



FCS GROUP

CELEBRATING 35 YEARS OF CLIENT SOLUTIONS

# Statement of Qualifications

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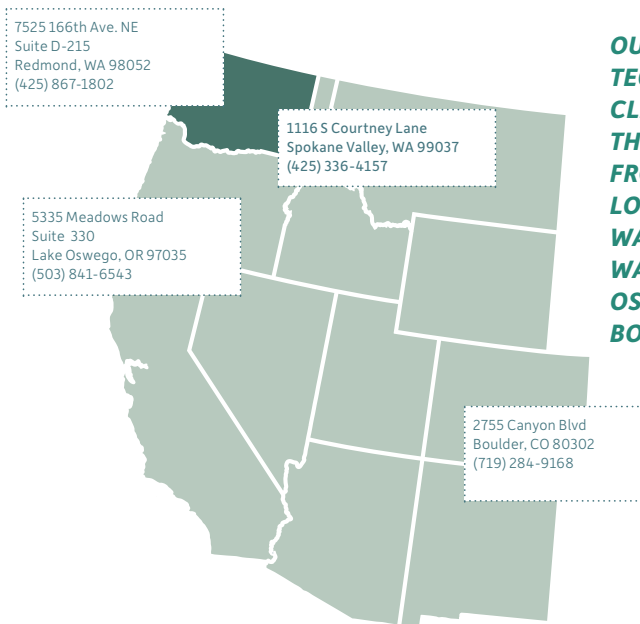


# FIRM QUALIFICATIONS AND EXPERIENCE

**FCS GROUP, ESTABLISHED IN 1988, IS ONE OF THE COUNTRY'S OLDEST AND MOST RESPECTED INDEPENDENT PROVIDERS OF FINANCIAL, ECONOMIC, AND UTILITY MANAGEMENT SERVICES IN THE PUBLIC SECTOR.**

With over 4,000 engagements for more than 650 government clients, FCS GROUP provides best-in-class analytical solutions that offers our clients the clarity they need to solve their most complex issues in ways tailored specifically to their own communities.

As a private practice dedicated exclusively to state and local government issues, we have accumulated the expertise and the perspective that makes a real difference for the clients we serve. Each engagement is a highly personalized, entirely customized experience led by one of our most senior principals who will be your partner in building the solutions and outcomes you need. 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 MANAGEMENT AND TECHNICAL STAFF SERVE CLIENTS THROUGHOUT THE WESTERN U.S. FROM FOUR OFFICES LOCATED IN REDMOND, WASHINGTON, SPOKANE, WASHINGTON, LAKE OSWEGO, OREGON, AND BOULDER, COLORADO.**

## Services

### UTILITY RATE AND FEE CONSULTING

FCS GROUP has performed over 3,000 utility finance and rate development projects for local communities including defining revenue requirements with comprehensive financial modeling tools, performing long-term capital management strategies, developing full cost-of-service rates, and legally-defensible system development charges. We work with agencies large and small in urban and suburban areas, rural systems, regions with seasonal/climate sensitivities, and communities with special commercial/industrial needs. We are experts and educators in utility rate policies and practices, and are attentive to legal constraints in every location we work. We have invested time with agency staff, policymakers, stakeholders, and customers to improve your utility's long-term financial health and integrity.

### UTILITY MANAGEMENT

FCS GROUP offers tailored business management solutions. We assist with the formation and merger of utilities, perform cost-benefit analyses, develop strategic business plans, and negotiate complicated wholesale agreements—helping your utility maintain its resiliency in an ever-changing environment.

### ECONOMIC AND FUNDING STRATEGIES

FCS GROUP economists help governments create vibrant sustainable communities. We model the fiscal and social return on public investments and provide creative ways of funding projects and services. Challenges turn into opportunities as we support goals aimed at fair housing and job creation.

### GENERAL GOVERNMENT FINANCIAL ANALYSIS

FCS GROUP financial consultants specialize in helping local and state governments, regional agencies and public safety entities address and solve issues involving policy objectives, public finance, cost recovery, facility financing and long-term facility reinvestment funding, and organizational performance. We have a broad understanding and specific expertise on local and state government policymaking; how the many different governmental functions are performed; and what role elected officials, the public, community organizations and employees have in making governments responsive to community needs.

# MARKET SECTORS

## **ELECTRIC**

FCS GROUP supports electric utilities by developing policy-based cost recovery programs that include everything from reviewing load characteristics and total energy cost allocations, to analytical modeling and stakeholder communication.

## **PARKS AND RECREATION**

FCS GROUP works with communities to perform economic studies and develop sustainable impact fee solutions that reflect growth patterns and operational needs.

## **PLANNING AND DEVELOPMENT**

FCS GROUP supports you and your community by establishing effective, comprehensive development fees, cost recovery programs, and management solutions that promote balanced, sustainable growth.

## **PORTS**

FCS GROUP performs market studies, strategic plan, and economic assessments that serve to advance both your local and global missions.

## **PUBLIC SERVICES**

FCS GROUP supports your institutional goals by developing your tailored organizational efficiency solution, cost allocation program or public safety cost of service program that takes you one step closer to achieving balance.

## **SOLID WASTE**

FCS GROUP supports solid waste departments by performing efficiency studies and developing sustainable rate structures that serve to optimize your utility's financial and operational performance.

## **STORMWATER**

FCS GROUP supports your stormwater utility by developing sustainable, level-of-service-focused funding solutions that support your engineering team innovations, green infrastructure goals, and stakeholder demands.

## **TRANSPORTATION**

FCS GROUP works with you to develop appropriate funding strategies to maintain local streets, finance multi-modal programs, and work with your engineering and planning teams to execute regional transportation packages.

## **WATER**

FCS GROUP supports your water utility by developing revenue sufficiency plans, operational and organizational efficiency solutions, and cost of service rate and charge programs that advance your delivery goals and mission.

## **WASTEWATER**

FCS GROUP develops utility management and financial solutions that elevate the programmatic resiliency of your utility through sustainable policy-driven programs and sustainable cost-of-service rate structures.

