

# City of Opa-locka

*Commission Chambers  
215 Perviz Avenue  
Opa-locka, FL 33054*



## **WORKSHOP Agenda**

**Wednesday, June 23, 2021  
5:30 PM**

### **City Commission**

**Mayor Matthew A. Pigatt  
Vice Mayor Veronica J. Williams  
Commissioner Alvin Burke  
Commissioner Chris Davis  
Commissioner John H. Taylor Jr.**

### **Appointed Officials**

**City Manager John E. Pate  
City Attorney Burnadette Norris-Weeks  
City Clerk Joanna Flores, CMC**

**SPEAKING BEFORE THE CITY COMMISSION**

NOTE: All persons speaking shall come forward and give their full name and address, and the name and address of the organization they are representing.

There is a three (3) minute time limit for speaker/citizens forum and participation at all City Commission meetings and public hearings. Your cooperation is appreciated in observing the three (3) minute time limit policy. If your matter requires more than three (3) minutes, please arrange a meeting or an appointment with the City Clerk prior to the Commission meeting. *City of Opa-locka Code of Ordinances Section 2-57*

**DECORUM POLICY**

Any person making impertinent or slanderous remarks or who becomes boisterous while addressing the Commission, shall be declared to be out of order by the presiding officer, and shall be barred from future audiences before the Commission by the presiding officer, unless permission to continue or again address the Commission is granted by a majority vote of the Commission members. *City of Opa-locka Code of Ordinances Section 2-58*

**NOTICE TO ALL LOBBYISTS**

Any person appearing in a paid or remunerated representative capacity before the City staff, boards, committees and the City Commission is required to register with the City Clerk before engaging in lobbying activities. *City of Opa-locka Code of Ordinances Section 2-18*

**FLORIDA STATUTES, CHAPTER 285.0105:**

Anyone who desires to appeal any decision made by any board, agency, or commission with respect to any matter considered at such meeting or hearing will need a record of the proceedings, and for that reason, may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal may be based.

**Procedures for Public Participation****How to watch the meeting**

Members of the public can watch public meetings and public hearings at <https://www.youtube.com/user/CityofOpaLocka>

City Commission Meetings are held in-person while allowing virtual participation. Members of the public wishing to address the Commission may do so in person or virtually.

**To participate virtually**, please register by 5:30 p.m. on the scheduled meeting date via the City of Opa-locka website at [www.opalockafl.gov](http://www.opalockafl.gov).

**CITY OF OPA-LOCKA**  
**“The Great City”**

---

**PRIORITY SETTING WORKSHOP**

**Wednesday, June 23, 2021**

**5:30 p.m.**

**AGENDA**

- 1. CALL TO ORDER:**
- 2. ROLL CALL:**
- 3. INVOCATION:**
- 4. PLEDGE OF ALLEGIANCE:**
- 5. PUBLIC COMMENTS:**  
*Agenda item(s) only*
- 6. INTRODUCTION / WORKSHOP OVERVIEW:**
- 7. DISCUSSION ITEMS:**
  - a) CITY COMMISSION PRIORITIES**
  - b) CITY MANAGER EVALUATION TOOL**
- 8. ADJOURNMENT:**

# CITY COMMISSION PRIORITIES



*City of Opa-locka*

*Mayor/Commission Priorities*

## ***Mayor Matthew Pigatt***

- I. Finances
  - Completion of all outstanding audits
  - Completion of 5 year recovery plan
  - Fully operational finance department
- II. Water billing
  - Replacement of all water meters not operating up to standards
  - Transition of all accounts to our billing manager (Miami-Dade County Water & Sewer)
  - Resolution of class action lawsuit
  - Hosting a public workshop updating the residents about our new water billing system
- III. Flooding & DERM Moratorium
  - Implement a maintenance schedule for the cleaning of all gutters throughout the city
  - Assessment of all flooding areas and development of a capital improvement plan to address flooding throughout city
  - Address all issues identified by DERM
  - Upgrade all pump stations to remove DERM Moratoriums throughout the city
- IV. Roads and Streets
  - Remilling of at least 5 miles of streets
  - Repair of all pothole throughout the city
  - Finishing Cairo Lane
  - Planning next major industrial area capital improvement project

### **Operational audit**

- Addressing all operational audit findings by December 2020 with back up documentation and/or a measurable plan to ensure completion

### **Departmental priorities**

- I. Finance
  - Policies and procedures that address all the operational audit findings
  - Budget submitted to state by August 1<sup>st</sup>
  - Annual Budget develop staffed with clear goals, objectives, and performance measures for each department
  - Living wage for all employees
  - Debt repayment plans fully executed and on schedule
  - Competitive bidding process with selection committee for upcoming audits
- II. HR
  - Comprehensive evaluation of all employees
  - Updated pay plan to ensure respectable wages for all employees

- Implementation of a progressive discipline policy with a robust system of verbal and written warnings inserted into HR files
  - Policies and procedures that address all the operational audit findings
  - Annual training and membership for employees
  - Mandatory annual ethics and public records training for all employees
- III. Parks
- Full optimization of all recreational facilities throughout the City of Opa-locka
    - Baseball and football fields upgraded to standards to host competitive sports
    - Activation of Helen Miller center, Segal Park, Cultural Arts building, and Ingram park
    - Partnerships with non-profit organizations to activate all facilities
    - Upgrade and regular maintenance of lights, gates, lawn, playgrounds, etc.
  - Annual schedule of creative programming based upon public input and needs
  - Policies and procedures that address all the operational audit findings
  - Data on public participation for every event and program
- IV. Public works
- Regular schedule of maintenance of tree trimmings and landscaping throughout city
  - System to ensure the identification and rectification of all potholes
  - Comprehensive plan to upgrade lighting throughout City
- V. Buildings & Licensing
- Report on the types of businesses in the City of Opa-locka
  - Electronic system for licensing and permitting where possible
  - Organizing our filing system
  - Ensuring that EVERY business has an up-to-date occupational license within the city
  - No business is operating outside of licensure
  - Annual reviews of occupational licenses
  - Removal of slum conditions throughout the city
- VI. Police
- System to address and remove bad cops
  - Regular bike patrols in single-family residential areas
  - Regular foot patrols of multi-family residential areas with high crime
  - Patrols of all commercial and residential areas during each shift
  - Increase of response times
  - Decrease crimes throughout city
  - “Opa-locka police are respectful, fair, and don’t play”
- VII. Code Enforcement
- Equitable enforcement of our code throughout the city
  - Plan to address illegal dumping
- VIII. Community Development
- Renovation of Historic City Hall

- Citywide sidewalk improvement and instillation plan
- Cleaning and development of all canals for robust underwater ecosystem conducive to fishing
- Parks masterplan for all of our parks

IX. IT

- Update website
- Livestream commission meetings

X. General

- Implementation of a public relations plan for the City
- Results-oriented government management plan with metrics and performance measures for each department
- Replacement and upgrade of bus stops throughout city

XI. Implementation of a city-wide beautification plan that include code enforcement for cleanliness and beautification of private properties and performance measurements for the City in maintaining all its facilities, canals, and public right-of-ways.

