Date Submitted: 4/9/2020 Murray, Gregory - AppNo: 4172

**Personal Data** 

Other:

Name: В Mr. Gregory Murray

> (Title) (First) (Middle Initial) (Last)

Other name(s) under which transcripts, certificates, and former applications may be listed:

Gregory Murray

(Title) (Middle Initial) (Last) (First) **Email Address:** 

gmurray7.gm@gmail.com

**Postal Address** 

**Permanent Address Present Address** Number & Street: 74 Byron Drive Number & Street:

Apt. Number: Apt. Number:

City: Smithsburg City: State/Province: MD State/Province:

Zip/Postal Code: 21783 Zip/Postal Code:

Country: United States of America Country: (301) 9922627 Phone Number: Daytime Phone:

Home/Cell Phone: ()

**Employment Desired** 

Closed Vacancy Desired: Date Last Experience in Submitted **Similar Positions** 

JobID: 480 Council Appointed: City Manager at City of Punta Gorda, Florida 4/9/2020 10 years

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

## **Veterans Preference**

* Are you claiming Veterans Preference?	NO
The state and its political subdivisions shall give preference in appointment and	
retention in positions of employment to:	
**Disabled veterans who have served on active duty in any branch of the United States Armed	-
Forces, have received an honorable discharge, and have established the present existence of a	
service-connected disability that is compensable under public laws administered by the United	
States Department of Veterans Affairs; OR	
**Disabled veterans who are receiving compensation, disability retirement benefits, or pension	-
by reason of public laws administered by the United States Department of Veterans Affairs	
and the United States Department of Defense.	
**The spouse of a person who has a total disability, permanent in nature, resulting from a	-
service-connected disability and who, because of this disability, cannot qualify for	
employment; OR,	
**The spouse of a person missing in action, captured in line of duty by a hostile force, or	-
forcibly detained or interned in line of duty by a foreign government or power.	
**A veteran who has served on active duty at least one day during a war-time period, and	-
separated with an honorable discharge.	
**The un-remarried widow or widower of a veteran who died of a service-connected disability.	-
**A veteran in receipt of any Armed Forces Expeditionary Medal.	-
Branch of Service	
Date of Entry	
Date of Discharge	

Please upload a copy of the DD214 and any other documentation you received when you separated from service that substantiates your claim for Veterans Preference.

Murray, Gregory - AppNo: 4172

Date Submitted: 4/9/2020

Basic Information - All applicants	
* Have you ever been employed with the City of Punta Gorda before?	NO
If Yes, give date(s) and position(s)	
* Do you have any friends or relatives that work for the City of Punta Gorda?	NO
If Yes, state name(s), relationship(s), and department(s)	
* Are you currently employed?	NO
<ul> <li>* Are you currently on lay-off from employment and subject to re-call?</li> <li>* Are you eligible to work in this country? Proof of citizenship or immigration status will be required upon employment</li> </ul>	NO YES
* Date available to begin work  * Desired Salary Range?	04/01/2020 130,000 - 165,000
* Shift?	<ul><li>✓ 1 (Morning)</li><li>✓ 2 (Afternoon/Evening)</li><li>✓ 3 (Nights)</li></ul>
* Type of Employment?	⊠ Full Time
* If required, can you travel?	YES
* Are you currently under contract with another employer?	NO
If you answered "Yes" to the question above, please name the employer.	
If you answered "Yes" to the question above, when does the contract expire? When may we contact your present employer?	
Have you ever failed to be rehired, been asked to resign a position, resigned to avoid termination, or been involuntarily terminated (dismissed, not laid off) from employment?	NO
If you answered "Yes" to the question above, please explain.	
* Do you have a valid Florida driver's license?	No
* Do you have a Commercial Driver's License (CDL)?	No
If you have a CDL, what class is it?	

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## **Education**

Please tell us about your educational background beginning with the most recent.

**Highest Degree Attained:** BA/BS/etc.

Colleges, Universities and Technical Schools Attended:

Name and location	Dates Attended: From - To	Major area of study	Degree	Date Conferred or Expected	Graduated
American Intercontinental	06/2002	Business Administration	Bachelors	07/2006	Yes
University	06/2006				

#### List honors, awards or distinctions you have earned:

Summa cum laude

## **Experience**

Starting with your present or last job, please give your employment history for the last ten (10) years. Include any job-related military service assignments and volunteer activities. You may exclude organizations that indicate race, color, religion, gender, national origin, disabilities, or other protected status.

