



EXECUTIVE DIRECTOR POSITION RE-OPENED

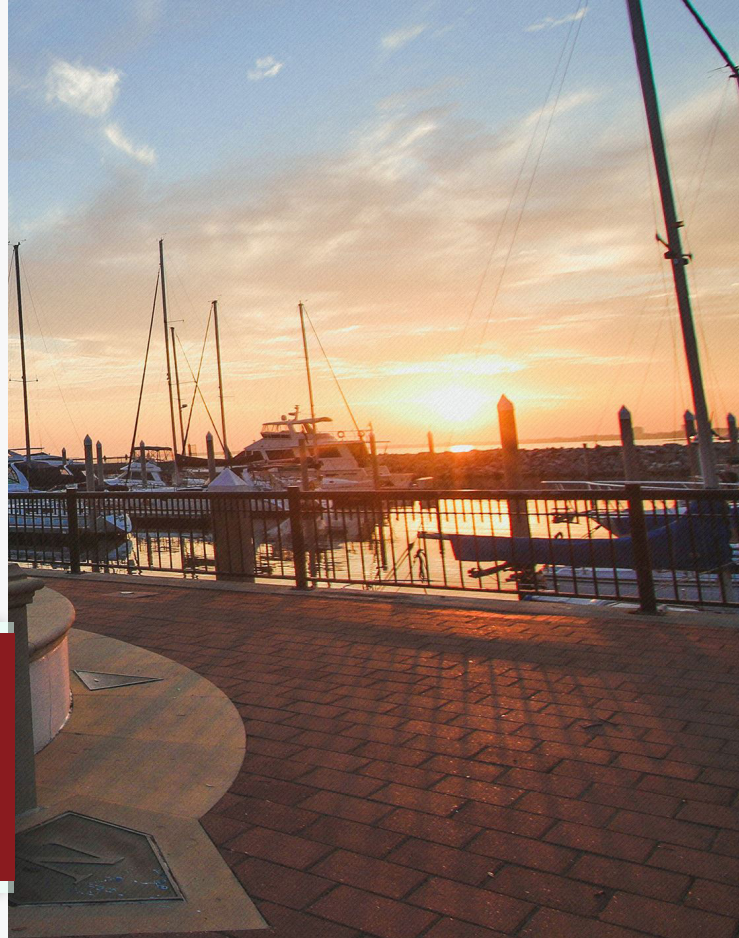
Apply by December 6, 2019

Still looking for the right candidate. The Board's previous selection withdrew for personal reasons immediately prior to Board voting to approve of her contract.

Welcome to the ECUA!

Emerald Coast Utilities Authority is seeking an effective leader to direct its day-to-day operations. Characterized by a strong, committed staff and excellent elected leadership, the Authority is poised for greatness. Located in and primarily serving Escambia County, Florida, you will not find a better place to work, live and play. If you are an outstanding utility professional with proven leadership skills, please dust off your resume and apply!

Tucked away in Florida's panhandle, Escambia County is the gem of the Emerald Coast. Covering 875 square miles, it stretches from the Gulf of Mexico on the south to the Alabama/Florida border on the north and west. To the east



lies Florida's Santa Rosa County. Escambia County is world renowned for its spectacular sugar white sand beaches, its many attractions, and its vibrancy. It is also known for its quality of life and its relatively low cost of living. It is a place you will come to love!

Many outdoor activities take place in the southern portion of the county. Bordered on three sides by the Gulf of Mexico, Pensacola Bay and Perdido Bay, one will find miles of shoreline. Pensacola Beach was recently ranked as the fifth best beach in the United States by TripAdvisor, but it is only a small part of a much larger area—the Gulf Islands National Seashore. A primary feature is a 45 mile-long barrier island composed of largely undeveloped beaches and wildlife sanctuaries. Dolphins, sea turtles, and osprey are common, and activities include boating, fishing, canoeing, kayaking, sailing and parasailing, surfing, paddle boarding, snorkeling, and tubing.

The City of Pensacola is the county seat and heart of ECUA's service area. Here you will find many attractions. Concerts and outdoor movies at the Hunter Amphitheater within the Community Maritime Park are popular. Downtown Pensacola offers a myriad of charming shops, many notable sites, and a wide variety of dining opportunities. Must-sees are: Historic Pensacola, the T.T. Wentworth Florida State Museum, and the Pensacola Museum of Art. Local performing arts venues offer classic ballet, symphony, opera, and live theater.

