

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Personal Data

Name: Mr. Michael W Morrow
(Title) (First) (Middle Initial) (Last)

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

Other: (Title) (First) (Middle Initial) (Last)

Email Address: mrmikemorrow@me.com

Postal Address

Permanent Address

Number & Street: 8353 MORNING STAR ROAD
Apt. Number:
City: LAKE WORTH
State/Province: FL
Zip/Postal Code: 33467
Country: United States of America
Daytime Phone: (561) 7791302
Home/Cell Phone: (561) 7791302

Present Address

Number & Street: 8353 MORNING STAR ROAD
Apt. Number:
City: LAKE WORTH
State/Province: FL
Zip/Postal Code: 33467
Country: United States of America
Phone Number: (561) 2474445

Employment Desired

Closed Vacancy Desired:

JobID: 480 **Council Appointed:** City Manager at City of Punta Gorda, Florida

Date Last Submitted
4/9/2020

Experience in Similar Positions
years

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

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.

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

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?

YES

* Are you currently on lay-off from employment and subject to re-call?

NO

* Are you eligible to work in this country? Proof of citizenship or immigration status will be required upon employment

YES

* Date available to begin work

10/05/2020

* Desired Salary Range?

125,000 - 150,000

* Shift?

1 (Morning)
 2 (Afternoon/Evening)
 3 (Nights)

* 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?

Yes

* Do you have a Commercial Driver's License (CDL)?

No

If you have a CDL, what class is it?

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Education

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

Highest Degree Attained: MA/MS/etc.

Colleges, Universities and Technical Schools Attended:

| Name and location | Dates Attended: From - To | Major area of study | Degree | Date Conferred or Expected | Graduated |
|--------------------------------|------------------------------|--|------------|----------------------------|-----------|
| Palm Beach Atlantic University | 01/2003 12/2004 | Organizational Leadership and Management | Masters | 12/2004 | Yes |
| Florida Atlantic University | 08/1998 12/2000 | Public Administration and Management | Bachelors | 12/2000 | Yes |
| Palm Beach State Collega | 01/1994 05/1998 | Political Science | Associates | 05/1998 | Yes |

List honors, awards or distinctions you have earned:

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.

| Current or Most Recent Position | | Employer Contact Information | | | |
|---|--|---|------|----------------------------|---------|
| City of Palm Beach Gardens Operations Director/Public Works Director | | 10500 North Military Trail Palm Beach Gardens, FL 33467 United States of America 5617791302 | | | |
| Date From - Date To: | 07/2001 - 02/2020 | Full or Part Time: | Full | Last Annual Salary: | 129,000 |
| Reason(s) for Leaving: | Still employed | | | | |
| May we contact this employer? | Yes | | | | |
| Responsibilities and Accomplishments at this Position | <p>Served as Operations Director, Engineering and Public Works Director (\$20M budget). Responsibilities included City Council presentations; administrative oversight for facilities, streets and stormwater utility, maintenance, capital construction projects grant projects, and solid waste services.</p> <p>Key Accomplishments:</p> <ul style="list-style-type: none"> ? Oversight of \$50M capital programs ? Inter-governmental liaison oversight of \$200M projects within the City ? Provide leadership and direction for short- and long-range plans, research for studies (annexation, operational, traffic, etc.), reports, and recommendations ? Assisted with labor negotiations with union for department staff ? Implemented multi-year paving program, and storm water utility improvements ? Authored, received and managed grants, and research work for sustainability issues and City major projects | | | | |

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Experience Continued

| Previous Position Held | | Employer Contact Information | | | |
|--|--|--|-----------|----------------------------|--------|
| Brenau University Adjunct Instructor | | Gainesville, GA United States of America 7705384703 | | | |
| Date From - Date To: | 01/2010 - 02/2020 | Full or Part Time: | Part-Time | Last Annual Salary: | \$4500 |
| Reason(s) for Leaving: | Still available as an instructor, upon request | | | | |
| May we contact this employer? | Yes | | | | |
| Responsibilities and Accomplishments at this Position | A Georgia non-profit university with 5 campuses (main campus Gainesville, GA); 3500 students. Women's college on-ground; co-educational environment online. Adjunct Faculty Member Course taught (Online): ? Organizational Management and Behavior | | | | |

