

Table of Contents

Strategic Planning Model for the City of Margate	1
Margate Vision 2035	3
Margate’s City Government: Our Mission	8
Margate’s City Government Core Values	12
City of Margate Plan 2020 – 2025	17
City of Margate Action Agenda 2020	36

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STRATEGIC PLANNING MODEL FOR THE CITY OF MARGATE

Strategic Planning Model for the City of Margate

Value-based principles that
describe the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus
outcome-base objectives and
potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work
program: policy agenda for
Mayor, Commission and City
Manager, management agenda
for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the
responsibility of city government
and frame the primary services
– core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE BELIEFS

Fuel
“The Right People”

MARGATE VISION 2035

Margate Vision 2035

**MARGATE 2035 is a
GREAT COMMUNITY ⁽¹⁾
in Broward County that is
for ALL FAMILY GENERATIONS. ⁽²⁾**

**MARGATE 2035 has
DOWNTOWN – A UNIQUE SENSE OF PLACE ⁽³⁾ *and*
LIVABLE NEIGHBORHOODS. ⁽⁴⁾**

**MARGATE 2035 is a
SAFE COMMUNITY ⁽⁵⁾
with
FUN OPPORTUNITIES FOR ALL. ⁽⁶⁾**

Margate Vision 2035

PRINCIPLE 1

GREAT COMMUNITY

► Means

1. Maintained/enhanced property and home values
2. Premium preferred place for families to live in the Broward County area
3. Preserving and enhancing the reasons that residents make the choice to make Margate their home
4. Strong zoning and code compliance to protect the community and property values
5. Beautiful “441” corridor
6. Redeveloped strip centers transformed into sustainable, quality developments
7. Superior City services that are responsive to the community and add value to the community and the lives of neighbors
8. Beautiful community with well-designed, well-maintained corridors and neighborhoods
9. Well maintained, functional City infrastructure
10. Community that you call “home”

PRINCIPLE 2

ALL FAMILY GENERATIONS

► Means

1. Sense of personal safety
2. Top-quality schools and educational programs working in partnership with the City
3. Sense of family community – residents taking pride in and contributing to our Margate community
4. Strong community events and festivals that bring residents together
5. Strong community organizations and institutions partnering with the City and each other for a better Margate community
6. Youth sports opportunities for all
7. Strong community organizations and institutions working collaboratively
8. Sense of community pride and ownership
9. Variety of senior programs and activities

PRINCIPLE 3

DOWNTOWN – A UNIQUE SENSE OF PLACE

► Means

1. Development of a community focal point – our “Downtown”, residents going downtown rather than other destinations in Broward County
2. Walkable and pedestrian friendly
3. Attractive, well-landscaped and well-maintained
4. Community place/plaza/commons for events, festivals and to hangout
5. Range of entertainment businesses with a variety of activities
6. Mixed use developments with cohesive architectural design
7. Midrise class “A” office buildings
8. City owning and controlling the Downtown
9. Small scale retail businesses serving the needs of the community and the adjacent communities
10. All family generations feeling safe

PRINCIPLE 4

LIVABLE NEIGHBORHOODS

► Means

1. High percentage of homeownership with stable and increasing home values
2. Homes and building complying with City codes
3. Choice of quality housing choices for families
4. Well-maintained neighborhood infrastructure – streets and sidewalks
5. Access to neighborhood commercial businesses and services
6. Well-designed, well-maintained yards and landscaping
7. Well-maintained greenways and FPL easements
8. Older, smaller homes modernized, upgraded or replaced

PRINCIPLE 5

SAFE COMMUNITY

► Means

1. Visible Police presence throughout the community
2. Timely response to an emergency call for service
3. Effectively using technology to prevent and to respond to criminal activity
4. Professional, accredited Police and Fire departments
5. Police officers knowing the community and residents
6. Well-lighted corridors and neighborhoods
7. Neighbors feeling safe and are secure – in their homes and throughout the community
8. Safe buildings, structures and homes complying with City codes and ordinances