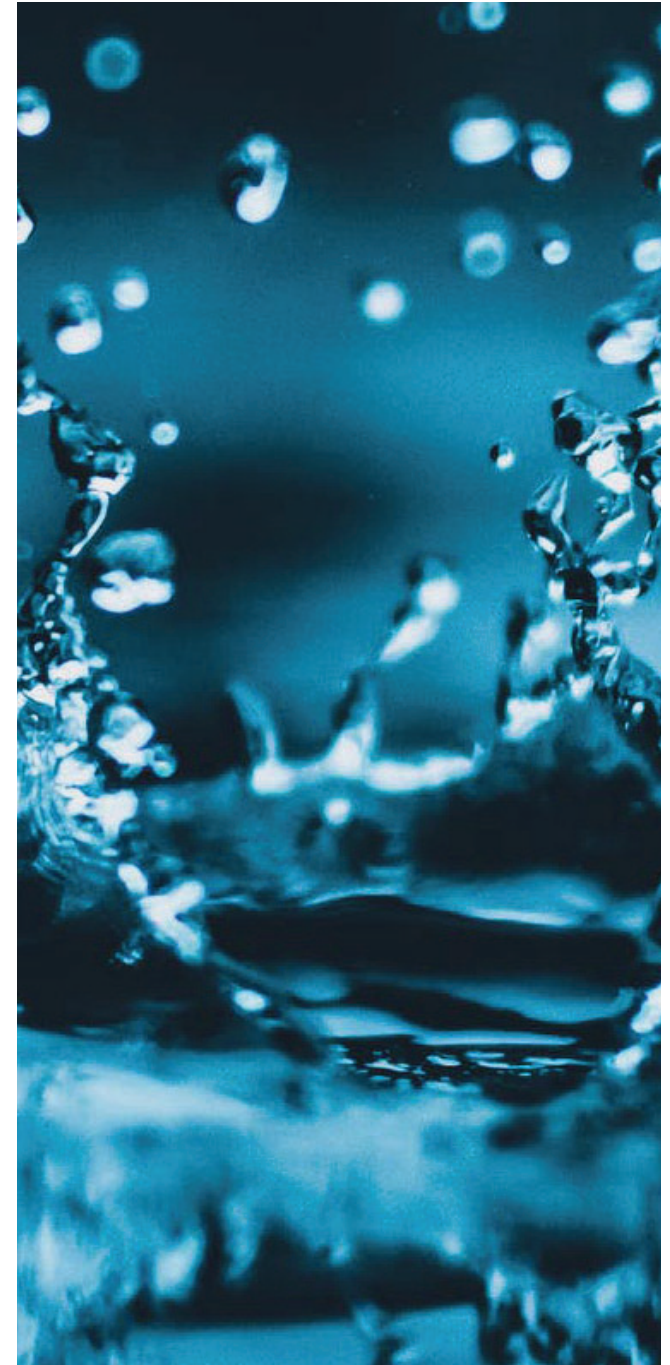
**4,000+**  
PROJECTS  
COMPLETED

**650+**  
CLIENTS  
SERVED

**35**  
MANAGEMENT  
& TECHNICAL  
PROFESSIONALS

**35+**  
YEARS IN  
OPERATION

**4**  
OFFICES IN  
CO, OR, & WA



# MISSION, VISION AND VALUES

## MISSION

FCS GROUP is a commercial enterprise in the business of providing financial, economic, and management consulting services. We facilitate sound decision-making and management by public officials and stakeholders by applying a solutions-focused analytical approach to public sector issues and programs, often in support of life-sustaining infrastructure and improved quality of life.

## VISION

In everything we do, we strive to make the name FCS GROUP synonymous with the word “Excellence.” We aspire to be recognized and highly sought after as an exemplary provider of financial, economic, and management consulting solutions that support better and more effective stewardship and management of public resources. Our success is measured by our ability to deliver exceptional service, high quality work, and innovative solutions to our clients; to meet the financial expectations of our shareholders; and to maintain a stable, challenging and enriching environment for our employees.

## Values

### QUALITY

We set the bar for work quality. We apply our experience, knowledge, technical rigor, innovation and creativity on each assignment to produce deliverables of lasting value to our clients. 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.

### INTEGRITY

We commit to act in an ethical, forthright, and truthful manner with clients, partners, and coworkers. We deliver impartial and objective products and services, and we endeavor to keep all commitments to our clients, to our coworkers, and to ourselves.

### INSIGHT

We strive to develop and apply substantive expertise for the benefit of our clients. Our curiosity and commitment to learning and growing expands the breadth and depth of our expertise.

### CARING

We assume individual responsibility and accountability for Firm success, as well as the success of our clients. We endeavor to be self-motivated and take ownership for the quality and responsiveness of our services and deliverables.

### RESPECT

We promote and respect the diverse perspectives of our employees as we strive to incorporate differing creative and analytical strengths into a successful business model. We believe in treating each individual with dignity in a sincere, fair, and candid manner. We acknowledge, embrace, and value the unique gifts, attributes and contributions of each person, both within and outside the Firm.

### EQUITY

We support equity, inclusion, and diversity. We stand with communities of color and with all people working to end racism and systemic injustice. We also strive to promote an inviting and welcoming environment for all people regardless of their race, gender, identity, age, national origin, religion, disability, or class. We pledge to embody these values in our hiring practices and in our relationships with and among our employees and clients.

### TEAMWORK

Through collaborative teamwork, each of us can reach our full potential as individuals, and together, we can reach our full potential as a company. Through mutual trust and respect, we communicate openly and honestly, so that fresh ideas can be nourished and cooperation can flourish at all levels within the Firm. This cooperative and open perspective extends outwards to clients and stakeholders. We dedicate ourselves to respect our clients, listen to them, and strive to understand their issues.

### BALANCE

We believe that a successful and growing professional career requires that work be an integral and important part of one's lifestyle. We embrace the philosophy that healthy, productive employees are invested in, and successful at, both their professional and personal pursuits. We expect employees to be passionate and enthusiastic about their work, while maintaining a healthy and sustainable family and social life.



# UTILITY RATE AND FEE CONSULTING PROJECT EXAMPLES



## UTILITY FINANCIAL CONSULTING AND ECONOMIC FORECASTING

### **CITY OF BEND, OR**

Since 2013, the City has retained FCS GROUP annually to update the water, sewer and storm water financial plans and rate strategies as the City moves forward with significant infrastructure projects and rate structure modernization.

#### **Project Highlights**

- Comprehensive water, wastewater and stormwater cost of service rate studies that involved developing 30-year financial plans and rate strategies that are recalibrated annually.
- Evaluated financing alternatives associated with funding a combined \$1.1 billion in capital infrastructure investment identified in the utility's comprehensive plans. Funding alternatives looked at conventional revenue bond funding as well as low-interest loan and grant funding provided through the Oregon Department of Environmental Quality (DEQ).

- Detailed customer statistics analysis used to develop future demand forecasts by major customer category, allowing for different growth rates by class, resulting in revenue forecasts that reflect the sensitivity of demand changes.
- Customized rate model facilitating real-time sensitivity analyses resulting from changes to growth, debt funding, capital timing and rate increase phasing.
- Evaluated alternative customer classifications including single-family, multi-family, commercial, irrigation and large users for the water system and evaluated 5 strength categories – standard, low, medium, high, and super high for the sewer system.
- Cost of service analysis evaluated distribution of cost allocation under current and new WWTP expansion.
- Rate modernization included developing a sewer rate option that considered maintaining existing flat rate for residential, eliminating the 1,000 cubic foot allowance and changing to volume-based rates for all sewer customer classes.

- Developed initial rates and established rate differentials for the 5 high strength classes.
- Rate structure prioritization conducted with City Council to provide consistency when evaluating rate design alternatives.
- Attended multiple workshops with the City's Infrastructure Advisory Committee and City Council, as well as separate City Council workshops for each utility to understand distinct issues, findings, and alternatives.

#### **Key Personnel**

Angie Sanchez Virnoche, Principal-in-Charge  
Brooke Tacia, Project Manager  
John Ghilarducci, Principal

#### **Reference**

Dana Wilson, Program Manager  
(541) 388-5566  
dwilson@bendoregon.gov



## WATER, SEWER AND STORMWATER RATE STUDY

### CITY OF MISSOULA, MT

As part of a multi-utility rate study, FCS GROUP assisted the City with the unique challenges each utility was facing. The City identified nearly \$184 million in capital investment needs. Key in this process was engaging the Council and public.

#### Project Highlights

- Worked directly with City staff to develop scenarios to address the \$60 million in capital investments necessary for the water utility. Rate structures were updated to include a base charge and flow charge for all classes, including residential. Development of a new mixed use policy using a rate hierarchy to simplify and streamline billing.
- Developed a rate structure for the stormwater utility based in part on vehicle trip generation by land use to align with the City's development regulations.
- Wrote issue papers on fiscal policies, rate structures and system development charges to guide and update city policies and practices.
- Created the ability for the City to fully fund all three of its enterprise funds with a balance of user charges and outside funding to finance crucial capital projects within its five-year plan.
- Developed updated rate schedules for stormwater and wastewater to better align costs with how customers use the system.
- Calculated system development charges for water, wastewater and stormwater to establish a steady revenue stream for each utility to be used for expansion related capital costs – ensuring a mechanism for growth to pay for growth long term.

