



City of Margate

5790 Margate Boulevard
Margate, FL 33063
954-972-6454
www.margatefl.com

Meeting Minutes City Commission Workshop

Mayor Tommy Ruzzano
Vice Mayor Arlene R. Schwartz
Commissioners:
Antonio V. Arserio, Anthony N. Caggiano, Joanne Simone

City Manager Cale Curtis
City Attorney Weiss Serota Helfman Cole & Bierman
City Clerk Jennifer M. Johnson

Wednesday, April 10, 2024

1:00 PM

Commission Chambers and Zoom.us
Webinar ID: 892 5408 9915

<https://us02web.zoom.us/j/89254089915>

CALL TO ORDER

ROLL CALL

Present: 5 - Commissioner Anthony N. Caggiano, Commissioner Joanne Simone, Commissioner Antonio V. Arserio, Vice Mayor Arlene R. Schwartz and Mayor Tommy Ruzzano

MOMENT OF SILENCE - INVOCATION

PLEDGE OF ALLEGIANCE

1) DISCUSSION AND POSSIBLE ACTION

A. [ID 2024-114](#) DISCUSSION AND POSSIBLE ACTION - FIRE DEPARTMENT STAFFING

CITY MANAGER CALE CURTIS introduced Fire Chief Roberto Lorenzo to this workshop.

FIRE CHIEF ROBERTO LORENZO introduced himself whilst thanking the City Commission, City Manager Curtis, Margate staff and the Union members for organizing this workshop and putting the presentation together. He conducted his PowerPoint Presentation and read their gold standard mission statement and explained that they were guided by it on every single call and highlighted the history of the Margate Fire Department that was established in 1956. He explained the FD's operations and understood that there was a cost element associated with this which he took very seriously and said that they wanted to invest in the training and education of their firefighters and also have the best equipment. He advised that the FD operate from three fire stations from each location, had one rescue truck which have three firefighter paramedics and one fire truck was staffed with two firefighter paramedics. He referred to a PowerPoint slide which he compared to 2023 where they ran 9,361 calls which 43% were emergent life-threatening calls and continued to explain the data. He explained in great detail about the three main bodies that provided and governed standards for the FDs nationwide which were the National Fire Protection Association (NFPA), the Occupational Safety & Health Administration (OSHA) and National Institute of Standards and Technology (NIST). He advised that in 2002, all the voters had signed the Broward

County (BC) agreement and regardless of jurisdictional boundaries, Margate was chosen in phase IV which went live in 2023. He informed that the FD had complied with the agreement with BC that any time a fire truck went out of the City, it would need to be staffed with three personnel or they would have to augment that response which would result in sending both the rescue and fire trucks. He indicated that consequentially, the originating zone was left without the firefighter paramedic for the duration of that call and he repeated that 50% of the calls that they responded to out of the City were Emergency Medical Services (EMS) and the other 50% required fire trucks. He discussed how this impacted staffing levels and explained that it created a decreased response time to their residents. He advised that with a three person firetruck, it would have rapid and consistent responses, better unit coverage within that zone and increased safety and effectiveness of mutual aid responses. He emphasized the stress levels and expressed that it was a physically, mentally, challenging and demanding job. He advised that by having three people on the fire trucks, they could disburse the workload on every call they attend including a reduction of risk which would also enhance their two-in-two hour rule from OSHA. He also discussed meeting the regional standard within BC and referenced 128 fire trucks in BC that protect the 2,000,000 residents and the 14,000,000 visitors. He advised that 125 fire trucks in BC were three-member staffed, which was the regional standard. He believed that enhancing their service would improve the overall fire ground operations and his recommendation would be to staff the fire trucks with three people which would continue to provide the best level of service and safety as possible. He concluded his PowerPoint presentation and welcomed questions from the City Commission.

VICE MAYOR ARLENE R. SCHWARTZ sought clarification from a restatement of her understanding that the FD was sending five people where three might be enough. She asked whether there was a time when all three stations were out which also coincided with a call within the City.

FIRE CHIEF LORENZO explained that in 2023, 180 calls were on-scene responses and they went into other cities with two trucks on 50% on those visits. He confirmed that it did happen when all three stations were on visits simultaneously. He said that the FD went out to training with Coconut Creek, Coral Springs and North Lauderdale where he understood the need to train together.