<b>Current or Most Rec</b>	cent Position	<b>Employer Contact In</b>	nformation		
County Administrator		100 W. Washington Street Hagerstown, MD 21740 United States of America 2403132237			
Date From - Date To:	02/2007 - 07/2017	Full or Part Time:	Full	Last Annual Salary:	139,400
Reason(s) for Leaving:	Retirement				
May we contact this employer?	Yes				
Responsibilities and	Complete resume included				
Accomplishments at this Position					

## **Language and Translation Skills**

\* Do you know any language other than English?

Yes

IF YOU INDICATED "YES" ABOVE, PLEASE INDICATE YOUR OVERALL PROFICIENCY BELOW FOR THE LANGUAGE SPECIFIED.

Definitions of proficiency:

- \* Beginner Level: You are basically a student of the language and enjoy working with it. You cannot be depended on to apply this language reliably in a real world situation.
- \* Business Level: You are experienced enough with the language to conduct business in it. You are able to engage a native speaker of this language without offending them. You are able to take instructions in this language and carry them out without error.
- \* Fluent Level: You are fully versed in this language, speaking, reading and writing it as well as a native speaker. You can keep up with a fast-paced dialogue between two native speakers of this language.

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

Language and Translation Skills continued

<u>SPANISH</u>	Beginner Level
_FRENCH	
_CREOLE	
OTHER	
Specify which language(s) other than those above in which you are proficient at a Business	
Level or Fluent Level.	

In order to qualify for language translation premium, an employee must be able to communicate at the Business or Fluent Level.

## **Professional References**

	Reference 1 of 5	Reference 2 of 5
Name:	The Honorable Paul Crampton, Jr.	The Honorable Jeffrey Cline
<b>Current Position:</b>	Mayor, Funkstown, Md. Developer,	President, Board of County Commissioners,
	contractor, business owner	Washington County, Md. Realtor
<b>Best Contact Number</b>	301-573-4006	301-331-7865
Mailing Address:	Funkstown, Maryland	
	Port Orange, Florida	
Email:	pauljr@paulcramptoncontractors.com	jeffcline@myactv.net
Relationship to Candidate:	Business associate	Former supervisor
Years Known:	20	10
	Reference 3 of 5	
Name:	Reference 3 of 5 The Honorable Donna Brightman	
Name: Current Position:		
- 100	The Honorable Donna Brightman	
- 100	The Honorable Donna Brightman Business Owner. former President Board of	
- 100	The Honorable Donna Brightman Business Owner. former President Board of Education, former President Md. State	
Current Position:	The Honorable Donna Brightman Business Owner. former President Board of Education, former President Md. State Board of Education	
Current Position:  Best Contact Number	The Honorable Donna Brightman Business Owner. former President Board of Education, former President Md. State Board of Education	
Current Position:  Best Contact Number  Mailing Address:	The Honorable Donna Brightman Business Owner. former President Board of Education, former President Md. State Board of Education 301-491-3178	

Date Submitted: 4/9/2020

## **City Manager Supplemental Questionnaire**

- 1. How would you describe the relationship between an elected City Council and their appointed City Manager (chief executive)? Describe your experience(s) in managing that relationship. If your experience does not reflect a direct superior/subordinate relationship with elected officials, please describe your perception of this dynamic, and how you would go about ensuring that the relationship is positive and successful.
- 2. What is your experience with open records laws, or as is colloquially known in Florida as "Sunshine" law? If you are not from Florida, please describe the standard for open records in the state(s) where you have served, and any challenges you may have had in complying with such laws.
- 3. Please describe your experience(s) in dealing with the following agencies, the circumstances that drove your involvement with them, and the level of success you achieved in working with them:

FEMA

State regulatory agencies (please identify)

- 4. The City of Punta Gorda's current City Manager has been in place for approximately 15 years. His group of direct reports has been stable, and has been in place for a minimum of two years, with several having served ten or more years. Describe the challenges you foresee with taking the place of the retiring City Manager and how you will approach this process.
- 5. Please evaluate the following leadership traits, and determine which is most important to you. Why did you choose that characteristic? Describe a situation from your past that may have led you to feel this way.

Strong management skills and ability to develop, lead, and nurture high performance and a professional atmosphere.

Excellent writing and communication skills (including interpersonal communication).

Highly collaborative, organized, and efficient. Strong work ethic and demonstrated conflict resolution skills.

Strategic thinker and planner, problem solver, and ability to lead the council and staff in ongoing strategic planning and implementation efforts.

