

BEFORE THE
PUBLIC UTILITIES COMMISSION OF OHIO

In the Matter of the Application of The)
Dayton Power & Light Company For) Case No. 16-0395-EL-SSO
Approval of Its Electric Security Plan)
)

In the Matter of the Application of The)
Dayton Power & Light Company For) Case No. 16-0396-EL-ATA
Approval of Revised Tariffs)
)

In the Matter of the Application of The)
Dayton Power & Light Company For) Case No. 16-0397-EL-AAM
Approval of Certain Accounting Authority)
Pursuant to Ohio Rev. Code § 4905.13

DIRECT TESTIMONY OF FORD P. WEBER

ON BEHALF OF THE CITY OF DAYTON

November 21, 2016

1 **I. INTRODUCTION**

2 **Q. PLEASE STATE YOUR NAME AND BUSINESS ADDRESS.**

3 A. My name is Ford P. Weber, and my business address is 101 West Third Street, Dayton,
4 Ohio 45402.

5 **Q. PLEASE DESCRIBE YOUR AFFILIATION WITH THE CITY OF DAYTON?**

6 A. I currently serve as the Director of Economic Development for the City of Dayton
7 (“City” or “Dayton”). In my role as Director of Economic Development, I am
8 responsible for overseeing the City’s economic development functions. In this capacity, I
9 manage financial incentives, facilitate downtown development and entrepreneurship,
10 support the City’s asset based development strategies, and support businesses looking to
11 expand in the City. All of the businesses in the City are within DP&L’s territory.

12 **Q. PLEASE DESCRIBE YOUR EDUCATIONAL BACKGROUND.**

13 A. I graduated from the University of Toledo in 1983 with a B.A. in History, and I obtained
14 a J.D. from the University of Toledo College of Law in 1987. In 2010, I earned my
15 Certification in Economic Development (CEcD) from the International Economic
16 Development Council (“IEDC”). More detailed descriptions of my educational and
17 professional experience are attached as Exhibit A.

18 **Q. PLEASE DESCRIBE YOUR PROFESSIONAL EXPERIENCE.**

19 A. I have been employed by the City as the Director of Economic Development since March
20 of 2015. As the Director of Economic Development, I am responsible for overseeing the
21 City’s development functions. My responsibilities include providing consistency and
22 continuity to the City’s business retention and expansion efforts, as well as developing
23 strategies for coordinating the City’s economic development efforts. I am also charged

1 with streamlining the City's building permitting process and supporting the City's asset
2 based development strategies. I practiced law for fourteen years before transitioning my
3 career to economic and community development in 2001. Among the positions I have
4 held are Commissioner of Real Estate, Commissioner of Utilities Administration, and
5 Acting Director of Neighborhoods in Toledo, Ohio; Director of Housing and
6 Neighborhood Services in Roanoke, Virginia; Executive Director of the Richmond,
7 Virginia office of Local Initiatives Support Corporation; President and Chief Executive
8 Officer of the Lucas County Economic Development Corporation; and Economic
9 Development Director for Lucas County.

10 **Q. WHAT IS THE PURPOSE OF YOUR TESTIMONY?**

11 A. The purpose of my testimony is to describe the current economic conditions in the City,
12 as well as the potential impact of DP&L's proposed Electric Security Plan ("ESP") on the
13 City and its residential and corporate citizens. Further, my testimony will describe how a
14 rate increase would impact the City's strategies for growing its economy, reinvesting in
15 neighborhoods, and recovering from decades of urban flight.

16 **II. IMPACT OF DP&L'S PROPOSED ESP ON THE CITY**

17
18 **Q. IS THE CITY A CUSTOMER OF DP&L?**

19 A. Yes. For its municipally owned buildings and facilities, as well as municipal traffic
20 signals and many City-owned street lights, the City uses DP&L. In 2015, the City spent
21 \$9.55 million on electric service costs. Importantly, these costs do not include expenses
22 incurred by the City for energy conservation efforts or payments made to DP&L to bury
23 its wires underground as is required by the City's urban design guidelines.

1 In addition to the above, all citizens living in the City are DP&L customers. In
2 2016, the City initiated a Government Aggregation Program with 24,500 enrolled
3 accounts, with over 4,000 of those being commercial customers. The City remains
4 concerned about the effects of DP&L's proposed ESP on all citizens, including those
5 enrolled in the Government Aggregation Program.

