# CITY OF OPA-LOCKA
**"The Great City"**

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**CLERK'S ACTION SUMMARY MINUTES**

**Workshop**
**Monday, April 12, 2021**
**5:30 p.m.**

## 1. WELCOME/OPENING REMARKS:

Mayor Matthew Pigatt called the Workshop to order at 5:30 PM on Monday, April 12, 2021 at Sherbondy Village, 215 Perviz Avenue, Opa-locka, Florida.

In his opening remarks, Mayor Pigatt stated that the workshop was scheduled to discuss the Commission's priorities.

## 2. ROLL CALL:

The following members of the City Commission were present: Commissioner Alvin E. Burke, Commissioner Chris Davis, Vice Mayor Veronica J. Williams and Mayor Matthew A. Pigatt. Commissioner John H. Taylor Jr. arrived at 5:54 p.m. Also in attendance were: City Manager John E. Pate, Assistant City Manager George Ellis, City Attorney Burnadette Norris-Weeks and City Clerk Joanna Flores.

## 3. INVOCATION:

The invocation was delivered by Vice Mayor Williams.

## 4. PLEDGE OF ALLEGIANCE:

The Pledge of Allegiance was recited in unison.

## 5. PUBLIC COMMENTS:

City Clerk Flores announced the protocol for public participation at City Commission meetings.

Clerk Flores stated that there were no public comments.

Mayor Pigatt opened the floor for public comments from those attending the workshop meeting in person.

There being no persons to speak, public comments were closed.

## 6. DISCUSSION ITEMS:

### a) Brainstorm / Capture / Clarify / Individual City Commission Priorities (each Commission member will be individually asked to describe their top priorities)

Mayor Pigatt began by saying that he is honored that the Commission is meeting for probably one of the most powerful things they will do as a Commission, to set their priorities. The Mayor reminded his colleagues that each one of the members of the Commission was elected by the people as their representatives and voice in government, and that the workshop will be an opportunity for them to bring their various perspectives together. He pointed out that their last meeting proved that when the Commission comes together, things move in the City. The Mayor noted that this will be the first time since he has been on the dais that the Commission lays out its priorities. He reported that prior to the workshop each Commissioner submitted their priorities, and they were included in the meeting's agenda packet. The goal for the workshop as stated by the Mayor, is to start bringing the Commission's priorities together into a document that would be a message to the City Manager on what the Commission sees as the priorities. He proposed that each Commissioner present the most important parts of their priorities and if any of the other members of the Commission have anything they would like to add they should just share those things. The Mayor also explained that he will take note of responses and support for the priorities presented by each Commissioner, and encouraged his colleagues to shake their head or wave their hand to express their support for any Commission priorities that are proposed. He added that after all of the Commissioners present their priorities, he would like for the Commission to discuss the things that they don't want to consider as a priority. The Mayor also stated that he will then ask the Commission to think about the priorities they want to get done this year, and encouraged them all to go down their list of priorities to begin identifying those. Once those priorities that the Commission wants to get done this year have been discussed, he proposed that they be ranked and then moved forward with a resolution. He asked if there were any comments or thoughts on the process.

Commissioner Burke stated that he thought the Commission was talking about their immediate priorities that they were looking to jump on right away, and that is why he submitted his priorities the way he did, though he understood why the book of proposed priorities was presented the way that it was.

Mayor Pigatt acknowledged that each of the members of the Commission have both short-term and long-term priorities, and recommended that they all be laid out through the workshop. The Mayor said that City Manager Pate will kick start the conversation about which priorities will be able to be accomplished in the short term, by helping to identify those that can get done this year.

Vice Mayor Williams stated that she is not understanding the process that Mayor Pigatt wanted to use, and asked if he wanted each Commissioner to present their priorities and then have the similar priorities bucketed together. The Vice Mayor recalled that last year the Commission identified the

four major challenges, and wanted to know if the Mayor wanted them to give the priorities a specific number.

Mayor Pigatt acknowledged that there were a lot of great ideas laid out by the members of the Commission and encouraged his colleagues to speak about the ones they really care about and then afterwards, they can work on building consensus around those priorities. The Mayor proposed that the priorities be presented by the members of the Commission who he considers to be elder statesmen first, and suggested the following order: Commissioner Davis first, Commissioner Burke second, Vice Mayor Williams third, Commissioner Taylor fourth and then he would present last.

