



2019 Statement of Qualifications



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Utility Rate and
Fee Consulting



Asset Management
Consulting



Financial Planning
and Analysis



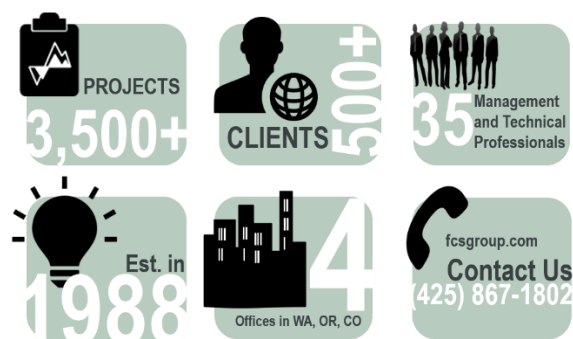
Economic
Services

FIRM PROFILE

FCS GROUP, established in 1988, provides utility rate and fee consulting, utility management consulting, financial planning and analysis, and economic services to public sector clients inclusive of city and county governments, municipal corporations, 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 3,500 engagements and served more than 550 clients. Our staff of 30 serves clients throughout the western United States and Canada from locations in Redmond and Spokane Washington, Lake Oswego, Oregon, and Boulder, Colorado.

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 and Fee 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 **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.

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.



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
- Departments
- Urban Renewal Commissions
- Port Districts
- Planning



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.**



REFERENCES

City of Walla Walla

Water, Wastewater and Stormwater Utility Rate Study
 Ki Bealey, Public Works Director
 (509) 527-4463
kbealey@wallawallawa.gov

City of Redmond

Water, Wastewater and Stormwater Utility Rate Study
 Kelley Cochran, Financial Planning Manager
 (425) 556-2748
kcochran@redmond.gov

City of Sumner

Water, Wastewater and Stormwater Utility Rate Study
 Mike Dahlem, PE, Public Works Director
 (253) 299-5702
miked@cisumner.wa.us

Beacon Hill Water and Sewer District

Water and Sewer Rate Study
 Del Hillger, General Manager
 (360) 636-3860
dhillger@bhwsd.org

City of Vancouver

Water, Wastewater and Storm Drainage Cost-of-Service Rate and SDC Study
 Brian Carlson, Public Works Director
 (360) 487-7130
Brian.carlson@cityofvancouver.us

SELECT RATE STUDY EXPERIENCE

The exhibit below summarizes, a partial selection of applicable and relevant FCS GROUP clients for whom we have provided water, sewer and stormwater rate-setting services.

Client	Policy Evaluation	Revenue Requirements	Cost of Service	SDCs	Water	Wastewater	Stormwater
Anchorage, AK	✓	✓	✓	✓		✓	
Arlington, WA	✓	✓	✓	✓	✓	✓	✓
Auburn, WA	✓	✓	✓	✓	✓	✓	✓
Bainbridge Island, WA	✓	✓	✓	✓	✓	✓	✓
Battle Ground, WA	✓	✓		✓	✓	✓	✓
Bellevue, WA	✓	✓	✓	✓	✓	✓	✓
Bellingham, WA	✓	✓	✓	✓	✓		✓
Bend, OR	✓	✓	✓	✓	✓	✓	✓
Bothell, WA	✓	✓	✓	✓	✓	✓	
Burlington, WA	✓			✓			
Camas, WA	✓	✓	✓	✓	✓	✓	✓
Carnation, WA	✓	✓	✓	✓	✓	✓	
Cashmere, WA	✓	✓	✓	✓	✓	✓	
Central Point, OR	✓	✓	✓	✓	✓		✓



