

To: Frank G. Jackson, Mayor, City of Cleveland

From: Robert L. Davis, Director, Public Utilities City of Cleveland

Date: January 4, 2021

Let this memorandum serve as my official resignation from my position as Director of Public Utilities for the City of Cleveland. My last day of work will be effective Friday, January 15, 2021.

It has been an Honor and Privilege to have served on your Cabinet as the Director of Public Utilities since May 2015.

I have enjoyed working with all the other talented Cabinet Members under your Leadership and Direction. In addition, I have established many relationships with City Council over the years as we work together for the betterment of the Community and Citizens of Cleveland.

I am extremely grateful for the opportunity to provide **essential and critical** Utility Services to our customers at an affordable cost, while focusing **on good quality customer service to make the City of Cleveland a great place to live work and raise a family. The City of Cleveland is truly a Great City.**

In my **34 years in the Public sector**, I have had the distinct pleasure of working with 8 different Mayors, all uniquely qualified with different visions for their respective cities. With that said, **your dedication and passion for the City of Cleveland is second to none!**

The Department of Public Utilities is well positioned for the future. I enjoyed being able to help make a difference as it relates to the **Quality of Life and Contributing to the Growth and Success of the Department of Utilities**. That success has come through **many Projects, Programs, and Initiatives over the past 6 years.**

CLEVELAND WATER DIVISION

CWD has made significant improvements and shown Prudent Financial Performance through **zero % rate adjustments in 2016- 2018.**

(AMR) Automatic Meter Reading, transitioning from quarterly to monthly billing, meter rite sizing, Citi works Work Order Management System, Asset management, Lead line replacement and Water line replacement.

Water Distribution worker apprenticeship programs, Employee Engagement and recognition programs, along with affordability and Equity programs. In addition to Diversity and Inclusion.

CLEVELAND PUBLIC POWER

CPP has made significant progress starting with Executive Leadership change with the Interim Appointment of Joy Perry along with several initiatives. **Those initiatives and projects consist of Southern the transmission line completion will give us more redundancy and reliability to the west side by looping system.** Our systematic tree trimming around Primary and Secondary power lines has showed early signs of success translating into fewer power outages. **The safe smart CLE will lead to Brighter streets and safer neighborhoods.**

CPP successful completion of banner billing system to CC&B billing technology will drive efficiency and reduce overall cost.

City Council goal of reaching 20% renewable energy by 2020 has been accomplished and efforts are currently underway to reach 25% renewable energy by 2025.

CPP condition assessment is currently underway outlining the Capital Investments needed to make CPP more viable reliable and sustainable for many years to come.

CPP is focused on attracting new customers with a high sense of urgency on retaining its current customer base.

CPP focus is and should continue to be to reduce overall Portfolio cost by reducing transmission and capacity charges by owning generation and transmission assets along with looking toward **solar battery and storage as an option to reduce carbon emissions and protect our environment.**

WATER POLLUTION CONTROL

WPC is under new leadership with the appointment of Ramona Lowery as Commissioner of WPC. **Mrs. Lowery has demonstrated she has the Technical, Financial, and Managerial experience to contribute a great deal to the growth and success of the Division of WPC.**

WPC will build upon the \$35 million expended in capital projects over the last 3 years.

WPC is in the 4th of a 5 year Sewer System Evaluation Study (SSES) which has identified infrastructure replacement of approximately \$50 million in additional capital projects in the future.

WPC workforce development is moving in the right direction with its 1st Sewer Service Worker Apprenticeship Program with marketing and outreach campaign designed to reach High School students.

WPC has launched its new website to modernize functionality and improve user experience.

WPCs upgrade of AVL designed to improve operational efficiencies and deployment strategies.

Department of Public Utilities

DPU has a very dedicated and talented staff with the expertise to utilize technology and innovation to drive operational efficiencies, service reliability, environmental compliance, customer satisfaction that is sustainable and competitive for future generations.

With that said, 2020 has been a unique year with numerous challenges relative to **COVID-19 Pandemic!**

I just want to make it known that throughout this unprecedented year **DPU employees have shown strength of spirit during this time.** They have all demonstrated what **teamwork** truly is - whether working at home, in the field or the office.

Thank you for allowing me to serve under your Leadership over the past 6 years! I hope you continue to let your deeds and actions demonstrate your Love for Family and Community! Please continue to remain safe and healthy!