Commissioner Davis proposed the following priorities:

- Comprehensive Citywide beautification program.
- Cleaning program with a regular maintenance schedule, including the installation of garbage cans in public spaces and parks.
- Agreement with Miami-Dade county to regularly maintain the City's waterways.
- Pressure cleaning initiative to keep sidewalks and public areas clean, which can be subsidized through user fees.
- Programming parks services for seniors and the youth.
- Job program to provide incentives for local businesses that hire Opa-locka residents.
- Recovery program with reconciliation of funds.
- Get ahead of hurricane season with proper planning and outreach.
- Quarterly/monthly financial reports.
- Segregating each Commissioner's budget.
- Inclusionary housing initiative in the CRA area to require developers to designate a percentage of new developments as affordable units.
- Create the City's social service arm by reactivating the newly renovated cultural arts center and community empowerment team center so that residents can go there to apply for government assistance and kids can go there for tutoring after school.
- Re-activate Charter Review Committee.
- Re-activating the historic Arabian Nights event on an annual basis together with the Miami-Dade Department of Cultural Affairs.
- Complete pending capital projects including Cairo Lane, Ingram Park and Historic City Hall.
- Have the City take a strong stand on qualified immunity and have that reflected in the renegotiation of the collective bargaining agreement with the CBA.
- Summer youth jobs initiative.
- Tackle challenges with infrastructure, housing and millage rate reduction using the roughly $6 million allocated by the American Rescue Plan.
- Reactivate Police Explorer Program and create more mentorship opportunities for youth.

- Create a homeless initiative.
- Hire a grant writer to be permanently on staff.
- Hire a lobbying firm to manage the City's legislative agenda, to advocate for Opa-locka full time.
- Rebrand and measure the service delivery system Citywide, so that responding to residents' concerns is established as the top priority for all City staff.
- Create a Citywide volunteering program and database for ongoing support of events and projects.
- Reactivate Citywide internship program, marketed through local universities.
- Plan a virtual job fair event.
- Plan an annual toy giveaway.
- Reinstate Citywide crime watch initiative to engage residents.
- Pass a vacant property ordinance to register vacant houses in a centralized database that is accessible to law enforcement and the community, to address the problem with squatters.
- Make affordable housing permanent by including deed-restricted housing.
- Establish special taxing districts in industrial corridors to have the businesses that are directly impacted by the infrastructure projects, pay their fair share.
- Citywide first-time home buyer initiative to provide subsidies.
- Senior swim program.
- Diversify revenue streams by creating user fees instead of raising taxes.
- Taste of Opa-locka event showcasing the top dishes from local restaurants.
- Name and officially adopt Magnolia North Community Park.
- Explore annexation options to reach over 50,000 residents, achieve entitlement city status and be able to receive funding directly from the federal government.
- Send City correspondence through the water bill and other outreach mechanisms to encourage resident participation.
- Examine the impact of flood zone designations on residents ability to obtain and maintain proper insurance coverage on their property.
- Create a business chamber of commerce to engage business owners and residents.

Commissioner Davis indicated support for the following priorities from his fellow members of the Commission:

- Commissioner Burke's proposal to update the employee pay plan.

Commissioner Burke declared that his number one priority has already been fulfilled with the establishment of a professional Police Department, getting the officers out of the old Crown Victorias and continuing to bring the department into the 21st century.

Commissioner Burke proposed the following priorities:

- Complete the Cairo Lane project.

- Re-opening of Ingram Park.
- Complete Historic City Hall.
- Update employee pay plan.
- Beautification of the City including a Citywide cleanup schedule and increasing manpower in the Public Works Department.
- Traffic enforcement.

Vice Mayor Williams proposed the following priorities:

- Design a marketing plan to promote City initiatives as well as highlight residents, departments and employees, in order to engage and empower all of the Citizens as well as revitalize and rejuvenate Opa-locka.
    - Re-engage the residents of Opa-locka to be civically minded by connecting the Commission and City government with the citizens, and empower them to work on political and non-political action, to make changes in the community.
    - Engage citizens to be part of the City's events.
- Develop the City's human resources.
    - Hire and retrain to ensure the City has effective employees that work for the best interest of the City in every department.
    - Create a transformation plan that governs effectiveness and accountability.
    - Establish clear targets for those that are being evaluated, including the opportunity for training so they can be successful.
    - Complete a needs assessment of every department to determine employee efficacy and determine if targeted intervention or restructuring is needed.
    - Create a system of bonus payments to provide incentives for employees who are actually efficient and effective, encouraging the staff to become model employees that are highlighted.
- Create a global infrastructure plan.
    - Look at technological, economic and communication infrastructure to build a viable and sustainable economic plan that is not just looking at roads.
    - Reduce flooding in residential and commercial areas.
    - Fix deteriorated roads and highways.
    - Build and fix sidewalks.
    - Collect the fines and bills that are owed to specific departments.
- Plan Parks & Recreation Programs.
    - Develop cradle to grave initiatives that target the youth and seniors.
- Beautify the City.
    - Address the need for more employees to help clean the City.
    - Develop beautification projects that include the citizens.
    - Create and maintain an accountability method for those that break established rules like illegal dumping laws.

