

EMERALD COAST UTILITIES AUTHORITY

# 2018 ANNUAL REPORT



# EMPLOYEES/LEADERSHIP IN THE COMMUNITY



## QUENCH BUGGY IN THE COMMUNITY

Whether it's a 5K run, Gallery Night, or The Cycling Classic, our Quench Buggy is bound to be there to dispense freshly-chilled, award-winning ECUA water. Look for our staff always at the ready with information on recycling and our varied environmental programs.



## PAWPALOOZA 2018

Even our furry friends enjoy a refreshing sip of ECUA water – especially in July!



## CELEBRATING EARTH DAY ON BOARD NAS CORRY STATION

For the 6th consecutive year, ECUA's Quench Buggy and public information staff distributed water and vital information on recycling, FOG, flushable wipes, composting, and the elimination of sanitary sewer overflows.



## EMPLOYEES' GOLF TOURNAMENT

Since 1999, the ECUA Employees' Golf Tournament has raised over \$185,000 for the Sacred Heart Children's Foundation. Pictured above from L-R: Emily Loakin, Sacred Heart; Cat Outzen, Director of Community Outreach & Pediatric Programs at The Children's Hospital at Sacred Heart; Doug Gibson, ECUA Regional Wastewater Superintendent; Ron Doolittle, ECUA Senior Water Systems Operator; Bobby Rogers, ECUA Water & SCADA Operations Manager; Adrienne Maygarden, Regional Director at Sacred Heart Foundation.

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## BECAUSE WE NEVER STOP LEARNING

ECUA employees love to visit schools around our community to talk trash! Our Quench Buggy is always on hand to satisfy everyone's thirst for knowledge as they enjoy a cold drink of ECUA water and learn about recycling, the Water Cycle and conservation, and wastewater treatment/reclamation.



## EVENTS AND ORGANIZATIONS ECUA EMPLOYEES SUPPORT

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

- American Red Cross and OneBlood Blood Drives
- American Cancer Society's Making Strides Against Breast Cancer Walk
- Boys and Girls Club of Escambia County
- Greater Pensacola Society for Human Resource Management Spirit of Giving Event
- Sacred Heart Children's Foundation
- United Way

Message from the Executive Director



ECUA Board



Finance



Engineering & Wastewater Infrastructure



Sewer Inflow & Infiltration (I&I)



Information Technology



Human Resources & Administrative Services



Sanitation



Customer Service



Communications & Government Affairs



Water Production



Maintenance & Construction



Water Reclamation



Regional Services



Executive Staff



Exemplary Employees



## EXECUTIVE DIRECTOR'S MESSAGE



**The ECUA would not be able to accomplish all that is described in this report without the talents, dedication and professionalism of our more than 600 employees.**

The Emerald Coast Utilities Authority, with the close of Fiscal Year 2018, completed its thirty-seventh year of providing quality water and wastewater services to residents and business owners in the City of Pensacola and Escambia County. Since ECUA's creation in 1981, our suite of services has evolved to include sanitation and yard waste collection in unincorporated Escambia County and parts of neighboring Santa Rosa County, to also involve composting and recycling. ECUA's focus is the cost-efficient delivery of quality utility services, driven by a commitment to be a consistent steward of the environment.

Through the past year, the ECUA has faced the same challenges as most any other utility agency in our nation – managing the balancing act between meeting the demands of development while committing valuable resources to the maintenance and rehabilitation of aging utility systems. The ECUA's utility operations maintained the dedicated response to accelerating growth and development within our service area through funding and implementation of our Capital Improvement Program, which includes a component of maintenance of our existing facilities and infrastructure. The obvious, but understated, dilemma is appropriating resources to a seemingly ever-expanding set of needs, all the while providing a high quality of service to our customer base.

One of this past year's major accomplishments is the initiation of a three-year program to implement a new Enterprise Resource Planning (ERP) computerized business management software system that will allow us to better manage the business processes attached to all of our utility services. While the ERP system is not as highly visible an improvement as a new water tank or treatment facility, the benefits of this business software application will accrue across our entire organization, such as with all of our finance systems, as well as data base and asset management. Some of the other noteworthy projects and programs we accomplished this past year include: the successful and seamless installation of a new telephonic system that has expanded the capabilities of our call center; the construction of a 6-million gallon pre-stressed concrete tank as part of our emergency wastewater storage program; continuation of a multi-year program to reduce excessive flows entering into our wastewater collection system; continued growth of our fledgling programs for recycling and compost; and initiation of a new potable water wellfield for the supply of drinking water to our expanding customer base.

I could no doubt go on to summarize in greater detail the other operational highlights of the past year, but I would

like to emphasize and explain our organization's most important asset that allows for the extraordinary quality of ECUA's utility services. The ECUA would not be able to accomplish all that is described in this report without the talents, dedication and professionalism of our more than 600 employees. Through my public service career, I have had the opportunity to observe and direct many workforces. However, through my past almost seventeen years serving as ECUA's Executive Director, I have had the pleasure of working with the most dedicated and committed group of public employees that I have ever witnessed. From the certified Utility Service Technicians who maintain and repair our field assets, to the Customer Service Specialists who anchor our call center, to the Accounting staff who double-check the monthly balance sheets, to the Professional Engineers who review design

plans for utility system expansions, ECUA's workers are the most qualified and capable collection of professionals I've had the pleasure with which to work.

The ECUA Board, through its policies and budget approvals, have empowered all of the ECUA employees to help provide unsurpassed service to our entire customer base. I'm proud to be associated with my co-workers here at ECUA, and to provide this summary of our 2018 Fiscal Year accomplishments.



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

## ECUA BOARD

The five elected members of the ECUA Board are charged with formulating and adopting policies, procedures, rules and regulations, including the setting of consumer rates necessary for the ownership, management, operation, and maintenance of ECUA's utility systems.

Each Board member is elected from one of Escambia County's five electoral districts and serves a four-year term. Terms are staggered, with elections taking place at two-year intervals. Representatives of districts one, three, and five are elected in the same cycle while representatives from districts two and four are elected in the alternate election cycle.

The Board's business is conducted at monthly public meetings scheduled on a regular basis and held in the boardroom of the Emergency Operations Support Addition on the ECUA's Ellyson Industrial Park campus, located at 9255 Sturdevant Street, Pensacola. ECUA Board members may be contacted through the information listed on this page or by contacting Ms. Sharon Harrell, Executive Assistant, at (850) 969-3300.



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



**MS. LOIS BENSON**  
Chairman • District Two  
(850) 429-8377 • lois.benson@ecua.fl.gov  
Term expires November 2022



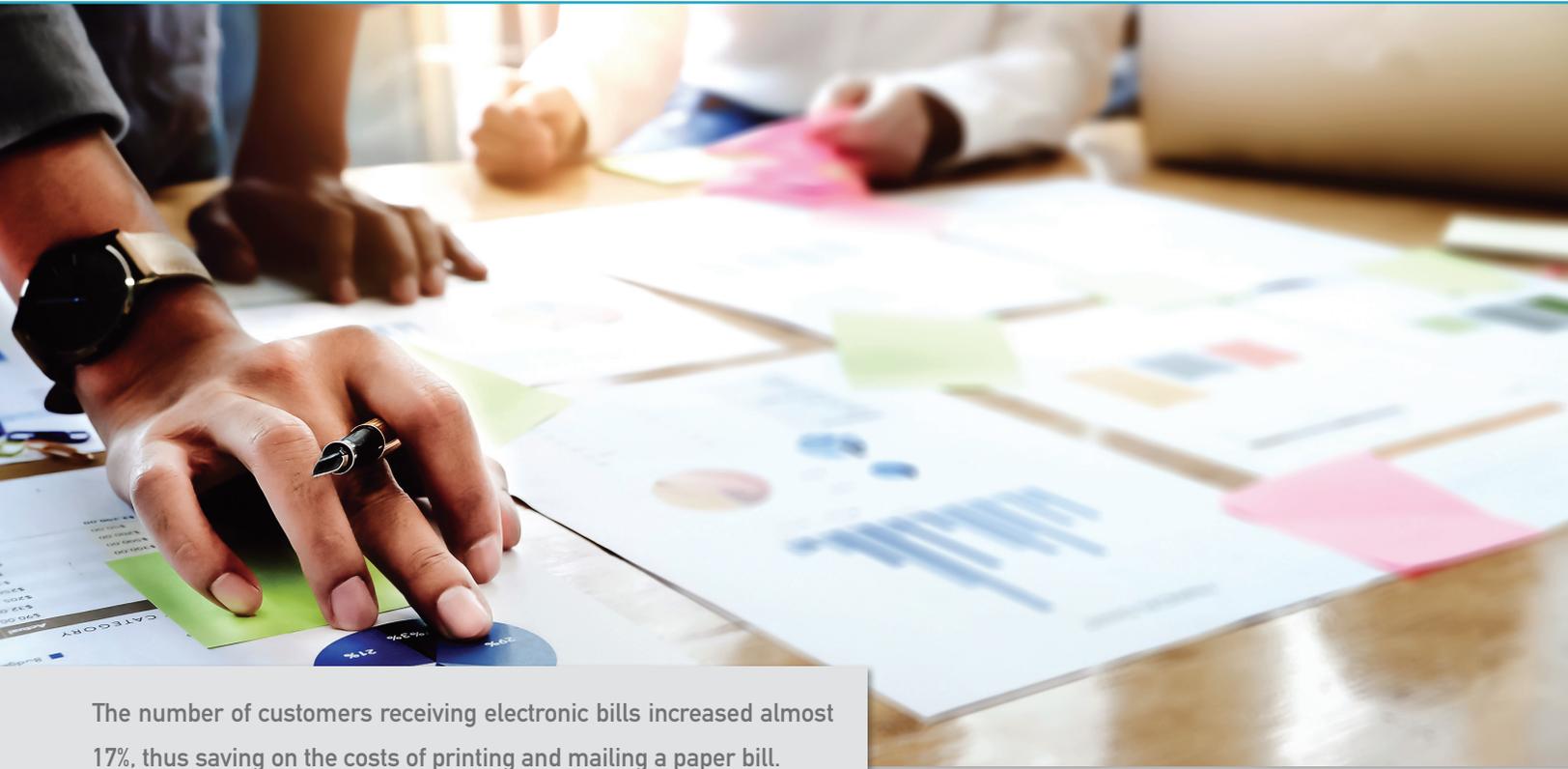
**MR. ELVIN MCCORVEY** – Elvin McCorvey served the residents of District Three with dedication and passion from Nov. 1996 until his untimely death on Jan. 20, 2019. As of this printing, the ECUA is awaiting the appointment of a successor by Gov. DeSantis.



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



**MR. LARRY WALKER, PH.D.**  
District Five  
(850) 723-6094 • larry.walker@ecua.fl.gov  
Term expires November 2020



The number of customers receiving electronic bills increased almost 17%, thus saving on the costs of printing and mailing a paper bill.

## **CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING**

For the thirtieth year in a row, we received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for our Comprehensive Annual Financial Report (CAFR) for the year ended September 30, 2017. The GFOA sets the standards for governmental financial reporting, and this award is likened to the “Good Housekeeping” seal of approval. This certificate recognizes conformance with the highest standards for preparation of state and local government financial reports. In order to receive this award, a government must publish an easily readable and efficiently organized CAFR, which must satisfy other generally accepted accounting principles and applicable legal requirements. In addition to the audited financial statements, this report provides historical information on the ECUA for revenues, expenses, the numbers of customers, volume of water

pumped and various other data for the last ten years. It also provides a summary of major organization accomplishments for that year and identifies future goals and long-term financial planning.

## **PURCHASING CARD PROGRAM**

The Purchasing (VISA) Card Program completed its fifteenth full year of company-wide usage. There are currently 223 Visa cards issued to ECUA employees. These cards allow employees to purchase items costing \$2,499 or less, and provide a more cost-effective method of making small-dollar purchases. The purchasing card usage allows us to avoid certain costs associated with issuing purchase orders and processing checks for payment through the accounts payable process. Total purchases using the VISA card for the fiscal year was \$2,493,001. The VISA card program provides a modest rebate to ECUA based on the total dollar volume purchased during the year. In fiscal year 2018, ECUA received a rebate of \$27,340.