Client	Policy Evaluation	Revenue Requirements	Cost of Service	SDCs	Water	Wastewater	Stormwater
Centralia, WA	✓	✓	✓	✓	✓	✓	✓
Chehalis, WA	✓	✓	✓	✓	✓	✓	✓
Coeur d'Alene, ID	✓	✓		✓	✓		
College Place, WA	✓	✓	✓		✓	✓	✓
Cornelius, OR	✓	✓	✓	✓	✓	✓	
Corvallis, OR	✓	✓	✓	✓	✓	✓	
Cottage Grove, OR	✓	✓	✓	✓	✓	✓	
Des Moines, WA	✓	✓					✓
Duvall, WA	✓	✓	✓	✓	✓	✓	✓
Edgewood, WA	✓	✓		✓		✓	
Edmonds, WA	✓	✓	✓	✓	✓	✓	
Enumclaw, WA	✓	✓	✓	✓	✓	✓	✓
Everett, WA	✓	✓	✓	✓	✓	✓	✓
Fife, WA	✓	✓	✓	✓	✓	✓	✓
Forest Grove, OR	✓	✓	✓	✓	✓	✓	
Gig Harbor, WA	✓	✓			✓		
Gleneden SD, OR	✓			✓		✓	
Grants Pass, OR	✓	✓	✓	✓	✓	✓	
Gresham, OR	✓	✓	✓	✓	✓	✓	
Hayden, ID	✓	✓		✓		✓	
Hillsboro, OR	✓	✓	✓	✓	✓		
Issaquah, WA	✓	✓		✓	✓		✓
Kennewick, WA	✓	✓	✓		✓	✓	✓
Kent, WA	✓	✓	✓	✓	✓		✓
King County, WA	✓	✓	✓	✓		✓	
Kirkland, WA	✓	✓	✓	✓	✓	✓	✓
Klamath County, OR	✓			✓			✓
La Pine, OR	✓	✓		✓	✓	✓	
Lacey, WA	✓	✓	✓	✓	✓	✓	✓
Lake Oswego, OR	✓	✓	✓	✓	✓	✓	
Longview, WA	✓	✓		✓	✓		✓
Lynnwood, WA	✓	✓	✓	✓	✓	✓	✓
Madras, OR	✓	✓		✓	✓		
McCall, ID	✓	✓				✓	
Medford, OR	✓	✓	✓	✓	✓		
Mercer Island, WA	✓	✓	✓	✓	✓		
Milwaukie, OR	✓	✓	✓	✓	✓	✓	
Missoula, MT	✓	✓	✓	✓	✓	✓	✓
Monroe, WA	✓	✓	✓	✓	✓	✓	✓
Moscow, ID	✓	✓	✓		✓	✓	
Mosier, OR	✓	✓		✓	✓		
Mountlake Terrace, WA	✓	✓		✓	✓		
Mt. Angel, OR	✓	✓		✓		✓	✓
Nampa, ID	✓	✓	✓	✓	✓	✓	
North Bend, WA	✓	✓	✓	✓	✓	✓	✓
Olympia, WA	✓	✓	✓	✓	✓		✓
Oregon City, OR	✓	✓	✓	✓	✓	✓	
Orting, WA	✓	✓	✓	✓	✓	✓	✓
Pasco, WA	✓	✓	✓		✓	✓	✓
Phoenix, OR	✓			✓	✓		✓
Port Angeles, WA	✓	✓	✓	✓	✓	✓	



Client	Policy Evaluation	Revenue Requirements	Cost of Service	SDCs	Water	Wastewater	Stormwater
Port Townsend, WA	✓	✓	✓	✓	✓	✓	
Post Falls, ID	✓	✓		✓		✓	
Poulsbo, WA	✓	✓			✓	✓	
Raleigh WD, OR	✓	✓		✓	✓		
Redmond, OR	✓	✓	✓	✓	✓	✓	
Redmond, WA	✓	✓	✓	✓	✓	✓	✓
Renton, WA	✓	✓	✓	✓	✓	✓	✓
Richland, WA	✓	✓	✓	✓	✓	✓	
Roslyn, WA	✓	✓			✓	✓	
Sacramento, CA	✓	✓	✓	✓	✓	✓	
Scottsdale, AZ	✓	✓	✓	✓	✓	✓	
Seaside, OR	✓	✓		✓	✓	✓	
Seattle, WA	✓			✓	✓		✓
Shady Cove, OR	✓			✓		✓	✓
Shelton, WA	✓	✓	✓	✓	✓	✓	
Sherwood, OR	✓	✓		✓		✓	✓
Silverton, OR	✓			✓	✓	✓	✓
Snohomish, WA	✓	✓		✓	✓	✓	✓
Snoqualmie, WA	✓	✓	✓	✓	✓	✓	✓
Sparks, NV	✓	✓	✓	✓	✓	✓	
Spokane County, WA	✓	✓	✓	✓		✓	
St. Helens, OR	✓	✓	✓	✓	✓	✓	
Stanwood, WA	✓	✓	✓	✓	✓	✓	✓
Steilacoom, WA	✓	✓	✓	✓	✓	✓	
Sultan, WA	✓	✓	✓	✓	✓	✓	
Sumner, WA	✓	✓	✓	✓	✓	✓	✓
Tacoma, WA	✓	✓	✓	✓	✓		
Talent, OR	✓			✓			✓
The Dalles, OR	✓	✓		✓		✓	
Tualatin, OR	✓	✓		✓	✓		✓
Vancouver, WA	✓	✓	✓	✓	✓	✓	
Veneta, OR	✓	✓		✓	✓	✓	
Walla Walla, WA	✓	✓	✓	✓	✓	✓	✓
Warrenton, OR	✓	✓		✓	✓	✓	✓
Washougal, WA	✓	✓	✓	✓	✓	✓	✓
Wenatchee, WA	✓	✓	✓	✓	✓	✓	
West Linn, OR	✓			✓	✓	✓	✓
Woodburn, OR	✓	✓		✓	✓		
Yachats, OR	✓			✓	✓	✓	✓
Yakima, WA	✓	✓	✓	✓	✓	✓	