| Previous Position Held | | Employer Contact Information | | | |
|--|--|--|------|----------------------------|----------|
| Florida Department of Transportation District Freeway Operations Engineer/Area Traffic Studies Engineer | | 3400 West Commercial Boulevard Fort Lauderdale, FL 33309 United States of America 9547774350 | | | |
| Date From - Date To: | 04/1990 - 06/2001 | Full or Part Time: | Full | Last Annual Salary: | \$45,000 |
| Reason(s) for Leaving: | Better opportunity with a municipality | | | | |
| May we contact this employer? | Yes | | | | |
| Responsibilities and Accomplishments at this Position | Responsibilities included the following: ? Managed and administered the Freeway Operations section ? Managed and created minor plans for maintenance and contract work orders, including pavement markings, and traffic signs ? Served as intergovernmental liaison between FDOT, counties, and municipalities ? Reviewed traffic signal studies, pedestrian studies and pavement markings/traffic signal plans ? Project Manager: Road Ranger Service Patrol Contract for Broward and Palm Beach County. Designed for motorist assistance on Interstates 95, 575, and 75, that included the supervision of 25 contract employees, daily incident management, and administration of awarded contracts in excess of \$3.5 million per year. ? Project Manager: Freeway Incident Management Consultant Contract for Broward and Palm Beach County. Created for agencies involved in freeway incident management as a forum to improve freeway operations, clearances of crashes, and consensus building among all agencies involved in freeway operations (\$1 million). | | | | |

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Experience Continued

| | | | | | |
|---|---|--|------|----------------------------|----------|
| Previous Position Held | | Employer Contact Information | | | |
| Palm Beach County Board of County Commissioners Survey Aide II | | 301 North Olive Avenue West Palm Beach, FL 33404 United States of America 5612333900 | | | |
| Date From - Date To: | 04/1988 - 03/1990 | Full or Part Time: | Full | Last Annual Salary: | \$17,000 |
| Reason(s) for Leaving: | More career advancement with FDOT | | | | |
| May we contact this employer? | Yes | | | | |
| Responsibilities and Accomplishments at this Position | Land survey field work throughout the county, and data gathering for land development and roadway construction. | | | | |

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.

SPANISH

Beginner Level

FRENCH

Beginner Level

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.

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Professional References

| | Reference 1 of 5 | Reference 2 of 5 |
|-----------------------------------|--|--|
| Name: | Mr. Dan Clark | Mr. Ron Ferris |
| Current Position: | Town Administrator, Town of Lake Clarke Shores | City Manager, City of Palm Beach Gardens |
| Best Contact Number | 561-964-1515 | 561-799-4100 |
| Mailing Address: | 1701 Barbados Road Lake Clarke Shores, FL 33406 | 10500 North Military Trail Palm Beach Gardens, FL 33410 |
| Email: | DClark@lakeclarke.org | rferris@pgbfl.com |
| Relationship to Candidate: | None | None, |
| Years Known: | 20 | 20 |
| | Reference 3 of 5 | Reference 4 of 5 |
| Name: | J.E. Jack Doughney | Mr. Tom Driscoll |
| Current Position: | Deputy City Manager, City of Palm Beach Gardens (retired), Council Member, St. Lucie West Water Dist | Director of Engineering and Public Works, Town of Jupiter |
| Best Contact Number | 772-340-0220 | 561-746-5134 |
| Mailing Address: | St. Lucie West Services District 450 SW Utility Drive Port Saint Lucie, FL 34986 | 210 Military Trail Jupiter, Florida 33458 |
| Email: | jackdoughney@gmail.com | thomasd@jupiter.fl.us |
| Relationship to Candidate: | None | None |
| Years Known: | 20 | 25 |
| | Reference 5 of 5 | |
| Name: | Mr. Mark Plass | |
| Current Position: | District Traffic Operations Engineer, FDOT District 4 | |
| Best Contact Number | 9547774350 | |
| Mailing Address: | 3400 West Commercial Boulevard Fort Lauderdale, FL 33309 | |
| Email: | mark.plass@dot.state.fl.us | |
| Relationship to Candidate: | None | |
| Years Known: | 25 | |

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.

[2020_FEB_24_QUESTIONS.pdf](#)

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

City Manager Job Description

Click the following link and read the file.

* Are you a member of the ICMA?

Yes

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

No

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

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.