#### Key Personnel

John Ghilarducci, Project Principal Stormwater  
Angie Sanchez Virnoche, Project Principal Water/Sewer

#### Reference

Logan McInnis, P.E., Deputy Director of Utilities  
(406) 552-6766  
mcinnisl@ci.missoula.mt.us



## WATER, WASTEWATER, SOLID WASTE AND ELECTRIC RATE STUDY

### CITY OF RICHLAND, WA

FCS GROUP has performed numerous projects for the City's water, sewer, electric and solid waste utilities including cost of service studies, connection charge updates, wholesale rate development, and financial chapters.

#### Project highlights

- Developed distinct multi-year financial plans and rate strategies for each utility.
- Evaluated fiscal policy evaluation targeting operating fund, capital fund annual system reinvestment funding, and debt service coverage.
- Created capital funding plan for \$26.9 million water projects and \$18.9 million sewer projects optimizing funding sources and shaping debt to align with existing debt shape.
- Established an every other year rate strategy consistent with past practices.
- Developed a user-friendly financial toolkit to estimate annual rate adjustments for the solid waste utility.
- Evaluated customer class equity.
- Rate structure changes to achieve interclass cost of service, improve equity between single family and multi-family.

#### Key Personnel

Angie Sanchez Virnoche, Principal  
Matt Hobson, Project Manager  
Amanda Levine, Project Consultant

#### Reference

Pete Rogalsky, PE, Public Works Director  
(509) 942-7558  
progalsky@ci.richland.wa.us



## WATER, SEWER, AND SANITATION RATE STUDY

### CITY OF BLACKFOOT, ID

FCS GROUP was engaged to perform a rate study for the water, sewer, and sanitation utilities. The main purpose was to develop a funding plan for the 2023-2030 study period, update the water and sewer availability fees, and conduct a cost-of-service analysis.

#### Project Highlights

- Performed a water, sewer, and sanitation utility rate study to forecast revenue requirements and fund \$73 million in combined future capital projects.
- Drivers for the sanitation capital improvement plan (CIP) included a new garbage truck in 2025, and replacement trucks every other year. The sewer CIP costs were driven by a need for a new treatment plant (costs from 2021-2026), and the water CIP was driven by the need for additional storage, a new water shop and an additional well facility.
- Rate path required 3-years of 19% increases for water and 3-years of 25% increases in sewer. Council approved the initial step of these multi-year increases to be revisited annually.
- Update water and sewer availability fees, recommended changes for consistency and administrative ease.
- Complete the first water and sewer cost-of-service analysis for the City.
- Crafted a unique strength analysis for the sewer utility which brought together multiple engineering planning sources, as well as actual system data. This helped to create an accurate BOD, TSS and PHOS. dollar per pound estimate.
- Rate design created a water 3-tiered rate structure for the residential class and updated industrial class strength charges to guide the cost-of-service results.
- Conducted both a rate and availability fee survey with 4 other similar jurisdictions demonstrating where Blackfoot compares to its peers.
- Recommended rate increases for all three utilities, and water and sewer fee updates.

#### Key Personnel

Angie Sanchez Virnoche, Principal  
Tage Aaker, Project Manager

#### Reference

Marc Carroll, Mayor  
(208) 785-2756  
mayor@cityofblackfoot.org



## WATER, SEWER, AND SOLID WASTE COST OF SERVICE RATE STUDY

### CITY OF PEORIA, AZ

FCS GROUP conducted a cost of service study to evaluate revenue sufficiency and equity of revenue generation amongst existing customer classes.

#### Project Highlights

- Developed tailored rate models to perform a ten-year revenue requirement analysis considering operating and maintenance expenditures, capital costs, existing and future debt requirements, and achievement of identified fiscal policies.
- Performed a cost allocation analysis to create a defensible basis for assigning cost shares and establishing equity for utility customers based on facility requirements as well as customer specific demand requirements.
- Determined the allocation of recycled water costs to match the recycling costs with the water supply and wastewater treatment portion of the process to help align revenue generation with the cost each utility incurs to provide reclaimed water services.
- Developed a multi-year rate strategy, showing inflationary increases to satisfy all financial obligations including \$427 million in capital expenditures.
- Created drought surcharges to help mitigate ongoing water supply issues in the area. Surcharges were developed to align with staged demand reductions ranging from a minor drought scenario requiring 5 percent demand reduction to a severe drought scenario requiring 50 percent demand reduction. A multi-year bill frequency analysis was performed to understand how water moved through tier thresholds of the existing rate structure before applying phased reductions and determining variable rate surcharge levels for revenue neutrality. Key to the surcharge development was preserving the first tier as a life-line tier, with no surcharge applied.
- Cost of service and rate study was also completed for the solid waste utility.
- All proposed rate strategies were approved by the City Council in February 2021.

#### Key Personnel

Brooke Tacia, Project Manager

#### Reference

Ben Beutler, Budget Coordinator  
(623) 773-7527; benjamin.beutler@peoriaaz.gov



## UTILITY RATE STUDIES, CFC STUDIES, AND OTHER FINANCIAL EVALUATIONS

### **CITY OF REDMOND, WA**

FCS GROUP has performed over 50 separate and distinct projects for the City of Redmond since 1990 including utility rate studies, capital facilities charge (CFC) updates, development fee studies, indirect cost allocation plans, excise tax reviews, and triple-bottom-line business case analyses.

#### **Project Highlights**

- Completed water and wastewater cost-of-service rate studies that resulted in a multi-year financial plan and rate strategies. The rate study included developing forecasts of the cost of regional water supply and wastewater treatment services.
- Performed comprehensive level-of-service stormwater rate studies and updates.
- Updated the City's capital facilities charges (CFCs)s, collaborating extensively with City staff to frame and resolve key methodology questions as well as participating in several meetings with the local development community and other stakeholder groups
- Reviewed the City's excise tax reporting practices to ensure that the City was paying the correct amount in taxes given applicable regulations and available deductions.
- Business case analyses for the City's fats, oils, and grease (FOG) program, in addition to construction dewatering policies.
- Completed concurrent engagements to update the City's development services fees, in addition to developing a cost allocation plan.

#### **Key Personnel**

John Ghilarducci, Principal  
Chris Gonzalez, Senior Project Manager  
Martin Chaw, Senior Project Manager

#### **Reference**

Kelley Cochran, Deputy Finance Director  
(425) 556-2748  
kcochran@redmond.gov



## UTILITY RATE STUDIES, CFC STUDIES, AND OTHER FINANCIAL EVALUATIONS

### **CITY OF OREGON CITY, OR**

FCS GROUP is performed 30 individual engagements for the City of Oregon City since 1995 inclusive of multiple transportation, water, and stormwater system development charges (SDCs), rate studies, public safety fee, and park utility formation and fee study.

#### **Project Highlights**

- Developed water and wastewater cost of service analysis and SDC update to reflect changes in the capital improvement plan, in addition to analyzing revenue requirements to ensure that the utility's fund balances remained above minimum targets. Included benchmarking study.
- Forecasted operating costs including personnel services, maintenance and repairs, water treatment costs, and the franchise fee paid by the utility to the City's general fund.
- Performed a stormwater rate and SDC update inclusive of a level of service matrix for discussion with decision makers.
- Completed a transportation utility formation, followed by transportation SDC study (and subsequent update) and worked with the City to form its transportation maintenance utility.
- Created an SDC calculator, a spreadsheet tool that allows City staff to quickly calculate SDCs for both the City and overlapping jurisdictions, and facilitated an SDC "Development Forum".
- Completed a valuation and acquisition feasibility study of the neighboring Clackamas River Water utility.