- 6. As a coastal community, the City of Punta Gorda has been exposed to natural disasters over the past fifteen years, resulting in catastrophic damage to buildings and infrastructure throughout the community. What is your experience with emergency preparedness and recovery? If you do not have a natural disaster to use as a point of reference, you may use an organizational, public safety, or political crisis with which you had to deal. Please describe the actions you took, before (if applicable), during, and after the emergency, and the level to which you were successful.
- 7. The City of Punta Gorda is currently engaged in a citizen-driven initiative focused on defining what the community and its leadership want the City to be, over the next several years, in terms of character, culture, and livability. A term that frequently is a focal point in the conversation is "managed growth." Explain what this means to you. What is your experience with respect to citizen master planning efforts, and how did you "manage growth?" To what level do you think your efforts were successful? Please click on the link that follows to upload the file(s) containing your responses to the questions.

Supplemental Questionaire.docx

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

## **City Manager Job Description**

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Click the following link and read the file.

\* Are you a member of the ICMA?

If you are a member of the ICMA, do you hold the ICMA Credentialed Manager designation?

Yes Yes

If you hold the ICMA Credentialed Manager designation, please upload the document(s) you received from the ICMA certifying that you are credentialed.

Credentialing notification.doc

By clicking on the link below, I certify that I meet, or exceed all the minimum requirements as a candidate for this position. I also certify that all the information I have provided in this section is accurate and truthful.

Χ

Signed: Gregory B. Murray

Stamped: 3/30/2020 6:13:55 PM; 24.235.90.238; Applicant - #4172 - Gregory Murray;

## **Drug Free and Certification**

The City's Drug-Free Workplace Policy is aimed at ensuring '0' tolerance to illegal drugs at all times and its alcohol-free policy to '0' tolerance under circumstances that affect or might affect the safety and well being of employees, citizens, and others, or the effective operation of City business.

Unless the law requires otherwise, the City will not hire an applicant who uses, possesses, sells, distributes or cultivates illegal controlled substances or has an alcohol-related problem that the City believes will or may adversely affect the efficient operation of City business. To the extent allowed by applicable law, the City, at its option, may require successful completion of one(1) or more drug screening tests as a condition of employment. Whenever applicants for employment are to be test for the presence of illegal controlled substances, they shall be informed of the test in advance and in writing.

By completing this application, the applicant certifies that he/she has received advance, written notification of testing for illegal, controlled substances.

I Certify that the answers given herein are true and complete. If I am employed, I understand that false or misleading information given in my application or interview(s) may result in discharge.

I understand, also, that I am required to abide by all rules and regulations of the City of Punta Gorda, and that my employment relationship with the City is 'at will,' which means that I may resign at any time and the City may discharge me at any time with or without cause. This 'at will' relationship may not be changed or modified for any reason unless specifically acknowledged in writing by an authorized executive of the organization.

I understand that this employment application becomes the sole property of the City of Punta Gorda, is a public record, and may be inspected by any member of the public for any reason.

Electronic Signature

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Signed: Gregory B. Murray

Stamped: 3/30/2020 6:15:09 PM; 24.235.90.238; Applicant - #4172 - Gregory Murray;

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

## **Release to Gather Credit Information**

# AUTHORIZATION FOR RELEASE OF CREDIT/PERSONAL BACKGROUND INFORMATION

I, the undersigned, hereby authorize any and all financial institutions, credit bureaus, credit processing companies or other credit assembling entities to provide a consumer report and documentation of my current credit status to the City of Punta Gorda for employment purposes. I also authorize the City of Punta Gorda to conduct a background check through access to law enforcement databases, including the National Criminal Information Center (NCIC) and Florida Criminal Information Center (FCIC). Because this authorization is used for pre-employment purposes, I, the undersigned, also grant permission for criminal records (including felony and misdemeanor records), motor vehicle records, and employment records, including worker's compensation investigations, medical records, and education backgrounds to be released to the City of Punta Gorda.

I authorize this release of information solely for the purpose of obtaining employment with the City of Punta Gorda and may only be used within the context of this employment application. I understand that all information obtained by the City from this credit/personal background check will be held in confidence by the City of Punta Gorda. This information will not be released to any other persons or organizations without my express written permission to do so, unless otherwise specified or permitted by applicable

ordinance, statute, or law.	
Print Name:	Gregory B. Murray
Present Street Address/Apt. No:	74 Byron Drive
City:	Smithsburg
State:	MD
Zip Code:	21783

### Signature:

х	Signed: <b>Gregory B. Murray</b> Stamped: <b>3/30/2020</b> 6:18:48 PM; <b>24.235.90.238</b> ; <b>Applicant - #4172 - Gregory Murray</b> ;

* Date:	
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# City of Punta Gorda Online Application Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020 Legal Disclosures \* Are you eligible to work in the United States? Have you ever been convicted of a felony or other non-traffic related crime? No If yes, explain, giving dates: Please Note: A conviction will not necessarily bar you from employment. Facts, such as date of occurrence and rehabilitation will be considered. This information will be used only for job-related purposes and only to the extent permitted by applicable law. Equal Opportunity Employer City of Punta Gorda is an Equal Opportunity Employer. City of Punta Gorda ensures equal employment opportunities regardless of race, creed, gender, color, national origin, religion, age, sexual orientation, disability, or any other legally protected status.

