City of Opa-locka

Commission Chambers
215 Perviz Avenue
Opa-locka, FL 33054

WORKSHOP
Agenda

Friday, January 8, 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.”

CITY OF OPA-LOCKA
PROCEDURES FOR VIRTUAL PARTICIPATION AT COMMISSION MEETINGS

Virtual Participation at Commission Meetings
Due to COVID-19 and pursuant to Governor Ron DeSantis Executive Order Number 20-69, the City of Opa-locka has been holding its meetings virtually using the Zoom teleconferencing platform. As of November 2020, the City of Opa-locka will meet in-person with social distancing while still allowing virtual participation via Zoom.

City Commission Meeting location for in-person meetings
In-person meetings will be held in the Auditorium at Sherbondy Village, 215 Perviz Avenue, Opa-locka, Florida, with offsite participants joining by Zoom.

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
For meetings held in-person with virtual participation, members of the public wishing to address the body on any agenda item may do so in person or virtually. **Space for in-person attendance is very limited due to COVID-19 social distancing. Members of the public wishing to address the Commission are strongly encouraged to participate virtually.**

To participate virtually, please register by emailing publiccomments@opalockafl.gov at least 2 hours prior to the scheduled meeting time to request the meeting link.

Providing comments in advance
Those wishing to provide comments on any agenda item are encouraged to do so in advance by submitting their comment via email to publiccomments@opalockafl.gov

Comments on any agenda item must be submitted 2 hours prior to the scheduled meeting time. Comments received after the deadline will be kept for the record, but will not be read during the meeting. If you have comments for more than one agenda item, please state which item you are commenting on.

Reasonable accommodation requests during COVID-19 pandemic
Persons with disabilities who need to request reasonable accommodation(s) to effectively participate in this meeting may contact the Office of the City Clerk. As the City of Opa-locka is currently operating under a Declaration of Emergency relating to the COVID-19 Pandemic, and is practicing CDC recommended social distancing protocols, staff from the Office of the City Clerk may be working remotely.

Persons with disabilities who need reasonable accommodations are asked to e-mail such requests to jflores@opalockafl.gov at least three (3) business days in advance of the need for reasonable accommodation. You may also call (305) 953-2800.

City of Opa-locka public participation and decorum rules

Speaking before the Commission

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If the Chair or Commission declares a virtual participant to be out of order, he or she may be muted by the moderator.

All remarks shall be addressed to the Commission as a body and not to any member thereof.

No person, other than a member of the Commission and the person having the floor, may be permitted to enter into any discussion, either directly or through a member of the Commission, without permission of the Chair. No question may be asked except through the Chair.

Speakers should make their comments concise and to the point.

For questions and/or additional information, please contact the Office of the City Clerk at (305) 953-2800 or (786) 877-4038.

CITY OF OPA-LOCKA
"The Great City"

WORKSHOP
Friday, January 8, 2021
5:30 p.m.

AGENDA

1. **WELCOME/OPENING REMARKS:**

2. **ROLL CALL:**

3. **INVOCATION:**

4. **PLEDGE OF ALLEGIANCE:**

5. **PUBLIC COMMENTS:**
   Agenda items only

6. **DISCUSSION ITEMS:**

   a) **STATE OF THE CITY REPORTS**

   b) **COMMISSION DISCUSSION**

7. **ADJOURNMENT:**

STATE OF THE CITY DEPARTMENT REPORTS

STATE OF THE CITY DEPARTMENT REPORTS

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City Manager

The City has made excellent progress in restoring its fiscal integrity and credibility as a viable and responsible City. With the support and assistance of the Mayor and City Commission it is my goal to meet all of the requirements that will allow the City of Opa-locka to exit from State oversight.

Accomplishments

It gives me great honor to inform you that the City of Opa-locka completed and submitted an effective and realistic Five-Year Financial Recovery Plan with the assistance of staff.

The tax base grew by 30.1% (reduced to 29.2% after a year of Value Adjustment Board activity) primarily due to a major Amazon investment in the City, providing an additional and ingoing $2.4 Million Dollars of property tax revenue to address important City needs.

To bring community awareness as to the dangers of COVID-19 and the precautionary efforts to be taken to lessen the risk of the infection, the City of Opa-locka has a walk-up testing site in the City which served approximately 20,000 people thus far. We have also distributed approximately 35,000 face masks to residents and employees. We have installed temperature readers at several City facilities and well as hand sanitizing stations.

With the assistance of the Finance Department, the City was able to complete the FY18 audit.

City National Bank hold the 2015 note associated with financing the Municipal Complex. The Bank held funds in the amount of $5.2 Million Dollars. In a vote of confidence, the bank released the surplus with half going to the City and half going towards the prepaid notes, resulting in the balloon payment for the notes due in 2026.

In another vote of confidence, the County's Citizens Independent Transportation Trust (CITT), approved FY 15-17 audits and released $901,000 of funds previously withheld, which allowed for a major investment in resurfacing the City's roadways.

In August of 2019 I approved an Organizational Development (OD) improvement plan for the police department which was needed in order to move the agency forward with 21st Century policing.

While the search for a new Police Chief is still underway, under my leadership I have hired a new Major as well as two new Lieutenants to assist me with the day-to-day operations of the departments.

I recently hired a new Parks & Recreation Director and Assistant Director who will focus on re-organizing and re-branding the department.

The City hired a Public Relations Firm to ensure an accurate and positive image of the City is presented.

With the assistance of the City Commission, the City secured $2.1 Million Dollars from the CARES Act. The City implemented a program where 5,617 grocery store gift cards were distributed to Opa-locka residents. In addition, a Housing Assistance program was implemented to assist Opa-locka residents with paying their rent/mortgage.

2021 Goals

- The City will invest Millions of Dollars in infrastructure improvements, including completing remaining sewer main relining, resurfacing roadways, installing new sidewalks, and renovation of Ingram Park.
- Implement the valuation of all City assets.
- Increased emphasis on community policing and police community outreach.
- Achievement of further reduction of criminal activity.
- Major emphasis on seeking grant opportunities.

Parks & Recreation Department

- Parks and Recreation donated $3,500.00 worth of toys to The Opa-locka Booster Club for their annual Toy Drive.
- On December 8th and December 15th, Parks and Recreation Staff in conjunction with Feeding South Florida and the City of Opa-locka as a whole assisted with Food distribution from 9am to 11am at Sherbondy Park. Over 500 families received food.
- Food bundles were delivered to Arch Bishop, Town Center Senior Complexes, and the Senior's on the Move participants.
- Parks and Recreation staff assisted with Gift card distribution to all approved applicants on varies dates, December 9th – December 18th. Park Staff will continue to assist until program is completed on December 23rd. Gift cards are distributed from 1pm to 5pm at Sherbondy Park. Over 1000 cards have been given out to assist Opa-locka families.
- All Facilities are closed until further notice.
- Construction of outdoor bathroom roof at Ingram Park has begun.
- Parks and Recreation Management is in the process of developing a Parks and Recreation logo along with a Parks and Recreation department policy and procedure manual.
- Parks and Recreation Management is working on the layout of the Social Media platform, this will help Parks and Recreation to communicate effectively with residents and highlight Parks and Recreation programs and activities.
- Parks and Recreation Management continues to work on the re-organization and re-branding of the department.

Upcoming Events

- MLK Jr. Walk
- Virtual Recreation Programs

Maintenance Report

- Pool pump at Sherbony Park will need to be replaced.
- Sherbondy Park field Sprinkler heads has been replaced

Current Needs/Challenges:

- Part Time Recreation Staff
- Part Time Maintenance Staff
- Changing perception of Opa-locka Parks
- Community involvement

Short Term Goals

- Cleaning and beautification of Parks (Inside and Outside)

- Establish Parks and Recreation policy and procedure manual
- Inventory each Park and department supplies
- Establish Community Relations
- Identify Funding Opportunities
- Open Parks to the Community
- Recreation software (Civic Rec)
- Launch social Media pages
- Campaign Parks the new logo

Long Term Goals

- Develop Park Master Plan
- Develop a Strategic and Emergency Plan
- Develop Department Policy and Procedure
- Develop a Recreation Program Plan

Parks and Recreation Additional Information:

- Approximately over 500 people attended the Annual Toy Drive
- Approximately over 400 hundred people attended the Food Distribution for the Month of December
- The City has 4 food Distributions each month which are held on every Tuesday.
- Over 40 pallets of food was distributed for the month of December
- Approximately over 25 Seniors are distributed food each Tuesday for the Month of December **(Please see attached Senior's distribution list)**
- 16 people assisted in the food Distribution (4 from Parks and Recreation)
- Developing the scope of work needed to reach out to various Consultants to begin the RFQ process for the Park Master Plan.

Community Development / CRA

There are four new residential properties:

- Infill Housing is being built on Miami-Dade County properties in Magnolia North. Two Twin Homes are under construction on the corner of Duval and Washington with more residential development to come over the next 2 years.
- Two new homes were built at 931 and 951 Superior Street, the site of the former Historic King Trunk Factory and Showroom.

There are five commercial/industrial developments that were approved by the City of Opa-locka and ground breaking are expected to occur this year:

- 7-11/U-Gas on NW 135th Street and the Connector
- Opa-locka Gateway Retail Shoppes on NW 27th Avenue and Opa-locka Boulevard
- CenterPoint Truck Parking Facility on NW 121 Street and 35 Avenue
- Opa-locka Fleet Truck Parking Facility on NW 128 Street and 45 Avenue
- Opa-locka Travel Center on NW 135th Street and Sesame Street

The City of Opa-locka's New Comp Plan and New Zoning Code was adopted in September and October 2015. This zoning document is being codified by Municode and will be completed within the next six to nine months. This is a $30,000 investment.

