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Education

University of Toledo - BBA/Accounting, 1981

University of Dayton - MBA/Strategic Planning & Management, 1990

Key Qualifications

Mr. Damico is the Vice-President of Environmental Rate Consultants, Inc. (ERC), with over 30 years of water resource, financial, rate setting, GIS, database programming and analysis projects and assisting 8 communities in the Commonwealth of Kentucky and over 20 Ohio municipalities with specific stormwater utility needs and over 60 municipal and regional storm water utility programs rate studies and over 300 level of service / cost of service analyses all across the country including establishing and defending a stormwater utility program in a court of law. Mr. Damico specializes in working with Local Tax Assessors including the local Kentucky PVA Offices uploading billing system data for processing storm water utility billing system data, writing code in Microsoft Access™ for billing systems and rate models, Microsoft Excel™ based computer rate models, developing storm water management utility programs, water and wastewater cost of service and rate study analysis, strategic planning program development, billing system and database analysis and billing system implementation for all previous clients. Mr. Damico assisted with implementing a legally defensible multi-phased approach and process for establishing stormwater utility programs that has been challenged and upheld in a court of law in the State of Ohio in May of 2010 defending the City of Lancaster Ohio stormwater utility program that was deemed to be legally defensible. No other consultant in the country has successfully defended their recommend approach in a court of law.

Storm Water Utility Projects

City of Chattanooga, TN, Water Quality Program Tier Rate Structure Evaluation and Analysis, Year 2019 - As Database Task Manager, this current project consists of performing a researching six stormwater utility programs that utilize a tiered stormwater utility rate structure and analysis. The purpose of this project was to develop a consistent data collection questionnaire, website research and direct conversation with the municipal staff to discuss and review all 27 questions contained in the questionnaire. The six municipalities included in the analysis include, Memphis, Franklin, Cleveland Nashville, TN, Griffin, GA, and Durham, NC, participated in the analysis. Each of the six Tier Rate Structure Stormwater Utility Programs included in the overall analysis were research, direct contact and discussion, compared and evaluated against 11 selection criteria that results in in a preferred tier rate structure method to be considered by the City of Chattanooga City Council for adoption and implementation to be utilized by the water quality (stormwater) program. This project is a direct result and related to the 2019 rate study analysis.

City of Oberlin, OH, Storm Water Utility Program Development and Implementation, Year 2019 – As Project Manager, this is a current project consisting of updating and revising the January 2020 database used for billing an collecting by the County Auditor for billing and collecting on a semi-annual basis. The City of Oberlin is part of the Lorain County 6117 Storm Water District. The initially stormwater rates were processed and mailed January and July 2019.

City of Bowling Green, KY Storm Water Utility “Fee in Lieu” Development, Years 2019 – This is a current project and as Project Manager for the Financial aspects of the project, ERC as a sub-contractor, will assist the Prime



contractor with developing a short-term and permanent stormwater fee in lie charge for the City of Bowling Green Kentucky.

City of Sandusky, OH, Storm Water Utility Program Development and Implementation, Year 2019 - This current and on-hold project consisting of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development.

Wood County, OH, Regional Storm Water 6117 District, Year 2019 - As Financial Analyst, this is a current project consisting of performing a regional multi-jurisdictional storm water utility feasibility study. The project will include collecting all appropriate data, face to face meetings with the county and townships, performing a Rate Structure Analysis, performing a current level of stormwater services analysis, developing a range of stormwater rates and charges for the program, meeting with 17 township staffing to collect all of the stormwater costs of services and meeting with the Board of County Commissioners to present the results and to determining the next steps action plan for the stormwater utility district for Wood County.

