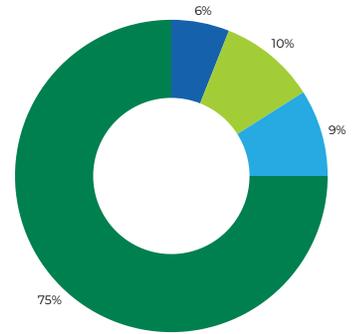
## Liabilities/Net Assets



- 6% Other Liabilities
- 17% Long-Term Debt
- 77% Net Assets (Equity)

**Total Liabilities/Net Assets:**  
**\$1,136,576,919**

## Assets



- 6% Other Assets
- 10% Cash & Investments
- 9% Construction Funds
- 75% Utility Plant

**Total Assets:**  
**\$1,136,576,919**

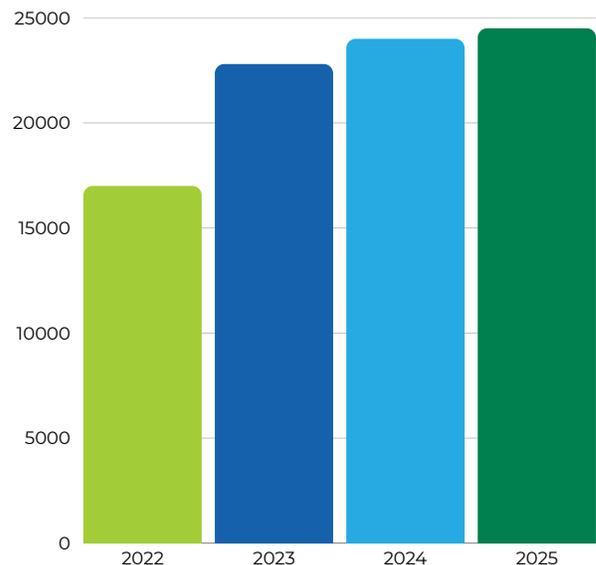
## Department Statistics

In FY 2025, the Accounts Payable Division processed over 24,500 invoices for payment; the number of vendors paid electronically increased by 9%. The Purchasing & Stores Division prepared and processed 1,561 purchase orders, 14 contract extensions, 22 formal bids, and 9 construction bids. Payroll processed 76 new employees, 11 employees entered the DROP program, and 69 employees left the ECUA's employment, with 19 of them retiring. The value of the inventory on hand at September 30 was \$1,960,418. The number of electronic payments received increased over the last year by 5.4%. This allows us to receive payments in a timelier manner, with fewer paper-handling costs associated with the processing of paper checks.

The number of customers receiving electronic bills increased by 7.2% in 2025, thus saving on the cost of printing a paper bill and postage. The Central Warehouse processed 12,617 issue tickets with a total value of \$2.3 million.



Invoices Processed for Payment



# GIS

## Strategic GIS Modernization and Integration

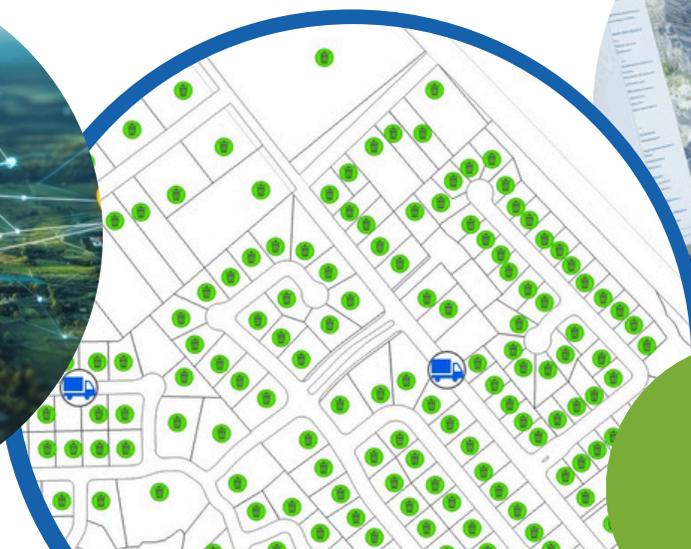
In 2025, the GIS Department achieved several major milestones that significantly strengthened ECUA's enterprise geospatial foundation and positioned the organization for continued growth and innovation. Throughout the year, the team successfully incorporated 54 new engineering development projects into the GIS, ensuring that new infrastructure and system expansions were accurately reflected in our enterprise data environment. In addition, more than 10,000 asset edits were completed to enhance the accuracy, reliability, and integrity of ECUA's utility data. These efforts directly support informed decision-making, operational efficiency, and regulatory compliance across the organization.

A key technical accomplishment in 2025 was the full rebuild and migration of the legacy SQL Server environment. This comprehensive upgrade improved system performance, increased reliability, and established a more stable and scalable platform to support future GIS initiatives. By modernizing this critical infrastructure, the department reduced risk and enhanced long-term sustainability of enterprise geospatial systems.