YES

# Applicant's Acknowledgment and Agreement

applying, with or without reasonable accommodation?

the essential job functions:

Are you able to perform all the essential job functions of the position(s) for which you are

I hereby certify that all of the facts and information listed on this employment application are true and complete. I understand that any false, incomplete or misleading information given by me on this application is sufficient cause for rejection of this application. I also understand and agree that any such false, incomplete, or misleading information discovered on this application at any time after I am employed by the City may result in dismissal.

If you answered "No" to the question above, please list any reasonable accommodations that may be necessary to enable your to perform

I hereby authorize the City of Punta Gorda to investigate all statements contained in this application, to interview the references and previous employers listed in this application. I authorize the references and previous employers listed to give the City all facts, opinions, and evaluations concerning my previous employment and any other information they may have, personal or otherwise, and release all such parties from any liability which may allegedly arise from furnishing such information the City, including, but not limited to, any liability for defamation or invasion of privacy. If I am selected for employment, I understand that the selection will be conditioned upon satisfactory results of a background investigation.

I understand, also, that I am required to abide by all rules and regulations of the City of Punta Gorda, and that my employment relationship with the City is "at will," which means that I may resign at any time and the City may discharge me at any time with or without cause. This "at will" relationship may not be changed or modified for any reason unless specifically acknowledged in writing by an authorized executive of the organization.

I understand that this employment application becomes the sole property of the City of Punta Gorda; it is a public record, and may be inspected by any member of the public for any reason.

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

I, Gregory Murray, agree to all of the terms above.

X

Signed: Gregory B. Murray

Stamped: 3/30/2020 6:19:34 PM; 24.235.90.238; Applicant - #4172 - Gregory Murray;

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

## Referrals

How did you hear about employment with	us?	
Company Web Site		

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

DIRECTOR	and MANAGER	SUPPLEMENTAL	INFORMATION
		JULI LLIVILIVI AL	

DIRECTOR AND MANAGER OUT I ELMENTAL IN ORMATION	
* Name of Company or Organization:	Washington County Government
* Address:	100 W. Washington Street
* City:	Hagerstown
* State:	MD
* Zip:	21740
* Job Title/Position Last Held:	County Administrator
* Highest Annual Salary:	\$139,400 plus benefits
To whom do/did you report. If it was not an individual, but a Board or Committee, please state t and how it was organized:	the name of the Board or Committee,
Board of County Commissioners of Washington County Commissioner/Administrator	
* What was the largest budget you administered?	\$320,000,000 operating, \$500,000,000 capital
* Total number of paid employees:	1000
Describe the primary activities in which your organization was engaged, and the role of your wo	ork unit within the organization.
Local Government Chief Administrative Officer responsible for day-to-day operations under the general supervision	n of the Board.
If you are currently employed by this organization, what is your reason for leaving? If you have leave?	e already left this employer, why did you
Retired after 35 years to diversify my career in another area. New challenges.	
Name of Company or Organization:	
Address:	
City:	
State:	
Zip:	
Job Title/Position Last Held:	
Highest Annual Salary:	
To whom do/did you report. If it was not an individual, but a Board or Committee, please state t and how it was organized:	the name of the Board or Committee,
What was the largest budget you administered?	
Total number of paid employees:	
Describe the primary activities in which your organization was engaged, and the role of your wo	ork unit within the organization.

Murray, Gregory - AppNo: 4172 Date Submitted: 4/9/2020

## **DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION continued**

If you are currently employed by this organization, what is your reason for leaving? If	If you have already left this employer, why did you
leave?	

To add employers in your application submittal, please click on the following link and provide that information as an uploaded attachment. Please ensure that all information required above is provided in the uploaded file(s).

Murray, Gregory - AppNo: 4172

Date Submitted: 4/9/2020

## Supplemental Questionnaire

1. How would you describe the relationship between an elected City Council and their appointed City Manager (chief executive)? Describe your experience(s) in managing that relationship. If your experience does not reflect a direct superior/subordinate relationship with elected officials, please describe your perception of this dynamic, and how you would go about ensuring that the relationship is positive and successful.