This is not an exhaustive list. However, these are my basic priorities for this 2019-2020 fiscal year. As you move on these items, please keep in mind that our highest priorities are the Four Major Challenges we face as a community.

## ***Vice Mayor Veronica Williams***

### **1) Marketing Plan to Promote City Initiatives, Highlight Residents & Employees; Engage & Empower Citizens**

It is my priority to re-engage the residents of Opa-Locka to be more civically minded, which includes connecting the Commission, City Government, and our Citizens to be able to work together in both political and non-political actions to protect public values or make a change in our community. This can be achieved through a deliberate and targeted marketing plan that revitalizes & rejuvenates Opa-locka and its citizens.

*Market & Showcase the following:*

- Employees (Departments & Individuals)
- Citizens
- Events
- Parks & Recreation

### **2) Human Resources / Human Capital**

It is my priority to work with the City Manager's office and the Human Resources department to develop and implement a Comprehensive Transformation Plan for all city employees and departments. There exists a need to retrain, reorganize and hire effective employees that work for the best interest of the City. Every department within the City of Opa-Locka are viable in moving the city forward. The Transformation Plan will ensure a clear and concise "One City" plan that governs employees' effectiveness and accountability.

*The "One City" Transformation plan that is inclusive of, but not limited to:*

- An comprehensive evaluation system, with pre & post checkpoints throughout the year, along with deliberate and targeted feedback on employees efficacy.
- A needs assessment (accountability reporting) of departments (structure, employee efficacy, etc.), that need targeted intervention from possible outside management systems.
- After needs assessment has taken place, rank departments by levels of support needed to create a more efficient department
- Actionable goals for each department that should be visible by all
- A system of accountability for employees that have targets for each goal that should be set by employees/departments.
- Create a system of bonus for employees that have demonstrated exemplary and efficacious work production.

### **3) Infrastructure (Roads, Technology, Economic and Communication)**

It is my priority to continue to work with City Management to continue the work of the Stormwater Master Plan, road & highway revitalization projects to build and fix streets in the City.

Along with physical infrastructure, increase economic and technological Infrastructure as well. This includes but not limited to:

- Reducing Flooding in residential & commercial areas
- Fix deteriorated roads & highways
- Build / fix side walks
- Ensure fines, assessments, bills, licenses, permits, etc. are being collected.
- Technology and other innovative advancements
- Communication Infrastructure

#### **4) Parks & Recreation**

It is my priority that we as a city develop our aging parks and ensure its standards are at the highest level. Along with Park Administration, Staff, Commission and City Hall, continue to bring programming that targets youth with initiatives that help to decrease community violence and promote life skills. Programming that targets seniors, with health and exercise classes and benefits of longevity. My priority is also to help secure funding for an updated play area and basketball court.

#### **5) Beautification**

The beautification of Opa-locka will have to take a City/Citizen methodology. Understanding that we must work together to create beautification projects that will not only enhance our city visibly, but we must continue to maintain and create accountability methods for those that break established rules/laws.

### ***Commissioner Alvin Burke***

- Cairo Lane
- Re-opening of Ingram Park
- Historic City Hall
- Updated Employee Pay Plan
- Citywide Clean-up to include routine maintenance schedule, etc.

## ***Commissioner Chris Davis***

- Citywide beautification / cleaning program with regular maintenance schedule to include trash pickup, installation of garbage cans throughout the city public spaces and parks, (waterway cleaning Miami Dade County) and pressure cleaning sidewalks. Potential partnership with greater miami service corps/ career source youth summer jobs program, increasing staff capacity of public works department to perform function.
- Park programing for seniors and youth to include leisure service component.
- Jobs program creating incentives for local businesses that hire opa-locka residents.
- Creating a recovery program with reconciliation of funds left over from Cares Act reconciliation.
- Creating crime stoppers program to combat recent hike in violent behavior. (could be combined with efforts to combat illegal dumping)
- Lowering of mileage rate at least 1 mil in the next two years.
- Hurricane Disaster Preparedness plan update and supply outreach during hurricane season.
- Quarterly financial reports detailing the cities budgeted vs actuals at minimum, monthly preferred.
- Creating incentive package for developers in the downtown area.
- Creation of event policy with discretionary budget reference the commission.
- Inclusionary Housing initiative in the CRA Area. (requires developers to set aside a certain percentage of a new developments units as affordable to leverage local governments role as land regulators )
- Development of citywide commercial impact fee program to create fund to support job housing linkage ensuring that when creating jobs by new commercial development ensuring quality housing is available for their workforce to prevent the exacerbation of housing challenges.
- Creating a Social service Arm of the City. (Reactivating the newly renovated C.E.T. / cultural arts center Community Empowerment team Center 2105 Ali baba Ave).
- Completing pending capital projects Cairo lane, Ingram park, Historic City Hall as a top priority.
- Reactivating charter review committee to revise and update charter.
- Reactivating Historic Arabian Nights event and hosting event on an annual basis. Using funding sources such as miami dade department of cultural affairs and private foundation support to kick of inaugural event.
- I would like the city to take a strong stand regarding qualified immunity and have that reflected in the renegotiation of the collective bargaining agreement with PBA.
- AFSCME union contract also need to be renegotiated.
- -Hosting a Juneteenth event.
- Summer youth jobs initiative (partnership with Career Source).
- Using recent \$6,676,070.31 allocation from American Rescue plan to tackle infrastructure, housing and mileage rate reduction challenges.
- Reactivating Police explorer program and creating more mentorship opportunities for local youth.
- Creating Homelessness Initiative I.E. Temporary Housing / resources etc. actively engaging in annual countywide Homeless Count to ensure our community is at the table.