X

Signed: **mrmikemorrow@me.com**

Stamped: 3/1/2020 2:59:15 PM; 107.72.178.145; Applicant - #3052 - Michael Morrow;

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

X

Signed: **Michael Morrow**

Stamped: 2/22/2020 8:20:12 AM; 108.74.18.56; Applicant - #3052 - Michael Morrow;

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

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:

Michael Wade Morrow

* Present Street Address/Apt. No:

8353 Morning Star Road

* City:

LAKE WORTH

* State:

FL

* Zip Code:

33467

Signature:

| | |
|----------|---|
| X | Signed: MICHAEL MORROW Stamped: 2/22/2020 8:21:04 AM; 108.74.18.56; Applicant - #3052 - Michael Morrow; |
|----------|---|

* Date:

02/22/2020

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Legal Disclosures

* Are you eligible to work in the United States?

Yes

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.

Are you able to perform all the essential job functions of the position(s) for which you are applying, with or without reasonable accommodation?

YES

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

Applicant's Acknowledgment and Agreement

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.

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.

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

I, Michael Morrow, agree to all of the terms above.

| | |
|----------|--|
| X | Signed: Michael Wade Morrow Stamped: 3/1/2020 3:00:21 PM; 107.72.178.145; Applicant - #3052 - Michael Morrow; |
|----------|--|

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

Referrals

How did you hear about employment with us?

| | | |
|-------|----------------------|--|
| Other | Other: FCCMA website | |
|-------|----------------------|--|

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION

| | |
|------------------------------------|---|
| * Name of Company or Organization: | City of Palm Beach Gardens |
| * Address: | 10500 North Military Trail |
| * City: | Palm Beach Gardens |
| * State: | FL |
| * Zip: | 33410 |
| * Job Title/Position Last Held: | Operations Director/Public Works Director |
| * Highest Annual Salary: | 129000 |

To whom do/did you report. If it was not an individual, but a Board or Committee, please state the name of the Board or Committee, and how it was organized:

Stephen Stepp, Deputy City Manager; Todd Engle, City Engineer

| | |
|---|--------------|
| * What was the largest budget you administered? | \$20million+ |
| * Total number of paid employees: | 50+ |

Describe the primary activities in which your organization was engaged, and the role of your work unit within the organization.

Served as Operations Director, Engineering and Public Works Director. Responsibilities included City Council presentations; administrative oversight for facilities, streets and stormwater utility, maintenance, capital construction

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

My reason for leaving the City of Palm Beach Gardens would be to seek a City Manager position.

| | |
|----------------------------------|--|
| 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 the name of the Board or Committee, and how it was organized:

| | |
|---|--|
| 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 work unit within the organization.

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

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

DIRECTOR and MANAGER SUPPLEMENTAL INFORMATION continued

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).

City of Punta Gorda Online Application

Morrow, Michael - AppNo: 3052

Date Submitted: 4/9/2020

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.

My perception of this relationship is based on nearly 20 years of observation and interaction with both parties actively engaging in a meaningful way. The main way to maintain a positive and successful relationship is by open and honest communication. Each party must be able to communicate messages through active interaction via the methods provided today (in person, telephone, text, email, etc.) as appropriate for the conversation.

To foster a positive and successful relationship between Council and Manager both parties must be willing to listen. This type of healthy communication not only serves the Council/Manager relationship but fosters a culture of stability and trust for City employees as well. Employees who work in this type of stable organization often have low turnover rates and high employee satisfaction, retention, and productivity.

Finally, in order to ensure a positive and successful relationship between Council and Manager both parties must be collaborative and work as a team. The cliché from the world of sports about “teamwork makes the dream work” really does matter in relationships where trust and decision making are critical elements of daily interaction.

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.

My 32 years of experience has been exclusively with Florida’s open record laws and all that operating in the “Sunshine” means to governmental and public entities in Florida. I currently serve as the departmental Records Management Liaison Officer (RMLO) to our City Clerk for the City of Palm Beach Gardens, Florida. All public records requests go through our City Clerk’s office and disseminated to departmental RMLO’s for record review, sorting, and presentation for distribution to fulfill the public records request. The City processes more than x thousand requests per year.

