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Education

University of Cincinnati - BBA/1981/Bachelor of Business Administration, Finance & Marketing
Xavier University - MBA/1983/ Masters of Business Administration, MIS and Taxation

Key Qualifications

Mr. Damico is the President of Environmental Rate Consultants, Inc. (ERC), with over 26 years of water resource, financial and rate setting and public relations experience assisting over 50 municipal and regional storm water utility programs and performing over 70 water/sewer and storm water rate studies all across the country. Additionally, he has experience in facilitating and consensus building for large and small groups, implementing water resource public involvement campaigns, financing options analysis, strategic planning development, rate structure design and analysis, cost of service analysis, cash flow analysis, organizational analysis, storm water utility billing system design and implementation, and GIS program cost/benefit analysis and implementations.

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 Manager, 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 Project Manager 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 merging and analysis.

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, Perform and Develop the Storm Rate Study and Business Plan - Year 2010 - As Project 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 Chattanooga, Tennessee, Revising the Storm Water Rate Structure - Year 2009 - As Project 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 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 Project 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 Project 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, **evaluating the intensity of development versus impervious area rate structures**, 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 2009 - 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 Project 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 Project 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 each City Council member to gain their acceptance into the plan that lead to the funding options analysis project.

City of Chattanooga, Tennessee, Performing a Storm Water Utility Program Audit, Years 2002 - 2003 - As Financial Task 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 Project Manager, this past project consisted of performing a Storm water Program Needs Analysis including developing a Storm water Utility Business Plan.

City of Newark, Ohio, Storm Water Utility Program Development and Implementation, Years 2005 – 2006 - As Project 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 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 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 Davenport, Iowa, Storm Water Utility Program Development and Implementation, Years 2004 – 2005 - As Project 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 Lancaster, Ohio Storm Water Utility Program Development and Implementation, Years 2002 – 2004 - As Project 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, Years 2003 - 2004 - As Project Manager, this past project consisted of all facets of creating a storm water utility program including developing a Storm water Utility Business Plan and a storm water credits program.

City of Toledo, Ohio, Storm Water Utility Implementation, Year 2000 - As Prime Consultant and Project Manager, this past project consisted of all phases of implementing a storm water management 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 includes: a strategic planning process to identify all issues to be resolved and identify 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 Auditors GIS into the City CIS database for billing purposes.

City of Hudson, Ohio, Storm Water Utility Program, Expert Witness, Year 2002 - As a Financial Expert Witness in this past project, the City of Hudson, the Plaintiff in the lawsuit, was suing a national storm water utility engineering firm for NEGLIGENT acts with regard to developing and implementing the City of Hudson's storm water utility program. ERC provided a "Report of Findings" that found many discrepancies in the financial approach, billing system, and creating the ERU (equivalent residential unit) and building block used to create the storm water utility program. This case was settled without a trial.

City of Columbus, Ohio, Storm Water Management Utility Development, Year 1995 - As Project Manager, this past project consisted of all phases of implementing a storm water management 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 Project Manager, this past project consisted of all phases of implementing a storm water management 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 CUBIS administered by the Division of Water.

City of Norman, Oklahoma, Storm Water Management Utility Development, Year 1997 - As Financial Manager, the past project included performing a comprehensive Cost of Service Analysis, a Revenue Study, a Rate Study and a Financing Alternative Analysis. The analysis was performed to identify and determine any deficiency in the current procedure of providing storm water service to the customers.

City of Tulsa, Oklahoma, Storm Water Management Program, Year 1996 - Billing System Manager for this past project, which included development of the billing system, and master account file for the City of Tulsa, Department of Storm water Management. The service area included over 250,000 customer accounts. Also responsible for coordinating with the water and sewer customer service and billing department, the billing agent for the storm water utility.

City of Tulsa, Oklahoma, Storm Water Management Program, Year 1996 - This project was a separate contract to the Storm water Utility Department. Serving as Project Manager, the study objectives included managing all telephone customer service and complaints immediately following the bills being sent for the storm water utility.

City of Bloomington, Indiana, Storm Water Management Utility Development, Year 1990 - As Financial Manager, this past project consisted of development of all financial, institutional and engineering aspects of a storm water management utility. Phases of the project included a financing alternative study; rate base and rate structure analysis; cost of service analysis; designing, testing and implementing new storm water utility service charge rates; and a storm water management utility billing system.

City of Beavercreek, Ohio, Storm Water Needs Analysis, Year 1990 - Financial Manager for a storm water utility feasibility analysis. Analysis included Mayor and Council education, complaint and problem area evaluation, institutional review, cost of service analyses and rate study, revenue analyses and financial alternative analysis.

