



City of Margate

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

Meeting Minutes City Commission Workshop

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

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

Wednesday, March 26, 2025

12:00 PM

Commission Chambers and Zoom.us

Webinar ID: 871 7363 3499

<https://us02web.zoom.us/j/87173633499>

CALL TO ORDER

ROLL CALL

Present: 4 - Commissioner Tommy Ruzzano, Commissioner Anthony N. Caggiano, Vice Mayor Antonio V. Arserio and Mayor Arlene R. Schwartz
Absent: 1 - Commissioner Joanne Simone

MOMENT OF SILENCE

PLEDGE OF ALLEGIANCE

1) PRESENTATION(S)

A. [ID 2025-076](#) STRATEGIC PLANNING WORKSHOP

CITY MANAGER, CALE CURTIS, introduced the City Commission Workshop and explained that this project was to review the initial draft of Margate's Strategic Plan which was intended to still be at a high level which included the topic of discussion, the draft mission, vision, core values and their focus areas along with the objectives and performance measures. He advised that once CONSENSUS was received from the City Commission on this initial draft, it would give Margate the direction to work with the Department Directors and to come up with the action items that would facilitate to achieving those four objectives.

VICE MAYOR, ANTONIO V. ARSERIO, simplified the objective of this meeting.

Discussion ensued.

BERRY DUNN'S (BD) SENIOR CONSULTANT, KAREN WHICHARD, recapped on last December's workshop and walked through the initial draft where she outlined the four strategic focus areas which were:

- City Renewed;
- Vibrant Economy;

- Service Excellence; and
- Internal Operations.

She sought the City Commission's feedback on the initial performance measures where the intent was on the direction. She read the City's "Our Mission" statement and sought feedback from the City Commission if there was anything that they would change.

MAYOR ARLENE R. SCHWARTZ corrected the grammar in the "Our Mission" statement. She referenced to include the words, "family friendly" and "small town feel" and questioned whether it would not also be part of the City to actively enhance the "quality of life" and indicated that it could also be inserted in the Mission statement.

BD's WHICHARD advised Mayor Schwartz that she thought her suggestion would be possible under "Our Vision." She informed that with the agreement of the City Commission, there may be an opportunity to insert something around the family friendly in the "Our Mission" statement which she said was usually generic wording. She was curious to receive feedback on the "Our Vision" statement from the City Commission. She moved on to Core Values which she said were shifted slightly to incorporate definitions around what the words meant which she thought was incredibly important especially for staff.

MAYOR SCHWARTZ referenced the "Vision" and questioned about adding people to the verbiage.

Discussion ensued.

CITY MANAGER CURTIS recommended that they should keep it that way and add something to that effect pertaining to people or community.

Discussion ensued.

BD's WHICHARD said that they will take that feedback and come up with some options for the Vision. She sought feedback on the "Core Values"

MAYOR SCHWARTZ disapproved of the comment on "We are honest."

Discussion ensued which included possibly replacing "We are honest" to "We work to make ethical ..."

BD's WHICHARD moved onto Page 2 of the Initial Draft Strategic Plan which was the first focus area. She read the "Goal Statement" and sought feedback on the same.

MAYOR SCHWARTZ suggested adding "replacing" to the Goal Statement.

Discussion ensued.

BD's WHICHARD questioned whether the City Commission captured the essence of the "Goal Statement" and as no further response was received, she started walking through the City Renewed "Objectives."

COMMISSIONER, ANTHONY N. CAGGIANO, made suggestion about changing the verbiage in that section.

Discussion ensued.

COMMISSIONER, TOMMY RUZZANO, wanted the words “add sidewalk and street lights removed” to “add safe lit areas, walkable.”

Discussion ensued including what words to add to the Objectives verbiage and information on the Performance Measure changes.

BD's WHICHARD discussed the Performance Measures and explained why it was important to add dates, targets and percentages to those proposals.

MAYOR SCHWARTZ was concerned about the low target rates.

Discussion ensued on Performance Measures, the low target percentages, median improvements, general appearance in the neighborhood and action items.

CITY ATTORNEY, DAVID N. TOLCES, reiterated the City Manager's comments by advising that the City Commission's efforts to maintain quality neighborhoods comprised of many different tools in a toolbox and that they would utilize the same and hopefully should see the percentage increase.