- The staff has been working on amend the signage code for future consideration and application. This is to be approved for implementation in January 2021.
- The Staff has also amended the street peddlers and mobile vendor application and review process. This is to be approved for implementation in March 2021.
- The Staff is in the process of developing a stand-alone zoning district for Downtown/TownCenter of Opa-locka and creating a Tech District in the North Industrial area of the City of Opa-locka. This is to be approved for implementation in Summer 2021.

Since the adoption of the 2015 Land Development Regulation/Zoning Code, the PCD staff has guided several development projects in the City of Opa-locka through the follow processes:

New Proposed Projects	15
Site Plans Approved/Permitting	10
Development Agreements	7
Land Use Change	1
Rezoning	1
Alley ROW Vacation	3
Special Exception Rev	7
Projects Under Construction	8

New Businesses in the City of Opa-locka – As the crossroad of North Central Miami-Dade County, Opa-locka seek to become a destination for logistics, manufacturing, good and services while maintaining its historical significance. With the new Amazon Distribution Center at Opa-locka Executive Airport, it is anticipated that several new businesses are or will be relocating to Opa-locka and surrounding community. So far, over 1900 new businesses have been licensed in the City of Opa-locka since 2015, however additional analysis is needed to determine how many are of these are actual new business operations versus change of ownership. Some noted new business are rehab **Marathon Gas Station 7/11 Convenience Store at 13400 NW 27th Avenue, Hi Wings Restaurant at 13300 NW 27th Avenue.**

The Opa-locka Community Redevelopment Agency [OCRA] enters its 9th year of existence. OCRA governs an area which is 514 acres, which is 18% of the City. There are 1105 properties in the CRA district, of which 229 properties have some type of exemption. OCRA Finding of Necessity [FON] was approved by Miami-Dade County Board of County Commissioners on December 4, 2012 and the OCRA Plan was also approved by the same on October 1st 2013. Downtown Concept Plan was initiated in May/June 2014 and presented in June/July 2015. The OCRA has received $619,000 in TIF funds from Miami-Dade County while investing $850,000 in TIF allocation through City of Opa-locka services provided on behalf of the OCRA. OCRA Projects include:

- **Downtown/TownCenter Master Plan** - expand and redefine development opportunities recommended from the 2015 Downtown Concept Plan. An Opa-locka 2020 Master Plan for the Downtown area is being developed to expand on what the Downtown Concept Plan initiated. The downtown area needs to have its own zoning designation to promote mixed use development, greater residential density and establish Opa-locka as a destination. This is $130,000 investment to be completed by August 2021.
- **Commercial Facade Improvement** - To demonstrate that the OCRA is active and doing work in the community, a commercial facade improvement program can be establish using TIFF for qualified property owners and businesses in the OCRA Area. The amount available will be limited. This is a $120,000 investment with 5-7 properties to be improved. Phase 2 is under consideration for implementation.
- **Historic City Hall Restoration** - To demonstrate that the OCRA is active and doing work in the community, the OCRA Board has committed to assist in funding the completion of the restoration of Historic City Hall at a cost of $175,000 to supplement the $525,000 being funded by the City of Opa-locka for a total of $700,000 to complete the restoration of the most significant structure in the City of Opa-locka and the CRA Area. The amount of the commitment will increase due to an assessment of the structure present condition and work to be done to make Historic City Hall functional.
- **Parks and Recreation** – The Parks in Opa-locka are in need of upgrade, including new amenities for Sherbondy Park and Sherbondy Village Community Center, Ingram Park needs new facilities and water sport amenities, and the completion of the Historic City Hall as a Cultural Center and focal point for the City. A Parks Improvement Master Plan is needed. The OCRA is considering to fund a portion of the Parks Improvement Master for the parks within the OCRA area.

- **Memorandum of Understanding for the Opa-locka CRA** – The City of Opa-locka was review by the State of Florida Auditor General's Office and it was determined that there was 99 findings where the City was not in compliance. 15 of the 99 finding were based on the creation and operation of the Opa-locka CRA. While some finding reference documentation and filing irregularities, the OCRA was approved by Board of County Commission of Miami-Dade County on December 4, 2012. One of the main recommendation to address these findings and determine the relation and interaction between the City of Opa-locka and the Opa-locka CRA was to formulate a Memorandum of Understanding [MOU]. The initial MOU was adopted by the OCRA BOD in February 2020. An annual review to amend the MOU is to be considered in January of each year.

Challenges for 2021

With interest in development in Opa-locka on the rise, we are a good and bad situation. The City needs development to stabilize the tax base, but the infrastructure issues makes development opportunities in Opa-locka an economic challenge for investors and the development community.

Reactivation of the Historic and Environmental Preservation [HEP] Board. This board has been defunct for several years and Miami-Dade County passed legislation to assume responsibility and act on behalf of defunct boards regarding historic preservation. The Opa-locka HEP Board will be up and running in January 2021.

The OCRA FON and Redevelopment Plan still needs to be updated to address existing improvements and potential development opportunities. Future expansion of the OCRA boundaries should be a long term project to include all of NW 22 Avenue down to NW 135th Street, the south end of SR-9/NW 27th Avenue to NW 135th Street, and the Opa-locka Flea Market Site.

Goals for 2021

Focus areas within CRA - **Magnolia North Area, Magnolia Garden Waterfront Area, Cuyahoga Site, Downtown/TownCenter, Barracks Residential Area, Opa-locka Tech/Industrial and Opa-locka Airport Industrial areas.**

Housing and Mixed Use Development – New residential projects are being proposed in the Downtown Opa-locka, Barracks, Cuyahoga Site, Magnolia North and Segal Park. Infill Housing opportunities for homeownership are proposed for the Magnolia North, Magnolia Gardens, Superior Gardens, and areas surrounding Downtown Opa-locka. Per the 2015 LDR/ZC, density in the City of Opa-locka could increase over the next 5-7 years with over 5000 units of redevelopment and 100,000SF of commercial/retail space.

Industrial Development – New industrial and commercial development has been spurred due to the new Amazon Distribution Center coming online in November 2018. More demand for trucking facilities, logistic centers and Class A warehouse development is beginning to have an impact on industrial development and may displace of some of the junkyards and scrap metal operations. Warehouse properties have increased approximately 15-20%

Re-evaluate impact fees and create tax Incentives to be incorporated in the OCRA - Consider short reduction for long term gains, i.e., percentage reduction in impact fees/permit fees, parking requirement reduction, CDBG funds for gap/loan financing, access to Brownfield mitigation funds. Project Site Pro Formas are needed to forecast long term ad valorem tax revenues for potential development opportunities.

Community Development / CRA Additional Information:

- Provide pictures and testimony from developer (construction on the corner of Duval and Washington)
- A Miami-Dade County Infill Housing Project being developed by Palmetto Homes. Two twin homes [4-units] are under construction. Estimated completion date Spring/Summer 2021. Four more twin homes [8-units] are planned to be built in 2021-2022 and a proposed 36 unit mixed use building to be built in 2022.
- A Miami-Dade County Infill Housing Project being developed by Cazo Construction. Proposed 5 twin homes [10-units] are planned to be built in 2021-2022 and a proposed 42 unit elderly/mixed use apartment building to be built in 2022.
- Provide more information for the six commercial/industrial developments
- GPT Retail/Warehouse Development 500,000SF 4 structures construction commence Summer 2021
- CenterPoint Trucking Parking and Storage. 10 acres site with 5000sf office on NW 121 Street and 35 Avenue Under construction See link https://we.tl/t-8UMinMe3pR
- 7-11/U-Gas on NW 135th Street and the LeJeune/Douglas Connector. Under construction.
- Opa-locka Gateway Retail Shoppes/Murphy Gas Station on NW 27th Avenue and Opa-locka Boulevard. Construction to begin Spring 2021
- Opa-locka Fleet Truck Parking Facility on NW 128 Street and 45 Avenue. Under Construction
- Opa-locka Travel Center on NW 135th Street and Sesame Street-recently completed its permitting with M-D County, construction to begin Spring/Summer 2021
- How long does it take for the codification of the new Comp Plan and Zoning Code.
- Codification of the Land Development Regulation is in process Estimated date of completion Summer 2021
- Provide more information on the developing of a stand-alone zoning district for Downtown/TownCenter of Opa-locka and creating a Tech District in the North Industrial area
- The Historic Downtown Opa-locka District (HDOD) district designation seeks to provide consistent zoning regulations that will redefine the historic center of the city in order to create a unique urban district that will provide a physical place where daily life activities such as shopping, trading, working, governing, faith, the arts and entertainment and dwelling will interact and complement each other into a cohesive whole pattern and network.
- The zoning district will provide goals and objectives to provide guidance for historic, present and future development with the view toward creating a town center neighborhood that will be a symbol of the community and a reflection of the city's values and aspirations.
- The intention of this section is to develop the Historic Downtown Opa-locka District ("district") as defined, recognizable area that is community-oriented, surrounded by historic-natural settings and functional buildings where people can reside, work and entertain. The intent of the city in adopting the Historic Downtown Opa-locka District Ordinance is to:

  (1) Define the boundaries of the historic downtown district;

  (2) Expand the economic base of the city, by providing additional employment opportunities and additional revenues to the city and the region by making the area of the district more attractive in ways that can increase commerce and tourism which will assist in the development of specific plans that will allow for large scale social events and activities within the district to consider the city when choosing their sites;

(3) Provide the basis for the continued and expanded support for initiatives that will cause the district to be considered as a destination for large scale events and activities in conformance with the goals and objectives of other city policies;
(4) Enhance the area encompassed by the district through programs that will attract workers, residents and visitors to active public spaces and gathering places and create a pedestrian friendly environment;
(5) Develop programs to further enhance the pedestrian environment through the establishment of unique streetscape design guidelines providing additional signage opportunities

- WHAT IS THE TAQNIA INNOVATION [TECH] DISTRICT?