The area's rich naval history is documented in the National Naval Aviation Museum. It showcases more than 150 carefully restored aircraft and is one of the most visited museums in Florida. The Pensacola Lighthouse, built in

1859, welcomes visitors and is open for climbing, if one is undaunted by its ghost stories. Or you can browse the busy Uptown area, which is a hub of shopping and entertainment. With the Sky Zone Trampoline park, the Roger Scott Athletic Center, the AMC Bayou 15 movie theaters, and the spacious Cordova Mall, Uptown Pensacola is a treasure.

Escambia County has a variety of housing at affordable prices. The median home value is \$153,000, though you can easily spend much more. Crime is relatively low and most local public schools are highly rated. Local opportunities for higher education include the University of West Florida (with its 1,600-acre campus located in a nature preserve) and the Pensacola State College. Outside the area, Florida boasts an excellent public university system and numerous highly regarded private universities such as the University of Miami, Stetson University, and Embry Riddle Aeronautical University. Auburn University is just three and a half hours to the northeast and Atlanta with its universities is another 90 minutes away. For that matter, New Orleans and Tulane University are only three hours west.

Best of all, are Escambia County's residents! They are warm and friendly. Neighbors help neighbors and look after each other. They welcome newcomers and, with little effort, you will quickly become part of the community.

Travel is convenient, as Pensacola International Airport hosts five major airlines (American, Delta, Southwest, United, and Frontier), and almost 40 nonstop flights a day to locations such as Atlanta, Austin, Charlotte, Chicago, Dallas, Detroit, Denver, Fort Lauderdale, Houston, Kansas



City, Miami, Nashville, Newark, Orlando, Philadelphia, St. Louis, and Washington, DC.

All in all, Escambia County is truly the complete package—history, arts, culture, nature, dining, and outdoor activities—all in a warm, relaxing, friendly beachside community. We invite you to become part of this piece of paradise and apply to be the Executive Director of the Emerald Coast Utilities Authority.

HISTORY OF THE AREA

Escambia County was once home to many indigenous people with the most notable tribes being the Pensacola and the Creek. In 1821, shortly after the United States purchased Florida from Spain, the state was divided into two counties, Escambia and St. Johns. Named after a nearby river, “Escambia” is said to have been derived from the Creek name “Shambia,” meaning “clearwater.”

Early in its history, the local economy flourished based on the lumber industry. In later decades, the military, manufacturing, and seafood production played major roles. Since the latter part of the twentieth century, the area’s growth has been spurred by its beaches, outdoor activities, and tourism. Escambia County is now recognized as a highly desirable destination for both businesses and individuals, and is growing rapidly.



HISTORY OF THE AUTHORITY

The Emerald Coast Utilities Authority (ECUA) was created by a special act of the Florida Legislature in 1981. Its purpose was: to manage and operate the water and wastewater systems within Escambia County. Its reason for being was the City of Pensacola and Escambia County had not adequately maintained their water and sewer infrastructure. It was believed the public would be best served by creating a stand-alone authority that would not have to compete with other municipal functions for funding, and would be less influenced by political considerations.

Upon creation, the ECUA assumed ownership of the City’s water and wastewater infrastructure (including the downtown Main Street Wastewater Treatment Plant—also known as “Old Stinky”) and of nine independent wastewater facilities owned by Escambia County.

In the early 2000s, “Old Stinky” became a major issue, and members of the community developed a plan to move the plant to a new site. A \$25 million grant from the state funded a preliminary engineering study in 2003. In 2004, the timely arrival of Hurricane Ivan (a strong Category 3 storm) provided \$150 million in FEMA Public Assistance funding. Completed in 2010, the 22.5 mgd Central Water Reclamation Facility cost \$316 million, and is located on a 2,200 acre site approximately 14 miles north of Pensacola.

