

Statement of Qualifications 2018

Utility Rate and Fee Consulting



Financial Planning and Analysis



Utility Management Consulting



Economic Services



Firm Headquarters

Redmond Town Center
7525 166th Ave. NE
Suite D-215
Redmond, WA 98052

Established 1988

Washington | 425.867.1802
Oregon | 503.841.6543
Colorado | 303.652.7548



FCS GROUP
Solutions-Oriented Consulting

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, 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
- 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

ALDERWOOD WATER AND WASTEWATER DISTRICT

- Strategic Planning for Potential City Annexation
- Water and Wastewater Rate Study, GFC Study and Financial Model Development

AUBURN

- Water, Sewer and Stormwater Rate Study

BEACON HILL WATER AND SEWER DISTRICT

- Water and Sewer Cost-of-Service Analysis
- Water and Sewer Rate Update

BELLEVUE

- Water Rate Structures and Revenue Stability Study
- Water Cost-of-Service Analysis
- Utility Rate Model Development
- Energize Eastside Feasibility Study
- Capital Recovery Charge Update

BELLINGHAM

- Sewer System Plan Financial Chapter

BENTON COUNTY PUD

- Electric Cost-of-Service Analysis
- Electric Load Data Review
- Cost-of-Service Consulting (On-call)

BLAINE

- Water and Wastewater Rate Study Update
- Wholesale Water Rate Support – Birch Bay Water and Sewer District
- Electric Rate Study

BONNEY LAKE

- Water and Sewer Financial Plan and SDC Study

BREMERTON

- Utility Service Contract Negotiations with US Navy
- Water, Sewer and Stormwater Rate Study
- Water, Sewer and Stormwater GFC Update and Fee Review

- Benchmarking and Cost-of-Service Framework

CAMAS

- Water, Sewer, Storm, Sanitation Utility Rate Study
- Financial Consulting Services (On-Call)
- Water and Sewer Revenue Requirement

CLARK PUBLIC UTILITIES

- Water Rate Study and SDC Update
- Water Wholesale Rate Development

CENTRALIA

- City Light Valuation and Divestiture Feasibility Study
- Electric Model Review
- Electric Rate Study and Updates
- Electric Cost-of-Service Analysis Update
- Electric Revenue Requirement Rate Study

CLE ELUM

- Upper Kittitas County Regional WWF Rate Assistance

COLLEGE PLACE

- Water Rate Study
- Wastewater Rate Study

COVINGTON WATER DISTRICT

- Water Rate Studies (2009, 2012-2018)
- Water Cost Allocation and Other Rate Issues
- Water Long-Range Financial Plan
- Water Cost-of-Service Analysis and Capital Facilities Charge (CFC) Update
- Water Rate Study and Model Development

COWLITZ COUNTY PUD #1

- Electric Financial and Cost-of-Service Rate Assistance (On-call)
- Electric and Water Rate Studies

CRYSTAL MOUNTAIN SEWER DISTRICT

- Wastewater Funding Analysis and Cost Allocation Study

DAYTON

- Water and Sewer Utility Financial Plan



ELLENSBURG

- Electric Utility Rate Development
- Financial Services (On-Call)

FIRGROVE MUTUAL WATER COMPANY

- Wholesale Water Supply Analysis
- Water Financial Plan and Share Charge Analysis

FRANKLIN PUBLIC UTILITY DISTRICT #1

- Electric Cost-of-Service Analysis, Rate Design Study and Update
- Electric Revenue Requirement Update
- Rate Analysis Services

FRIDAY HARBOR

- Water and Sewer Connection Charge Update
- Fire Cost Analysis
- Water System Plan Financial Chapter
- Water, Sewer and Storm Water Rates and Right to Connection Charges

GRANT COUNTY PUD

- Electric Cost-of-Service Analysis

HIGHLINE WATER DISTRICT

- Water Rate, GFC and CFC Studies
- GFC Update
- Water System Plan Financial Chapter