PRINCIPLE 6

FUN OPPORTUNITIES FOR ALL

► Means

1. Up-to-date playgrounds with shade structures
2. City recreation programs and activities that are responsive to changing recreation and leisure trends
3. Specialty parks including Pickleball courts, dog parks, splash pads, etc.
4. Beautiful, well-designed and well-maintained parks with ADA access
5. Successful community events, festivals and activities with high level of community participation
6. Recreation and leisure activities for all family generations
7. Programs and activities that support personal health and wellness
8. Top-quality multi use soccer facilities [indoor/outdoor] for recreation and tournaments
9. Use of the FPL easement as greenways/trails
10. Strong partnership for senior facilities and programming
11. Strong partnership with sports associations

MARGATE CITY GOVERNMENT: OUR MISSION

Margate City Government Our Mission

MARGATE CITY GOVERNMENT MISSION

is to provide

EXCEPTIONAL MUNICIPAL SERVICES⁽¹⁾

that creates a Great Place to Live,

and is FINANCIALLY RESPONSIBLE⁽²⁾,

provides GREAT CUSTOMER SERVICE⁽³⁾ and

seeks POSITIVE COMMUNITY INVOLVEMENT⁽⁴⁾.

City Government: Our Mission

PRINCIPLE 1

EXCELLENT MUNICIPAL SERVICES

► Means

1. Define, develop and implement standardized policies and procedures
2. Develop, use and update an ongoing strategic planning process
3. Use state-of-the-art information technology to better serve the community
4. Provide fair, equitable and consistent City services and enforcement
5. Seek out, learn about and know “best practices” and then apply to Margate City Government services and processes
6. Evaluate performance and outcomes and use the data to enhance services, including after action reports and recommendations
7. Act in a legal compliant and ethical manner – above questions
8. Attract and retain City workforce dedicated to public service and committed to serving the Margate community
9. Have accredited departments meeting and exceeding national standards,
10. Prepare for, respond to and recover from a natural disaster

PRINCIPLE 2

FINANCIALLY RESPONSIBLE

► Means

1. Deliver City services in a cost effective and efficient manner
2. Invest in the maintenance of City infrastructure and facilities master plans
3. Expand funding and revenue sources
4. Set use fees based on market and cost recovery
5. Develop a realistic, accurate annual budget with accurate projection of expenses
6. Provide appropriate staffing and resources to support defined City services and service levels
7. Leverage City resources through grants, partnerships and outside funding sources with adequate staff for managing the grants and funding match
8. Maintain financial reserves consistent with City policies and national standards
9. Maintain a high bond rating
10. Provide competitive, market-based City employee compensation that is affordable for residents

PRINCIPLE 3

GREAT CUSTOMER SERVICE

► Means

1. Listen to and strive to understand the customers concerns, needs and issues
2. If you must say “no”, take time to explain the decision and actions to the customer
3. Provide a 48-hour business day acknowledgement response to any inquiry or request for service
4. Get all sides of the story – check into the complaint
5. Strive to solve the customer’s problem or issue in timely manner
6. Look to improve and streamline policies, procedures and processes
7. Develop systems for measuring customer satisfaction level and feedback on customer service
8. Present a professional appearance – personal and workplace
9. Strive to exceed the customer’s expectations
10. Demonstrate compassion for the customer

PRINCIPLE 4

POSITIVE COMMUNITY INVOLVEMENT

► Means

1. Govern in a civil and respectful manner that creates a positive environment for involvement of the entire community
2. Communicate in an open, transparent and timely manner
3. Provide a responsible response to disinformation and misinformation
4. Work as a City Team
5. Involve a variety of residents in the governance process through boards, commissions, task forces and committees that follow the direction from and provide advice to the City Commission
6. Conduct regular town hall meetings that encourages participation of all residents
7. Develop and regularly update the City website, apps and social media
8. Develop an effective emergency communication system with residents and businesses
9. Tell the City’s story – Showcasing the City, Share Good News, Celebrate Successes, and Marketing Margate
10. Provide a variety of methods for gathering information and input from residents