The Taqnia Innovation District (The parameters will be between 22nd avenue to the east, 27th avenue to the west, 151st street to the north and Ali Baba Avenue to the south) is a collaborative land-use planning initiative aimed at the redevelopment of the Opa-Locka Commerce Area (OCA). The City of Opa-Locka is working to update zoning regulations that govern the preservation, rehabilitation and development that occurs in the Opa-Locka Commerce Area (OCA).
The rezoning would enable more innovative tech based businesses and mixed use commercial development and ensure that land in this area is redeveloped to its a highest and best use, not only improving the area of the OCA but also ensuring the greatest level of fiscal productivity. Similar to the Wynwood Arts District in Miami and Fat Village Arts District in Ft. Lauderdale, a new special district designation could be developed for the area utilizing city owned properties (Former Opa-Locka Police Station) as a cornerstone for the new district.

- It was noted that staff has guided several development projects in the City of Opa-locka, please provide the most exciting projects
- All projects have their own level of excitement for staff. The anticipation for development in the Downtown/Barracks area, Cuyahoga Site and Opa-locka Flea Market Site are forecasted to grow and change the character of the City of Opa-locka.
- Provide the number of new businesses in 2020 (Unknown at this time)
- Provide visuals for the Downtown/TownCenter Master Plan (None are available at this time. Project is ongoing)
- Commercial Façade Improvement – Provide pictures of completed projects (None are available at this time. Project is ongoing.
- Parks and Recreation – What will be completed in 2021 TBD
- Infill housing projects – Need picture See Link https://we.tl/t-BIvGrqgGHK
- Sailboat Cove - Need pictures See Link https://we.tl/t-BIvGrqgGHK
- New homes built - increase in housing stock - How many new homes?
    - 2 new homes-931 and 951 Superior Street
- Renovation projects - what are the most exciting? Any plans we can show?
    - High Seas Boating Warehouse renovation and expansion
    - New 7-11 Convenient Store as part of rehab of Marathon Gas Station at 13350 NW 27th Avenue
    - Historic City Hall and the adjacent Fire Station.
- Future ground breakings - what are the most exciting? Any plans we can show?
- Proposed Residential Development at Cuyahoga Property on SR-9 at 1700 Block 7.6ac site
- Proposed redevelopment opportunities in the Downtown and Barracks area

- Hot industrial market - Need more facts on our industrial market
- Proposed Additional 5000,000sf warehousing to be constructed on the east side of Opa-locka Executive Airport along the LeJeune/Douglas Connector

Budget / City Manager's Office

<u>Accomplishments</u>

<u>FY 20</u> – It appears the City achieved very good financial results for the year. Since results are still being developed, precise quantification isn't feasible at this time for some results. However, the following are noteworthy, even if generalized in some instances.

□ 30% increase in City property tax base, primarily due to the completion of the Amazon distribution center within the City, providing $1.75 million of annual property tax revenue.

□ Surpluses (revenue exceeding expenditures) in the major funds (General, Water-Sewer and Stormwater), allowing the first two funds to make significant improvement to deficient reserve positions and further strengthen the Stormwater fund's already strong reserve position

□ A more than 30% improvement in utility billings as the County assumed nearly full responsibility for the billing of the City's utility customers. However, the County's very significant relaxation of collection procedures calls into question how much of this increased billing may have to be subsequently written off.

□ The negotiated release of approximately $5.2 million of surplus pledged funds retained by First National City Bank, the holder of the debt on the Municipal Complex, provided $2.6 million toward the improvement of the General Funds reserves, with another $2.6 million used to pre-pay the related debt.

□ The Citizens Independent Transportation Trust (CITT) released $901,000 for roadway improvements related to FY 17 and earlier that had been retained due to the City's previous inability to provide adequate audits, with more to be released as the City completes additional audits.

□ Initiation of stormwater and CRA downtown masterplans to provide long-range guidance in the improvement of both of these important aspects of the City.

□ Bringing CRA financial reporting requirements to the County up to date.

□ FY 21 Budget submitted on schedule and accepted by the State without modification required. Highlights include:

- ♦ A further growth in the property tax base of 8% as the City's tax base growth continues to be in the top 20% of cities within the County.
- ♦ Continuation of the current lean organization, reflecting a 40% reduction from FY 15 staffing levels with compensation remaining flat other than as reflected in the PBA contract.

- ♦ Very significant revenue uncertainty due to the pandemic, resulting in minimal improvement of reserves.
- ♦ A $7.5 million CIP plan.
- ♦ Increased focus on City appearance.
- ♦ Funding for a park masterplan to provide long-range guidance to the restoration of this vital community asset.
- ♦ Funding for a CRA masterplan to provide additional long range guidance for CRA development.
- ♦ Citywide process improvement led by significant IT Department investment.

□ Five-Year Plan submitted on schedule and accepted by the State without modification required. Highlights include:

- ♦ Continued historic property tax base growth after FY 22 pause. (Current anecdotal information indicates a stronger real estate market than had been assumed for FY 22.)
- ♦ Millage rate reduced to 9.4500 mills by FY 25.
- ♦ Continued lean organization with 2% annual compensation increase for all staff other than PBA, which is covered by a separate agreement.
- ♦ Restoration of reserves to the Governmental Finance Officer Association (GFOA) standard of at least two months of operating expense.
- ♦ Restoration of eligibility to participate in State Revolving Fund program to facilitate funding ($29 million) for utility investment over five years.
- ♦ $52 million five-year CIP plan, including $1.6 million investment in Parks & Recreation system to restore system as a source of well-being, entertainment and pride for the community.
- ♦ High functioning financial organization fulfilling all fiduciary responsibilities in an exemplary manner.

FY 21 Goals / Objectives

□ Finalization and implementation of all necessary actions citywide to correct deficiencies noted in the State's operational audit and subsequent State approval during its FY 21 audit.

□ In conjunction with Finance, implementation of timely financial reporting to provide ongoing insight as to current financial status and allow timely corrective action when necessary.

□ Implement an effective citywide measurement system, including regular reporting, to permit ongoing assessment of progress toward City goals.

□ Resolution of the City's water-sewer debt obligation to the County.

□ Resolution of the long-term impact of the County's decision to significantly reduce utility billing collection practices, significantly impacting City water-sewer receipts.

□ Resolution of the status of pre-FY 20 red light camera receipts belonging to the State but retained by the City.

□ Aggressive seeking of grants to provide a force multiplier in allowing the City to move forward to meet its goals.

□ Implement stormwater fees on the property tax bill to ensure all property owners pay their fair share in the maintenance and improvement of the City's storm drainage system. In FY 20, the City received a little over half of what it should have received if all properties paid their fair share.

□ Develop a more comprehensive budget document providing greater insight.

□ In Conjunction with City Manager's Office staff strengthening of City procurement procedures and practices to ensure procurement of goods and services is achieved in a cost-effective manner in full compliance with the City procurement code, including procedures and measurements to ensure timely vendor payment.

□ In Conjunction with City Manager's Office staff development of a City Procurement Manual to document best practices to be utilized in the procurement of goods and services.

□ As a member the City Beautification Task Force, provide a broad range of recommendations including street cleanliness, abandoned properties and unmaintained vacant lots, City Beautification Advisory Board, regular community clean-up events, clean canals and more to engage the citizens and create pride and ownership in community appearance.

Budget / City Manager's Office Additional Information:

MP 15

Question: What were the surpluses in the General, Water-Sewer and Stormwater Funds in FY 20?

Response: Primary Accounting focus has been on getting FY 19 ready for audit and FY 20 accounts still require significant work before being ready for discussion purposes. Last summer, in conjunction with adoption of the FY 21 budget and based on very preliminary FY 19 results to establish the starting point for FY 20, the following FY 20 surpluses were forecasted.

	Surplus	Year-End Fund Balance
General Fund	$2.7 M	($0.7 M)
Water-Sewer Fund	$2.5 M	$0.5 M
Stormwater Fund	$0.3 M	$2.2 M

MP 16

Question: What is meant by a 30% improvement in utility billing?

Response: Accounting recently significantly increased FY 19 water - sewer revenue in preparation for the audit, undercutting this point in relationship to FY 19. However, the point is more than valid in comparison to FY 18. FY 18 water-sewer revenue was $6.6 M while FY 20 water-sewer revenue was $12.1 M, an 82% increase for basically the same customer set. However it should be remembered that County has significantly relaxed collection procedures due to the pandemic, resulting in a 75.6% collection rate, indicating the possibility that the improved billing results may ultimately translate into lesser receipts.

MP 17

Question: What audits were provided leading to the release of $901,000 of withheld funds.

Response: CITT acceptance of the FY 15 through FY 17 City audits related to CITT related reimbursable expenditures.

MP 18

Question: Need more info in regard to CRA Financial Reporting.

Response: CRA hadn't been submitting CRA budgets timely and not in the required County format. Prior budgets were resubmitted in the correct format and the CRA is now current in this requirement with the submission of the FY 21 budget in the correct format to the County in October, 2020.

MP 19

Question: What is the composition of the $7.5 M FY 21 CIP Plan?

Response:

Governmental Funds	
Roadway Resurfacing	$ 300,000
Cairo Lane	800,000
Sidewalks	260,000
Total Governmental Projects	$ 1,360,000

Water-Sewer Funds	
Cairo Lane	$ 2,900,000
Water-Sewer Project Design Criteria	500,000
Total Water-Sewer Projects	$ 3,400,000

Stormwater Fund	
Stormwater Master Plan	$ 300,000
Stormwater Project Design Criteria	500,000
NW 30th Avenue	160,000
Zone 6	850,000
Cairo Lane	300,000
Project To Be Identified From Master Plan	600,000
Total Stormwater Projects	$ 2,710,000

MP 20

Question: What is the composition of the $52 M FY 21 CIP Plan?