Commissioner Taylor proposed the following priorities:

- Develop park facilities and their programming to their full potential.

Commissioner Taylor indicated support for the following priorities from his fellow members of the Commission:

- Commissioner Davis' proposal for the creation of a special taxing district to fund infrastructure projects.
- Commissioner Davis' proposal for the annexation of additional territory to surpass 50,000 residents so that Opa-locka is granted entitlement city status and direct federal funding.
- Commissioner Davis', Burke's and Vice Mayor Williams' proposal to invest in infrastructure.
- Commissioner Burke's proposal to update the employee pay plan.
- Vice Mayor Williams' proposal to improve marketing to empower citizens.

Mayor Pigatt proposed the following priorities:

- Opa-locka's four major challenges.
- Complete the operational audit.
- Institute an annual ethics training for all employees.
- Determine which events are popular and which are not, to be clear about the fiscal investments that are being made.
- Complete an annual review of the occupational licenses for the businesses in the City.
- Put in place an electronic filing system.
- Ensure the Police Department is held accountable, and be clear about what the community wants as part of the City's negotiation with the police union.
- Increase community policing initiatives by having officers on bikes and foot patrols.
- Align code enforcement with the Commission's beautification efforts throughout the City.
- Design a results oriented government plan.
- Review the City's employment contracts.
- Plan a monthly or quarterly community cleanup event.

Mayor Pigatt indicated support for the following priorities from his fellow members of the Commission:

- Commissioner Davis' proposal for monthly/quarterly financial reports.
- Vice Mayor Williams' proposal to have all employees evaluated, trained and held accountable through a progressive discipline plan.
- Commissioner Burke's proposal to update the employee pay plan.
- The full Commission's proposal to optimize all of the Parks & Recreation Department's facilities.

- Commissioner Davis' proposal to create a volunteer database.
- Commissioner Davis' & Burke's proposal to have a regular schedule for maintenance.
- Commissioner Davis' & Burke's proposal to complete the renovation of Historic City Hall.
- Commissioner Davis' & Vice Mayor Williams' proposal to repair and maintain sidewalks.
- Vice Mayor Williams' proposal to devise metrics and milestones as performance indicators for each of the City's departments, along with a disciplinary policy.
- Commissioner Davis' proposal to pass a vacant property ordinance.
- Commissioner Davis' proposal to create a special taxing district to fund infrastructure projects.
- Commissioner Davis' & Vice Mayor Williams' proposal for youth engagement.
- Commissioner Davis' proposal to plan a Taste of Opa-locka event.
- Vice Mayor Williams' proposal to highlight the community.
- Commissioner Davis' proposal for the annexation of additional territory to surpass 50,000 residents so that Opa-locka is granted entitlement city status and direct federal funding.

**b) Priority Ranking (given the set of listed Commission member priority areas, identify areas of agreement and difference and rank order those with the strongest consensus)**

Mayor Pigatt proposed that the priorities that have the full support of the members of the Commission be listed, and then asked Management to weigh in on what can be accomplished this year.

City Manager Pate pointed out that the Commission's priorities are being set in the middle of a budget year and thus some of the goals may require budget amendments. Mr. Pate urged the Commission to consider extending their goals into the next budget year, and define which priorities they hope to attain between now and September. He added that his vision is to narrow down the priorities at this meeting, then have one more workshop to look at budgetary considerations and have a resolution on the books within the next month and a half, giving staff time to do their homework and Mr. Anathan time to look at the budget.

The Mayor identified the following categories into which each of the Commission members' priorities can be classified: Beautification, Parks & Rec, Infrastructure, H.R. and Marketing. The priorities that he found consensus on included:

- City Beautification
    - Priority: Create a comprehensive beautification plan.
        - City Manager Pate stated that the Capital Improvement and Public Works Department are working on attainable goals for the beautification plan for the year.