MARGATE CITY GOVERNMENT CORE VALUES

Margate City Government Core Values

**WE, THE MANAGERS AND EMPLOYEES OF THE
CITY OF MARGATE LIVE BY THESE CORE
ORGANIZATIONAL VALUES:**

***We act with* INTEGRITY!**

***We work as a* TEAM!**

***We are* PROFESSIONAL!**

***We are* RESPONSIBLE/ACCOUNTABLE!**

***We act with* COMPASSION!**

City Government Core Values – Definition

VALUE 1 INTEGRITY

► Means

1. Being honest and trustworthy.
2. Delivering on your commitments.
3. Telling the truth even if it is a difficult message.
4. Acting in an ethical manner – above question.
5. Following the work rules, laws and City regulations.
6. Respecting others.
7. Providing a complete, accurate response to a question.
8. Being fair and equitable.

VALUE 2 TEAM

► Means

1. Collaborating with other departments, work units, and with departmental silo.
2. Celebrating team successes.
3. Communicating in a timely and complete manner – avoid surprises.
4. Knowing and using the City's vision, goals and mission.
5. Keeping other team members informed.
6. Being a positive ambassador/cheerleader for the City of Margate.
7. Being flexible and adjusting to evolving situations.

VALUE 3

PROFESSIONAL

► Means

1. Developing your knowledge and skill levels.
2. Providing data-driven recommendations.
3. Demonstrating and maintaining the highest level of professional standards and competencies.
4. Looking to the future for trends, challenges and opportunities.
5. Communicating in a direct, open manner.
6. Completing assignments and projects on time and within budget.
7. Providing thorough, accurate reports.

VALUE 4

RESPONSIBLE/ACCOUNTABLE

► Means

1. Being accountable for your performance, actions and outcomes.
2. Offering solutions to problems.
3. Defining and understanding the performance expectations and City core values.
4. Learning and improving from setbacks and "failures".
5. Following up when necessary.
6. Making timely decisions and stay with your decision – avoid rehashing the topic.
7. Working with others to resolve interpersonal conflicts.

BELIEF 5

COMPASSION

► Means

1. Being open minded to ideas and suggestions of others.
2. Acting in a friendly and courteous manner be kind.
3. Helping others to be successful.
4. Being concerned and care, have empathy about the other person's situation and feelings.
5. Serving others before self.
6. Treating everyone equally – no preferential treatment.
7. Being sensitive in your communications with others – how they will receive your message.

CITY OF MARGATE PLAN 2020 – 2025

City of Margate Goals 2025

Margate – A Great Place to Play and Enjoy

Great Suburban City in Broward County

**Financially Sound City Providing Exceptional Services Valued
by the Community**

**High Performing City Team Producing Results for the
Margate Community**

Goal 1

Margate – A Great Place to Play and Enjoy

OBJECTIVES

1. Enhance family-friendly community events and festivals
2. Develop sponsorships for parks, programs and events
3. Update recreational programs responsive to recreational/leisure trends and neighbors' need
4. Modify parks and recreational facilities to respond to emerging sports
5. Expand senior programs and services
6. Maintain and enhance community walkability/bikeability

VALUE TO RESIDENTS

1. Family-friendly City, community and services
2. Choices for your leisure time
3. Support for families and a healthy lifestyle
4. Top-quality parks and recreational facilities
5. Programs and activities for all family generations

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Aging parks and playgrounds needing maintenance, upgrade or replacement
2. Addressing the needs of a diversifying community
3. Developing sponsorships for parks
4. Defining project priorities and funding mechanism
5. Funding for parks – upgrades and maintenance
6. Maintaining a “family-friendly” community
7. Determining who and how to pay for recreational facilities and programs