Response:

Governmental Funds	
Historic City Hall Complex	$ 1,500,000
Cairo Lane	800,000
Parks	1,600,000
Roadway & Sidewalks	5,347,138
Total Governmental Projects	$ 9,247,138

Water-Sewer Funds	
Cairo Lane	$ 2,900,000
Zones 1-6	2,435,686
Future Projects	12,000,000
Total Water-Sewer Projects	$ 17,335,686

Stormwater Fund	
Zone 6	$ 850,000
Master Plan	500,000

NW 30th Avenue	160,000
Zone 6	850,000
Cairo Lane	300,000
Future Projects	18,400,000
Total Stormwater Projects	$20,510,000

Note – Originally $52 million was indicated as the total CIP for the Five-Year Plan. This was mistakenly taken from an early draft of the Five-Year Plan message. The correct total is $47,092,824. The difference is due to additional interest which limited funds for new projects that was identified prior to the final adoption of the Five-Year Plan and corrected at that time.

MP 21

Question: Provide more details in regard to a more effective City measurement system.
Response: The City requires a more effective and focused set of measurements related to department objectives. There will be quarterly reporting of progress, concurrent with the required reporting of the City's financial results.

MP 22

Question: Provide more details in regard to the City's water-sewer debt obligation.
Response: The original debt was $6,005,457 of principal and interest over a 60-month period with monthly payments of $100,091. The first payment was made in June, 2019 and through December, 2020, nineteen payments totaling $1,901,729 have been made, leaving a balance of $4,103,728 with the last payment scheduled for May, 2024.

The City has identified approximately $660,000 of City water-related payments to the County for other purposes for which the City contends credit was never received. The City has requested that this credit be applied to the outstanding balance and the County is reviewing. If resolved in the City's favor, this would result in an approximate reduction in the remaining debt by approximately $700,000, including interest savings.

There is another outstanding claim of approximately $2,500,000 for meter acquisition and installation. No date has yet been established for the repayment of this amount. If under the same terms as the original agreement, there would be an additional $195,242 if interest in addition to the principal, payable over five years.

It has been recommended that in view of the County's decision to relax collection of utility billing due to the pandemic, putting at risk approximately $3 million of utility receipts in FY 20, this situation be utilized to renegotiate this debt.

MP 23

Question: Who makes the decision to forgive or renegotiate the approximately $2.7 million of prior year State red light camera fees retained by the City.

Response: The only activity I'm aware of is the possible lobbying activity by the local State Representative, Representative James Bush, in Tallahassee.

MP 24

Question: Provide details on the impact of moving the City's stormwater fees from the utility bill to the property tax bill.

Response: Based on a recent engineering study, if every property were to pay its fair share of maintaining and upgrading the City storm drainage system, the City would receive approximately $2.1 million annually under the current fee structure before collection fees. For FY 20, the County billed $1.1 million of fees on the utility bills, although due to relaxed collection practices, the City will receive a lesser amount. Staff has identified deficiencies in the information the County has been using to bill these charges and has provided additional information to the County that is anticipated to increase the billings to $1.5 million in FY 21. However, due to systemic issues, it is staff's opinion that the full potential revenue can never be achieved utilizing utility bills, resulting in not all properties paying their fair share for the storm drainage system. Properties correctly charged on the utility bill will see no change in the charge other than paying once a year rather than monthly, and can save up to 4% by taking advantage of the property tax early payment discount provision. There will be a difference if tenants have been paying utility bills since the property owner will now be charged.

MP 25

Question: Need to implement a City Beautification Advisory Board as soon as possible.

Response: The City of Oakland Park, where I spent more than a decade, has excellent legislation on establishing and utilizing a highly effective beautification board which will be provided for consideration when the City is ready to move forward on this.

Police Department

In August of 2019 City Manager, John Pate tasked the Opa-locka Police Department with implementing an Organizational Development (OD) improvement plan for the police department.

This plan was designed to move the agency forward utilizing both *measurable*; community oriented policing methods and public relations practices for 21st century policing.

While this concept is not new to the State of Florida, managing its processes and practices is extremely profitable and invaluable to any community.

Other areas were additionally targeted related to a police performance plan that fostered; building individuals, building teams, building groups and then building the organization – the concept here is build a team and you build a department.

The City of Opa-locka Police Department has embarked on this journey, which brings public acclaim to all of its share-holders and stake-holders alike—the residents.

Below is a snap shot [outline] of the agencies progressive initiatives, which has resulted in the following public acclaim <u>accomplishments</u>, <u>challenges</u> and <u>future goals</u> as this journey unfolds.

OPA-LOCKA – LANSCAPE DEFINTIONS AT A GLANCE

Fig – 1: Organizational development is a critical and science-based process that helps organizations build their capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.

Fig – 2: Organizational development is a critical and science-based process that helps organizations build their capacity to change and achieve greater effectiveness by developing, improving, and reinforcing strategies, structures, and processes.

Fig – 3: Community-oriented policing (COP), is a strategy of policing that focuses on developing relationships with community members. ... The central goal of community policing is for police to build relationships with the community, including through local agencies to reduce social disorder

Fig – 4: Community policing is both a philosophy (a way of thinking) and an organizational strategy (a way to carry out the philosophy) that allows the police and the community to work closely targeting creative ways to solve the problems of crime, illicit drugs, fear of crime, physical and social disorder.

MAYOR'S SUMMARY PAGE
OPA-LOCKA POLICE DEPARTMENT INITATIVES SUMMARY REPORT

	OPD ACCOMPLISHMENTS INITATIVES	TARGET GROUP
1	Police Crime Prevention Program - Cordoba Complex	Apartment Complex
2	Police Criminal Investigations Division	City-Wide
3	Police Crisis Intervention Mobile Assistance Program	City-Wide
4	Police Department New Organizational Chart	Department-Wide
5	Police False Burglar Alarm Program	City-Wide
6	Police Fleet Management Program	Department-Wide
7	Police In-Service Program	Department-Wide
8	Police Motorcycle Program	Department-Wide
9	Police Rapid Identification Program	Department-Wide
10	Police Shop Cop Program	Schools-Higher Academics
11	Police Squad Car Program - Enterprise	Department-Wide
12	Police Street Crimes Unit	City-Wide
13	Police Succession Planning Program	Department-Wide
14	Police Training - AR15	Department-Wide
15	Police Training Gear - Rapid Deployment	Department-Wide
16	Police Uniforms Face Lift	Department-Wide
	OPD GOALS	
1	Police Social Service Program	City-Wide
2	Police 501C Implementation	Department-Wide
3	Police Autism Training For Police Department	Department-Wide
4	Police City Surveillance Program	Department-Wide
5	Police Grant Writing Program	Department-Wide
6	Police Mental Health Training For Police Department	Department-Wide
7	Police National School Resource Officers Program	Department-Wide
8	Police Neighborhood Watch Programs	City-Wide
9	Police NOPT Program	City-Wide
10	Police School Resource Officers Program	City-Wide
11	Police Seniors Program	City-Wide
12	Police Shot Spotter Detection System	City-Wide

13	Police Substation - Glorieta Apartments	Apartment Complex
	<u>OPD CHALLENGES</u>	
1	Police Combating American Drug Epidemic	City-Wide
2	Police Community TRIAD Program	City-Wide
3	Police Recruiting & Rention Challenge Program	Department-Wide
4	Police Expansion of Officers	Department-Wide

MAYOR'S SUMMARY
OPA-LOCKA POLICE DESCRIPTIVE DETAIL REPORT

ACCOMPLISHMENTS

- A new organizational chart was created that re-structured the police department in its entirety. This restructuring also allowed us to add an additional 3 detectives to the Criminal Investigations Division.

- Our Criminal Investigations Division has closed over a total of 320 inactive cases, recovering ten thousand dollars' worth of stolen property. An additional 200 recent cases have been closed with over 35 arrests affected since August 2020.

- An audit was conducted of our police fleet. Through strategic planning, ten (10) police vehicles that were inoperable at the motorpool for over a year were repaired, which was no cost to the city.

- Successfully launched the RAPID ID program. This allows our agency to immediately identify a person by scanning their fingerprints onto one of our two mobile devices. We are one of the very few agencies in our country to utilize this program.

- In August, we created a Street Crimes Unit, made of 5 officers, who targets and combat our violent crimes and criminals that has plagued our city. As of today, this unit has made over 80 arrests, removed approximately 30 illegal handguns and high power rifles off the streets, as well as large amounts of illegal narcotics.

- We have hosted our 1st annual "Shop with a Cop" event, where we selected 12 students from our local elementary schools, where they all received over $200 each. Each had an officer as a shopping partner, where they went on a shopping spree at a nearby Wal-Mart.

- Successfully re-implemented our Motors Unit, where we have successfully purchased a motorcycle for the unit.

- New departmental uniforms were purchased and issued to officers and civilian staff.

- All officers were trained and issued AR-15 Rifles.

- Officers were issued ballistic shields, gear, and helmets so that officers are protected and prepared to respond to critical incidents.

- Implemented succession planning for police officers.

- Implemented a crime prevention detail for the Cordoba Courts Apartments.

- 1st reading approved for the False Burglar Alarm program.

- Re-structured our training program, where officers have been allowed and encouraged to attend training. Many hours of training have been coordinated for tactical, investigative, and many others.

- Crisis Intervention Mobile assistance.

- Spearheaded an additional 10 vehicles for the police department, which will bring the total to 20 new police vehicles by summer 2021.

- Countless of training hours hosted by Major Stroud, whom is a certified trainer, where officers receive certifications. Weekly Roll call trainings are also implemented by Major Stroud.

GOALS

- Activation of police substation, located at the Glorieta Apartments.

- 24 hour access to property surveillance cameras of the Glorieta and Cordoba Courts Apartments.

- A 501C3 Organization.

- Selecting staff to be trained as a grant writer that is currently a police officer/administrator within our organization.

- Social services partnerships for our community.

