



# 2009 Statement of Qualifications

 **FCS GROUP**  
Solutions-Oriented Consulting

[www.fcsgroup.com](http://www.fcsgroup.com)



We have delivered these services for municipal clients, such as:

- ❑ Cities and Counties
- ❑ Special Purpose Districts
- ❑ Regional and State Agencies

...and for nearly every facet of local and state government service:

- ❑ Public Utilities: Water, Wastewater/Sewer, Stormwater, Reclaimed Water, Electricity, Solid Waste, Transportation
- ❑ Public Safety (fire, ambulance, EMS)
- ❑ Public Works
- ❑ Engineering
- ❑ Transportation/Road Operations
- ❑ Planning, Land Use & Community Development
- ❑ Building Inspection & Plan Review
- ❑ Public Health and Social Services
- ❑ Court Systems & Jails
- ❑ Libraries
- ❑ Parks & Recreation
- ❑ Finance
- ❑ Administration
- ❑ Facilities Management
- ❑ Information Systems & Technology
- ❑ Zoos
- ❑ Cemeteries
- ❑ Community Service

## SERVICE COMMITMENT

FCS GROUP has sustained a solid, respectable practice in the region as is evident by our continued work with municipal clients throughout the western United States. We are proud to be recognized as a firm with sincere attention to achieving excellence in every endeavor.

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

Our staff is committed to working with clients, engineering firms, contractors, and regulatory agencies to get agreed upon work done 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.



*"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.

## STAFFING

In order to better meet the unique needs of our clients, FCS GROUP seeks out professionals with varied backgrounds. Our staff members have backgrounds 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 our individual client needs, and 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 are very experienced in teaming with consulting engineers, public involvement specialists, and other subconsultants as needed to provide our clients with the very best service on a project-by-project basis.

The FCS GROUP management team is supported by a team of municipal economists and financial analysts and administrative resource staff members, which enables us to provide the depth and breadth of services normally only available from larger firms. This combination allows us the resources and flexibility to meet our clients' schedules and budgets.

## KEY PERSONNEL



### DAVID FINDLAY, CPA, CMC - PRESIDENT AND PRINCIPAL

*B.A., Accounting, University of Washington*  
*Certified Public Accountant*  
*Certified Management Consultant*

David Findlay is president of the company and chairman of the board of directors. After serving 24 years in the business and professional services industry, he co-founded FCS GROUP in 1988 to fill a growing need for independent specialization in the fields of utility rates and finance and management consulting. Mr. Findlay has over 44 years of business and professional experience, 38 of which have been in the fields of utility appraisals, acquisitions, mergers, and consolidation feasibility, negotiations and implementation; municipal accounting; cost accounting and cost benefit analysis; infrastructure finance and financial planning; organizational analysis; resource management and operations reviews; fiscal health reviews; and fee and rate design consulting. He has directed, managed and/or participated in over 75 management consulting engagements concerning utility assumptions, mergers, consolidations and valuations. In recent years, he has consulted with numerous agencies on institutional governance matters, such as regional solutions to financing urban services and infrastructure. He also has assisted clients on matters of organizational development and transition planning required after a utility was formed, merged or acquired.

Mr. Findlay holds membership in several professional associations and is frequently called on to speak at conferences. He has presented on topics such as Utility Assumptions, Acquisitions and Mergers, Indirect Cost Allocation Plans, Asset Management, Utility Capital Connection Charges, Fiscal Health and Financial Performance, and Cash Management and Rate Adoption. He has also served as an external board member for two regional environmental science consulting companies and three private sector businesses.