6 **Q. PLEASE PROVIDE A BACKGROUND FOR AND RECENT HISTORY OF THE**
7 **CITY'S POPULATION.**

8 A. The City and the greater metropolitan Dayton region have seen residents, retail industry,
9 and commercial entities migrate to other regions of the country. As a result, the City and
10 the greater Dayton region suffered a substantial decline in residential and commercial
11 population. Over the last several decades, the City has been hit the hardest from the
12 population decline, losing over 120,000 citizens since 1960.¹ As a result, the City has lost
13 significant tax revenue and the City has a remarkably low income tax growth rate. The
14 City's diminishing tax revenue has seriously contributed to the City's current financial
15 predicament.

16 Further, with changes to state law and state budgets, the City has seen a
17 precipitous decline in shared revenues. Losses from state actions have amounted to more
18 than \$40 million since 2010 and will soon exceed \$10 million annually. In fact, the
19 City's 2016 budget is at the same level as the budget in 1998.

20 Unsurprisingly, the economic pressure from the Great Recession handicapped the
21 City's ability to provide basic services for its citizens. Thus, the City's diminished tax

¹ U.S. Census Bureau. Table 19. Population of the 100 Largest Urban Places: 1960. Available at <https://www.census.gov/population/www/documentation/twps0027/tab19.txt>. Accessed 11/21/16. U.S. Census Bureau. 2015 American Community Survey 1 Year Estimates. Available at <http://www.census.gov/quickfacts/table/PST045215/3921000>; Accessed 11/21/16.

revenue continues to present a formidable challenge to the City’s ongoing efforts to responsibly and adequately provide basic, critical services to its residents.

Q. PLEASE PROVIDE A DESCRIPTION OF THE STATE OF AFFAIRS REGARDING EMPLOYMENT IN THE CITY.

A. For several years leading up to the Great Recession, the Dayton region experienced the loss of tens of thousands of manufacturing, wholesale and retail trade and service-sector jobs. This loss of economic activity and the tax revenue it directly and indirectly would have generated has led the City to slash its workforce. For example, in 1976, the City’s employment peaked at 3,148 jobs; today, there are only approximately 1,900 City employees.

Q. PLEASE PROVIDE A DESCRIPTION OF THE STATE OF AFFAIRS REGARDING HOUSING WITHIN THE CITY.

A. The City and its residents have suffered from the long-term impact of the Great Recession’s mortgage foreclosure and predatory lending crisis, which disproportionately impacted the City and its residents. This hit the City particularly hard, in part, because it came on the heels of decades of urban flight and disinvestment. Dayton faces a high rate of vacant structures. There are approximately 6,500 structures within City limits in need of demolition, which is another draw on diminishing City resources.² In addition, the City must maintain about 6,000 vacant lots to keep neighborhoods from experiencing health, safety, and extreme blight problems. Not surprisingly, as a result of these housing issues, the City has suffered a 25% decline in property values.

² Western Reserve Land Conservancy and Thriving Communities Institute. City of Dayton Parcel Survey 2015.

1 **Q. PLEASE PROVIDE A DESCRIPTION OF THE STATE OF AFFAIRS**
2 **REGARDING OVERALL PROSPERITY AND THE ECONOMY WITHIN THE**
3 **CITY.**

4 A. Many of the City's residents remain unemployed or under-employed. In 2015, the
5 poverty rate in the City is 32.5 percent compared to 20 percent only ten years prior.
6 According to the U.S. Census 2015 American Community Survey, some 41,437 City
7 residents live below the federal and state poverty levels, which represents nearly half of
8 all Montgomery County citizens living below the poverty level (i.e., 92,064).³ At the
9 state level, the City's poverty rate is more than double that of Ohio (i.e., the City has a
10 35.3 percent rate compared to Ohio's 14.8 percent poverty rate).⁴

11 The impact of poverty can also be seen in the City's median household income.
12 The City's median household income is only \$28,174, falling well below the median
13 household income in Montgomery County at \$43,281, the state of Ohio at \$48,849, and
14 the national average at \$53,482.⁵ Data on a per capita basis follows a similar pattern.
15 The City's per capita income is only \$16,673, while it is \$26,441 in Montgomery County
16 and \$26,520 in the state of Ohio.⁶

17 **Q. WHAT ARE SOME OF THE CHALLENGES THE CITY FACES IN ITS**
18 **ECONOMIC DEVELOPMENT EFFORTS?**

19 A. The City believes it is vital to transform itself into a regional leader of economic
20 development. To do so, the City is committed to developing and enhancing a robust and

³ U.S. Census Bureau. 2015 American Community Survey 1 Year Estimates. Available at <http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t>; Last accessed 11/21/2016

⁴ *Id.*

⁵ *Id.*; U.S. Census Bureau. QuickFacts, Montgomery County, Ohio. Available at <http://www.census.gov/quickfacts/table/PST045215/39113>; Last accessed 11/21/2016; and U.S. Census Bureau. QuickFacts, Ohio. Available at <https://www.census.gov/quickfacts/table/PST045215/39>; Last accessed 11/21/16.

