

# Statement of Qualifications 2016

**Utility Business  
Advisors and Rate  
Consultants**

**Public Finance  
and Management  
Professionals**

**Municipal and  
Port Economic  
Specialists**

**Firm Headquarters**

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**Serving the Western U.S.  
and Canada since 1988**

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## FIRM PROFILE

FCS GROUP, established in 1988, provides utility rate, financial, economic, and management consulting services to public sector clients inclusive of city and county governments, municipal corporations and ports, special purpose districts, and state agencies. Since the firm's inception, FCS GROUP has delivered high-quality, cost-effective consulting services in over 3,000 engagements and served more than 550 clients. Our staff serves clients throughout the western United States and Canada from locations in Redmond, Washington and Lake Oswego, Oregon.



*As a U.S. Securities and Exchange Commission (SEC) and Municipal Securities Rulemaking Board (MSRB) registered Municipal Advisor*, FCS GROUP is among a select group of firms specializing in infrastructure financing that complies with the new MSRB rules for financial consulting services. As such, we take seriously our mission to facilitate sound decision-making and management by public officials and stakeholders. We do this by providing a solutions-oriented, analytical approach to public sector financial and management issues and programs. At FCS GROUP, we understand that every municipal agency faces its own unique challenges. Our success and reputation comes from the ability to listen to clients and produce customized study results that can be easily implemented and understood by everyone.

Our **Utility Rates, Charges and Advisory** practice serves water, wastewater/sewer, storm and surface water, reclaimed/recycled water, solid waste, electric, and transportation clients. We have performed more than 1,700 utility finance and business advisory projects ranging from defining revenue requirements and developing full cost-of-service rates to forming utilities and negotiating complicated wholesale agreements.

Our **Economic Services** group provides a unique combination of skills and knowledge about public sector infrastructure in order to support municipal goals of attracting business, creating jobs, enhancing public space, and forming economically vital, sustainable communities.

Our **Public Finance and Management Consulting** practice specializes in helping local and state governments, regional agencies, and public safety entities address and solve issues involving policy objectives, public finance and cost recovery, and organizational performance.



# SERVICES

## UTILITY RATES, FINANCE AND ADVISORY SOLUTIONS

As consultants and utility business advisors, we recognize the challenges utility managers face as they strive to provide essential services to the public, fully fund the costs of providing and sustaining good service, and maintain equitable rates and fees. At FCS GROUP, we help our clients succeed in balancing these sometimes competing objectives by applying our broad industry expertise of best practices to each agency we serve, and by developing customized solutions that reflect the values of our clients and their communities.



### Services include:

- ◆ Utility Cost-of-Service Analysis
- ◆ Utility Rate Development and Modeling
- ◆ Utility Revenue Requirements
- ◆ Connection Charges / System Development Charges
- ◆ Public and Stakeholder Involvement
- ◆ Capital Reinvestment / Reserve Funding
- ◆ Asset Management
- ◆ Comprehensive Plan Financial Chapters / Capital Financing Plans
- ◆ Excise Tax Rebate Analysis (WA)
- ◆ Fiscal Health Reviews
- ◆ Utility Formations
- ◆ Utility Appraisals and Valuations
- ◆ Information Technology Solutions
- ◆ Mergers, Acquisitions, Assumptions, Consolidations, Divestitures
- ◆ System Negotiations and Mediations
- ◆ Litigation Support and Expert Witness
- ◆ Parity Certificates
- ◆ Regional Governance and Multi-Agency Analysis
- ◆ Water Supply and Treatment
- ◆ Wholesale Negotiations

### Utilities / Departments served include:

- Electric
- Reclaimed Water
- Stormwater
- Solid Waste
- Water
- Wastewater/Sewer
- Transportation
- Parks



## ECONOMIC SERVICES

Our economic consultants evaluate the economic and fiscal implications of alternative development approaches, use and create innovative analytical techniques, and craft achievable economic strategies that add public and private value. We understand the public sector's policy objectives, the private sector's economic imperatives, and the decision-making processes required to generate support for proposed solutions. FCS GROUP specialties include local and regional economic and financing strategies for transportation, transit, parks, sewer, water, stormwater facilities, public-private developments, and community revitalization.