### EDWARD CEBRON - VICE PRESIDENT AND PRINCIPAL

*M.S., Infrastructure Planning & Management, Stanford University*  
*B.S., Engineering Science, Harvard University*

Ed Cebron is vice president and a principal of the firm. He co-founded FCS GROUP with David Findlay in 1988 and leads our Utility Rates and Finance practice. He has managed

and conducted more than 500 financial and economic analyses for municipal water, sewer, storm drainage and solid waste utilities. His efforts include rate studies, impact fee /system development charge (SDC) analyses, economic and feasibility studies, cost of service analyses, indirect cost plans, financing plans, and utility valuations. Mr. Cebron's work focuses on both traditional and innovative solutions to designing rates and establishing connection charges, administrative fees, assessments, latecomer charges and other fees and charges related to utility cost of service issues. He is frequently asked to present on these topics at regional training seminars and conferences.

Mr. Cebron is also known for his expertise in the formation of regional utilities and the consolidation of existing utilities. During his career he has amassed a wealth of knowledge in the field of water pricing, including establishing wholesale rates and wheeling charges and developing innovative rate structures, such as tailored rates and conservative incentives. Actively involved with regional water and sewer issues, Mr. Cebron has managed numerous citizen advisory committees as elements of his engagements, has sat on a number of regional or purveyor committees and is currently a water district commissioner. He maintains an active membership in the Washington Finance Officers Association and the American Water Works Association.



### JOHN GHILARDUCCI - PRINCIPAL

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

John Ghilarducci is a firm principal and shareholder with over 20 years of professional experience. Mr. Ghilarducci has a broad knowledge of public policy and finance and has performed hundreds of rate studies for water, wastewater, stormwater, transportation and parks systems. He has a thorough understanding of the institutional issues and options underlying the formation of utilities and the design of supporting rate and charge structures, and he has assisted several clients with stormwater and transportation utility formations. Mr. Ghilarducci's innovative rate making approaches have resulted in "level of service" stormwater rates, area-specific system development charges, sewer strength sub-classes, inverted block water rate structures, and defensible stormwater rate credit methodologies.

In addition, Mr. Ghilarducci frequently leads public review or citizen advisory groups and speaks at conferences and seminars for various professional organizations; he recently taught a statewide series of all-day training sessions on System Development Charges for the League of Oregon Cities Leadership Institute. He is a member of the American Water Works Association, the American Public Works Association, the Washington Finance Officers Association, and the Oregon Municipal Finance Officers Association.



### KARYN JOHNSON - PRINCIPAL

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

Karyn Johnson is a shareholder and principal at FCS GROUP, where her practice focus is utility rates and finance. With over 24 years of professional experience, she specializes in performing a variety of financial studies including fiscal policy development, capital financial plans, capital connection charges, revenue requirements, cost of service / rate design, and wholesale / regional water supply issues. Her consulting engagements number in excess of 200 and encompass water, wastewater, and stormwater programs. Ms. Johnson is known for her effective style of communicating technical information in public process, stakeholder participation, staff review, and industry training forums. She has applied American Water Works Association (AWWA) basic utility rate concepts and has tailored them using

FCS GROUP's innovative processes to solve the specific and individual issues faced by her clients throughout Washington, Oregon, Alaska, Nevada, Canada, and elsewhere. She is well-versed in alternative rate structure concepts including increasing block and seasonal water rates, full service and interruptible irrigation rates, volume- and strength-based sewer rates, and specialty rates for large or unique customer classes, just to name a few.

Ms. Johnson has spoken at several conferences throughout the U.S. and Canada. She is a member of the American Water Works Association, the British Columbia Water Works Association, the Water Environment Federation, and the Eastern Washington Water Alliance.



### PETER MOY - PRINCIPAL

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

Peter Moy is a principal of the firm and leads our Management Consulting practice. He has over 30 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 governmental and non-profit agencies and provides clients with a thorough knowledge of government operations and innovative and workable solutions to issues and problems. Mr. Moy has a broad understanding and expertise in how government sets and implements policies, how the many different government functions are performed, and what roles constituencies such as the public, community organizations, and employees have in making government responsive to their needs.