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Managing and responding to community expectations
2. Diversifying community with diversifying recreational and leisure requests of the City
3. Responding to emerging sports
4. Managing community events and festivals and the impacts of lean City staff
5. Increasing demands for senior programming and activities
6. Competition with neighboring communities
7. Location(s) for parkland acquisition with limited opportunities
8. Working with sports associations
9. Dog in parks and regulations

POLICY ACTIONS 2020

1. Golf Course: Rezoning Under Commercial Zoning
2. Community Events: Evaluation Report, Sponsorship
3. 2016 Parks and Recreation Master Plan
4. Crime Suppression Strategies through Community Engagement/Marketing
5. Calypso Cove/Dog Park Season Pass

PRIORITY

MANAGEMENT IN PROGRESS 2020

1. Civic Rec Software Platform Implementation
2. Parks Maintenance Plan and Guidelines: Review

MAJOR PROJECTS 2020

1. Sports Complex LED Lights: Completion (B)
2. Southeast Park Artificial Turf (Bond Project)
3. Pool Door Replacement
4. Playgrounds – Sand Replacement (Budget FY '21)
5. Oriole Park: Design Bid Documents and Permits (Bond Project)
6. Centennial Park: Design Bid Documents and Permits (Bond Project)
7. Southgate Park Improvements: Construction
8. Dog Park: Construction
9. Blueway Trail: Design, Bid Document, Award Bid (Grant Project)
10. Calypso Cover/Lazy River: Design Build
11. Vinson Field: RFP for Installation, Under Construction (Bond Project)
12. Playground – Sand Replacement (Bond Project)

MANAGEMENT ACTIONS 2020

1. Park Projects: Completion
2. Covered Sports Fields

PRIORITY

ON THE HORIZON 2021 – 2025

1. City – Schools Strategy: Key Issues, Direction, Showcasing Schools, Building Relations and City Actions (including SRO Contract)
2. Pickleball: Direction and Funding
3. Utility Box Wraps: Report with Best Practices and Options, Direction and Funding
4. City Owned Charter School: Feasibility Study and Direction
5. Adult Equipment/Features in Playground Report with Options, Direction and Funding Location (including Downtown)
6. Playgrounds for All: Direction and Funding
7. Multi-cultural Event Center: Report with Feasibility Study and Options, Direction and Funding Mechanism

Goal 2

Great Suburban City in Broward County

OBJECTIVES

1. Develop a Margate Downtown – a community destination
2. Revitalize/replace aging commercial centers and areas
3. Protect community integrity through effective zoning control and code compliance
4. Develop and maintain an effective stormwater management and drainage system
5. Redevelop/revitalize major transportation corridors

VALUE TO RESIDENTS

1. Protection of property values
2. More reasons to live in Margate
3. Support for neighbors' lifestyle
4. Pride in Margate
5. Great neighborhoods, well-maintained City Infrastructure, tree canopy and homes

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Funding for City capital projects
2. Aging City infrastructure needing major maintenance, repairs or replacement
3. Code compliance vs. proactive code enforcement
4. Increasing costs of capital projects
5. Revising zoning districts, especially Transit-oriented Corridors (TOC)
6. Enhancing economic development processes and communications
7. Increasing traffic congestion with limited road capacity
8. Lack of public understanding of redevelopment process
9. Consolidating and updating the City Code

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Federal and state of Florida regulations impacting the City and neighborhoods
2. Restrictions on the degree of regulations and enforcement by the City
3. Updating the Zoning Code to make it more user friendly and less complicated
4. Hiring City employees in a very competitive employment market
5. City's role and the roles/responsibilities of property owners
6. Working with the School District to have the top-quality schools
7. Maintaining and upgrading sidewalks
8. Preparing for the impacts of climate change
9. Future economic recession

POLICY ACTIONS 2020

PRIORITY

1. Sidewalk and Curbing Policy and Program
2. Downtown: Definition
3. Margate 2.0: Assessment, Direction
4. City Center: Resolution
5. Code Enforcement
6. Rock Island Road Project
7. Street Lights: Evaluation Report
8. Waterways Master Plan
9. Median Beautification: Evaluation Report