### Services include:

- ◆ Economic and Fiscal Impact Analysis
- ◆ Annexation / Municipal Incorporation Studies
- ◆ Grant Support
- ◆ Asset Management and Valuation
- ◆ Capital Improvement Programs
- ◆ Community Outreach
- ◆ Community Redevelopment Strategies
- ◆ Developer / Business Recruitment
- ◆ Environmental and Social Justice Analysis
- ◆ Financial Feasibility
- ◆ Financing and Implementation Strategies
- ◆ Life Cycle Cost Analysis
- ◆ Real Estate Market Analysis
- ◆ Site Programming and Phasing
- ◆ Special Benefit District Formation Plans
- ◆ Sustainable "Green Infrastructure" Return on Investment
- ◆ Tax Revenue Forecasts

### Departments & commissions served include:

- Business Industrial Parks
- Economic Development Districts
- Incubator Complexes
- Planning Departments
- Port Districts
- State-Funded Incentives
- Urban Renewal Commissions



## PUBLIC FINANCE AND MANAGEMENT CONSULTING

FCS GROUP's management consultants specialize in helping local and state governments address and solve issues involving policy analysis, public finance, and organizational development. They provide a broad understanding and level of expertise in how local and state governments set and implement policies, how the many different governmental functions are performed, and what role elected officials, the public, community organizations, and employees have in making government responsive to community needs.



### Services include:

- ◆ Direct and Indirect Cost Allocation Planning
- ◆ Cost of Service / Cost Recovery Analysis
- ◆ Financial Planning and Analysis
- ◆ User Fees
- ◆ Development Services Fees
- ◆ Impact Fees
- ◆ Annexations and Development Analyses
- ◆ Performance Audits, Measurements, Indicators, Reviews
- ◆ Organizational Analysis and Change
- ◆ Staffing Analyses
- ◆ Benchmarking and Comparative Studies
- ◆ Mergers, Acquisitions, Assumptions, Consolidations, Divestitures

### Organizational divisions served include:

- Administration
- Building Inspection and Plan Review
- Cemeteries
- Community Service
- Court Systems and Jails
- Public Safety (fire, ambulance, EMS, police)
- Engineering
- Facilities Management
- Finance
- Information Systems and Technology
- Libraries
- Parks and Recreation
- Planning, Land Use, and Community Development
- Public Health and Social Services
- Public Works
- Transportation/Road Operations
- Zoos



## PROJECT MANAGEMENT

FCS GROUP sustains a solid, reputable practice in the region as evidenced by our continued work with clients throughout the western United States. We are proud to be recognized as a firm with sincere attention to achieving excellence in every endeavor.

You can be assured that we will adhere to a strict code of professionalism, objectivity, and ethics in all aspects of our business and interactions.

Our staff is committed to working with clients, engineering firms, contractors, and regulatory agencies to get agreed upon work completed within agreed upon timeframes as well as to provide follow-up services throughout the planned life of projects.

To avoid surprises and ensure timely implementation, the FCS GROUP project management approach strives for consistent interaction with client staff, key checkpoints with staff and elected officials, and citizen advisory committee processes when appropriate. Our depth of senior level, experienced consultants allows us to remain responsive to each and every one of our clients' individual schedules. Furthermore, our historical practice of maintaining excess staffing capacity enables us to commit to being available for the duration of the project and to manage the scope and budget to ensure that our clients' objectives are met.

## BREADTH, DEPTH AND RESPONSIVENESS

FCS GROUP's management team includes professionals with backgrounds in public administration, management, finance, accounting, economics, and engineering disciplines. These diverse perspectives equip us to address government finance and public reserve fund challenges while maintaining fixed attention on organizational sensitivities, policy drivers, and stakeholder priorities.

## TECHNOLOGY

Our 25-person staff is also flexible in how we manage your project as a means to reduce cost and increase efficiency. We do this with a variety of tools and resources including GoToMeeting®.

Our models are Excel-based and tailored to meet the unique needs of our clients while also employing industry standard methodologies. With our models there is no special programming language knowledge required. The ideal user of the model would have an intermediate understanding of Excel and a working knowledge of cost of service principles and methodologies.



*The Quality of  
Our Work Defines  
Our Reputation.*



**We commit to a standard  
for work products that  
focuses on accuracy in  
analysis, objectivity in  
evaluation, clarity in  
communication, and  
practical applicability  
of results.**





## EXPERIENCE EXAMPLES BY STATE AND CLIENT

### Washington

#### **Airway Heights**

Water and Sewer Cost of Service Analysis ■ Reclaimed Water Pricing Strategy ■ Sewer/Water Rate Issues ■ Fairchild AFB Utility Service Feasibility Study ■ WWTF Funding Options ■ Public Safety Cost of Service Analysis

#### **Alderwood Water and Wastewater District**

Strategic Planning for Potential City Assumptions

#### **Auburn**

Water, Sewer, and Stormwater Rate Study

#### **Bainbridge Island**

Water/Wastewater, Storm and Surface Water Rate Studies

#### **Bellingham**

Water and Sewer Rates and GFCs ■ Water/Sewer Merger Impact Study with Lake Whatcom Water & Sewer District

#### **Blaine**

Water Rate Update ■ Blaine/BBWD Wholesale Contract ■ Sewer Rate Model & Forecasting

