

# City of Opa-locka

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



## **REGULAR COMMISSION MEETING Agenda**

**Wednesday, March 10, 2021  
7:00 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 PUBLIC PARTICIPATION AT COMMISSION MEETINGS**

### **Public 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](mailto:publiccomments@opalockafl.gov) at least 2 hours prior to the scheduled meeting time to request the meeting link.

### **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](mailto:jflores@opalockafl.gov) at least three (3) business days in advance of the need for reasonable accommodation. You may also call (305) 953-2800.

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”**

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**AGENDA**  
**REGULAR COMMISSION MEETING**  
**March 10, 2021**  
**7:00 P.M.**

- 1. CALL TO ORDER:**
- 2. ROLL CALL:**
- 3. INVOCATION:**
- 4. PLEDGE OF ALLEGIANCE:**
- 5. AWARDS/PROCLAMATIONS/ACKNOWLEDGMENTS:**
- 6. APPROVAL OF CONSENT AGENDA AND PULL LIST (deferrals and deletions):**
- 7. APPROVAL OF AGENDA:**
- 8. APPROVAL OF MINUTES:**  
  
**Workshop Meeting Minutes of January 8, 2021**  
**Regular Commission Meeting Minutes of February 24, 2021**
- 9. DISTRICT ONE / DISTRICT TWO - COUNTY COMMISSIONER REPORT:**
- 10. PUBLIC PRESENTATIONS:**
  - 1. Dr. Willie Logan, President/CEO**  
**Opa-locka Community Development Corporation (OLCDC)**  
**re: OLCDC Real Estate**
- 11. CITIZENS’ FORUM:**  
**(Opportunity for discussion of any concerns – please limit to 3 minutes)**
- 12. ACTION ITEMS (items from consent agenda pull list):**
- 13. ADMINISTRATION:**  
  
**CONSENT AGENDA:**
  - 1. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, AUTHORIZING THE CITY MANAGER TO ISSUE A REQUEST FOR PROPOSALS (RFP) FOR AN AGENT OF RECORD FOR EMPLOYEE BENEFIT**

**PROGRAMS; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.** *Sponsored by City Manager*

**2. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, AUTHORIZING THE CITY MANAGER TO ISSUE A REQUEST FOR PROPOSALS (RFP) FOR A COMPREHENSIVE PARKS AND RECREATION MASTER PLAN; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.** *Sponsored by City Manager*

**3. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, APPROVING SETTLEMENT WITH THE INTERNAL REVENUE SERVICE (IRS) TO RESOLVE THE CITY'S TAX LIABILITY, IN THE AMOUNT OF TWENTY-FIVE THOUSAND, THIRTY-SIX DOLLARS AND SIXTEEN CENTS (\$25,036.16), REGARDING (1) OFF-DUTY POLICE OFFICER PAY TREATMENT FROM INDEPENDENT CONTRACTOR TO EMPLOYMENT WAGES; (2) TAX ON LIFE INSURANCE EARNINGS AND (3) TAX ON TAKE HOME VEHICLE FOR TAX YEAR 2018; FURTHER AUTHORIZING THE CITY MANAGER TO EXECUTE THE "AGREEMENT TO ASSESSMENT AND COLLECTION OF ADDITIONAL TAX AND ACCEPTANCE OF OVERASSESSMENT" (FORM 2504-T), ATTACHED HERETO, IN THE AMOUNT OF TWENTY-FIVE THOUSAND, THIRTY-SIX DOLLARS AND SIXTEEN CENTS (\$25,036.16) AND "CLOSING AGREEMENT ON FINAL DETERMINATION COVERING SPECIFIC MATTERS REGARDING WORKER CLASSIFICATION" (FORM 14491), ATTACHED HEREIN, IN THE AMOUNT OF TWENTY-TWO THOUSAND, FOUR HUNDRED SIXTY-NINE DOLLARS AND EIGHTY-EIGHT CENTS (\$22,469.88) FOR TAX YEAR 2018; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.** *Sponsored by City Manager*