Florida State Statute (FSS) Chapter 257 outlines the cooperative rules for public entities with the Florida Division of Library and Information Services, and FSS Chapter 119 defines public records and the who, what, where, and types that make public records and how they fit in the public domain. As an RMLO, *the Florida Administrative Codes (FAC) Rule 1B-24, Public Records Scheduling and Disposition, FAC Rule 1B-26.0021, Records Management – Standards and Requirements Microfilm, FAC Rule 1B-26.003, Records Management- Standards and Requirements, Electronic Recordkeeping, and FAC Rule 1B-31, Real Property Electronic Recording* are all codes that make up the *GS1-SL for State and Local Governments, GS2 for Law Enforcement and GS8 for Fire Departments.*

Local governments should understand these regulations as they consider where public records are kept, when they are eligible for destruction, what style or type of media is being used to record documents, which documents are protected, and how to create a well-run records management program. Some of the advantages of an efficient program could be space savings depending on how the media is stored, less filing equipment,

quick retrieval abilities to fulfill public records requests, protection of vital records, and protection of historical records.

My current employer uses an enterprise records management system to house most documents the City has scanned and cataloged. This records management system has been in place and upgraded over the last 15 years. All departments are required to submit documents to the City Clerk's office for scanning quarterly, or as the document(s) require, for scanning by the office. This method has been effective and makes public records request fulfillment expedient.

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)

As you know, 2004 and 2005 were historic years for natural disasters in Florida. On both coasts, Floridians suffered the pains of wild hurricane seasons. Hurricane Charley, Hurricane Frances, Hurricane Jeanne, and Hurricane Wilma all were terrible for Florida. As a result of the storms that affected the east coast of Florida, I worked in a critical role as part of the City's team to work closely with FEMA and State Emergency Management teams locally and nationally for reparations for clean up and restoration with the request of Federal and State monies. What we learned in dealing with FEMA is that having accurate record keeping, policies that emulated the requirements necessary for reimbursement of local funds from FEMA and establishing advanced contracts for clean up and restoration beyond the initial pass is highly desirable to speed up returning to daily life for residents. It also prevents FEMA, in most cases, from telling our organization that they are unable to make reparations for a certain event. The planning mentioned above also allowed us to return funds back to our residents for which the City was entitled.

Having worked for the Florida Department of Transportation (FDOT) for more than 11 years, I am very familiar with most state regulatory agencies and how they operate, function, and what information they need. Whether it is Florida Department of Environmental Protection for NPDES permitting or Solid Waste rules, or the South Florida Water Management District for Best Management Practices for Stormwater Management Practices and permitting requirements for projects, or the FDOT drainage manual for stormwater requirements on state and local roads, I have spent time researching material in most Florida agencies.

I have been successful with my current organization in obtaining approval for permits for work on State roads, stormwater permits for projects, and interacting with local offices for information about projects that affect residents, businesses, or the City.

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.

Based on my research of the City of Punta Gorda from news clippings and the City's website, the current City Manager appears to have direct reports who appreciate working for the City and the Manager. Longevity in municipal organizations is also familiar to me, given my nearly 20 years with my current organization. My extended tenure reasons likely are similar to those in Punta Gorda in as much that the work is rewarding, the organization is stable, and one feels that they are making a difference in the lives of the residents and customers they serve.

In order to connect with the seasoned professionals in the City of Punta Gorda, my approach would be to meet with direct reports and key staff, discuss critical and key expectations for their respective areas, ask lots of questions, and then listen to their responses. My style is to put people first and understand priorities for each area, then together we develop work plans and expectations.

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.

All of the leadership traits mentioned in the question above are important characteristics that any organization would want in their leader. I am strong in each of these areas but will focus on the final strategic thinker and problem-solver item. First indulge me in an analogy.

A few years ago, while coaching youth sports, I had an epiphany that lends itself to this discussion. While you want your team and athletes to be successful, as a coach one must not expect that the team will do as the coach would do in the same situation. A good coach realizes that he must show commitment to the team through support and trust. Good team members do everything together; they practice together, play together, and have fun together. A team, or organization, will succeed through trusting each other to accomplish their tasks and meet goals no matter how small or large. Once the coach delegates his game plan to the team, a good coach then becomes a knowledge-advisor about the plan. The method of execution is up to team members. Coaches lay out the basic plan and let the team execute the advanced plan with all of the internal workings of the plan. Teams share what they learn through regular communication with the coach as the team leader. This analogy applies to little league baseball or any organization that has empowered, independent leaders in the subject areas who are experts in their field.