#### **Bonney Lake**

Water and Sewer SDC and Rate Financial Analysis

#### **Camas**

Utility Rate Study for Water, Sewer, Stormwater, and Solid Waste

#### **Cascade Water Alliance**

Formation and General Utility Financial Consulting

#### **Cashmere**

Water and Sewer Rate Study

#### **Chehalis**

Water, Wastewater and Stormwater Rate/CFC Update

#### **Connell**

Water and Sewer Rate Study

#### **Covington**

Development and Building Permit Cost of Service and Fee Analysis Study

#### **Covington Water District**

Water Rate Study ■ Long Range Financial Plan ■ Cost Allocation and Other Rate Issues

#### **Duvall**

Parks Impact Fee Study

#### **Edmonds**

Water and Stormwater Comprehensive Plan Financial Chapters ■ Water Rate Study, and Sewer and Stormwater Rate Update

#### **Fife**

Water Rate Study ■ Water Comprehensive Plan Financial Chapter ■ Evaluation of Water Supply Options

#### **Firgrove Mutual Water Company**

Water Utility Financial Plan and Share Charge Analysis

#### **Issaquah**

Sole Source Aquifer Petition Peer Review

#### **Kent**

Stormwater Rate and GFC Study ■ Water Rate Study

#### **King County**

Five Year Business Plan for Radio Communications Group ■ Evaluation of Local Hazardous Waste Management Program Rate Design

#### **King County Council**

Business Plan for the Office of Economic and Financial Analysis

#### **Kirkland**

Water/Sewer Revenue Requirement Update/Rate Forecast and Sewer Capital Facilities Charge ■ Stormwater Rate Update

#### **Lake Haven Utility District**

Water and Sewer Rate and CFC Updates ■ Water and Sewer CFC & Rate Setting Methodology Review ■ Water and Sewer Rates and Financial Services

#### **Lake Whatcom Water and Sewer District**

Water/Sewer Rate and Charge Study

#### **Lakewood Water District**

Document Retail and Wholesale Rate Model





**Lynnwood**

Water, Sewer, Stormwater Utility Rate Study

**Monroe**

Water, Wastewater, and Stormwater Rate and GFC Update

**North Bend**

Parks Impact Fee Study ■ Water and Sewer Rate and GFC Study, Wholesale Rate Analysis

**Olympus Terrace Sewer District & Mukilteo Water District**

Merger Consolidation Strategic Planning, Negotiations and Implementation Assistance

**Port Angeles**

Utility Rate Studies for Water, Wastewater, and Solid Waste ■ Electric Rate Study

**Redmond**

Water and Sewer Rates and General Facilities Charge Update

**Renton**

Water, Wastewater and Surface Water Comprehensive Rate Study and SDC Study

**Ridgefield**

Transportation Benefit District Formation

**Sammamish**

Financial Analysis of City Fire Services ■ Transport Fee and Levy Analysis

**Seattle Public Utilities**

Utility Connection Charge Study

**Silver Lake Water & Sewer District**

Everett Service Area and Supply Analysis

**Snohomish County**

Cost of Service Analysis for Native Plant Programs

**Spokane**

Comprehensive User Fee Study

**Spokane County**

Sewer Utility Rate Updates

**Stanwood**

Water and Sewer System Comprehensive Plan Financial Chapter

**Sumner**

Stormwater Capital Facilities Charge (CFC) Study

**Vancouver**

Water, Wastewater, and Stormwater Rate Study ■ Water Comprehensive Plan Financial Chapter ■ Water Utility Financing Evaluation and Sewer SDC Update

**Walla Walla**

Wastewater Rate Study ■ Water Rate Study

**Washington State Office of Financial Management**

Risk Based Audits and Performance Based Contract Training

**Whatcom County**

Birch Bay Stormwater Funding Analysis

**Yakima**

City/County Purchasing Merger Implementation Plan







## Oregon

### **Benton County**

Parks Funding Plan ■ Benton County Natural Areas and Parks Funding Services

### **Central School District 13J**

Bond Project Performance Review

### **Ashland**

Transportation SDC Study

### **Astoria**

Financial Chapter for WWTP Facilities Plan

### **Aumsville**

Utility Rate Design Advisory Services

### **Beaverton**

Multipurpose Facility Economic Impact Analysis

### **Carlton**

Transportation SDC Assistance

### **Central Point**

Special Wholesale Water SDC Methodology Review ■ Stormwater Rate Update ■ Water Rate Study ■ Water Revenue Requirement Update

### **Clackamas County**

Clackamas County/Happy Valley Joint TSDC Update ■ Economic Landscape Update ■ Review and Update of Cost Allocation Plan ■ Transportation System Plan Policy Phase