BD's WHICHARD moved onto Page 3's Vibrant Economy, read and explained the Goal Statement and sought feedback.

VICE MAYOR ARSERIO indicated that the only thing in limbo was whether the Community Redevelopment Agency (CRA) was going to sunset and questioned whether they needed to change the wording.

Discussion ensued.

VICE MAYOR ARSERIO referenced Performance Measures and said that for the first bullet point, they did select a development partner and recommended ensuring that the dates matched if that was to be changed. He also discussed the use of Artificial Intelligence (AI) and suggested using the verbiage of “best practices.”

BD's WHICHARD confirmed that she would remove the first bullet point and made a note of the “best practices.”

Discussion ensued on the Vibrant Economy's Performance Measures, changing the date on the first bullet point to 2026 and clamping down on commercial properties.

BD's WHICHARD turned to Page 4 where she referenced Service Excellence, read the Goal Statement and sought feedback on the same.

VICE MAYOR ARSERIO said that there were a few instances where government did things better and explained that in the past, the City was paying companies to organize events but indicated that they were much more successful and better attended when arranged inhouse. He questioned whether safety would fit in this category and referenced increasing police presence.

BD's WHICHARD indicated that the safety aspect was under bullet point two and three of Objectives.

Discussion ensued including a couple of typos contained within the document.

BD's WHICHARD said that it seemed like there was CONSENSUS from the City Commission that those were the right objectives. She advised that the Service Excellence Performance Measures had a lot of vetting from the Chief of Police and others as well as collecting data from Citizens Satisfaction Survey as well and sought feedback.

Discussion ensued on whether to amend bullet point three under Service Excellence Objectives to include "community policing."

COMMISSIONER CAGGIANO, raised a question about the Service Excellence's Performance Measures, referenced the second bullet point pertaining to "real time surveillance" and questioned whether they were intending to put more people on the street.

CITY MANAGER CURTIS advised Commissioner Caggiano that this pertained to technology such as the use of cameras and License Plate Recognition (LPR).

MAYOR SCHWARTZ suggested changing the verbiage on bullet point two to read either "US 441" or "State Road 7"

VICE MAYOR ARSERIO expressed his preference in seeing more surveillance throughout the City rather than just on the US 441 corridor and referenced the use of LPRs. He believed that the City needed to come up with a community engagement plan with some of their bigger corporations and that LPRs should be installed.

Discussion ensued.

CITY MANAGER CURTIS confirmed that they should eliminate the word, "441" and use it as "City wide."

Discussion ensued on the residents' satisfaction pertaining to City events under Performance Measures.

BD's WHICHARD referred to the last page of the focus area of Internal Operations which pertained to how the City was structured internally and read the Goal Statement. She highlighted that there was staff input which included the Department Directors, HR and IT. She encouraged the City to continue with those initiatives under the Performance Measures.

Discussion ensued on Performance Measures.

VICE MAYOR ARSERIO questioned whether there was any notation on improving the communications.

CITY MANAGER CURTIS referred Vice Mayor Arserio to the fifth bullet point under Service Excellence Objectives.

Discussion ensued including producing an end of year brochure on the City's accomplishments and communication.

BD's WHICHARD sought further feedback on the draft document and outlined that the next steps would be to meet with their department teams to discuss those specific action items. She said thereafter, they would be brought to the City Commission for their perusal on those objectives.

Discussion ensued on past and present strategic planning.

MAYOR SCHWARTZ questioned whether the document should include encouraging employees in some way, shape or form to provide their input which should make things better.

Discussion ensued on employee engagement.

VICE MAYOR ARSERIO questioned whether the continuation of the surveys was featured in this draft.

CITY MANAGER CURTIS responded to Vice Mayor Arserio saying that he would be happy to continue with the surveys on the provision that there was CONSENSUS by the City Commission. He agreed that conducting a survey was a matter of best practice which could be organized every two or three years.

Discussion ensued on which action point to place the surveys.

BD's WHICHARD thanked the City Commission for their time and attention.

Discussion ensued.

ADJOURNMENT

There being no further business, the meeting adjourned at 1:18pm.

Respectfully submitted,

Transcribed by Salene E. Edwards

Jennifer M. Johnson, City Clerk

Date: _____

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[Unified Land Development Code – Section 40.300(C)] 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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