**14. NEW ITEMS:**

**15. PLANNING & ZONING:**

**A. PUBLIC HEARINGS:**

**B. APPEALS:**

**16. ORDINANCES/RESOLUTIONS/PUBLIC HEARINGS:**

**A. FIRST READING ORDINANCE(S)/PUBLIC HEARING(S):**

**B. SECOND READING ORDINANCE(S)/PUBLIC HEARING(S):**

**C. RESOLUTION(S):**

**17. CITY MANAGER'S REPORT:**

18. OFFICIAL BOARD REPORTS:
19. FUTURE AGENDA ITEMS:
20. MAYOR/COMMISSION REPORTS:
21. OFFICIAL BOARD APPOINTMENTS:

**Civil Service Board**

- 1 Individual Appointment (Commissioner Taylor)
- 1 Individual Appointment (Vice Mayor Williams)

**Historic Environmental Preservation Board**

- 4 At-Large Appointments

**Fair Housing and Nuisance Abatement Board**

- 1 Individual appointment (Commissioner Taylor)
- 1 Individual appointment (Vice Mayor Williams)
- 1 Individual appointment (Mayor Pigatt)

**Community Relations, Recreation and Activities Board**

- 1 Individual appointment (Commissioner Taylor)
- 1 Individual appointment (Commissioner Davis)
- 1 Individual appointment (Vice Mayor Williams)
- 1 At-large appointment

**Planning & Zoning Board**

- 1 At-Large Appointment

22. ADJOURNMENT:

**SCHEDULE OF FUTURE WORKSHOPS/OFFICIAL ACTIVITIES**

- A. Feeding South Florida Drive-Thru Food Distribution, Tuesday, **March 9, 2021** from 9:00 a.m. – 11:00 a.m., Sherbondy Park, 215 Perviz Avenue, Opa-locka, Florida.
- B. City of Opa-locka attacks COVID-19 – Ask the Experts Panel Discussion, Thursday, **March 11, 2021** at 6:00 p.m. This panel discussion will take place virtually via City of Opa-locka YouTube & Facebook Live. *Hosted by Commissioner John H. Taylor Jr.*
- C. City of Opa-locka Virtual Planning & Zoning Board Meeting, Tuesday, **March 16, 2021** at 5:00 p.m. This meeting will be streamed live at <http://www.youtube.com/user/CityofOpalocka>. For public participation at this virtual meeting, please email [khall@opalockafl.gov](mailto:khall@opalockafl.gov).

For further information, please contact the Office of the City Clerk by telephone at (305) 953-2868 or email [jflores@opalockafl.gov](mailto:jflores@opalockafl.gov).

# APPROVAL OF MINUTES

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

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**CLERK'S ACTION SUMMARY MINUTES**

**Workshop**

**Friday, January 8, 2021**

**5:30 p.m.**

**1. WELCOME/OPENING REMARKS:**

Mayor Matthew Pigatt called the Workshop to order at 5:30 PM on Friday, January 8, 2021.

In his opening remarks, Mayor Pigatt stated that the workshop was called in preparation for the State of the City. Over 50 years ago, leadership passed an ordinance that became law, stating that each year the Mayor must submit a State of the City report to the people. The purpose of this meeting is to hear from staff and the City Manager, so that everyone is on the same page. The Mayor asserted that the members of the Commission all get the same information, and can contribute to the State of the City.

**2. ROLL CALL:**

The following members of the City Commission were present: Commissioner John H. Taylor Jr., Vice Mayor Veronica J. Williams and Mayor Matthew Pigatt. Also in attendance were: City Manager John E. Pate (remotely), Assistant City Manager George Ellis (remotely), City Attorney Burnadette Norris-Weeks (remotely), and Legislative Aide to the Mayor/Commission Randy Grice. City Clerk Joanna Flores was not in attendance.

**3. INVOCATION:**

The invocation was delivered by Commissioner John Taylor, Jr.

**4. PLEDGE OF ALLEGIANCE:**

The Pledge of Allegiance was recited in unison.

**5. PUBLIC COMMENTS:**

Legislative Aide Randy Grice stated there were no public comments provided.

Mr. Grice announced the protocols for public participation at City of Opa-locka meetings.

**6. DISCUSSION ITEMS:**

**a) STATE OF THE CITY REPORTS:**

City Manager Pate addressed an issue with the meeting's audio and asked the IT Department to work on that, because staff members are having issues.