### **Clackamas County Development Agency**

Economic Landscape Phase 3 ■ Fuller Road Transit Oriented Development Study

### **Cornelius**

Parks SDC Update

### **Estacada**

Downtown and Riverside Area Plan

### **Eugene Water & Electric Board**

Consulting Services for Water Rates

### **Forest Grove**

Water Rate and SDC Study

### **Port of Garibaldi**

Port of Garibaldi Strategic Plan Implementation ■ Strategic Plan

### **Government Camp Sanitary District**

Issues Review

### **Gresham**

Wastewater SDC Study

### **Happy Valley**

Economic Opportunities Analysis ■ Rock Creek Code Findings ■ Rock Creek Code Update ■ Town Center Economic and Demographic Analysis ■ TUF Implementation Study

### **Hillsboro**

Building and Planning Support Analysis ■ Indirect Cost Allocation Plan ■ Large User System Development Charge Payment Alternatives ■ On-Call Water Rate Services

### **Hood River**

Economic Opportunities Analysis

### **Hood River Juice Company**

Economic Impact Analysis

### **Junction City**

Park SDC Advice

### **Keizer**

Parks SDC Update Assistance

### **Lafayette**

Parks SDC Capital Improvement Plan Update

### **Lake Oswego**

Economic Opportunities Analysis ■ Fiscal Impact Support (A2) ■ Goal 9 and Goal 10 Support ■ Lake Oswego Comp Plan Support ■ On-Call Financial Consulting Services for Water and Sewer ■ Planning On-Call Work ■ Population Baseline Forecast ■ Sewer Utility Financial Plan and Rate Review ■ SW Boones Ferry Road Corridor Funding Strategy ■ Water Cost of Service Analysis Update ■ Water SDC Study ■ Wholesale Water Rate Study

### **Lane County**

Stormwater Utility Feasibility Study

### **Manzanita**

Spindrift Lane Local Improvement District (LID)

### **Marion County**

Cost Allocation Plan Services





### **McMinnville Water and Light**

Water System Development Charge Study

### **Medford**

Parks SDC On-call Consulting ■ Parks SDC Services ■ Parks System Development Charges Assistance ■ Sewer, Stormwater, and Transportation Utility Rate Design Study

### **Metro Planning Division**

Infrastructure Analysis Update

### **Metro Portland**

Review of Solid Waste Disposal Charges

### **Metropolitan Land Company**

North Bethany Transportation Funding Strategy

### **Monmouth**

Parks SDC Study ■ Transportation SDC Assistance ■ Western Oregon University SDC Update

### **Newport**

Cost Allocation and User Fee Study

### **Oregon State**

Department of Oregon State Police Administrative Cost Allocation Model

### **Pendleton**

Downtown Plan

### **Portland**

Infrastructure Investment Pilot Study ■ SDC Comparison Chart

### **Shady Cove**

Special SDC Review

### **Silverton**

Economic Opportunities Analysis ■ Transportation SDC Update

### **Springfield**

Development Review Cost Analysis and Recovery Methodology

### **St. Helens**

Water, Sewer, and Stormwater Rate Updates ■ On-Call Residential Volume Based Sewer

### **Tigard**

Cost Allocation Plan and Indirect Rate Study ■ Economic Opportunities Analysis ■ Engineering Services Review ■ Water Rates Chart Update

### **Tualatin**

Water Master Plan Financial Element

### **Tualatin Hills Park & Recreation District**

Park SDC Consulting ■ 2010 Parks and Recreation SDC Index Update ■ Aging Facilities Assessment Tool ■ Parks SDC Index Update

### **Port of Umpqua**

Strategic Plan

### **Veneta**

Transportation SDC Study ■ Wastewater Rates and SDCs ■ Water Rates and Water SDC Study ■ Water SDC Study

### **Warrenton**

Fort Stevens State Park Wastewater Cost Analysis ■ SDC Public Process ■ Shoreline Sewer District IGA ■ Street, Water, Wastewater, Parks, and Storm Drainage SDC Methodology Review

### **West Linn**

Water and Transportation SDC Update

### **Willamalane Parks and Recreation District**

Parks and Recreation SDC Index Update ■ SDC Index Update

### **Wilsonville**

Coffee Creek Implementation Strategy

### **Wood Village**

Transportation Utility Formation

### **Woodburn**

Criminal Investigation Support ■ Internal Controls Review

### **Yachats**

Storm Drainage SDC Study





## California

### **Barstow**

Sewer Utility Rate Study

### **Brisbane**

Water and Sewer Rate Update

### **Campbell and Town of Los Gatos**

Indirect Cost Allocation Plan and User Fee Study

### **Carlsbad**

Wastewater Cost of Service and Rate Design Study

### **Del Mar**

Indirect Cost Allocation Plan and User Fee Study ■ Water and Wastewater Cost of Service, Rates and Capacity Fee Study