The responsibility to provide solid waste collection within Escambia County as well as adjacent counties was granted to the ECUA in the early 1990s. In 1992, ECUA acquired Escambia County’s sanitation collection system and began

collecting solid waste in much of the unincorporated county areas. In 1994, it acquired two additional systems so that it now collects solid waste from everywhere in Escambia County (except in parts of Pensacola - done by the City, and the Town of Century), as well as the northern half of neighboring Santa Rosa County. In 2016, it opened a Materials Recycling Facility to process recyclable materials from the solid waste stream. Part of that recycling is composting the biosolid byproduct from the wastewater treatment process with the yard waste materials.

Table 1: Escambia County Demographics

Estimated Population: 315,534			
Distribution by Race		Distribution by Age	
White	68.3%	0 to 15	17.7%
Black	21.8%	15 to 25	15.9%
Asian	2.9%	25 to 45	25.0%
Native American/ Pacific Islander	0.5%	45 to 65	25.6%
Two or More Races	6.5%	65 to 85	14.1%
Total	100%	Over 85	1.7%
Hispanic Ethnicity (all races)	5.5%		

Educational Achievement (over age 25)	
High School or Higher	90.6%
Bachelor’s Degree or Higher	26.0%

Other Statistics	
Median Age—Escambia County	37.0
Median Age—U.S.	37.8
Poverty Rate	14.6%

Source: U.S. Census Bureau

Table 2: Principal Employers, Escambia County, FL

Employer	Industry	Employees
Local Government	Government	14,700
State Government	Government	7,500
Navy Federal Credit Union	Banking	7,101
Federal Government	Government	6,600
Baptist Health Care	Healthcare	6,633
Sacred Heart Health Systems	Healthcare	4,820
Gulf Power Company	Utilities	1,744
West Florida Healthcare	Healthcare	1,200
Ascend Performance Materials	Manufacturing	888
West Corporation	Infrastructure	800

Source: Escambia County, FL, 2018 CAFR

DEMOGRAPHICS

See Table 1 on page 4 for demographics.

CLIMATE

Escambia County has a humid subtropical climate, with mild winters and long, hot summers. The average winter low is 41°F, while the average summer high is 90°F. The county averages 65 inches of precipitation annually.

Tropical storms strike the area from time to time—generally between June 1 to November 30. Historically, serious events have been rare, and their impact is limited in scope. For example, the last two Category 5 storms to strike the contiguous United States were Hurricane Michael in 2018 (which made landfall in Mexico Beach in Florida's Panhandle) and Hurricane Andrew in 1992 (which struck Miami and points south). Further, when Michael struck,

it devastated that area, but had limited impact on Pensacola which is a little over 100 miles to the west.

GEOGRAPHY

Escambia County is the western-most county in Florida and bordered to the west and north by Alabama. It is approximately 200 miles west of Tallahassee, Florida's capital city, about 200 miles east of New Orleans, and about 550

miles west of Jacksonville, FL. It encompasses 875 square miles, of which 656 square miles are land and 201 square miles are water. The county has an average elevation of 102 feet above sea level and includes 2 barrier islands—Santa Rosa Island and Perdido Key.

COMMERCE

While Escambia County is Florida's oldest county, in many ways it is just being discovered. Since 1980, its annual population growth has been consistently around 5%. It is now accelerating. In 2014, Navy Federal Credit Union, the world's largest credit union, announced it was moving its headquarters to Pensacola, and purchased 240 acres for a new campus. It is expected to have 10,000 employees working there by 2020. Other companies are expected to follow. The Principal Employers in Escambia County can be found in Table II (above).

THE AUTHORITY

The Emerald Coast Utilities Authority (ECUA) provides water, wastewater treatment and sanitation services to Escambia County. It also provides sanitation services to the northern half of neighboring Santa Rosa County.

The ECUA is governed by an elected five-member board. Members serve staggered, four-year terms, and elections are held in even-numbered years. Historically, the board has been very stable, with current members serving 27 years, 24 years, 14 years and 12 years. The fifth seat is presently vacant after the untimely passing of a board member (who had served 24 years) in late January. The Authority is awaiting a gubernatorial appointment to fill the fifth seat. All the board members are bright and work diligently for the best interests of the Authority's customers. They have a great deal of respect for the staff and do not attempt to intervene in the day-to-day management of the Authority.