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.

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.

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.



PERSONNEL

John Ghilarducci
President



FCS GROUP

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

John Ghilarducci is an FCS GROUP President, principal and shareholder with 29 years of professional experience including 27 with the firm. His practice focuses on all aspects of utility cost of service, system development charges (SDCs) and financial rate studies, from technical modeling and public involvement to ordinance drafting and implementation. 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, defensible stormwater rate credit methodologies, and nonresidential park impact fees.

Angie Sanchez Virnoche
Vice President



FCS GROUP

B.S., Business Admin and Finance, Oregon State Univ.

Angie Sanchez Virnoche is an FCS GROUP vice president, principal, shareholder and municipal advisor with 25 years of experience providing financial and rate development services in a variety of capacities for water, sewer, stormwater, solid waste and electric utilities. Her project work includes multi-year financial planning, policy development, cost-of-service studies, rate design restructuring, capital and infrastructure planning, funding alternatives, cost benefit analyses, reserve analysis, and community engagement.

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.

Jason Mumm
Executive Consultant



FCS GROUP

MBA, University of Colorado

BS, Colorado State University

Jason Mumm is an FCS GROUP executive consultant with 22 years of financial and economic experience for water, wastewater, and stormwater utilities. He is a nationally recognized expert in utility rates, fees, and charges and has helped author significant portions of the American Water Works Association's guidelines for water utility rates. His noted areas of specialty include extensive work on the topics of affordability of water/sewer services – especially in consent decree situations – and regionalization of utility infrastructure.



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.

Ben Hoffman
Asset Management Lead



FCS GROUP

B.S., Geography/Regional and Land Use Planning, Bemidji State University (Minnesota)

Ben Hoffman, GISP, is FCS GROUP's asset management practice leader with 25 years of GIS and infrastructure asset management experience. Ben has lead multiple agencies through the process of preparing for and implementing infrastructure asset management solutions as well as guiding clients through the strategic asset management preparation and configuration steps leading to defensible decision making for infrastructure capital investments.

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 15 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 is an FCS GROUP project manager with 18 years of experience and more than 150 utility rate, in-direct cost allocation and financial studies throughout the Northwest. She has extensive cost-of-service experience with water, sewer, stormwater, and solid waste utilities. Her areas of expertise are in rate modeling and design, system development charges (SDCs) / connection charges, revenue requirements, cost-of-service rates and wholesale rates. 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 special purpose districts

Tage Aaker
Project Manager



FCS GROUP

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

Tage Aaker is an FCS GROUP project consultant with six 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.

Doug Gabbard
Project Manager



FCS GROUP

M.B.A., Finance, University of Oregon

B.A., Classical Languages, Santa Clara University

Doug Gabbard is an FCS GROUP project manager with eleven years of analytical experience in municipal and private sector positions. His comprehensive financial planning experience involves extensive water, wastewater, and stormwater utility rate development, long-term financial planning, and the creation of detailed, interactive models that facilitate sensitivity analysis and scenario testing to determine business direction in group decision-making environments. He has also conducted economic cost-of-service, and business process analyses projects.