⁶ *Id.*

1 vibrant workforce. But workforce development remains an ongoing issue for the City.
2 As market needs and demands continue to evolve, matching workforce skills with these
3 constantly changing demands continues to present a serious challenge, especially for City
4 residents.

5 Another formidable obstacle for the City is stemming the flow of commercial and
6 residential migration to other states. In response to the Great Recession, many state and
7 local governments have implemented economic development programs tailored to attract
8 new businesses in an effort to rejuvenate local economies. To stay competitive, the City
9 must be able to offer appealing options for businesses and residents looking for more
10 favorable economic opportunities. But if electricity rates increase, the City becomes less
11 competitive and appealing to these businesses and residents.

12 **Q. IN YOUR OPINION, WOULD AN INCREASE IN DP&L'S RATES FOR**
13 **ELECTRIC SERVICE IMPACT THE CITY AND ITS AT-RISK POPULATION?**

14 A. Yes. Any increase in electricity rates would adversely impact the City, its residents, and
15 the City's concerted efforts to facilitate and expand economic development. Given that
16 the City continues to deal with revenue challenges, it simply cannot afford an increase in
17 electric service costs.

18 **Q. IN YOUR OPINION, WOULD THE PROPOSED DISTRIBUTION**
19 **MODERNIZATION RIDER IMPACT THE CITY AND ITS AT-RISK**
20 **POPULATION?**

21 A. Yes. The City opposes the proposed Distribution Modernization Rider because it would
22 adversely impact the City and its at-risk population. The proposed DMR is a \$145
23 million charge assessed on all DP&L customers for seven years, which amounts to an

1 additional \$1 billion for DP&L. The proposed DMR would increase electricity rates for
2 all customers, which would have a seriously detrimental impact on the City's at-risk
3 population and the City itself, including but not limited to the City's efforts to attract new
4 business and facilitate the growth of the local and regional economy.

5 **Q. IN YOUR OPINION, WOULD AN INCREASE IN DP&L RATES FOR**
6 **ELECTRICITY NEGATIVELY IMPACT THE CITY'S EFFORTS TO ATTRACT**
7 **NEW BUSINESS?**

8 A. Yes. Raising electricity rates would not only be detrimental to individual residents in the
9 City, but also it would severely hamper the City's ongoing effort to revitalize and
10 rejuvenate the regional economy. In my experience, utility costs are a major factor
11 considered by businesses. In fact, scholars recommend that businesses consider utility
12 costs when considering new sites. According to a 2013 Arkansas State University article,
13 "A Step-by-Step Guide to a More Strategic Site Selection Approach," utility costs are
14 among the top five considerations involved in site selection for businesses.⁷ The article
15 highlights utility costs as a significant consideration for manufacturers and other energy-
16 intensive operations. These are the exact types of businesses the City must continue to
17 attract and retain to survive economically. This is yet another illustration highlighting the
18 harm DP&L's electricity rate increases will impose upon the City's improving but fragile
19 economy.

20 If DP&L raises electricity rates, businesses (especially high-intensity consumers)
21 will lose the incentive to operate in and provide critical jobs for City residents.

⁷ Uminski, Dean J. A Step-by-Step Guide To A More Strategic Site Section Approach, 2013,
[http://www.astate.edu/a/deltaced/economic-development-
resources/A%20Step%20by%20Step%20Guide%20to%20a%20More%20Strategic%20Site%20Selection%20Approach.pdf](http://www.astate.edu/a/deltaced/economic-development-resources/A%20Step%20by%20Step%20Guide%20to%20a%20More%20Strategic%20Site%20Selection%20Approach.pdf) ; last accessed 11/21/2016.