- A Shot Spotter gunshot detection system. This is a system that detects and conveys the location of gunfire or other weapon fire using acoustic, optical, or potentially other types of sensors

- Citywide Surveillance System. The most benefit of our city being under surveillance is that it will lower our crime rate in the area where the cameras are installed. The cameras will not only have the immediate effect of deterring crimes, but also, as cases begin to be solved and criminals realize they will likely be caught; potential offenders typically commit fewer crimes.

- Autism training to be implemented to all police officers, as well as police dispatchers.

- First-Aid training to be implemented to all police officers.

- Mental Health/Wellness program to be implemented for officers. Currently being discussed with Human Resource. This will be a benefit for our agency due to officer burnout and suicide, which are significant programs within law enforcement. This will identify and assess existing and proposed best practices for physical, mental, and emotional support opportunities for officers. It will develop early health identification and intervention systems for officers.

- Neighborhood watch program – NOPT.

- Police Administration "Night Out". Speak and converse with the community on issues and concerns

CHALLENGES

- Combating the American drug epidemic.

- Staying above America's police shortage. Recruiting and retention challenge.

- Forging trust between the police and community. We will conduct research on "public sentiment measurement tools and services", in order to overcome this challenge.

Police Department Additional Information:

Organizational Development Plan- In January 2020, City Manager Pate tasked the Miami Dade Police Department to conduct an assessment on the Opa-locka Police Department. He wanted to ensure that our agency receives the best resources possible to thrive and be successful, which included pay, training, equipment and more. The MDPD staff interviewed all sworn and non-sworn staff so that we would be better equipped to address quality of life issues within our police department. MDPD evaluated policies, administrative documentation, vehicles, facility, files, etc. A survey was also conducted of the organizations strengths and weaknesses as well as an opportunity to learn about working conditions.

After the many findings, Mr. Pate made a decision to put in place a new administration for the police department. He invested in his Lieutenant's education, management, and leadership skills, by placing them in the top training in our country, Northwestern's School of Police Staff & Command. The department's vision is now characteristic of one that builds upon community partnerships through understanding, collaboration, and integrity. Thereby, our resources are being deployed with a focus on mending community relationships and working with our citizenry in our shared interest of reducing crime and making the City a safer place for all to live and visit. These changes have, unequivocally, placed the Opa-locka Police Department in a position that it has never been before.

Criminal Investigation Division- There is 344 open/active cases. They have closed/suspended 320 cases. 51 arrests have been made. There were an additional 200 cases that were never assigned to a detective under the previous administration, that were closed out/suspended as of August 14th, dating back to the year 2009.

Street Crimes Unit- No additional information can be provided in regards to the Street Crimes Unit, due to confidentiality, case sensitive information, and the pendency of court hearings.

Crime Prevention- In regards to the crime prevention at Cordoba Courts Apartments specifically, on August 14, 2020, an officer was stationed on the property for 24 hours/7 days a week, to deter any all crime from taking place. In addition, officers are becoming more involved with the citizens and formulating these partnerships that are pivotal in crime prevention. It is also relative to provide, that the Opa-locka Police Department is now involved in various community outreach programs in the north end of the county, in partnerships with other police departments, for purposes of this same endeavor. Most recently, the Opa-locka Police Department was one of seven agencies featured in the media and involved in the OneMiami community bike ride.

Training- Officers are motivated and have taken advantage of the following courses since August 14, 2020. There were numerous of classes that officers signed up for, due to COVID-19, Miami-Dade College has cancelled training.

***Emergency vehicle operations**
***Mandatory Officer Writing & Review**
***Mandatory Officer Retraining**
***Adult Sex Crimes Investigations**
***Automated Facial Recognition & Comparison Training**
***FL Sunshine Law in Police Records**
***Life Coach Training**
***Rifle Training**
***Firearms Instructor Course**
***Taser Certification**
***Police Staff & Command**

In-house training provided by Major Stroud is listed below:

Training Summary
-November-December: 8 weeks of training captured
-November-December: 100 hours of training captured

Training topics covered-Ongoing
-Report Writing
-Control Tactics
-Firearms
-Vehicle Extractions
-Suspect Management
-Close Quarters Combat
-Rapid Deployment
-Leadership
-Incident Command
-Motivational Interview
-Care & Custody

Glorieta Gardens Police Substation- Meetings and email communication have taken place with Jessica Morenco (Property Manager) and myself (Lt. Jenkins). The substation will be operable and staffed on January 18th, 2021. Ms. Morenco stated that they have changed management which has caused a delay in their operations. She also advised that all of the requirements and supplies that were requested have been ordered. I also had a meeting with Ms. Morenco on yesterday to see the progress of the substation. I have a meeting scheduled on Thursday morning, January 7th, with their IT division, to provide me 24 hour access to their surveillance system.

Shotspotter- I was afforded a presentation by the Customer Success Director for the south United States area, whom is a retired Asst. Police Chief from Miami Gardens. He will host a presentation for the administration of the police department on next week. At this time, I'm providing data of our shootings from the last two years, at which time they will conduct an analysis and map out the potential coverage areas. Once the analysis is complete, the director will provide a proposal for the cost.

Mental Health Training- Crisis intervention and Autism training has been provided to 22 police officers. Due to in person training being canceled, The International Board of Credentialing and Education Standards will host an online class, as well as refresher course for the department. Lt. Perez has acquired an additional resource, the CIT Mobile Response Team. They are available and on call to respond to a request by any of our officers.

Fleet Management- The police department has (10) brand new 2020 Dodge Durango's. These vehicles are equipped with the latest technology that enhances the officer's ability to serve the community. The vehicles are now equipped with storage spaces and secure rifle racks where officers can safely store and retrieve their equipment when the need arises. The lighting on these vehicle provide for a steady burn that make these vehicles easily identifiable and visible to the public, all with the mindset of being more visible than ever before.

"Shop With a Cop" Event- This was our 1st annual Shop With a Cop event. 12 students were chosen from our local elementary school, to participate in the Christmas event. Each child was pared with a Police Officer to establish a bond and build a relationship with officer and person behind the badge. Our initial goal was to provide each child with a $75, but we were able to surprise the parents and students with a $205 gift card for each child! T-Shirts were made for the students and the vent took place at Wal-Mart, located at 1425 NE 163rd Street.

Police / Code Enforcement

The code enforcement department was re-envisioned months ago; the code enforcement department is now focused more on education and compliance versus the issuance of citations. Code enforcement officers are more proactive in their vigilance, holding repeat violators accountable and thoroughly screening residential owners who have inappropriately sought tax exemptions.

The code enforcement department, under the police department's purview is working to implement legislation through commission resolution to address nuisance properties and absentee landlords. On a commercial scale, the code enforcement department is working more efficiently alongside the police department in our endeavors at addressing illegal and derelict vehicles and illegal dumping.

Recently, the City Manager's Office was successful in dismissing several inspectors whom had proven to be involved in criminal activity and/or misconduct. Thereby, new inspectors were hired as what is being viewed to as progress in a positive direction. Attached, you will find an excel sheet that depicts monthly revenue accomplishments and numerous enforcement measures by category, completed by the code enforcement department this year.

Additional document provided as an attachment.

Human Resources Department

Accomplishments

The Human Resources Department has overcome many challenges with a skeletal staff and the impact of the National Pandemic of Covid-19.Staff has taken unprecedented measures to keep employees safe while maintaining operations and levels of quality services to the City's residents and employees. Adjustments had to be made to continue daily operations and adaptation to the "New Normal" and teleworking as we know it today. Essential employees were provided laptops and accessibility to work remotely. Working remotely allowed employees flexibility to deal with family situations and minimize the number of people in the office at a time.

While several Human Resources Professionals navigated through the pandemic forcing layoffs, furloughs and reductions in workforce, The City of Opa-locka's Human Resources Department adjusted to the partial work-from-home module, created operational continuity plans with management, worked with the Information Technology Department to develop and implement emergency communication procedures and secure measures to keep the building sanitized to prevent the spread of the virus. With the support of management, we were able to build a ***Pandemic Proof Workforce***.

- A Work-from-Home Policy was created to allow employees the flexibility to work from home to accommodate personal family situations and limit the amount of employees present in the building at one time to adhere to CDC social distancing requirements. This policy allowed for the manager to equip employees with computer based technology in order to work from a fully remote location such as the comfort of the employees' home.

- Covid-19 procedures were created to identify a process in efforts to comply with the federal Family First and Emergency Sick Paid leave laws and provide support to employees that contracted the virus.

RECRUITMENT:

The Human Resource Department created a Pandemic Proof Recruitment System in which allowed staff to pursue qualified candidates in a safe but proficient manner. Interviews are conducted virtually via the ZOOM platform. Contact-less onboarding was provided to all new-hires to ensure safety.

The Human Resources Department successfully filled 24 permanent vacant positions, promoted 7 employees and transfer 9 employees to different positions in 2020.