As per Charter, all powers of the City are vested in the elected Council with the City Manager being Chief Operating Officer. The Manager is responsible and more importantly accountable for day to day operations of the City. Obviously this includes working closely with the elected body, keeping the Council fully informed, proposing a balanced budget and capital plan, managing the Department Heads, informing the Council if termination is necessary, insuring a comprehensive Strategic Plan, driving and managing those strategic initiatives, insuring the laws of the State are met, and insuring that the Council is well-protected and has a very positive position from which to work. Obviously there is much more detail, but I have worked with a plethora of elected bodies very successfully. I find that by remembering and respecting the responsibilities of the elected body, while insuring that the job of the Manager is done with integrity and reflects the quality said elected body hopefully possesses, the relationship is trusting and successful. Knowledge, accountability, integrity, fair and ethical treatment of staff, and an unsurpassed work ethic make for a successful partnership.

2. What is your experience with open records laws, or as is colloquially known in Florida as "Sunshine" law? If you are not from Florida, please describe the standard for open records in the state(s) where you have served, and any challenges you may have had in complying with such laws.

The "Sunshine" law in the State of Maryland is quite extensive, insuring transparency and accessibility for the public. The challenge has many times been insuring that items not specifically allowed in closed or special sessions are directed properly to open discussion where appropriately discussed.

- 3. Please describe your experience(s) in dealing with the following agencies, the circumstances that drove your involvement with them, and the level of success you achieved in working with them:
- FEMA
- State regulatory agencies (please identify)

FEMA involvement has ranged from major flooding, snowstorm, and tornado damage in our region, often several times in one year. I have insured and we have been extremely successful in tracking ALL required information (which is extensive and easily overlooked) to insure maximum recovery for our jurisdiction. It is a team effort, but well worth the time it takes.

I have also worked with State regulatory and support agencies closely and with much success. This is a very important topic to insure local government success and I make it a point to build those relationships. From solid waste disposal, to waterway permitting, to treatment plant operations Maryland Department of the Environment and associated Divisions), it is critical to have the respect of the various agencies to capture available funding (Governor's office, Department of Commerce, Environment, Natural Resources), work cooperatively to resolve issues, and insure forward movement in the economic environment of the City (Department of Labor Relations, Commerce). There are many more State and Federal agencies to discuss. You will see this sentiment reflected throughout my resume.

4. The City of Punta Gorda's current City Manager has been in place for approximately 15 years. His

group of direct reports has been stable, and has been in place for a minimum of two years, with several having served ten or more years. Describe the challenges you foresee with taking the place of the retiring City Manager and how you will approach this process.

Well that is a very good yet complicated question requiring finesse and customization based on the employee's themselves. Short answer – always be fair, equitable, empathetic, and remember that respect cannot be demanded, it must be earned. First rule – don't be a jerk. Second rule – refer to rule one. Obviously there will be issues and challenges depending on length of service vs. retirement, ownership of ideas and processes, even personalities, but treating each employee with respect while building credibility is a key facet of having a successful management transition. When I took over my last position the Administrator had been in office for 12 years, was well liked, and successful. Big shoes to fill. It takes experience and maturity to have a seamless transition, and I am able to successfully embrace the challenge again.

- 5. Please evaluate the following leadership traits, and determine which is most important to you. Why did you choose that characteristic? Describe a situation from your past that may have led you to feel this way.
- Strong management skills and ability to develop, lead, and nurture high performance and a professional atmosphere.
- Excellent writing and communication skills (including interpersonal communication).
- Highly collaborative, organized, and efficient. Strong work ethic and demonstrated conflict resolution skills.
- Strategic thinker and planner, problem solver, and ability to lead the council and staff in ongoing strategic planning and implementation efforts.

Again, all of these traits are necessary and important to succeed in the position. I have always found that given a competency in the other listed areas, that being a strategic thinker able to lead the organization efficiently and effectively and provide support for the Council is critically important. Strategic thinking not only facilitates a road map of where the organization needs to go, but also allows for the ever-changing plethora of issues to be effectively addressed. When in this caliber of position I have always said, regardless of day or night, location aside, it is not if you are working just where. Strategic thinking is a continuing evolving map of ways to move the organization forward. Without providing a roadmap, many times the Council, staff and City will just be lost.

6. As a coastal community, the City of Punta Gorda has been exposed to natural disasters over the past fifteen years, resulting in catastrophic damage to buildings and infrastructure throughout the community. What is your experience with emergency preparedness and recovery? If you do not have a natural disaster to use as a point of reference, you may use an organizational, public safety, or political crisis with which you had to deal. Please describe the actions you took, before (if applicable), during, and after the emergency, and the level to which you were successful.