MAYOR TOMMY RUZZANO liked the PowerPoint presentation and questioned whether there were any agencies in BC that currently did not meet the three-in-three requirements.

FIRE CHIEF LORENZO explained that the City was the only agency in BC that did not have three members on a firetruck out of the 128 but when it came to the rescue, approximately 74% of the 138 rescues that provided protection to BC residents were three people. He understood that Davie and Ft Lauderdale did not always have three units on the rescue as they had actionable plans to improve that over the next several years and there were other agencies such as Parkland that did not receive the same type of call volume.

COMMISSIONER JOANNE SIMONE thanked Fire Chief Lorenzo for the PowerPoint presentation and for his clarity on meeting the requirements from the three main organizations. She was in favor of this and believed that the City needed to make improvements. She questioned City Manager Curtis how they would find the revenue to fund this.

CITY MANAGER CURTIS informed that he had spoken to the City Commission

respectively on a potential solution which was in relation to the Community Redevelopment Agency's (CRA) Tax Incremental Funding (TIF) which expired in 2026. He advised that with those expiring funds, the City would be able to fund the additional staffing where he indicated that in the meantime, Margate would have to essentially float the difference from General Fund reserves or excess revenues in reduction in expenditures for the next two years but he would avoid doing this long term.

MAYOR RUZZANO said that when BC gave the City their numbers during a presentation, he questioned whether City Manager Curtis was aware if it included the three on the truck and rescue respectively and questioned whether they could go back and look at those numbers. He said that they were all for the three and three but indicated that long term, if BC was going to be more economic, they could peruse that too as he believed that public safety was always bigger the better. He referenced regionalization and said that he would be quite open to discussing joining forces with BC with the City Commission if they were interested.

CITY MANAGER CURTIS confirmed that it was still under the three and two model.

COMMISSIONER ANTONIO V. ARSERIO said that he was always a fan on the concept of regionalization but could not envisage the four cities agreeing unless a separate tax district was implemented. He was happy to look at Broward County Sheriff Office (BSO) but threw caution that it should not distract the City from getting three people on an engine. He was glad that they were at this point as since he became a City Commissioner, he had spoken to the members about three people on an engine and said that he was more vocal when Coconut Creek parted ways and says that it was a no-brainer. He would prefer to find the money first but was not a fan of raising taxes but was a little more favorable towards a fire assessment fee as a last resort. He was confident in City Manager Curtis' comments on raising revenue over the next couple of years but he wanted to also ensure that they had an income source to sustain this long term and that he was planting a seed that they would have to accept some redevelopment in the City. He questioned when this would be implemented as he would like to see this sooner rather than later. He understood that there were some candidates that the City could probably hire which he would not oppose to expediting and implementing the rest of recruits at a later date.

VICE MAYOR SCHWARTZ understood when they met with members of the Fire Union in 2016 that it was already implemented but subsequently, found out from a conversation with Fire Captain DeLaCova that was not the case. She thanked the strong attendance from the firefighters and anticipated that people wanted to hear that there was a commitment to implement the idea of putting three on an engine and placing three on a rescue and that the City was committed to doing so. She indicated that there were probably six ready to come on board which had her support and the commitment to do that until they were fully staffed with the number of recruits needed. She referenced a drowning incident near her home.

Discussion ensued on the two year old who died.

FIRE CAPTAIN AND DISTRICT VICE PRESIDENT 3080 FOR THE CITY OF MARGATE, KEVIN DELACOVA, thanked the City Commission for their attendance and for recognizing that there was a need for this and advised that as a union, they had been pushing this for quite some time. He discussed yesterday's call but highlighted that if everyone was not unavailable, they would have had two people responding to that call which could be the most important, two, three or four minutes of somebody's life. He referenced Mayor Ruzzano's comments pertaining to the BSO which he said was

discussed at length a couple of years ago and said that the union's position had not changed but he echoed Commissioner Arserio's comments that the FD were committed to making the City's department better, making the standard of care increase and improve staffing levels as Margate firefighters. He thought that the rest of the membership was happy to be here and repeated his thanks. He said that it sounded very positive and that he looked forward to continuing to work with the City Commission post-meeting should they decide the additional staffing.