Dallas Area Municipal Authority, PA, Storm Water Authority Program Implementation, Year 2019 – As Billing and GIS Manager, this current project consists of developing and implementing a Storm Water Authority for the Dallas Area Municipal Authority. this current project consists of developing and implementing a Storm Water Authority for the Dallas Area Municipal Authority. This project includes developing a Business Plan for the three municipalities that will be included in the Authority program. ERC developed and implemented a temporary stormwater fee and rate structure to be implemented that began January 2019, and the ERU Impervious Area rate and rate structure will be begin January 2020. Tasks include analyzing and evaluating the billing and GIS datasets, developing and selecting a temporary and permanent stormwater rate structure, identifying the current and required minimum levels of service and costs of service and projected rates and revenues, measuring the impervious areas for non-residential properties (GIS), for the newly formed stormwater authority. The second phase of the project will include developing a stormwater business plan, cost of service analysis, rate study, cash flow analysis, determining an ERU, measuring all of the non-residential impervious areas, developing 15 billing policy papers, developing frequently asked questions for the Authority website, a stormwater authority brochure and two presentation updates to the Authority Board. Phase 3 will consist of rolling out an aggressive public education program plan, developing a stormwater credits program, meeting a stormwater advisory key stakeholder committee (SWAC), and meeting with homeowner’s associations, business owners, churches and schools. ERC will also develop the legal documents including the program ordinance and stormwater rate ordinance and assist with a final rate public hearing.

City of Zanesville OH, Storm Water Utility Program Revision, Year 2019 - This past project consisted of creating a legally defensible stormwater utility program utilizing the existing stormwater fee and program. The project includes all aspects of the developing a stormwater business plan, defining 6 levels of services and costs of services, cash flow analysis, final stormwater rate, meeting with a SWAC / key stakeholder committee for input into the process, GIS development, and billing system database, ERU development and impervious area measurements and development for all non-residential parcels, a credits program and a public education program and plan.



City of Lancaster, OH, Storm Water Utility Program Business Plan Revision, Year 2018 - As Project Manager, this current project includes revising and updating the existing Business Plan for the existing Storm Water Utility Program that has been in place since 2004. Additionally, this is the fourth business plan development project for this community. The storm water utility program is entering its eighteenth year of existence / fourth five- year rate period and the business plan will be updated for the next 10-year rate period 2019 through 2028.

City of Chattanooga, TN, Water Quality Program Rate Study Analysis, Year 2018 - As Project Manager, this past project that consisted of performing a comprehensive Water Quality (WQ) Program (stormwater) business plan, comprehensive level of service cost of service analyses, rate study analysis and cash flow analyses for a 10 year period for the City of Chattanooga water quality program. The current rate study analysis is a continuation of the two previous rate studies also performed by ERC in 2007 and 2013.

City of Oberlin, OH, Storm Water Utility Program Development and Implementation, Year 2018 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development. The City of Oberlin was part of the Lorain County 6117 Storm Water District. The initially stormwater rates were processed and mailed January and July 2019.

Upper Uwchlan Township, PA, Storm Water Authority Program Implementation Study – Year 2017 – As Project Manager, this project consisted of developing a Phase 1 storm water feasibility study and for the Township that included analyzing and evaluating the billing and GIS datasets, selecting a stormwater rate structure, identifying the current levels and current costs or service and projected rates and revenues for the feasibility of establishing a stormwater authority for Upper Uwchlan Township. The phase 2 project recently concluded with developing a stormwater business plan, cost of service analysis, rate study, cash flow analysis, determining an ERU, measuring all non-residential impervious areas, developing 15 billing policy papers, developing frequently asked questions for the Township website, a stormwater brochure and two presentation updates to the Township Board. Phase 3 will consist of rolling out an aggressive public education program plan, developing a stormwater credits program, meeting a stormwater advisory key stakeholder committee (SWAC), and meeting with home owner’s association, developing the legal documents including the program ordinance and stormwater rate ordinance, and a final rate public hearing.

City of Forest Park, OH, Storm Water Utility Program Business Plan Revision, Year 2017 - As Project Manager, this current project includes developing a Business Plan revising the program ordinance and development of next steps for the existing Storm Water Utility Program that has been in place since 1994.

City of Georgetown, KY, Storm Water Utility Program Development and Implementation, Year 2014 - This past project consisted of performing a storm water needs analysis for the City of Georgetown to determine the feasibility of implementing a storm water utility program.

City of Bowling Green, KY Storm Water Utility “Fee in Lieu” Development, Years 2018 / 2019 – This is a current project and as Project Manager for the Financial aspects of the project, ERC as a sub-contractor, will assist the



Prime contractor with developing a short-term and permanent stormwater fee in lie charge for the City of Bowling Green Kentucky.