He is frequently called upon to speak at professional meetings and training seminars. He has recently presented on topics such as Performance Audits – Making Results Work for You, Strategies for Recovering Costs from Non-Tax Sources, Approaches to Evaluating Efficiency and Effectiveness, Costing Fire and EMS Services, and Best Financial Practices. Mr. Moy has been an active participant in the community where he has served on the board and committees of many community organizations, such as Seattle Housing Authority, the Seattle School District's Committee on Fiscal Integrity, United Way of King County, Leadership Tomorrow, the Asian Counseling & Referral Service, and the Wing Luke Asian Museum. He is a member of the Washington Association of Sewer and Water Districts.



### ANGIE SANCHEZ - SENIOR PROJECT MANAGER

*B.S., Business Administration, Oregon State University*

Angie Sanchez is a senior project manager for Utility Rates and Finance with 15 years of experience. She has provided financial services for water, sewer, stormwater, solid waste and electric utilities. Her project work includes multi-year financial planning, cost of service studies, rate design restructuring, capital/infrastructure planning, funding alternatives, cost benefit analyses, reserve analysis, and community education and involvement. One of Ms. Sanchez's strengths is her extensive background providing financial services to clients throughout the United States, thereby giving her the ability to offer alternative methodologies to clients suited to their unique needs. She is often asked to speak at state and national professional conferences and has recently given presentations on topics such as Rates for Small Systems, Utility Rate Strategies and Techniques, Indirect Cost Allocation, and Asset Management Systems. Ms. Sanchez is a member of the American Water Works Association (Rates and Charges

Subcommittee and the Standards Committee); the Washington Finance Officers Association, and the Oregon Municipal Finance Officers Association.



**ROBERT GRANTHAM – SENIOR PROJECT MANAGER,  
CALIFORNIA BRANCH MANAGER**

*B.S., Government and History, Franklin and Marshall College*

Robert Grantham is the regional branch manager for our California operations and a project manager specializing in financial and management analyses for water, sewer, stormwater, solid waste, and transportation utilities. He has worked with over 70 municipalities in 13 states, including California, Washington, Oregon, Arizona, Texas, and Hawaii. He is currently working on or has recently completed rate consulting services for the cities of Carlsbad, San Jose, San Francisco, Riverside, Oceanside, Del Mar, and the Orange County Sanitation District.

Mr. Grantham is active in industry associations and has served on the WateReuse Association's Project Advisory Committee. He has also published an article with the *Underground Infrastructure Management Magazine* on recycled water rates and cost-of-service allocations. His analytical skills include performing revenue requirement and rate development analyses, financial forecasting, economic feasibility studies, engineering financial chapters, capital facilities charge/connection fee development, bond parity certification, utility formations, facility valuations, unit price analyses, and indirect cost and management studies.



**WAYNE GRIFFITH – UTILITIES MANAGEMENT CONSULTING  
LEAD**

*M.S., Environmental Engineering, Michigan State University*

*B.S., Environmental Engineering Technology, Temple University*

Wayne Griffith is a senior project manager in FCS GROUP's California office and leads our Utility Management Consulting practice. He has 24 years of experience in the industry assessing, planning, and implementing programs with water and wastewater utilities to address the strategic, management and operational challenges facing these organizations. Mr. Griffith develops close working relationships with the executive level and senior management teams of city governments, special water districts, and private utility operators and is sensitive to the business needs of California clients. He is particularly adept at strategic planning, information technology master planning, organizational capabilities and work process improvement projects, workforce development and knowledge management programs, and asset management program development and implementation. Mr. Griffith is an active member of American Water Works Association (AWWA) in the California-Nevada and the Pacific Northwest sections, and the Water Environment Federation (WEF) in California.