- Addressing long term infrastructure challenges with storm water / waste water and drinking water system as type priority.
- Continuing Citywide milling and resurfacing.
- Hiring a permanent finance director or outsource to qualified firm.
- Hiring a grant writer.
- Hiring a lobbying firm to manage the cities legislative agenda.
- Rebrand and measure Service Delivery System (citywide). We must perform better in this area.
- Creating citywide volunteering program and database for ongoing support of events and projects.
- Reactivating citywide internship program and reaching out to local universities to market opportunity.
- Virtual job fair event including local business owners summer 2021.
- Annual toy giveaway revisit partnership with City Girls.
- City wide crime watch initiative.
- Vacant Property Ordinance initiative.
- Permanently affordable housing intake to include deed retractive housing.
- Special taxing districts in industrial corridors to remedy infrastructure challenges and spur economic investment.
- Citywide First Time Homebuyer Initiative with subsidies for first time homebuyers within the city.
- Developing a Seasonal Senior Swim / actives program. Reactivating seniors on the move in the new normal.
- Creating youth programing in parks to include leisure and passive services.
- Creation of youth Council. (Host mock Commission meetings with schools).
- Creating user fees as revenue sources to diversify existing revenue strands. (Revenue Could be used to fund special projects)
- "A taste of opalocka" tasting event showcasing local restaurants in Opa-locka (Summer 2021).
- Naming and official adoption of Magnolia North Community Park and designating the site as an official park through Miami Dade County.
- Explore annexation options to reach entitlement city status (50,000 +1) residents.
- Sending city correspondence through water bill and other mechanisms of outreach to encourage resident participation.
- Examining the impact of flooding zone designation to residents ability obtain and maintain proper insurance.

***Commissioner John H. Taylor, Jr.***

1. City wide beautification
2. Community engagement initiatives
3. Engaging citizens to participate on boards
4. Parks development and programming
5. Maximizing use of parks facilities

| STATUS OF ACTION ON PRIORITY |                                                                             |                               |                | TOTAL                                                                                 | PERCENTAGE                                                                                                                                |
|------------------------------|-----------------------------------------------------------------------------|-------------------------------|----------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Not started                  |                                                                             |                               |                | 23                                                                                    | 100%                                                                                                                                      |
| Beginning Progress           |                                                                             |                               |                | 0                                                                                     | 0%                                                                                                                                        |
| 25% Complete                 |                                                                             |                               |                | 0                                                                                     | 0%                                                                                                                                        |
| 50% Complete                 |                                                                             |                               |                | 0                                                                                     | 0%                                                                                                                                        |
| 75% Complete                 |                                                                             |                               |                | 0                                                                                     | 0%                                                                                                                                        |
| 100% Complete                |                                                                             |                               |                | 0                                                                                     | 0%                                                                                                                                        |
| TOTAL REQUESTS               |                                                                             |                               |                | 23                                                                                    | 100%                                                                                                                                      |
| PRIORITY                     |                                                                             | REQUESTED TIMELINE            | CURRENT STATUS | LINK TO MEETING DISCUSSION                                                            | NOTES                                                                                                                                     |
| BEAUTIFICATION               | Beautification plan                                                         | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | City-wide deep cleaning                                                     | Within 1 year / 2 week update | Not started    |                                                                                       | Manager Pate stated it can't be done in the next year                                                                                     |
|                              | Adding more staff                                                           | Within 1 year / 2 week update | Not started    | <a href="https://youtu.be/rNIY1wmnU40?t=7006">https://youtu.be/rNIY1wmnU40?t=7006</a> |                                                                                                                                           |
|                              | Partnerships with organizations                                             | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Illegal dumping awarding system                                             | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
| PARKS & REC                  | Examination of code enforcement                                             | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Activation of all of the parks & facilities including Ingram Park           | Within 1 year / 2 week update | Not started    |                                                                                       | Director Austin stated a timeline for opening Ingram Park after light installation will be provided at April 21st Infrastructure Workshop |
|                              | Scheduling senior & youth after school programs                             | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Make Magnolia Park officially part of the Parks system                      | Within 1 year / 2 week update | Not started    | <a href="https://youtu.be/rNIY1wmnU40?t=7962">https://youtu.be/rNIY1wmnU40?t=7962</a> |                                                                                                                                           |
|                              | Listing of national standards                                               | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
| INFRASTRUCTURE               | Plan for park maintenance including adding staff                            | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Citizen engagement and marketing plan for upcoming park activities          | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Steps to create a special taxing district                                   | Within 1 year / 2 week update | Not started    |                                                                                       | Director Austin stated that this will be brought before the Commission by the Consultant completing the study in May                      |
|                              | Timeline & milestones for capital improvement projects including Cairo Lane | Within 1 year / 2 week update | Not started    |                                                                                       | Within 1 year and a half / 2 week update                                                                                                  |
|                              | Details on stormwater flooding challenges                                   | Within 1 year / 2 week update | Not started    | <a href="https://youtu.be/rNIY1wmnU40?t=8651">https://youtu.be/rNIY1wmnU40?t=8651</a> |                                                                                                                                           |
| HUMAN RESOURCES              | Determining how many more roads will be able to be repaved                  | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Promotion of infrastructure success                                         | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Report on evaluation system improvements                                    | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Set actionable goals for each department                                    | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Implement system of accountability and discipline                           | Within 1 year / 2 week update | Not started    | <a href="https://youtu.be/rNIY1wmnU40?t=8817">https://youtu.be/rNIY1wmnU40?t=8817</a> |                                                                                                                                           |
| MARKETING                    | Implement system for bonuses                                                | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Improve recruitment practices                                               | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              | Professional development including an annual ethics training                | Within 1 year / 2 week update | Not started    |                                                                                       |                                                                                                                                           |
|                              |                                                                             |                               |                |                                                                                       |                                                                                                                                           |
|                              |                                                                             |                               |                |                                                                                       |                                                                                                                                           |
| UNION                        |                                                                             |                               |                |                                                                                       | CA advised that union discussions should be conducted in a Shade meeting                                                                  |
|                              |                                                                             |                               |                |                                                                                       |                                                                                                                                           |
|                              |                                                                             |                               |                |                                                                                       |                                                                                                                                           |