Mr. Pate delivered the City Manager's report. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Parks & Recreation Director Mr. Delven Patterson delivered the report for his department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Planning & Community Development Director and CRA Manager for the Opa-Locka Community Redevelopment Agency, Mr. Gregory Gay delivered the report for his department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

City Manager Pate asked for the report on the budget.

Budget Administrator Robert Anathan stated that because a lot of what he talks about touches other departments, he proposed that he be allowed to present his report last.

City Manager Pate agreed.

Vice Mayor Williams inquired about the ability to ask questions now, in addition to later.

City Manager Pate confirmed that questions can be asked whenever the Commission would like to.

Mayor Pigatt stated that the workshop was organized so that staff would be available, to provide the information to the Commission, and that the Commission can ask questions. The Mayor recalled that at the last Commission meeting that there was a debate and vote to have a report delivered at the end of the year, providing an opportunity for the Commission to hear from all of the departments, what was accomplished and how the city is moving forward. He asserted that every Commissioner should feel free to ask any questions at any point in time, and that this is the time to ask and share ideas so that they can be incorporated into the State of the City Report.

Major Daryl Stroud, Opa-locka Police Department delivered the report for the Police Department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Commissioner Davis thanked the Police Department for the strides they have made in a short window. He is glad to see that the sub-station at Glorieta Gardens will be operational by January 18<sup>th</sup>. Commissioner Davis shared that earlier today he received a call from a resident who spoke of the violence and the concerns in the area, despite laws that have been passed to provide security

and police enforcement to curve crime and increase safety efforts. He asked the Major to elaborate on the line item referring to 501c implementation, including the goal the police department has in setting up a non-profit to increase services and safety.

Major Stroud stated that Lieutenant Nikeya Jenkins is really the search engine behind putting it together. He explained that the 501c is going to be a supplement to the Police Department's financial status for things that they are not able to do. It will also provide the ability for the department to have credit and be able to provide businesses or vendors a Tax ID when they ask for one. Additionally, it will provide the ability to cover more ground in terms of resources, and once those products and services are put together and deployed through the Police Department, they will be able to capitalize on it in portfolio format. Like having a driver license, it will allow the Police Department to say they have a license, the CDL, endorsements, and the portfolio will allow them to continue in partnership with federal, state, local, private and public entities, so that they can bring more resources to the community. The bottom line for the Police Department is to make products and services available to the community that are more personalized and professional.

Lieutenant Nikeya Jenkins added that the 501c3 will provide the opportunity for the Police Department to do different programs they would like to implement, including events for the elderly and beautification of the community. As an example, the Lieutenant explained that residences that are missing the numbers for their address on the home, it takes additional time for an officer to respond to a location to help and save someone, and if the Police Department goes to Home Depot or Lowes to ask them to contribute to a project to replace those address numbers, they will ask for a 501c3. Many businesses are willing to help the City, but don't want to donate if there is not a 501c3. Lieutenant Jenkins asserted that doing this will allow the Police Department to interact with the community more.

Vice Mayor Williams thanked the Police Department for their presentation, and acknowledged that the work they do is tremendous throughout the community. She stated that she would like to see a Police Explorers Program. Years ago she was a part of the Opa-locka Police Explorers, which she characterized as a great program to have the youth in the community understand and build the bench for youth that may want to continue to pursue policing their own community. She went on to say that there is nothing like having police officers within a community, stay in the community.

Lieutenant Nikeya Jenkins invited Lieutenant Sergio Perez to speak on the Police Explorer Program, as he was in charge of it once before and is currently working on it now.

Lieutenant Sergio Perez said he was fortunate enough to benefit from the Police Explorer program himself prior to joining law enforcement, and completely understands the benefits behind it and everything it has to offer. He advised that the Police Department already has an Explorer Post number registered with the Boy Scouts of America that he has taken care of. He also shared that resources will soon be deployed in the community to start recruiting kids, including the ride-along

program, state competitions, and noted that there is already a van for the kids in the motor pool. The Lieutenant offered assurances that it is definitely something that will be part of the Police Department.

Major Stroud shared that he too has gone through that program successfully and concurred with both lieutenants on the value and benefit it has for the community. He thanked the Vice Mayor for bringing it up and inferred that she will volunteer to be part of the program, and stated he is open to any other comments or suggestions.