FOR THE 30TH YEAR IN A ROW, FINANCE RECEIVED THE CERTIFICATE OF ACHIEVEMENT FOR EXCELLENCE IN FINANCIAL REPORTING

**ENTERPRISE RESOURCE PLANNING SYSTEM (ERP)**

Project Trinity Coast is well underway at the time of this writing. The Finance Department began its implementation of the new ERP system called Tyler Munis in September 2018 with Phase 1 – Financials. The anticipated “go-live” date for the Financials is October 1, 2019. Finance is currently building the chart of accounts, working on data conversions, and reviewing processes to identify improvements and efficiencies in the handling of data in order to provide a smooth transition to the new system. This will be an ongoing project for several years as we implement Phase 2- Human Resources/Payroll and Phase

3-Work Orders and Utility Billing, which includes Customer Service. The Tyler Munis system will provide a much better platform for data input, processing and retrieval. The implementation of the new software will bring ECUA into the twenty-first century with updated information technology.

**DEPARTMENT STATISTICS**

In fiscal year 2018, the Accounts Payable Division processed 22,172 invoices for payment; the number of vendors paid electronically increased by 5%. The Purchasing & Stores Division prepared and processed 1,283 regular purchase orders, 40 blanket purchase orders, 120 emergency purchase

orders, 55 contract extensions, 13 formal bids and 7 construction bids. Payroll processed 108 new employees, 10 employees entered the DROP program, and 83 employees left ECUA’s employment with 17 of them retiring.

The ECUA Warehouse processed 16,855 issue tickets with a total value of \$2,004,339. The value of the inventory on hand at September 30 was \$1,305,480. The number of electronic payments received increased over last year by approximately 12%. This allows us to receive payments in a timelier manner, with fewer costs associated with the processing of paper checks.



- 1% Investment Income
- 2% Misc. Revenues
- 20% Sanitation
- 35% Water
- 41% Wastewater
- 1% Recycling

**Total Revenues:**  
\$146,234,412



- 8% Materials & Supplies
- 24% Support Services
- 31% Debt Services
- 37% Personal Services

**Total Expenses:**  
\$127,039,668



- 6% Other Assets
- 3% Cash & Investments
- 12% Construction Funds
- 79% Utility Plant

**Total Assets:**  
\$988,436,629



- 6% Other Liabilities
- 39% Long-term Debt
- 55% Net Assets (Equity)

**Total Liabilities/Net Assets:** \$988,436,629

# ENGINEERING

ECUA installed approximately **62,000 linear feet of water main, 24,000 linear feet of gravity sewer main, and 8,500 linear feet of sewer force main** throughout these areas of Nine Mile Road.

## COORDINATION OF UTILITY RELOCATIONS

Major roadway construction continued throughout the ECUA service area on many city, county, state, and federal projects in 2018. Most of these projects required extensive utility coordination, and at times, relocation. ECUA strives to ensure that our coordination efforts result in minimized relocation scope and costs, which in turn minimizes customer impact as much as possible. Still, ECUA spent more than \$3.7 million relocating utilities in 2018.

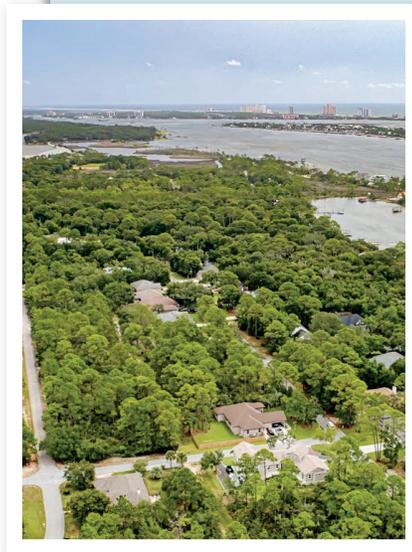
Utility relocation in conjunction with the Pensacola Bay Bridge Replacement project was successfully executed in 2018. This was a major coordination effort throughout ECUA and many other entities since the relocation involved the critical transmission water main that is the only potable water source to Pensacola Beach.

Utility relocation and sewer expansion in conjunction with the widening of Nine Mile Road from U.S. Highway 29 to Beulah Road was completed in 2018. Roadway work is being performed under two separate contracts, essentially being split west and east of Pine Forest Road. West of Pine Forest Road, FDOT is utilizing a design/build contract for their road project and ECUA utility relocation was made a part of that contract. East of Pine Forest Road, FDOT is utilizing the traditional design/bid/build method. ECUA contracted separately for utility relocation and sewer expansion.

## SYSTEM EXTENSION APPLICATIONS

Residential and commercial development requires ECUA Engineering Department review, permitting approval, inspection and acceptance for most extensions to the water and sewer systems. In 2018, the department received 80 developer-sponsored system extension projects (i.e. subdivisions and/or commercial projects) and 70 commercial connections (i.e. single service connections) for review.

Significant increase in development growth in the Detroit Boulevard/Nine Mile Road area led to challenges approving sewer system capacity upgrades. Development in the Beulah area and other portions of the ECUA service area continues to grow. New development adds millions of dollars of new infrastructure to the ECUA utility systems annually.



## INNERARITY ISLAND WATER AND SEWER SYSTEM UPGRADES

As a condition of ECUA accepting ownership and maintenance responsibility for the private water system serving Innerarity Island, a project was initiated through an Interlocal Agreement with Escambia County to upgrade components of that water system. A contract was awarded in December 2016 and work was completed in March 2018, after which ECUA accepted ownership of the water system.

The Innerarity Island Sewer Expansion Project was initiated in July 2018. The design is 60-percent complete. When construction is completed, over 600 new sewer customers will be added to the ECUA system.

## SEWER EXPANSION PROGRAM

In March 2018, the East Brownsville Sewer Expansion Phase 1 project was completed, extending sewer service to approximately 100 new customers. The project limits entailed: West Moreno Street (north), "P" Street (east), West Godfrey Street (south), and "T" Street (west).

In March 2018, the Beach Haven Sewer Expansion Phase 1, consisting of approximately 300 new connections, was begun under an Interlocal Agreement with Escambia County. To date, sewer has been installed on Mills, Lowndes, Wayne, Paulding, and Polk Avenues. Phase 1 will be complete when sewer is also constructed on Gordon, Bartow, and Decatur Avenues and after all new facilities pass inspection.



## CENTRAL WATER RECLAMATION FACILITY (CWRF) TRANSMISSION MAIN INTERRUPTION RESPONSE PLAN

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The plan is multi-faceted, incorporating the storage of large diameter long-lead piping components and portable storage bladders at ECUA, permanent facilities for the emergency storage of wastewater, and modifications of transmission main and force main piping. In regard to emergency storage, the plan includes the construction of tankage in multiple locations to temporarily store flow should repairs to the transmission main need to be made, during high flow conditions, or holding flow for significant maintenance activities in the collection system/treatment facilities. The two prestressed concrete storage tanks constructed at ECUA's Warrington site, with total capacity of 10 million gallons, were utilized several times when the collection system was overwhelmed due to heavy/extended rainfall, and during system construction activities. The construction of a third prestressed concrete tank, with capacity of 6 million gallons, adjacent to the Moreno Street Regional Lift Station, was completed this year. Construction of portions of the project for piping modifications and additions at various facilities to effectuate the plan were partially completed.



## BLUE ANGEL FORCE MAIN REPLACEMENT

Several significant failures of the 30-inch ductile iron force main along Blue Angel Parkway occurred in late 2016 to early 2017. Based on subsequent visual inspection and physical testing of the force main, the staff proceeded with in-house design for replacement of approximately 12,000 feet of force main. The replacement of the force main was initiated in late 2017 and is scheduled to be completed in early 2019. As the major sections of the line were being replaced, they were put into service, thereby reducing the potential for leaks in the remaining portion of the existing force main.

## MULTIPLE LIFT STATION REHABILITATION/REPLACEMENT PROJECTS

With assistance and input from ECUA's Lift Stations Operations & Maintenance group and the Instrument/Electrical group, staff developed a lift station rehabilitation/replacement priority list. Over the course of the year, we eliminated one older lift station and our project status included three completed projects, two projects under construction, six projects in the design stage, and 11 projects were in the property acquisition and/or preliminary design phase, at a cost of \$28,135,000.



## BAYOU MARCUS WRF ULTRAVIOLET DISINFECTION SYSTEM UPGRADE

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Construction of the replacement of the 20-year old Ultraviolet (UV) Disinfection System for the plant was begun in early 2018. The existing UV disinfection equipment is no longer receiving full parts service and support by the manufacturer. The replacement UV equipment, purchased directly by ECUA, was in the installation process at the end of FY 2018.

# WASTEWATER INFRASTRUCTURE



**80k linear feet of sewer main were cleaned and inspected**



**6k linear feet of sewer main were repaired**



**Approx. 175 manholes were rehabilitated**

## ANNUAL SEWER REHABILITATION AND INSPECTION CONTRACTS

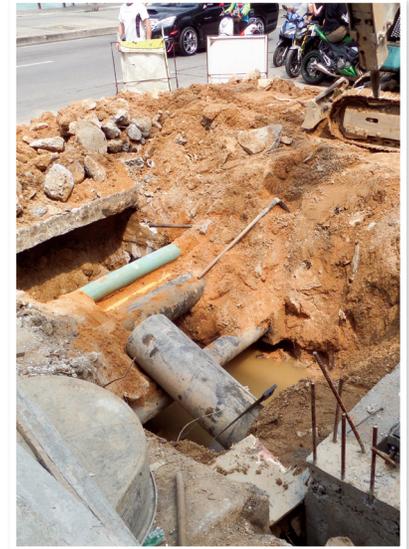
The Wastewater Infrastructure Department managed unit-price contracts for cleaning and TV inspection of existing sewer lines, and for various trenchless methods of repairs for identified major rehabilitation needs. Using these contracts, 80,000 linear feet of sewer main were cleaned and inspected, and 6,000 linear feet of sewer main were repaired using trenchless lining methods. Additionally, approximately 175 manholes were rehabilitated in 2018 under ECUA's annual unit-price contract.

## SANITARY SEWER OVERFLOW (SSO) CONSENT ORDER

Staff submitted four quarterly reports on the progress and compliance with the tasks associated with the approved Comprehensive Evaluation Plan, which was accepted by the Florida Department of Environmental Protection (FDEP). A request to FDEP was submitted for consideration of an amendment to the Consent Order that would extend the time period for completion of the rehabilitation work. Meetings were held with FDEP representatives to discuss the request, including submittal of amendment language for the department's consideration.

## SANITARY SEWER LATERAL LINING AND EXCAVATED REPAIR ANNUAL UNIT-PRICE CONTRACT

In late 2017, an annual unit-price contract was developed to focus on cured-in-place lining or replacement of deteriorated or damaged sewer service laterals in the public rights-of-way. These faulty laterals are, in many cases, active sources of inflow and infiltration into the ECUA system. The first work order under this contract was released in February 2018 and approximately 300 sanitary sewer service laterals were rehabilitated or replaced.