April 12, 2021

Minutes

Priority Setting

Workshop

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

---

**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.

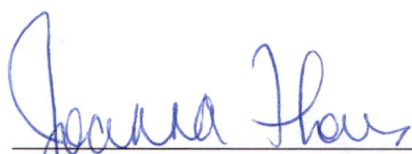
**7. ADJOURNMENT:**

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

*Proposed Legislation*

Approving the City  
Manager Evaluation Tool

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, APPROVING THE CITY MANAGER EVALUATION TOOL IN THE FORM ATTACHED HERETO AS EXHIBIT "A"; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, on August 23, 2019, the City of Opa-Locka City Commission ("City Commission") appointed John E. Pate as the City Manager; and

**WHEREAS**, on September 25, 2019, an Employment Agreement was executed between the City of Opa-Locka ("City") and John E. Pate ("Employment Agreement"); and

**WHEREAS**, on May 12, 2021 the City Manager and Vice Mayor Williams jointly sponsored Resolution #21-9864 as a First Amendment to the Employment Agreement between of the City Manager and the City to allow for an additional ninety (90) days in order for the City Commission to conduct a proper evaluation of the City Manager for the year 2021 in accordance with Paragraph 5 (B) of the City Manager's Contract; and

**WHEREAS**, establishing a proper evaluation tool is necessary in order to evaluate the City Manager in accordance with Resolution # 21-9864; and

**WHEREAS**, the City finds that it is in the best interest of the City to approve an evaluation tool for a proper evaluation of the City Manager.

**NOW THEREFORE BE IT RESOLVED BY THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA:**

**Section 1.** The recitals to the preamble herein are incorporated by reference.

**Section 2.** The City Commission hereby approves the evaluation tool, attached hereto as Exhibit "A", to be used for the evaluation of the City Manager in accordance with Resolution # 21-9864 passed by the City Commission on May 12, 2021 and in accordance with Paragraph 5 (B) of the City Manager's Contract.

**Section 3.** This Resolution shall take effect immediately upon adoption, and is subject to the review of the State of Florida Financial Emergency Oversight Board for the City of Opa-locka, FL.

**PASSED AND ADOPTED this 15<sup>th</sup> day of June, 2021.**

\_\_\_\_\_  
Matthew A. Pigatt, Mayor

**ATTEST:**

\_\_\_\_\_  
Joanna Flores, City Clerk

**APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY:**

\_\_\_\_\_  
Burnadette Norris-Weeks, P.A.  
City Attorney

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

**VOTE:**

|                     |             |            |
|---------------------|-------------|------------|
| Commissioner Burke  | _____ (Yes) | _____ (No) |
| Commissioner Davis  | _____ (Yes) | _____ (No) |
| Commissioner Taylor | _____ (Yes) | _____ (No) |
| Vice-Mayor Williams | _____ (Yes) | _____ (No) |
| Mayor Pigatt        | _____ (Yes) | _____ (No) |

# EXHIBIT “A”



Reset

## HUMAN RESOURCES DEPARTMENT

780 FISHERMAN STREET, 4TH FL • OPA-LOCKA, FLORIDA 33054

•PHONE: 305-953-2868 •WWW.OPA-LOCKAFL.GOV

### CITY MANAGER EVALUATION FORM

Use the following rating scale to evaluate overall performance on each individual item listed under each category.  
Must provide feedback within comments section under each category if rating is 3 or below:

1

2

3

4

5

**Does Not Meet  
Expectations**

**Doesn't Usually Meet  
Expectations**

**Meets  
Expectations**

**Generally Meets  
Expectations**

**Exceeds  
Expectations**

#### Category 1: RELATIONS WITH GOVERNING BODY/PROVIDING INFORMATION

| Item No. | Item                                                                                                                                     | Rating |
|----------|------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1.       | Keeps the Commission informed in an appropriate and timely manner about matters critical to the Commission's policy making role.         | 5      |
| 2.       | Provides information on an equal basis to all Commission members.                                                                        | 5      |
| 3.       | Anticipates and follows up promptly on Commission requests for information or action without having to be reminded.                      | 5      |
| 4.       | Available to the Commission on official business either personally or through designated subordinates.                                   | 5      |
| 5.       | Reports departmental and staff activities to the Commission in an appropriate and timely manner.                                         | 5      |
| 6.       | Advises the Commission of relevant legislation and developments in the area of public policy affecting the City of Opa-locka.            | 5      |
| 7.       | Developed, or is in the process of developing, comprehensive understanding of the problems and issues existing in the City of Opa-locka. | 5      |
| 8.       | Considers all available alternatives before making recommendations to the Commission.                                                    | 5      |
| 9.       | Anticipates, plans and prioritizes future needs and programs recognizing the potential problems confronting the City.                    | 5      |
| 10.      | Carries out directives of the Commission as a whole rather than those of any individual Commission member.                               | 5      |

***Category 1 Comments:***

DRAFT

## Category 2: ORGANIZATIONAL RELATIONS

### A. FISCAL MANAGEMENT

| Item No. | Item                                                                                                                                                                                  | Rating |
|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1.       | Develops and administers a process of budget preparation and review which meets the requirements of the City Charter, and expectations of the Commission in its decision making role. | 5      |
| 2.       | Controls operational and capital costs through adequate budgetary controls and the judicious/economical utilization of manpower, material and equipment.                              | 5      |
| 3.       | Provides the Commission with timely and sufficient reports on the financial status of the City government in accordance with the Charter and requirements of the Commission.          | 5      |

**Category 2 Section A. Comments:**

### B. PERSONNEL MANAGEMENT

| Item No. | Item                                                                                                                                                                                                                                                           | Rating |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1.       | Effectuates sound personnel selection and placement policies.                                                                                                                                                                                                  | 5      |
| 2.       | Recruits and retains competent personnel for City positions.                                                                                                                                                                                                   | 5      |
| 3.       | Communicates organizational values, directions, and expectations.                                                                                                                                                                                              | 5      |
| 4.       | Creates an environment for organizational and employee learning.                                                                                                                                                                                               | 5      |
| 5.       | Motivates personnel through leadership and training so that they are increasingly effective in the performance of their duties, in achieving common goals and objectives, and in nurturing an attitude of courtesy, helpfulness and sensitivity to the public. | 5      |
| 6.       | Promotes and supports the “public service role” for all City employees emphasizing exemplary performance.                                                                                                                                                      | 5      |
| 7.       | Creates an environment that fosters and requires legal and ethical behavior.                                                                                                                                                                                   | 5      |
| 8.       | Assumes responsibility for staff performance.                                                                                                                                                                                                                  | 5      |
| 9.       | Treats all City personnel in a fair and equitable manner.                                                                                                                                                                                                      | 5      |
| 10.      | Organizes and manages work and jobs to promote cooperation, initiative, empowerment, innovation, and organizational culture.                                                                                                                                   | 5      |
| 11.      | Motivates employees to develop and utilize their full potential.                                                                                                                                                                                               | 5      |