COMMISSIONER ANTHONY N. CAGGIANO asked questions on staffing levels pertaining to a recent drowning incident and sought a better understanding so that the public could understand.

Discussion ensued.

COMMISSIONER SIMONE said it was important for the residents to understand that firefighting and firefighters have changed over the years and that they were also trained paramedics who were performing more medical duties today than probably ever before. She thought that the residents would not have any problems understanding that this requirement was definitely a necessity for the City.

FIRE CAPTAIN AND DISTRICT VICE PRESIDENT 3080 DELACOVA responded to Commissioner Simone's comments.

FIRE CHIEF LORENZO explained that their system ran approximately 150 – 175 cardiac arrests per year and that the three large components that were needed to handle this at the same time were the airway, access to medications and looking at the rhythm of someone doing cardiopulmonary resuscitation (CPR) and explained that it was very challenging with just two members of staff. He explained that the FD set the gold standard of service high early on in this agency and agreed with Commissioner Simone's comments that the fire service had evolved over the last number of years.

COMMISSIONER ARSERIO discussed an incident of a fire in his neighborhood that occurred approximately two years ago.

Discussion ensued.

COMMISSIONER CAGGIANO discussed an incident at a mosque this morning and thanked fire rescue for their intervention. He also agreed with Commissioner Simone that the FD was not just exclusive to fires and said that he had been waiting for years to place three people on a vehicle where they could save people's lives a few minutes faster.

Discussion ensued.

CITY MANAGER CURTIS explained that he did not need a vote from the City Commission today and said that it sounded like there was full support for increasing staffing levels to enable the City's trucks and stations to a three and three model. He advised that they would like to get this process started immediately with the understanding that the City was unable to hire 12 people tomorrow and that it would take time to implement but they should be able to hire a good portion of them this fiscal year with the completion within the next fiscal year. He asked the City Commission if they were opposed to that.

There were no opposing comments from the City Commission.

CITY MANAGER CURTIS repeated that the funding solution for the immediate future was that they were going to use existing General Fund revenues or available fund balance until the City received the expired CRA TIF which was planned for 2026. He advised that the City had applied for a highly competitive Staffing for Adequate Fire and Emergency Response (SAFER) grants for additional staffing and that they should receive an update by the Autumn. He thought that the Fire Assessment study was in the final stages. His recommendation would be that once they had increased on staffing levels, then they could start incrementally increasing it in the contract which he believed would be supported by everybody.

Discussion ensued on applying for grants and whether to put this Item in the contract.

FIRE CAPTAIN AND DISTRICT VICE PRESIDENT 3080 DELACOVA explained that the union had always brought this up and discussed staffing at contract time. He said that in the past, it was brought up, it was not written in their contract and that the City hired bodies with the thought process or concept that they would have it most of the time but it never really came to fruition. He said that it was important to the FD to guarantee this to the citizens and firefighters and that they were going to receive the staffing that they were talking about today; every day. He made reference to the job being physically demanding at times where firefighters got injured and would be out for a short period of time so he wanted to ensure that it was important that they were still filling those spots. He said that they should make sure that the City was committed 100% by putting this in the contract and guaranteeing that three and three was going to be Margate's standard.

VICE MAYOR SCHWARTZ said that if she was sitting here in 2025, she would give her commitment that she would vote for that to be added to the contract.

Discussion ensued on the contract.

CITY ATTORNEY, CAROLINE G. SAIZ, explained that they did have a minimum staffing number currently in the Collective Bargaining Agreement (CBA) which the City must adhere to. She informed that the City could fund additional staffing without them having to change the current language in the CBA if they wanted to. She advised that as an alternative, they could open it back up which would have to be ratified and change the language that was currently in the CBA and that if they hired the additional staff, as an employee, they still fell under that contract.

Discussion ensued.

CITY MANAGER CURTIS indicated that he had received instructions on all matters and questioned if there were any expectation of contacting BC or BSO or if it should go on the backburner.

COMMISSIONER ARSERIO indicated that the three and three was the first priority but he would not mind receiving quotes pertaining to BSO.