In December, the team launched ECUA Map Hub, a new internal enterprise mapping application designed to streamline staff access to essential geospatial assets and information. Map Hub provides a centralized, user-friendly platform that improves data visibility, promotes cross-departmental collaboration, and empowers staff with the tools they need to work more efficiently.

The department also played a vital role in advancing system integrations, including Hexagon EAM, ITPipes, and OpenGov, while continuing to collaborate with other ECUA teams to identify and plan future integration opportunities. These efforts are helping to create a more connected technology ecosystem, reduce data silos, and improve overall organizational effectiveness.

Finally, the GIS Department has partnered closely with ESRI and ECUA staff to develop a comprehensive Geospatial Strategy that will guide ECUA's enterprise GIS direction in the years ahead. This forward-looking initiative will align technology investments, data governance, and operational priorities to ensure GIS remains a strategic asset for the organization well into the future.



# Human Resources

## Supporting Our Workforce, Strengthening Our Utility

In FY 2025, the Human Resources (HR) and Risk Management (RM) teams provided essential support to the ECUA's workforce while advancing the Authority's mission. With a strong emphasis on employee engagement, wellness, safety, and professional development, these teams helped ensure the ECUA remained positioned to meet the needs of both internal and external customers.

All HR and RM initiatives were aligned with the ECUA's core values: Quality Service, Reasonable Price, Courteous and Responsive Personnel, Environmental Stewardship, Time Availability of Services, Economic and Physical Security, and Diversity. By investing in the ECUA's most valuable resource—its employees—the department supported a skilled, motivated, and resilient workforce capable of delivering high-quality, cost-effective services to the community.



## Key Workforce Accomplishments

- **Employee Length of Service Recognition:** HR coordinated the annual Employee Length of Service Recognition Luncheon, honoring 86 employees who reached significant career milestones and reinforcing a culture of appreciation and long-term commitment.
- **Recruitment and Hiring:** HR screened and processed 3,372 online applications, conducted 333 interviews, and filled 79 positions to support reliable service delivery.
- **New Hire Onboarding:** HR facilitated 27 onboarding sessions to familiarize new employees with the ECUA's mission, values, and expectations while accelerating organizational integration.
- **Career Development and Counseling:** HR conducted 53 job application training and career counseling sessions, guiding employees on internal career pathways. Staff also participated in mock interviews at local high schools and community events, supporting broader workforce development efforts.



## Building a Strong and Engaged Workforce

The ECUA's success depends on a well-trained, stable, and engaged workforce. Throughout FY 2025, HR focused on attracting, developing, and retaining talent while fostering a culture of appreciation and accountability.



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Dale Anderson  
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**STAFF**

A. B. The Group, Inc.  
William B. Roberts  
Lee A. Taylor

Executive Director  
Director of Operations  
Director of Management

## Connecting With Employees

Maintaining open communication and strong employee relationships remained a priority. Through consistent outreach, HR ensured employees had access to timely information, resources, and support.

### Employee Engagement Highlights

- **Benefits and Wellness Communication:** HR hosted 18 onsite Benefits Open Enrollment meetings attended by 425 employees, spouses, and retirees, along with additional wellness webinars and workshops.
- **Employee Appreciation Activities:** In addition to the annual Employee Appreciation Event, HR organized three quarterly activities, including National Employee Appreciation Day giveaways, a Blue Wahoos game night, and employee breakfast events at multiple locations.
- **Ongoing Communication:** HR continued publication of the monthly For Your Benefit newsletter, keeping employees informed about benefits, wellness initiatives, and organizational updates.



These efforts reflect the ECUA's commitment to Courteous and Responsive Personnel by ensuring employees feel valued, informed, and supported.

## Health and Wellness Initiatives

Employee health and well-being are essential to sustaining productivity and reducing absenteeism. In FY 2025, HR wellness initiatives emphasized prevention, education, and engagement.

### Wellness Program Highlights

- **“Ripple Effect of a Wellness Mindset” Campaign:** HR launched its 11th annual Know Your Numbers initiative, encouraging companywide participation and reinforcing wellness as a shared responsibility.
- **Health Screenings:** The annual Know Your Numbers event attracted 310 employees and spouses, increasing awareness of preventive health measures and early intervention.
- **Wellness Activities and Hometown Health Program:** Employees participated in health coaching, webinars, and wellness seminars offered through community partners and the Florida Municipal Insurance Trust (FMIT).
- **Healthy Choices Reimbursement Program:** A total of 147 employees received reimbursements for qualifying wellness activities, including gym memberships, 5K races, and smoking cessation aids.



These initiatives support Economic and Physical Security and Environmental Stewardship by promoting healthier lifestyles and reducing long-term healthcare costs.

## Professional Development and Industry Engagement

HR continued investing in professional growth, leadership development, and industry engagement to ensure the ECUA remains competitive in an evolving utility environment.