Overall, the ECUA operates:

- 32 water wells at a variety of locations throughout the southern portion of the county. The wells are between 300 and 400 feet deep and draw from the Sand-and-Gravel Aquifer. They produce an average of 31.7 mgd of potable water and serve 94,000 customers;
- 13 water storage facilities;
- 1,900 miles of water main and 1,300 miles of sewer lines;
- 392 pumping stations;
- 3 wastewater / water reclamation facilities processing approximately 25 mgd of wastewater. The facilities are: the Central Water Reclamation Facility (permitted

capacity 22.5 mgd), the Bayou Marcus Water Reclamation Facility (8.2 mgd), and the Pensacola Beach Wastewater Treatment Plant (2.4 mgd);

- Sanitation service collecting a daily average approaching 170 tons from 101,000 customers (76,000 in Escambia County and 25,000 in Santa Rosa County);
- A materials recycling facility processing approximately 40,000 tons of recyclables annually;
- A biosolids composting facility processing over 23,000 tons of yard waste annually.

ECUA's utility operations have garnered awards and recognition for performance and innovation. The ECUA's compost facility has been recognized by two solid waste trade associations as the Best Composting Facility in 2019. The Solid Waste Association of North America (SWANA) awarded ECUA with the Gold Excellence Award for the facility, and the National Solid Waste and Recycling Association (SWRA) awarded ECUA with two Gold Awards: one for actual composting operations and one for ECUA's public education campaign for composting. The Compost Program also earned a National Environmental Achievement Award from the National Association of Clean Water Agencies (NACWA).

NACWA has also recognized the operation of ECUA's water reclamation facilities through its presentation of 12 Peak Performance Awards through the past six years.

Finally, ECUA's drinking water has earned the annual Best Tasting Water Award five times in the Florida Section/AWWA-Region IX since 2005.

Table 3: Number of Employees by Department

Department Description	Total
Administration	6
Customer Service	49
Engineering	29
Finance	35
Human Resources	13
Information Technology	9
Maintenance and Construction	61
Materials Recycling	10
Public Information	1
Regional Services (system Maintenance)	80
Sanitation	126
Santa Rosa Sanitation	33
Share Services	13
Wastewater Infrastructure	8
Water Production	44
Water Reclamation	70
<i>Grand Total</i>	609

Source: ECUA Human Resources Department

The ECUA’s annual operating budget for FY 2019 is \$170 million and its capital budget is \$254 million for water and wastewater for the 2016-2020 period. Sanitation adds another \$32 million in operating costs and \$2.6 million in capital costs (2016-2020). The Authority has 635 authorized positions and 609 current employees, broken down as shown in Table III (above). None of the employees are unionized. The ECUA is a participating member agency in the Florida Retirement System (FRS).

THE CHALLENGES AND OPPORTUNITIES

The Emerald Coast Utilities Authority has been extremely well run for the last 17 years. The staff is excellent and works well together. Financially, the Authority operates conservatively and is financially sound. That said, the ECUA has a few issues, all of which are manageable.

When the Authority was formed, it assumed ownership for a great deal of poorly maintained infrastructure. While much has been done to update, renovate, and replace these physical assets, much work remains. It simply takes a long time to correct for neglect. For example, inflow and infiltration (I&I) remains a significant problem as it leads to sanitary sewer overflows, which can possibly affect the area’s waterways. The result is ECUA is subject to a consent order requiring it to greatly reduce its I&I. The Authority is now in its 7th year of a 16-year program, and plans to spend \$10 million this year on the effort. Compliance with the order is not an issue. The Authority will continue to meet its obligations and has the funds to do so.

The second challenge is growth. Assuming Escambia County’s population continues to increase, it will place strains on the existing water and sewer system. That will need to be planned for, and the plans implemented.

The final challenge is retirements. Employees tend to have lengthy careers at the ECUA. As time passes, they are promoted, and eventually retire. Overall, the Authority has done an excellent job of succession planning so the impact has been, and it believes will continue to be, minimal. Still it is worth noting some of ECUA’s senior staff have left in the past year and more plan to retire in the coming year.

THE IDEAL CANDIDATE

The ECUA is seeking a seasoned professional who is both a great leader and manager. The individual will partner with the ECUA's Board of Directors to take the organization to the next level. He /she will be able to look over the horizon and assist the Board in creating a vision for the future. The new Director will be confident, bold, tenacious, high-energy, positive and proactive with a high degree of integrity.