Commissioner Taylor thanked them for the things they have done for the City Police Department, and offered assurances that it does not go unnoticed. He asked the Major or Manager to address his question about there being a time in the near future for getting a permanent home for the Police Department, specifically a police station.

City Manager Pate explained that he is currently looking through the appropriations package being sent up to Tallahassee, looking for funding for a new Police Department building, either at the current location or a different location.

Human Resources Director Kierra Ward delivered the report for her department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Commissioner Davis stated that most of the City's policies span to all employees, and wanted to know how the work from home policy affects direct service positions such as those in the Code Enforcement and Public Works Departments.

Director Ward explained that those policies do not relate to employees who have positions that involve working with the community and customer service based positions out in the field. Those positions are only able to be filled by essential staff that have been designated and provided with the laptops and are able to work remotely.

Commissioner Davis thanked Director Ward for clearing that up and stated that the reason he asked was because he noticed a lag in service delivery in those departments, and he was wondering how the policy affected the process.

Vice Mayor Williams thanked Director Ward for everything she does for the employees of Opa-locka. The Vice Mayor asked what the procedure of accountability is for those employees who are working from home, to know that the work is being done, including a check-in with their department head. Additionally, she asked if the employees had to provide a specific reason for working from home such as child care or health risks, and if those health risks required them to bring in a doctor's note.

Director Ward explained that in order to work from home, it needs to initially be authorized by the City Manager, proposed by the department director in consultation with the employee requesting the leave. For the most part, hybrid work schedules have been implemented, so no one is permitted to work entirely from home. The Manager has strict accountability measures through the department director where they are required to maintain constant communication with the employees that are working from home, to ensure that whatever projects they are supposed to be working on are being completed. The Director stated that it is the responsibility of the department director to provide a list to the City Manager of what tasks are going to be completed during the time of approval to work from home.

Vice Mayor Williams expressed that she hopes there is a measure of accountability, and that deadline dates are given for tasks provided by department heads.

Director Ward confirmed it is.

Commissioner Taylor inquired about what the hybrid work from home program looks like.

Director Ward explained that it depends on what the department director proposes to the City Manager for approval, but for the most part it is a one-day-on and one-day-off scheduling. She said they are trying to limit the number of employees in the office at one time.

Commissioner Taylor characterized the system as a staggered method.

Director Ward confirmed that it is like a staggered method.

Mayor Pigatt thanked Ms. Ward for her report. He recalled that during last year's State of the City, there was mention of doing a complete evaluation of employees, which hasn't been done in many years. He said that he is only seeing 77% completed, and inquired about what the delay is on completing the evaluations, and whether or not there is a department that is not submitting them.

Director Ward expressed that she is very impressed with the level of responsiveness that her department has received in regards to the employee evaluations. She explained that the reason they are not at 100% is because at the time the report was submitted to the Mayor, the evaluations for December were not due yet and are just now being received. Additionally, with the transition in management at a few departments including the Police Department, there has been a slight delay in receiving the evaluations, but she anticipates a full evaluation for 2020.

Mayor Pigatt asked by when.

Director Ward stated that her department is following-up on what they have received now, and they usually send out an email to the departments that have not responded. She said that she will have a better answer by the end of next week.

Mayor Pigatt stated that he looks forward to reporting to the citizens that a complete assessment and evaluation has been completed. In consideration of the operational audit, the Mayor expressed that this is something of high importance and is necessary to ensure that people know the City is steadily evaluating and improving employees to get the best performance for the people of Opa-locka.

Vice Mayor Williams shared that she is in the middle of conducting evaluations in her own job, and asked if the evaluations being done by the Human Resources Department are being placed in an evaluation system, and whether or not employees that do not meet a certain standard are given recommendations or training before termination.

Director Ward explained that there is an evaluation system that is conducted by the employee's direct supervisor in collaboration with their department director. If there is any level of unsatisfactory performance, there is a performance improvement plan that is produced for each employee, and identifies the areas of improvement that are needed and any resources that can be provided to assist the employee, including training or job shadowing, in more focused and centralized areas of weaknesses that employees may have. She shared that she always uses the employee evaluation system as a method to assist an employee with improving behavior as opposed to providing disciplinary or adverse action.