Returning to the characteristics, I am focusing on how I am a strategic thinker and planner, problem solver, and ability to lead the council and staff in ongoing strategic planning and implementation efforts with collaborative, organized, and efficient with a strong work ethic

as a every so close second place (I know only one, but I really feel that both are great qualities!).

I have been actively involved in strategic planning, visioning, and plan execution. My broad knowledge, open-minded approach, and focus on forward-thinking long-range initiatives has made me a valuable team member. Additionally, I find that regular contact with the management team to discuss issues, projects, and items of information or assistance, is necessary for good morale and camaraderie. Most teams want to share ideas and knowledge with each other, and it makes things much easier for cooperation among the team members and departments. This approach has served me well and kept me informed. Through these efforts, as a leader one can be bound to plan strategically for upcoming opportunities or challenges and find solutions collaboratively. By thinking strategically as a leader, one could also apply the vision of the organization in a collaborative manner.

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.

My experience with emergency preparedness and recovery started early in my career in 1992 with Hurricane Andrew. As an employee with the FDOT, I witnessed first-hand how Hurricane Andrew changed the landscape of south Florida forever. My role, pre-storm, was as a strike team member removing bridge arms, signs, and signals. Post storm, my role was to deliver emergency supplies and water from West Palm Beach to aid stations in Dade County. Hurricane Andrew also enlightened me on how communities could be brought together and come out stronger than ever before.

In my present organization, I have acted as the main staff report in our Emergency Operations Center (EOC) for pre- and post-storm activities. I have been the manager in the field with first-pass operations, and worked with debris removal contractors for performing work in the City. I have been in hurricane-rated and non-hurricane-rated buildings during storms (lost a roof in Hurricane Wilma at the Public Work building) when called back to work. I have been the dispatcher for work from the EOC. My involvement in emergency preparedness has ranged from the guy raking branches to executive-level discussions in our EOC. Since beginning with the City of Palm Beach Gardens, FL in 2001, I have been present and on-scene for every natural disaster that either made landfall or sailed past (which is what I hope for every storm and area that could be struck!).

Included in my application package you will find copies of my certifications to show I am fully National Incident Management System (NIMS) compliant.

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?

My experience with growth is with my present organization and we manage growth very carefully and conservatively. The City of Palm Beach Gardens, FL goes above and beyond to assure that every project, whether residential or commercial, is beneficial to the community. In 2019, the City of Palm Beach Gardens was named the “*Top City to Live in Florida*” by chamberofcommerce.org. These types of accolades are indicative to managing growth because it is a combination of items that make growth work: communities that are planned well; developers and builders who are willing to work with City staff to provide the best product and quality of life; and attract people to live, work, and play in the City.

Similar to Punta Gorda, my present organization utilizes a Development Review Committee (of which I have been a member) approach to provide a coordinated and integrated staff and agency review of development applications. Through that committee, the applications are passed to our Planning and Zoning Advisory Board for review and approval with final approval from the City Council. By everyone on these boards and committees following their respective disciplines and our established codes and land development regulations, we are able to manage growth.

Certain projects, whether public or private, require citizen input. In my present organization, I have participated in and/or led charettes, surveys, and held public meetings everywhere in support of projects. Based on the outcomes of projects where citizen input was imperative, we have seen incredible projects blossom. For example, our District Park was a collaboration between the City and County to provide opportunity for north county residents to have a place for active and non-active sports. Through the charette and public meeting process, we were able to develop the theme for this park by working collaboratively.

March 1, 2020

Nancy Prafke
Mayor
City of Punta Gorda, Florida
326 W. Marion Avenue
Punta Gorda, Florida 33950

Dear Mayor Prafke;

I respectfully submit my resume, application and supporting documentation, and request your consideration for the position of City Manager.

I have more than 32 years of state, county, and local government experience. Over the last nineteen years, I have provided management oversight and responsibility for the administration of facilities, fleet, streets and stormwater utility maintenance, solid waste services, engineering, and field operations. Additionally, I have managed municipal buildings, been responsible for department procurement, and risk management. I work closely with elected officials on important projects for the community. These projects include \$50 million in capital improvement projects, annexation projects, a new solid waste services contract and renewal negotiations, canal and stormwater utility restoration, green initiatives and environment-focused grants – with all projects completed within adopted budget and scope as set forth by City Council. I also have regular communication with residents, elected officials, and intergovernmental staff to listen to concerns, work with staff on viable and affordable resolutions to issues, and create opportunities such as workshops, charettes, and informational meetings to share with the community.