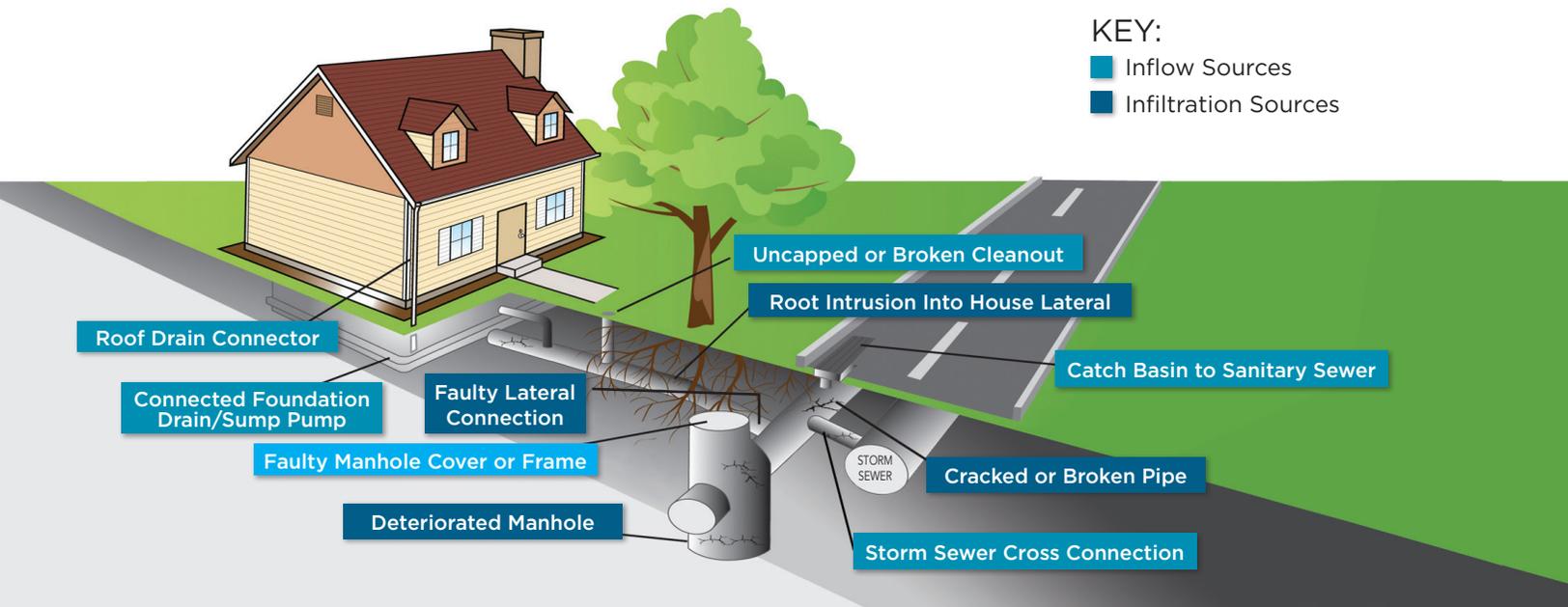
## PRIVATE-SIDE LATERAL NOTIFICATION PROGRAM

In late 2017, ECUA initiated a pilot program to identify defective sewer service laterals found to contribute to inflow and infiltration, and notify the responsible customer that necessary repairs were required. Initially, 60 customers were notified via mail, in order to work through any possible internal work flow issues prior to fully implementing the private-side lateral notification program. Of the customers notified, 45 have made the required repairs to date. Per ECUA policy, the customers have six months to address the problem(s) with their lateral. If the repairs are not made within the time frame noted, a \$50 monthly surcharge is to be added to their bill. This program is expected to significantly increase in 2019.

## CARPENTER CREEK SEWER TRUNKLINE REHABILITATION

In June 2018, a work order was issued under the Cured-in-Place Pipe Lining (CIPPL) Sewer Rehabilitation Annual Contract that included rehabilitation of 48,000 linear feet of sewer main ranging in diameter from 8-inch through 15-inch. A large portion of the sewer mains to be rehabilitated are located along the west side of Carpenter Creek, which FDEP has classified as impaired due to fecal coliform bacteria. ECUA staff have collaborated with Escambia County and other local entities to develop and implement the Carpenter Creek Bacteria Pollution Control Plan, which includes identifying and eliminating possible sources of fecal loading throughout the watershed. This was not the only factor in ECUA's prioritization of this area for sewer rehabilitation but it was a consideration. This project is expected to be completed by mid-2019.

# SEWER INFLOW & INFILTRATION (I&I)



## WHAT IS I&I?

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

## WHY IT MATTERS

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

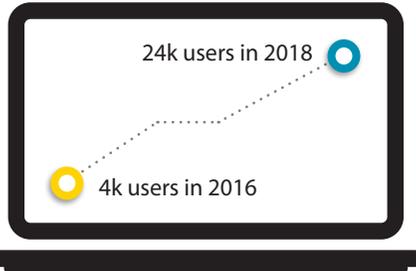
## 3 REASONS WHY I&I IS A PROBLEM

Extra water in the sewer system is a problem because:

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

# INFORMATION TECHNOLOGY (IT)

## CLICK2GOV USERS



### JUST OVER 24,000 CUSTOMERS NOW ENJOY THE CLICK2GOV WEBSITE TO MANAGE AND PAY THEIR ECUA BILLS ONLINE.

The number of Click2Gov users was 4,000 in 2016. Since then, an average of 700 customers have signed up per month to use this service, and pay their bill through an automatic bank draft at no cost to them. This system will eventually be replaced by the new ERP system that will have a mobile device app for bill payment and account access.



## IT GOALS

The IT Department's focus in 2018 was to accomplish Goals 2 and 3 of the IT Master Plan, which are: Streamlined Business Operations and Improving Workforce Efficiency; and Customer-Oriented Information Technology Services.

We completed evaluations and contract negotiations for the new Tyler Munis Enterprise Resource Program (ERP) system in the Spring of 2018, which will replace the existing Sungard system. The Project launched this past summer and was named Project Trinity Coast to reflect the third ERP conversion in the history of ECUA with the Coast acronym: Creating Opportunities And Streamlining Technology. Implementation of the new system will be phased in over the next three years. The new system will provide enhanced citizen, employee, and vendor self-services, and optimize current business processes. Finance is the first department to experience the change, followed by Human Resources next year. The Information Technology (IT) Department established a special training room to ensure all end-users receive proper training on the new system.

## CYBER SECURITY

IT participated in a Cyber Security Network Penetration test in partnership with the Department of Homeland Security to ensure that the network is secure against many possible threats. We enhanced the Cyber Security systems to prevent unauthorized access to data, and better protect against viruses, malware, and ransomware. ECUA also invested in additional software to strengthen the utility's end-point and email security.

IT assisted business units with the upgrade of several business applications to make sure access to data is as swift as possible, and that the data are reliable. We are planning integrations with the new ERP system for those applications that are not being replaced by Trinity Coast. Our goal is to realize the automation of data flows with more accurate data that is delivered more effectively. In short, less human interaction and fewer errors.

## COMPUTER REPLACEMENT

The Computer Replacement Program is ongoing and we are now in the final stages of replacing computers that were more than five years old. In 2018, 80 computers were replaced. By the end of the year, all computers at ECUA will be less than five years old and will run either Windows 7 or Windows 10. The goal for 2019 is to get all computers using the same Operating System and the same versions of the major software applications. A migration to Windows 10 is underway, along with ensuring that all computers have the same versions of software. This makes support significantly easier and it reduces the number of issues when trying to exchange data between different versions.



## GEOGRAPHIC INFORMATION SYSTEM (GIS)

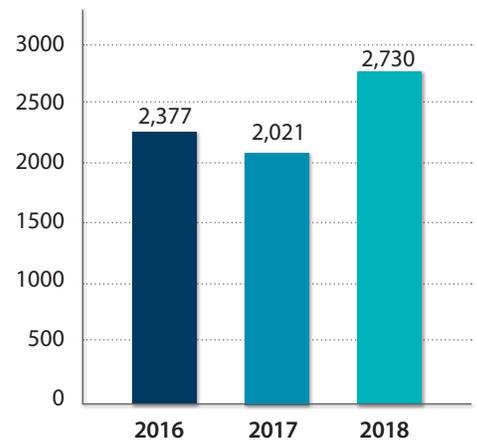
In 2018, the GIS division made several significant changes to its infrastructure and accessibility to provide for a better end-user experience. To assist with “data ownership,” the pre-existing GIS database was migrated to Microsoft SQL Server (MSSQL), ECUA’s current standard. MSSQL provides a more robust ability to apply and maintain permissions, enhance programmability, and encourage data maintenance by the data Subject Matter Experts (SMEs). This migration also provides a means by which users of Vantage Points, ECUA’s internal GIS web viewer, can read live data while in the field or at their desk.

Along with the GIS database server migration, ECUA’s GIS software, ESRI’s ArcMap, was upgraded to the most recent release of 10.5.1. All GIS desktops were upgraded with minimal to no impact to the end-users. Regional data was another focal point requested by the end users. Regional data had not been updated in approximately 1.5 years, so a few methods were put in place to obtain semi-annual updates of regional data and monthly updates of parcels and street centerlines. On the 5th of every month, the two aforementioned layers are uploaded programmatically to the GIS database.

## GOING WIRELESS

The IT Support Desk answered about 6,000 phone calls for support, and completed 2,733 work orders. Wireless Work Orders are expanding as well. We are now able to send and receive work orders directly to the crews in the field, and they are in turn able to update work orders as they work through them. Our delivery and pick-up service for sanitation and recycling cans has begun using this real time work order system, resulting in a faster and more efficient service. Currently, 91 remote mobile devices are in use.

## WORK ORDERS COMPLETED



IT staff participated in a monthly communications training program over 18 months. This training focused on all aspects of communicating, sharing information, and working together. Staff members also attended various technical training courses to enhance their skills and better support ECUA’s growing technology use.

# HUMAN RESOURCES & ADMINISTRATIVE SERVICES

TRUST AND RESPECT ARE THE CORNERSTONES UPON WHICH SUCCESSFUL RELATIONSHIPS ARE BUILT, AND ONCE ESTABLISHED, IS WHEN SINCERE ENGAGEMENT BEGINS.



Research shows that happier employees are more productive and engaged employees. The focus and efforts of the human resources staff has been to successfully manage the needs of our employees, so the Authority is in the best position to meet and exceed the needs of our external customers.

In fiscal year 2018, Human Resources staff continued to foster and enhance employee engagement through sincere, timely, and face-to-face interaction with every opportunity.

 happiness  productivity

## CONNECTING WITH EMPLOYEES

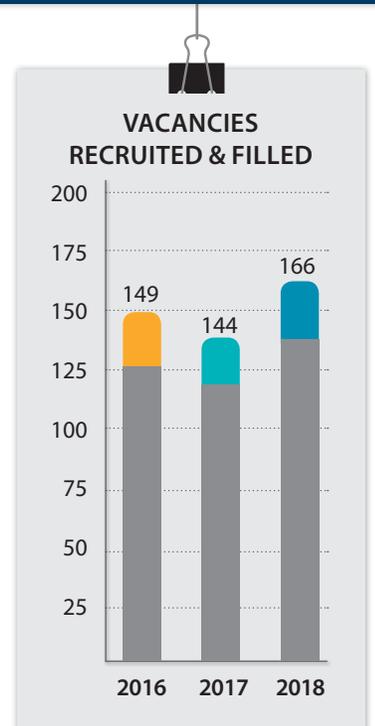
Human resources staff connected and engaged with employees in over 200+ scheduled interactive face-to-face events, and through an abundance of electronic and written communication through the following channels:

- Thirty-six HR on the Road visits – nine ECUA locations for each quarterly visit
- Seventeen Benefits Open Enrollment and Education meetings
- Three sessions for Performance Management learning
- Four Florida Retirement System workshops
- Twenty-one health and wellness/lunch and learn workshops
- Know Your Numbers wellness event at four ECUA locations
- Two Length of Service Employee Recognition events
- Twenty learning workshops to address Effective Communication
- One Excel training workshop
- Numerous individual employee career counseling sessions and team meetings
- Assisted with one kick-off session for Project Trinity Coast
- Twelve publications of the *For Your Benefit* newsletter distributed to each employee monthly
- One Employee Compensation and Benefit Statement provided at year-end to each employee
- Screened and processed 4,431 online job applications
- Conducted 453 interviews

## EMPLOYEE-RELATED AND RECRUITMENT METRICS

The HR staff actively:

- Proctored 30 written pre-tests for operator candidates
- Provided 15 online job application training and/or career counseling services
- Recruited and filled 166 vacancies comprised of 108 new hires, 45 promotions, 8 demotions and 5 transfers
- Guided 37 new hire “condensed” on-boarding sessions, and four quarterly “extended” on-boarding sessions to acclimate all new employees to ECUA
- Planned, organized, and coordinated two Employee Appreciation and Length of Service Recognition events, honored 84 employees who reached a five-year employment milestone, and awarded the Employee and Supervisor of the Year recognition for outstanding service
- Coordinated the ECUA T-shirt Design contest
- Collaborated in the design and distribution of ECUA’s second published calendar for customers



## BENEFITS MANAGEMENT: FOCUSED ON HEALTH AND WELLNESS



### HOMETOWN HEALTH AWARD

ECUA participated in the Hometown Health Award program from the Florida League of Cities (FLC), which recognizes participating members who actively promote and support a culture of health and wellness in the workplace. To qualify, an organization must meet at least 10 of 12 wellness program objectives defined by the FLC. ECUA, having met all twelve-qualification objectives, was awarded the FY 2017 Hometown Health Award for the third consecutive year.

### LUNCH & LEARN SEMINARS

In our continued collaboration with West Florida Healthcare, one of many initiatives designed to engage employee participation was this year's Get Up, Stand Up, and Move campaign. The focus was on living an active life. This year's Lunch & Learn workshops introduced employees to new and fun activities such as paddle boarding, Jiu Jitsu defense, and the benefits from bike riding.

