



# Management Consulting Solutions

At FCS GROUP, our management consultants specialize in helping local and state governments address and solve issues involving policy analysis, public finance, and organizational development. They provide a broad understanding and level of expertise in how local and state governments set and implement policies, how the many different governmental functions are performed, and what role elected officials, the public, community organizations, and employees have in making government responsive to community needs.

FCS GROUP has analyzed myriad public services and uses methods designed to address virtually any service offered.

- Functions Served
- 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

### Financial Planning & Analysis

Financial planning and specific financial analyses can help elected officials understand what actions need to be taken to maintain or improve a jurisdiction's financial condition and services. Our consultants have performed financial forecasts and trend analyses for revenues, such as property and business taxes, equipment rental, information technology support, law enforcement and fire districts, as well as the general fund and a variety of capital funds.

### Indirect Cost Allocation Plans

Cost allocation plans are often essential to ensuring overhead costs are properly allocated to the various departments they support. FCS GROUP works with municipalities to analyze departmental data, allocation and cost factors, and financing strategies, and develop customized financial models to calculate indirect costs and properly allocate them in compliance with regulatory requirements.

### Cost of Service/Cost Recovery Analysis

FCS GROUP can examine any type of service provided by local government, such as ambulance or road maintenance services, and analyze the cost of providing it. Our consultants are skilled in calculating the full cost of service; evaluating how much of the cost is being recovered through fees, charges and other sources of revenue; and examining alternative cost recovery options.



### Impact Fees

FCS GROUP can assist local governments in determining equitable impact fees for land development and finding alternative solutions for cost recovery. Our consultants are knowledgeable of the most up-to-date legal and policy issues regarding impact fees, which vary widely by state and jurisdiction, and are experienced in performing technical analyses of master plans, development, and population and growth estimates.

### Development Services Fees

Most cities and counties regulate development through cost based services, such as those involving planning permits, engineering reviews, building code plan review, and fire inspection. FCS GROUP assists municipalities with establishing fees to recover costs directly related to land development projects. These might include building fees; planning, land use, and entitlement fees; engineering fees; fire permit fees; and inspection and review fees.



### User Fees

We help local and state public agencies establish or update user fees for services ranging from libraries to youth sports programs by determining the full cost of service, including direct and indirect costs; analyzing public versus private benefits; and developing policies on how much of the total cost should be subsidized by other revenues. In our experience, user fee studies can also be an essential management tool to help jurisdictions improve cost recovery.



### Performance Audits, Measurement, Indicators, Reviews

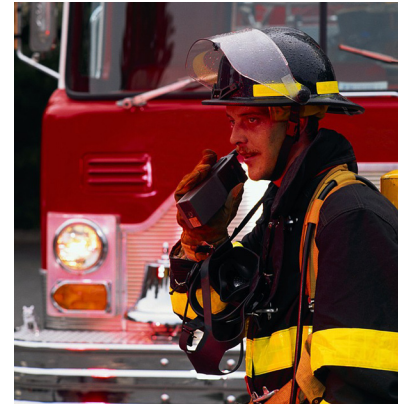
FCS GROUP evaluates management approaches and practices to help public agencies improve their effectiveness and efficiency. Our consultants are skilled in helping agencies outline goals and objectives for improving performance and developing recommendations and solutions.

### Organizational Analysis & Change

We perform organizational analyses to help public agencies increase performance and minimize costs by analyzing staffing requirements, reporting relationships, organization structure, management processes, and human resource issues. Our consultants ensure those impacted by an organizational analysis are involved in the study from the outset and understand the objectives.

### Staffing Analyses

FCS GROUP understands that every agency and department has different personnel needs. Our management consultants can assess current staffing levels and operational practices and determine optimal personnel levels, forecast future needs, and identify potential improvements. Based on this information, we can make recommendations for budget or staffing level changes.



### Benchmarking and Comparative Studies

FCS GROUP can assist organizations in identifying benchmarking data or conduct surveys to gather the information. Our management consultants perform comparative studies, summarize our observations, and make recommendations for optimization. We can also analyze existing processes, practices and systems and determine which, if any, best practice models can be applied to improve them.

### Annexations and Development Analyses

FCS GROUP can perform a cost/benefit evaluation as part of an annexation study, and we have assisted several agencies with determining the impacts of annexation on their finances. We also assist municipalities in analyzing the benefits of development and the costs of new services required to support it. We provide alternative scenarios and determine cost sharing and/or funding options and types of financing available.

### Mergers, Acquisitions, Assumptions, Consolidations, Divestitures

FCS GROUP can assist utility providers in any of these scenarios by identifying and evaluating cost benefits; documenting operations, facilities, plans and organizational structures; preparing cost of service information; and developing and facilitating the essential steps for any transitions. Our firm has also assisted several municipalities in objectively determining what type of governmental entity should run a utility from financial and economic perspectives.



Contact us at: [www.fcsgroup.com](http://www.fcsgroup.com)