I am a progressive, innovative and versatile leader, who has keen organizational, analytical, and communication skills, and am experienced leading and managing through change. My management style emphasizes teamwork, customer service excellence, collaboration, and communication. Staff members are empowered to make decisions appropriate to their work and encouraged to share information across the organization. I am a consensus builder who tries to reach common ground and see all sides of an issue, yet willing to make final decisions. In addition, I am a prudent fiscal manager who believes in coordinated year-round participation from administrators and department directors.

I can enhance your management team with my experiences and skills. I look forward to meeting with you to discuss my credentials and qualifications and learn more about your vision for the future of the City of Punta Gorda.

Thank you for your consideration. I may be reached at the number listed above, should you have any questions.

Sincerely,

Michael W. Morrow

Results-oriented Government Administrator with 32+ years of experience, and leadership of a team up to 50. Experienced Budget and Project administrator, Public Works administrator, Contract negotiator, and Grant writer and manager. Strategic and collaborative thinker with excellent communication and analytical skills focused on both short-term and long-term initiatives that impact the organization, community, and transform residents’ or staff experiences.

CORE COMPETENCIES

- ✓ Strategic Visioning
- ✓ Team Leader
- ✓ Project Leadership
- ✓ Excellent Communicator
- ✓ Fiscal Management
- ✓ Outcomes & Evaluation

GOVERNMENT EXPERIENCE

- ✓ More than 32 years State and Local Experience
- ✓ Public Works Administrator Experience
- ✓ Council and Executive Board communication exp.
- ✓ Resident and Stakeholder communication
- ✓ Solid waste negotiation and contract administration
- ✓ Local, State, and Federal Laws
- ✓ Grant Writer and recipient

ADMINISTRATION EXPERIENCE

- ✓ Capital and Department Budget Manager
- ✓ Led team of over 50
- ✓ Streets and Stormwater Utility administrator
- ✓ Multi-department manager
- ✓ Fleet Maintenance Administration
- ✓ Facilities and Grounds Maintenance Administration

WORK & LEADERSHIP EXPERIENCE

City of Palm Beach Gardens 2001 – Present

A vibrant, coastal, full-service Florida municipality with 55,000 residents and over 500 employees. It operates in a Council-Manager form of government.

Operations Director/Public Works Director - Engineering

Served as Operations Director, Engineering and Public Works Director (\$20M budget). Responsibilities included City Council presentations; administrative oversight for facilities, streets and stormwater utility, maintenance, capital construction projects grant projects, and solid waste services.

Key Accomplishments:

- Oversight of \$50M capital programs
- Inter-governmental liaison oversight of \$200M projects within the City
- Provide leadership and direction for short- and long-range plans, research for studies (annexation, operational, traffic, etc.), reports, and recommendations
- Assisted with labor negotiations with union for department staff
- Implemented multi-year paving program, and storm water utility improvements
- Authored, received and managed grants, and research work for sustainability issues and City major projects (Spring Training)

Brenau University 2010 – Present

A Georgia non-profit university with 5 campuses (main campus Gainesville, GA); 3500 students. Women’s college on-ground; co-educational environment online.

Adjunct Faculty Member

Course taught (Online):

- Organizational Management and Behavior

Florida Department of Transportation (FDOT), District Four 1990-2001

State of Florida agency serving Florida’s motoring public for the counties of Broward, Palm Beach, Martin, St. Lucie, and Indian River with a combined population of 3.5 million people. Providing oversight of all aspects of transportation.

District Freeway Operations Engineer; Area Traffic Studies Engineer

Management of the Freeway Operations section; Managed and created plans for maintenance and contract work orders; Intergovernmental liaison between FDOT, counties, and municipalities; Reviewed traffic signal and other studies; Project Manager.

Key Accomplishments

- Road Ranger Service Patrol Contract for Broward and Palm Beach County. Designed for motorist assistance on Interstates 95, 575, and 75, that included the supervision of 25 contract employees, daily incident management, and administration of awarded contracts in excess of \$3.5 million per year.
- Freeway Incident Management Consultant Contract for Broward and Palm Beach County. Created for agencies involved in freeway incident management as a forum to improve freeway operations, clearances of crashes, and consensus building among all agencies involved in freeway operations (\$1 million).