The topic of Financial Wellness was also added to the Lunch & Learn workshops this year to educate employees dealing with financial stress. As reported by the Mayo Clinic, when stress-related symptoms are left unchecked they can contribute to many health problems such as high blood pressure, heart disease, obesity, and diabetes.

### OTHER WELLNESS-RELATED OPPORTUNITIES

Through our partnership with FLC, access to confidential face-to-face healthcare coaching was available, and 61 employee sessions were conducted. WW (formerly Weight Watchers) was offered onsite, and the FLC covered 33% of the cost for the 19 participating employees.

Due to the success of the two 2017 Hometown Health initiatives, both the "Five to Thrive" and "The Invitational Team Steps" challenges were repeated in 2018 and employee enthusiasm was robust.

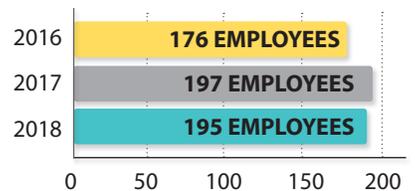
### THE HEALTH AND WELLNESS FAIR AND KNOW YOUR NUMBERS EVENT

The overall attendance at ECUA's October 2017 (FY2018) annual Health and Wellness Fair and Know Your Numbers event totaled 261 participants. Biometric screenings were conducted for 214 participants, and 75 participants received flu and or pneumonia shots. This year's biometric screenings event had an 8% increase in participation over last year's.

Biometric screening results are key health indicators and results were immediately shared with each employee individually. These results included total cholesterol, the HDL or "good" cholesterol, glucose level, blood pressure, and weight. Knowing the results of these indicators allowed employees to know whether additional medical follow-up was necessary.



### HEALTHY CHOICES REIMBURSEMENT PROGRAM

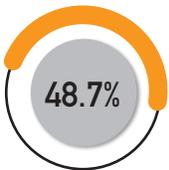


Employee participation remained consistent in FY 2018 with ECUA's Healthy Choices Reimbursement Program. Reimbursement for fitness activities included gym/health club membership, golf lessons, 10k walk/run, and marathon events, etc. Through active participation in qualified exercise and wellness activities, \$29,774 were reimbursed to 195 employees this year.

## VARIED PROGRAMS MEET DIVERSE INTERESTS



increase in online registration



of the 1,441 employees completed their course



of the 1,441 employees are still enrolled

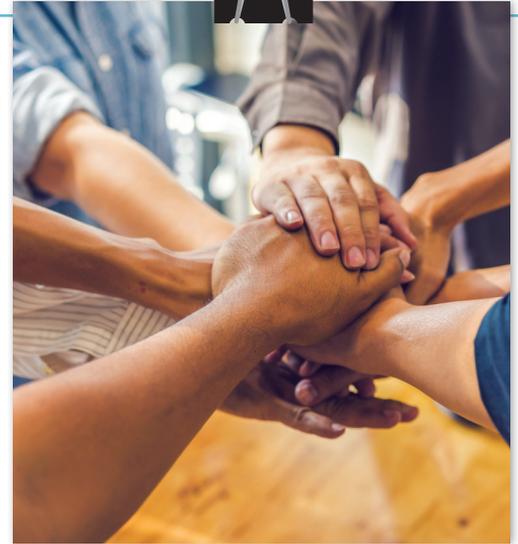
The Tuition Reimbursement Program encourages employees to enhance their educational development. Eight employees pursued undergraduate or graduate degrees and/or professional certifications. ECUA's online training site for professional development, The Learning Center, experienced a 53% increase in online class registration. Of the 1,441 registered employees who enrolled in The Learning Center's web-based courses, 48.7% completed the elected course, 50.3% are still in progress, and less than 1% canceled.

Finally, HR staff coordinated a series of 20 internal Communication Training Sessions affiliated through United Health Care's training program entitled Care24, for ECUA employees.

## COMMUNITY INVOLVEMENT

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

- 13th Annual Disabilities Summit Council Awareness Luncheon
- The American Cancer Society's Making Strides Against Breast Cancer Walk
- Greater Pensacola Society for Human Resource Management's Spirit of Giving silent auction benefiting the My Belongings charity
- Participation with Pensacola Downtown Christmas Parade
- Pensacola State College Multicultural Job Fair
- Mock Interviews for Junior Achievement at West Florida High School



- Worlds of Possibilities Job Fair
- Mock Interviews with Northwest Region Community Relations & Employment Services Agency for Persons with Disabilities
- Sponsored two blood drives with the American Red Cross and OneBlood

## HR STAFF'S PROFESSIONAL DEVELOPMENT

The HR staff's professional certification and educational development continued as follows:



STAFF members maintained local and national SHRM chapter memberships.



STAFF members attended the HR Florida Conference in Orlando, FL.



STAFF members attended the Greater Pensacola SHRM Legal Conference.



HR STAFF member continued as Ambassador for the HR Florida statewide conference, representing the North Central and Panhandle district.



HR STAFF member was newly appointed, and a second HR staff member continued with their appointment as Board members to the Greater Pensacola SHRM association for HR Professionals

## RISK MANAGEMENT

### GENERAL LIABILITY CLAIMS

ECUA maintained a self-insured status for General Liability claims. A total of 191 case files were opened and investigated for General Liability claims against ECUA.



### WORKPLACE SAFETY, TRAINING & SECURITY

Risk management staff conducted 1,933 hours of employee safety training in FY 2018. As a result, certifications were awarded to 16 employees in CPR/First Aid, and 40 employees in Maintenance of Traffic (MOT). Training provided encompassed 29 subject areas from Accident Reporting to Water Loss Control.

### CHEMICAL REPORTING

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

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

Risk management staff maintained an in-house CDL training and testing program to comply with the updated Florida Highway Safety and Motor Vehicles divisions' third-party tester requirements. Through an existing inter-local agreement with Escambia County, ECUA staff certified in CDL testing, used the County's approved CDL testing site to train and test 29 ECUA employees who successfully obtained their CDL.

### AUTOMOBILE LIABILITY CLAIMS

Risk management staff opened and serviced 173 ECUA-involved vehicle claims.

### LOSS RECOVERY

Risk management staff pursued subrogation recovery for ECUA property-damage claims caused by others. Through subrogation efforts, ECUA recovered \$36,290 to offset property damage losses caused by others.

### COMMERCIAL INSURANCE

In FY 2018, staff reviewed and maintained insurance policies for: General Liability, Property, Automobile Liability and Physical Damage, Workers' Compensation, Cyber Liability, Crime Coverage, Flood Insurance, Pollution Liability, and Road Restoration Bond.

# SANITATION

24,006 CUSTOMERS  
IN SANTA ROSA CO.

2017

24,903 CUSTOMERS  
IN SANTA ROSA CO.

2018

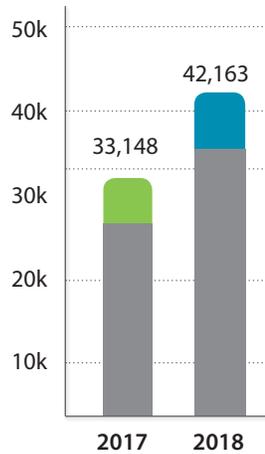
## COLLECTION SERVICE IN SANTA ROSA COUNTY

The ECUA Sanitation Department continued to expand its customer base in Santa Rosa County, increasing the number of customers from 24,006 at the beginning of FY 2018 to 24,903 at the end of the fiscal year. This represents an increase of 3.7% for the year. No additional staff or equipment were required to service this increase in customers. The Santa Rosa County customers seem very happy with ECUA service as the ECUA has received very few complaints, and those that are received have been minor in nature and quickly resolved.



The daily average of tons processed increased from 151 tons in FY 2017 to 164 tons in FY 2018.

## RECYCLABLES PROCESSED



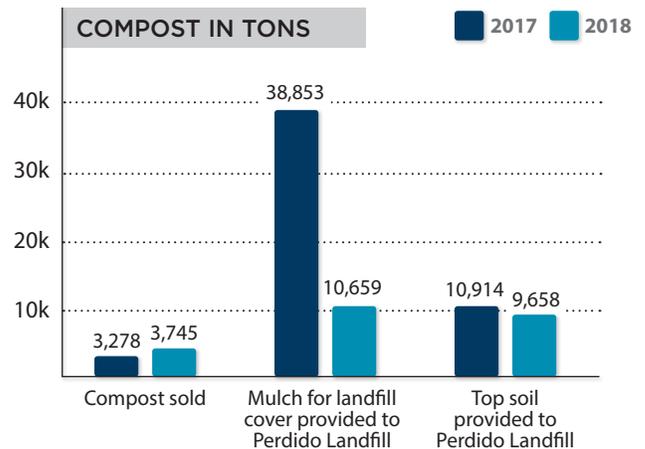
## ADMINISTRATION DIVISION - ECUA MRF

FY 2018 was the ECUA Materials Recycling Facility's (MRF) second year of operation. By the end of FY 2018, the MRF was processing recyclables from the ECUA, Escambia, Santa Rosa and Okaloosa Counties, as well as the city of Fort Walton Beach. The MRF was also processing recyclables from the cities of Mobile, Andalusia, Atmore, Daphne, Foley and Fairhope in Alabama. We also began processing recyclables for two private haulers serving two counties in Mississippi. The MRF processed a total of 42,163 tons of recyclables during FY 2018 compared to 33,148 tons of recyclables during FY 2017.

In May 2018, the ECUA Board terminated its contract with Zero Waste Energy, Inc. for operations of the MRF, and brought all daily operations in house. This action was taken due to repeated non-payment by Zero Waste and this issue is still in arbitration between the two parties.

## BIO-SOLIDS COMPOSTING FACILITY

In its third year of operation, the ECUA Bio-solids Compost Facility (BCF) continued to expand and produce a high-quality compost product. The BCF accepted 23,840 tons of yard waste in 3,409 loads from ECUA yard waste collection vehicles, and City of Pensacola and Escambia County trucks. During FY 2018, the BCF provided the Escambia County Perdido Landfill with 10,659 tons of mulch for landfill cover and 9,658 tons of top soil for slope stabilization, and sold 3,745 tons of compost. Since its creation, the BCF has processed 101,257 tons of yard waste, which would have otherwise been landfilled.





## YARD AND BULK WASTE

During FY 2018, ECUA yard waste crews collected 19,597 tons of yard waste. This is a decrease of 747 tons when compared to FY 2017. Staff believes this decrease is due to the rainy weather during FY 2018, which limits the amount of yard waste generated by customers. During FY 2017, ECUA bulk waste crews collected 7,101 tons of bulk waste. This is a decrease of 1,083 tons when compared to FY 2017.

## RESIDENTIAL DIVISION

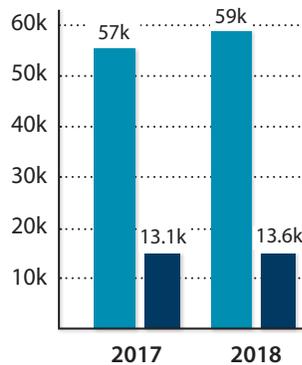
In FY 2018, each of ECUA's 81,576 residential customers generated an average of 1.11 tons of waste. This resulted in collection of a total of 91,236 tons of residential solid waste during the fiscal year. This is an increase of 837 tons when compared to FY 2017, and reflective of the 2,927 additional customers acquired during FY 2018. This increase is due to new subdivisions being constructed in the Beulah area largely to serve the demand created by Navy Federal Credit Union. The total disposal cost for residential garbage increased due to the additional tonnage and totaled \$3,842,223 in FY 2018 (\$3,813,313 in FY 2017).

## RECYCLING DIVISION

In FY 2018, approximately 59,000 or 72% of ECUA Sanitation customers in Escambia County participated in the residential curbside recycling program. These customers produced 13,600 tons of recyclables that were processed at the ECUA MRF. The diversion of this amount of tonnage reduced ECUA's residential disposal cost by \$612,816 during FY 2018.

Staff is continuing efforts to educate ECUA customers on proper use of the recycling container through multiple media outlets and public education outreach. Collection staff also identify recycling cans that contain contamination, and repeat offenders' recycling cans are removed for a period of one year.

