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### ***Education***

University of Toledo - BBA/Accounting, 1981

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

### ***Key Qualifications***

Mr. Damico is a Financial Consultant for Environmental Rate Consultants, Inc. (ERC). He has over 20 years of experience in water, wastewater and storm water utility rate and cost of service consulting assisting over 40 municipal and regional storm water utility programs and performing over 40 water/sewer and storm water rate studies all across the country. Mr. Damico specializes in 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.

### **2010 Project Summary listed below:**

- 1. City of Lancaster, OH, Fact Witness Testimony Storm Water Utility Litigation - Year 2010**
- 2. City of Cold Springs, KY, Expert Witness and Storm Water Related Services – Year 2010**
- 3. Lorain County, OH, Regional Storm Water 6117 District - Year 2010**
- 4. City of Lima, OH, Storm Water Utility Program Implementation - Year 2010**
- 5. Lucas County, OH, Regional Storm Water 6117 District - Year 2010**
- 6. Holmes County, OH, Sewer District, Billing & Collection System Enhancements - Year 2010**
- 7. City of Columbia, MO, Storm Water Utility Business Plan Revision - Year 2010**
- 8. City of Baltimore, Maryland, Storm Water Utility Program Implementation - Year 2010**
- 9. City of Chattanooga, TN, Storm Water Rate Study & Business Plan Update – Year 2010**

### **Municipal Storm Water Utility Projects (County/District projects listed separately below):**

**City of Columbia, MO, Storm Water Utility Program Business Plan Revision, Year 2010** - As Project As Billing System Manager and Access Programmer, this current project includes revising and developing a Business Plan for the existing Storm Water Utility Program that has been in place since 1994. This project includes 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 project is 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 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 current project consists 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 Cold Springs, KY, Year 2010** - This current project consists of providing information to the City Legal counsel regarding various water resource aspects of the community a potential storm water utility program implementation.

**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.

**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 Needs Analysis, Years 2005 – 2006** - As Billing System Manager, this past project consisted of performing a Storm water Program Needs Analysis 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.

**County (District) Storm Water Utility Projects:**

**Lorain County, Ohio Regional Storm Water 6117 District, Years 2010** - This current project is consisting 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.

**Lucas County, Ohio Regional Storm Water 6117 District, Years 2008 - 2010** - 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.

**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.

**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 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.

**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 & Sewer Rate Study Projects:**



**DuPage County, Illinois, Water and Sewer 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.

**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 19<sup>th</sup> 2003** at the Urban Storm water: Enhancing Programs at the Local level Conference.