MAYOR RUZZANO said that he would like to see something started by talking to the BSO union representative.

CITY MANAGER CURTIS questioned the City Commission whether there was any opposition for him contacting BC or BSO for further information.

VICE MAYOR SCHWARTZ informed that she was the representative for the previous meetings with 14 cities and Cooper City and indicated that they were not happy with the

service provided by BSO.

Discussion ensued.

CITY MANAGER CURTIS indicated that unless there were any objections, he could, at the very least, open the door and make some inquiries with the BSO and he would return to the City Commission with an update.

Discussion ensued on the previous complaints against BSO.

MAYOR RUZZANO expressed his gratitude for the FD attending this meeting and appreciated everything they did.

Meeting went into Recess.

B. [ID 2024-124](#) DISCUSSION AND POSSIBLE ACTION - POLICE CHIEF RECRUITER SERVICES

CITY MANAGER CURTIS appreciated Interim Chief of Police (CoP), Palma for the role that he played and that the Police Department (PD) was in very good hands. He recapped a previous City Commission meeting where a discussion took place pertaining to recruiting for the next CoP. He sought specific instruction from the City Commission in terms of the timing and selecting a recruiter and said that he received proposals from five recruiting firms.

INTERIM CHIEF OF POLICE (CoP), MICHAEL PALMA, said that the City Commission had made it clear that they wanted an external CoP which he supported and that he would be a key component in the entire transitional process. He explained for the last two weeks, he was with City Manager Curtis on a daily basis and that he had been briefing him on his department and that they had made some good strides. He advised that it had been an eye opening experience and that it was a culture that had to change which would not happen within a year. He indicated that he would like the opportunity to be Margate's CoP but said it would be a strange situation to takeover at this time. His preference would be to takeover in a time where it was normal when he believed that the City Commission would not be disappointed.

COMMISSIONER ARSERIO thanked Interim CoP Palma for stepping up and making the changes within the Police Department (PD). He received indication from some Police Officers that things were going in the right direction. He agreed with Interim CoP Palma that under different circumstances, he did not believe that they would be having this conversation and that he would probably be the permanent CoP. He explained that with the culture and the issues from the past couple of CoP, his gut feeling was to select an external candidate. He also agreed that the Interim CoP should be deeply involved in the selection process.

VICE MAYOR SCHWARTZ reassured Interim CoP Palma that it was nothing personal against him but concurred with Commissioner Arserio's comments. She referenced systemic and culture being the problems and said at this point, a fresh eye with no ties would probably be the best idea.

COMMISSIONER CAGGIANO concurred with Vice Mayor Schwartz and said that the City had to have a policy and move forward.

Discussion ensued.

INTERIM CoP, MICHAEL PALMA read a statement issued by the Police Department that was released seven days ago.

Discussion ensued.

MAYOR RUZZANO heard about the statement that was released which he believed was a great move but wished that the City Commission was informed on the same. He questioned Interim CoP Palma how he would organize his command staff.

INTERIM CoP PALMA replied to Mayor Ruzzano and said that he would definitely have an Assistant/Deputy CoP, depending on the organization structure, two or three Majors and then Lieutenants. He voiced his concerns of who would take the job if it was at-will and did not know many agencies that afforded the opportunity to look for Majors externally but it could open the pool up for other talent.

COMMISSIONER ARSERIO concurred with Interim CoP Palma and said that if they recruit a CoP, he thought the policy with the Majors should be that if they were brought in from within, that the position was at-will but not their overall job. He said that if they hired an external CoP and it was decided to recruit Majors from the outside, then he believed that the position could be at-will.

INTERIM CoP PALMA expressed the possibility that he might not be involved in the process as the CoP may want to bring in their own team and including himself, they could all be gone.

VICE MAYOR SCHWARTZ said that you would not do at-will to Lieutenants and compared it to the school system. She explained that she did not have a problem with the Majors being out from the union.

Discussion ensued.

MAYOR RUZZANO informed that they would now discuss the recruiting process and informed Interim CoP Palma that he would have no problem with him applying for his position. He questioned that if someone found a suitable candidate, whether they would have to go through the recruiter.