**E. TODD CHASE, AICP, LEED<sup>AP</sup> - SENIOR PROJECT MANAGER,  
ASSISTANT OREGON BRANCH MANAGER**

*B.S., Economics, University of Florida*

Todd Chase is a senior project manager and assistant Oregon branch manager. Mr. Chase is an economist with over 23 years of experience in management consulting, financial analysis and economic analysis for public-sector clients. His experience includes management of over 150

impact studies, annexation studies, funding strategies, and capital facility plans, with emphasis on growth management and sustainable “green” infrastructure. One of his specialties is providing detailed economic and fiscal impact assessments of the costs associated with planned public and private improvements. A recognized leader in Oregon on economic development policy issues, he is an appointed member of Oregon’s Department of Land Conservation and Development Economic Development Planning Advisory Committee, and the Clackamas Economic Development Commission. Mr. Chase is certified by the American Institute of Certificated Planners and he is a LEED Accredited Professional. He holds a bachelor’s degree in economics from the University of Florida and completed masters-level coursework in finance at Johns Hopkins University.



### DON GANER - SENIOR PROJECT MANAGER

*B.A., Business Administration, Texas A&M University*

Don Ganer is a senior project manager in FCS GROUP’s Oregon office. He has over 28 years of experience in local government management, finance, and consulting. His professional career has focused on enhancing and improving local government operations and management. He serves clients in Washington and Oregon.

Mr. Ganer has worked with more than 50 local government organizations to develop capital facilities plans, cost allocation funding plans for capital facilities, and non-tax funding alternatives for operations and maintenance. He has developed over 90 impact fees, and has provided training on these fees for numerous local government staff members, officials, and legal professionals. He recently spoke at the 2008 National Impact Fee Roundtable on park impact fees and has also presented on the topic of transportation impact fees.

Mr. Ganer has extensive experience in organizational performance planning and review, quality management, and productivity analysis. His hands-on field experience in performance-based analysis encompasses a wide variety of local government operations including permitting, planning, budgeting, purchasing, contracting, facilities maintenance, public works, parks and recreation, sanitation, vehicle maintenance and other local government functions.



### GORDON WILSON – PROJECT MANAGER

*M.B.A., Harvard Business School*

*M.P.P., Kennedy School of Government, Harvard University*

*B.A., Political Science, Brigham Young University*

Gordon Wilson is a project manager with expertise in budget management, performance measurement, and financial planning for local governments. He has over 20 years of experience working in finance and management for the public sector, most recently as the assistant finance director and accounting/treasury manager at the City of Bellevue. His experience allows him to approach management and finance consulting projects from a client perspective. Mr. Wilson has a successful track record in financing capital investment, technological innovation, and negotiating between public and private sectors.

Mr. Wilson spent 11 years as the bureau administrator for the City of Portland Parks and Recreation, where he oversaw budget and accounting, financial analysis, performance measurement, and information technology and was responsible for risk management and strategic planning. Prior to that, he spent five years as a principal financial analyst in the City of Portland’s budget office and two years as a financial analyst for the City of Corvallis, Oregon. From 1990 to 2004, he served as adjunct professor at Portland State University and Lewis

& Clark College, where he taught graduate courses in government financial management and public budgeting.



## MARTIN CHAW, PROJECT MANAGER

*M.P.A., Seattle University*  
*B.A., University of Washington*

Martin Chaw is a project manager with FCS GROUP. Prior to joining the firm, he worked for seven years in the City of Redmond's finance department as a financial planning manager and a senior financial analyst. During that time, his responsibilities included facilitating development of \$500 million biennial operating and capital budgets; providing ongoing monitoring and analysis of financial performance; supporting executive and legislative policy decision making through analysis of city programs, long-range financial planning; and assessing the impact of City programs on residents and businesses.

Mr. Chaw has also served as budget manager for the Washington State Employment Security Department, senior management auditor for the Washington State Joint Legislative Audit and Review Committee, fiscal analyst for the Washington State Senate Committee on Ways and Means, and budget analyst for King County's Central Budget Office. He taught a course in Public Budgeting Process as an adjunct faculty member for the Institute of Public Service at Seattle University.



## DAN EDDS – PROJECT MANAGER

*M.B.A., Seattle University*  
*B.A., Theology, Seattle Pacific University*

Dan Edds is a project manager with FCS GROUP. Mr. Edds has been serving public sector clients for over 15 years by providing cost of service, operational improvement, and process re-engineering studies. He has provided these services for departments including land development, planning, public works, recreation, police, fire prevention, hazardous materials, GIS and library. His operational work has focused on problem solving and improvements for core business processes.