1 Moreover, for those high intensity consumers that left the City for more business-friendly
2 pastures, raising electricity rates makes it far more difficult to persuade them to return.
3 An increase in electricity rates necessarily makes the City a less business-friendly
4 environment, and it would invariably hinder the City's sustained effort to retain existing
5 businesses and attract new ones. This is especially true as many businesses, especially in
6 the automotive supply chain industry, are far more sensitive and cost-conscious about
7 electricity rates. This is because the manufacturing industry is increasingly relying on
8 automation systems (e.g., robots), which require and consume a substantial amount of
9 electricity. In addition, many factory automated mechanical systems require
10 sophisticated climate control measures that keep temperature and humidity within
11 specific parameters. These climate control systems also consume substantial amounts of
12 electricity. Thus, increased automation and the implementation of sophisticated climate
13 control systems yield higher electrical consumption, making electricity costs a more
14 prominent component of a manufacturer's cost structure.

15 In addition, the City's water utility will incur a cost of service increase if DP&L
16 increases its electricity rates. Those charges would be passed on to water customers in
17 the City. So City residents would not only see notable cost increases in their electric
18 service but also in their water service. And on a related note, if DP&L increases its
19 electricity rates, the City's economic development efforts would be further hampered as it
20 tries to persuade companies that consume large amounts of water to relocate or expand in
21 the City.

22 In sum, as the City picks itself up from the disastrous impact of the Great
23 Recession, raising electricity rates (and indirectly, raising water rates as well) would

1 seriously undermine the City's ongoing economic recovery because these utility costs are
2 routinely considered as part of a business utility cost benefit analysis.

3 **III. ASSISTANCE IN ENERGY EFFICIENCY IMPLEMENTATION AND**
4 **ECONOMIC DEVELOPMENT OPPORTUNITIES**
5

6 **Q. IN YOUR OPINION, CAN DP&L BE OF ASSISTANCE TO THE CITY IN**
7 **ENERGY EFFICIENCY IMPLEMENTATION?**

8 A. Yes. The City has maintained a history of working cooperatively with DP&L in studying
9 electric usage characteristics of buildings and facilities in the City. In the past, DP&L
10 has made financial contributions to the City, which has enabled it to conduct and
11 maintain energy efficiency audits and implementations. While DP&L's financial
12 assistance has helped the City, DP&L has cut back on financial contributions via its
13 rebate program for energy efficiency. These cutbacks have adversely impacted the City,
14 its residents, and industrial users operating in the City. Implementing energy efficiency
15 programs remains critically important to the City, and the City calls on DP&L to renew
16 and restore its prior commitment to facilitate and promote energy efficiency programs in
17 the City.

18 More specifically, the City would appreciate additional guidance and assistance
19 from DP&L in converting its street lights to LED street lights. The City currently owns
20 and operates approximately 5,000 street lights, the majority of which consist of high
21 pressure sodium lights. The City pays DP&L for the energy costs associated with these
22 lights. In total, the City pays \$2.3 million per year toward its street lighting. Through
23 2020, the City will continue the process of replacing the remaining 3,000 lights, which are
24 located throughout downtown, at intersections, along thoroughfares, and in some

1 residential areas with LED lights. In so doing, the City requests that DP&L provide
2 similar assistance with its energy conservation efforts as it demonstrated in the past.

3 **Q. DP&L HAS STATED IN THE TESTIMONY OF MR. THOMAS A. RAGA THAT**
4 **THE ESP IS “DESIGNED TO PROMOTE ECONOMIC GROWTH AND**
5 **STABILITY IN OHIO” (RAGA TESTIMONY, P. 3, LINES 8-9). WHAT IS**
6 **YOUR REACTION TO THIS?**

7 A. I welcome and support DP&L’s commitment to promote economic growth and stability in
8 Ohio. The City remains one of the largest consumers of electric service in DP&L’s
9 service territory. Thus, the City’s ability to facilitate and promote economic development
10 is inextricably linked with the ability of DP&L to grow and prosper. In fact, the City’s
11 economic development efforts are directly connected to increased demand for electric
12 service in the greater Dayton region.

13 With that said, the City is not oblivious to the daunting challenges that lie ahead.
14 As noted previously, the City faces numerous impediments to economic development,
15 including but not limited to population decline, stagnant income tax growth rates, high
16 poverty rates, and deteriorating buildings and other infrastructure. To overcome these
17 formidable obstacles, the City needs to form a healthy, responsive, and evenhanded
18 partnership with DP&L. While the City and DP&L have demonstrated in the past that
19 they are capable of working together to solve problems, DP&L must do more to assist the
20 City in that endeavor. For instance, the City maintains strict urban design guidelines that
21 require wires to be buried underground. To comply, the City initiated a project whereby
22 it paid DP&L to bury its wires in the City. But going forward, the City should not have
23 to bear this cost alone. DP&L and the City should work together to ensure that DP&L

1 wires comply with its urban design requirements, meaning that any proposed ESP must
2 allocate the necessary funds to ensure urban design requirements in the City are satisfied.