#### **Key Personnel**

John Ghilarducci, Principal  
Brooke Tacia, Project Manager

#### **Reference**

John M. Lewis, Public Works Director  
(503) 496-1545  
jmlewis@orc.city.org

## Select Western Region Project Experience - Utility Rate and Fee Consulting

Client	State	Type	Fiscal Policy Eval.	Revenue Req.	Cost of Service	Rate Design	Dev. Fee / Charge	Wet Utilities	Other Utilities
Anchorage, AK	AK	City	•	•	•	•		W, Ww	E
Bethel	AK	City	•	•	•	•		W, Ww	
Galena	AK	City	•	•	•	•		W, Ww	E, SW
Petersburg	AK	City	•	•	•	•		W, Ww	SW
Mesa	AZ	City		•		•		W	
Peoria	AZ	City		•	•	•		W, Ww	SW
Scottsdale	AZ	City	•	•	•	•	•	W, Ww	
Surprise	AZ	City	•	•		•		W, Ww, St	
Aurora	CO	City	•	•	•	•	•	W, Ww, St	
Loveland	CO	City	•	•	•	•	•	W, Ww, St	
Southgate	CO	District	•	•	•	•	•	W, Ww	
Pueblo West	CO	District	•	•	•	•	•	W, Ww	
Blackfoot	ID	City	•	•	•	•		W, Ww	SW
Boise	ID	City	•	•	•	•		W, Ww	E
Coeur d'Alene, ID	ID	City	•	•		•	•	W, Ww	
Nampa	ID	City	•	•	•	•	•	W, Ww	
Billings	MT	City	•	•	•	•	•	W, Ww, St	P
Bozeman	MT	City	•	•	•	•	•	W, Ww, St	
Helena	MT	City	•	•		•	•	W, Ww	
Missoula	MT	City		•	•	•		W, Ww, St	
Las Cruces	NM	City		•	•	•		W, Ww	
Santa Fe	NM	City	•	•	•	•	•	W, Ww	SW
Carson City	NV	City	•	•	•	•	•	W, Ww	
Douglas County	NV	County	•	•		•		W, Ww	
Las Vegas	NV	City	•	•	•	•		Ww	
Washoe County	NV	County	•	•	•	•	•	St	
Bend	OR	City	•	•	•	•	•	W, Ww, St	T
Forest Grove	OR	City	•	•	•	•	•	W, Ww	E
Oregon City	OR	City	•	•	•	•	•	W, Ww, St	P, T
Tualatin Valley Water	OR	District	•	•	•	•	•	W	
Alderwood	WA	District	•	•	•	•	•	W, Ww	
Bellevue	WA	City	•	•	•	•		W, Ww, St	P
Sammamish Plateau	WA	District	•	•	•	•	•	W, Ww	
Spokane	WA	City	•	•	•	•	•	W, Ww, St	
Cheyenne	WY	City	•	•	•	•	•	W, Ww, St	

### OTHER NOTABLE RATE STUDY PROJECTS

#### Stormwater Rate and Fee Consulting

- City of Bainbridge Island, WA
- City of Bothell, WA
- City of Kirkland, WA
- Kitsap County, WA
- City of Redmond, WA

#### Electric Rate and Fee Consulting

- Big Bend Electric Coop, WA
- City of Centralia, WA
- Cowlitz County PUD, WA
- Jefferson County PUD, WA
- Lewis County PUD, WA

#### Solid Waste Rate and Fee Consulting

- City of Anacortes, WA
- King County, WA
- Spokane County, WA
- City of Walla Walla, WA
- Washington State Department of Ecology, WA

#### Parks Rate and Impact Fee Consulting

- City of Auburn, WA
- City of Camas, WA
- City of Issaquah, WA
- City of Maple Valley, WA
- City of Olympia, WA

#### Transportation Rate and Fee Consulting

- City of Canby, OR
- City of Corvallis, OR
- City of Happy Valley, OR
- City of Lake Oswego, OR
- City of Redmond, OR

#### Special Purpose Districts

- Alderwood Water and Sewer District, WA
- Lake Whatcom Water and Sewer District, WA
- Lakehaven Utility District, WA
- Sammamish Plateau Water, WA
- Skyway Water and Sewer District, WA

### KEY

- W Water
- Ww Wastewater
- St Stormwater
- E Electric
- P Parks
- SW Solid Waste
- T Transportation

# UTILITY MANAGEMENT PROJECT EXAMPLES



## WATER AND WASTEWATER UTILITY REGIONALIZATION STUDY

### **CITIES OF LEAVENWORTH AND CASHMERE, PESHASTIN WATER DISTRICT, AND CHELAN COUNTY PUD**

FCS GROUP completed a utility consolidation feasibility study that evaluated options for merging the water and wastewater public utilities across the Wenatchee Valley. FCS GROUP conducted in-depth analyses of the City of Leavenworth's existing water and sewer rate structures, and compared them to concept regional rate structures.

### **Project Highlights**

- Evaluated regional water and sewer revenue requirements including operations and maintenance, depreciation, capital program, and financial reserve requirements.
- Evaluated rate restructure options for City of Leavenworth water rates including the elimination of the monthly 7,500-gallon allowance and introduction of three-block water usage rates with conservation incentives.
- Presented study results to regional stakeholder group, Leavenworth City Council, and Chelan County Board of Commissioners.

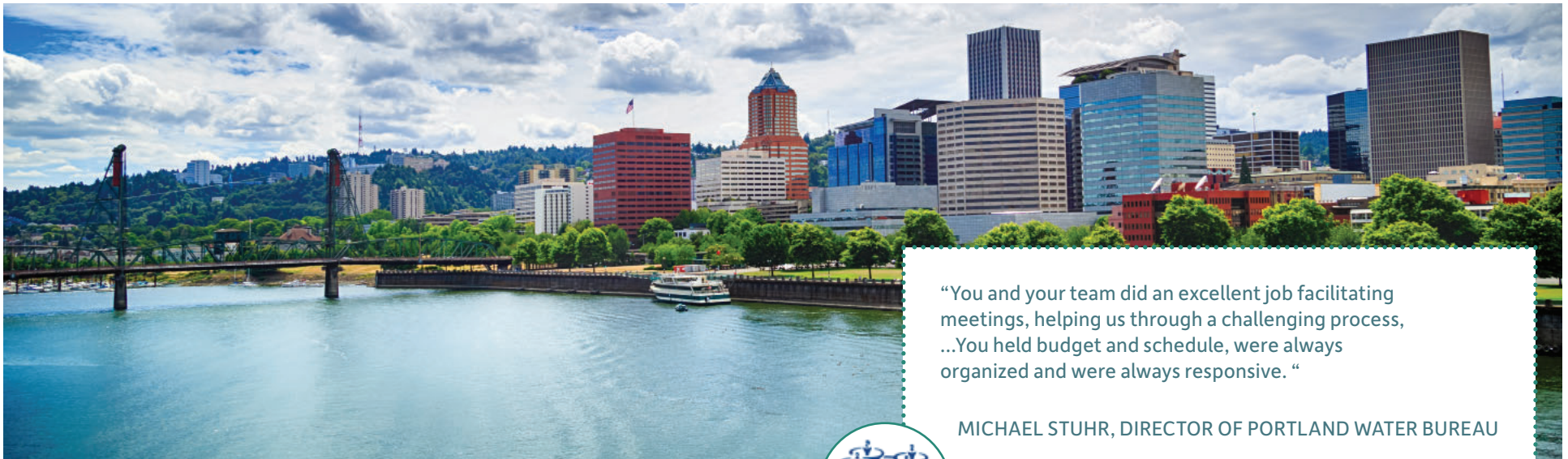
- Estimated direct financial impacts to City of Leavenworth utility customers and the City General Fund from consolidation options.