### **Garden Grove**

Billing Cycle Evaluation

### **Indian Wells**

Building and Safety Fee Study

### **Jurupa Community Services District**

Organizational Structure Analysis

### **Lake Arrowhead Community Services District**

Comprehensive Financial Master Plan

### **Lodi**

OMB A-87 Cost Allocation Plans and Indirect Cost Rates

### **Los Alamos Community Services District**

Water/Wastewater Rate and Connection Fee Study

### **Los Osos Community Services District**

Water Rate Study and Financial Plan

### **Madera County**

County-wide Cost Allocation Plan

### **Manhattan Beach**

Water and Sewer Rate Study

### **Modesto**

Water Rate and Connection Charge Study

### **Novato Sanitary District**

Alternative Service Delivery

### **Oceanside**

Drought Emergency Water Rates ■ Water Utilities Financial

Plan ■ GASB 34 Update

### **Orange County Sanitation District**

Revenue Program and Rate Update

### **Perris**

Land Use, Planning, and Zoning Services Comprehensive Fee Study

### **Palo Alto**

Overtime and Staffing Analysis

### **Poway**

Cost of Service and Fee Model Documentation ■ Comprehensive Fee and Rate Study and Overhead Cost Allocation Review

### **Orange County Sanitation District**

Wholesale User Rates for the Santa Ana Regional Interceptor

### **Sacramento County Water Agency**

Water Rate Study - Zone 41

### **Sacramento County Department of Water Resources**

Organizational Assessment Study

### **Sacramento Regional County Sanitation District (SRCSD)**

Revenue Program Development ■ Sewer Rate and Fee Study

### **City and County of San Francisco**

City-Wide Development Impact Fee Study ■ Indirect Cost Allocation Plan Review

### **San Jose**

Connection Fee Study

### **Santa Ana Water Project Authority**

SARI Financial Model ■ Water Cost of Service and Rate Design Study

### **Santa Paula**

Evaluation of Water Recycling Facility DBOF Proposals ■ DBOF Negotiation Support

### **Sonoma**

Fire and EMS Model Training

### **Sunnyvale**

Water and Wastewater Cost of Service Rate Study





## Nevada

### **Douglas County**

Water and Sewer Rate and Connection Charge Studies ■  
Sheridan Acres and Fairgrounds Water Systems Rate  
Studies

### **Fernley**

Water/Sewer Rate and Connection Charge Update and  
Alternative Water System Rate and Charge Study ■  
Water/Sewer Rate and Connection Charge Study

### **Lyon County**

Dayton Water and Sewer and Mound House ■ Water Utility  
Rate Studies

### **Sparks**

Financial Rate Study for Sanitary, Storm and Effluent Sewer  
System

### **Washoe County**

Truckee River Flood Area Funding Study ■ Water, Recycled  
Water and Wastewater Financial Policy and Funding Study ■  
Verdi Service Area Dispute ■ North Valley Supply Pricing  
Structure

## Arizona

### **Lake Havasu City**

Sewer CIP Financial Evaluation

### **Scottsdale**

Paradise Valley Water District Feasibility Study ■ Asset

Management Study

### **Mesa, Town of Queen Creek, and Town of Gilbert**

Greenfield Water Reclamation Plant Cost of Service Study

## Utah

### **Ashley Valley Sewer Management Board**

Impact and User Fee Study

### **Murray City**

Sewer Rate Model Update

## Colorado

### **City and County of Broomfield**

Utility Operational Assessment and Rate Study

### **Denver Water Bureau**

Water Rate Equity Index

### **Littleton**

Rate and Cap Fee Review

### **Westminster**

Water Rate Model ■ Wholesale Rate Analysis and Support ■  
Rate Reconciliation ■ Long-Range Fiscal Planning Model &  
Cost of Service Study





## ORGANIZATIONAL PHILOSOPHIES

In order to better meet the unique needs of our clients, FCS GROUP seeks out professionals with varied backgrounds. Our staff members have experience in everything from accounting and management consulting to engineering and public administration. Because of our size and knowledge base, we can tailor our approach to individual client needs. Additionally, we emphasize active roles for our principals and senior managers, ensuring the value of their experience, expertise, and insight is delivered on every assignment. Moreover, we have extensive experience in teaming with consulting engineers, public involvement specialists, and other strategic partners as needed to provide our clients with the very best service on a project-by-project basis.

### SOCIAL

FCS GROUP is committed to the principles of providing equal employment opportunities for all employees and subcontractors. The performance and diversity of our workforce helps us meet the challenges of the present and the future in serving our clients. Our all-inclusive EEO policy statement affirms our long-standing commitment to provide equal opportunity on the basis of individual merit and personal qualifications.

### ENVIRONMENTAL

FCS GROUP strives to take care of our built, natural, and social environment through internal and external sustainability practices. For example, as a company, we promote the appropriate recycling of office supplies (toner, paper, plastic, and metal), support low-impact commuting practices, use of city water versus bottled water, purchase of recycled material, and provide an atmosphere in which our employees can support this effort. In pursuit of our goals to be more environmentally friendly, we have been recognized each year since 2009 as being one of King County, Washington's Best Workplaces for Recycling and Waste Reduction. Finally, our firm works with clients to actively promote financial solutions to institutional challenges that often have a net benefit in terms of addressing municipal conservation and sustainability goals.