When dealing with a disaster, not succeeding is not an option. Again, strategic thinking and leadership is critical to the success of emergency operations. I was a Division Director during the 9/11 tragedy managing water and wastewater systems, Public Works Director and County Administrator during numerous snowstorms (which can be severe, long-lasting, and immobilize everything from general transportation to emergency services), flooding from rainfall on top of snow melt, torrential rainfall and infrastructure damage from tornados and tropical storms tracking right up the Chesapeake Bay or valley from the south (U.S. 17 northern terminus is in Winchester, Va., less that an hour form this area), an unexpected earthquake, and yes even a couple political storms. I have always been able to deal with what has needed done by using a few principles. First, preparedness. It is critically important to have the resources, command structure, and plan available when disaster strikes. Many times that unfortunately and ultimately starts after the brunt of the storm subsides, but you must be ready. Next,

insure that you are plugged into the process as a leader, but realize too that there are experts that must be relied on and empowered as part of the process so decisions can be made in a centralized command structure and plugged in wherever necessary depending on the scope of the disaster. Build partnerships and have them in place. As importantly is the ability to make a decision. Indecision is also not an option. Sound decision making through knowledge and experience is critically important. From issuing a timely State of Emergency to use of funds to quickly and effectively provide necessary resources. Again, a very complicated subject, but being prepared before the disaster, and prepared to handle the aftermath can at least minimize the losses to the extent possible and get on the road to recovery.

7. The City of Punta Gorda is currently engaged in a citizen-driven initiative focused on defining what the community and its leadership wants the City to be, over the next several years, in terms of character, culture, and livability. A term that frequently is a focal point in the conversation is "managed growth." Explain what this means to you. What is your experience with respect to citizen master planning efforts, and how did you "manage growth?" To what level do you think your efforts were successful? Government is for the citizens and it is critically important that it involves their input to the extent possible. There are many venues in which citizens can have input, but of course ultimately most of the decisions fall to the elected body if not a referendum. For example, the Comprehensive Plan, public hearings on land use, Ordinances, advisory and focus groups, even citizens' comments listed on the agenda all insure that the citizens have a voice. Unfortunately not everyone always agrees on what must be done, but ultimately drivers such as the Comp Plan and PLAN Punta Gorda will shape strategic growth goals of the City. All the listed items culminate in the guiding documents that define what "managed growth" looks like in a community. I have been involved in many initiatives in the various venues (especially when zoning changes are proposed) to address spillover growth from major metropolitan areas. Many citizens wanted to see managed growth to maintain the rural character of the area, while others with land holdings wanted to see higher densities. While solutions are specific to the input received, long term needs for tax base and community assets all play a part in the ultimate outcome. Stagnation can drive up tax rates and fees and overwhelm infrastructure. In many instances, designated target areas with necessary infrastructure can provide a solution. Additional core areas that maintain the existing character can be maintained as well. Key to the discussion is how quickly the growth would occur needing managed and what is necessary to handle it. Community planning is an important part of the long range strategic process, and a very important part of Council responsibilities. In the cases in which I have previously been involved, this strategic information needed in order to fit the pieces together into a matrix that showed the best solution for the community worked very well. It is a very complex and even fluid solution, but necessary so that a "managed" process allows for revenues needed, does not overload infrastructure and resources, or unduly burden residents while the City implements annexation and other plans.

City Manager Reference Survey

Completed By: Reference - The Honorable Donna

For: Murray, Gregory	Completed By: Reference - The Honorable Donna	Sent On: 4/9/2020 7:38am CT		
Sent By: cbuckles	Brightman	Completed: 4/10/2020 5:52am CT		
Gregory Murray is an applicant for the City Manager position with the City of Punta Gorda, Florida. The information that you provide will help us make the decision for this critical position. Thank you for your time and input.				
What was the nature of your i	What was the nature of your relationship with the applicant? Professional/Colleague			
How long have you known th	ne applicant?	13 years		
characteristics listed in the fol	ne candidate such that you can objectively evaluate the llowing list? If the answer is 'NO' ignore the list. If ortable rating a specific element, simply choose N/A.	Yes		
Please Rate the Candidate in	the following qualities			
1. Professional Judgement		5 (High)		
Comments				
High skill level of professiona	alism and expertise. Always prepared with a deep understanding of	topics under his authority.		
2. Professional Attitude		5 (High)		
Comments				
Always on point and focused	on task at hand.			
3. Cooperation		5 (High)		
Comments				
Understands the need and imp	portance of working with a diversity of people to reach a mutual so	lution.		
4. Emotional Composure		5 (High)		
Comments				
Maturity and empathy in hand	dling difficult situation.			
5. Time Management		5 (High)		
Comments				
Well prepared for each day's	schedule, but understands the need for flexibility when in a govern	ment position.		
6. Knowledge in Field of Wor	6. Knowledge in Field of Work 5 (High)			
Comments				
Has worked in every level of	local government. And, excellent skill at applying that hands on ex	perience.		