### **Key Personnel**

Angie Sanchez Virnoche, Principal  
Matt Hobson, Project Manager

### **Reference**

Jim Fletcher, Mayor City of Cashmere  
(509) 782-3513; [mayor@cityofcashmere.org](mailto:mayor@cityofcashmere.org)



“You and your team did an excellent job facilitating meetings, helping us through a challenging process, ...You held budget and schedule, were always organized and were always responsive. “

MICHAEL STUHR, DIRECTOR OF PORTLAND WATER BUREAU



## PORTLAND WHOLESALE AGREEMENT

### **PORTLAND WATER BUREAU, PORTLAND, OR**

Portland’s wholesale agreement, defining the terms and conditions of service for 19 separate water providers, will expire in 2026. After 20 years of experience with the existing agreement, Portland and many wholesale providers wanted to make key changes to redefine certain aspects of the service provided, the allocation of costs, and sharing of regional risks. Our engagement started as an advisor to help facilitate consensus selection of new features for the upcoming agreement and later to assist Portland directly with implementing those features, including preparing the draft agreement itself and developing an entirely new wholesale rate model.

Portland and the wholesale users had already agreed to a list of Guiding Principles to aid in evaluating new contract features; these were their criteria. We assisted the group by developing a weighting system for the criteria using pairwise techniques. We then developed issue papers for 28 different contract features; many of these were alternative approaches for achieving the same desired outcome. Topics included cost allocation, capital recovery methods, new service offerings, simplification of the rate model, risk mitigation, and others. We walked the participants through ranking each of the 28 topics based on their weighted criteria, resulting in a prioritized list of features we are now implementing in the draft agreement.

The new rate model will incorporate dozens of new features agreed to collaboratively with Portland and the wholesale users. The model includes processes for updating annual budgets, fixed assets, and customer demands. It also includes simplified reports for individual wholesale customers and one-page documents they can share with their boards/ councils that show exactly how Portland calculates its rates.

### **Key Personnel**

Jason Mumm, Principal-in-Charge  
Paul Quinn, Assistant Project Manager

### **References**

Cecelia Huynh, CFO of Portland Water Bureau  
(503) 283-8799; Cecelia.huynh@portlandoregon.gov.



## FINANCIAL CONSULTING AND FACILITATION SERVICES

### **CENTRAL IOWA REGIONAL WATER WORKS**

The Central Iowa Regional Water Works (CIRWW) is a joint venture to regionalize the water supply, treatment, and transmission for the City of Des Moines and up to 13 other cities, districts, and rural authorities. The CIRWW is currently being formed by intergovernmental agreements, but before it got off the ground it was just an idea with multiple challenges to overcome. The 13 communities reached out and engaged Jason Mumm and FCS GROUP directly to assist them in reaching a consensus on whether regionalization was the right approach and, if so, how to navigate the substantial challenges that lay ahead.

We built our engagement on consensus-building, hosting eight (8) facilitated workshops wherein we addressed 15 topics of high concern to the participants. We authored 10 issue papers for the more difficult topics, explaining the issues and the options available for addressing them. Topics included such things as asset valuation, accounting practices, planning requirements, cost allocation, regional vs. local service requirements, asset transfers (to the region), and legal/contractual issues. In addition to the workshops, we met with individual agencies often, addressing their specific questions and gathering their private comments.

Our work during this crucial “proof-of-concept” phase resulted in a wide consensus among the participants that regionalization was worth the effort it would take to address the challenges. The group then engaged our same project team in a 2nd phase to perform a detailed business case analysis, construction of a cost allocation and 60-year forecast model, which solidified the regional initiative as we concluded that the regional approach would likely save the regional partners \$400 million.

#### **Key Personnel**

Jason Mumm, Principal-in-Charge  
Melanie Hobart, Project Manager

#### **Reference**

Ted Corrigan, CEO of Des Moines Water Works  
(515) 283-8799; Corrigan@dmww.com



## WHOLESALE AGREEMENT

### **SEATTLE PUBLIC UTILITIES, WA**

Seattle Public Utilities (SPU) owns and operates a regional water utility serving all of Seattle and multiple wholesale customers. The wholesale customers are served under a contractual arrangement, the most recent version of which is now approximately 25 years old. In 2021, SPU submitted a revised agreement for the wholesale customers’ consideration. One of those customers, the Woodinville Water District, retained FCS GROUP to evaluate the agreement’s proposed amendments and advise them on how to respond. Recognizing that the proposed terms would have a material impact not only on Woodinville, but all wholesale customers, Jason Mumm urged the district to begin coordinating its efforts with its fellow water providers. As a result, FCS GROUP began representing the interests of all wholesale customers in an ongoing negotiation with SPU.

We started by conducting a comprehensive technical evaluation of the proposed amendments by SPU, analyzing how these amendments would affect not only Woodinville Water District but also the other wholesale customers. Given the significance of the proposed terms, Jason Mumm helped Woodinville Water District coordinate with regional water providers to ensure a unified response.

In addition to the technical and legal aspects, FCS GROUP engaged in outreach efforts to communicate with various wholesale customers. Through discussions and seeking consensus, they gathered insights to inform their negotiation strategy. Throughout the negotiation process, we focused on securing favorable amendments that would benefit all wholesale customers. As representatives for the wholesale customers, we advocated for fair and equitable terms that addressed each customer’s unique needs while maintaining a sustainable water utility system.

The negotiations remain ongoing as of 2023.

#### **Key Personnel**

Jason Mumm, Principal-in-Charge

#### **Reference**

Pam Maloney, Woodinville Water District Board Member  
(425) 487-4100; pmaloney@woodinvillewater.com

## Select Washington State Project Experience - Utility Management

Client	Utility Formation	Valuation / Appraisal	Merger / Divestiture	Regionalization	Wholesale	Organizational Performance	Business Plan / Cost-Benefit	Negotiation / Expert Witness
Alderwood WSD			.				.	
Auburn					.		.	.
Bainbridge Island		.						.
Battle Ground			.					
Bellevue		.		.	.		.	.
Bellingham				.	.			
Blaine					.			
Bremerton						.	.	.
Burlington	.							
Carnation	.							
Cascade Water Alliance	.			.	.		.	.
Chelan County	.							
Chelhalis			.		.		.	
Clark County								.
Enumclaw	.							
Everett					.			
Issaquah								.
Jefferson Co PUD No 1			.					
King County					.	.	.	.
Kirkland	.		.				.	
La Center	.							
Lake Stevens			.					
Lakewood WD			.	.	.		.	.
Leavenworth				.				
Marysville		.					.	
Mason County PUD		.						
Mill Creek	.							
Monroe	.							
North Bend	.				.			
North City WD			.					
Olympia					.			
Pierce County		.	.					
Port Townsend					.	.		
Port of Seattle								.
Redmond					.		.	
Seattle								.
Sammamish Plateau Water			.		.		.	.
Silver Lake WSD			.					
Spokane						.		.
Spokane County					.			.
Tacoma					.		.	
Vancouver					.		.	

# ECONOMIC AND FUNDING STRATEGIES PROJECT EXAMPLES



## COMPREHENSIVE PLAN UPDATES

FCS GROUP leads comprehensive plan updates for cities and counties in Oregon, Washington, Arizona, and Montana to determine housing, employment and public facility needs and related land use, transportation and public facility policies.