- Public Works Director Airia Austin assured the Commission that the comprehensive beautification plan will be presented by the first Commission meeting in June.

- Citywide deep cleaning.
  - City Manager Pate stated that proposals are being reviewed to bring in a third-party vendor to assist with tree trimming, gutter cleaning and the full gamut to get the City back into presentable shape and then have a program to maintain the City.
  - Public Works Director Airia Austin stated that his department needs to review the budget to see if they have the financial wherewithal to support the Citywide deep cleaning. Mr. Austin also explained that he expects pressure cleaning of the curbs along the medians, to be done within a month and then the City's facilities will be pressure cleaned as well.
- Hire more staff for the Public Works Department.
  - City Manager Pate reported that Public Works employees are coming in on the weekends and are working extra as much as they possibly can, but are burnt out and thus beefing up of the workforce is being looked at with temp to hire arrangements. Mr. Pate assured the Commission that he will work with the Human Resources Department to determine what the difficulty is in hiring candidates for the Public Works Department, pointing out that a part of the problem is the pay plan which he said is not going to be able to be updated this year.
  - Public Works Director Airia Austin stated that his department's goal is to fill the gap created by their diminished manpower by retaining a third-party organization to assist with the deep cleaning of the City's sidewalks and tree trimmings. Mr. Austin reported that his department had candidates that wanted to be hired and were interviewed, but didn't pass the test.
- Establish partnerships with organizations and institutions like the Greater Service Miami Corps, Career Source and the prisons to get more people on the street helping to clean the City.
  - Public Works Director Airia Austin confirmed that partnerships with organizations that can help with litter collection, are being worked on.
- Introduce and award system for residents who identify illegal dumping.
  - Public Works Director Airia Austin stated that the plan for the Citywide deep cleaning together with Vice Mayor Williams' initiative against illegal dumping, is a plan for success.
- Evaluate the rules that govern the Code Enforcement Department.
  - City Manager Pate asserted that he could not commit his staff to completing a full evaluation of Code Enforcement rules this year and would recommend that it be included in the next budget cycle.

        - Public Works Director Airia Austin acknowledged Mayor Pigatt's point that the majority of Opa-locka consists of private property, and thus code compliance will be used to help maintain the City once the deep clean is complete.
    - Install garbage cans across the City
        - Public Works Director Airia Austin stated that the majority of the garbage cans across Opa-locka will be installed as part of the bus bench initiative.
- Parks & Recreation
    - Create events for the Commission.
    - Officially add Magnolia Park to the parks system.
        - City Manager Pate stated that because he believes Opa-locka owns the property on which Magnolia Park sits and the City currently maintains the park, all he has to do is determine what is legislatively required for the Commission to recognize it as an official City park. Mr. Pate offered assurances that it can be done within this budget cycle.
    - Establish programs and activities for seniors and the youth after school.
        - Parks & Recreation Department Director Delven Patterson reported that his department is bringing back youth football to Sherbondy Park in addition to after school programs, camps, and intramural sports. Mr. Patterson also shared that the City's seniors have been served by community groups who offer them programming like healthy eating and exercise classes as well as providing swim lessons through the aquatics division. He assured the Commission that his department is looking to have maximum usage of the parks from sun up to sun down for residents from young to old.
    - List national standards.
        - Parks & Recreation Department Director Delven Patterson reported that since he and Assistant Parks Director Joy Hawthorne began in their positions, Opa-locka became recognized through the Florida Recreation & Parks Association, bringing national standards as they look to move the parks into the 21st century.
    - Develop a plan for park maintenance, including hiring additional staff.
        - Parks & Recreation Department Director Delven Patterson stated that his department is developing the maintenance plan for part-time and full-time staff to follow, providing a daily report of the inside and outside of the City's facilities, including the basketball courts, pools and restrooms. Mr. Patterson also reported that his department will be working with the work order system in the Public Works Department to fix any maintenance problems that may arise.
    - Fully activate all of the parks, including Ingram Park.