MANAGEMENT ACTIONS 2020

PRIORITY

1. Trucks/Commercial Vehicle Parking
2. Stormwater Management Policy, Plan and Program
3. WiFi Towers: Code Review
4. Disaster Recovery Plan
5. Alternative Water Supplies
6. Alcohol Times and Distance Policy

MANAGEMENT IN PROGRESS 2020

1. Warehouse Project (145,000 Square Foot) Parking Ordinance
2. Pressure Cleaning Medians and Facilities: Report/Yearly Schedule
3. Code Enforcement Organization: Report, Workshop
4. Landlord Registration/Minimal Housing Standards Budget FY '21
5. Restaurant Awareness: Program Development, Report
6. 6000 Office Space on Atlantic: DRC Application
7. Townhomes Project:
 - Cocomar (45)
 - Melaleuca (16)
8. City Hall Crosswalks Improvements

MAJOR PROJECTS 2020

1. Stormwater Lining: Southgate
2. Water Main Replacement Projects
3. Waste Water Lift Stations: Rebuild (2)
4. Water Treatment Facilities: Filter Update
5. East Waste Water Treatment Plant: Upgrade Project
6. West Waste Water Treatment Plant Improvement Project
7. SCADA System Rebuild
 - a. Water
 - b. Waste Water

ON THE HORIZON 2021 – 2025

1. CRA: Future Direction and Actions
2. Resiliency Plan: Development, Direction and Implementation
3. Architectural Design Standards: Review, Direction, Adoption and Implementation
4. Margate Re-branding: Report and Direction (including Logo)
5. Medical Marijuana: Report on Trends and Next Steps
6. Upscale Restaurant Develop Strategy Plan and Incentives
7. Façade Grant Program: Direction and Funding [Non CRA]
8. Entertainment Development Strategy: Goals, Direction, City Actions, City Role and City Funding
9. City/Neighborhood Signage: Evaluation Report with Options, Direction, City Actions and Funding
10. City Entrance Beautification Action Plan: Report with Options, Direction and Funding
11. Medical Business Development/Medical Village: Goals, Direction and City Actions
12. Class “A” Office Development: Report, Direction and City Actions
13. Special Magistrate: Legal Framework, Evaluation Report, Direction and Refinement (including Civil Citation and Fine Collection)
14. Land Development Code: Evaluation Report, Review and Revision

ON THE HORIZON 2021 – 2025

15. New Business Incentives Program: Report with Options, Direction and Funding [Non CRA]
16. Age Friendly Community Strategy: Goals, Community Assessment, Direction and City Actions
17. Public Art Policy/Program: Report with Best Practices and Options, Direction, City Role and City Actions
18. Sign Ordinance: Review and Revision
19. Roundabouts: Report with Options and Direction
20. Canal Seawall Policy: Evaluation Report, Direction and City Actions
21. City-wide Beautification Program: Report with Best Practices and Options, City Role, Direction and Funding
22. Property Maintenance Code: Problem Analysis, Report with Findings and Options, Direction and City Actions
23. Group Homes Regulations: Review and Direction
24. Fences Policy and Regulations: Review Report and Direction
25. City Economic Development Organization
26. Shopping Center Site Plan

Goal 3

Financially Sound City Providing Exceptional Services Valued by the Community

OBJECTIVES

1. Provide a timely response to a call for service – emergency and non-emergency
2. Deliver exceptional City services in a cost effective and efficient manner
3. Provide sufficient resources to support defined City services and service levels
4. Invest in the maintenance and upgrade of City facilities and infrastructure through an ongoing community investment program and process
5. Expand the community understanding of the City – its finances, services and programs through an effective proactive communications strategy
6. Upgrade information technology systems – hardware and software

VALUE TO RESIDENTS

1. Service value for taxes and fees
2. Essential services necessary for daily living
3. Quality of life services that contribute to West U as a great place to live and raise your family
4. Funding exceptional City service levels
5. State-of-the-art City services and service levels