F 34 C	C 1 1 1 D D C TO II II 11 D	G . O . A/0/2020 7 20 . CFF
For: Murray, Gregory Sent By: cbuckles	Completed By: Reference - The Honorable Donna Brightman	Sent On: 4/9/2020 7:38am CT Completed: 4/10/2020 5:52am CT
7. Planning and Preparation		5 (High)
Comments		
Can't stress enough his high level of stra	tegic long term planning capability as well as ability to	be flexible on a day to day basis.
8. Problem-Solving 5 (High)		
Comments		
With his depth of experience in budget, i excels at balancing issues with a political	nfrastructure projects, enterprise fund planning, educati l reality.	ion funding, and policy making Greg
9. Initiative/Personal Motivation		5 (Strong)
Comments		
High level of personal and professional r	notivation. Strong foundation in ethics and integrity.	
10. Interpersonal Relations 5 (Great)		
Comments		
Greg understands the importance of build of the front line employees.	ding team spirit while maintaining an appropriate separa	ation of authority. He is very supportive
11. Communication skills		4
Comments		
Greg struggles with simplifying issues to	a point of general understanding. Has greatly improved	d over the years.
12. Stress Tolerance	rance 5 (Strong)	
Comments		
Have watched Greg handle high stress si	tuations with professionalism and compassion. Always	putting others first.
Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?		
If you answered "YES" please explain w	hy.	
Can you think of anyone else who would employment decision regarding this appl	be important to contact before making an icant?	

For: Murray, Gregory	Completed By: Reference - The Honorable Donna	Sent On: 4/9/2020 7:38am CT
Sent By: cbuckles	Brightman	Completed: 4/10/2020 5:52am CT

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

Greg Murray would be an asset to your organization and community. I have no hesitation in recommending him to you. Indeed, it is an honor.

For: Murray, Gregory	Completed By: Reference - The Honorable Paul	Sent On: 4/9/2020 7:38am CT	
Sent By: cbuckles	Crampton, Jr.	Completed: 4/10/2020 11:25am C	
	the City Manager position with the City of Punta Gorda, Floon for this critical position. Thank you for your time and in		
What was the nature of your relationship with the applicant?		I am the mayor of a small town in the county Mr Murray worked for	
How long have you known the appli	cant?	15 years	
Was your relationship with the candidate such that you can objectively evaluate the characteristics listed in the following list? If the answer is 'NO' ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.		Yes	
Please Rate the Candidate in the foll	owing qualities		
1. Professional Judgement		5 (High)	
Comments			
Mr Murray, is very professional both	h at work and on his own time he has a high moral standard		
2. Professional Attitude		5 (High)	
Comments			
Comments  I have never witnessed a time when	ha was not positiva		
I have hever withessed a time when	ne was not positive.		
3. Cooperation		5 (High)	
Comments			
_	30 plus years. I fist meet Mr murray When the town was ur artment head and went above and beyond to help our munic		
4. Emotional Composure		5 (High)	
Comments			
I have never seen Mr Murray Lose h	is composure in any meetings		
5. Time Management	5. Time Management 5 (High)		
Comments			
	ave been very good as he always was involved in many pro	jects at a time.	
6. Knowledge in Field of Work	Knowledge in Field of Work 5 (High)		
Comments			
	of government and has worked to be one of the best admin	istrators I have worked with in	
Maryland			

For: Murray, Gregory Sent By: cbuckles	Completed By: Reference - The Honorable Paul Crampton, Jr.	Sent On: 4/9/2020 7:38am CT Completed: 4/10/2020 11:25am C
7. Planning and Preparation		5 (High)
Comments		
Always on top of the issues at hand, ver	y well prepared.	
8. Problem-Solving		5 (High)
Comments		
I have never seen a issue that he could n	not solve or work a compromise with employees or busing	ness that came before the commissioners,
9. Initiative/Personal Motivation		5 (Strong)
Comments		
He is a very motivated person he likes to	o tackle tough issues and sees them as a challange	
10. Interpersonal Relations		5 (Great)
Comments		
Greg, Had a great relation ship with his people that worked under him and they	department heads and with the employees of Washingto all held him in high regard.	on county, I personally know a lot of
11. Communication skills		5 (Strong)
Comments		
Mr Murray Is a good listiner and likes to council objectives are	o hear all sides of a issue before making a decision . He	also does a great job in doing what the
12. Stress Tolerance		5 (Strong)
Comments		
I have been in many meeting with Mr M	furray He is always well prepared So as not to put him s	self in a defensive position.
Do you know of any reason why the app the City of Punta Gorda?	plicant should not be employed as the City Manager at	No
If you answered "YES" please explain v	why.	
Can you think of anyone else who woul employment decision regarding this app	d be important to contact before making an blicant?	