City of Cold Spring, KY, Year 2016 - This past project consisted of managing and administering all of the MS4 (KPDES Phase II Permit) 6 minimum Control Measure aspects for the City of Cold Spring, including developing the Storm Water Quality Management Plan that was submitted to the Kentucky Division of Water (KDOW) for the first five years of the program. The annual reporting requirements were tracked and developed and documented in the annual report and submitted to KDOW. All aspects of the MS4 program were developed for the City of Cold Spring.

City of Frankfort, KY, Storm Water Utility Program Development and Implementation, Year 2014 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development process aspects of a storm water utility implementation project. This project will include implementing a storm water utility and dedicated funding source for both the City and County.

Louisville/Jefferson County, KY MSD, Year 2013 - This past project consisted of contacting over 20 communities that have a stormwater utility funding mechanism in place to determine the amount of mowing services provided by these communities.

Louisville/Jefferson County, KY MSD, Year 2011 - As Project Manager, this past project consisted of analyzing assisting in writing a financial opinion and analysis to evaluate the financial feasibility of utilizing the Kentucky Clean Water State Revolving Fund (SRF) program to finance the costs for some or all of the capital improvements projects (CIP) considered by the MSD.

Franklin County, KY, Storm Water Utility Program Development and Implementation, Year 2013 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development process aspects of a storm water utility implementation project. This project will include implementing a storm water utility and dedicated funding source for both the City and County simultaneously.

Oldham County, Kentucky, Storm Water Utility Program Implementation, Years 2008 – 2009 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis includes the facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan and decision making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review,



recommendations for new storm water utility service charge rates and a storm water management utility billing system.

City of Bowling Green, KY Storm Water Utility Development, Years 2003 - As Financial Manager, this past project consisted of performing a funding options analysis for the storm water utility program development.

Lorain County, OH Regional Storm Water 6117 District, Year 2018 - This is a current and annual project consisting preparing the annual storm water database file that is reviewed, reconciled and updated and uploaded to the Lorain County Auditor's Office for the annual January Property Tax billings every year.

City of Lancaster, OH, Storm Water Utility Program Business Plan Revision, Year 2018 - As Financial Assistant, this current project includes revising and updating the existing Business Plan for the existing Storm Water Utility Program that has been in place since 2004. Additionally, this is the fourth business plan development project for this community. The storm water utility program is entering its eighteenth year of existence / fourth five-year rate period and the business plan will be updated for the next 10-year rate period 2019 through 2028.

Erie County, OH, Storm Water District Program Feasibility Study – Year 2016 – As Data Analyst, this past project consisted of developing a storm water feasibility study for the seven Storm Water Coalition communities. This study included identifying the current levels and current costs or service and projected rates and revenues.

City of Elyria, Ohio, Storm Water Utility Program Development and Implementation, Year 2015 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development process aspects of a storm water utility implementation project.

City of Delta, CO, Storm Water Utility Program Development and Implementation, Year 2014 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development process aspects of a storm water utility implementation project.

City of Lancaster, OH, Storm Water Utility Program Business Plan Revision, Year 2013 - As Financial Assistant, this past project included revising and updating the existing Business Plan for the existing Storm Water Utility Program that has been in place since 2004. This is a mature storm water utility program and this phase of work included "promoting" the successes of the utility, developing a CIP and Maintenance map on line, improving the storm water web site and moved toward developing an interactive web based public access map for the program. Additionally, this is the third business plan development project for this community. The storm water utility program is entering into its eleventh year of existence / third five year rate period and the business plan was developed for the next 10 year rate period 2013 through 2024.



City of Columbia, MO, Storm Water Utility Program Business Plan Revision, Year 2011 - As Programming Manager, this past project included revising and developing a Business Plan for the existing Storm Water Utility Program that has been in place since 1994. This project included performing a level of service costs of service analysis, a rate study and cash flow analysis, meeting legal staff, and evaluating the conditions of the storm water GIS and existing utility billing system database for future expansion.