The ideal candidate will be an excellent communicator, understanding that listening can be as important as speaking. He/she will be equally comfortable working with people from all walks of life, and every aspect of the economic spectrum. It is important that the next Director inspires the public's trust. The individual will place a high degree of importance on service, ensuring customer's feel they are being treated fairly and well. He/she will be open, approachable and comfortable working with the media. Recognizing the importance of having the public view the Authority positively, the Executive Director will be as transparent as possible and work proactively to promote its accomplishments.

While the next Executive Director will understand the importance of day-to-day operations, he/she will not let it divert his / her attention from the need to plan for the future and from accomplishing what needs to be done to ensure the organization's long-term success. The individual will be a strategic and innovative thinker, a doer, and analytical, always seeking better ways to accomplish the ECUA's core business.

Being able to make timely and sound decisions under pressure (such as during a hurricane) is imperative. While the next manager will be the CEO, the individual will not spend all day in the office directing traffic. Rather, he / she will be in the plants, on the street with the crews, and in the community ensuring familiarity with their issues and concerns. The selected candidate will need to work hard - this is not a 9 to 5 job!

The Executive Director will be politically savvy but not politically involved. He/she will understand that individuals and interest groups and constituencies will sometimes be promoting their own agendas, and not necessarily what is best for the community. As such, the Director will be able to navigate the landscape to protect the Authority and its customers. The individual will do what is right, not what is expedient. Ideally, the Executive Director will be able to pleasantly tell people "no" in a way that they feel good about it.

The individual will inspire, manage, delegate and mentor the employees. Creativity will be encouraged, with staff having the freedom to try new ideas. The Executive Director will have high expectations and set high standards for the staff. He/she will establish clearly defined goals, delegate responsibility and authority, and then expect results. Accountability is essential.

While it is not imperative that the individual have a degree in engineering, it will be very important that he/she have significant experience (five to ten years) managing an organization in excess of 200 people and overseeing at least two of the following three areas: (1) Water Treatment and Distribution, (2) Wastewater Collection and Treatment,



and/or (3) Solid Waster Collection, Disposal and Recycling. The ideal candidate will have a strong knowledge of finance and best practices, as well as being environmentally oriented. Ideally, he/she will have experience working for and reporting to a Board as the organization's CEO.

Skill with intergovernmental relations is necessary, given the Executive Director must deal with many agencies at the local, state, regional and federal levels. He/she will be collaborative and able to effectively work across agency lines to build consensus.

COMPENSATION

The salary range is \$160,000 to \$225,000. While the actual salary will depend on the selected candidate's qualifications, the Board is willing to pay at the top of the range for just the right candidate. Benefits are excellent and the Executive Director will be eligible to participate in the Florida Retirement System. Further, Florida does not have a state income tax.

THE MOST RECENT EXECUTIVE DIRECTOR

The current Executive Director is retiring after 17 years with the Authority as its Executive Director. He plans to stay with the Authority until the next Executive Director is hired and will assist with the transition.



RESIDENCY

Ideally, the selected candidate will live in Escambia County. The reality is, why would they want to live anywhere else?

HOW TO APPLY

E-mail your resume and cover letter to Recruit29@cb-asso.com by December 6th. Questions should be directed to Rick Conner at (915) 227-7002, or Colin Baenziger at (561) 707-3537.

INTERNAL CANDIDATES

The Authority believes strongly in a level playing field, and while there may be an internal candidate, the ECUA intends to hire the most qualified individual.

CONFIDENTIALITY

Under the Florida Public Records Act, all applicants are subject to disclosure upon receipt. As a practical matter, we do not expect extensive coverage until after semi-finalists are named on August 5th.

THE PROCESS

Applications will be screened between December 7th and January 20th. Finalists will be selected on January 21st. Interviews will be held on January 30th and 31st with a selection shortly thereafter.

OTHER IMPORTANT INFORMATION

The Emerald Coast Utilities Authority is an Equal Opportunity Employer and values a diverse field of candidates. It strongly encourages women, minorities and veterans to apply. A veteran's preference will be awarded per Florida law.

ADDITIONAL INFORMATION

For additional information about the Authority and the area, visit:

<http://www.ecua.fl.gov/>

<https://myescambia.com/>

COLIN BAENZIGER  ASSOCIATES

EXECUTIVE RECRUITING