South Carolina Land Resources Conservation Commission, Storm water Utility Implementation Manual, March 1993 - Program Manager for the development of the Implementation Manual that is "How to" document on the startup and implementation of a storm water utility. The state of South Carolina has developed legislation for the implementation of a Storm water Utility through the Storm water Management



and Sediment Reduction Act of 1991. This manual is being used throughout the state of South Carolina by communities to develop and implement storm water programs.

City of Greenwood, Indiana, Storm Water Management Utility Development, Year 1990 - As Financial Manager, this past project consisted of development of all financial, institutional and engineering aspects of a storm water management utility. Phases of the project included a financing alternative study; rate base and rate structure analysis, gross revenue requirement analysis; cost of service analysis; designing, testing and implementing new storm water utility service charge rates; and a storm water management utility billing system.

City of Delaware, Ohio, Storm Sewer Utility Implementation, Year 1988 - This past project consisted of development of all financial and institutional aspects including: financing alternative study; rate base and rate structure analysis; gross revenue requirement analysis; **cost of service**; allocation to customer class analysis; and designing, testing, and implementing new storm water utility service charge.

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 Project 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, Year 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 Project 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 Project 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 Project 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 Financial Advisor, this past project consisted of creating a regional multi-jurisdictional storm water utility program that included 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. This was the first District program in the State Of Ohio implemented to manage storm water on a watershed basis.

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

Butler County, Ohio Storm Sewer Billing System Implementation, Year 2004 - As Project Manager, this project consisted of creating a non-residential credits program.

Hamilton County, Ohio Regional Storm Water 6117 District, Year 2002 - As Financial Task Manager, this project consisted of creating a regional multi-jurisdictional storm water utility program that includes 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 one of the first District programs 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 Project Manager, this 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 Prime Consultant and Project Manager, this is a past project that consisted creating a regional multi-jurisdictional storm water utility program that includes developing a financial strategy and plan, creating a set of regional standards, developing regional master planning guidelines, assisting the region in submitting 1 NPDES Phase II permit and many public workshops, telephone opinion survey and public involvement aspects of the regional project. The regional plan includes creating a legal framework and district under Ohio Revised Code 6119.

Jefferson County/City of Louisville Storm water Drainage Master Plan, Jefferson County/City of Louisville, Kentucky, Year 1987 - Served as Billing System Manager for this project, which included development of the master account file for the Metropolitan Sewer District (MSD) utility billing system. The MSD service area includes over 250,000 customer accounts that were modified and updated in the process. During this engagement, interviewed, hired, trained, and supervised 20 temporary project staff technicians; managed work flow and productivity; and verified quality of final product. Also responsible for coordinating with the Louisville Water Company, the billing system agent for MSD.

Collier County, Florida, Storm Water Management Utility Program and Rate Study Year 1990 - As Project Manager, the project included updating a cost of service analysis, a rate study and rate structure design by determining total annual revenue and capital revenue requirements. An analysis was performed to identify and determine any deficiencies in the current practices of providing storm water service to the customers of Collier County.

Polk County, Florida, Storm Water Management Utility Program and Rate Study Year 1989 - Study objectives included determining total annual revenue and capital revenue requirements. Allocations of cost components were made to basic storm water functions and to the various customer classes to result in a fair and equitable rate structure for recovering cost of service. An institutional and management review study was also performed.

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 Sewer District, Stand Alone Billing System Programming, Year 2009 - This project consisted of developing a complete billing and collection system for the Sewer District Microsoft Access 2003. 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 allows for expansion in future and provides many useful reports and information that was not provided by the replaced billing system program.

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 being 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.

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 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



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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.

Hopkinsville, Kentucky, Water and Waste Water Rate Study, Year 2000 - This project included ERC assisting the Hopkinsville Water Environment Authority (HWEA) through a local engineering firm, requiring the development of a cost of service analysis for both the water and sewer rate structures to result in a more fair and equitable series of rates for inside the city and out-side the city customers and several large communities/users in the service area. The overall study included a total annual revenue requirement analysis, cost of service analysis, rate structure modification, and billing and administrative recommendations for improvement.

City of Dayton, Ohio, Waste Water Rate Study, Year 1997 - This project's scope required development of a cost of service analysis for the wastewater treatment system to result in fair and equitable rates for city customers and those of four adjacent communities, including Montgomery County, Ohio. The overall study included a total annual revenue requirement analysis, allocation of cost of service to functional cost components, distribution of costs to each cost component, and design and testing of a new rate structure. In addition, a sewer rate sur-charge of fees was established according to the Ohio EPA accepted guidelines.