### ECONOMIC

FCS GROUP and our personnel support local businesses and markets through intentional small and disadvantaged business partnerships and relationships. We are actively engaged in teaming on project assignments with local planning and engineering firms that support local jobs and keep dollars in local markets. Through our economic services practice we also work with local municipalities in the development of strategic growth programs for downtown and commercial cores. Finally, through our active sponsorship and participation in various municipal associations (i.e., Association of Washington Cities, League of Oregon Cities), we promote interests important to you and work to develop sustainable approaches to economic and financial challenges. We will always work to develop policies and strategies that balance the interests among community leaders, businesses, and citizens.



## PERSONNEL



### SCOTT BASH ►► PRINCIPAL

B.S., Architectural Engineering, University of MO Columbia

**Scott Bash** is an FCS GROUP principal and company president, with more than 29 years of strategy, technology, and organizational management experience. Scott has demonstrated experience in asset management, business optimization and using technology to improve organizational performance and achieve strategic business success. Scott is a visionary leader with broad industry experience who has designed business management solutions for water and wastewater utilities and local governments in twenty-four countries and throughout the U.S. His regional experience includes the development of an asset management plan for the City of Redmond, Washington, preparation of a strategic asset management program for the King County Water Treatment Division, and a workplace efficiency project for the Seattle Public Utilities three lines of business (water, drainage and wastewater, and solid waste).



### JOHN GHILARDUCCI ►► PRINCIPAL

M.P.A., Organization & Management, University of Washington  
B.S., Economics, University of Oregon

**John Ghilarducci** is an FCS GROUP principal and shareholder with 27 years of professional experience including 24 with the firm. His practice focuses on all aspects of utility and general services system development charges (SDCs) and financial rate studies, from technical modeling and public involvement to ordinance drafting and implementation. He has formed stormwater and transportation utilities and has developed water, sewer, stormwater, transportation and parks rates and charges for dozens of clients. John is a recognized technical rate and finance expert and provides litigation support/expert witness testimony throughout the Northwest. John's innovative rate making approaches have resulted in "level of service" stormwater rates, area-specific SDCs, sewer strength sub-classes, inverted block water rate structures, and defensible stormwater rate credit methodologies.

In addition, John frequently leads public review or citizen advisory groups and speaks at conferences and seminars for various professional organizations. He recently taught a statewide series of all-day training sessions on SDCs for the League of Oregon Cities Leadership Institute and presented on transportation impact fees at the Growth and Infrastructure Consortium Annual Conference. He is a member of the American Water Works Association, the American Public Works Association, the Washington Finance Officers Association, and the Oregon Municipal Finance Officers Association.





## KARYN JOHNSON ▶▶ PRINCIPAL

M.B.A., Business Administration, Pepperdine University  
B.S., Business Management, Franklin University

**Karyn Johnson** is a principal and FCS GROUP shareholder with 30 years of professional experience, including 22 years as a municipal rate and fee consultant. She specializes in performing a variety of government financial studies including fiscal policy development, capital financial plans, capital connection charges, revenue requirements, cost-of-service analysis, rate design, and wholesale/regional water supply issues. Her consulting engagements exceed 200 water, wastewater, stormwater, and solid waste utility studies. Karyn has applied American Water Works Association (AWWA) basic utility rate concepts and has tailored them using FCS GROUP's innovative processes to solve the specific and individual issues faced by her clients throughout Washington, Oregon, Alaska, Nevada, Canada, and elsewhere. She is well-versed in alternative rate structure concepts including increasing block and seasonal water rates, full service and interruptible irrigation rates, volume- and strength-based sewer rates, and specialty rates for large or unique customer classes, just to name a few.

Finally, she is particularly effective in communicating highly technical information during the public process, promoting stakeholder participation, managing staff reviews, and facilitating industry training forums.



## ANGIE SANCHEZ VIRNOCHE ▶▶ PRINCIPAL

B.S., Business Administration, Oregon State University

**Angie Sanchez Virnoche** is an FCS GROUP principal with 22 years of experience providing financial services in a variety of capacities for water, sewer, stormwater, solid waste and electric utilities. Her project work includes multi-year financial planning, cost-of-service studies, rate design restructuring, capital/infrastructure planning, funding alternatives, cost benefit analyses, reserve analysis, and community education/involvement. Angie's utility rate expertise covers a broad range of areas including, expert review of the rate-setting framework and methodology used by clients, development of utility rates by service level, establishing renewals and replacement capital funding targets, evaluating fund balances, and development of a minimum charges. In addition to her project management and technical skills, Angie routinely collaborates with bond advisors, attorneys, and engineering partners. She also frequently presents results to diverse audiences such as citizen rate advisory groups, advisory boards, commissions and councils to engage and educate participants in the benefits, costs, and decision-making process to achieve consensus and move towards objective fulfillment.