■ Tons of recyclables processed  
■ Recycling customers



## COMMERCIAL DIVISION

The commercial roll-off operation experienced an increase in requests for service in FY 2018. Roll-off services provided 1,796 service pulls and 345 container deliveries throughout the year. The total number of requests for roll-off service was 2,141, which is a 6.5% increase when compared with FY 2017. Staff believes the increase is due to the continued increase in residential construction in Escambia County during FY 2018. The ECUA Sanitation roll-off service is a major benefit to other ECUA departments as this service provides other ECUA departments

with an in-house roll-off service provider at rates below those offered by the private sector.

Commercial dumpster operations resulted in the collection of 13,986 tons of garbage from locations on Pensacola Beach and the mainland of Escambia County, which is an increase when compared to FY 2017. Staff believes this increase is due to additional commercial customers on the mainland of Escambia County. The Commercial Division added 86 new commercial customers in FY 2018, as compared to the 65 new accounts that were added during FY 2017.

## FACILITIES MAINTENANCE

The Facilities Maintenance (FM) division completed 1,849 work orders during the fiscal year and played an important role in setting up the new office trailer at the MRF site. This project required the installation of a 350-foot water line, which had to be directed under the road, a 150-foot conduit for communication lines, plumbing and a wastewater holding tank, and a 10' x 16' porch with handrails and steps.

Other critical projects included:

- The removal of the canopy over the fuel island at the Ellyson campus and running of conduit and all wiring necessary to install LED lighting at the location.
- The painting and refreshing of all curbing with safety yellow around the Ellyson complex, especially in high foot-traffic areas.
- The development and implementation of a preventive maintenance program for all of the A/C systems that FM manages. This program includes A/C systems at all climate-controlled water wells and lift stations, as well as for all buildings and ice machines around the Ellyson complex and at other ECUA facilities. Under this program, FM removed and installed new A/C systems at Lift stations 378 and 259 in 2018.
- The interior and exterior painting of several water wells, including the well houses and canopies over the motors.
- The management of the contracted repair of the Ellyson campus warehouse roof, which included writing the scope of work and overseeing repairs to completion.

# CUSTOMER SERVICE

This year, we filled seven existing contact center specialist positions, reducing the number of abandoned calls and alleviating lengthy customer wait time. With the anticipation of future community growth, two new full-time positions have been approved for fiscal year 2019.



## NATIONAL CUSTOMER SERVICE WEEK

We celebrated National Customer Service Week from October 1 – 5. To kick off the week, professionals from Pensacola State College spoke at our “Lunch and Learn” sessions, which were offered to all interested ECUA departments. Throughout the week, customer service employees were treated with gifts and special meals. Our three highest call takers and the top employee in the Walk-In section were awarded a plaque for their dedication and commitment to professional, knowledgeable and friendly service.

## CONTACT CENTER

In 2018, we consolidated all Call Center specialists in the Contact Center to assure that consistent and accurate service is delivered to our customers. This also provides better opportunities for the supervisory staff to observe, coach and offer guidance to employees.

The structure of the Contact Center was improved with the installation of sit-to-stand workstations and comfort mats to create a safe, more ergonomic work environment that promotes reduced lower back pain and improved productivity.

## PHONE SYSTEM UPDATE

This year saw the successful installation of an updated phone system that allows for a smoother, more efficient transition of customer calls to the Contact Center. Supervisory staff assisted IT after business hours with installing and testing work station phones and the establishment of a new phone tree for the updated phone system.

In conjunction with our Engineering Department, customer service continues to mail notices to customers with damaged sewer laterals. Customers are alerted that they must repair their damaged sewer lateral or sewer line to prevent inflow from entering our sewer system.

## CONTINUING EDUCATION/TRAINING

Three members of the supervisory staff attended a continuing education training course on leadership skills, and supervisory and administrative staff received additional training on communication skills for managers. Members of the department attended several training courses offered by our HR Department that included instructional classes on: emotional intelligence, critical and creative thinking, quality improvement, managing priorities and goal setting, professional writing and email etiquette.

Additionally, cyber security training was accomplished by all members of the customer service department. Cross-training was completed and staff rotated to guarantee trained and experienced employees in all areas of customer service to maintain appropriate coverage. One of our team leaders was promoted to the Training and Special Projects Coordinator position to centralize training, as well as serving as our in-house technical and education expert.





## SUPPORT OF FOG AND CROSS-CONNECTION PROGRAMS

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

## MENTORING AND PART-TIME RETIREE PROGRAMS

The department launched a mentoring program this year for the Contact Center, which pairs experienced staff with newly-hired members of our staff to provide support and the benefit of experience. Retired ECUA customer service specialists were brought in to assist on a part-time basis with report processing, paperwork, and to aid in other tasks.

## EMPLOYEE AND CUSTOMER SURVEYS

We conducted an employee survey regarding recent enhancements within the department. We received 100% participation with well-thought-out suggestions for the overall betterment of the Customer Service Department. A survey is now offered to all our customers to help assure efficient and professional service and to serve as a valuable tool for coaching improvements.

## IMPROVED COMMUNICATIONS

The sorting/routing of calls by specialists' skill sets has been refined to alleviate and drastically reduce the number of abandoned calls.

A new and enhanced instant messenger tool was added and has improved efficiency with communication between specialists and supervisory staff.

CUSTOMER SERVICE ANNUAL TOTALS	2017	2018
Calls Answered	367,990	369,801
Mail Inquiries Completed	17,996	22,116
Email Inquiries Completed	25,557	30,029
Walk-in Customers Served	15,364	15,386
Work Orders Issued	32,445	30,713
KUBRA Payments Processed	103,709	103,270
PatLive Answering Service Calls	1,895	1,346
Water Service Cut/Non-Pay Orders	22,877	23,774
Fax Inquiries Processed	5,829	5,257
Delinquent Notices Issued	178,440	198,563

We are continuing to work with IT and other ECUA departments with the highly anticipated new ERP system. Other duties accomplished department-wide in between completing calls include researching returned mail, completing the final balance procedure with transferring balances to active accounts, filing liens, where needed, and account adjustments.

# COMMUNICATIONS & GOVERNMENT AFFAIRS



## GRANTS AND MORE

This past year, we helped coordinate ECUA's administrative responsibilities related to a grant from the Northwest Florida Water Management District through their Water Supply Development Community Assistance Initiative. The \$947,000 grant serves to assist expansion of the ECUA's reclaimed water system on Pensacola Beach. We utilized grant funding to construct a new 2.5 million gallon storage tank, with the end goal of providing reclaimed water to a wider customer base for irrigation purposes. This reuse program conserves valuable drinking water and reduces the surface water discharge from the Pensacola Beach treatment plant. We also moved forward with final details for a pending grant through the Natural Resources Damage Assessment (NRDA) program related to the RESTORE Act's recovery efforts tied to the 2010 Deepwater Horizon oil spill. We expect confirmation of the grant receipt during Fiscal Year 2019, which will also be dedicated to the reclaimed water system expansion on Pensacola Beach.

## GOVERNMENT AFFAIRS DIVISION

The Government Affairs Department continues its role of providing general administrative support to the Executive Director, Deputy Executive Directors, and the other ECUA departments with respect to internal and external organizational communications, and coordination with various governmental and community organizations. These activities include ECUA's representation on the boards of the FloridaWest Economic Development Alliance and BRACE (Be Ready Alliance Coordinating in Emergencies). We also maintained our participation with membership on the City of Pensacola's Climate Mitigation and Adaptation Task Force, and the Bay Area Resource Council's Technical Advisory Committee (BARC-TAC). Through the year, we also provided detailed review and comments related to development requests for properties within Escambia County's delineated wellhead protection areas, with a focus on maintaining protection of our community's groundwater resources and drinking water supply.

## KEEPING THE FOCUS

Through the year, we continued our focus on the Triumph Gulf Coast program as a potential source for grants over the next 14 years. The Triumph process, utilizing funds from penalties assessed through the RESTORE Act, will provide grants for projects and activities that have a basic economic development slant within the affected counties. Our efforts are focused on coordinating a partnership with Escambia County to develop joint applications for potentially qualifying projects.

We also continued our support of the ECUA Utility Operations group by moving forward with our property management plan, which we developed for the 2,000 acres surrounding the ECUA's Central Water Reclamation Facility. This year's plan implementation activities included the preparation of bid documents and the bidding for prescribed burning and planting of Longleaf Pine seedlings on certain tracts of the property. The plan includes a focus on ecosystem management to support the development of a new ECUA wellfield while we manage the timber resources that existed at the time of ECUA's acquisition of the property.

## PUBLIC INFORMATION OFFICE (PIO) ECUA IN PRINT AND ONLINE

Our mission to disseminate information to our customers in a timely and targeted manner is an ongoing effort. The PIO staff produces a variety of printed materials: a monthly newsletter that accompanies our customers' bills in Escambia County; a quarterly newsletter to our Santa Rosa residential sanitation customers; refrigerator magnets for the Recycling and FOG programs; ads in the Escambia County School District calendar; and numerous informational flyers related to sanitation and recycling services, backflow prevention and FOG. Working with advertising agencies, staff guides the creation of advertising for broadcast, print and online publications, web applications, as well as the Authority's Annual Report and the Annual Water Quality Report, which is published online annually. This year, we augmented our 'micro website', LivegreenECUA.com, to include a new section on the effects of excessive rainfall (Inflow & Infiltration) on our wastewater collection system and updated the composting and recycling pages.



## ECUA IN THE MEDIA

This year's television and radio advertising efforts focused on an outreach campaign to raise awareness and educate our customers regarding these key issues: the negative effects of Inflow & Infiltration on our wastewater collection system, the critical need for infrastructure and capital improvements, continued efforts in the prevention/reduction in recycling contamination, and the prevention of Fats, Oils, and Grease (FOG) in our sanitary sewer collection system. During the 2018 fiscal year, staff provided over 64 interviews to radio, television, and print media and issued over 187 press releases.



SEPTEMBER 2019



ECUA ON PENSACOLA BEACH - It's a beautiful day at the beach. Enjoy the sun, sand, and surf. Remember to wear your sunscreen and stay hydrated. For more information visit livegreenecua.com

SUN	MON	TUES	WED	THURS	FRI	SAT
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

## PIO/PUBLIC OUTREACH PROGRAMS

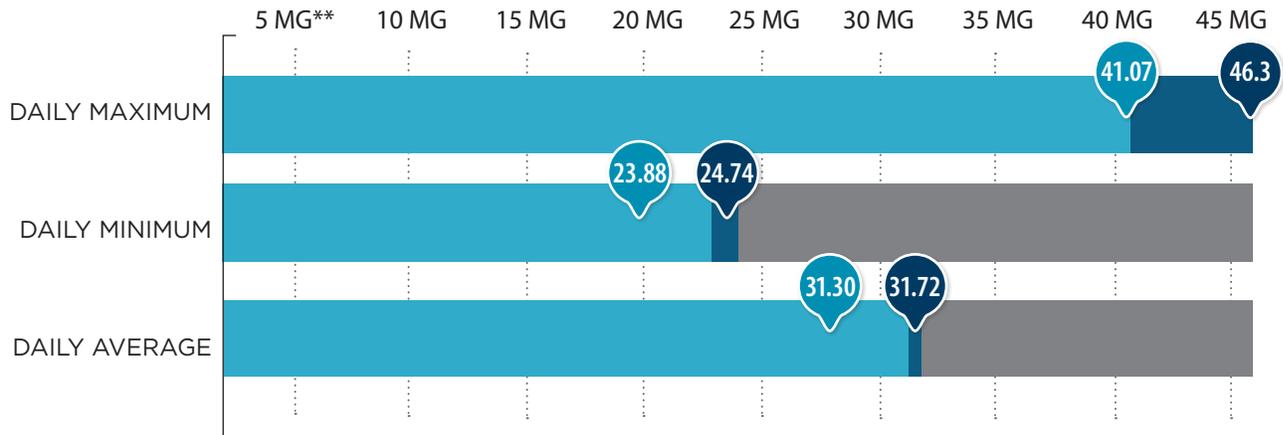
ECUA's significant environmental programs have a great impact on our community. Our public outreach programs communicate these successes and share our immediate program priorities. We achieve this through: our Newcomer's Welcome Kit, which was distributed to approximately 5,000 new homebuyers; 40 Neighborhood Watch appearances; participation in a 142 community events; monthly appearances at Gallery Night in downtown Pensacola; and over 203 public speaking appearances at local, state, and national organizations.