JEFFERSON COUNTY PUD

- Water and Sewer Rate Study

KENNEWICK

- Stormwater Rate Study
- Water and Wastewater Rate Study
- Strong Waste Surcharge Study

KING COUNTY

- Solid Waste Fee Structure Redesign

KING COUNTY WATER DISTRICT #49

- Water Rate Study

KLICKITAT PUD NO. 1

- Electric Cost-of-Service Study and Rate Design Evaluation

LAKEWOOD WATER DISTRICT

- Fire Cost Analysis

- Water Consulting Services (On-call)
- Water Parity Certificate
- Summit Water Company Wholesale Water Rates

- Financial Model

- Water System Replacement and Rehabilitation and Planning

- Replacement and Rehabilitation Citizen Advisory Group Communication and Facilitation

- Financial Services (On-call)

- JBLM Privatization Analysis

LYNNWOOD

- Water, Sewer and Stormwater Rate Studies and Update

- Water System Comprehensive Plan Financial Chapter

- Policy Review of Sewer Connection Charges

- Financial Consulting Services (On-call)

MARYSVILLE

- Solid Waste Rate Study and Efficiency Review

MASON COUNTY PUD NO. 1

- Electric Cost of Service and Rate Study

MCCLEARY

- Electric, Water and Sewer Cost of Service Study

- Water Financial Plan and Connection Charge Study

MERCER ISLAND

- Water and Sewer Rate and Connection Charge Studies and Updates, Rate Model

- QC Water Rate Model Update

MOAB IRRIGATION DISTRICT

- Water Rate and SDC Update

MUKILTEO WATER AND WASTEWATER DISTRICT

- Water and Wastewater Rate Study

NORTH BEACH WATER DISTRICT

- Water Rate Study

NORTH BEND

- Retail Water GFC Update and Wholesale Rate and GFC Development

- Water and Wastewater Rate Study

- Wastewater Facilities Plan and Rate Study



- Sewer System GFC Study
- Parity Certification

OLYMPIA

- Water Rate Study Update
- Wastewater Management Plan Financial Chapter
- Public Utility District Wholesale Water Rate Study Update
- Water System Plan Financial Chapter

PASCO

- Water, Sewer, Stormwater and Irrigation Water Rate Study
- Process Water Reuse Facility Utility Rate Study
- Fiscal Impact Analysis

PASADENA PARK IRRIGATION DISTRICT #17

- Water Rate Study and CFC Study

PEND OREILLE COUNTY PUD

- Electric Cost-of-Service Analysis

PIERCE COUNTY

- Sewer Utility Equitable Cost Allocation and Rate Study

PORT ANGELES

- Industrial Water Cost of Service Study
- Electric Rate Study
- Water, Wastewater, Electric and Solid Waste Cost-of-Service Analyses and Rate Studies
- Utility Financing Report
- Fiscal Impact Analysis
- Rate Advisory Services

PORT TOWNSEND

- Water and Sewer Rate and SDC Study and Update
- Water Supply/Treatment Analysis
- Water Utility Cash Flow Analysis
- Financial Consulting Services (On-call)

RICHLAND

- Solid Waste Rate Study and Business Case Evaluation
- Water Comprehensive Plan and Rate Study
- Sewer Utility System Plan Financial Chapter and Rate Study

- Electric Cost-of-Service Review and Rate Design
- Electric Utility Financial Consulting

RONALD WASTEWATER DISTRICT

- Financial Plan and Rate Forecast

ROSLYN

- Water and Wastewater Rate Study

SAMMAMISH PLATEAU WATER

- Water and Wastewater Financial Consulting Rate Study and GFC Study
- Water and Sewer Rate Update
- Capital Connection Charge Analysis
- Financial Consulting Services (On-call)
- Rate Comparison and Benchmarking Analysis