### MOHAVE COUNTY, AZ

**Housing Needs Analysis and Buildable Land Inventory.** FCS GROUP conducted a comprehensive assessment of housing needs and buildable lands for Mohave County as an update to the local Comprehensive Land Use Plan. Work elements included a 20-year housing needs forecast with supporting land use policy recommendations aimed at retaining and enhancing affordable and workforce housing. Additional work included extensive community outreach and identification of potential catalyst sites that would be eligible for federal low income housing tax credits.

### CITY OF WALLA WALLA, WA

Regional Housing Needs Assessment. FCS GROUP assisted the cities of Walla Walla, College Place, Dayton and Waitsburg with a comprehensive housing needs analysis and buildable land assessment. While increasing population (primarily through immigration) and rising incomes and employment are signs of a healthy local economy, this growth has led to housing affordability challenges. Over 5,000 “housing cost burdened” households within these four cities were the focus of this plan.



## Infrastructure Return on Investment Analysis

FCS GROUP creates fiscal and economic impact models for cities and ports across the Western US.

### **PORTLAND METRO, OR**

**Portland Plan Infrastructure Return on Investment Analysis.** FCS GROUP assisted the Metro Planning Division with an innovative analysis of subdistrict development opportunities, infrastructure needs/ costs and critical environmental issues. The resulting infrastructure return on investment analysis is being used to prioritize capital improvements and to facilitate implementation of the Metro 2040 Growth Concept and the Portland Plan.

### **CITY OF SHORELINE, WA**

**Development Fiscal Impact Model.** As part of a Comprehensive Plan update, the City of Shoreline wanted to understand how changes to local development regulations affect the feasibility of major new real estate developments, and the extent to which such actions impact the City's general fund and generate housing and job growth. Highlights of FCS GROUP's involvement included a detailed feasibility analysis of five alternative development prototypes, including housing, mixed use, commercial, lodging and high tech. A customized user-friendly Excel model was created for city staff use to ascertain fiscal and economic impacts of new developments, and to perform in-depth sensitivity analysis of strategic changes to land use regulations.



## Transportation Benefit Cost Analyses (BCA)

Since 2018, FCS GROUP has prepared BCA studies for cities and ports throughout the Pacific Northwest—leveraging over \$100M in USDOT grants for roadways, bridges, and ports.

### **PACIFIC NORTHWEST WATERWAYS ASSOCIATION**

#### **Lower Snake River Transportation Benefit Cost**

**Analysis.** The Pacific Northwest Waterways Association engaged FCS GROUP on behalf of ports along the Columbia River and Snake River to quantify the economic impact of removing four dams along the lower Snake River. FCS GROUP conducted a USDOT compliant Benefit Cost Analysis to determine the net impact dam removal would have on regional and national transportation costs, air quality, safety, water utilities, recreation, and agricultural production.

### **PORT OF HOOD RIVER, OR**

**Hood River Bridge Benefit Cost Analysis.** FCS GROUP assisted the Port of Hood River with a BCA that has leveraged over \$100M in federal and state grant commitments earmarked for the replacement of the Hood River toll bridge that was nearing the end of its useful life. The Benefit Cost Analysis determined the net impact bridge replacement would have on regional and national transportation costs, multimodal bicycle/pedestrian circulation, EMS response time, air quality, safety, and regional development.



## Creative Financing and Development Agreements

FCS GROUP is often retained to assist with the formation of local improvement districts, special assessment districts, urban renewal districts, and other innovative financing techniques designed to leverage strategic private investment.

### **CITY OF WILSONVILLE, OR**

#### **Frog Pond Master Plan Supplemental Infrastructure**

**Fee.** FCS GROUP conducted a transportation and infrastructure funding strategy for a major annexation area in the City of Wilsonville. This work included an analysis of public facility costs and revenues, and identification of new local funding sources to deliver infrastructure in an equitable manner. Findings resulted in a supplemental infrastructure fee that is now used to reimburse private developers for advancing critical infrastructure, including roads, parks, water, sewer and storm water facilities in the area.

### **CITY OF ARLINGTON, WA**

**Tax Increment Area Formation.** FCS GROUP assisted the City of Arlington with implementation of a tax increment area financing district and new affordable housing code updates as part of the City's Housing Action Plan. This project also included a market and financial feasibility assessment for a food cart community park project within the city's employment center.

## Select Pacific Northwest Project Experience - Economic and Funding Strategies

Client	Buildable Land Inventory	EOA / Market Analysis	Land Use Policies	Public Outreach	Adoption
Arlington, WA	•	•	•	•	•
Bandon, OR	•	•	•	•	•
Canby, OR	•	•	•	•	•
Clackamas County, OR	•	•	•	•	•
Clatskanie, OR	•	•	•	•	•
Columbia City, OR	•	•	•	•	•
Coos Bay, OR		•	•	•	•
Coquille, OR	•	•	•	•	•
Dallas, OR	•	•	•	•	•
DLCD, OR	•	•	•		
Florence, OR	•	•	•	•	•
Forest Grove, OR		•	•	•	•
Gilliam County, OR		•	•		•
Grants Pass, OR		•	•		•
Happy Valley, OR	•	•	•	•	•
Hermiston, OR		•	•	•	•
Hood River, City and Port, OR	•	•	•	•	•
Hillsboro, OR		•	•	•	•
Independence, OR		•			•
Island County, WA		•	•	•	•
Klickitat County, WA	•	•	•	•	•
Lake Oswego, OR	•	•	•	•	•
La Grande, OR	•	•	•	•	•
Lebanon, OR	•		•	•	•
Lincoln City, OR		•	•	•	•
Mason County, WA			•	•	•
Mohave County, AZ		•	•	•	•
Mount Angel, OR		•	•	•	•
Newport, OR		•	•	•	•
North Bend, WA		•	•	•	•
Pendleton, OR	•	•	•	•	•
Port of Morrow, OR		•	•	•	•
St. Helens, OR	•	•	•		•
Redmond, WA		•	•	•	•
Reedsport, OR	•	•	•	•	•
Silverton, OR	•	•	•	•	•
Sherwood, OR	•	•	•	•	•
Shoreline, WA		•	•	•	•



# GENERAL GOVERNMENT FINANCIAL ANALYSIS PROJECT EXAMPLES



## Development Cost of Service Study

### CITY OF OLYMPIA, WA

The City of Olympia engaged FCS GROUP to prepare a comprehensive development services cost of services fee study. FCS GROUP previously prepared this study for the City in 2016.

#### Project Highlights

- Updated previous direct labor time needed to provide each permit service.
- Reviewed the direct and indirect labor estimates, non-labor and overhead cost allocations, and historical permit data that support the technical results of the study.

- Prepared an Excel-based financial toolset to assist City staff in forecasting annual permit revenue and expenses based on anticipated construction projects and development activity.
- Reviewed the cost of service and cost recovery for each permit service with City staff and presenting the 85% cost recovery cost of service results to the City Council.
- Evaluated the transition to a dedicated permit fee revenue account, including identifying budgetary changes for implementation.

#### Key Personnel

Martin Chaw, Project Manager

#### Reference

Leonard Bauer, Director of Community Planning and Development  
(360) 753-8206; lbauer@ci.olympia.wa.us

"Thanks so much for the really clear presentation! It went very well and our council members seemed very pleased."