Angie provides financial services to clients throughout the United States and serves on the American Water Works Association National Rates and Charges Subcommittee and AWWA Standards Committee. She also serves on the Board for the Northwest Public Power Association.





## PETER MOY ▶▶ PRINCIPAL

M.B.A., Finance, University of California, Berkeley

B.A., Finance and Organizational Behavior & Industrial Relations, University of California, Berkeley

**Peter Moy** is an FCS GROUP principal with over 43 years of public sector experience specializing in public finance, program evaluation, personnel and organizational analysis, management and operational reviews, performance audits, and policy analysis. He has worked with a variety of non-profit organizations and governmental agencies and provides clients with a thorough knowledge of government operations and innovative and workable solutions to issues and problems. Mr. Moy has a broad understanding and expertise in how government sets and implements policies, how the many different government functions are performed, and what roles the public, community organizations, and employees have in making government responsive to their needs. Mr. Moy began his career as a management auditor with the Congressional watchdog agency, the United States General Accounting Office. He later worked for the Seattle City Council as a program analyst and as the Assistant Director of the Council's Central Staff where he acted as the City Council's primary financial advisor and managed a staff responsible for analyzing policy, program, and management issues.

Mr. Moy is frequently called upon to speak at professional meetings and training seminars. He has recently presented on topics such as *Performance Audits – Making Results Work for You*; *Strategies for Recovering Costs from Non-Tax Sources*; *Approaches to Evaluating Efficiency and Effectiveness*; *Costing Fire and EMS Services*; and *Best Financial Practices*.



## E. TODD CHASE, AICP, LEED® AP ▶▶ PRINCIPAL, ECONOMIST

B.S., Economics, University of Florida

**Todd Chase** is an economist with 30 years of experience in management consulting, financial analysis and economic analysis for public-and private-sector clients. He has managed over 150 impact studies, annexation studies, funding strategies, and capital facility plans, with emphasis on growth management and sustainable “green” infrastructure. One of his specialties is providing detailed economic and fiscal impact assessments of the costs and strategies for implementing public and private improvements. Todd has successfully managed dozens of large-scale land use/transportation plans with capital facility and funding elements; and he has assisted dozens of cities, counties, and states in adopting new transportation financing mechanisms to implement strategic projects. His work includes analysis of user fees, toll roads, fuel taxes, utility fees, tax rates, bonding capacity, impact fees, local improvement districts, benefit recovery districts, and grant accounting. He also has experience assisting cities and counties with the formation and update of urban renewal districts, special benefit districts and public/private funding strategies. Recently, Todd assisted several Northwest ports in the development of strategic and economic plans.

A recognized leader in Oregon on economic development policy issues, he is an appointed member of Oregon’s Department of Land Conservation and Development Economic Development Planning Advisory Committee, and the Clackamas Economic Development Commission. Mr. Chase is certified by the American Institute of Certified Planners and is a LEED Accredited Professional.







## GORDON WILSON ►► PROJECT MANAGER

M.B.A., Harvard Business School  
M.P.P., Kennedy School of Government, Harvard University  
B.A., Political Science, Brigham Young University

**Gordon Wilson** is an FCS GROUP project manager with expertise in financial and organizational analysis for water, wastewater and stormwater utilities and other local government services. He has 31 years of experience working in finance and management for the public sector, including various roles within City governments. His experience allows him to approach management and finance consulting projects from a client perspective. Gordon has a successful track record in financing capital investment, technological innovation, and negotiating between public and private sectors. Since joining FCS GROUP, Mr. Wilson has conducted cost of service and user fee studies, designed long-term financial forecasting tools, and analyzed the impact of reorganizations and intergovernmental partnerships. His work has dealt with water and sewer utilities, law enforcement, parks and recreation, and other local government services. Geographically, Gordon has worked throughout the western U.S., including, California, Washington, Oregon and Nevada, among others.



## CHRISTOPHER GONZALEZ ►► PROJECT MANAGER

B.S.E., Operations Research and Financial Engineering, Princeton University

**Christopher Gonzalez** is an FCS GROUP project manager with 12 years of utility rate and public finance experience. Specializing in developing utility rates and connection charges, he has served numerous water and wastewater utilities around Washington and in other western states. Nationally, Chris serves on the Rates and Charges Subcommittee with the American Water Works Association. Chris has assisted utilities in their consideration of a variety of fiscal policy and other issues including system reinvestment for long-term asset management, benchmarking and managing reserve levels, customized rates based on level of service (e.g., wholesale service rates, interruptible service rates, capacity reservation charges, and excess-capacity charges), and sensitivity analyses using Monte Carlo simulations.