City of Baltimore, Maryland, Storm Water Utility Program Development and Implementation, Year 2010 - As Billing System Manager and Programmer for ERC, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase I permit, public information, GIS development, and billing system database and impervious area development process aspects of a storm water utility implementation project.

City of Lima, Ohio, Storm Water Utility Program Development and Implementation, Year 2010 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, level of service costs of service, rate study and cash flow analysis, institutional, legal, organizational, engineering, NPDES Phase II permit, public information, GIS development, and billing system database and impervious area development process aspects of a storm water utility implementation project.

City of Chattanooga, Tennessee, Revising the Storm Water Rate Structure - Year 2010 - As Billing System and Database Manager, this past project consisted of revising the current intensity of development rate structure to the more fair and equitable and more legally defensible impervious area rate structure method.

City of Chattanooga, Tennessee, Perform and Develop the Storm Rate Study and Business Plan - Year 2010 - As Billing System and Database Manager, this past project consisted of revising the current rates and charges, revising the current BMP credits program based on the more fair and equitable and more legally defensible impervious area rate structure method.

City of Lancaster, Ohio, Revised and Updated the Storm Water Business Plan and Rate Study, Year 2008 - As Billing System and Database Manager, this past project consisted of updating and revising the storm water rates and developing a business plan originally created by ERC in 2004.

City of Titusville, Florida, Revising an Existing Storm Water Utility Program, Years 2007 - 2008 - As Computer Model & Financial Manager, this past project consisted of developing a storm water utility business plan program including evaluating their current intensity of development rate structure, facilitating and consensus-building for financial, institutional, legal, organizational, engineering, policies and procedures manual revision and development, and public involvement aspects. The storm water program analysis includes: developing a "Storm Water Business Plan" through a strategic planning process to identify all issues to be resolved and identify a program mission and goals; rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for the revised storm water utility service charge rates.



City of Greenville, Ohio, Storm Water Utility Program Development and Implementation, Years 2007 – 2008 - As Computer Model & Financial Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis includes the facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan and decision-making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system.

City of Chattanooga, Tennessee, Revision of the Rate Structure Analysis, Year 2010 - As Rate Structure Manager, this past project consisted of modifying the current intensity of development rate structure to a revised, legally defensible impervious area rate structure method.

City of Chattanooga, Tennessee, Funding Options Analysis, Year 2007 - As Computer Model & Financial Manager, this past project consisted of developing revenue requirements and evaluating all potential and viable funding sources for the storm water water quality program. The analysis identified four specific six year scenarios to choose from, and the Technical Advisory Committee selected scenario 2 which includes four rate increases over a four year period, as the committee recommendation that was carried forward to the elected officials for implementation over the next 6 years.

City of Chattanooga, Tennessee, Level of Service and Cost of Service Analysis, Years 2006 - 2007 - As Computer Model & Financial Manager, this past project consisted of developing a Level of Service Cost of Service business plan in the amount of \$21M for both water quality and water quantity activities, achieving consensus with the SWAC regarding the business plan, meeting with the Storm Water Board to achieve consensus, and then meeting individually and face to face with each City Council member to present the results of the \$21M business plan and gain their acceptance of the plan which lead to the funding options analysis project.

City of Chattanooga, Tennessee, Performing a Storm Water Utility Program Audit, Years 2002 – 2003 - As Computer Model & Financial Manager, this past project consisted of performing an audit of all of the financial aspects of the storm water utility program including financial, accounting, legal, billing and collection and all aspects of the NPDES Phase I permit activities. ERC then created an interactive user-friendly computer model for the City staff to comply with TDEC requests as related to the consent order.

Village of Woodridge, Illinois, Storm Water Utility Program Feasibility Study, Years 2005 – 2006 - As Billing System Manager, this past project consisted of performing a Storm Water Program Feasibility Study including developing a Storm Water Utility Business Plan and a Microsoft Excel™ based cost of service rate model.

City of Newark, Ohio, Storm Water Utility Program Development and Implementation, Years 2005 – 2006 - As Billing System Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis included facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan



and decision-making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system.

City of Suffolk, Virginia, Storm Water Utility Program Development and Implementation, Years 2004 – 2006 -

This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis included the facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan and decision-making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system.