SAN JUAN COUNTY

- Stormwater Utility Formation Planning

SKAGIT COUNTY PUD

- Water Supply Agreement Review
- Water System Plan Financial Section
- Water Cost-of-Service Analysis and Rate Study
- Financial Consulting Services (On-call)

SNOHOMISH

- Water System Plan Financial Chapter
- Sewer Treatment Plant Rate Impact Analysis
- Water, Sewer, Storm Rate Study
- Water and Sewer Connection Charge Study
- Water and Sewer Treatment Plant and Water Supply Study and Technical Assistance
- Water, Sewer and Stormwater Rate Study Updates, Financial Plan and Capital Funding Plan
- Sewer Rate Study Update
- Financial Services (On-Call)

SNOHOMISH COUNTY PUD NO. 1

- Water Rate and Connection Fee Study

SNOQUALMIE PASS UTILITY DISTRICT

- Water System Plan Financial Chapter and Update

SOAP LAKE

- Water and Sewer Rate Study



SPOKANE COUNTY

- Wastewater Management Plan Financial Chapter
- Wastewater Rate Consultation
- Wastewater Rate Study and Update
- Solid Waste Rate Study

STANWOOD

- Water, Sewer and Stormwater Cost of Service Rate Study
- Water and Wastewater Master Plan Updates and Drain Utility Rate Study

SULTAN

- Water and Wastewater Comprehensive Plan Financial Chapter
- Water and Wastewater Rate Studies
- Solid Waste Study

TACOMA

- Water Cost of Service Rates
- Economic Development Fee Analysis
- Solid Waste Rate Development
- Water Rate Advisory Services

VERA WATER AND POWER, WA

- Electric Cost-of-Service Rate Study

WALLA WALLA

- Solid Waste Landfill and Sanitation Cost of Service and Financial Planning Study

WASHINGTON STATE DEPARTMENT OF ECOLOGY

- Solid Waste Funding Mechanisms Review

WHATCOM COUNTY

- Birch Bay Stormwater Funding Analysis

WHATCOM COUNTY PUD NO. 1

- Water and Electric Rate Study and Analysis

WOODINVILLE WATER AND SEWER DISTRICT

- Water and Sewer Rate Modeling Assistance

VERA WATER AND POWER

- Electric Cost-of-Service Rate Study

YELM

- General Sewer Plan and Rate Study
- Nisqually Tribe Sewer Treatment Cost-of-Service

Analysis

- Water and Sewer Financial Plan and Rate Forecasts and Updates

Oregon

ASTORIA

- Wastewater Treatment Plant Facilities Plan Financial Chapter
- Water and Sewer Rate Forecast

BEND

- Sewer Extra Strength Surcharge Analysis
- Sewer Financial Plan Model
- Water System Divestiture Study

CENTRAL OREGON IRRIGATION DISTRICT

- Economic Study

CLACKAMAS RIVER WATER

- Wholesale Rate Review
- Oregon City Water Boundary Adjustment Analysis
- Water Rate Analysis
- Wholesale Review of South Fork Water Board Rate
- SDC Update
- Financial Feasibility Review
- Rate Forecast Update

COLUMBIA COUNTY

- Solid Waste Transfer Station Fee Study

FOREST GROVE

- Electric Cost-of-Service Analysis and Rate Design

LAKE OSWEGO

- Water Cost-of-Service Analysis and Rate Study
- Water Financial Consulting Services (On-call)
- Sewer Utility Financial Plan and Rate Review
- Financial Advisory Services

LAKE OSWEGO-TIGARD

- Partnership Cost Study

METRO (METRO PORTLAND)

- Solid Waste Disposal Charge Review
- Solid Waste Rate Study
- Solid Waste Reserve Analysis