3 Finally, as stated before, any increase in electric service rates would impede and
4 endanger the City's existing efforts to promote economic development in the City. The
5 City cannot seriously pursue economic development initiatives, including the retention or
6 expansion of existing businesses that are increasingly sensitive to rate increases, if DP&L
7 raises its electricity rates so significantly. The City has made notable strides in its effort
8 to recover from the devastating impact of the Great Recession. But much more needs to
9 be done. Ensuring and promoting economic development in the City is fundamental and
10 crucial to attracting new business and retaining existing ones, providing City residents
11 with new or reliable avenues for gainful employment, securing an improved quality of
12 life, and delivering essential municipal services to its residents.

13 **Q. DOES THAT CONCLUDE YOUR TESTIMONY?**

14 **A.** Yes it does at this time.

EXHIBIT A

FORD P. WEBER, J.D., CEcD

252 Liberty Street

Dayton, Ohio 45402

(419) 410-9143

fordweber@gmail.com

EXPERIENCE	City of Dayton <i>Director of Economic Development</i>	March 2015 to Present Dayton, OH
	<ul style="list-style-type: none">Leads a reorganized department incorporating economic development, building inspection, and zoning administration. Primary responsibilities include creating and retaining employment opportunities in the city, primarily through business retention and expansion programs, marketing the city to corporate prospects, facilitating downtown revitalization, redeveloping brownfield sites, and providing a customer-oriented building and zoning permitting process.City-supported projects have leveraged over \$20 of capital investment for each dollar of incentives while creating and retaining 1,500 jobs.	
	Lucas County, Ohio <i>Director, Economic Development</i>	August 2014 – March 2015 Toledo, OH
	<ul style="list-style-type: none">Led Lucas County's Department of Economic Development and served as President of the Lucas County Economic Development Corporation. Primary emphasis was on business retention and expansion. Successfully retained a Fortune 500 corporate headquarters in Lucas County and facilitated the local economic development incentives for that project.	
	Lucas County Economic Development Corporation <i>President and Chief Executive Officer</i>	August 2009 – August 2014 Toledo, OH
	<ul style="list-style-type: none">Leads Lucas County's economic development agency with primary emphasis on stimulating the local economy and enhancing the quality of life by helping to retain, attract, and grow businesses; and aligning workforce development with career opportunities and private sector demand.Reorganized and developed transitional organization's strategic priorities, goals and objectives.Designed and implemented a cluster-focused Business Outreach and Assistance Program that facilitated the retention and expansion of local businesses, making over 600 consultations with local businesses and facilitating \$750 Million in capital investment with over 7,000 jobs retained and created.Established a Business Roundtable, which enabled business leaders to engage in networking and professional development.Member of steering committee for NW Ohio's Hub of Innovation, focusing on photovoltaics.Immediate Past President of the Northwest Ohio Regional Economic Development Association (NORED), promoting regional collaboration and professional development (uncompensated position).	
	Virginia Local Initiatives Support Corporation <i>Executive Director</i>	November 2006-March 2009 Richmond, VA
	<ul style="list-style-type: none">Established strategic direction of LISC by managing program implementation, fund development, donor stewardship, and external relations with an operating budget of \$1 million and program budget of \$430,000.Raised over \$2.1 million with \$1.75 for comprehensive redevelopment initiatives specific to Petersburg and Martinsville.Led Virginia LISC to a historical lending year in 2007 -- \$5.567 million.	

EXHIBIT A

- Managed a team of 7 staff members to generate approximately \$14 million in loans and tax credit equity to facilitate urban revitalization projects – a record level for the organization.
- Managed the development of a community-based Strategic Neighborhood Investment Plan for Petersburg, Virginia.

City of Roanoke

October 2005-November 2006

Director of Housing and Neighborhoods Services

Roanoke, VA

- Oversaw allocation of approximately \$3,000,000 in HUD program funds for housing and urban revitalization activities.
- Initiated a Brownfield Redevelopment Program that has earned over \$1.5 million in Brownfield Redevelopment grants from U.S. EPA.
- Formed an inter-departmental, cross-functional code enforcement team that successfully abated dilapidated buildings and high-profile nuisance properties.