Public Information staff collaborated with HR in the creation and design of ECUA's second annual calendar, published for distribution to employees and customers. This year's calendar featured beautiful local photography, presented in a way to highlight an ECUA program or service each month, as well as educational material in support of our Recycling and FOG programs.

# WATER PRODUCTION

11.58 BG\* OF WATER WERE PUMPED AND TREATED IN 2018

2017 2018



\* Billion Gallons \*\* Million Gallons



## PROJECTS

### CENTRAL WELLFIELD

Water Production (WP) staff consultant applied for and received a Water Use Permit modification that includes up to five wells on property around ECUA's Central Water Reclamation Facility (2,000+ acres). Two wells were installed during the Aquifer Performance Test process. Staff has prepared a conceptual plan for completing the installation of a water treatment facility at one of the two wells, along with a transmission main from that well site to US Hwy. 29.

### GULF BREEZE WATER SYSTEM INTERCONNECT/ PENSACOLA BAY WATERLINE RELOCATIONS

WP coordinated with Regional Services and Engineering staff to design and install improvements to the interconnection point with Gulf Breeze, which allows water to be delivered to or by either party. This interconnect proved instrumental in avoiding water service interruptions to Pensacola Beach customers for the utility relocations required during the construction of the new Pensacola Bay Bridge.

### HAGLER WELL TREATMENT ANALYSIS

Rapid Scale Column tests are being performed on water from the Hagler Well to evaluate the potential use of Granular Activated Carbon (GAC) treatment for removal of contaminants at this well. Other treatment options are also being researched.

### HUMPHREYS WELL GRANT

WP Staff is coordinating with FDEP to request a grant for reimbursement of the costs associated with removal of contaminants by GAC at this site.

### INNERARITY AREA WATER SYSTEM IMPROVEMENTS

WP worked with Regional Services to identify, design and install improvements to the water system in this area.

## REGULATORY ACTIVITIES

Staff submitted required data to the Northwest Florida Water Management District (NFWMD) for the Water Use Permit. We also provided test results and data to the FDEP in accordance with prescribed rules and were granted permission to end the operator variance agreement. Staff reviewed plans and Wellhead Impact Reports to ensure Wellhead Protection Area (WHPA) compliance for the Escambia County Development Review Committee.

## **MICHIGAN AVENUE TRANSMISSION MAIN, PHASE I**

This project entails the design of a transmission main that will improve water transmission from the new Carriage Hills Well, Tank and Booster Pump Station.

## **MOBILE HIGHWAY BOOSTER PUMP**

The construction of this project will allow the Mobile Highway tank to be filled without creating high- or low-pressure issues for customers in the area.

## **NORTH ZONE MASTER PLAN**

An update to the water system master plan for the northern pressure zone is being performed. The results of this update will assist staff in planning future improvements to the water system to meet future water demands.

## **PENSACOLA BEACH RECLAIMED WATER TANK**

Construction of the 2.5 Million gallon tank has been completed. This tank is temporarily being used as a potable water tank until construction of the associated reclaimed water mains and the reclaimed booster pump station.

## **PENSACOLA BEACH POTABLE WATER AND RECLAIMED TANK SHORELINE RESTORATION**

Over the years, shoreline erosion impacted the site of ECUA's storage tanks on Pensacola Beach. When completed, this project will restore the shoreline to its original location and provide protection from future erosion.

## **PERDIDO KEY TANK BOOSTER PUMP**

Installation of a booster pump on the tank discharge line will allow better utilization of the tank. This project has been designed and is awaiting funding for construction.

## **POTABLE WATER PH ADJUSTMENT ANALYSIS**

Water Production, in conjunction with a consultant, is reviewing different options for adjustment of pH at ECUA well sites. Due to the escalation of costs of the bagged lime, bulk lime options are being analyzed for long term cost savings and application efficiencies. Staff has visited a few installations to evaluate options utilizing bulk lime systems in the area.

## **PLANT #6 VESSEL COATING REPLACEMENT**

Inspections revealed that the interior and exterior coatings need repair or replacement. This work is underway.

## **TANK INSPECTIONS 2018**

Annual Inspections were completed on all tanks and reports were provided by the hired consultant.

## **VILLA AND LILLIAN BACKWASH TANKS' REFURBISHMENT**

Work performed consisted of the installation of new access doors and repair of the water level indicator. The inspection also indicated a need for cathodic protection anode replacement, which provides corrosion protection.

## **VILLA WELL GAC VESSEL COATING REPLACEMENT**

Inspections revealed that the interior and exterior coatings on the GAC filter vessels need repair or replacement. This work has been completed.

## **WATER FACILITY OPTIMIZATION**

An agreement with the US Army Corp of Engineers (USCOE) for Planning Assistance to States (PAS) cost-sharing has been signed by ECUA and sent to the USCOE. The results of this effort will consist of recommended actions to meet water system demands as economically as possible.



## **WEST PENSACOLA WELL ELEVATION PROJECT (FEMA)**

FEMA has approved cost sharing for improvements at this site to prevent future flood damage. The Department of Emergency Management has forwarded an agreement to ECUA for approval. FEMA and ECUA Board approved the agreement.

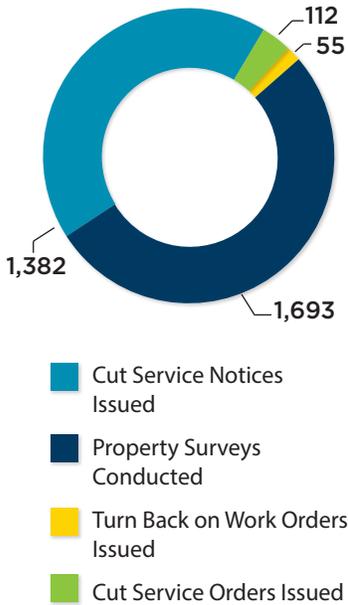
## **WEST WELL AND TANK**

Staff evaluated the possibility of drilling a new well at this tank site with the use of a sonic bore, which indicated the site is a good well location, if the existing well is abandoned.

## **WELL MAINTENANCE**

This division provided accident-free preventive maintenance and repairs at Water Production well sites including: the continued upgrading of chlorine and fluoride monitoring equipment; testing all generators to assure electrical power during emergencies; roof replacements at the Southwest Pumping Station, the Summit Boulevard Mixing Chamber, and the Pensacola Beach Pump Station; replacement of flow meter at the Pensacola Beach Pumping Station; and pump-off valve at the Avondale Well.

# WATER PRODUCTION



## CROSS-CONNECTION CONTROL (CCC)

Over 11,270 notifications were sent to commercial and residential customers to test, install or repair Backflow Prevention Assemblies (BPAs). Of these notifications, 501 were follow-up letters for residential dedicated irrigation service connections, two were follow-up letters for residential dedicated fire service connections, and 1,475 follow-up letters for auxiliary water supplies (private wells). A total of 534 BPAs at ECUA facilities and 221 hydrant meter BPAs were tested in 2018, 272 of them were repaired.

Staff processed 11,125 test reports, which were entered into an upgraded and streamlined database; verified the compliance of 202 private residential water wells' certification forms, and submitted the second annual report of backflow data to the FDEP. The division reviewed 98 new commercial

developments to ensure the correct type of BPAs were properly installed, and collaborated with the City of Pensacola and Escambia County Building Inspections Departments to ensure that all accounts had installed and tested their backflow prevention assemblies prior to receiving a Certificate of Occupancy.

CCC partnered with the IT department to streamline the process of receiving quarterly auxiliary water system (well) customer data from the Northwest Florida Water Management District, and with the Customer Service and Regional Services departments to ensure CCC is notified before service is restored to customers whose services were cut for non-compliance.

## ADDITIONAL WORK INCLUDED:

- Cleaning and making repairs to pump-off tanks for GAC vessels at Lillian, Avondale, Muldoon and Villa Wells.
- Rehabilitation of the GAC filter vessels and installation of the carbon filter media at Villa Well and Plant #6 Well.
- Installation of piping needed to utilize the new 2.5 MG tank on Pensacola Beach as a potable water tank, including the associated chlorination to prepare tank for potable water use and disposal of chlorinated water used in this disinfection process.
- Prepared for the installation of an air conditioner at West Well.
- Installed new static mixer and replaced piping at Tennant Well.

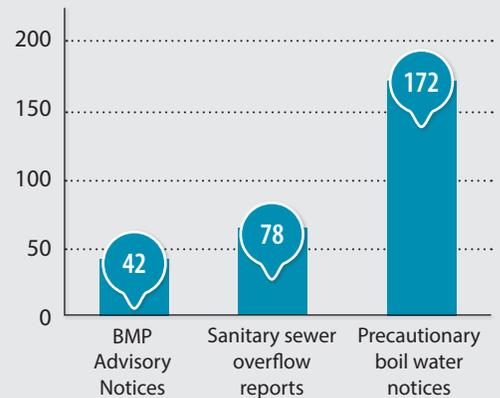
## COMMUNICATIONS CENTER SCADA & WELL OPERATIONS

The SCADA (Supervisory Control & Data Acquisition) Operations Center responded to 19,510 telephone calls, issued 11,388 work orders, called in 873 utility locate requests to Sunshine 811, and 78 sanitary sewer overflow reports to the Florida Department of Environmental Protection (FDEP) and Florida Department of Health (FDOH). Operators took 312 FDEP potable water compliance samples, along with visiting and servicing well and pumping station sites 19,215 times.

This year, the SCADA staff worked with the Regional Services, Wastewater Infrastructure, and Engineering departments to continue to improve the notification processes, best management practices (BMP), and reporting procedures for planned and unplanned water outages, precautionary boil water advisories, and sanitary sewer overflows.

The SCADA and Well Maintenance divisions continued utilizing a well-specific capacity reporting process, enabling personnel to identify and prioritize water well maintenance and repairs. Working with the IT Department, staff purchased upgraded servers for SCADA operation and/or monitoring of water and sewer systems, updated all server software, increased virtualized server resource allocation to re-index the database and streamline reports.

### The SCADA Operations Center issued:



## PLANT MAINTENANCE DIVISION (PM)

PM completed a total of 2,621 projects related to preventive maintenance, capital improvement and standard repairs this fiscal year. A PM mechanic became a Commercial Driver's License (CDL) State-certified third-party examiner and tested 17 candidates, 15 of whom passed.

## PROJECTS HANDLED BY PM

### CWRF & Composting Facility

- The hardening of the Paddle Dryer #2 vessel and paddle surfaces, and overhaul of all paddle dryer ancillary equipment.
- The completion of the wet cake piping and valve installation at the Bio-Solids building truck load-out station, which produces the sludge used for the composting windrows' foundations.
- The completion of the foundation and erection of canopies at the storage and screening facilities at the Composting Site.
- Complete overhaul of the grinder's hydraulic system, tub, and conveying systems.

### Pensacola Beach WRF

Conversion of the filter gallery piping from steel to stainless steel and the fabrication/installation of a new splitter box.

### Materials Recycling Facility (MRF)

PM performed a complete equipment assessment and stock list for critical spares at the MRF and created a preventive maintenance program for all equipment.

