


My Life in Public Service

NAVIGATING THROUGH CHALLENGES AND LEADING WITH VISION

EDWARD A. MOORE



Early Life and Education

- High School Student Council President
 - Associate's Degree – Managerial Accounting
 - Construction Engineering – Bachelor's Degree
 - Executive Management – Master's Degree
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Career in Public Service

- U.S. Navy – 6 years
- City of Toledo – 31 years
 - Utility Worker
 - Heavy Equipment Operator
 - Commissioner of Sewer & Drainage Services
 - Commissioner of Streets, Bridges & Harbor
 - Director of Public Service
 - Commissioner of Engineering Services
 - Director of Public Utilities

Director of Public Utilities

2014 -2024


2014 Do Not Drink Advisory

- Recommended that 500,000 people in Northwest Ohio and Southeast Michigan not consume public water
 - Worldwide media coverage in real-time
 - Emergency/contingency planning needed
 - Crisis communication lacking
 - Had to develop near-term, short-term and long-term solutions for water system
 - Never Waste a Good Crisis!
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2014 Do Not Drink Advisory

- Event resulted in \$500 million upgrade to water plant
- Event resulted in the creation of the Toledo Regional Water Commission
- Regional Water Commission approved new 40-year uniform contracts for all members and restructured rates based on cost-of-service

Performance Audit

- Bottom quartile AWWA Benchmarking scores in multiple areas
 - Audit produced 34 recommendations for improvements – all implemented within two years
 - Performance Audit resulted in DPU's first Strategic Plan which is still used today
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AMI Metering Program

- **METERS = REVENUE!!!!!!!!!!**
 - \$100 million project to replaced 116K meters, both large and small
 - Full AMI system – no AMR
 - This was a controversial project and has since been completed
 - Resulted in accurate monthly bills for customers, new customer portal and upgraded SAP system to S4-HANA

Bayview Wastewater Treatment Plant

- Started planning early
- Launched a low-income affordability study on the heels of Covid
- Launched a full sewer system rate study to understand revenue needs of the system
- Lobbied City Council early and often
- Visted Blue Plains WWTP in Washington DC with various stakeholders
- Commissioned Blue-Ribbon Panel to evaluate and improve the feasibility study
 - Recommendations resulted in \$175 million of cost reductions for improvements
- Presented findings of both rate studies and the Blue-Ribbon Panel to City Council 2 days before retirement

My Life After Retirement

- Started a consulting firm called PEM Consulting
 - Government Relations
 - Interim Executive Staffing Solutions for municipalities
- Contractual work with one of our sponsors today – GRP Wegman
- Rocky Ridge Development
 - Beneficially reuses 100% of spent lime from Toledo and Oregon drinking water plants

Takeaways

- Presence of Leadership and Long-Term Planning
 - Large capital projects take years to develop – unless it is a system-wide acute threat
 - Requires vision and a support system
 - Directors are lobbyists and salesmen – be accountable
 - Accessibility is not Transparency
 - Always be honest no matter how hard the conversation may be

QUESTIONS?