Palm Beach County Board of County Commissioners 1988 - 1990

General info.

Land Survey Aide

Land survey field work throughout the county, and data gathering for land development and roadway construction.

EDUCATION

| | |
|--------|--|
| M.S. | Major: Organizational Leadership and Management. Palm Beach Atlantic University. |
| B.P.M. | Major: Public Management. Florida Atlantic University. |
| A.A. | Area of emphasis: Political Science and Business. Palm Beach State (Community) College |

PROFESSIONAL ASSOCIATIONS, AND RECOGNITIONS

- Florida City and County Management Association (FCCMA), Affiliate Member
- Federal Emergency Management Administration (FEMA) – Incident Command, Basic Incident Command, NIMS requirement exceeded for current position
- American Society of Public Administration (ASPA), Member - Treasure Coast Chapter
- American Public Works Association (APWA), Member
- American Public Works Association, Public Works Leadership Fellow (PWLF)
- International City/County Manager Association (ICMA), Affiliate Member
- Florida Public Works Association, Member
- Presenter, Florida Public Works Association 2004, *Topics include: Stormwater Funding Alternatives and Public Works works with the Public*

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - J.E. Jack Doughney

Sent On: 4/17/2020 2:07pm CT
Completed: 4/18/2020 3:00pm CT

Michael Morrow 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 relationship with the applicant?

His employer/immediate supervisor

How long have you known the applicant?

20 years 2001 thru

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 following qualities

1. Professional Judgement

5 (High)

Comments

2. Professional Attitude

5 (High)

Comments

3. Cooperation

5 (High)

Comments

4. Emotional Composure

5 (High)

Comments

5. Time Management

5 (High)

Comments

6. Knowledge in Field of Work

5 (High)

Comments

City Manager Reference Survey

For: **Morrow, Michael**

Completed By: Reference - J.E. Jack Doughney

Sent On: 4/17/2020 2:07pm CT

Sent By: cbuckles

Completed: 4/18/2020 3:00pm CT

7. Planning and Preparation

5 (High)

Comments

8. Problem-Solving

5 (High)

Comments

9. Initiative/Personal Motivation

5 (Strong)

Comments

10. Interpersonal Relations

5 (Great)

Comments

11. Communication skills

5 (Strong)

Comments

12. Stress Tolerance

5 (Strong)

Comments

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

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.

He has been trained and ready for this position

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - Mr. Tom Driscoll

Sent On: 4/16/2020 9:28am CT
Completed: 4/18/2020 5:23pm CT

Michael Morrow 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 relationship with the applicant?

FDOT Coworkers/Public Works
Colleagues

How long have you known the applicant?

20 year's

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 following qualities

1. Professional Judgement

5 (High)

Comments

2. Professional Attitude

5 (High)

Comments

3. Cooperation

5 (High)

Comments

4. Emotional Composure

5 (High)

Comments

5. Time Management

N/A Not Applicable

Comments

6. Knowledge in Field of Work

5 (High)

Comments

City Manager Reference Survey

For: **Morrow, Michael**

Completed By: Reference - Mr. Tom Driscoll

Sent On: 4/16/2020 9:28am CT

Sent By: cbuckles

Completed: 4/18/2020 5:23pm CT

7. Planning and Preparation

N/A Not Applicable

Comments

8. Problem-Solving

5 (High)

Comments

9. Initiative/Personal Motivation

5 (Strong)

Comments

10. Interpersonal Relations

5 (Great)

Comments

11. Communication skills

5 (Strong)

Comments

12. Stress Tolerance

5 (Strong)

Comments

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

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.

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - Mr. Dan Clark

Sent On: 4/16/2020 9:25am CT
Completed: 4/17/2020 9:59am CT

Michael Morrow 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 relationship with the applicant?

Mike and I were Department Heads for Palm Beach Gardens

How long have you known the applicant?

18 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 following qualities

1. Professional Judgement

5 (High)

Comments

Mike and I had to collaborate on a variety of projects. I always found him to be thoughtful and able to grasp the larger picture of what was needed. I have known him to show sound professional judgment.

2. Professional Attitude

5 (High)

Comments

Mike has always demonstrated a professional attitude. See Question 3.