## INFORMATION SYSTEMS/ WAREHOUSE DIVISION

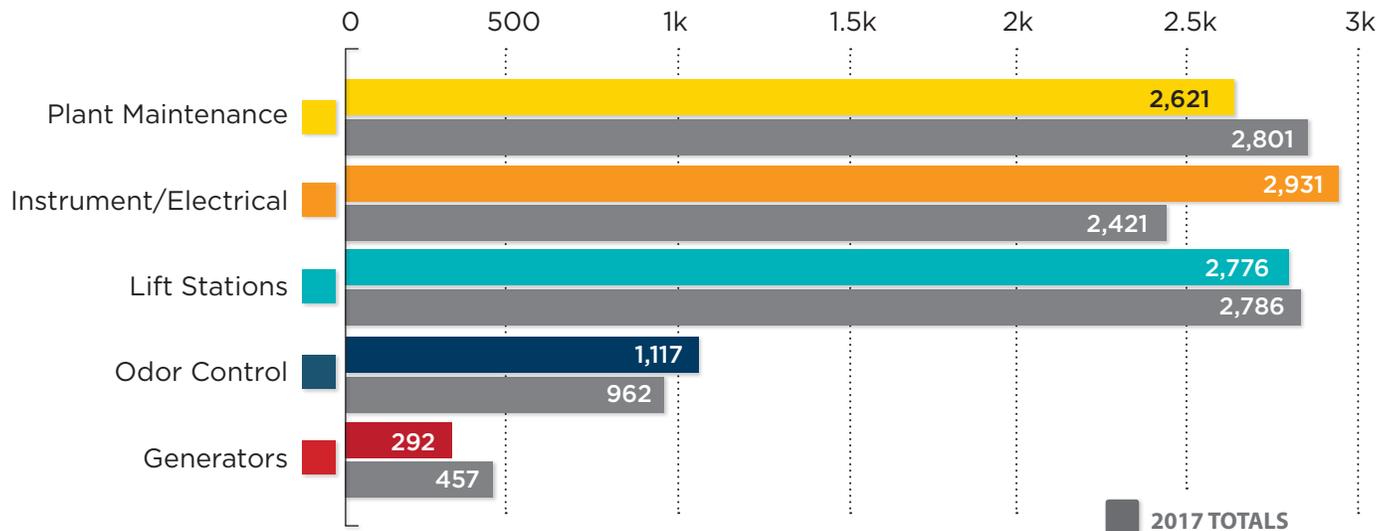
A total of 5,479 parts were received and 6,020 parts were issued through the Asset Management (AM) system at the CWRF warehouse, an increase from FY 2017 of 102% and 247%, respectively. The AM database continues to expand with 4,159 new part records created, for a total of 10,248 part records, and 165 new asset records created, for a total of 3,124 asset records.

The annual CWRF warehouse inventory and audit were completed with zero discrepancies and all spare parts' requirements for the Materials Recycling Facility (MRF) and the Composting operation were inventoried and recorded into the AM system. The division processed 1,189 purchase requisitions and implemented a stocking system for consumable hardware and fittings, which resulted in a 16% reduction from FY 2017 of non-work-order-related credit card purchases and a savings in non-productive labor hours.

# MAINTENANCE & CONSTRUCTION

## NUMBER OF WORK ORDERS COMPLETED BY DIVISION

The Maintenance and Construction Department **completed 9,737 work orders** during FY 2018, averaging over 811 work orders per month. Additionally, the Department successfully managed multiple Capital Improvement Projects.



### REGIONAL PUMP STATIONS (RPS)

#### Government Street, Moreno Street and Pipeline Road

Five pumps were pulled, rebuilt, and returned to service at our three Regional Pump Stations.

### WATER TREATMENT FACILITIES (WTF)

At WTFs, staff relocated the incoming power lines at the "F" & Scott Street WTF to enhance safety of maintenance and lime delivery; upgraded the variable frequency drive at Cantonment WTF to accommodate a new 300 HP motor; installed electrical power at the Ellyson Computer Training Room for Project Trinity Coast; and installed security alarm systems at 21 water production sites.

### INSTRUMENT/ELECTRICAL (I/E) DIVISION

The division completed a total of 2,931 projects related to preventive maintenance, capital improvement and standard repairs this fiscal year. We provided training to I/E personnel on theory, installation, troubleshooting and repair of several different systems, along with Arc Flash Safety and Variable Speed Drive programming.

At the CWRF, I/E staff installed electrical power and connected composting equipment at the sorting/screening area under the new canopy; removed and replaced the electrical equipment for the overhaul of Dryer #2; installed the electrical panel, receptacles, and fuel pump for diesel tank at the Generator Maintenance and Odor Control Building; and upgraded the Septage Receiving Facility to allow Sanitation Composting trucks to weigh in and receive printed documentation of their weight of their delivery.

At the Pensacola Beach Water Reclamation

Facility, staff repaired a failing conduit duct bank under the driveway at Plant 1 and the incoming power service at Plant 2 was repaired.

At the Bayou Marcus Water Reclamation Facility, staff installed electrical power and connected glycerin feed pumps and storage tanks, as well as equipment and lights; upgraded the Human Machine Interface displays for both Aqua Diamond filters.

Staff installed a SCADA system at the MRF for historic data logging, trending and report generation; gathered technical literature, saved the programs and began a preventive maintenance program for the MRF electrical equipment.

Staff upgraded the program and processor at Government Street RPS to improve performance and reliability, and installed pressure transmitters to measure pump output pressure at Moreno Street and Pipeline Road RPSs.



## I/E & LIFT STATIONS

I/E staff completed the rehabilitation of the Zarragossa Street and Thousand Oaks 2 lift stations; installed an Automatic Transfer Switch at Industries lift station to improve power availability and prevent sewer spills due to power failures; upgraded the program and processor at Lincoln Park lift station to improve performance and reliability; enhanced Villa Drive lift station electrical equipment from 7.5 horse power (HP) to 10 HP to accommodate larger pumps that handle additional head pressure in the force main; replaced the electrical, control and variable frequency drive (VFD) panels at Sea Glades lift station to bring the equipment up to ECUA's current electrical standards; added controls and electrical upgrades to Old River Road lift station for a second pump to manage additional flow; replaced the collapsed conduit under the road at Bayou Grande West lift station; and installed surge protection equipment at 19 lift stations.

## LIFT STATIONS (LS) DIVISION

The division completed a total of 2,776 work orders related to preventive maintenance, capital improvement projects and standard repairs this fiscal year. The progression program for our LS employees continues to pay dividends. All 23 employees now have at least their Class 'C' Wastewater Collection certification, and 14 of these have received the Class 'B' certification. In 2019, we will have employees eligible for the Class 'A' Wastewater Collection certification.

Our LS crews operated and maintained 372 lift stations and worked with ECUA Engineering and contractors to completely replace two LSs in a seamless transition from the old to new stations and enhanced the exterior of the 12th Avenue lift station building. The division purchased land for the future relocation of six lift stations and updated system databases to reflect all LS changes.

The prevention of SSOs, costly major mechanical problems and clogged force mains continues to be a priority with the regular use of two vacuum trucks to remove fats, oil, grease and rags from all of our lift stations.

## ODOR CONTROL DIVISION

Odor Control's two-man crew completed 1,117 preventive maintenance and emergency work orders, and dealt with numerous customer odor complaints. Additionally, the crew serviced and maintained all 42 odor control media scrubbers and blowers at all lift stations and our three water reclamation facilities; serviced and replaced the media and cleaned the scrubbers at ECUA's three Regional Lift Stations; serviced and replaced the media on all of the Calgon vents on the CWRf transmission main; and read and collected monthly generator-hour readings and fuel levels at all permanent diesel generators.

## GENERATORS DIVISION

Our Generator crew completed 292 preventive maintenance and emergency work orders. These included: the servicing and maintenance of 100 portable or permanent generator units in the ECUA system; the installation of automatic transfer switches for portable units at three lift station sites; the load testing and verification of Automatic Transfer Switches as part of a monthly testing program; and the management of fuel tank inspections and tank compliance with the Florida Department of Environmental Protection (FDEP).

# WATER RECLAMATION

The Water Reclamation Department employs 47 licensed operators, of which 18 have the highest license issued by the State of Florida to oversee operations at three facility locations, 24 hours per day, seven days per week. The Water Quality Laboratory is home to nine laboratory analysts who handle field services and laboratory testing.

13,198,578  
gallons of septage  
were received

5,622  
loads of septage  
were received

\$1,081,672  
were generated from  
septage treatment

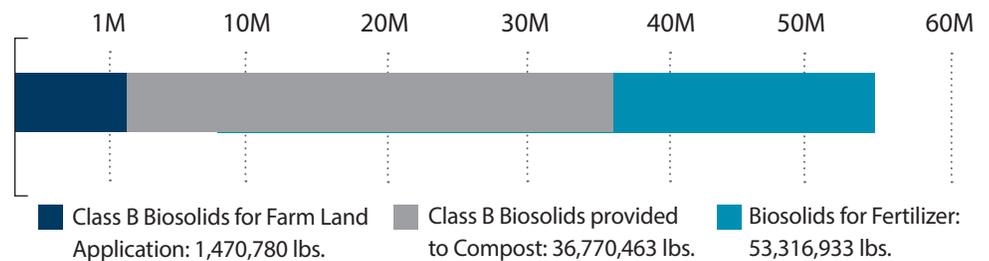
## WATER QUALITY LABORATORY

The laboratory division was transferred from the Water Production Department to the Water Reclamation Department in FY 2018. This year, the division analyzed more than 10,900 samples for the three Water Reclamation Facilities; collected and analyzed more than 4,600 samples for the Water Production Department; coordinated the collection and analysis of Primary and Secondary Drinking Water Standards, Stage 2 of the DBPR (Disinfection Byproduct Rule) as required by the EPA, and FDEP's Corrosion Control Program. The Industrial Pretreatment group completed nine Industrial Pretreatment Inspections and issued three new Minor Industrial User permits.

## BIOSOLIDS HANDLING

The ECUA Biosolids Facility located at the CWRP processes sludge from all three of our Water Reclamation Facilities. In fiscal year 2018, the facility processed approximately 248.8 million gallons of sludge from our three facilities, using it to create almost 14 million pounds of biosolids for beneficial reuse as fertilizer and compost.

### BIOSOLIDS PRODUCED (TOTALS ARE IN WET POUNDS)



## CENTRAL WATER RECLAMATION FACILITY (CWRP) POLLUTANT REMOVAL:

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED	ANNUAL AVERAGE EFFLUENT VALUE	DEP PERMIT LIMIT
Carbonaceous Biochemical Oxygen Demand (CBOD)	99.27%	11,150,780	1.88 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.76%	10,773,044	0.6 mg/L	5.0 mg/L
Total Nitrogen (TN)	98.8%	1,898,651	0.7 mg/L	3.0 mg/L
Total Phosphorus (TP)	98.71%	233,753	0.07 mg/L	0.4 mg/L

The CWRP treated and reclaimed 5.2 billion gallons (BG) of wastewater, most of which was reused by our industrial partners, International Paper and Gulf Power. Staff continued to facilitate the plant's environmentally-friendly mission in fiscal year 2018. Along with sending 83% of total effluent flow to reuse applications, an amazing 99.8% of biosolids, a byproduct of the wastewater process, was recycled as fertilizer and compost materials.

CWRP maintained 99.9% compliance with its FDEP-issued operating permit, accumulating more than 6,600 compliance points. Staff

implemented a safety program that led to no lost-time work accidents in fiscal year 2018.

Other notable projects and achievements include the purchase of: upgraded radios for enhanced communications throughout the service area; spare chlorine dosing pumps and chlorine residual meters for emergency usage; a new groundwater analyzer for field sampling; as well as the installation of a second dewatered sludge line in support of our compost activities, without affecting daily dryer operations. This project required the reprogramming of our SCADA system to recognize the new operations.

**BAYOU MARCUS WRF  
POLLUTANT REMOVAL:**

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED	ANNUAL AVERAGE EFFLUENT VALUE	DEP PERMIT LIMIT
Carbonaceous Biochemical Oxygen Demand (CBOD)	99.25%	3,152,958	1.5 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.5%	3,962,138	1.3 mg/L	5.0 mg/L
Total Nitrogen (TN)	95.4%	689,068	2.1 mg/L	3.0 mg/L
Total Phosphorus (TP)	96.88%	93,403	0.19 mg/L	1.0 mg/L

The Bayou Marcus WRF reclaimed nearly 1,895 million gallons (MG) of wastewater in 2018, earning a Gold Peak Performance Award (PPA) from the National Association of Clean Water Agencies (NACWA) for 100% compliance with permit requirements in the 2017 calendar year. Following the timely submittal of the permit renewal application in 2017, the plant received a new five-year operating permit from FDEP, which went into effect on October 1, 2018.

Operational and technological enhancements

achieved this year include: the installation of a new system for pumping glycerin, which allows for consistent permit compliance; renovation of the operations control room; the installation of new ground-level LED lights for enhanced safety; the repair and re-coating of the diesel fuel tanks, piping, and the interior and exterior of the #2 clarifier; and the beginning of construction of a new ultraviolet disinfection system to replace antiquated equipment.