Mr. Edds authored the book *Transforming Management*, which has earned him recognition as a leading thinker in how performance management can transform public sector organizations from within. He is often called on to present at regional and national professional association conferences and is a regular contributor to *The Journal of Cost Management*. He holds a Masters in business administration from the Albers School of Business at Seattle University and has additional graduate level training in Operations Management. He is certified as a Project Manager Professional (PMP).



## NIHAT DOGAN – PROJECT MANAGER

*M.B.A., Seattle University*  
*B.S. Economics, Middle East Technical University*

Nihat Dogan is a project manager at FCS GROUP. With 19 years of professional experience, Nihat provides both Utility Rates & Finance and Management Consulting services. His expertise includes statistical modeling and forecasting, economic analysis, and financial planning and budgeting. He performs rate design and modeling, connection charge / impact fee reviews, and

revenue requirement and cost of service analyses for cities and districts. As a management consultant, he has analyzed the financial practices and procedures of a municipal public works department. Mr. Dogan has also given presentations for the Washington Finance Officers Association. He is a member of the Institute of Management Consultants.

## NICHOLAS ALMEIDA – PROJECT MANAGER

*M.A. Sociology, Stanford University*

*B.A. Public Policy, Stanford University*

Nicholas Almeida is a project manager at FCS GROUP. In this position, he is responsible for conducting financial forecasts, cost of service and cost allocation analyses, fiscal policy reviews, economic/financial feasibility analyses and financial modeling/quantitative analyses. Prior to joining FCS GROUP, Nicholas consulted in the areas of policy, financial and performance evaluation as a senior associate for a research and consulting firm in Los Angeles. Mr. Almeida has also been a senior auditor evaluator for the California Bureau of State Audits, where he assessed the performance, compliance and cost-effectiveness of public sector entities and their activities.

## CHRISTOPHER GONZALEZ – PROJECT CONSULTANT

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

Christopher Gonzalez is a project consultant with FCS GROUP's Utility Rate Program. As a member of the Utility Rate Program, his expertise is primarily oriented toward utility rate and related financial studies—to date his work includes standard cost of service rate studies, connection charge studies, and the derivation of specialized rate structures such as interruptible water service rates and wholesale water rates for an emerging regional water service provider. Mr. Gonzalez is also experienced with Washington State's excise tax rules, having spent a substantial amount of time working with the Washington State Department of Revenue on excise tax audits on behalf of FCS GROUP clients around Washington State. He is a member of the American Water Works Association.

## SAMANTHA HOLERT – PROJECT CONSULTANT

*B.S., Electrical Engineering, University of Washington*

Samantha Holert is a project consultant with FCS GROUP, and a team member specializing in utility financial consulting. Her work in utility financial consulting has included cost of service, rate design, and financial planning as well as mergers and utility valuation analysis. Prior to joining FCS GROUP, Samantha spent one year with Boeing Integrated Defense Systems as a systems engineer. She received her B.S. in electrical engineering from the University of Washington, where she also studied statistics, advanced mathematics and business communication.

## NATHAN REESE – PROJECT CONSULTANT

*M.P.A. Maxwell School of Syracuse University*  
*B.A. International Politics, Brigham Young University*

Nathan Reese recently joined FCS GROUP as a project consultant focusing on analytical work in support of the firm's management consulting efforts. His previous experience includes positions as a senior budget analyst and management analyst for local government. Mr. Reese has worked with several city departments, including transportation, and has performed various municipal/legal research functions. He has coordinated department narratives, prepared and analyzed data, and has written various citywide performance reports. As an intern, he ran City surveys on animal control and police services.