### Development and Training Achievements

- **Certifications and Continuing Education:** One RM staff member earned CPR, AED, and First Aid Trainer certification; six HR staff maintained SHRM memberships; two staff attended the HR Florida Conference; several staff earned or maintained PHR, SPHR, SHRM-CP, and SHRM-SCP certifications; and one HR team member earned a Bachelor of Science in Human Resources Management.
- **Industry and Community Leadership:** HR staff contributed through service on the SHRM Florida State Council, Greater Pensacola SHRM Board (including DEI Committee leadership), George Stone Technical College Advisory Board, Equity Project Alliance, and the Pensacola Early Learning Employer Roundtable.
- **Tuition Reimbursement and Learning Management System (LMS):** Seven employees participated in the Tuition Reimbursement Program, while 3,334 courses were registered and 3,114 completed through the LMS.
- **Leadership Training:** HR facilitated nine three-hour leadership training sessions to strengthen supervisory skills and support the ECUA's leadership pipeline.
- **Compensation Market Study:** HR engaged an independent consultant to conduct a comprehensive Compensation Market Study. Based on the findings, the ECUA implemented a revised pay structure to better align positions with market benchmarks and address identified pay compression, as applicable.

These efforts advance the ECUA's commitment to Diversity and Quality Service by supporting equitable compensation and professional growth.



## Safety and Risk Management

Employee and public safety remained a critical priority. HR and RM collaborated to deliver comprehensive safety training and effective risk mitigation strategies.

### Safety and Risk Management Highlights

- **Safety Certifications:** 62 employees earned HeartSaver First Aid, CPR, and AED certifications.
- **Safety Training Programs:** RM staff delivered more than 1,072 hours of safety training covering Confined Space Entry, Defensive Driving, Ladder Safety, OSHA-10, and Forklift Operation.
- **Subrogation and Loss Recovery:** RM successfully recovered \$297,310.35 through insurance subrogation, offsetting vehicle and property damage losses.

In FY 2025, the HR and RM teams demonstrated a strong commitment to excellence, accountability, and service. By prioritizing employee engagement, wellness, professional development, and safety, the department strengthened the foundation that allows the ECUA to deliver reliable, high-quality, and cost-effective services—now and into the future.

# Information Technology

## IT Focus

In FY 2025, the IT Department continued aligning technology strategies with the ECUA's business objectives, emphasizing efficiency, security, and innovation. Our mission remained centered on delivering reliable, user-friendly solutions while safeguarding organizational data through layered cybersecurity defenses. We balanced resource management with fiscal responsibility, ensuring lifecycle oversight of all assets and investing in workforce development to prepare for emerging technologies.

## Transformative Technology Upgrades

Throughout 2025, our team delivered a series of transformative technology upgrades and process improvements that strengthened infrastructure, enhanced reliability, and modernized workflows across the organization.

### Key Achievements Include:

- **Phased Out Legacy Systems** – Retired all remaining Windows 10 PCs and Windows Server 2012/2016 instances, ensuring a secure, standardized environment aligned with current support lifecycles.
- **High Availability Services** – Implemented high availability configurations for both storage and application servers, providing resilient, fault-tolerant platforms that minimize downtime and safeguard critical data.
- **Paperless Workflow for Sanitation** – Transitioned the Sanitation Department to a fully digital, paperless workflow, streamlining operations, reducing manual errors, and improving efficiency.
- **Fortified Storage Infrastructure** – Deployed two state-of-the-art storage appliances, significantly expanding capacity and performance while reinforcing data protection and disaster recovery capabilities.
- **Enhanced Network Security and Reliability** – Upgraded the boardroom router to a pair of high availability firewalls, delivering stronger security, seamless failover, and improved connectivity for critical meetings and presentations.

## Infrastructure Management

Maintaining a resilient and efficient IT infrastructure is critical to the ECUA's operations. This year, we advanced system reliability through proactive monitoring, audits, and performance analytics. Our infrastructure design continues to mitigate risks from hardware or software failures, ensuring continuity of essential services.

## Application Support

The application support team continued to play a pivotal role in enhancing operational efficiency by optimizing critical systems and delivering actionable insights. Their work ensures smooth functionality, secure access to public records, and streamlined customer interactions across departments.

### Key application support achievements in FY25 include:

- **IBM Cognos Reporting Tool for Naviline** – Successfully launched a robust reporting solution, enabling advanced analytics and improved visibility into operational data.
- **Municipal Lien Search Tool** – Developed in-house to provide realtors with secure, easy access to required public records, improving transparency and responsiveness.
- **Customer Webforms** – Created new web-based forms for common customer requests, reducing manual processing, enhancing efficiency, and improving user experience.



## Staffing and Training

Our department remains fully staffed, with all 13 positions filled. Collectively, the team dedicated over 1,079 hours to training in FY 2025, underscoring our commitment to professional growth and technical excellence. Through cross-training, live courses, and extensive training libraries, staff achieved significant development across multiple disciplines. These initiatives keep the team current with emerging technologies and ensure readiness to adopt and support future innovations effectively.