City of Toledo

November 2000-September 2005

Senior Management Positions

Toledo, OH

Commissioner of Utilities & Environmental Services

Deputy Director, Department of Economic & Community Development

Acting Director, Department of Neighborhoods

Commissioner of Real Estate

Manager of Real Estate, Department of Economic Development

Senior Attorney, Department of Law

- Created and implemented a strategic brownfield redevelopment initiative that generated more US EPA grants (\$4.8 million) than any other community in the nation from 2003-2006, and also earned \$2.9 million in grants from the State of Ohio.
- Earned a US EPA, Smart Growth planning grant in 2003 --1 of 5 grants selected nationally, out of 35 competing proposals.
- Effectively led and managed commercial real estate, neighborhoods, brownfield redevelopment and utilities administration for City of Toledo.
- Conceptualized and drafted an innovative City of Toledo program coordinating the expenditure of the City's HUD, brownfield redevelopment, and business development incentives to leverage a broader range of funding programs in focused revitalization efforts.
- Assisted in coordinating the City of Toledo's merging of the Department of Neighborhoods and the Department of Economic Development into the newly formed Department of Economic and Community Development.
- Devised central-city redevelopment strategy to create vibrant mixed-use urban neighborhoods by coordinating brownfield redevelopment with new school construction and other community development projects.

Frederickson & Heintschel Co., LPA

March 1996-November 2000

- Practice primarily focused on corporate and real estate law.
- Advised numerous small business clients on a wide variety of issues including business structure, re-financing, succession planning and employment law.
- Formed and/or Incorporated corporations, limited liability companies and partnerships including drafting management agreements, closed corporation agreements, and codes of regulations.

The Zeller Corporation, Corporate Legal Director

January 1991-March 1996

- Served as in-house legal counsel and member of senior management team for closely-held auto parts manufacturer, reporting directly to the President & CEO.

EXHIBIT A

- Advised corporation on strategic planning, and coordinated the delivery of legal services including customs/import and export, employment and labor, products liability, intellectual property, contracts and commercial law.
- Developed new product labeling to comply with NAFTA mandates.
- Represented corporation during labor negotiations with UAW.
- Ensured the corporation maintained and protected its trademarks and copyrights.

Assistant Lucas County Prosecuting Attorney

November 1987-January 1991

Advised and provided legal representation to county officials on civil legal matters including land use regulations, narcotics forfeitures, animal control, and employment law.

EDUCATION

University of Toledo

College of Law

Juris Doctor earned in 1987

University of Toledo

Bachelor of Arts in History earned in 1983

International Economic Development Council (IEDC)

Certification in Economic Development (CEcD) earned in 2010

ACADEMIA

Guest lectured at University of Virginia, University of Toledo, and Lourdes University

SPEAKING

Toledo CFO Roundtable, Toledo, Ohio, February 27, 2014
U.S. EPA Annual Brownfields Conference, Atlanta, Georgia, May 16, 2013
President's Council on Environmental Quality, Washington, DC, June 27, 2012
NW Ohio Journal, WBGU, *Toledo Region Brand*, April 26, 2012
Deadline Now, WGTE, *Regional Economic Development*, August 26, 2011
NW Ohio Journal, WBGU, *Bringing Businesses to Ohio*, February 18, 2010

COMMUNITY

SERVICE

President, Northwest Ohio Regional Economic Development Association (NORED) (2012-2013)
Judge, Jefferson Awards Metro Toledo Area (2014)
Board of Directors, Lucas County Workforce Investment Board (2009-2014)
Board of Directors, Black Swamp Conservancy (2012-2014)
Board of Directors, YMCA and JCC of Greater Toledo (2012-2014)
Vice President, Northwest Ohio Regional Economic Development Association (NORED) (2010-2011)
Leadership Dayton, Class of 2016
Leadership Metro Richmond, Class of 2009
Board of Directors, Virginia Housing Coalition (2006-2009)
Board of Directors, Housing Virginia (2006-2009)
Member, Governor Timothy Kaine's Virginia Foreclosure Prevention Task Force (2008 – 2009)

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Case No(s). 16-0395-EL-SSO, 16-0396-EL-ATA, 16-0397-EL-AAM

Summary: Testimony Direct Testimony of Ford P. Weber electronically filed by Mr. Nathaniel Trevor Alexander on behalf of City of Dayton