

RÉSUMÉ OF JOHN F. KACZOR

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SKILLS PROFILE:

Knowledgeable municipal management consultant with over fifteen years of professional consulting experience.

Skilled in municipal financial evaluation, budget forecasting, utility rate setting and cost analysis.

Motivated to find the most appropriate solution for the given problem, and to provide local officials with the tools necessary to improve analysis and decision-making on an on-going basis.

AREAS OF CONSULTING EXPERTISE:

Financial Modeling – Developed numerous spreadsheet-based financial models for municipalities that simulate the interaction within and between all government funds. Produced comprehensive revenue and expenditure estimates for future years, and analyzed multi-year financial implications of financial policies and economic conditions. Constructed comprehensive cash flow forecasting models, including automated capital improvement plans, debt service calculations and inter-fund transfers.

Revenue Forecasting – Forecasted the growth of community tax bases within the framework of Michigan's Proposal A, Headlee Amendment and Public Act 198 provisions. Created forecasting techniques for all varieties of property classifications and tax increment financing arrangements.

Financial Management Evaluation – Reviewed and recommended improvements to financial policies including budgeting, cash management, investments, financial controls and fund reserves. Evaluated and made recommendations for financial software and employee training to improve information reporting required by management and policy makers.

Utility Rate Setting – Calculated appropriate water and sewer rates for small and large utility systems. Utilized cash-basis and utility-basis for rate setting. Recommended rate structures, financial policies and implementation strategies. Created multi-year, interactive rate calculators that simplify annual recalculations.

Cost Allocation – Developed comprehensive central service cost allocation plans for municipal operations, resulting in clearly defined allocation methodologies in compliance with Federal guidelines. Created custom allocation models that could be updated annually by in-house staff.

Economic and Tax Analysis – Conducted feasibility studies of local income tax and public safety funding options. Evaluated the impact of proposed major commercial developments on the local and state economies. Identified alternatives to traditional economic development approaches for municipalities.

Employee Compensation and Human Resources Issues – Performed comprehensive analyses of employee classifications and compensation systems. Developed position descriptions and performance evaluation tools. Evaluated the scope and value of employee benefits within the context of comprehensive compensation packages. Designed comprehensive compensation systems based on detailed analyses of the labor market and internal equity considerations. Developed employer-specific personnel policies manuals.

Operational Reviews – Evaluated the structure and operations of municipal functions including public safety, human services, utility billing, motor pool, utility operations and public works. Developed recommendations for improved service provision, customer focus and operational efficiency. Developed benchmarks and measured performance of operations.

PRESENT POSITIONS:

Principal

LocalFOCUS Consulting, LLC

PRIOR ORGANIZATIONAL AFFILIATIONS:

Rehmann Robson

Senior Financial Consultant to the firm's Governmental Consulting division. Completed complex financial analyses of municipal utility systems, budgeting practices, internal charges, cash flow and proposed intergovernmental services. Prepared forecasting models, rate calculators, cost allocation models and other user-friendly tools to enable governments to perform complex analyses in-house.

Michigan Municipal League

Senior Consultant and Manager for Municipal Consulting Services Department with responsibility for completing consulting projects in the areas of financial modeling, tax impact analysis, water and sewer rates analysis, operational performance and human resources practices.

City of Ann Arbor, MI

Administrative Intern in the City Administrator's Office, performing special projects focusing on economic and tax analysis.

City of New York, NY

Member of Emergency Corrective Action Team appointed by New York Governor, with focus on re-organizing a large department's operations, hiring and training procedures and allocation of staffing based on client demand.

EDUCATION:

University of Michigan - Master of Public Policy Studies

Western Michigan University - Bachelor of Arts (Economics and Sociology)

PROFESSIONAL AFFILIATIONS:

International City/County Management Association

American Water Works Association

Water Environment Federation

Institute of Management Consultants