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## Help Desk and Asset Management

The help desk and asset management functions continue to be critical components of IT operations, driving organizational efficiency, user satisfaction, and cost control.

- **Performance Goal:** The help desk staff set an annual target of completing 90% of assigned work orders by the requested completion date.
- **FY25 Result:** The team achieved an 87% completion rate, falling slightly short of the goal but demonstrating strong collaboration and service delivery.
- **FY26 Outlook:** With lessons learned and process refinements underway, the team is confident in meeting the 90% target next year while maintaining a focus on thorough documentation and exceptional service.

Beyond work order management, the help desk team excelled in inventory oversight, conducting departmental asset audits to ensure accurate lifecycle tracking. They also contributed significantly to the ECUA's knowledge base by producing high-quality documentation, enabling faster issue resolution and empowering staff with self-service resources.

## Cybersecurity

Cybersecurity remained a top priority in FY 2025, with the IT Department strengthening defenses, validating compliance, and expanding user awareness. Multiple layers of protection, combined with proactive training, ensured the ECUA's digital assets remained secure and resilient.

### Key cybersecurity achievements in FY25 include:

- **Successful Audit with Argo Cyber Systems** – Completed a comprehensive audit with record-low vulnerabilities, demonstrating the effectiveness of the ECUA's layered security posture.
- **Phishing Campaigns** – Conducted four organization-wide phishing simulations, resulting in measurable improvements in user awareness and reduced click-through rates.
- **Managed Detection and Response (MDR)** – Launched ESET MDR services, providing 24/7 monitoring, advanced threat detection, and rapid incident response capabilities.
- **Disaster Preparedness** – Partnered with CISA to conduct a disaster recovery tabletop exercise, strengthening ECUA's readiness and response strategies for potential cyber incidents.



### Cybersecurity Tips for Our Customers:

1. Use unique, complex passwords for each system.
2. Enable multi-factor authentication wherever possible.
3. Keep devices and applications updated with the latest patches.

# Maintenance and Construction

The Maintenance & Construction (M&C) Department plays a critical role in ensuring the reliability, safety, and long-term sustainability of the ECUA's infrastructure. The department is composed of the Regional Services Department, which includes ten specialized divisions, along with seven additional divisions that provide technical, mechanical, electrical, and facility-based support across the organization. Together, these teams are responsible for maintaining the ECUA's wastewater treatment plants, wastewater collection system, water distribution systems, lift stations, emergency power assets, SCADA infrastructure and communications systems, facilities, and the mechanical and electrical components that support all plants, composting operations, and the Material Recycling Facility (MRF).

Regional Services and the seven supporting divisions work collaboratively to maintain all the ECUA infrastructure assets, ranging from water reclamation facilities and lift stations to water distribution, electrical, and control systems. Services provided by the department span basic facility maintenance, advanced mechanical and electrical repairs, instrumentation and controls, and the management and execution of capital improvement projects. The department also ensures that emergency power systems are available and operational across all facilities, supporting continuity of operations during power outages and severe weather events.

All maintenance and construction activities are tracked through the ECUA's Enterprise Asset Management (EAM) system. This system is used to generate and manage work orders, track labor and material costs, monitor asset performance, and evaluate productivity across divisions. By leveraging EAM data, the department emphasizes preventive and predictive maintenance strategies rather than reactive repairs, helping to extend asset life, reduce downtime, and improve system reliability.



## Facilities Maintenance Division

The Facilities Maintenance (FM) Division maintains the ECUA's portfolio of 90 facilities totaling approximately 414,430 square feet. The division is staffed by nine employees, including a manager, a lead technician, four maintenance technicians, and three specialists. Facilities vary widely in size, age, and function and include the ECUA's headquarters, the Water Quality Laboratory, Fleet Maintenance Garages, warehouses at Ellyson Industrial Park, and multiple satellite, recycling, sanitation, and water reclamation sites throughout the service area.

In FY 2025, FM completed 2,258 work orders, including 485 preventive maintenance tasks, with 62 percent of work concentrated at Ellyson Industrial Park. Beyond routine maintenance, FM supported major capital improvement projects such as the Customer Service Elevator Modernization and HVAC system upgrades, including geothermal improvements and new digital controls. FM also played a key role in the Bayou Marcus Boardwalk upgrades, completing structural repairs, decking improvements, and enhanced trail signage to improve safety, accessibility, and public use. Additional accomplishments included equipment replacements, roof and HVAC renewals, interior painting, and parking area restriping across multiple facilities.

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## Instrumentation and Electrical Division

The Instrumentation and Electrical (I/E) Division completed 2,573 work orders in FY 2025, supporting preventive maintenance, capital projects, system upgrades, and emergency repairs. The division also delivered Arc Flash and Lockout/Tagout training to the Maintenance & Construction Department, reinforcing workplace safety.