**Category 2 Section B. Comments:**

**Category 2: ORGANIZATIONAL RELATIONS (continued)**

**C: MANAGING THE ORGANIZATION**

| <b>Item No.</b> | <b>Item</b>                                                                                                                                                       | <b>Rating</b> |
|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 1.              | Executes the policies adopted by the Commission in a timely and appropriate fashion.                                                                              | 5             |
| 2.              | Plans and executes organizational priorities in a manner reflective of the City's stated mission and goals, and satisfactory to the Commission.                   | 5             |
| 3.              | Analyzes organizational problems or issues and identifies causes, reasons, implications, and solutions employing all available technologies, systems and methods. | 5             |
| 4.              | Executes the short and long-term goals and objectives of the City in a timely and effective manner.                                                               | 5             |
| 5.              | Communicates effectively, clearly, easily, and to the point.                                                                                                      | 5             |
| 6.              | Demonstrates sensitivity to the opinions and concerns of others in and outside the organization.                                                                  | 5             |
| 7.              | Emphasizes the importance of teamwork and leadership in his/her relationship with the organization, and serves as a role model for personnel.                     | 5             |
| 8.              | Accepts new ideas and suggestions for change.                                                                                                                     | 5             |
| 9.              | Adapts to and deals effectively with unanticipated conditions and situations.                                                                                     | 5             |
| 10.             | Presents and utilizes innovative solutions to conditions and situations affecting the City.                                                                       | 5             |
| 11.             | Keeps informed on legislative issues that may affect the City.                                                                                                    | 5             |
| 12.             | Sets and deploys organizational values, short- and longer-term directions, and performance expectations.                                                          | 5             |
| 13.             | Creates an environment for empowerment, innovation, and organizational agility.                                                                                   | 5             |
| 14.             | Implements organization-wide strategic planning process.                                                                                                          | 5             |
| 15.             | Selects, collects, aligns, and integrates data and information for tracking daily operations and for tracking overall organizational performance.                 | 5             |
| 16.             | Keeps data and information availability mechanisms, including software and hardware systems, current with organizational needs and directions.                    | 5             |
| 17.             | Capitalizes on the diverse ideas, cultures, and thinking of employees and the community with which the organization interacts.                                    | 5             |
| 18.             | Addresses workplace health, safety, and security.                                                                                                                 | 5             |

**Category 2 Section C. Comments:**

**Category 3: RELATIONS WITH THE PUBLIC**

| Item No. | Item                                                                                                                                                | Rating |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1.       | Handles disputes or complaints involving citizens in an effective, equitable, and timely manner.                                                    | 5      |
| 2.       | Makes himself/herself available and visible to the citizens of Opa-locka in an appropriate manner.                                                  | 5      |
| 3.       | Presents Commission policies and positions on issues to the citizens and City organization accurately, equitable, and effectively.                  | 5      |
| 4.       | Directs sufficient public credit to the Commission in its role as the Governing Body.                                                               | 5      |
| 5.       | Anticipates public concerns with current and future services, programs, and operations and prepare for these concerns in a proactive manner         | 5      |
| 6.       | Ensures workplace preparedness for emergencies or disasters and seek to ensure organizational continuity for the benefit of citizens and employees. | 5      |

**Category 3 Comments:**

**Category 4: RELATIONS WITH OTHER GOVERNMENTS**

| Item No. | Item                                                                                                                                               | Rating |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1.       | Deals effectively with other governmental agencies at all levels in representing the City of Opa-locka.                                            | 5      |
| 2.       | Develops and administers an effective program of grantsmanship.                                                                                    | 5      |
| 3.       | Cooperates with neighboring communities and maintains open communication with other municipalities in areas that may affect or relate to the City. | 5      |

**Category 4 Comments:**

***List any goals, achievements, objectives :***

*Additional information/comments may be attached at the option of the evaluator.*

**OVERALL RATING: 5.00**

\_\_\_\_\_  
**Commission Member (Please Print)**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date Evaluation Was Completed**

Evaluation period: \_\_\_\_\_ to \_\_\_\_\_

Each member of the Commission should complete the evaluation form, sign, print, and return it to the director of the Human Resources Department. The deadline for submitting this performance evaluation is \_\_\_\_\_. Evaluations will be summarized and included on the agenda for discussion at the Commission meeting on \_\_\_\_\_.

\_\_\_\_\_  
Human Resources Director

\_\_\_\_\_  
Date Submitted

**RESOLUTION NO.**  
**21-9864**

**RESOLUTION NO. 21-9864**

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, APPROVING A MUTUALLY AGREED UPON AMENDMENT TO THE EMPLOYMENT AGREEMENT BETWEEN CITY MANAGER JOHN E. PATE AND THE CITY OF OPA-LOCKA; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, on August 23, 2019, the City of Opa-Locka Commission ("City Commission") appointed John E. Pate as the City Manager; and

**WHEREAS**, on September 25, 2019, an Employment Agreement was executed between the City of Opa-Locka and John E. Pate ("Employment Agreement"); and

**WHEREAS**, the City Manager and the City of Opa-Locka desire to amend the Employment Agreement of the City Manager to allow for an additional ninety (90) days in order for the City Commission to conduct a proper evaluation of the City Manager during the year 2021; and

**WHEREAS**, the City finds that it is in the best interest of the City to specifically amend Section 5 of the Employment Agreement between John E. Pate and the City of Opa-Locka as set forth in Exhibit "A".