For: Murray, Gregory	Completed By: Reference - The Honorable Paul	Sent On: 4/9/2020 7:38am CT
Sent By: cbuckles	Crampton, Jr.	Completed: 4/10/2020 11:25am CT

If you have further comments you would like the City of Punta Gorda to consider in making its decision, please make use of the text box below.

In the Time i have known Mr Murray He has never been anything but profesional and willing to help all the communities in Washington county I believe he would be a team player for your community

Completed By: Reference - The Honorable Jeffrey Cline Sent On: 4/9/2020 7:38am CT

Sent By: cbuckles	Completed: 4/10/2020 3:21pm CT
Creacery Murrory is an applicant for the City Manager position with the City of Posts Conda File	wide. The information that you
Gregory Murray is an applicant for the City Manager position with the City of Punta Gorda, Florovide will help us make the decision for this critical position. Thank you for your time and in	
What was the nature of your relationship with the applicant?	County Commissioner / Supervisor
How long have you known the applicant?	15 Years
Was your relationship with the candidate such that you can objectively evaluate the	Yes
characteristics listed in the following list? If the answer is 'NO' ignore the list. If you are uncertain or uncomfortable rating a specific element, simply choose N/A.	
Please Rate the Candidate in the following qualities	
1. Professional Judgement	5 (High)
Comments	
Mr. Murray was very proficient and well informed in his judgement.	
Preparation and knowledgeable was evident.	
2. Professional Attitude	5 (High)
Comments	
Mr.Murray always displayed a calm and collective manor even in the most difficult situations. I media and passionate citizens.	Especially in his exchanges with the
3. Cooperation	5 (High)
Comments	
Mr. Murray was a good listener and willing to agree on a mutually agreed solution whether it w official.	as a business owner, staff ok elected
4. Emotional Composure	5 (High)
Comments	
Always maintain his composure and respect for others in both public and private settings.	
5. Time Management	4
Comments	
Was always available through a myriad of technology and personal contact.	
Perhaps, dedicated to a fault, however, loyal to his responsibilities.	

For: Murray, Gregory

	Oity Manager Reference Ourvey		
For: Murray, Gregory Sent By: cbuckles	Completed By: Reference - The Honorable Jeffrey	y Cline	Sent On: 4/9/2020 7:38am CT Completed: 4/10/2020 3:21pm CT
6. Knowledge in Field of Work		5 (Hi	gh)
Comments			
The most well prepared and well versed in The ability to recall facts was astounding			
7. Planning and Preparation		5 (Hi	gh)
Comments			
Always prepared and often times more presentations was exceptional.	epared than the person on the other side of the table. F	His abilit	y to coordinate with staff for
8. Problem-Solving		5 (Hi	gh)
Comments			
Always willing and ready to provide solu	tions to all parties for a win - outcome even in the mos	st delicat	te of situations .
9. Initiative/Personal Motivation		5 (Str	rong)
Comments			
Mr. Murray was out in front with a vision to three AA bond ratings.	for Washington County to include economic develop	ment an	d financial initiatives which led
10. Interpersonal Relations		4	
Comments			
Easy to talk with a low hey approach of e Employees even in disagreement had a hi	xpressing his viewpoint. gh level of respect for him as Administrator.		
11. Communication skills		5 (Sta	rong)
Comments			
Always available and able to present info approachable by employees at all levels.	rmation in an organized manner to clearly validate a so	olution o	or an opinion. He was easily
12. Stress Tolerance		5 (Sta	rong)
Comments			
Mr. Murray always seem to be at his best or persistent commissioners.	at the top of his game during stressful situations invo	olving th	ne mediabudget presentations

For: Murray, Gregory Sent By: cbuckles	Completed By: Reference - The Honorable Jeffrey	y Cline	Sent On: 4/9/2020 7:38am CT Completed: 4/10/2020 3:21pm CT
Do you know of any reason why the ap the City of Punta Gorda?	pplicant should not be employed as the City Manager at	No	
If you answered "YES" please explain	why.		
Can you think of anyone else who wou employment decision regarding this ap	ald be important to contact before making an oplicant?		
If you have further comments you wou box below.	ald like the City of Punta Gorda to consider in making its	decision	n, please make use of the text
You could have no better choice.			