Job Title	**Department**	**Personnel Action**
BUILDING CLERK	BUILDING & LICENSE	New Hire
HOUSING INSPECTOR	BUILDING & LICENSE	New Hire
BUDGET ADMINISTRATOR	CITY MANAGER'S OFFICE	New Hire
COMMISSIONER	COMMISSION	New Hire
VICE MAYOR	COMMISSION	New Hire
ACCOUNTANT [2]	FINANCE	New Hire
ACCOUNTS PAYABLE CLERK	FINANCE	New Hire
PAYROLL CLERK	FINANCE	New Hire
ASST. DIRECTOR PARKS & REC.	PARKS & RECREATION	New Hire
PARKS & RECREATION DIRECTOR	PARKS & RECREATION	New Hire
CODE ENFORCEMENT OFFICER [2]	POLICE DEPARTMENT	New Hire
COMMUNICATION OPERATOR [3]	POLICE DEPARTMENT	New Hire
MAJOR	POLICE DEPARTMENT	New Hire
OFFICER [6]	POLICE DEPARTMENT	New Hire
RESERVE POLICE OFFICER	POLICE DEPARTMENT	New Hire
HEAVY EQUIPMENT OPERATOR	PUBLIC WORKS	New Hire
ACCOUNTANT	FINANCE	Promotion
HR SPECIALIST II	HUMAN RESOURCES	Promotion

CORPORAL	POLICE DEPARTMENT	Promotion
EXECUTIVE SECRETARY	POLICE DEPARTMENT	Promotion
LIEUTENANT [2]	POLICE DEPARTMENT	Promotion
EXECUTIVE SECRETARY	PARKS & RECREATION	Transfer
SPECIALIZED UNITS - STREET CRIMES, C.I.D [7]	POLICE DEPARTMENT	Transfer
ADMINISTRATIVE ASST	PUBLIC WORKS	Transfer

BENEFITS:

The Annual Employee Benefit Enrollment Event was hosted virtually this year due to the Pandemic and the need for social distancing. Employees were afforded the opportunity to meet virtually with an enroller to receive one-on-one consultation with regards to the benefit plans and their enrollment options. Employee benefit information sessions were conducted by the Insurance Carriers to introduce benefits plan changes and address employee questions and concerns. The goal of the virtual enrollment was to ensure that each employee received quality and individual services as received during previous in-person enrollment fairs.

Employee time off accruals are being managed individually by the Human Resources Department as recommended by the Auditor General in the 99 Findings.

Take home vehicle program has been fully implemented in response to the Auditor General report and taxes on fringe benefits have been charged to the respective employees for 2020 per the IRS mandates.

WELLNESS:

The City Provides a Full Virtual Wellness Program to all employees initiated via an electronic monthly newsletter. The newsletter provides health and wellness information, virtual-live yoga and fitness invitation for participation opportunities, and Employee Assistance programs to assist with at-home challenges and mental health of the employees and their families.

The Human Resources Department hosted 2 (two) wellness information sessions on Breast Cancer awareness with Memorial Healthcare and Financial literacy and wellness with the Dade County Federal Credit Union. In house wellness events that were schedule had to be cancelled due to Covid-19.

TRAINING:

Prior to the Pandemic, All City employees received in-house Ethics training hosted by the Miami Dade-Commission on ethics and Public trust.

HRD assisted the IT Department with ensuring that employees received cyber-security training to protect the City data from being hacked by fraudulent computer users.

Safety training was conducted by Risk Management and The Florida League of Cities to minimize workplace accidents and promote employee safety on the job.

EMPLOYEE RELATIONS:

The Human Resources Department hosts a Coffee and Conversation Series with the City Manager and All City employees to discuss the goals and objectives of the City, City Management projects and initiatives, and address employee questions and concerns in an open forum. These series are held quarterly and are designed to ensure of level of transparency in management strategies to ultimately improve employee team cohesiveness and morale.

Employees that earned a salary below $30,000 per annum received salary increases to a minimum of $30,000.

RISK MANAGEMENT:

The Risk Manager convened a committee of Employee representatives from each department to actively participate on the Safety Committee. The Safety Committee meets quarterly to discuss recent accidents, employee safety topics and safety sensitive inspections and investigations.

- Risk Management conducted a safety assessment of the City facilities to identify safety issues.
- The fleet inventory is being managed regularly to ensure that only operable vehicles are being insured and that surplus vehicles are identified accordingly.
- Reduction of workplace injuries/ accidents of 27%.

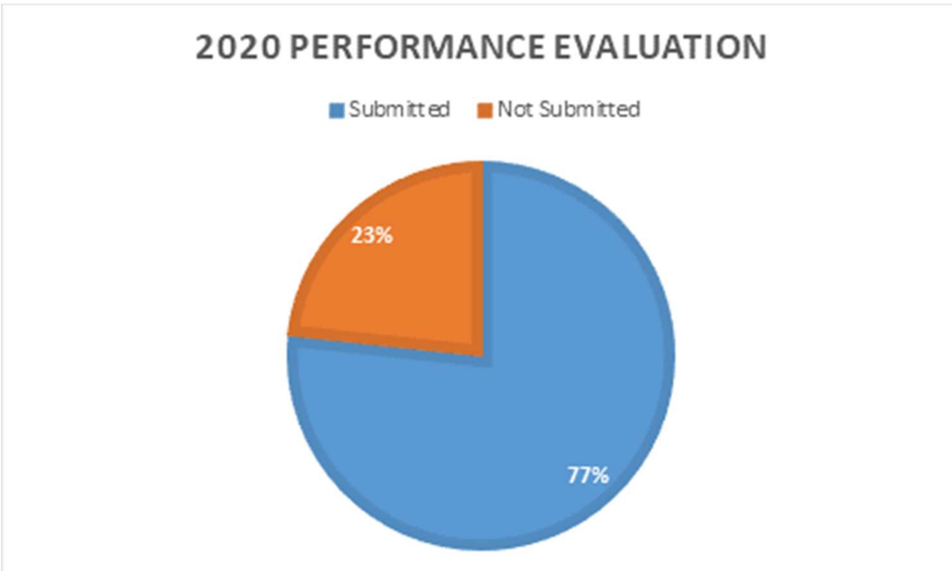
COST SAVINGS:

Health insurance savings of $60,549.92 from initial renewal proposal.

Obtained a rate pass of no annual increase for the renewal of Dental and Vision plans- 0% increase.

Negotiated a $14,450 annual savings on payroll and Human Resources Information system services provided by ADP to the City for payroll and employee information and recruitment services.

EMPLOYEE EVALUATIONS:



** does not include evaluations for the month of December**

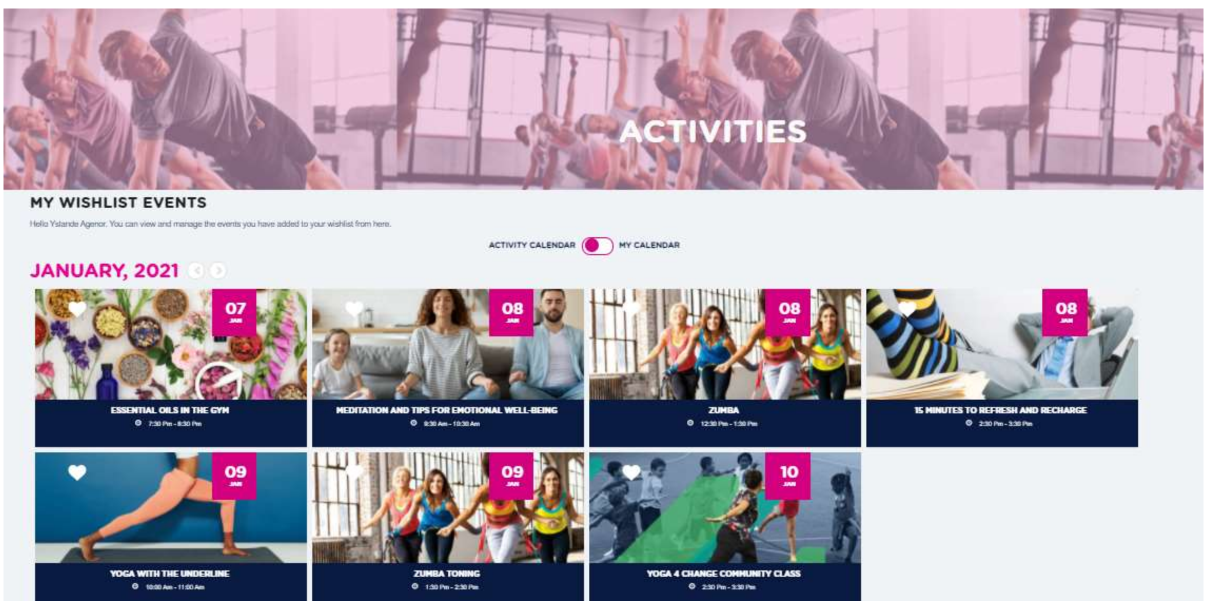
Human Resources Additional Information

Employees are provided face masks, gloves and hand sanitizer on a regular basis as needed to ensure protection. Hand sanitizing stations have been secured in all City facilities for employees and residents. Human Resources worked with the IT Department to purchase and install a device that monitors each person that enters the Municipal Complex's temperature. The Parks facilities have been closed to the Public to ensure employee safety. An assessment was conducted by Risk Management to ensure that all employee work stations adhere to social distancing guidelines of 6 feet as recommended by the Center of Disease Control. The Building and licensing staff was relocated to the downstairs cashiering area to limit Public access to the first floor payment center. All employees and visitors must wear masks while in the building.

Employers nationwide have been forced to furlough and lay-off staff due to the Health Pandemic, however the City of Opa-locka maintained current staffing levels throughout the Pandemic without decreasing salaries or benefits.

Wellness

January Wellness Calendar (week 1)



Training

The training was recorded and provided to employees that were unable to attend the live sessions.

Building & License Department

Major Accomplishments

1. **Plan Reviews and Inspections:** Completed the Building, Structural, Mechanical, Electrical and Plumbing Plan Review for the Construction of the following Major Projects.

   a) Two (2) Story Apartment Buildings for Sail Boat Cove under construction at 1755 N.W. 42nd Lane, Opa-locka, Florida 33054. These are Twenty Three (23) New Apartment Buildings consisting of 112 Units.

   b) Commercial Building for Natural Vitamins Facility consisting of 38,855 Square Ft. of Office Space, 70,853 Square Ft. of Warehouse located at 4400 N.W. 133rd Street, Opa-locka, Florida 33054. The building is under construction.

   c) New Four (4) Commercial Buildings "Iron Wood Commerce Center" to be constructed at 12700 LeJeune Road.

   d) Warehouse and Office Complex for STRK Property LLC, located at 12815 N.W. 45th Avenue Opa-locka, Florida 33054

   The Construction cost of the above projects is approximately 41 million dollars.