        - City Manager Pate stated that outdoor activities have reopened at the parks, but a date to bring back indoor activities will not be projected until the vaccination rate against COVID-19 goes up and the infection rate goes down.
        - Parks & Recreation Department Director Delven Patterson reminded the Commission that the City is still under the guidance of the CDC regarding the opening and activation of facilities. Mr. Patterson pointed out that the Helen Miller Center has been activated as a vaccination site and the City is looking to host summer camp and activate a fitness trail there. He also reported that a fishing program and event will be offered on the lake at Ingram Park.
        - Public Works Director Airia Austin stated that the restroom and lights at Ingram Park can be brought online, but the tennis and basketball courts need additional construction because the ground is failing and needs to have the security of the earth evaluated, which is not likely to be done within the next year. Mr. Austin assured the Commission that a detailed plan with milestones for when projects like Ingram Park will be completed, will be provided at the next workshop on infrastructure.
    - Create a citizen engagement and marketing plan for upcoming park activities.
- Infrastructure
    - Develop a stormwater master plan including gutter cleaning.
        - Public Works Director Airia Austin confirmed that a discussion about stormwater management and gutter cleaning will be a part of the infrastructure workshop, but the extensive details about the stormwater master plan will be brought before the Commission in May by the consultant that is completing the study.
    - Fix the City's streets.
        - Public Works Director Airia Austin stated that the number of miles of streets and roadways that will get re-done will be discussed as part of the infrastructure workshop because it is part of phase 5 of his department's milling and resurfacing projects.
    - Establish a timeline and milestones for capital improvement projects, including Cairo Lane.
        - Public Works Director Airia Austin stated that his department will provide timelines and milestones on projects that were started in 2020 and those that are scheduled to begin in FY 21 at the infrastructure workshop.
    - Determine the steps to create a special taxing district to fund infrastructure projects.
        - City Manager Pate stated that legislation needs to be passed and a study needs to be done in order to create a special taxing district, and he confirmed that it can get done within a year and a half.

- Ensure that all of the successes with infrastructure are constantly promoted and brought to the attention of the community.
    - Public Works Director Airia Austin stated that one of the aspects of infrastructure that is not in the public eye that his department has done a tremendous job in addressing, is the City's sanitary sewer system which has been relined and had its gravity infrastructure repaired. Mr. Austin reported that the work that has been done on the sanitary sewer system was made possible because of the City's capital and public works initiatives.

- Human Resources
    - Create a system for evaluating City staff.
    - Determine measures of accountability and discipline for City staff.
        - City Manager Pate advised that the Commission not set a goal to direct his office to specifically deal with accountability and discipline, considering that the City already has an accountability and discipline program. Mr. Pate asserted that he wanted to be placed on the record expressing his opinion it would be unreasonable, but that the Commission can set that as a priority if it wants to.
        - Human Resources Department Director Kierra Ward stated that her department currently has a progressive disciplinary policy for City staff that was implemented over a year ago through the Manager's Office, as an administrative policy.
        - City Attorney Burnadette Norris-Weeks stated that City Manager Pate is correct in recommending that the Commission should not direct him to enforce anything against any particular employee, but she asserted that is not what she was hearing from the Commission. Attorney Norris-Weeks assured the Commission that it is reasonable for them to set it as a priority, having a policy in place for the Manager to regularly evaluate City employees. Additionally, she informed the Commission that such a priority could be added as an accountability factor on an evaluation form for the Manager.
    - Set goals for achievement for City staff.
    - Establish bonuses to incentivize City staff.
    - Improve recruitment practices.
    - Institute professional training program, including annual ethics training for all City staff.
        - City Manager Pate stated that the City's department directors were mandated to complete ethics training this year.

**c) Next Steps**

Mayor Pigatt tabled the continued discussion on the Commission priorities classified under human resources and marketing, as well as the discussion on the union contract, after City Attorney Norris-Weeks advised that the union discussion could be had in a shade meeting.

City Manager Pate stated that he will address the Commission's priorities on beautification, Parks & Rec and infrastructure within two weeks.

Mayor Pigatt offered respect to his colleagues on the Commission, acknowledging that this is a very powerful time for them to clearly lay out their priorities so that staff and all those watching understand where the City is at in its progress. The Mayor thanked everyone for taking the time to sit with the Commission, as they went through the process of setting their priorities and expressed appreciation for the work that was done.

**7. ADJOURNMENT:**

There being no further business to come before the City Commission, it was moved by Commissioner Taylor, seconded by Commissioner Davis to adjourn the meeting at 8:08 p.m.

Matthew A. Pigatt
Mayor

ATTEST:

Joanna Flores, CMC
City Clerk