City of Davenport, Iowa, Storm Water Utility Program Development and Implementation, Years 2004 – 2005 -

As Billing System Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis included the facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan and decision-making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system.

City of Lancaster, Ohio Storm Water Utility Program Development and Implementation, Years 2002 – 2004 -

As Billing System Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis includes the facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan and decision-making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system.

City of Milford, Ohio Storm Water Utility Development and Implementation, Years 2003 - 2004 - As Billing System Project Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan and all facets of creating a storm water utility program.

City of Toledo, Ohio, Storm Water Utility Development and Implementation, Year 2000 - As Financial Task Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, facilitating, consensus-building through a stakeholder group, financial, institutional, legal, organizational, engineering, policies and procedures and public information



aspects. The storm water program analysis included: a strategic planning process to identify all issues to be resolved and to develop goals and objectives; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system. Also responsible for coordinating with the billing system upgrade CIS billing system and incorporating the Lucas County Auditor's GIS into the City CIS database for billing purposes.

City of Columbus, Ohio, Storm Water Management Utility Development, Year 1995 - As Financial Task Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional and engineering aspects. The storm water program analysis included a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system. Also responsible for coordinating with the billing system upgrade to the SCT Banner System administered by the Division of Water, a separate billing agent for the storm water program.

City of Fort Wayne, Indiana, Storm Water Management Utility Development, Year 1995 - As Financial Task Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional and engineering aspects. The storm water program analysis included a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system. Also responsible for coordinating with the billing system. Also responsible for coordinating with the billing system upgrade to the CUBIS administered by the Division of Water.

Lorain County, Ohio Regional Storm Water 6117 District, Years 2013 - **This is a current and past project. Al Damico prepares the annual storm water database file uploaded to the Lorain County Auditor's Office for the annual January Property Tax billings every year.** The project consisted of creating a County-wide storm water utility District program that includes developing a Storm Water Utility Business Plan and developing a financial strategy and plan, assisting the County in reviewing the NPDES Phase II permit plan, and public involvement aspects for the newly created Ohio Revised Code (ORC) 6117 Storm Water District.

Hamilton County, Ohio Regional Storm Water 6117 District, Year 2002 - As Assistant Financial Task Manager, this past project consisted of creating a regional multi-jurisdictional storm water utility program that included developing a financial strategy and plan, facilitating and achieving consensus through a key stakeholder steering committee, creating a set of regional standards, developing policies and procedures for this newly created 6117 organization, developing regional master planning guidelines, assisting the region in submitting a single NPDES Phase II permit and many public workshops, and public involvement aspects of the regional project. This was the first District program in the State Of Ohio implemented to manage storm water on a watershed basis.

Lucas County, Ohio Regional Storm Water 6117 District, Years 2008 - 2011 - As Computer Model & Financial Manager, this current project consists of creating a regional multi-jurisdictional storm water utility program that



includes developing a Storm Water Utility Business Plan and developing a financial strategy and plan, facilitating a key stakeholder and steering committee, creating a set of regional standards, developing regional master planning guidelines, assisting the County in submitting a single NPDES Phase II permit and many public workshops, and public involvement aspects for the newly created Ohio Revised Code (ORC) 6117 Storm Water District.

Erie County, New York Sewer District 6 - 2013 - This a current project consisting of providing expert witness consultation services and testimony. Retained by the legal firm Phillips Lytle, LLP on behalf of the Arcelomittal Lackwanna, LLC to provide expert consultation regarding the legality of the sewer and storm water rate structures, cost of service and cost allocation analysis and rate studies.

Delaware County, Pennsylvania Watershed Project, Year 2008 - As Computer Model & Financial Manager, this past project consisted of a regional multi-jurisdictional program that includes developing a Storm Water Utility Business Plan and facilitating a key stakeholder and steering committee, creating a set of regional standards, developing a single NPDES Phase II permit for the multi-jurisdictional organization and many public workshops, and public involvement aspects the Watershed group.