2. **Flood Insurance Discount:** The Building & Licensing Department successfully completed the preparation of reports and documents of all Community Rating System (CRS) activities. Total of 13 activities to qualify for flood insurance 5% discount. The documentation was successfully submitted.

3. **Building Code Effectiveness Grading Schedule results Opa-locka:** The Building Department completed the application and survey reports to Insurance Services Office (IAO) and received a high rating as listed below: Commercial and Industrial Property Grade 2, Residential Property Grade 3.

4. **MS4 Permit:** Miami-Dade County Municipal Separate Storm Sewer System (MS4). The Building Department completed the Annual Report for Individual NPDES Permits for Municipal Separate Storm Sewer System Cycle 3 years 7.

5. **SunGard System:** Reduces paper permit processing and utilized the SunGard System automating the department to effectively expedite the processing of permits electronically for better tracking.

Information Technology Department

During this last year, the Information Technology Department was challenged with the rest of the world of enhancing communication with minimal physical interaction. The department was successful at leveraging several different technologies to quickly establish a "Work from Home" program for eligible positions. Although COVID-19 slightly delayed some of the major projects, not one has been abandoned. The listing below includes completed, pending, and upcoming projects for the department.

Completed Routine Projects

- The IT Department consolidated three internet providers into one. This consolidation increased the overall internet access speed while adding additional stability to access via fiber delivery. Internet access to all Parks has also been restored.
- Several upgrades were completed to the City's IT infrastructure which included servers, network switches, firewalls, software-defined networks (SDN). These upgrades enhance the City's cybersecurity, network, and telecommunication.
- The addition of a variety of new software packages have been successfully deployed. These packages include the new IT work order management system and DocuSign.
- The City has worked with Laserfiche and added a new module to our current Laserfiche Cloud subscription which allows for workflow.
  IT has created new workflows within Laserfiche which are used to alert responsible parties of expiring City contracts (30/60/90 days). This was a major concern from multiple departments.
- In response to COVID-19, thermal scanners were installed in all public City buildings. This was done before the facilities reopening.

Completed Major Projects

- The IT Department worked with all departments and a panel of residents to bring a redesigned website online. The redesign of the original site may seem mostly cosmetic, but we also upgraded the site's platform which allows for many interactive features. Most importantly, the IT Department needed to transition many in-person functions from City Hall and enable an online option. As of today, ten of these processes have been made available on the City site with five more added by the end of the fiscal year. The ultimate goal is to have all City services available online and accessible to residents at any time.
- The City's on-premise telephone system and handsets were migrated and replaced. The project replaced multiple telephone systems throughout the City with one cloud-hosted PBX. This new cloud-based solution allows for features that were not previously available to us. These features include remote access to calls, call recording, call analytics, and voicemail to email. This project also allows the IT Department to route calls anywhere at any time including during times of natural disasters.

Projects in Progress

- The Municipal Complex has been fully wired for a new Access Control system to manage the physical security of the City's employees, guests, and assets. This system will provide detailed insight when predefined security measures are not adhered to. The project is currently in the software programming phase and is slated to be completed in January 2021.
- A migration of the on-premise Microsoft Exchange server to the Office365 government cloud is planned to commence in January 2021. This project further allows the IT Department to support and provide consistent mail delivery regardless of the physical conditions (power, internet, accessibility) in the data center. This project also includes an upgrade of the Mail Security Gateway to a cloud-hosted gateway to maintain the high filtering and sandboxing of malicious content sent via email to the City. A training component for all staff members will also be deployed with this project.
- One of the most anticipated projects for IT and Public Works is the deployment of a centralized work order management software and a branded City mobile app. The City has procured these services through the vendor SeeClickFix. The goal of this project is to organize all interdepartmental requests under one system and hold staff accountable for completion. Additionally, through the new mobile app, citizens will have the ability to make requests for different types of services which will be routed to the proper staff member for resolution. This project was just initiated and is currently in the design and configuration stage. We are planning for this to be a phased release and growing proportionally as the staff is trained.

Upcoming Projects

- Upgrade Wi-Fi at all public spaces
- Implementation of a Parks & Recreation Management Software
- Completion of the five-year IT Strategic Plan
- Upgrade Commission Chambers (digital interactive display and remote cameras)
- Completion of a third-party network security evaluation
- Continue ERP selection process for a recommendation in FY22

Information Technology Additional Information

1. New website – what are the new features? The upgrade to the City's website although mostly cosmetic includes a platform upgrade to functionality of the site. Since the upgrade, a new form center was created which allows the public to submit forms which were previously only available in person. Over the next year we plan to release access to online payments, park reservations, and building and permit access.

2. Online services – what services can we now conduct online? Via the form center the following new services are available:
Board Applications
Public Record Requests
Special Event Permits
Vendor Applications
Amnesty Program Application
Special Master Hearing Requests
COVID-19 Complaints
Anonymous Crime Reporting
Flooding Notifications
Verification and Availability of Water and Sewer Service

3. Call center – need details on how this works. The Call Center will be implemented in conjunction with SeeClickFix. Once SeeClickFix is implemented, a phone number will be published to the public. The call taker will input this information into SeeClickFix which will then route the issue to the appropriate party. The general idea for the call center is to provide one number where the public can call 24/7 and reach live person (similar to 311). SeeClickFix will also have many of the requests/services available on the app and the website. The IT infrastructure which allows for the Call Center to operate and allow calls to be answered from anywhere is fully implemented.

4. SeeClickFix – what needs to be done for this to be implemented? This is currently in the implementation phase. We are gathering all the request that will be published to the public and creating work flows for them. SeeClicFix will keep staff accountable with reminders and notifications to administration of any overdue request. SeeClickFix will also continuously keep the public up to date with any changes in the requests via email or through push notification on the app. SeeClickFix will be used for both internal work orders along with external requests.

Public Works / CIP

Major Accomplishments

Automotive Repairs:

The city has a fleet of 160 pieces of rolling stock

Last year request for repairs totaled 129, compared to 769 the previous year of which 117 were successfully repaired. This demonstrates a vast improvement in our repairs and maintenance operations.

Our challenge is the 60% of our fleet is beyond economical repair, and with three technicians these tasks is overwhelming.

Pump Stations:

We relined six (6) linier miles of our gravity sewer system, I service areas 4, 5, 7, and 8.

Our goal is to be at 100% compliant by November 2020.

Our challenge is to stick relining of our gravity mains which is plagued with excessive inflow/infiltration due to aged infrastructure this takes a toll on the longevity of pump stations.

Utility Billing Transition:

We have transitioned 98% of our utility billing to Miami-Dade County.

Of the 5,603 water meters in the distribution system, 332, are left to be replaced at an estimated cost of $68,000.

Total number of meters in our system = 5,603
Total number of meters remaining to be replaced = 332 at a cost of $68,000.
Total number of meters replaced to date= 5,271.

Milling/Resurfacing:

Our milling and resurfacing efforts are progressive:

- Ongoing = 6 miles
- Completed = 10 miles
- Completed by Miami-Dade County = 5 miles

The challenge is to minimize repairs to roadways that will have to be destroyed to facilitate infrastructure improvements.

Sidewalk/Swale Improvements:

Our new sidewalk installation imitative is progressing exceptionally well:

- Installed to date 0.2 miles or 1,250 feet of 2.6 planned miles

Street Lights:

We upgraded **662** sodium vapor street lights with brighter cost effective LED units, in an attempt to discourage illegal dumping and other nefarious behavior.

Total number of street lights replaced 662
Total number of street lights in city 662

Stormwater Master Plan/ Priority Assignment:

Our Stormwater plan and project priority planning commenced in September and is expected to be completed in March, it which point we are expected to have a list of priorities for construction.

Finance Department

Accomplishments

1. Report on Charter County Transportation System Surtax Audit (CITT) for Fiscal Year 2017-2018 by Miami-Dade County's Audit Management Department was recently released, approximately $261,546 is being recommended for release to the City. In addition, there is approximately $469,882 in Unspent Transit dollars that the City can utilize for future projects initiated after FY2018. The audit was completed with assistance from both the Finance and PTP Department recently.

2. Through the CARES Act funding provided to Miami-Dade County, a total of $2.1 million in Municipality Programmatic funding was made available to the City to implement both a Housing and Grocery Gift Card program. The City utilized Miami-Dade County's existing Housing Program process to implement the Housing program and await their figures on what was expended which has not been provided as of the date of this memo. The City utilized resources to implement a first time Grocery Gift Card program where approximately $1.59 million was paid out by the City to distribute both Publix and Winn-Dixie Grocery Gift Cards to address food security as a result of the COVID-19 pandemic within its City.

City of Opa-locka							
Grocery Gift Card Program							
Accountability Tracking of Grocery Gift Card Purchases							
Submission Count to Miami-Dade County for Reimbursement							
	Payment Date	Vendor	Gift Cards	Dollar Value Per Card	Extended Cost	Discount, Credit, Charges	Net Pay
1	19-Nov-20	Publix	1,000	250	250,000.00	7,500.00	242,500.00
2	8-Dec-20	Publix	1,040	250	260,000.00	10,375.00	249,625.00
3	8-Dec-20	Winn Dixie	1,050	500	525,000.00	26,250.00	498,750.00
4	21-Dec-20	Publix	2,527	250	631,750.00	31,712.50	600,037.50
	Total		5,617		1,666,750.00	75,837.50	1,590,912.50

The assistance of the City Manager's Office, Parks & Recreation, IT, Community Development, City Clerk, Police, the Finance Department and their resources were instrumental in implementing this program in such a short period of time. In addition to assistance by the City Commission and special recognition of Commissioner Chris Davis and contracted assistance from Program Administrator, Ms. Linda Taylor. The City had until December 30, 2020 to expend the funds by pouring more than $1.6 million in food and grocery gift cards to City residents to address food security concerns as a result of COVID-19. The City is currently working to gather the supporting documentation and paperwork necessary to submit to Miami-Dade County for reimbursement.

