

841 Park View Place East
Fernandina Beach, FL 32034

May 13, 2015

Mayor Clint Johnson and City Council Members
City of DeBary, FL
16 Colomba Road
DeBary, FL 32713

Dear Mayor Johnson and City Council Members:

It is with great interest and pleasure that I submit my credentials to you for the DeBary City Manager position. After reading the advertisement of the position, I became more intrigued and interested in obtaining employment with the City of DeBary.

I feel my background closely parallels the education, experience, skills, and personal characteristics, which the City is seeking in the next City Manager. My most recent position is a city manager position in a full service community in northeast Florida. I have also obtained over twenty eight years of public sector management experience in municipalities in Florida, Michigan, and Ohio. At the present time I hold a masters and bachelors in public administration and I am also a certified local government manager. My previous experience and education has brought me to the point where I feel confident in my own abilities to assist your organization in dealing with the complex problems it faces on a daily basis.

I possess extensive "hands on" experience in managing full service municipal corporations by efficiently and effectively providing these services by means of in-house personnel, privatization, and/ or intergovernmental agreement. I've learned regardless of the service delivery method utilized, the key to success is to specify expectation and to closely monitor performance to ensure of a high level of customer service satisfaction. In addition to managing effective service delivery, I also possess significant experience and a successful track record with development and redevelopment initiatives, project management, intergovernmental relations, budgeting and finance. These abilities provide me with the skills, knowledge and ability to meet or exceed your expectations. I have strong written communication skills and I am comfortable in speaking, delivering presentations and relating to both small and large groups. I will bring a high level of energy, integrity, and honesty to the position.

I believe that DeBary would be a nice place to live and work and I feel I possess many desirable characteristics, which could benefit the community. I have attached my resume, which gives a condensed version of my qualifications, training, and experience, which will hopefully help you to fully evaluate my credentials. My previous annual salary was \$116,000. Thank you for considering me for this opportunity and I will be looking forward to meeting with the city's elected officials if chosen.

Sincerely yours,

Michael J. Czymbor

MICHAEL JOSEPH CZYMBOR ICMA-CM

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SUMMARY

More than twenty-eight years of local government experience with expertise in the following areas:

- Operations Management
- Labor Relations
- Customer Service
- Organizational Change
- Redevelopment and Revitalization
- Financial Operations and Budget
- Grant Writing and Project Management
- Performance Management

An innovative leader with demonstrated organizational, analytical and communications skills. Experienced in managing change and specializing in process improvements. Achievement-oriented with foresight; a dedicated team player who is able to work independently to accomplish the organizations goals.

EMPLOYMENT**CITY MANAGER, Palatka, FL****2012 to 2015**

Served as the City Manager in a full service community in Northeast Florida which is located on the St. Johns River and is the County seat of Putnam County. Palatka is known is the "Gem City" or the "Gem of the St. Johns" as it was a world class destination in the mid to late 1800s and the City has maintained its historical downtown and two historic residential districts. The City annually hosts the Blue Crab Festival, an event that draws over 100,000 visitors. The City has also cultivated an eco-tourism niche with being part of the Bartram Trail, Blue Ways and Trails and Rails to Trails community. The City Manager is responsible for the effective management of the City's full range of municipal services including guiding a workforce of one hundred and fifty full time employees and a budget of twenty four million dollars.

Significant Accomplishments:

- Cultivated a team to successfully redevelop and revitalize the City's Riverfront area with a combined public and private investment of approximately thirteen million dollars. The project included attracting private investment to build and redevelop both quality commercial and residential projects. Coupled with the City's efforts to redevelop the City's Riverfront park land and to partner with Georgia Pacific to build a Wetlands and St. Johns River Education Center has transformed the City's Riverfront and downtown commercial business district.
- Actively pursued and obtained over ten million dollars of grant funds for critical infrastructure and capital improvements.

- Cooperatively and collaboratively working with the elected and appointed officials to significantly improve the City's overall financial position by strategically and creatively enhancing revenue opportunities and decreasing expenditures. Measures included re-engineering of the City's organizational structure, sale of underutilized public property, debt refinancing, intergovernmental cooperation, annexation, public-private partnerships, streamlined City code, bidding of all goods and services, and a more extensive budget preparation and implementation process.
- Utilizing the Main Street approach, recruited and attracted forty new businesses to the Downtown District during tenure with City.
- Lowered the City's Fire Rating from an ISO Class 5 to a Class 2 which reduces the property and casualty insurance premiums significantly for structures within the City limits.
- Continuously worked to increase the effectiveness and efficiency of the municipal service delivery and was named a Certified Local Government for Historical Preservation, ongoing recognition by the Government Finance Officers Association, Planning and Redevelopment awards by NEFRPC, and a noted Main Street Program.
- Successfully implemented improvements and procedures to the Waste-water treatment plant to convert its discharge to a virtual one hundred percent reuse system for irrigation purposes.