**NOW THEREFORE, BE IT RESOLVED THAT THE CITY COMMISSION OF THE CITY OF OPA LOCKA, FLORIDA:**

**Section 1. Recitals.** The recitals to the preamble herein are incorporated by reference.

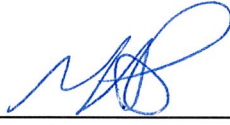
**Section 2. Authorizing an Amendment to Section 5 of the Employment Agreement between the City and John E. Pate** The City Commission hereby approves a First Amendment to Section 5 of the Employment Agreement between John E. Pate and the City of Opa-Locka, Florida, to extend the time for a proper evaluation to take place by the City Commission as specified in Exhibit "A" hereto. The City Commission further authorizes the execution of the First Amendment to the Employment Agreement by the appropriate parties.

**Section 3. Scrivener's Errors.** Sections of this Resolution may be renumbered or re-lettered and corrections of typographical errors which do not affect the intent

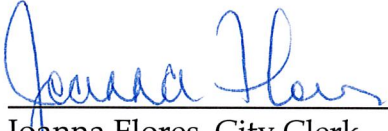
may be authorized by the City Attorney or designee, without need of public hearing by filing a corrected copy of the same with the City Clerk.

**Section 4. Effective Date.** This Resolution shall take effect immediately upon adoption, and is subject to the approval of the Governor of the State of Florida or his designee.

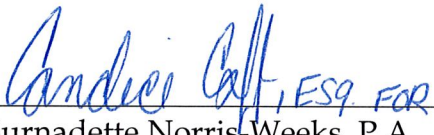
**PASSED AND ADOPTED this 12<sup>th</sup> day of May, 2021.**

  
\_\_\_\_\_  
Matthew A. Pigatt, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Joanna Flores, City Clerk

**APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY**

  
\_\_\_\_\_  
Burnadette Norris-Weeks, P.A.

Moved by: Commissioner Burke

Seconded by: Commissioner Taylor

**VOTE:** 3-1

|                     |        |
|---------------------|--------|
| Commissioner Burke  | ABSENT |
| Commissioner Davis  | YES    |
| Commissioner Taylor | YES    |
| Vice-Mayor Williams | YES    |
| Mayor Pigatt        | NO     |

**FIRST AMENDMENT TO THE EMPLOYMENT AGREEMENT BETWEEN  
JOHN E. PATE AND THE CITY OF OPA-LOCKA, FLORIDA**

This FIRST AMENDMENT TO EMPLOYMENT AGREEMENT (the "Amendment") is dated \_\_\_\_\_, 2021 (the "Amendment Effective Date"), and is between CITY OF OPA-LOCKA, a Florida municipal corporation, through its City Commission ("City") and JOHN E. PATE ("City Manager" or "Manager"). This Amendment modifies certain terms and conditions of Section 5 of the Employment Agreement dated August 23, 2019, between the CITY and the CITY MANAGER (the "Agreement").

**WHEREAS**, on August 23, 2019, the City of Opa-Locka City Commission ("City Commission") appointed John E. Pate as the City Manager; and

**WHEREAS**, on September 25, 2019, an Employment Agreement was executed between the City of Opa-Locka ("City") and John E. Pate ("Employment Agreement"); and

**WHEREAS**, the City Manager and the City of Opa-Locka mutually agree to enter into this First Amendment to the Employment Agreement between of the City Manager and the City to allow for an additional ninety (90) days in order for the City Commission to conduct a proper evaluation of the City Manager for the year 2021; and

**WHEREAS**, the City finds that it is in the best interest of the City to specifically amend Section 5 of the Employment Agreement between John E. Pate and the City of Opa-Locka with the terms and conditions set forth herein.

**IT IS MUTUALLY AGREED** by and between City and City Manager as follows:

1. Section 5 of the Agreement entitled *Compensation and Annual Review* shall be amended as follows with the remainder of the Agreement remaining the same:

**Section 5. Compensation and Annual Review.**

- A. The City shall pay the Manager, for his service, an annual base salary of \$169,700 payable in equal installments pursuant to City policy and may increase it from time to time as herein provided. At any time, the Commission may agree to increase the base salary and/or other benefits received by the Manager in such amounts and to such extent as the Commission may determine to be desirable in its sole discretion.
- B. Beginning in 2020, as determined by the Commission, the Commission shall review and evaluate the performance of the Manager at least once every fiscal year between March 1<sup>st</sup> and the immediately following April 30<sup>th</sup>. **For the year 2021, the time for the City Commission to conduct an evaluation of the City Manager shall be extended until July 29, 2021. ~~Said~~ Review and evaluation shall assess the Manager's performance of all duties and**

responsibilities, and his exercise of all powers for which he is responsible under this Agreement during the immediately preceding period. Failure by the Commission to conduct such a review and evaluation in any given year or years shall not be considered a breach of this Agreement.

- C. Annually, the Commission and the Manager shall jointly define such goals and performance objectives that they may determine necessary for the proper operation of the City and for the attainment of the Commission's policy objectives, and shall further establish a relative priority among those various goals and objectives, and said objectives and goals shall be reduced to writing. Objectives and goals hereunder shall generally be attainable within the time limitations specified and shall take in to account the City's annual operating budget and capital budget and appropriations provided thereunder.

**IN WITNESS WHEREOF**, the parties hereto have executed this Amendment as of the Amendment Effective Date first above written.

**CITY OF OPA-LOCKA**, a political  
subdivision of the State of Florida

\_\_\_\_\_  
John E. Pate, City Manager

By: \_\_\_\_\_  
Matthew A. Pigatt, Mayor

ATTEST:

By: \_\_\_\_\_  
Joanna Flores, City Clerk

APPROVED AS TO FORM  
AND LEGAL SUFFICIENCY

By: *Burnadette Norris-Weeks*, ESQ. FOR  
Burnadette Norris-Weeks, P.A.  
City Attorney

**CITY MANAGER EMPLOYMENT AGREEMENT  
BETWEEN**

**JOHN E. PATE**

**AND**

**THE CITY OF OPA-LOCKA, FL**

**THIS EMPLOYMENT AGREEMENT** hereinafter called this “Agreement”, is made and entered into as of the 25th day of September, 2019, by and between the City Commission, hereinafter referred to as the “City” or “Commission”, of the City of Opa-locka, a political subdivision of the State of Florida, hereinafter called the “Employer”, and John E. Pate, hereinafter referred to as “Employee”.