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Managing a balance debt service with aging City infrastructure
2. Determining the most cost effective and efficient City service delivery
3. Updating City processes to increase operating efficiencies
4. Keeping up with changing technology and future funding
5. Adequate revenue sources and funding for City exceptional services
6. Operating the City with a lean staff organization with increasing service demands
7. State of Florida legislation threatening home rule, city services and city finances
8. Future economic recession and the impact on City revenues

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Community understanding City finance and services
2. Anticipating community needs and expectations
3. Revenue caps and keeping up with inflationary cost increases
4. Balancing keeping City employees satisfied with compensation and benefits and keeping the neighbors satisfied by not raising their taxes
5. Controlling benefits costs especially health insurance
6. Understanding the community service expectations and City capacity to meet those expectations
7. Capacity to manage large capital projects

POLICY ACTIONS 2020

1. Special Assessments Collection of Liens
2. Cost Recovery Ordinance: Report
3. Comprehensive Code Rewrite
4. IT Master Plan/Security Plan
5. City New Revenue Sources

PRIORITY

MANAGEMENT ACTIONS 2020

1. Dispatch/9-1-1 Communications
2. Coconut Creek Fire Service Agreement
3. Fire Station 58
4. City Buildings and Facilities Security
5. Recycling Programs: Comprehensive Review
6. Sales Tax for Transportation Implementation Plan
7. Fire Administration Building
8. Labor Negotiations and Contracts
9. Bridge Inspections and Replacements

PRIORITY

MANAGEMENT IN PROGRESS 2020

1. 2019 Fiscal Year Closeout
2. City Core Switches Replacement
3. Permit Fee Schedule: Review and Revision (Commission)
4. 2019 Fiscal Year Audit
5. City Hall Phone System: Installation
6. Fire Rescue Trucks [2] Replacement
7. Contract: 457 Plan
8. Ambulance Bill Collections Improvements: Application
9. Customer Service Training (all staff)
10. Consolidating Insurance Vendors
11. Health Insurance Contract Finalization
12. Forfeiture Year-end Reconciliation and Reporting
13. Employee Health Fair Events
14. GASB Pronouncement: Implementation
15. Employee Performance Measures: Vision, Mission, Values
16. FEMA Reimbursements for Hurricane Irma
17. Fire Quint Replacement
18. Water Meter Replacement Program: Completion
19. Budget: Hurricane Dorian
20. Grant Account Clean-up
21. Finance Staff Training for New Hires and Promotions
22. Recycling Contamination Action Plan
23. IT Department Compliance – Contract with Garner Group: Funding

MAJOR PROJECTS 2020

1. Police Training and Office Facility: Transfer Switch/Portable Generator
2. Police Training Center Upgrade
3. Building Department Expansion

ON THE HORIZON 2021 – 2025

1. Emergency Operations Center (EOC): Plan, Design and Federal Funding
2. Margate Police Department Building/Public Safety Complex Renovation: Plans, Direction and Funding
3. Financial Policies: Review and Direction (including Fund Balance Policy, Reserve Policy)
4. Grants Enhancement: Report with Options, Direction and Next Steps
5. Community Investment Program/Capital Improvement Program: Project Review, Priority and Funding
 - a. Government
 - b. Utilities

ON THE HORIZON 2021 – 2025

6. City Facilities: Condition Assessment, Report with Findings and Options, Master Plan, Direction and Funding
7. Long Range Financial Plan [3-5 years]: Development [projections for expenditures and revenues]
8. City Hall Update/Modernization: Assessment, Report with Options, Direction and Funding
9. User/Recreation Fees: Study, Plan and Direction
10. City Commission/ Employee Compensation Policy: Review and Direction
11. License Plate Readers: Direction and Funding Mechanism
12. Fees for New Development/Redevelopment – Parks, Schools: Report and Direction
13. City Services and Service Level
14. Sponsorships/Partnerships
15. Local Business Tax Receipt/Fee Structure
16. CRA Exit Strategy
17. Workers' Compensation Filing Paperless
18. Mobile Command Vehicle Upgrade