CITY MANAGER, Fernandina Beach

2006 to 2012

Served as the City Manager in a full service City on Amelia Island in North East Florida. Fernandina Beach and Amelia Island is a well known and highly regarded internationally as a tourist destination which is known for its beaches, hospitality and special events. The City annually hosts the Shrimp Festival, an event that draws over 100,000 visitors. The City Manager is responsible for cultivating, managing and promoting the success of the City and island by managing a budget of ninety four million dollars with a work force of approximately two hundred and thirty full and part time workers. The current year round population of the City is 11,500 but it more than doubles during the tourist season.

Significant Accomplishments:

- Right-sized the City's overall work force from 211 full and 80 part time employees to 182 full time and 45 part time employees by means of department re-organizations, use of privatization by a management agreement, and union cooperation.
- Actively pursued and obtained over twenty-six million dollars of federal and state grants for capital improvements and public service programs.
- Working cooperatively with both internal and external stakeholders developed, adopted and financed a community-wide strategic planning effort called Forward Fernandina.
- Successfully cultivated partnerships several not for profit, County, State, and federal governments to provide critical and essential municipal services.
- In cooperation with many stakeholders, both internal and external successfully developed, administered and implemented City budget of approximately ninety four million dollars which continues to maintain a consistently high public service level while maintaining a reasonable reserve levels.

- Continuously worked to increase the efficiency and effectiveness of municipal service delivery and was successful in receiving state-wide reaccreditation for the Police Department and national acclaims for the Fleet Management Department. Developed creative and innovative initiatives such as Sustainable Fernandina and a City-wide employee budget committee to increase efficiencies and decrease costs.
- Diligently worked to enhance the City's communication strategy by the targeted usage of press releases, community website, social media, community access channel, presentations and speeches to various organizations and community groups to increase awareness and education of community policies, programs, and goals.

CITY ADMINISTRATOR, Milan, MI

1996 TO 2005

Served as the municipal administrator in a growing full service community in Southeast Michigan. Responsible for the development and administration of a seventeen million dollar budget and five-year capital improvement program. Managing a municipal workforce consisting of seven department heads and forty-three full-time and twenty-seven part-time employees.

Significant Accomplishments:

- Successfully utilized cooperative intergovernmental agreements with neighboring townships and annexation procedures to double the land area of the City Increased the City's total taxable value by over thirty-five percent (35%) and increased the population by fifty percent (50%).
- Actively pursued and obtained over \$2.5 million in federal and state grants for capital improvements and public programs.
- Successfully pursued and attracted new commercial and industrial entities to the City
- Frequently used redevelopment tools including a Brownfield Redevelopment Authority and grants to remediate previously contaminated property, and encouraged thriving industrial and residential development on the properties.
- Created and implemented a merit pay system, department head performance evaluations, risk management policy, municipal construction standards ordinance, and historical commission.
- Developed and promoted partnership with the school district and adjacent communities for technology, purchasing, programming and capital improvements.
- Promoted efficiency and effectiveness by computerizing most City departments, selected use of privatization, targeted use of technology, and regular competitive bidding of employee benefits, liability insurance, and professional services.

CITY ADMINISTRATOR, DeWitt, MI

1990 TO 1996

Served as the municipal administrator in a growing community in mid-Michigan. Pursued and obtained several state and federal grants for street reconstruction, bridge rehabilitation, economic development, park land purchase and development, downtown beautification, and tree planting and maintenance. Directed and coordinated from original conception to completion the construction and/or installation of numerous capital improvement projects.

Developed and implemented weekly curbside recycling program, fixed asset inventory control system, personnel manual, and purchasing manual. Facilitated the revision of the City's Master Plan, Downtown Development Plan, and Tax Increment Financing Plan. Assisted the Mayor in initiating and cultivating an international sister city relationship with Konan, Japan. Additionally, responsible for the human resources, labor negotiations, budget preparation and administration, and purchasing functions for the city.

VILLAGE MANAGER, Paw Paw, MI

1990 TO 1990

Appointed the first Village Manager in a previously adopted council-manager form of government. Responsible for developing and administering a five million dollar budget. Managed eight departments including electrical distribution with forty-two full-time employees and several part-time employees. Directed several capital improvement projects. Acted as interim Public Works Director and Zoning Official.

VILLAGE ADMINISTRATOR, Whitehouse, OH

1986 TO 1990

Served as the first professionally trained municipal administrator of a full service community in Northwest Ohio. Managed six departments consisting of twenty-five full-time and fifty part-time employees. Created and implemented a personnel policy manual, purchasing policy manual, community newsletter, economic development policy, merit pay system, sidewalk rehabilitation program, records retention manual, and a historic preservation project. Developed and implemented a five year capital improvement program. Successfully administered annexation procedures. Pursued and obtained several state and federal grants.

EDUCATION

Master of Arts in Public Administration, Bowling Green State University
Bachelor of Science (Local Government Administration), Central Michigan University
International City and County Managers Association Credentialed Manager since 2003

MEMBERSHIPS

International City and County Managers Association since 1988
Florida City and County Managers Association since 2006
Served on several public and not for profit boards and commissions
Palatka Sunrise Rotary