Gwinnett County, Georgia, Storm Water Utility Program Development and Implementation, Years 2003 - 2006 - This past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, financial, institutional, legal, organizational, engineering and public information aspects. The storm water program analysis includes the facilitation and consensus building of a key stakeholder Technical Advisory Committee (TAC) through creating a strategic plan and decision-making process to identify all issues to be resolved and identify a program mission and goals; a financing alternative study, rate structure analysis, gross revenue requirement analysis, comprehensive cost of service analysis, an organizational review, recommendations for new storm water utility service charge rates and a storm water management utility billing system.

Lucas County, Ohio, Year, Storm Water Utility Program Needs Analysis, Years 2006 – 2007 - As Computer Model & Financial Manager, this past project consisted of performing a Storm Water Program Needs Analysis including developing a Storm Water Utility Business Plan and performing a Telephone Survey to identify the public perception on all aspects of storm water management problems throughout the County.

Clermont County, Ohio Regional Storm Water 6117 District, Years 2005 – 2007 - As Billing System Manager, this past project consisted of performing a regional multi-jurisdictional storm water utility feasibility study. The project consisted of developing a Storm Water Utility Business Plan, performing a Rate Structure Analysis and Rate Study Analysis and action plan.

Butler County, Ohio Regional Storm Water 6117 District, Year 2002 - As Computer Model & Financial Manager, this past project consisted of all phases of implementing a storm water utility program including developing a Storm Water Utility Business Plan, developing a financial strategy and plan, facilitating a key stakeholder and steering committee, creating a set of regional standards, developing regional master planning guidelines,



assisting the County in submitting a single NPDES Phase II permit and many public workshops, and public involvement aspects for the newly created Ohio Revised Code (ORC) 6117 Storm Water District.

Butler County, Ohio Storm Sewer Billing System Implementation, Years 2003 - 2004 - As Project Manager, this past project consisted of creating a regional storm water billing system for all communities and county properties that fall within the newly created Storm Water District. A public relations program and credits program were also included.

Hamilton County, Ohio Regional Storm Water 6117 District, Year 2004 - As Billing System Task Manager, this past project consisted of Verification of Existing Data Base Information for the potential of a storm water billing system for the Hamilton County Storm Water District.

Lucas and Wood Counties, Ohio - Toledo Metropolitan Area Council of Governments (TMACOG), Year 2002 - As Financial Task Manager, this past project consisted of creating a regional multi-jurisdictional storm water utility program that included developing a financial strategy and plan, creating a set of regional standards, developing regional master planning guidelines, assisting the region in submitting a single NPDES Phase II permit and many public workshops, telephone opinion survey and public involvement aspects of the regional project. The regional plan included creating a legal framework and district under Ohio Revised Code 6119.

Water and Sewer Rate Study Projects

Toledo Metropolitan Area Council of Governments (TMACOG) Year 2016 - This is a past project that consisted of preparing a Financial Feasibility Study evaluating public water supply level of service, cost of service, and financial feasibility for the greater Toledo metropolitan area to the Toledo Metropolitan Area Council of Governments (TMACOG) considering the three cost of service scenarios such as; (1) A public water supply serving the City of Toledo alone (water rates for Toledo water supply without outside communities); (2) A public water supply(one or more) serving the current contract communities of the greater Toledo metropolitan area, excluding the City of Toledo itself (water rates for others with a new water supply); (3) A regional water supply and treatment system to serve the city of Toledo and contract communities, to be owned and operated by a regional authority, with the option of each participating entity retaining their own distribution systems. The contract communities include, Lucas County, Wood County, Fulton County, Monroe County Michigan, Cities of Maumee, Perrysburg, Sylvania, Waterville, Rossford, Whitehouse, Berkey, and Townships of Perrysburg, Troy.

DuPage County, IL, Water and Sewer Utility Rate Study, Year 2015 - This is a past project that consisted of updating and revising the previous rate study performed in 2011 that resolved a potential law suit the Village of Woodridge which is one of the 20 communities served by DuPage County. Woodridge claimed fairness and inequity issues with the previous rate structure. A flexible rate model in Microsoft Excel™ and Access™ was developed to allow non-technical city staff to update on an annual basis and turned over to County staff that will allow for future rate revisions for both the water and sewer funds.