A major focus was continued deployment of the ECUA's redundant VTSCADA system. During the year, I/E upgraded 104 lift stations, three regional lift stations, and two water production sites, bringing the total to 169 SCADA-connected sites reporting to two independent control systems. Additional facility improvements included LED lighting upgrades at multiple buildings, electrical support for geothermal HVAC improvements, and new power installations for site operations.

To enhance system reliability and security, I/E installed surge protection at 23 lift stations, completed electrical installations for new generators and mixers, and added power and data infrastructure to support surveillance systems following a copper theft incident.

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## Lift Station Division

The Lift Station (LS) Division completed 7,856 work orders in FY 2025, focusing on preventing sanitary sewer overflows, reducing mechanical failures, and maintaining clean force mains. Crews used two vacuum trucks to remove 269,750 gallons of fats, oils, grease, rags, and debris from lift stations systemwide, while also supporting other divisions during system shutdowns.

The division operated and maintained 378 lift stations, with one station retired and one new station added. Workforce development included four employees earning Class III and two earning Class II Wastewater Collection certifications.

Crews coordinated emergency upgrades at three lift stations with significant structural damage, re-piped seven aging stations, and added seven generators to the generator and bypass pump fleet to improve hurricane preparedness and system reliability.

## Odor Control Division

The Odor Control Division completed 2,643 maintenance work orders, servicing 42 scrubbers and blowers at lift stations throughout the system. Crews replaced media on all Calgon vents installed on air release valves along the 26-mile CWRW transmission main and monitored hydrogen sulfide (H<sub>2</sub>S) levels at sites using liquid chemical odor control.

Preventive maintenance included cleaning scrubbers and replacing media at the three Regional Pump Stations twice during the year. Crews also installed new odor control equipment, including a Hi-Vent unit at LS 56, mixers at four lift stations, and implemented a new flow-based chemical dosing program at LS 173 (Gulfside) and LS 159 (Seaglades) to address odor and corrosion concerns.

## Generator Maintenance Division

The Generator Maintenance Division completed 720 work orders, maintaining 45 portable and 76 permanent generators ranging from 20 kW to 2.5 MW. Work included load testing, automatic transfer switch testing, fuel tank inspections, fuel polishing, and compliance with FDEP regulations. Fuel tank cleaning and painting were completed at multiple water well and lift station sites.

To enhance resiliency, the ECUA purchased multiple new generators in FY 2025, including units ranging from 15 kW to 600 kW, significantly strengthening emergency response capabilities.



## Information Systems/Warehouse Division

The Information Systems/Warehouse Division supports the department through management of the Hexagon EAM system, which tracks assets, work orders, purchasing, and inventory. During FY 2025, the division processed 934 purchase requisitions and reviewed and closed 24,874 work orders. A major milestone was the successful integration of the ECUA's GIS system with EAM, with training and rollout continuing into FY 2026.

## Plant Maintenance Division

Plant Maintenance completed over 5,248 work orders, supporting the ECUA's three Water Reclamation Facilities, three Regional Pump Stations, the Composting Facility, and the MRF. The division also supported capital projects and participated in three community Touch-a-Truck events.

Detailed accomplishments were achieved at Central WRF, Bayou Marcus WRF, Pensacola Beach WRF, Regional Lift Stations, the Composting Facility, and the MRF, including major equipment overhauls, pump rebuilds, corrosion control projects, and system upgrades that significantly improved operational reliability and asset longevity.

# Public Information

The Public Information Department provided customer education, advertising, and media outreach across radio, print, and news platforms, as well as social media and in-person education and outreach.

In addition, the ECUA strengthened community visibility through community education and facility tours, sponsorships and partnerships, including local sports teams and special events, and supported major public gatherings and milestones such as the Bayou Marcus Boardwalk Grand Re-Opening Ribbon Cutting event. Together, these efforts helped ensure transparent communication, increased public awareness, and stronger community connections.

## Public Information and Media Campaigns

Public Information efforts included a comprehensive mix of advertising and media outreach across radio, print, television, and digital platforms, with performance tracked through established metrics to ensure effective communication with customers and stakeholders. The ECUA advertisements focused on key service topics, including yard waste, bulk waste, and recycling FAQs. Television ads airing on WEAR reached approximately 5.5 million views over a six-month period, while YouTube advertising demonstrated strong local engagement with 2.07 million impressions, generating more than 116,000 video views and 2,237 clicks. Viewers spent a total of 4,300 hours watching the ads, with an average view time of 17.6 seconds per ad.

In addition, information about updated bulk waste requirements was shared through radio advertising on local stations WNRP News Radio 92.3 FM and 1620 AM during the Pensacola Morning News and Pensacola Right Now programs, where the ECUA also served as the sponsor for the Weather and Traffic segments. The Public Information Officer also produced and distributed key publications such as the Annual Report, monthly newsletter, Consumer Confidence Report, and the annual calendar.