City of Euclid, Ohio, Waste Water Rate Study, Years 1989 - 1992 - This project's scope required development of a cost of service analysis for the wastewater treatment and collection system to result in fair and equitable rates for city customers and those of six adjacent communities that the city provides sewer service to including two master meter agreements. The overall study included a total annual revenue requirement analysis, allocation of cost of service to functional cost components, distribution of costs to each cost component, and design and testing of a new rate structure. In addition, an impact fee schedule was developed for each of the four communities receiving sewer service from the city. This project included working with Ohio EPA to resolve the Consent Decree Order that was levied on the City to Comply with the Wastewater regulations.

City of Boynton, Florida, Water and Wastewater Utility Rate Study, Capital Improvements Charge, Impact Fee Program, and Rate Study, Year 1989 - Study objectives included determining total annual revenue requirements, capital revenue requirements, allocation of cost components to basic functional water and wastewater cost components, and distribution of each cost component to various customer classes to result in a fair and equitable rate structure for recovering cost of service. A management review study was performed to identify any deficiencies in the current practices of providing water and wastewater.

City of Roanoke, Virginia, Water and Wastewater Utility Rate Study, Year 1989 - Study objectives included determining total annual revenue requirements, capital revenue requirements, and **cost of service** recovery analysis to provide adequate, fair, and equitable rates. Additional scope of services performed included evaluating and updating eleven utility service user fees.



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City of Odessa, Texas, Water and Wastewater Surcharge Utility Rate Study, Year 1989 - Study objectives included determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair, and equitable rates. Additional scope of services performed included developing a departmental **cost allocation plan**.

Victor Valley Water District - Victorsville, California, Water and Wastewater Utility Rate Study, 1988 - Study objectives included determining total annual revenue requirements, capital revenue requirements, and cost of service recovery analysis to provide adequate, fair and equitable rates.

Township of Royal Oak, Michigan, Water and Sewer Rate Study, Year 1987 - This project consisted of data collection and field observation involving a statistical sample of customer billing information to identify water consumption and sewer flow patterns; development of and programming a computer model for rate analysis.

Villages of Rushville and West Rushville, Ohio, Water and Sewer Utility Rate Study, Year 1987 - The scope of service included a cost of service and total annual revenue requirement analysis with allocation and distribution to existing customer class and outside-the-service-area customers. A life cycle cost analysis was performed for new water storage and system expansion.

Village of Peebles - Peebles, Ohio, Sanitary Sewer Utility Rate Study, Year 1987 - Technical analysis was performed on a study involving determination of total annual revenue requirements, three different cost of service alternatives, and a rate structure design and analysis. Impacts upon the capital improvements program were analyzed and incorporated into the study.

City of Springfield, Ohio, Cost Allocation Review and Study, 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 City Manager's 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.

Cost Allocation Review and Study, Hamilton County, Lucas County, Montgomery County, and Franklin County, Ohio, Year 1990 - Study Objectives included allocating costs based on the Circular A-87 federal guidelines for Cost Allocation Plans.

Geographic Information System (GIS) Projects:

GIS Cost/Benefit Analysis, Hamilton County, Tennessee, Year 1997 - Study Objectives include allocating costs and benefits based on the GIS accepted standards.

FEMA Community Rating System (CRS) Program Projects:



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CRS Program Annual Certification and Application, Metropolitan Sewer District, Louisville, Jefferson County, Kentucky, Year 1998 - Project Manager for annual application (re-certification).

Publications and Training Seminars

1. Damico, John F., **“A Storm Water Utility - The Five Year Payoff”**. A Presentation Discussing Developing a Business Plan for an existing storm water utility program for the City of Lancaster, Ohio. APWA 2009 International Public Works Congress & Exposition Conference Columbus, Ohio September 13, 2009.
2. Damico, John F., **“Impervious Area versus Intensity of Development Rate Structure”**. A Presentation Discussing the 2 Major Rate Structures Used In Developing A Storm water Program. StormCon Orlando, Florida July 19, 2005.
3. Damico, John F., **“Funding Techniques For Implementing Municipal Storm water Utility Programs”**. A Presentation at the 16th Annual Environment Virginia – “Environmental Strategies For ONE Virginia. Virginia Military Institute, Lexington, Virginia, April 12, 2005.
4. Damico, John F., **“What Type of Rate Study Does My Community Need?”** An Article Published in the February 2005 APWA Monthly Reporter.
5. Damico, John F., **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.
6. Damico, John F., **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.
7. Damico, John F., **“A Comprehensive and Affordable Public Involvement Program for an NPDES Phase II Community”**. StormCon Palm Desert, California July 28, 2004.
8. Damico, John F., **“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.
9. Damico, John F., **“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.**
10. Damico, John F., **Financing Storm water Facilities, A Utility Approach. This document can be purchased as the APWA website for \$15.00.** Publication completed August 2003.
11. Damico, John F., **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.
12. Damico, John F., **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.
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