## SERGEY TARASOV ►► PROJECT MANAGER

B.S., Economics, University of Washington

**Sergey Tarasov** is an FCS GROUP project manager with 9 years of experience in rate design and financial feasibility analysis for electric, water, sewer, stormwater and solid waste utilities. His areas of expertise are in customer statistics analysis creating customer specific profiles to aid in detailed load forecasting (electric), revenue requirement development, cost-of-service analysis, rate design analysis and unit cost determination. Prior to joining FCS GROUP, Sergey served as an economist for the Washington State Department of Ecology on the cost-benefit of policy issues. His work includes projecting purchased power costs from the Bonneville Power Administration (BPA) under prior existing wholesale rates and the Tiered Rate Methodology. Sergey is a member of the Northwest Public Power Association.





## COURTNEY BLACK ►► PROJECT MANAGER

B.A., Economics & Political Science, Pacific Lutheran University

**Courtney Black** is an FCS GROUP project manager with 15 years of professional experience, specializing in utility finances and general government fees. She is experienced in rate modeling and design, system development charges (SDCs) / connection charges, revenue requirements, wholesale rates, and parity certification. Courtney frequently works with engineering and planning partners on utility comprehensive and master planning engagements to prepare financial chapters for water, sewer, and stormwater plans for cities, counties, and utility districts throughout the Northwest.



## DOUG GABBARD ►► PROJECT MANAGER

MBA, University of Oregon, Eugene, OR  
BA, Santa Clara University, Santa Clara, CA

**Doug Gabbard** is an FCS GROUP project manager with 9 years of experience in municipal and private sector positions. His comprehensive financial planning experience involves extensive experience in utility rate analysis, economic analysis and cost-of-service review, and the development and review of an indirect cost and allocation plans for approval by the Federal Highway Administration. He has also developed interactive calculators to model utility rates and impact fees for individual customers based on their unique characteristics. Previously, Doug served as a financial analyst for the City of Salem, where he performed utility revenue forecasting and capital improvement planning, and as a senior financial analyst at the Oregon Department of Transportation where he performed Monte Carlo simulations to model basis risk of interest rate swaps. Doug is a member of the Oregon Municipal Finance Officers Association and the American Public Works Association.



## KRISTA SHIRLEY ►► PROJECT CONSULTANT

B.A., Business Administration, Finance Concentration, University of Washington

**Krista Shirley** has 9 years of professional experience, including 4 years with FCS GROUP as a utility rate analyst. Krista is a member of the utility rates and finance group, providing support on water, wastewater, stormwater and solid waste rate analytical, and modeling engagements. Krista has worked with clients in Washington, Alaska, Nevada, Oregon, California, and Canada. Her work incorporates best practice financial policies in cost of service rate studies, connection charge studies, wholesale analysis, and user fee updates. She is skilled at creating customized models meeting the specific and varied needs of each customer, and providing training upon delivery of the models.





## TAGE AAKER ►► PROJECT CONSULTANT

B.A., Business Administration, Finance Concentration, University of Washington

**Tage Aaker** is a project consultant with 4 years of experience in utility cost of service, connection charges, valuations, port economics and government finance. His experience includes work in Washington, Oregon, Nevada, Alaska, California, and Canada. As a member of the FCS GROUP utility rate and finance team, he provides technical support on financial studies for water, sewer, storm drainage, ambulance and general government fees. His experience includes updating fees for permitting and miscellaneous utility services, working with public clients to develop level of service scenarios, CIP analysis and alternative funding strategies. He has performed in-depth analysis of stormwater rate structures and developed alternatives to help mitigate overall charge increases.



## ANTHONY MARTIN ►► ANALYST

M.P.Aff., LBJ School of Public Affairs, University of Texas (Austin)

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**Anthony Martin** is an analyst who joined FCS GROUP in 2014 and serves as a member of the economics and finance practice, providing support on city, county and port economic impact studies and financial modeling projects. Among his recent engagements, Anthony performed financial and economic analysis for the Port of Anchorage and cities of Spokane, Port Angeles, and West Linn. Prior to joining FCS GROUP, Anthony held a series of highly competitive internships in Texas as a Deputy City Auditor for the City of Austin and a policy analyst position with the Texas Department of Transportation.



## TIM WOOD ►► ANALYST

B.A., Business Administration, Political Science, University of Oregon

**Tim Wood** is an economist with 5 years of experience in economic and financial analysis for public-and private-sector clients. Tim joined FCS GROUP in 2010 and has been concurrently engaged in obtaining his Masters in Urban and Regional Planning from Portland State University. Tim has been involved with the Tigard River Terrace Community Plan, and strategic plans for the ports of Gold Beach and Brookings Harbor. Recently, Tim performed an economic opportunity analysis for the City of Sutherlin.