## Community Outreach Programs

The ECUA's public outreach and community education efforts continue to play an important role in connecting residents with information on the essential services that support public health, environmental stewardship, and sustainability. Through a combination of educational programming, public appearances, and hands-on engagement, the ECUA's Education Programs Specialist worked to increase awareness and understanding of how water, water reclamation, and waste and recycling services impact daily life and the environment.

In FY 2025, the ECUA participated in 97 community and school events, delivering informational presentations, facility tours, hands-on learning activities, and other outreach initiatives. Topics included where our drinking water comes from, how wastewater is treated, recycling best practices, and composting.

In June 2025, ECUA hosted its second-annual Career Exploration Program, a week-long summer camp that introduced high school students to careers in utilities, environmental sciences, engineering, and operations. Through facility tours, lab activities, and hands-on experiences—such as operating a garbage truck arm and visiting the Central Water Reclamation and Materials Recovery Facilities—students gained insight into ECUA's essential services. The program was made possible by dedicated ECUA employees and community partners, and student feedback showed increased interest in utility careers, including future opportunities at the ECUA.



## Additional Outreach:

- 12 Recycle Star Awards
- 4 Protector of the Environment Awards
- 360 New Homeowners Welcome Kits
- Expanded educational materials in the Customer Service lobby

## ECUA on Social Media

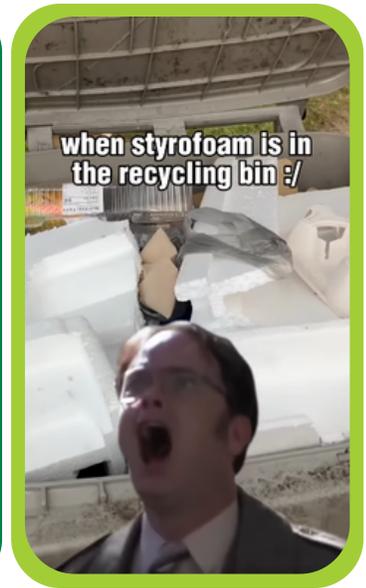
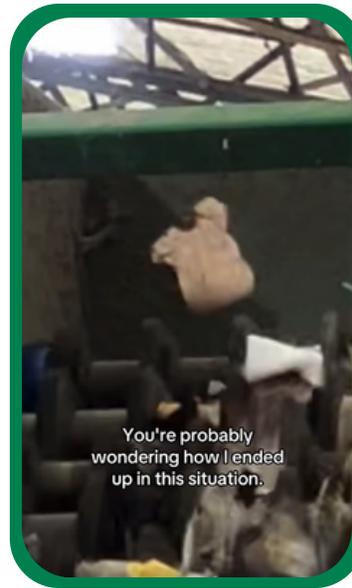
ECUA's social media continued to grow as a key tool for customer education, service updates, and community engagement. Facebook remains the primary platform, adding 1,600 followers and generating 1.5 million views, 14,000 interactions, and 56,200 page visits over the past year. In October 2024, ECUA launched an official Instagram account, which ended the year with 183 followers, 47,500 views, and 977 interactions. Facebook and Instagram now serve as ECUA's main social media channels, with additional limited use of LinkedIn, X, and YouTube Shorts.

Expanding reach and engagement remains a priority. Top-performing posts showed the effectiveness of short-form educational content, including a viral FOG drop-off cabinet reel with 191,000 views, a boosted sanitation job fair post with 145,000 views, and a Precautionary Boil Water Notice with 39,000 views—highlighting social media's value for timely, effective public communication.

- 191k views
- 565 reactions
- 237 shares
- 93 comments



## Videos Created Based on Current Social Trends



- 145k views
- 684 shares
- 83 reactions
- 53 comments

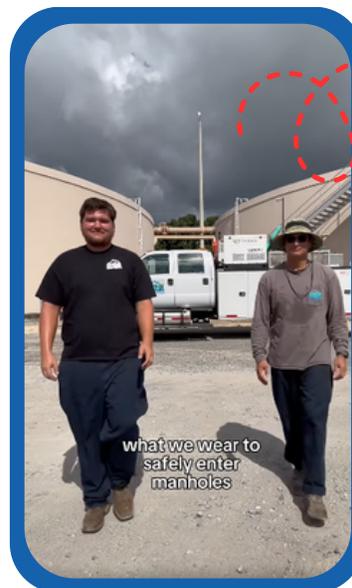
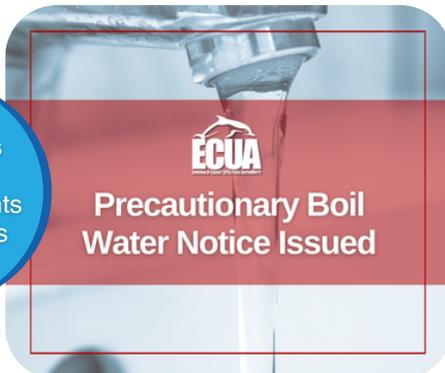


## Job Fair

Thursday, June 26  
10am-2pm  
ECUA Sanitation Office  
3050 Godwin Ln.  
Pensacola, FL 32526



- 39.5k views
- 39 shares
- 27 comments
- 19 reactions



# Regional Services

## Regional Services Department – East, West, and South Regions

The Regional Services Department is comprised of three operational regions—East, West, and South—and is responsible for maintaining and operating the ECUA’s water distribution, wastewater collection, and transmission systems, including pipelines, force mains, and related infrastructure such as meters, hydrants, valves, and manholes.