**PENSACOLA BEACH WRF  
POLLUTANT REMOVAL:**

PARAMETER/CALCULATION	EFFICIENCY	LBS. REMOVED	ANNUAL AVERAGE EFFLUENT VALUE	DEP PERMIT LIMIT
Carbonaceous Biochemical Oxygen Demand (CBOD)	98.97%	515,110	1.95 mg/L	5.0 mg/L
Total Suspended Solids (TSS)	99.58%	400,872	0.61 mg/L	5.0 mg/L
Total Nitrogen (TN)	97.52%	94,558	0.87 mg/L	3.0 mg/L
Total Phosphorus (TP)	96.76%	12,604	0.15 mg/L	1.0 mg/L

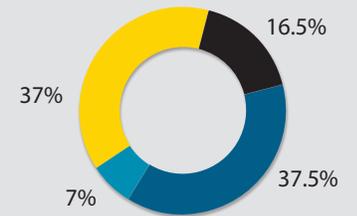
The Pensacola Beach Facility treated more than 331 MG of wastewater and approximately 43.5 MG were beneficially reused. The plant received a Silver PPA award from NACWA for the 2017 calendar year.

Major repairs at the plant included replacement of the influent and effluent denitrification filter piping, painting of pipes and pumps throughout the facility due to deterioration from salt spray, painting and

repair of the Administrative and Maintenance buildings' exteriors, and a new catwalk for safety purposes.

Upgrades included new dissolved oxygen meters to ensure permit compliance, Nitratex meter to give operations more control of plant processes while saving on costly chemicals, and automated control of aeration blowers which will provide for better operations and a cost savings over time.

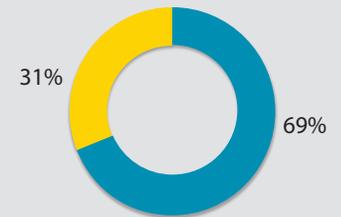
**4.34\* BG of reclaimed water were reused at Central WRF**



- Gulf Power..... 1.93 BG
- Industrial Reuse..... .36 BG
- International Paper .... 1.95 BG
- International Paper Wetlands..... .86 BG

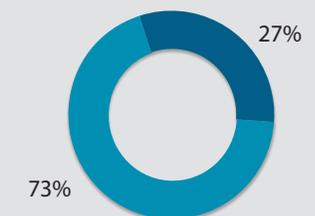
\*Does not include flow to International Paper Wetlands

**1,895 MG of reclaimed water were reused at Bayou WRF**



- Northern Wetlands .. 1,307 MG
- Southern Wetlands ..... 588 MG

**43.5 MG of reclaimed water were reused at Pensacola Beach WRF**



- SRIA Flow..... 31.8 MG
- Industrial Reuse..... 11.7 MG

# REGIONAL SERVICES



The Regional Services Department completed more than 146,000 work orders during Fiscal Year 2018, averaging over 12,000 work orders per month.

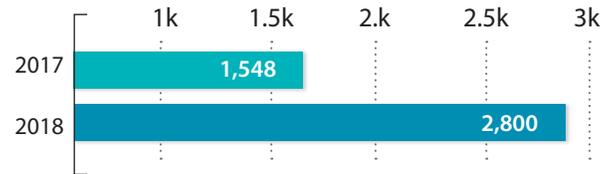
The State of Florida requires that employees who are engaged in activities that affect the quality or quantity of drinking water have a Water Distribution System Operator's license. There are three progressive levels of licensure. This year, 10 employees advanced to a higher level of licensure or earned their first license, for a total of 50 licensed distribution system operators on staff at ECUA.

## FATS, OILS AND GREASE DIVISION

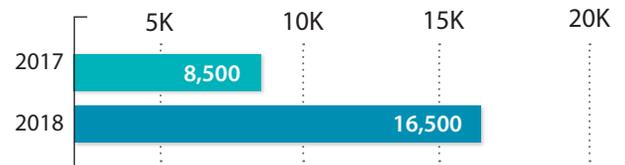
The Fats, Oils, and Grease (FOG) division manages a program to enforce compliance with ECUA's FOG disposal requirements. The program involves inspection of nearly 1,000 food service establishments (FSEs) to reduce the discharge of FOG into the collection system. The FOG division performed nearly 2,800 total inspections (11 per day) of FSEs and also began the management of discharge permit applications from FSEs in accordance with Chapter 6 of the ECUA Code.

Through a public outreach effort and the use of Residential Cooking Oil Disposal Stations, the division also promotes the reduction of FOG discharges by residential customers. In 2018, the division added two new drop-off sites for used cooking oil, which is then recycled into bio-diesel fuel, to bring the total number of sites to 13. Almost 16,500 gallons of used cooking oil were collected and diverted from improper disposal into the collection system. Additionally, five subdivisions were targeted with public awareness campaigns that reached an estimated 1,320 customers.

### FOG INSPECTIONS CONDUCTED



### COOKING GREASE COLLECTED IN GALLONS

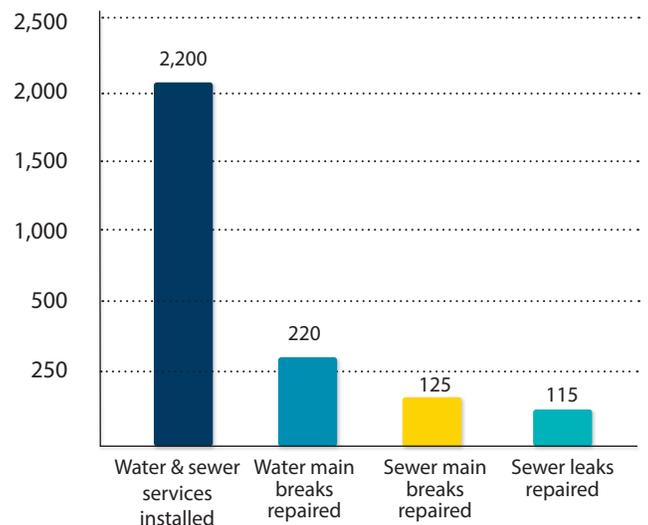


## REGION EAST/REGION WEST/REGION SOUTH

The three regions are responsible for maintenance of the water distribution system, the wastewater collection system, the system of wastewater force mains, and all of the appurtenances to these systems. There are over 120,000 meters in the ECUA water distribution system, and more than 84,000 of the completed work orders were for maintenance or service of water meters. Nearly 12,500 of the completed work orders were to locate ECUA's utilities in anticipation of future construction in the vicinity. The Regions installed more than 2,200 new water and sewer services. The Regions repaired 220 water main breaks, over 3,500 water service leaks, approximately 125 sewer main breaks, and 115 sewer service leaks.

All three regions continued the effort to repair or replace components of water meters with updated automatic meter reading (AMR) technology. ECUA conducted a wholesale transition to AMR meters around 10 years ago. Now, the demands to repair or replace components, primarily the register or the communication mechanism, have increased dramatically as the end of the warranty period approaches. Regional Services replaced 8,500 of the old registers with new ones in 2018.

### SERVICES AND REPAIRS COMPLETED IN 2018



## VALVE MAINTENANCE DIVISION

The Valve Maintenance (VM) division maintains approximately 500 air release valves (ARVs) and 22,000 valves in the water distribution system.

All of the ARVs in the system were inspected and maintained in accordance with the established priority schedule. This includes the 77 ARVs on the critical CWRP transmission main, which were inspected and maintained twice during the year. In total, 1,114 work orders to perform preventive maintenance on ARVs were completed.

The VM staff continued to work in conjunction with a contractor to abandon antiquated ARVs and replace them with new assemblies located above ground to expedite maintenance and eliminate issues associated with ARVs located below ground in a confined space. To date, 334 antiquated ARVs have been upgraded with only 28 remaining to be upgraded.

VM located and exercised more than 4,000 water system valves throughout the year. The division removed and replaced 44 valves, installed 15 new valves, eliminated seven inoperable or redundant valves, replaced 265 valve boxes, and brought 470 valve boxes up to grade for enhanced accessibility.

In addition to valve maintenance, the division completed a project near Baptist Hospital, installing new valves that will mitigate the area potentially being affected by an unscheduled water outage, and assisted other departments and other divisions by locating and operating valves.

Another project was completed in the Perdido Key and Innerarity Point area to improve the flow of water and provide redundancy in the water pipe network. ECUA crews worked in coordination with a contractor to install new valves and replace some valves that were no longer functioning.



## FIRE HYDRANT DIVISION

There are more than 7,500 fire hydrants throughout ECUA's water distribution system that require maintenance and testing. The division repaired over 170 hydrants, performed preventive maintenance on more than 3,300 hydrants and evaluated their flow performance, replaced 19 antiquated, two-port hydrants with new, more effective, three-port hydrants and performed almost 50 hydrant flow tests.

The flush crew is a part of this division and performs a vital role in the maintenance of water quality in the distribution system. This year, the division performed a total of 1,950 flushes, including 1,400 routine flushes throughout the system, 300 flushes of dead-end water mains, and 250 flushes in response to discolored water concerns. The division completed two unidirectional flushes, a method used to achieve a more aggressive flush through increased water velocity in the pipe. Additionally, the crew installed six new automatic flushing devices on hydrants or other flush points, which perform scheduled flushes based on a timer. The group now maintains almost 180 automatic flush devices within the water distribution system.

Finally, the hydrant crew performed 30 valve insertions, a method used to install a valve without having to shut down the water or sewer main.

## WASTEWATER MAINTENANCE DIVISION

The Wastewater Maintenance (WM) division collaborated with the Wastewater Infrastructure Department to reduce the number of sanitary sewer overflows (SSOs) that occur. WM used four vacuum trucks to clean 1,135,000 feet of sewer pipe within the gravity collection system, removing grease and other obstructions. WM also used closed-circuit television to inspect nearly 345,000 feet of sewer pipe. These inspections identified 60 substantial pipe deficiencies that are now repaired.

WM inspected over 3,500 manholes this year, addressing minor repairs while turning major repair projects over to the Engineering Department for action. The



division responded to almost 800 customer calls for investigation of problems in the collection system, and completed over 800 work orders received from other divisions and departments. Working with contractors, WM addressed root intrusion issues in the collection system, and implemented a biological treatment process to handle extreme grease build-up, in areas affected by grease from commercial food establishments.

# EXECUTIVE STAFF



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



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



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



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



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



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



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



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



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



**Steve Holcomb, PE**  
Director of Wastewater  
Infrastructure



**Stacy Hayden, PE**  
Director of Engineering



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



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



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



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



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



## 2018 SUPERVISOR OF THE YEAR

**KIMBERLY E. SCRUGGS**  
ASSISTANT DIRECTOR OF HUMAN  
RESOURCES & ADMINISTRATIVE SERVICES

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**Kim values and exemplifies  
doing what's right for everyone.**

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This award is presented to Kimberly E. Scruggs in recognition of her dedication and service to the Emerald Coast Utilities Authority.

Kim walked through the doors of ECUA with a blend of work ethic, knowledge of human resources, understanding of technology, processes and systems, and genuine passion for helping employees. She has been a champion for building more streamlined, efficient processes. Kim researches multiple sources to gain better insight and to identify the root cause of issues. She "scrubs" data to ensure consistency, accuracy and fairness for all.

Kim also values teamwork, and welcomes collaboration of ideas to bring forth the best solutions and practices for ECUA's success.

Frequently, she shares motivational quotes from her favorite speaker, John C. Maxwell. He wrote, "a leader is one who knows the way, goes the way, and shows the way." Kim not only follows these wise words, but challenges us to do the same. She is an inspirational leader.

We are proud to honor Kim as our 2018 Supervisor of the Year.



## 2018 EMPLOYEE OF THE YEAR

**JIM ROBERTS**  
EDUCATION PROGRAMS SPECIALIST

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**Jim is passionate when invited to  
speak and present at public events.**

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This award is presented to James D. Roberts, Jr., in recognition of his dedication and service to the Emerald Coast Utilities Authority.

Jim's role at ECUA has grown to be much more than an education programs specialist. As a result of his tenacity and enthusiasm, he has become the ambassador for ECUA locally and nationally. Jim rarely turns down an opportunity to present ECUA's programs and initiatives to schools, communities, social groups, corporations, industrial organizations, and even international groups. Jim promotes ECUA's award winning water, CNG fleet, and our FOG, recycling, and composting programs. Before and after the 8-5 workweek, Jim can be found manning the quench buggy at Gallery Nights downtown, parades, local group functions, 5k & 10k runs, veteran/military events, and Blue Angel air shows, offering cups of ECUA's fresh water. He can be heard on radio shows, too, telling everyone about the extraordinary things happening at ECUA.

Jim's positive attitude is contagious. His energy is relentless. He loves what he does and it shows.

We are proud to honor Jim as our Employee of the Year for 2018.



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