

Statement of Qualifications 2017

Utility Rate and Fee Consulting



Financial Planning and Analysis



Utility Management Consulting



Economic Services



Firm Headquarters

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Serving the Western U.S. and Canada since 1988

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FCS GROUP
Solutions-Oriented Consulting

FIRM PROFILE



FCS GROUP, established in 1988, provides utility finance, management consulting and economic and cost recovery services to public sector clients inclusive of city and county governments, municipal corporations and ports, special purpose districts, and state agencies. As an independent and objective firm, FCS GROUP has delivered high-quality, cost-effective consulting services in over 3,000 engagements and served more than 550 clients. Our staff of 25 serves clients throughout the western United States and Canada from locations in Redmond, Washington, and Lake Oswego, Oregon.

We take seriously our mission to facilitate sound decision-making and management by public officials and stakeholders. We accomplish 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 Rate Consulting** practice serves water, wastewater, stormwater, reclaimed water, solid waste, electric, and transportation clients. We have performed more than 2,000 utility finance and rate development projects ranging from defining revenue requirements and building comprehensive financial modeling tools to performing long-term capital management strategies and developing full cost-of-service rates.

Our **Utility Management Consulting** group supports city, county and district utilities by offering tailored business management and technology solutions. We have assisted with the formation and merger of utilities, developed detailed asset management programs, implemented efficiency-directed IT systems and negotiated complicated wholesale agreements helping utilities maintain their resiliency in an ever changing world.

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 **Financial Planning and Analysis** consultants specialize 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 AND FEE CONSULTING

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

- Utility Cost-of-Service Analysis
- Utility Rate Development and Modeling
- Utility Revenue Requirements
- Connection Charges / System Development Charges
- Comprehensive Plan Financial Chapters / Capital Financing Plans
- Capital Reinvestment / Reserve Funding
- Parity Certificates
- Fiscal Health Reviews
- Excise Tax Rebate Analysis (WA)

Utilities / Departments Served

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



UTILITY MANAGEMENT CONSULTING

FCS GROUP supports you and your organization by offering tailored business management solutions. We have assisted with the formation and merger of utilities, developed detailed asset management programs, configured efficiency-directed information technology (IT) systems and negotiated complicated wholesale agreements helping utilities maintain their resiliency in an ever changing world.



Services

- Asset Management Programs and Evaluations
- Capital Planning
- Information Technology Assessment and Strategies
- Smart Cities and Technology Planning
- Public and Stakeholder Involvement
- Wholesale Negotiations
- Regional Governance and Multi-Agency Analysis
- Formations, Mergers, Acquisitions, Assumptions, Consolidations, Divestitures
- Litigation Support and Expert Witness
- System Negotiations and Mediations
- Utility Appraisals and Valuations
- Business Process Analysis and Optimization
- Business Case Evaluations
- Organizational Performance and Efficiency Studies

Utilities / Departments Served

- 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

- 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

- Business/Industrial Parks
- Economic Development Districts
- Incubator Complexes
- Planning Departments
- Urban Renewal Commissions
- Port Districts



FINANCIAL PLANNING AND ANALYSIS

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

- 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

- Administration
- Building Inspection and Plan Review
- Community Service
- Court Systems and Jails
- Public Safety
- 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



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.

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.

PROFESSIONAL BACKGROUND

FCS GROUP's management team includes professionals with backgrounds in public administration, management, finance, accounting, economics and engineering disciplines. These analytically-focused perspectives equip us to address government finance, public reserve fund, IT and operational 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.

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



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
President



FCS GROUP

B.S., Architectural Engineering, University of MO Columbia
FCS GROUP's president, Scott Bash, has more than 30 years of strategy, information technology, and business management experience. He helps organizations make the best use of technology and streamlines how people work together in business processes to align with organizational goals. He has demonstrated experience in asset management, business optimization, technology, and innovative approaches to improve organizational performance and efficiency.

John Ghilarducci
Principal-in-Charge



FCS GROUP

M.P.A., Organization & Management, University of Washington
B.S., Economics, University of Oregon
John Ghilarducci is FCS GROUP's vice president and principal with 28 years of professional experience including 25 with the firm. 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-in-Charge



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

Karyn Johnson is a principal and FCS GROUP shareholder with 31 years of professional experience, including 23 years as a municipal rate and fee consultant. Her consulting engagements exceed 200 water, wastewater, stormwater, and solid waste utility studies. Karyn is an expert in developing cost recovery solutions and developing innovative processes to solve the specific and individual issues faced by her clients throughout the western United States and Canada.

Angie Sanchez Virnoche
Principal-in-Charge



FCS GROUP

B.S., Business Administration, Oregon State University
Angie Sanchez Virnoche is an FCS GROUP principal and shareholder with 23 years of experience providing financial services in a variety of capacities for water, sewer, stormwater, solid waste and electric utilities. 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.



Peter Moy
Principal-in-Charge



FCS GROUP

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 and shareholder with over 44 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.