The Regions are supported by specialized divisions, including Wastewater Maintenance, Valve, Hydrant, Meter, FOG, and Patch crews, enabling efficient response to routine maintenance, customer requests, emergencies, and capital support.

In FY 2025, Regional Services completed approximately 146,000 work orders, averaging 12,200 per month. When fully staffed the department employs 115 employees, completing an average of 106 work orders per employee per month, reflecting a strong focus on efficiency and preventive maintenance.



## Water Meter Operations and AMR Technology

The ECUA’s water distribution system includes approximately 103,000 active water meters, with meter-related activities accounting for more than 62,100 work orders in FY 2025. These included meter installation, maintenance, testing, replacement, and troubleshooting.

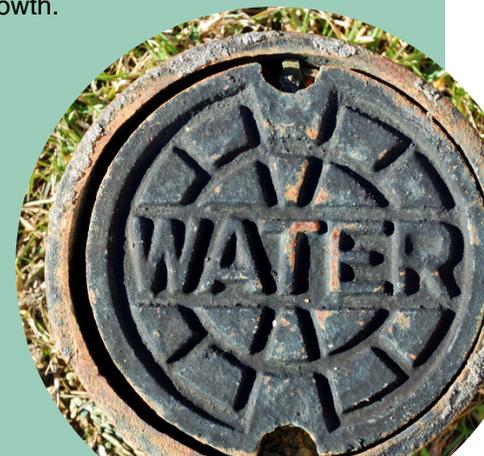
All three Regions continued repairing and replacing aging Automatic Meter Reading (AMR) components as devices exceed warranty life, ensuring meter accuracy, revenue protection, and customer confidence.

## Utility Locates and Infrastructure Protection

The Regions handle utility locate requests to protect underground ECUA infrastructure during excavation. In FY 2025, nearly 32,000 locate requests were received, with more than 13,800 requiring field marking. Timely and accurate locates support public safety, regulatory compliance, and infrastructure protection.

## Distribution and Collection System Maintenance

In FY 2025, the Regions maintained the distribution and collection systems, repairing or replacing 4,310 water service lines and 211 water mains. They installed 796 new water services and 1,107 sewer services, and completed 79 sewer main and 99 individual sewer service repairs, supporting system reliability and growth.



## Wastewater Maintenance Division

The Wastewater Maintenance (WM) Division worked with other ECUA departments to reduce sanitary sewer overflows by cleaning more than 1.17 million feet of gravity sewer using six vacuum trucks, removing grease, debris, and obstructions that impede flow and contribute to overflows. Crews also conducted CCTV inspections on over 320,600 feet of pipe, identifying 121 deficiencies for repair and capital planning.

In FY 2025, WM implemented a new inspection technology called SL-RAT (Sewer Line Rapid Assessment Tool) to rapidly assess sewer blockages or reduced capacity, evaluating approximately 2,000 pipe segments totaling 595,000 feet. This improved efficiency by targeting CCTV and cleaning efforts where they were most needed. The division responded to 871 customer calls, completed 596 support work orders, and performed manhole inspections, adjustments, cleanings, and repairs to maintain system reliability

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## Fire Hydrant Maintenance Division

The Fire Hydrant Maintenance Division ensures system reliability, water quality, and fire protection. In FY 2025, crews repaired 298 hydrants, performed preventive maintenance on more than 2,500 hydrants, installed one new hydrant, and replaced 22 older hydrants with modern three-port units. A total of 68 flow tests were completed.

The flush crew conducted nearly 225 dead-end main flushes, responded to 257 discolored water complaints, and completed five unidirectional flushing operations. Crews also installed five automatic flushing devices—bringing the total to 286—and completed 22 valve insertions to minimize service disruptions.

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## Meter Maintenance Division

Established in 2022, the Meter Maintenance Division focuses exclusively on water meter operations. This specialization has improved customer service, billing accuracy, and revenue protection by reducing installation errors, ensuring proper database configuration, and promoting consistent testing and repair practices.

In FY 2025, Meter Maintenance installed 156 meters, including hydrant meters, tested the accuracy of 3,567 meters ranging from 5/8-inch to 10-inch, and repaired 3,471 meters within the same size range. The division's focused expertise has resulted in higher accuracy, faster response times, and improved customer satisfaction.

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## Fats, Oils, and Grease (FOG) Division

The FOG Division manages the ECUA's compliance program to prevent fats, oils, and grease from entering the wastewater system, including permitting and inspection of food service establishments. In FY 2025, the division conducted 2,932 inspections at 991 facilities to ensure regulatory compliance.