OREGON CITY

- Wholesale Rate Development

SUNRISE WATER AUTHORITY

- Water Cost-of-Service Study

TIGARD

- Infrastructure Financing Services

WASCO ELECTRIC CO-OP

- Electric Cost of Service Study

Idaho

BURLEY

- Electric Rate Study

COEUR D'ALENE

- Water System Plan Financial Plan and Rate Forecast

EASTERN IDAHO REGIONAL WASTEWATER AUTHORITY

- Financial Consulting Services

HAYDEN

- Sewer Operations and Maintenance Rate Study
- Sewer Capitalization Fee Update
- Fiscal Impact Analysis
- Sewer Capacity Fee Development

HAYDEN AREA REGIONAL SEWER BOARD

- Wastewater Financial Implementation Plan
- Financial Plan and Capacity Fee Update

IDAHO FALLS POWER

- Development of Electric Cost-of-Service Model for Internal Use

MCCALL

- Consolidated Sewer Rate Study

MERIDIAN

- Connection Charge Evaluation

MOSCOW

- Sanitation Rate Study
- Water, Sewer and Solid Waste Rate Study

PLUMMER

- Electric Rate Study

PAYETTE LAKES RECREATIONAL WATER AND SEWER DISTRICT

- Capacity Fee Study
- Consolidated Sewer Rate Study

POST FALLS

- Water and Water Reclamation Capacity Fee Update
- Wastewater Financial Plan and Capacity Fee Update

SOUTH FORK SEWER DISTRICT

- Sewer Cost of Service Rate Study

UNITED ELECTRIC CO-OP

- Electric Cost-of-Service Rate Study

Montana

MISSOULA

- Water, Sewer and Stormwater Rate Study

FLATHEAD ELECTRIC COOPERATIVE

- Customer Class Review and Rate Design Development

California

LAKE ARROWHEAD COMMUNITY SERVICES DISTRICT

- Water and Wastewater Master Plan Financial Chapter
- Letter of Determination

SACRAMENTO

- Solid Waste Rate Model Development
- Solid Waste Rate Support

Arizona

BENSON

- Water and Sewer Rate Study*

LAKE HAVASU CITY

- Sewer Capital Improvement Plan (CIP) Financial Evaluation
- Water Cost-of-Service Analysis Update

SURPRISE

- Water, Wastewater and Sanitation Utility Rate Study
- Stormwater Utility Formation



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

John Ghilarducci
President



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.

Peter Moy
Principal



FCS GROUP

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

B.S., 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.

Angie Sanchez Virnoche
Vice President



FCS GROUP

B.S., Business Administration and Finance, 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.

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.

As a geographic information system professional (GISP), 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 14 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



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 analyses cost-of-service analyses, and business process improvement 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 affordability issues for utilities under consent decrees.

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
Project Consultant



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.



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. Chase's project work includes multi-year financial planning, cost-of-service studies, rate design restructuring, and capital/infrastructure planning.

Timothy Wood
Senior Economic Analyst



FCS GROUP

MS, Urban and Regional Planning, Portland State University

BS, Political Science, University of Oregon

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 an extensive portfolio of experience in supporting TIGER, INFRA Fastlane and other grant funding solutions.

Matt Hobson
Project Consultant



FCS GROUP

BA, Political Science, Idaho State University

Mp Aff., Public Affairs, University of Texas

Matt Hobson is an FCS Group project consultant 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.

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.



Paul Quinn
Analyst



FCS GROUP

BA, Environmental Studies, Bucknell University
Paul Quinn is an FCS GROUP 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.

Luke Slaughterbeck
Analyst



FCS GROUP

BA, International Business, WSU Honors College, Washington State University
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.

Wyatt Zimbelman
Analyst



FCS GROUP

BA, Finance, Foster School of Business, University of Washington
Wyatt Zimbelman is an FCS GROUP analyst with experience in water, wastewater, and stormwater rate and fee development studies. He provides data analysis and spreadsheet modeling. He has assisted clients throughout the Pacific Northwest with revenue requirement and cost-of-service studies, multi-year financial planning, capital funding analysis, and connection fee development.

