

City of Opa-locka

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



WORKSHOP Agenda

**Monday, April 12, 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 your full name and address, and the name and address of the organization you 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 become boisterous while addressing the commission, shall be declared to be out of order by the presiding officer, and shall be barred from further audience before the Commission by the presiding officer, unless permission to continue or again address the commission be granted by the 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:

"If a person decides to appeal any decision made by the Board, Agency or Commission with respect to the proceedings, and that, for such purpose, that person may need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based."

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

Members of the public are encouraged to watch the public meeting and public hearings at <https://www.youtube.com/user/CityofOpaLocka>

How to participate

To participate virtually, please register at least 2 hours prior to the scheduled meeting time on the City of Opa-locka website at www.opalockafl.gov.

CITY OF OPA-LOCKA

“The Great City”

PRIORITY SETTING WORKSHOP

Monday, April 12, 2021

5:30 p.m.

AGENDA

- 1. CALL TO ORDER:**
- 2. ROLL CALL:**
- 3. INVOCATION:**
- 4. PLEDGE OF ALLEGIANCE:**
- 5. PUBLIC COMMENTS:**
Agenda item only
- 6. INTRODUCTION / WORKSHOP OVERVIEW:**
- 7. DISCUSSION - CITY COMMISSION PRIORITIES:**
 - a) Brainstorm / Capture / Clarify / Individual City Commission Priorities**
(each Commission member will be individually asked to describe their top priorities)
 - 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)
 - c) Next Steps**
- 8. ADJOURNMENT:**



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 1st
 - 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