Goal 4

High Performing City Team Producing Results for the Margate Community

OBJECTIVES

1. Develop and maintain proactive City communications policies, strategies and tools to inform the community
2. Have the City working as a team: Mayor – City Commission, City managers and City employees working together and respecting the respective roles
3. Develop effective and usable performance metrics for evaluating the service performance and the value to the Margate community
4. Develop processes for improving City processes and procedures
5. Define performance standards and hold City managers and employees accountable for their performance, decisions and actions
6. Survey the community and use the feedback to enhance City service delivery

VALUE TO RESIDENTS

1. Timely and accurate information from the City
2. City departments working together for the benefit of the Margate community
3. Open and transparent City government
4. Responsive and consistent City services
5. Opportunities for engagement City governance and policy development

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Resistance to change
2. Reducing departmental silos
3. Improving communications throughout the City organization
4. Enhancing the community and neighbors trust and confidence in City government
5. Encouraging City employees to think creatively and to take innovative actions
6. Determining how to best communicate with the community and the neighbors
7. Having the right people in the right places in the City organization
8. Cross training City employees in all departments
9. Building relations among departments and understanding their roles

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Respecting the roles and responsibilities under the Council – Manager form of government
2. Recruiting and retaining qualified candidates
3. Attracting, hiring and retaining a top-quality City workforce
4. Adjusting the City organization structure and culture
5. Enhancing City transparency
6. Promoting City employee ownership and togetherness
7. Turnover of City managers and lack of stable, consistent leadership
8. Aging enterprise software

POLICY ACTIONS 2020

1. Permit Process Streamlining
2. City Hall Hours: Review and Direction
3. Proactive Strategic Communications Policy and Strategy
4. City Newsletter Enhancement

PRIORITY

MANAGEMENT ACTIONS 2020

1. Public Records/Ethics/Sunshine Compliance Training
2. Community Survey
3. Public Record Request Process Improvement
4. Quasi-judicial Process
5. Annual Maintenance Schedule
6. Weekly City Manager Report

PRIORITY

MANAGEMENT IN PROGRESS 2020

1. Utility Billing Relocation
2. Fire Explorer Program Enhancements
3. Recruiting SOP'S
4. Internal Communications Committee: Creation
5. Grants Manager: Hiring
6. Desktop Computers Replacement [260]
7. Police Laptops Replacement [90]
8. Strategic Plan: Development and Institutionalization
9. CERT Program: Roles and Responsibilities
10. New Hire Onboarding/Orientation
11. Project Management Division: Recommendations
12. Grants Contract Administration Database
13. Online Engineering Permitting System: Development and Implementation
14. Fire Prevention Program Enhancements
15. Fire Social Media Presence: Expansion
16. Job Descriptions: Revision

MANAGEMENT IN PROGRESS 2020

17. Police Vehicle Replacement [17]
18. Optiview Image Software to Upland: Upgrade
19. Police Social Media Presence: Expansion
20. Subrogation Contract, Excess Auto and Cancer Coverage: Acquisition
21. Employee Handbook, Policies and Procedures: Update
22. Performance Management Tracking/Compliance
22. City Internship: Development
23. Senior Management Development Program/Succession Planning
24. Comprehensive Emergency Plan for Events: Development
25. Warehouse and Inventory Software: Implementation
26. Workforce Mobility Software System: Implementation

MAJOR PROJECTS 2020

1. City Hall Wayfinding Signs: 1 on 1 Briefing
2. Fire Stations Carpet Replacement
3. Bunker Gear Replacement
4. City Buildings Remodel: Design

ON THE HORIZON 2021 – 2025

1. Management and Employee Succession Planning: Direction and Funding
2. Annual Business Survey: Development and Completion
3. Special Magistrate Evaluation Report
4. Employee Intranet: Enhancements
5. City Employee Recognition Program Expansion