DuPage County, Illinois, Water, Sewer and Storm Water Utility Rate Study, Year 2011 - This past project consisted of updating and revising the previous rate study performed in 2009 that resolved a potential law suit the Village of Woodridge which is one of the 20 communities served by DuPage County. Woodridge claimed



fairness and inequity issues with the previous rate structure. A flexible rate model in Microsoft Excel™ and Access™ was developed to allow non-technical city staff to update on an annual basis and turned over to County staff that will allow for future rate revisions for both the water and sewer funds.

DuPage County, Illinois, Water, Sewer and Storm Water Utility Rate Study, Year 2009 - DuPage County provides water and sewer services to over 20 municipalities/communities in the area with over 40 different customer service and billing services. This past project consisted of developing at least 3 rate structure alternatives for each utility which was directly driven by the threat of a law suit by the Village of Woodridge. Woodridge claimed fairness and inequity issues with the current rate structure. Several meetings with DuPage Staff and Woodridge legal counsel and staff negotiated a complete revision of the current water and sewer rate structure agreeable to both parties and the newly created rate structure was adopted by the DuPage County Board that alleviated the litigation matter. In addition, total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates were analyzed. All miscellaneous charges, sewer maintenance charges, connection fees etc were evaluated. A flexible rate model developed in Microsoft Excel™ and Access™ was developed to allow non-technical city staff to update on an annual basis and turned over to County staff that will allow for future rate revisions for both the water and sewer funds.

Holmes County, Ohio District, Sewer Utility Rate Study and Financial Forecast, Year 2009 - This project consisted of consolidating 6 different rate structures, for a County under a Federal EPA consent order, determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. All miscellaneous charges, tap fees, connection fees etc are begin evaluated. A flexible rate model developed in Microsoft Excel™ was being developed to allow non-technical city staff to update on an annual basis.

Holmes County, Ohio Sewer District, Stand Alone Billing System Program, Year 2009 & 2010 - As the programmer, this project consisted of developing a complete billing and collection system for the Sewer District Microsoft Access 2007. This is an open system that will replace the current closed vendor program that allows County staff the flexibility to modify the program on an as needed basis in the future. The program is very flexible and allows for expansion in future and provides many useful reports and information that was not provided by the replaced billing system program.

Lucas County, Ohio, Water and Sewer Utility Rate Study and Financial Forecast, Years 2006 – 2007 - This project consisted of determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. All miscellaneous charges, tap fees, connection fees etc were evaluated. A flexible rate model developed in Microsoft Excel™ was being developed to allow non-technical city staff to update on an annual basis.

City of Gahanna, Ohio, Water and Sewer Utility Rate Study and Financial Forecast, Years 2005 – 2007 - This past project consisted of determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. All miscellaneous charges, tap fees, connection fees etc were evaluated. A flexible rate model developed in Microsoft Excel™ was being developed to allow non-technical city staff to update on an annual basis.



City of Fairborn, Ohio, Updating the Water and Sewer Utility Rate Study and Financial Forecast, Year 2008 - This project consisted of updating the original rate study performed in 2004. The updating included determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. All miscellaneous charges, tap fees, connection fees etc were evaluated. A flexible rate model developed in Microsoft Excel™ was developed to allow non-technical city staff to update on an annual basis.

City of Greenville, Ohio, Water and Sewer Utility Rate Study and Financial Forecast, Year 2005 - This past project included determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. All miscellaneous charges, tap fees, connection fees etc were evaluated. A flexible rate model developed in Microsoft Excel™ was developed to allow non-technical city staff to update on an annual basis.

City of Lancaster, Ohio, Wastewater Utility Rate Study, Year 2004 - As Project Manager, this project consisted of all phases of developing wastewater rates, evaluating the current rate structure, implementing a revised cost of service analysis, revising the level of service analysis, billing system issues and reviewing all fees and charges. The primary purpose of this rate study is to determine the revenue requirements for a large Debenture (Bond) package being offered by the City to meet large capital improvements project requirements.