The Residential Cooking Oil Disposal Program operates 15 drop-off stations and collected approximately 15,700 gallons of used cooking oil, helping prevent blockages, SSOs, and maintenance issues.

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## Valve Maintenance Division

The Valve Maintenance Division maintains approximately 22,000 water valves and 580 air-release valves (ARVs), including 69 critical ARVs inspected at least quarterly. In FY 2025, crews completed 1,760 preventive maintenance activities on above-ground ARVs and 304 on underground units, exceeding FDEP requirements by exercising 6,762 water valves and 74 sewer valves.

The division repaired 23 water valves, raised or replaced 371 valve boxes, and provided ongoing support to multiple departments and contractors. A quarterly maintenance program was also established for newly installed swing-arm check valves.

## Capital and Emergency Projects - FY 2025

During FY 2025, Regional Services completed several major capital and emergency projects, including large water meter vault installations, emergency force main replacements, and critical air-release valve abandonments. Notable projects included meter vault replacements at Longleaf Elementary School and the Arbor Club Apartment Complex, improving pedestrian safety, service reliability, and metering accuracy. Crews also replaced 500 feet of damaged 6-inch force main in the Pathstone Subdivision within three days at a cost of approximately \$44,349.

### Northeast Force Main Replacement Project

The multi-phase Northeast Force Main (NEFM) Replacement Project addressed approximately 20,000 feet of failing 16-inch cast iron force main that had caused 27 SSOs totaling nearly 2 million gallons since 2022. The ECUA self-performed design, permitting, procurement, and field engineering.

Phases 1 through 6 were completed between December 2024 and September 2025, involving PVC and HDPE force main installation via open-cut and HDD methods. Total project costs included detailed material, construction, and restoration expenses for each phase, culminating in the placement of the new force main into service on September 29, 2025.

### ARV Abandonments and Emergency Bypasses

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### Water Service Renewals

Under the ECUA's Water Service Renewal Annual Contract, 755 water services were renewed during FY 2025. This proactive replacement program reduces emergency repairs, improves service reliability, and enhances customer satisfaction.



# Executive Staff



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



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



**Tommy Fitzpatrick, MPA**  
Deputy Executive Director of  
Shared Services



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



**Hamid Rezaie, BSOL**  
Director of Information Technology



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



**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



**Justin Smith, CPA**  
Director of Finance



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



**Sigrid Rehrig, MBA**  
Education Programs Specialist

# Exemplary Employees



## Kevin Moorer Regional Services Superintendent Supervisor of the Year 2025

This award is presented to Kevin Moorer in recognition of his dedication and service to the Emerald Coast Utilities Authority. Kevin Moorer serves as the superintendent for the east region and patch services divisions, where he consistently demonstrates outstanding leadership and commitment to excellence. Both divisions handle a high volume of work, and Kevin ensures that every task is completed efficiently, accurately, and to the highest standard. He holds his employees accountable for quality performance and demands that repairs and new construction projects are completed in a way that ensures long-lasting results and dependable service for ECUA's customers.

In 2025, Kevin's leadership was tested beyond his already demanding workload when he assumed responsibility for 14 emergency repairs to the northeast force main. Under his direction, his divisions, supported by the department, successfully repaired a 16-inch force main following multiple breaks and managed extensive cleanup efforts. These repairs were performed under some of the most challenging conditions imaginable, including difficult-to-access locations, significant depths, cold and rainy weather, and even on Christmas night.

Through it all, Kevin maintained exceptional preparedness and professionalism. He organized response rosters, ensured materials and parts were on hand, and provided the hands-on leadership and technical expertise necessary to restore service quickly and safely. His dedication and steady leadership exemplify the highest standards of public service and teamwork, earning him the respect and admiration of his colleagues. We are proud to honor Kevin as our 2025 supervisor of the year.



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## Brandon Knight Manager of Regional Services Employee of the Year 2025

This award is presented to Brandon Knight in recognition of his dedication and service to the Emerald Coast Utilities Authority. Brandon Knight serves as the manager of regional services and plays a pivotal role in the success of the department. He manages the majority of ECUA's maintenance and construction projects, reviewing Capital Improvement Program (CIP) projects, system extensions, and single-service installations. Brandon also provides expert technical guidance and construction support to field crews on both major and routine projects, ensuring the department operates efficiently and effectively.

In 2025, Brandon was assigned a major design-build project to replace approximately 20,000 feet of failing pipeline—known as the northeast force main. He developed the project's preliminary plans, procured all materials directly from vendors—saving ECUA significant costs by avoiding contractor markups and sales tax—and performed the required engineering work directly in the field during construction. This extensive project required a high level of technical skill, attention to detail, and hands-on problem-solving. Brandon spent countless hours in demanding weather and field conditions to ensure the project stayed on schedule and within budget. His exceptional dedication, innovation, and work ethic resulted in the successful and timely completion of a critical infrastructure improvement for ECUA. We are proud to honor Brandon as our 2025 employee of the year.



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