CITY OF MARGATE ACTION AGENDA 2020

Policy Agenda 2020

City of Margate

TOP PRIORITY

HIGH PRIORITY

Management Agenda 2020

City of Margate

TOP PRIORITY

HIGH PRIORITY

Management in Progress 2020

City of Margate

Civic Rec Software Platform Implementation
Parks Maintenance Plan and Guidelines: Review
Warehouse Project (145,000 Square Foot) Parking Ordinance
Pressure Cleaning Medians and Facilities: Report/Yearly Schedule
Code Enforcement Organization: Report, Workshop
Landlord Registration/Minimal Housing Standards Budget FY '21
Restaurant Awareness: Program Development, Report
6000 Office Space on Atlantic: DRC Application
Townhomes Project: Cocomar (45), Melaleuca (16)
City Hall Crosswalks Improvements
2019 Fiscal Year Closeout
City Core Switches Replacement
Permit Fee Schedule: Review and Revision
2019 Fiscal Year Audit
City Hall Phone System: Installation
Fire Rescue Trucks [2] Replacement

Contract: 457 Plan

Ambulance Bill Collections Improvements: Application

Customer Service Training

Consolidating Insurance Vendors

Health Insurance Contract Finalization

Forfeiture Year-end Reconciliation and Reporting

Employee Health Fair Events

GASB Pronouncement: Implementation

Employee Performance Measures: Vision, Mission, Values

FEMA Reimbursements for Hurricane Irma

Fire Quint Replacement

Water Meter Replacement Program: Completion

Budget: Hurricane Dorian

Grant Account Clean-up

Finance Staff Training for New Hires and Promotions

Recycling Contamination Action Plan

IT Department Compliance – Contract with Garner Group: Funding

Utility Billing Relocation

Fire Explorer Program Enhancements

Recruiting SOP'S

Internal Communications Committee: Creation
Grants Manager: Hiring
Desktop Computers Replacement [260]
Police Laptops Replacement [90]
Strategic Plan: Development and Institutionalization
CERT Program: Roles and Responsibilities
New Hire Onboarding/Orientation
Project Management Division: Recommendations
Grants Contract Administration Database
Online Engineering Permitting System: Development and Implementation
Fire Prevention Program Enhancements
Fire Social Media Presence: Expansion
Job Descriptions: Revision
Police Vehicle Replacement [17]
Optiview Image Software to Upland: Upgrade
Police Social Media Presence: Expansion
Subrogation Contract, Excess Auto and Cancer Coverage: Acquisition
Employee Handbook, Policies and Procedures: Update
Performance Management Tracking/Compliance
City Internship: Development

Senior Management Development Program/Succession Planning
Comprehensive Emergency Plan for Events: Development
Warehouse and Inventory Software: Implementation
Workforce Mobility Software System: Implementation

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Major Projects 2020 City of Margate

Sports Complex LED Lights: Completion (B)
Southeast Park Artificial Turf
Pool Door Replacement
Playgrounds – Sand Replacement
Oriole Park: Design Bid Documents and Permits
Centennial Park: Design Bid Documents and Permits
Southgate Park Improvements: Construction
Dog Park: Construction
Blueway Trail: Design, Bid Document, Award Bid
Calypso Cover/Lazy River: Design Build
Vinson Field: RFP for Installation, Under Construction
Playground – Sand Replacement
Stormwater Lining: Southgate
Water Main Replacement Projects
Waste Water Lift Stations: Rebuild (2)
Water Treatment Facilities: Filter Update

East Waste Water Treatment Plant: Upgrade Project
West Waste Water Treatment Plant Improvement Project
SCADA System Rebuild: Water, Waste Water
Police Training and Office Facility: Transfer Switch/Portable Generator
Police Training Center Upgrade
Building Department Expansion
City Hall Wayfinding Signs: 1 on 1 Briefing
Fire Stations Carpet Replacement
Bunker Gear Replacement
City Buildings Remodel: Design