LEONARD BAUER  
COMMUNITY PLANNING AND  
DEVELOPMENT DIRECTOR  
CITY OF OLYMPIA





## Development Fee Cost of Service Study

### **CITY OF NEWCASTLE, WA**

The City of Newcastle engaged FCS GROUP to conduct a cost-of-service study for the City's building, land use and public works review fees. The City has a goal of full cost recovery. FCS GROUP facilitated workshops with City staff to determine the level of effort for each fee service, determined existing level of cost recovery by fee, and prepared a five year revenue forecast based on projected levels of fee volume and building activity.

#### **Project Highlights**

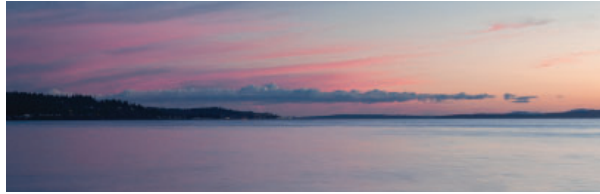
- Developed the cost of service for development fees based on state statute, permit process times, and financial performance data.
- Compared existing fees with fees assessed for similar services in neighboring jurisdictions.
- Facilitated two work sessions with City Council to discuss the study framework and to review study results.
- Prepared an Excel-based financial forecast toolset to assist City staff to forecast annual permit revenue and expenses based on anticipated construction projects and development activity.
- Prepared a report documenting the methodology, assumptions, results, and recommendations.

#### **Key Personnel**

Martin Chaw, Senior Project Manager

#### **Reference**

Erin Fitzgibbons, AICP, Associate Planner  
(425) 459-8206; erinf@newcastle.gov



## Development and Business Services Fee Study

### **CITY OF LYNNWOOD, WA**

The City of Lynnwood engaged FCS GROUP to prepare a comprehensive cost of service fee analysis for the department's land use, building, development engineering, and fire inspection permit fees.

#### **Project Highlights**

- Reviewed direct and indirect labor costs, non-labor and overhead cost allocations, and historical permit data.
- Prepared a customized Excel-based financial forecast toolset.
- Reviewed the cost of service and cost recovery for each permit service to achieve 100% cost recovery.

#### **Key Personnel**

John Ghilarducci, Principal-in-Charge  
Martin Chaw, Senior Project Manager

#### **Reference**

Christy Murray,  
Development and Business Services Manager  
(425) 670-5044; CMurray@lynnwoodwa.gov



## Development and Cost Recovery Fee Study

### **CITY OF BAINBRIDGE ISLAND, WA**

After a competitive solicitation process, the City of Bainbridge Island engaged FCS GROUP to prepare a comprehensive, cost-based, financial analysis to recover 100% of its planning and development fees.

#### **Project Highlights**

- Reviewed and updated all planning and development fees.
- Worked with City staff to analyze the existing fees and estimate the direct labor time needed to provide each permit service.
- Ensured that the cost-basis for each fee comply with Washington State laws and legal precedence governing full cost recovery.
- Reviewed the cost of service and cost recovery for each permit service with City staff and presenting the cost of service results to the City Council.
- Prepared detailed presentations to City staff and to the City Council.

#### **Key Personnel:**

John Ghilarducci, Principal-in-Charge  
Martin Chaw, Senior Project Manager

#### **Reference**

Heather Wright, Director of Planning and Economic Development City of Poulsbo (formerly with the City of Bainbridge Island)  
(360) 394-9731; HWright@cityofpoulsbo.com

## Select Washington State Project Experience - General Government Financial Analysis

Client	Planning Cost of Service	Building Cost of Service	Indirect and Overhead Cost Allocation	Development Fee Design	Cost Recovery and Program Funding	Comparable Cost and Fee Analysis	Reserve Funding	Stakeholder Outreach
Auburn, WA	.	.			.	.		
Bainbridge Island, WA	.	.		.	.	.		.
Bellevue, WA	.	.	.	.	.	.	.	.
Bellingham, WA	.	.		.	.	.	.	.
Bothell, WA	.	.		.	.	.		
Covington, WA	.	.			.	.	.	.
Cowlitz County, WA	.	.		.	.	.	.	
Issaquah, WA	.	.		.	.	.	.	
Kenmore, WA	.	.		.	.	.	.	
Kennewick, WA	.	.	.		.	.	.	.
Kent, WA			.					.
Kirkland, WA	.	.	.	.	.	.		
Kittitas County, WA	.	.			.	.	.	
Mercer Island, WA	.	.	.	.	.	.		.
Monroe, WA	.		.	.	.	.		
Mountlake Terrace, WA	.	.	.	.	.	.		
Newcastle, WA	.	.	.		.	.		
Olympia, WA	.	.		.	.	.	.	.
Puyallup, WA	.	.	.	.	.	.		
Redmond, WA	.	.	.	.	.	.	.	.
Ridgefield, WA		.	.			.		
San Juan County, WA	.	.			.	.	.	
Seattle, WA	.	.		.	.	.	.	.
Snohomish County, WA	.	.		.	.	.	.	.
Shoreline, WA	.	.		.	.	.		
Spokane, WA	.	.	.		.	.	.	
Vancouver, WA	.	.	.	.	.	.	.	.
Walla Walla, WA	.	.	.	.	.	.		.
Woodinville, WA	.	.	.	.	.	.		

# ENGAGEMENT

***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 FUNDING AND ECONOMIC STRATEGIES WHILE MAINTAINING FIXED ATTENTION ON ORGANIZATIONAL SENSITIVITIES, POLICY DRIVERS, AND STAKEHOLDER PRIORITIES.***



## We Are Part of Your Community

FCS GROUP is proud to be a Northwest small business. We rent office space in three states. We provide quality jobs to thirty hard-working people. The collegiality our staff enjoy results in information and idea sharing both internally and externally – raising the level of the profession across our geographic footprint. FCS GROUP employees spend their earnings buying and renting houses and apartments, purchasing goods and services, paying federal, state, and local taxes, and adding more than \$5 million of economic value (GDP) to the region.



## FCS GROUP Leadership

FCS GROUP is an active leader, participant, and contributor within key professional associations including the American Water Works Association (AWWA), American Public Works Association (APWA), and Water Environment Federation (WEF). We are also featured presenters at the Association of Washington Cities (AWC), Northwest Public Power Association (NWPPA), Washington Association of Sewer and Water Districts (WASWD), Washington Finance Officers Association (WFOA), and Washington Public Utility Districts Association (WPUDA) addressing topics concerning utility finance and rate development.



# MEET OUR TEAM



## **John Ghilarducci** PRESIDENT

John Ghilarducci is an FCS GROUP President, principal and shareholder with over 35 years of professional experience including 31 years with the firm. His practice focuses on all aspects of utility and general services system development charges (SDCs) and financial rate studies, from technical modeling and public involvement to ordinance drafting and implementation. He has formed stormwater and transportation utilities and has developed water, sewer, stormwater, transportation and parks rates and charges for dozens of clients. John is a recognized technical rate and finance expert and provides litigation support/expert witness testimony throughout the Northwest.

John's innovative rate making approaches have resulted in "level of service" stormwater rates, area-specific SDCs, sewer strength sub-classes, inverted block water rate structures, defensible stormwater rate credit methodologies, person-trip based transportation impact fees suitable for multi-modal transportation capital plans, and nonresidential park impact fees. He offers a broad knowledge of public policy and finance, and a thorough understanding of the institutional issues and options underlying the formation of utilities and the design of supporting rate and charge structures.



## **Angie Sanchez Virnoche** VICE PRESIDENT

Angie Sanchez Virnoche is an FCS GROUP principal and shareholder with 30 years of experience providing financial and rate development services in a variety of capacities for water, wastewater, stormwater, solid waste and electric utilities. Her project work includes policy development, multi-year financial plans and rate strategies, cost-of-service equity studies, rate design restructuring and modernization, capital funding prioritization, renewal and replacement funding evaluations, cost benefit analyses, reserve analysis, and community education and involvement.