3. Through the CARES Act funding provided to Miami-Dade County, more than $1.9 million in Operating Cost Reimbursement funding was made available to the City. The City is currently working to request reimbursement from Miami-Dade County for cost incurred as a result of COVID-19 that were submitted for reimbursement, stemming from remote work accommodations, public safety, hazard pay for first responders, sick leave, staggered shifts, and other cost incurred by December 30, 2020.

4. The releasing of $5,226,974.60 from City National Bank (CNB), which represented originally transferred excess pledged revenues for bond payments from resources such as FPL and Communication Tax Revenue in accordance with the bond agreement, over more than a three year period that were withheld, and subsequently released from withholding after successful negotiations by the City and CNB. These withheld funds were used to (a) pay $115,405.50 in attorney fees assumed by the bank, (b) $2,555,784.55 used to pay down the 2015A series bond and, (c) the remaining portion of $2,555,784.55 was transferred from the Tax Revenue bank account to the General Fund operating bank account, these funds are currently being used in the budget to assist with long term planning in the Five-Year Recovery Plan.

5. Report on Charter County Transportation System Surtax Audit (CITT) for Fiscal Years 2014-2015, 2015-2016, and 2016-2017 by Miami-Dade County's Audit Management Department was released on January 2020, approximately $901,927 was recommended for release to the City and received. The audit was completed with assistance from both the Finance and PTP Department.

6. Brought current, past due reporting of the Federal Equitable Sharing program administered by the Federal Department of Justice and Department of Treasury, in compliance for the Opa-locka Police Department by submitting the Annual Certification Reports for years 2017, 2018, 2019 and 2020.

7. The City's Finance Department teamed with Human Resources for more accountability in its payroll process.

8. Completed the Annual Financial Report for the Fiscal Year Ended September 30, 2018 with assistance from City departments.

9. Reconciling of its cash bank accounts until Fiscal Year Ended September 30, 2019 and currently working on finalizing those open for the Fiscal Year Ended September 30, 2020.

10. Assisted with the recruitment of a much needed Budget Administrator and (2) new Accountants, one licensed as a certified public accountant (CPA) who is the only employee in the Finance Department that is certified.

11. Timely payments of outstanding long-term debt such as the 2011 A&B Bonds, 2015 A&B Bonds, and the State Revolving Loans and Miami-Dade County debt.

12. FY2020 payment of approximately $934,475.43 for the Red Light Camera outstanding debt.

13. Developed a Monthly Operational Plan for the Finance Department.

Challenges of the Finance Department

1. Recruitment of a Finance Director and Senior Accountants.

2. Continue with the Transition of Staffing the Finance Department at Budgeted levels.

3. The Coronavirus pandemic and its impact on the City through disrupted services, utility revenue collections, reductions in state revenue sharing, increased medical and sick leave, public safety and sanitation spending, and sickness as a result of the virus.

4. Collectability of prior year Utility Billing Revenues for both water and sewer revenues outstanding that precede the transitioning to Miami-Dade County as the City's billing service provider to is customers. In addition to the collectability of current year Utility Billing Revenues billed post transiting to Miami-Dade County as the billing service provider to its customers, as a result of the impact of the COVID-19 pandemic and policy changes in collection. More details to be provided by the Director over Utility Billing.

5. Functioning without a full time Purchasing Officer creates a strain on the Finance Department, this is because some of the duties of the Purchasing Officer such as overseeing the review and processing of purchase requisitions and purchase orders through the ERP system on a full-time basis significantly impacts the posting of transactions that go through the ERP system which is more than 60% of the City's transactions outside of employment wage and benefits, and debt related expenditures. As a result, there are numerous adjustments and correction of errors that are required to be made at year-end and ongoing by the Finance Department to maintain good accounting records in accordance with generally accepted accounting principles (GAA) and budgetary guidelines.

Goals of the Finance Department

1. Updating the financial accounting and reporting system by leveraging a new Enterprise Resource Planning (ERP) system for the entire City government that is designed to leverage technology to meet the needs of the Finance Department, Building & License, Code Enforcement, HR, Risk Management and interfaces well with other departments.

This will be led by the IT Department with input by the Finance Department and other user departments.

2. Team building exercise.

3. Staff training and membership with the Florida Government Officers Association (GFOA). In addition to membership with both the Florida and American Institute of CPA's for CPA licensed employees.

4. Complete the Annual Financial Report for the Fiscal Year Ended September 30, 2019, the deadline due date based on an extension requested from the Joint Legislative Auditing Committee (JLAC) is March 15, 2021.

5. Complete the Annual Financial Report for the Fiscal Year Ended September 30, 2020, the deadline due date is June 30, 2021.

6. Resolving Operational Audit findings identified as weaknesses within the Finance Department.

7. Through a review of the City's records, we believe that approximately $623,820.18 in over payments have been submitted by the City to the County for annual DERM payments, and have requested in a letter dated July 20, 2020 to Miami-Dade County's Department of Regulatory and Economic Resources, a review of supporting document and paper work concerning the excess payments. The goal is to have the DERM payments reviewed by the Audit division of Miami-Dade County to determine the outcome of the audit.

Major Challenge – Financial

The financial affairs of the City of Opa-locka, Florida ("the City") has been identified as one of the four major challenges of the City as a result of the City Commission adopting a Resolution to request a declaration that the City is in a state of financial emergency. As a result, Section 218.503 (1), Florida Statues, required the City to be subjected to review and oversight by the Governor or the Governor's designee on the City's financial affairs, submit timely Annual Budgets, submit a Five-Year Financial Emergency Recovery Plan and more.

Some of the major areas surrounding the financial affairs of the City deal with the following: (a) payment of short and long-term debt, (b) payment to vendors and other creditors, (c) payment of wages, salaries and benefits, (d) financial management and monitoring of cash flow and liquidity, (e) reserve balances, (f) revenue generation and collection, (g) emergencies with a financial impact and more.

The City is current with long-term debt payments such as the 2011 A&B and 2015 A&B Bond, Miami-Dade County debt and recently made payment on current debt associated with the Red Light Camera program to the State of Florida; timely reporting and payment of wages, salaries and benefits to its employees and have been managing and monitoring its finances routinely. Recently, the City submitted its Annual Budget for FY2020-2021 for review and approval by ordinance by the City Commission, in addition to submitting the Five-Year Financial Emergency Recovery Plan to the Governor's designee, which received approval. In addition, as a result of the review and approval process by the Financial Oversight Committee of vendor payments to monitor the City's outflows in comparison to the Annual Budget, there are delays in timely payment of vendor invoices and the posting of these current liabilities into the accounting and reporting system. Instead, a manual approach is being utilized to determine Accounts Payable at the fiscal year end.

In earlier 2020, the Coronavirus (COVID-19) spread around the globe resulting in social and business disruption. The operations and business results of the City were initially significantly impacted as a result of the pandemic, with financial implications, such as unforeseen cost associated with the pandemic, reduction in productivity locally, public safety, health and medical concerns, strain on service and resources due to sickness and more. The Coronavirus pandemic has impacted the City through disrupted service and operations, utility revenue collections and increased medical and public safety spending, sick leave as a result of sickness and other concerns. The consequences, in turn, have affected the City's local economy which surrounds 4.2 square miles. The City is an important contributor to the local economy, and have been monitoring its Annual Budget, reserve balances and accessing the Coronavirus Relief Fund, CARES Act funding provided to state and local governments. The City was awarded more than $1.9 million funding through cost reimbursements to offset the cost of COVID-19 for cost incurred for sanitation, the food drive, and hazard pay for first responders, public safety and medical equipment and supplies, remote work set up, public safety and more, to assist with navigating the impact of the COVID-19 pandemic on operations. The City also sought funding allocated for programmatic dollars to provide a Housing and Grocery Gift Card program where $2.1 million was awarded.

As a result of the declaration of financial emergency and staffing shortages, the City was not able to produce a timely Annual Budget and the appropriate timely approval by the Governor's designee that preceded the Annual Budget being approved. However as of the October 1, 2019 – September 30, 2020 fiscal year, the City timely submitted its Annual Budget for the first time since declaring a financial emergency to the Governor's designee for approval and started its Annual Budget effective October 1, 2019. Since then, the October 1, 2020 – September 30, 2021, Annual Budget was timely approved and implemented.

<u>Compliance Audits</u>

The City had been behind in producing an audit of its annual financial reports for more than four years, which is required to be submitted annual for local governments to the State of Florida, through Florida Statues, Chapter 218. The City has been working to complete the following audited annual financial reports to become current:

Report	**Completed**
• Annual Financial Report for the Fiscal Year Ended September 30, 2015	February 2018
• Annual Financial Report for the Fiscal Year Ended September 30, 2016	March 2019
• Annual Financial Report for the Fiscal Year Ended September 30, 2017	September 2019
• Annual Financial Report for the Fiscal Year Ended September 30, 2018	May 2020

The City is in the process of preparing to undergo the annual financial audit for the fiscal year ended September 30, 2019, and will then move forward with the fiscal year ended September 30, 2020 annual financial audit.

The City had also been behind in completing the annual audit of surtax funds from Miami Dade County's, Citizen Independent Transportation Trust (CITT), however recently completed a majority of the past due audits.

Report	**Completed**
• Charter County Transportation System Surtax Audit for Fiscal Year 2015-2017	December 2020
• Charter County Transportation System Surtax Audit for Fiscal Year 2018	January 2020
•	

The City will begin working on the surtax audit for Fiscal Year 2019 once the Annual Financial Report for the Fiscal Year Ended September 30, 2019 is completed.

Operational Audit

The Finance Department has been working on addressing the Florida Auditor General Operational Audit findings identified as weaknesses within the Finance Department, in addition to assisting with other findings that have a financial implication. New policies and procedures have been prepared and presented, and an ongoing effort to develop and design procedures and processes that can be implemented and monitored for effectiveness and efficiency.