VICE MAYOR SCHWARTZ believed that the City should not pay the recruiter for someone else's recommendation.

COMMISSIONER ARSERIO said that it appeared that the first steps would be to hire a recruiter and noted that there were five proposals. He would trust City Manager Curtis to minimize the list to the top two and let the City Commission select. He believed that the City Commission was experienced in comparison to other boards in Broward County (BC) and referenced that the position of the City Attorney took over a year to be filled. He envisaged that the recruiter would filter down to 10 candidates then it would be the City Commission's job to interview them on a personal basis. He indicated that thereafter, the City Commission would select their top three of the 10 applicants and arrange for the City Clerk to tally up the results and then there could be a public meeting for the finalists to participate. He said that when he conducts his individual interviews, he would enlist on the expertise of Police personnel, both internally and externally.

VICE MAYOR SCHWARTZ spoke of a similar experience when they interviewed for the City Attorney's position and possibly, a Community Redevelopment Agency (CRA) position and referenced it was conducted publicly, they were given the same questions to

ask and that the City Commission ranked the candidates differently. She suggested having some subject area questions, which could be combined with questions.

Discussion ensued on interview techniques and questions for the candidates.

COMMISSIONER SIMONE did not believe that the City Commission should be responsible for hiring the CoP. She explained that they did not have the expertise, knowledge or experience, they were neither dealing with the day to day operations of the PD and that the responsibility should lay with the City Manager. She questioned whether the City Commission knew what the command policies and practices were. She said that there was not a Charter review to put it on the ballot. She had mixed feelings on the proposals provided by recruitment firms and explained that they all were different but similar and that the recruiters would narrow the candidates down for the City. She continued to discuss the process and informed that it was a big task and that the City Commission was not prepared. She repeated her suggestion that this position should be put back on the ballot. She believed that everything should be conducted in a public setting and that the City Commission should not meet behind closed doors with any candidates.

COMMISSIONER CAGGIANO said that he would listen to the CCW by telephone but he would return in person to the same.

VICE MAYOR SCHWARTZ assumed that with whatever firm they went with, they would do exactly what Commissioner Simone referenced. She said that she had no intention of reading 25 – 30 resumes and she did not believe that City Manager Curtis had a clue of the everyday operation of the PD anymore than the City Commission. She repeated her belief that the two former CoP would still be at the City if the City Commission did not ask for an investigation. She said that it was an overall ballot response pertaining to the positions.

COMMISSIONER SIMONE repeated that she did not believe the public knew what they were voting for.

Discussion ensued.

CITY MANAGER CURTIS made some recommended changes to the CoP job description which did not need to be approved by the City Commission.

COMMISSIONER SIMONE highlighted areas under Minimum Training and Experience of the job description that needed editing due to duplication. She also referenced brochures produced by recruiters used by other cities and said that she wanted to see some of those qualifications for Margate.

CITY MANAGER CURTIS said that a number of these recruitment agencies would make recommendations on applying changes to the job description and said that together with the City Commission and Human Resources (HR), they would make the necessary adjustments. He said that the current job description was sufficient but it could be better. He questioned the City Commission what their requirements were in terms of selecting a recruiter. His opinion was to go to a recruiter, not conduct it in-house and he was a fan of the Florida Police Chief Association's (FPCA) proposal where he outlined their hiring and vetting process.

COMMISSIONER ARSERIO liked the proposal from the FPCA but explained that he did not want to take away any of the City Commission's authority to interview them privately

as not everything discussed was a matter for the public domain. He was in favor of the top two or three candidates being interviewed in public.

COMMISSIONER CAGGIANO was unsure if he was a fan of the public final as he believed that the City Commission should know what the residents want. He was in agreement with one-to-one meetings and narrowing it down to the top three candidates.

COMMISSIONER SIMONE advised that it would not be for the public to ask questions, just to hear the same questions.

Discussion ensued on the interview process for the candidates.

COMMISSIONER SIMONE highlighted the positive areas of the recruitment agencies proposals and indicated that they had no time to critique them.

MAYOR RUZZANO said that they could probably all agree that the FPCA would be the one to go with and asked for CONSENSUS from the City Commission.