3. Cooperation

5 (High)

Comments

Mike will always express an opinion supporting his Department. He will then support whatever decision is best for the greater organization. He also supported my projects even though they were outside his department.

4. Emotional Composure

5 (High)

Comments

Always professional and composed when I dealt with him even when things were tense or difficult.

5. Time Management

N/A Not Applicable

Comments

I was not in a position to evaluate this. He never missed a deadline for anything I asked him for.

6. Knowledge in Field of Work

5 (High)

Comments

He is well-grounded having been in the field and worked his way up to manage several departments.

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - Mr. Dan Clark

Sent On: 4/16/2020 9:25am CT
Completed: 4/17/2020 9:59am CT

7. Planning and Preparation

5 (High)

Comments

Always thinking ahead, trying to either anticipate issues or improve current operations.

8. Problem-Solving

5 (High)

Comments

A broad experience base and a collaborative approach allows Mike to be creative and effective in his problem-solving.

9. Initiative/Personal Motivation

5 (Strong)

Comments

Mike likes a challenge, that's what seems to motivate him and maybe why he's good at planning and preparation.

10. Interpersonal Relations

5 (Great)

Comments

11. Communication skills

5 (Strong)

Comments

12. Stress Tolerance

5 (Strong)

Comments

Good. It takes a lot to rattle Mike.

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

No

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.

I think Mike would make a great City Manager and Punta Gorda would benefit from having Mike as its Manager.

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - Mr. Mark Plass

Sent On: 4/16/2020 9:23am CT
Completed: 4/16/2020 9:48am CT

Michael Morrow 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 relationship with the applicant?

Second level manager while applicant was with FDOT

How long have you known the applicant?

20+ 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 following qualities

1. Professional Judgement

5 (High)

Comments

Mr. Morrow has always been extremely thoughtful and analytical in his decision making. He is very objective.

2. Professional Attitude

5 (High)

Comments

Mr. Morrow has demonstrated to me over the years a very high level of dedication to the various positions he has held. He has always been extremely professional.

3. Cooperation

5 (High)

Comments

While at FDOT and in the positions he has held since, Mr. Morrow works extremely well with others. He is very effective at coordination across various agencies and interests to achieve positive outcomes.

4. Emotional Composure

5 (High)

Comments

Mr. Morrow has always been very level headed in how he conducts his work and his interaction with others.

5. Time Management

5 (High)

Comments

Mr. Morrow was very effective at managing his time while with FDOT. He worked in an area that demanded quick turnaround of product/service and he always delivered.

6. Knowledge in Field of Work

5 (High)

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - Mr. Mark Plass

Sent On: 4/16/2020 9:23am CT
Completed: 4/16/2020 9:48am CT

Comments

Mr. Morrow appears to be very knowledgeable in his field as evidenced by the value he has added to projects and other efforts he has worked on with FDOT since leaving. He has always strived to increase his knowledge through academic coursework and job experience.

7. Planning and Preparation

5 (High)

Comments

See comment to 5.

8. Problem-Solving

5 (High)

Comments

Mr. Morrow is very problem solving oriented and has worked well with me and others to effectively and fairly solve problems.

9. Initiative/Personal Motivation

5 (Strong)

Comments

Mr. Morrow has demonstrated a very high level of motivation to learn and grow in the field of public administration.

10. Interpersonal Relations

5 (Great)

Comments

I have always found Mr. Morrow to be extremely easy to work with.

11. Communication skills

5 (Strong)

Comments

Mr. Morrow has taken the initiative in the time I have known him to develop very effective written and verbal communication skills.

12. Stress Tolerance

5 (Strong)

Comments

See response to 4. I have no reason to believe that Mr. Morrow is not quite capable of not only tolerating stressful situations but using them as an opportunity to grow professionally.

Do you know of any reason why the applicant should not be employed as the City Manager at the City of Punta Gorda?

No

If you answered "YES" please explain why.

City Manager Reference Survey

For: **Morrow, Michael**
Sent By: cbuckles

Completed By: Reference - Mr. Mark Plass

Sent On: 4/16/2020 9:23am CT
Completed: 4/16/2020 9:48am CT

Can you think of anyone else who would be important to contact before making an employment decision regarding this applicant?

No.

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.

I believe Mr. Morrow would be an excellent hire and that he would serve the City well.