## MICHAEL DEAN – PROJECT CONSULTANT

*B.A., Economics, Stanford University*

As a project consultant, Michael Dean applies his background in economics, finance, mathematics, and business management to the various facets of management and financial consulting for public sector governments. Mr. Dean is adept at analyzing budgets and capital improvement plans to calculate required rate revenues, determine the cost of service for each customer class, and develop a corresponding rate structure as well as how to model capital expenditure forecasts. In the area of connection charges (SDCs), he has written issue papers discussing alternatives and policy recommendations for developer credits, area-specific charges, and developer capital contribution; and for the incorporation of future construction costs, among other topics. Mr. Dean is a member of the Infrastructure Assistance Coordinating Council (IACC). His education background includes a degree in economics from Stanford University.

## COURTNEY BLACK - SENIOR ANALYST

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

Courtney Black is a senior analyst for FCS GROUP specializing in utility finances and general government fees. She is experienced in rate modeling and design, connection charges and system development charges, revenue requirements, wholesale rates and parity certification. In the area of general government resource enhancement consulting, she has experience with user fee and indirect cost recovery plans. Ms. Black has specialized expertise in preparing financial chapters for water, sewer, and stormwater comprehensive plans for cities, counties, and utility districts throughout the Northwest. She graduated from Pacific Lutheran University, with a B.A. in economics and political science.

## SEAN SENESCALL – SENIOR ANALYST

*B.S., Economics, University of Washington*

Sean Senescall is a senior financial and management analyst with FCS GROUP specializing in utility rate design indirect cost allocation, and water reclamation analysis. He brings the ability to construct and analyze comprehensive and multifaceted models that absorb the complexities of modern government finance and translated them into a tangible and practicable plan of action. Mr. Senescall spent three and a half years at the Air Force Academy before transferring to the University of Washington to complete his B.S. in Economics. While his academic concentration was in statistics, econometrics and advanced mathematics, he also has

experience in project management and several years of leadership training. Mr. Senescall recently wrote an article on reclaimed/recycled water and spoke at the 2008 PNWCWA conference on this topic.

## SERGEY TARASOV – SENIOR ANALYST

*B.S., Economics, University of Washington*

Sergey Tarasov is a senior financial analyst with FCS GROUP specializing in utility rate design and financial feasibility analysis. Prior to joining FCS GROUP, Mr. Tarasov spent nine months with the Washington State Department of Ecology as an economist. He received his B.S. in Economics from the University of Washington, where he also studied statistics, econometrics, and advanced mathematics.

## MATTHEW MULLEN – SENIOR ANALYST

*B.S. Managerial Economics, University of California, Davis*  
*A.B. Communications, University of California, Davis*

Matthew Mullen is a senior analyst with FCS GROUP focusing on analytical work in support of the firm's utility rate and general government financial consulting efforts. Prior to joining FCS GROUP, Mr. Mullen was an auditor for the U.S. Department of Agriculture's Natural Resources Conservation Services Financial Management division. In this role, he was responsible for auditing contract payments and ensuring accuracy and legality of documentation and calculations.

## MICHAEL KAZANJY – ANALYST

*B.A. Economics, University of California, Berkeley*

Michael Kazanjy is an analyst with FCS GROUP focusing on analytical work in support of the firm's utility rate and general government financial consulting efforts. Mr. Kazanjy has previous experience analyzing financial data and developing models and sub-models to forecast earnings. He has also designed, conducted, collected and analyzed data from various transportation-related research endeavors; including literature reviews, surveys, focus groups and phone and in-person interviews; and synthesized research and written reports for government organizations, large and small companies.

## CATHERINE MAGSINO – ANALYST

*B.S., Economics, University of Washington*  
*B.A., Business Administration: Human Resource Management, University of Washington*  
*B.A., Chemistry and Biochemistry, University of Washington*

Catherine Magsino is an analyst with FCS GROUP's management consulting practice. Ms. Magsino applies her strong analytical skills to support the firm's public sector policy and financial analysis related to performance measurement, cost allocation, user fees, economic benefit analysis, program effectiveness and efficiency reviews, benchmarking studies, and organizational reviews for county, city and state government clients.