CITY MANAGER CURTIS explained that FPCA's full proposal was \$27,000 and then matters such as travel expenses could be associated with that as it would not just be specific to just Florida unless they set that as a requirement.

Discussion ensued on whether they should do a state or nation-wide search, warranty and selecting a recruitment agency with the possibility of contracting with FPCA or Colin Baenziger & Associates.

MAYOR RUZZANO recapped on the discussion points and said that possibly two recruitment agencies would be considered and he sought further information on the process.

CITY MANAGER CURTIS repeated the process.

Discussion ensued.

CITY ATTORNEY DAVID N. TOLCES repeated the recruitment process.

Discussion ensued.

CITY MANAGER CURTIS suggested that the recruitment agency should select no more than five candidates. He said that the final step for the FPCA would be a very good exercise if the City Commission watched the Chief's panel interview these candidates in the scenario based. He suggested that if they selected for example, FPCA and let them go through their process, then turn over their three to five candidates and then the City Commission can decide how they wanted to proceed with their one-to-one meetings. He advised that the City Commission could come back to a CCW for discussion and if there were any disagreements, then they could narrow the candidates down to the top two and invite them for an interview as a panel.

Discussion ensued.

COMMISSIONER ARSERIO said that Margate was looking for the best and that the City was very diverse. He would select someone who was the best fit for the job but encouraged females and ethnic minority CoP to apply for the job.

VICE MAYOR SCHWARTZ described a previous interview that HR organized where the candidates went from person to person. She would welcome the views of interview standards from a resident who specialized in HR.

CITY ATTORNEY TOLCES advised Vice Mayor Schwartz that the recruitment agencies can assist in the type of questions she posed.

MAYOR RUZZANO requested City Manager Curtis to ask the recruitment agencies the last several CoP they hired and of their location.

CITY MANAGER CURTIS said that they had already provided that information.

Discussion ensued.

JULI VAN DER MEULEN (EXECUTIVE RECRUITER), 2913 NW 68 LN., explained a simplified process of hiring a retainer and suggested a one year guarantee with a free replacement.

Discussion ensued.

RICHARD ZUCCHINI, 380 LAKEWOOD CIRCLE E, #B agreed with the positions being on the ballot. He suggested that any positions from supervisory level and above should be at-will.

MAYOR RUZZANO questioned the at-will positions and whether this would affect the new CoP if they wanted to bring in their own team.

Discussion ensued on command staff for the new CoP.

CITY MANAGER CURTIS suggested giving the new CoP the flexibility to recommend an organizational structure when they were recruited which would be documented.

Discussion ensued.

VICE MAYOR SCHWARTZ said that there was a \$10,000 discrepancy between some of these organizations and questioned the City Commission for their opinion on Jorge Colina Group (JCG).

COMMISSIONER SIMONE said that as a third option, she would prefer Public Sector Search & Consulting over JCG.

CITY MANAGER CURTIS confirmed that the next steps would be to ask the FPCA and Colin Baenziger & Associates respectively to be interviewed for the two recruitment agencies subject to their schedules.

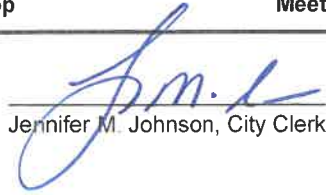
Discussion ensued.

ADJOURNMENT

There being no further business, the meeting adjourned at 3:50pm.

Respectfully submitted,

Transcribed by Salene E. Edwards


Jennifer M. Johnson, City Clerk

Date: 5/16/2024

PLEASE NOTE:

If a person decides to appeal any decision made by the City Commission with respect to any matter considered at this meeting, the person will need a record of the proceedings, and for such purpose may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. Anyone desiring a verbatim transcript shall have the responsibility, at his/her own expense, to arrange for the transcript.

[Appendix A – Zoning – Section 3.3] Any representation made before any City Board, any Administrative Board, or the City Commission in the application for a variance, special exception, conditional use or request for any other permit shall be deemed a condition of the granting of the permit. Should any representation be false or should said representation not be continued as represented, same shall be deemed a violation of the permit and a violation of this section.

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One or more members of the City of Margate advisory boards may be in attendance and may participate at the meeting.

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