City of Toledo, Ohio, Wastewater (Combined Sewer Overflow Long Term Control Plan) Utility Rate Study and Financial Forecast, Years 2002 – 2004 - This project was part of a \$400 Million Federal Consent Order over the next 15 years. The financial analysis and forecast included determining total annual revenue requirements, capital revenue requirements, evaluating the overall debt structure and cost of service recovery analysis to provide adequate, fair, and equitable rates of the wastewater and storm water rates and rate structure. All miscellaneous charges, tap fees, connection fees, combined sewer overflow grants and loans were evaluated. A flexible computer rate model developed in Microsoft Access™ and Microsoft Excel™ was developed to allow both the consultant team and City non-technical city staff to maintain and update on an annual basis.

City of Fairborn, Ohio, Water and Sewer Utility Rate Study and Financial Forecast, Year 2002 - This project consisted of determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. All miscellaneous charges, tap fees, connection fees etc were evaluated. A flexible rate model developed in Microsoft Excel™ was developed to allow non-technical city staff to update on an annual basis.

Other Projects

City of Cold Spring, KY, Webmaster Years 2014 - 2016 - This past project included all aspects of developing, publishing and ongoing management of the city's website. The website was created using HTML 5 and CSS 3.0. Content was updated weekly via an FTP connection to the webserver.



City of Cold Spring, KY, Year 2013 - This past project included providing information to the City Legal counsel regarding storm water and sanitary sewer consultation against SD1, the regional storm water district that breached the original services contract.

City of Lancaster, Ohio, Fact Witness Litigation Project, Year 2010 - This past project consisted of providing information to the City Legal counsel regarding the establishment of the storm water utility program in 2004. A non-residential property owner sued the City and lost arguing their property does not drain into the City's storm water system. The case went to trial and the program ordinance and language was upheld and deemed appropriate language to defend the storm water utility program.

Cost Allocation Review and Study, for 40 Ohio Counties, Years 1989 - 1990 - Study objectives included allocating costs based on the Circular A-87 federal guidelines for Cost Allocation Plans. Administrative costs and charges were identified such as the County Managers Office, Accounting Department, Data Processing, Human Resources and Legal, and were allocated back to direct receiving departments such as the utilities enterprise fund, police and fire, and special revenue funds for property allocation.

Publications

1. Damico, Al C., **Editor** - **Who's Going to Pick Up the Tab? A Storm Water Funding Options Training Seminar** – The Training Seminar Was Offered at the “2004 APWA International Public Works Congress and Exposition” Pre-Congress Workshop in Atlanta, Georgia in 2004.
2. Damico, Al C., **Editor** - **APWA Reporter September 2004 Published Article** – Who's Going to Pick Up the Tab? – The Article Discussed the Topics to be Covered at the “2004 APWA International Public Works Congress and Exposition” Pre-Congress Workshop.
3. Damico, Al C., **Editor** - **“A Comprehensive and Affordable Public Involvement Program for an NPDES Phase II Community.** StormCon Palm Desert, California July 28, 2004.
4. Damico, Al C., **Editor** - **“Storm Water Changes In Technology”. A Presentation Discussing the 3 Major Rate Structures Used In Developing A Storm water Program.** StormCon Palm Desert, California July 28, 2004.
5. Damico, Al C., **Editor** - **“Click Listen and Learn” APWA Internet Presentation – Case Studies in Storm water NPDES Phase II Communities,** this CD and documentation can be purchased as the APWA website for \$45.00.
6. Damico, Al C., **Editor** - **Give Credit Where Credit is Due.** Paper was presented at the 2003 Stormcon North American Surface Water Quality Conference and Exposition July 29, 2003 for Storm water Magazine.
7. Damico, Al C., **Editor** - **Financing Storm water Facilities, A Utility Approach,** this document can be purchased as the APWA website for \$15.00. This publication was completed in August 2003.
8. Damico, Al C., **Editor** - **Four Required Ingredients That Will Guarantee a Successful Storm Water Utility Program Implementation.** Paper was presented at the 2003 StormCon North American Surface Water Quality Conference and Exposition 2003 Conference July 29, 2003.
9. Damico, Al C., **Editor** - **Regional Approach in Hamilton County, Ohio to Phase II Permitting Encourages Cooperation and Reduces Cost, for the Center for Watershed Protection:** Paper was presented in Chicago on **February 19th 2003** at the Urban Storm water: Enhancing Programs at the Local level Conference.