Andy Baker
Project Manager



FCS GROUP

BSCE, Civil Engineering, Lafayette College, Easton, PA

BA, Spanish and International Studies, Lafayette College, Easton, PA

Andy Baker is an FCS Group project manager with a background in surface water engineering. He has eleven years of consulting experience, serving water, wastewater, stormwater, and non-potable water utilities across the country. He leverages his experience in capital project planning and execution to bring effective insights to his clients' financial challenges. He specializes in complex financial modeling, including cost-of-service analysis, water budget-based rates, and GIS-based modeling of affordability impacts and service area changes. He has presented nationally on utility rate affordability issues.



Martin Chaw
Project Manager



FCS GROUP

MPA, Seattle University ; BA, University of Washington
Martin Chaw is a project manager at FCS GROUP. Martin has over 30 years of professional experience in state, local and regional governmental finance and policy analysis. His current areas of practice include utility and general public sector management consulting, with a particular focus on budgeting, financial planning, and program evaluation.

Owen Reynolds, AICP
Asset Management Project
Manager



FCS GROUP

MCRP, Geographic Information Systems, Clemson University
BS, Geographic Information Science, Western Carolina University
Owen Reynolds is an Asset Management project manager who has 21 years professional experience in public sector planning and geographic information system (GIS) analysis. Owen provides asset management analysis to cities, counties, utility districts and engineering firms focused on engineering, integrating and managing complex GIS / IS technology projects and systems. Owen has experience utilizing GIS databases to implement and track stormwater maintenance activities tied to NPDES permit regulations.

Melanie Hobart
Project Consultant



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.

Brooke Tacia
Project Consultant



FCS GROUP

BA, 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.



Matt Hobson
Project Manager



FCS GROUP

BA, Political Science, Idaho State University
Mp Aff., Public Affairs, University of Texas

Matt Hobson is an FCS GROUP project manager with ten years' experience in solid waste cost of service, collection program implementation, operational efficiency, and rate design projects. Prior to joining the FCS Group, Matthew worked for the City of San Antonio which operates one of the largest municipally-operated solid waste programs in the country. He is a solid waste collections expert having designed and implemented solid waste, recycling, and organics collection programs for single- and multi-family residential, commercial, and government sectors.

Ann Wilson
Project Consultant



FCS GROUP

MBA, Certified Management Accounting, Univ of Alberta
Ann Wilson is an FCS GROUP project consultant specializing in financial planning and analysis and conservation. Prior to joining FCS GROUP, she was the Director of Market Planning and Evaluation for Demand Side Management (DSM) Planning and Evaluation at Consumers Gas. While she was there, Ann designed the methodology for assessing the economic performance of the DSM programs according to the guidelines set out by the Ontario Energy Board and managed the process for selecting and adapting the systems software.

Paul Quinn
Senior Analyst



FCS GROUP

BA, Environmental Studies, Bucknell University
Paul Quinn is an FCS GROUP senior analyst with six years of financial research and analytical experience including cost of service and rate modeling engagements throughout the Northwest. Prior to joining FCS GROUP, Paul was a financial investment analyst where he performed earnings forecasts within the petro-chem, mining, automotive, trucking, aerospace and defense industries.

Chase Bozett
Senior Analyst



FCS GROUP

B.A., Finance and Information Systems, University of Washington
Chase is an FCS GROUP senior analyst with experience in water and wastewater rate and fee development studies. He provides data analysis and spreadsheet modeling support. Chase's project work includes multi-year financial planning, cost-of-service studies, rate design restructuring, and capital/infrastructure planning.



Timothy Wood
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MS, Urban and Regional Planning, Portland State University

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Tim Wood is an FCS GROUP economist with 8 years of experience in economic and financial analysis for public-and private-sector clients inclusive of ports, cities, counties and special purpose districts. Tim's expertise includes economic opportunity analysis (EOA), housing needs analysis (HNA) and benefit cost analysis (BCA) solutions. He has also developed and extensive portfolio of experience in supporting TIGER, INFRA Fastlane and other grant funding solutions.

Luke Slaughterbeck
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Luke Slaughterbeck is an FCS GROUP analyst with experience in water and stormwater rate and fee development studies and also specializes in cost allocation planning. He has performed in-depth analysis of program financial conditions and prepared reports detailing the results.

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Matt Morrison
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Matt Morrison is an FCS GROUP analyst with experience in water and stormwater rate and fee development studies. He provides data analysis and spreadsheet modeling.