**W-I-T-N-E-S-S**

**WHEREAS**, the Commission desires to employ the services of John E. Pate, as City Manager of the city, hereinafter referred to as the “Manager”, pursuant to the terms of the Opa-locka City Charter, hereinafter referred to as the “Charter”, the Opa-locka City Code of Ordinances, hereinafter referred to as the “City Code”, the Opa-locka City Administrative Code, hereinafter referred to as the “Administrative Code”, and all statutes, laws and constitutional provisions applicable to the position of Manager; and,

**WHEREAS**, it is the desire of the Commission to provide certain benefits and establish certain conditions of employment for Employee as the Manager in accordance with this Agreement; and,

**WHEREAS**, it is the desire of the Commission to secure and retain the services of Employee as the Manager and to provide inducement for him to remain in such employment; and

**WHEREAS**, Employee desires to accept employment as the Manager in accordance with the terms and conditions of this Agreement.

**NOW, THEREFORE**, in consideration of the mutual covenants contained herein, the parties agree as follows:

**Section 1. Employment**

- A. The Commission hereby hires and appoints John E. Pate as the Manager, under the terms established herein, to perform the duties and functions specified in the Charter, the City Code, the Administrative Code, and all statutes, laws, constitutional provisions and other city ordinances, regulations, resolutions and policies applicable to the position of Manager, and to perform such other legally permissible and proper duties and functions as the Commission shall assign from time to time.

- B. The Commission's employment of Employee as the Manager shall be effective October 15, 2019 through October 14, 2023. This Agreement shall remain in effect until terminated by the Commission or by the employee as provided herein.
- C. Nothing in this Agreement shall prevent, limit or otherwise interfere with the right of the Commission to terminate the services of the Manager at any time, subject only to the provisions set forth in Section 3 of this Agreement.
- D. Nothing in this Agreement shall prevent, limit or otherwise interfere with the right of the Manager to resign at any time from his position as the Manager, subject only to the provisions set forth in Section 4 of this Agreement.
- E. It shall be the duty of the City Manager to employ, direct, assign, reassign, evaluate, and accept the resignations of all the employees of the City under his supervision consistent with the City rules, policies, ordinances, charter, county, state and federal law.
- F. It shall be the duty of the City Manager to organize, reorganize and arrange the staff of the City and to develop and establish internal regulations, rules, and procedures which the City Manager deems necessary for the efficient and effective operation of the City consistent with the lawful City directives, policies, ordinances, city charter, county, state and federal law.
- G. The City Manager shall perform the duties of City Manager of the City with reasonable care, diligence, skill and experience.

## **Section 2. Duties and Obligations**

- A. The Manager shall have the duties, responsibilities and powers of said office under the City of Opa-locka Charter, Code of Ordinances, Administrative Code, and all statutes, laws, constitutional provisions and other city ordinances, regulations, resolutions and policies applicable to the position of Manager. The Manager shall carry these out in a professional and competent manner.
- B. The Manager shall remain in the exclusive employ of the Commission and shall devote all such time, attention, knowledge and skills necessary to faithfully perform his duties and responsibilities, and to exercise his powers under this Agreement, having no outside employment whatsoever. He may, however, engage in educational and professional activities and other employment activities upon receipt of approval by the Commission, provided that such activities shall not interfere with his primary obligation to the Commission and City as the Manager. The Manager shall dedicate no less than an average of forty (40) hours per week in the performance of his duties as Manager hereunder.
- C. In the event the Manager shall serve on any appointed or elected board of any professional organization, or serve on any committees related to his professional activities, in the event any monies are paid, or gifts received, by him related to such service, such money or property shall be paid over to or delivered to the City, unless otherwise provided by the Commission.

### **Section 3. Termination and Severance Pay**

- A. Termination without Cause. The Commission may, at any time whatsoever, terminate the employment of the Manager, without cause, by an affirmative vote, upon reasonable prior notice to the Manager, of not less than three members of the Commission. If such event should occur, the Manager will be given written notice of the decision of the Commission not less than 10 days prior to the effective date of the termination. Upon such termination, The Manager will be entitled to: 1) a severance payment equal to twenty (20) calendar weeks of base salary; 2) a lump sum payment at his then-hourly rate of base salary as Manager for all annual leave hours accumulated by his but unused as of the date of termination, not to exceed the maximum accrual provided in the City's Personnel Policies Manual applicable to all other non-union employees of the Commission; and 3) continuation of the Manager's health insurance under Section 9 at City expense for a period of one hundred and eighty (180) calendar days following the date of termination in accordance with, and within the limitations of, COBRA and the rates applicable thereunder. The Commission shall not continue any benefits after termination that are directly connected with being the City Manager. In other words, the Commission shall continue paying insurances and pension but not a car allowance, phone, and the like.
- B. Termination for Cause. The Commission may also, for cause, terminate the employment of the Manager at any time whatsoever, by affirmative vote, of not less than three (3) members of the City Commission. The Manager shall be entitled to a hearing if, within five (5) business days of termination for just cause, he so requests in writing to the City Attorney. In the event the Manager's employment is terminated for cause, the City shall be under no obligation to pay severance pay described under subsection A (1) or the continuation of health insurance described under subsection A (3) hereof. The term "for cause" shall be deemed to include: gross negligence in the handling of City affairs; willful violation of the provisions of law; willful disregard of a direct order, demand, or policy of the Commission; conduct unbecoming a public employee; illegal or habitual drug abuse; arrest; conviction of a felony; conviction of any crime involving moral turpitude or relating to official duties; or violation of the Florida Ethics Code. For the purpose of this subsection, if the Manager pleads guilty or nolo contendere or is found guilty of a felony, he shall be deemed to have been convicted, notwithstanding a suspension of sentence or a withholding of adjudication.

### **Section 4. Resignation**

- A. In the event the Manager voluntarily resigns his position, he thereby agrees to give the City not less than sixty (60) days' written notice prior to effective date of any voluntary resignation, unless the parties agree otherwise.
- B. In the event the Manager voluntarily resigns his position, the City shall not pay severance pay described under subsection 3 A(1) or pay for the continuation of health insurance described herein.