In addition to her project management and technical proficiency, Angie routinely collaborates with bond advisors, attorneys, and engineering partners. She also frequently presents results to diverse audiences such as citizen rate advisory groups and boards, commissions and councils to engage and educate participants in the benefits, costs, and decision-making process to achieve consensus and move towards objective fulfillment. Angie has been actively involved in the rate setting industry through various Board and Committee roles throughout her career.



## **Todd Chase** PRINCIPAL

Todd Chase is an FCS GROUP principal and economist with 38 years of experience in project management, land use planning and economic analysis. He has managed over 150 development strategies for communities throughout Oregon and the nation. A recognized leader in economic development policy issues, Todd has published articles and spoken widely at national and state conferences on housing and development finance, and was appointed to the Oregon's Department of Land Conservation and Development's Economic Development Planning Advisory Committee. Todd is an AICP certified planner and is a Leadership in Energy and Environmental Development (LEED) Accredited Professional, and a member of the Oregon Economic Development Association.





### **Chris Gonzalez** PRINCIPAL

Chris Gonzalez is a principal and shareholder with 20 years of utility rate and public finance experience. Specializing in developing utility rates and connection charges, he has served numerous utilities in the Western US. Nationally, Chris serves on the Rates and Charges Subcommittee with the American Water Works Association. Chris has assisted utilities in their consideration of a variety of fiscal policy and other issues including system reinvestment for long-term asset management, benchmarking and managing reserve levels, customized rates based on level of service (e.g., wholesale service rates, interruptible service rates, capacity reservation charges, and excess capacity charges), and sensitivity analyses using Monte Carlo simulations. Chris is experienced with Washington State's excise tax rules and has helped more than 20 utilities obtain a total of \$6.1M in combined refunds from the Department of Revenue for prior tax payments – his work has also benefited other FCS GROUP clients, enabling them to reduce future tax expenses.



### **Jason Mumm** PRINCIPAL

Jason Mumm is an FCS GROUP principal with 27 years of experience providing financial and rate development services in various capacities for water, sewer, reclaimed water, stormwater, and solid waste 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. He is a Chair of the AWWA Rates and Charges Committee, and is actively involved in the Water Environment Federation. Jason has been admitted as an expert witness in Colorado, California, Nova Scotia, Texas, Oregon, Rhode Island, and Hawaii in matters involving utility finances, rates, and/or cost sharing. His entire 27-year professional career has been focused in Colorado where he is the longest-tenured consultant in the field of municipal utility rates and charges.



### **Sergey Tarasov** PRINCIPAL

Sergey Tarasov is an FCS GROUP principal and shareholder with 17 years of experience in rate design and financial feasibility analysis for water, sewer, stormwater, electric and solid waste utilities. Specializing in cost-based rate setting he has managed hundreds of studies for utilities throughout Washington, Oregon and the western United States. Sergey specializes in guiding utilities through cost-based, transparent rate studies, focusing on educating decision makers and stakeholders throughout. His project work includes development of complex and interactive revenue requirement models, unbundled cost of service analyses, alternative rate structure assessment and connection charge development. In addition, he actively participates in numerous associations throughout the industry by presenting on a variety of topics ranging from broad rate making principals to industry specific topics.



### **Tage Aaker** SENIOR PROJECT MANAGER

Tage Aaker is an FCS GROUP senior project manager with 13 years of consulting experience in utility rate studies, rate modeling, government fee development, cost recovery programs, and economic analysis. His experience includes working with stormwater, water and sewer utility clients to develop level of service scenarios that involved CIP analysis and alternative funding strategies. He has also performed in-depth analysis of rate structures, developed alternatives to help mitigate overall charge increases, and analyzed financial stability ratios to gauge utilities' financial health.



### **Martin Chaw** SENIOR PROJECT MANAGER

Martin Chaw is a senior project manager at FCS GROUP with over 34 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 fee development, budgeting, fiscal analysis, financial planning, and program evaluation. Martin was specifically identified to lead this team citing his extensive experience in evaluating and preparing development service fees throughout the Northwest region, and his familiarity in advising on a broad range of public policy issues before City Councils and Executives as a former financial manager for public sector agencies. Martin regularly presents on government fee and charge topics at regional association conferences.

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### **Brooke Tacia** PROJECT MANAGER

Brooke Tacia is an FCS GROUP project manager with 17 years of financial analysis and modeling experience for jurisdictions in Arizona, Idaho, Iowa, Oregon, and Washington, as well as Washington Conservation Districts. She has performed numerous water, sewer, stormwater, solid waste, and electric utility rate analyses, revenue requirement studies, cost-of-service assessments, and utility finance engagements throughout the Northwest. She has also performed in-depth analysis of rate structures, developed weather dependent demand forecasting tools, created purchased water cost predictors based on drought probabilities, crafted alternatives to help mitigate overall charge increases, and analyzed financial stability ratios to gauge utilities' financial health.

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### **Matt Hobson** PROJECT MANAGER

Matt Hobson is an FCS GROUP project manager with 15 years of financial and policy analysis for stormwater, solid waste, water, wastewater, and electric utilities including rate design, financial forecasting, program evaluation, strategic planning, and operations analysis. He has worked in the industry since 2008, focusing on utility analysis for the public sector, including project management roles with cities, counties, and public utility districts.

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### **Doug Gabbard** PROJECT MANAGER

Doug Gabbard is an FCS GROUP project manager with 15 years of analytical experience in municipal and private sector positions. His comprehensive financial planning experience involves water, sewer, and stormwater utility rate development and the creation of detailed, interactive models that facilitate sensitivity analysis and scenario testing to determine business direction in group decisionmaking environments. Doug has been involved in the Oregon Government Finance Officers Association and the American Public Works Association. He has recently presented on SDCs and rate setting.



### **Melanie Hobart** PROJECT MANAGER

Melanie Hobart is an FCS GROUP project manager with 16 years of public sector and consulting experience. She has performed stormwater, water, sewer and electric utility rate studies and forecasting throughout the U.S. Melanie's area of expertise is in policy and regulatory analyses. She has assisted clients with fiscal policy development, multi-year revenue requirement forecasts and financial plans, establishment of proper targets for system replacement funding and crafted capital funding plans that optimize internal and external funding sources. Melanie's project work has included detailed customer statistics analysis to develop monthly use profile and inform development of cost of service allocation factors.

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### **Gordon Wilson** PROJECT MANAGER

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 over 39 years of experience working in finance and management for the public sector, including various roles within local governments. His experience allows him to approach management and finance consulting from a client perspective. Gordon has conducted cost of service and user fee studies, long-term financial plans, and financial policy reviews for utilities and other local government functions. He takes a problem-solving approach that employs a wide range of financial, legal, political, and organizational knowledge.

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### **Paul Quinn** ASSISTANT PROJECT MANAGER

Paul Quinn is an FCS GROUP assistant project manager with 12 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.

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### **Tim Wood** ASSISTANT PROJECT MANAGER

Tim Wood is an economist with over 12 years of experience in economic and financial analysis for public and private sector clients inclusive of counties, ports, cities, and special purpose districts. Tim's expertise includes lands needs analysis (LNA), 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. Beyond his work within the economic development and master planning environment, Tim also works throughout the Northwest in developing cost recovery programs inclusive of rate and fee modeling for local utilities.

Thank you for taking  
the time to review  
our qualifications.





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