Gordon Wilson
Senior Project Manager



FCS GROUP

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 senior program manager with expertise in financial and organizational analysis for water, wastewater and stormwater utilities and other local government services. He has 32 years of experience working in finance and management for the public sector, including various roles within city governments. His experience inside local governments allows him to approach management and financial consulting projects from a client perspective.

Todd Chase, AICP, LEED AP
Principal and Senior Economist



FCS GROUP

B.S., Economics, University of Florida

Todd Chase is a principal, shareholder and economist with 31 years of experience in management consulting, financial analysis and economic analysis for public-and private-sector clients. He has managed over 150 impact rate 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.

Juston Manville
Project Manager



FCS GROUP

B.S., Computer Science, Eastern Connecticut State University

Juston Manville has over 22 years of experience and is an award-winning expert in asset management, system integrations and GIS. Juston has worked extensively in government sector asset and emergency management. With a background in program management, software development and database design, Juston effectively bridges the gap between technology and solving big picture business problems.



Chris Gonzalez
Project Manager



FCS GROUP

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

Chris Gonzalez is an FCS GROUP project manager with 13 years of utility rate and public finance experience. Specializing in developing utility rates and connection charges, he has served numerous water and wastewater utilities throughout the western United States. Nationally, Chris serves on the AWWA Rates and Charges Subcommittee.

Sergey Tarasov
Project Manager



FCS GROUP

B.S., Economics, University of Washington

Sergey Tarasov is an FCS GROUP project manager with 11 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 analyses 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.

Courtney Black
Project Manager



FCS GROUP

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

Courtney Black is an FCS GROUP project manager with 16 years of experience and has performed more than 150 utility rate and financial studies. 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.

Tage Aaker
Project Manager



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

Tage Aaker is an FCS GROUP project consultant with five years of experience in utility rate studies, rate modeling, utility valuations, government fee development, cost recovery programs, and economic analysis for clients throughout the western U.S. and Canada. Tage specializes in developing sophisticated yet practical Excel-based rate modeling tools to calculate full cost-of-service, determine cost-benefit of alternatives and improve user experience through dashboards and calculators.



Melanie Hobart
Senior Analyst



FCS GROUP

M.P.A., University of Washington

B.A., Environmental Studies and Psychology, Williams College

Melanie Hobart is an FCS GROUP senior analyst with nine years of public sector business management and financial consulting experience. She has performed water and electric utility rate studies and financial forecasting throughout Washington State and Alaska. Melanie's electric utility finance experience includes load forecast analysis, rate setting, and policy and regulatory analysis.

David Gordon
Business Consultant



FCS GROUP

M.E.M., Duke University

B.A., Business Administration, College of William and Mary

David Gordon is an FCS GROUP business analyst with five years of experience in asset management and economic analysis. He helps clients meet and exceed strategic objectives through the application of data-focused management and economic decision support. With a career as both a researcher and consultant, David combines business acumen with a curiosity that hones in on creative solutions. He has performed economic analysis with clients from small regional utilities to large institutions like the World Bank.

Brooke Tacia
Senior Analyst



B.S., Economics, Western Washington University

Brooke Tacia is an FCS GROUP analyst with ten years of financial analysis and modeling experience. She has performed rate analyses, revenue requirement studies, cost-of-service assessments, general facility and connection charge analyses, and financial chapter development for water, sewer, stormwater and electric utilities. In addition, Brooke has developed rates and charges for conservation districts throughout Washington State.

Melissa Levo
Senior Analyst



FCS GROUP

M.P.A., Environmental Management, University of Washington

B.A., Biology, Kenyon College Ohio

Melissa Levo is a FCS GROUP Senior Analyst with over four years of experience in utilities and energy management. Melissa joined FCS GROUP in 2016 and specializes in finding water and electric consumption patterns.



Christine Elting
Analyst



FCS GROUP

B.S., Economics, University of Washington

Christine Elting is an FCS GROUP financial analyst with experience in development fees, utility finance, capital funding and emergency medical response cost of service. She has experience in Washington, Idaho, California and Canada. She has developed detailed analytical models for water and sewer utilities and is currently the firm's lead analyst for ambulance and fire cost of service studies.

Brooks Langdon
Analyst



FCS GROUP

B.A., Economics and Political Science, University of Colorado

Brooks is an FCS GROUP analyst with experience in utility finance and rate development provides data analysis and spreadsheet modeling support.

Chase Bozett
Analyst



FCS GROUP

B.A., Finance and Information Systems, University of Washington

Chase is an FCS GROUP analyst with experience in water and wastewater rate and fee development studies. He provides data analysis and spreadsheet modeling support.

Timothy Wood
Economic Analyst



FCS GROUP

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.

Anthony Martin
Analyst



FCS GROUP

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

B.A., Political Science, University of Oregon

John Anthony Martin (Anthony) is an FCS GROUP analyst with four years of public sector analysis experience. Anthony serves as both a member of FCS GROUP's economics and finance practices and performs economic impact studies, strategic planning, infrastructure financing and financial impact fee studies for parks and utilities.