## **Section 5. Compensation and Annual Review**

- A. The City shall pay the Manager, for his service, an annual base salary of \$169,700, payable in equal installments pursuant to City policy and may increase it from time to time as herein provided. At any time, the Commission may agree to increase the base salary and/or other benefits received by the Manager in such amounts and to such extent as the Commission may determine to be desirable in its sole discretion.
- B. Beginning in 2020, as determined by the Commission, the Commission shall review and evaluate the performance of the Manager at least once every fiscal year between March 1<sup>st</sup> and the immediately following April 30<sup>th</sup>. Said review and evaluation shall assess the Manager's performance of all duties and responsibilities, and his exercise of all powers for which he is responsible under this Agreement during the immediately preceding period. Failure by the Commission to conduct such a review and evaluation in any given year or years shall not be considered a breach of this Agreement.
- C. Annually, the Commission and the Manager shall jointly define such goals and performance objectives that they may determine necessary for the proper operation of the City and for the attainment of the Commission's policy objectives, and shall further establish a relative priority among those various goals and objectives, and said objectives and goals shall be reduced to writing. Objectives and goals hereunder shall generally be attainable within the time limitations specified and shall take in to account the City's annual operating budget and capital budget and appropriations provided thereunder.

## **Section 6. Retirement**

The City shall enroll the Manager in the Senior Management Service employee classification within the FRS (the Florida Retirement System) plan. Furthermore, the City shall contribute the employee share of 3% on behalf of the Manager.

## **Section 7. Communications Equipment**

The City Manager is required to be on call for twenty-four hour service. In recognition thereof:

- A. The City shall issue a city owned cell phone, computer and provide other mobile connectivity that provides Internet to the Manager to be used solely for City business purposes.

## **Section 8. Other Benefits**

- A. Except as may be otherwise limited under the terms of this Agreement, the Manager shall be entitled to earn, use, accrue and be compensated for 15 days of sick leave and 25 vacation day per year upon execution of this agreement. The Manager shall further be provided a bank of 7.5 days of sick and 14.5 days of vacation leave upon execution of this agreement.

- B. The Commission, in consultation with the Manager, may fix any such other terms and conditions of employment as it may determine from time to time relating to the performance of the Manager, provided that such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement or other applicable law.

#### **Section 9. Insurance**

- A. The Commission shall provide term life insurance as is provided to other non-union employees of the Commission.
- B. The Commission shall provide to the Manager medical, dental, and any other offered insurance plan on the same terms and conditions as are available to all other non-union employees of the Commission. The Commission shall further provide for the Manager and his dependent(s) health, dental, and any other available insurance benefit offered at no cost of the Manager.

#### **Section 10. No Reduction of Benefits**

The Commission shall not at any time during the term of this Agreement reduce the salary, compensation or other financial benefits of the Manager, except and to the degree and extent such reduction is also imposed across-the-Commission for all non-union employees of the Commission.

#### **Section 11. General Business Expenses**

The Commission agrees to budget pay for the professional travel and state authorized expenses of the Manager necessary for his participation in professional development training applicable to his duties as a City Manager, not to exceed a total cost of \$1,500.00 per year. The Commission may pay for the Manager to be a member of other professional organizations that the Commission agrees are necessary and desirable as authorized in advance.

#### **Section 12. Residence and Relocation Expenses**

- A. The Commission agrees to pay for Relocation Expenses in an amount not to exceed Ten Thousand Dollars (\$10,000.00), provided that no less than three (3) quotes are obtained and that the best and most responsive and responsible quote is selected, as determined by the Manager.
- B. The Manager agrees to make all attempts to find suitable housing within the City of Opa-Locka, Florida. In the event he is unable to identify housing within the City of Opa-Locka within a period of twelve (12) months following execution of this Agreement, the Manager agrees to reside within a radius of ten (10) miles from the city limits of Opa-Locka, FL.

### **Section 13. Suspension**

The Commission shall have the authority to suspend the Manager with full pay and benefits pending investigation and a final employment decision made by the Commission, but only if a majority of the Commission members and the Manager agree; or in the alternative, after a public hearing, if a majority of the Commission members votes to suspend the Manager for just cause. The Manager shall have been given written notice setting forth any charges giving rise to just cause at least five (5) days prior to such hearing.

### **Section 14. Indemnification**

The City shall defend, indemnify and pay all judgments or settlements in regard to any personal liability arising out of and in the scope of the City Manager's responsibilities, to the fullest extent authorized by Florida Statutes, and other laws and in accordance with the City of Opa-Locka Code of Ordinances, in addition to any insurance purchased by the City. The City agrees to pay all reasonable litigation expenses of the Manager during the pendency of proceedings, only if actions were taken in the course and scope of the City Manager's employment.

### **Section 15. Bonding**

Employer shall bear the full cost of any fidelity or other bonds required of the Employee under any law or ordinance.

### **Section 16. Other Terms and Conditions of Employment**

The Employer, only upon agreement with Employee, shall fix any such other terms and conditions of employment, as it may determine from time to time, relating to the performance of the Employee, provided such terms and conditions are not inconsistent with or in conflict with the provisions of this Agreement, City Charter, local ordinances or any other law.

### **Section 17. Notices**

Notice pursuant to this Agreement shall be given by depositing in the custody of the United States Postal Service by certified mail return receipt, or any other certified delivery service showing confirmation of process delivery and directed to the City Mayor and Attorney as to the City. And, directed to the City Manager as to the City Manager.

### **Section 18. Entire Agreement**

The text of this document shall constitute the entire Agreement between the parties, except as may be amended in writing by the parties hereto. All provisions contained in this Agreement are subject to and conditioned upon compliance with the Charter, the County Code, the Administrative Code, and all statutes, laws, constitutional provisions and other County ordinances, regulations, resolutions and policies. The Charter, the County Code, the Administrative Code, and all such statutes, laws, constitutional provisions and other County ordinances, regulations, resolutions and policies shall take precedence over any part or portion of this Agreement, any other provisions of this Agreement to the contrary notwithstanding.

Any terms and conditions not specifically addressed in this Agreement shall be deemed to be addressed in the City's Personnel Rules, to the extent there is no conflict with this Agreement.

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to have been executed on behalf of each as of the date and year first above-written.

**MANAGER:**



John E. Pate

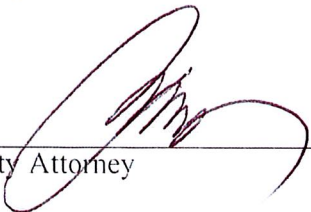
**THE City:**

City Commission of Opa-Locka, a political subdivision of the State of Florida:

By: 

City Mayor

Attest:

  
Clerk of the City Commission  
City Attorney