Vice Mayor Williams re-stated her question about the evaluations being handled in a system, and asked for clarification on whether or not they are hand-written.

Director Ward explained that it is on a paper-based system, but they are working with the payroll and human resource information system provider that has an electronic system that they have been reviewing demos for and plan to incorporate the cost for the system in their proposed budget for the up-coming year.

Commissioner Davis inquired if the employee performance evaluations have been considered to be used to determine ways that employees can be brought up to the cost of living standard, in consideration of the fact that raises and several promotions have been given based on employee merit.

Director Ward shared that she is aware that Manager Pate is working with Budget Administrator Robert Anathan to consider a cost of living increase in the near future. She stated that they are planning to attach a merit-based performance system with their evaluations once that City is in a better fiscal position.

Commissioner Taylor asked if evaluations are done yearly.

Director Ward stated that evaluations are usually completed on an employee's anniversary date. Initially, it is completed after their 90 days of probationary employment and then every year

thereafter. But if an employee changes positions, that new anniversary date becomes the marker for when they are evaluated.

Commissioner Taylor asked if Director Ward would be open to considering a mid-year evaluation, not to impose penalties, but like a progress report so you don't have to wait 12 months to tell an employee that they're doing poorly. He suggested that letting employees know mid-year would give them time to get to the department standard.

Director Ward explained that her department does ask department directors to share any performance concerns prior to an evaluation so that those concerns are addressed to enable employees to receive satisfactory evaluations.

Commissioner Taylor asked if it is something that can be implemented mid-year, as an example in June.

Director Ward confirmed it is something her department can consider.

Mayor Pigatt expressed that in light of the operational audit, he is glad to see the interest of the Commission in regards to this, because the evaluation of performance is completely tied to the efficient and optimal use of tax dollars and is the largest expense as a City. He requested a full report to the Commission on the performance system, detailing the system, evaluation scale, standards, dates and what can be done to improve it.

City Manager Pate stated that the next report will come from the Building & Licensing Department, and the next departments will be introduced by the Assistant City Manager. The Manager stated that he will send an email to the Commission, regarding the reason why the Assistant City Manager will be introducing the next departments moving forward.

Mayor Pigatt asked for an answer to the request for a report.

City Manager Pate asked the Mayor what timeline he would like to see.

Mayor Pigatt asked that the timeline be presented at the upcoming Commission meeting, to give the Manager time to talk to the H.R. Director and coordinate.

City Manager Pate confirmed that he will be able to provide a timeline by that time period without a problem.

Building & Licenses Department Director Esin Daniel Abia delivered the report for his department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Commissioner Taylor asked Director Abia if he understood correctly that his department is overwhelmed.

Director Abia stated that they have a lot of work.

Commissioner Taylor asked if Mr. Abia is requesting help.

Director Abia said that he is.

Commissioner Taylor asked in what manner, and what that help would look like.

Director Abia stated that the Budget Director said it was not in the budget.

Mayor Pigatt asked what exactly does the department need, not to be overwhelmed.

Director Abia explained that they need an assistant. He shared that there are two intake officers receiving and issuing permits as well as licensing. He expressed that there should be another person assisting in the recording, scanning all the documents and placing them in the system. If the intake officers are doing all of it at the same time, there will be a long stretched line.

Commissioner Taylor asked if he needs a processor or a secretary.

Director Abia stated that an assistant or secretary or another payment clerk is needed. He shared that right now when one of them is sick, the other one is inundated because there is so much work, so they need one more.

Commissioner Taylor asked Manager Pate if that is something that can be provided for them.

Assistant City Manager George Ellis apologized for not being on video, but explained that he was out sick and is just stepping-in for Manager Pate. Mr. Ellis shared that the issue had been brought to his department's attention by Mr. Abia and it has been discussed several times. While Budget Administrator Robert Anathan did confirm it is not currently in the budget, it does not mean that it can't get processed and a way can't be found to assist Mr. Abia. It has not been finalized what that will look like because of budgetary restraints.

Commissioner Taylor asked if there is another department that can help assist, or if the Manager's Office can lend someone.

Assistant City Manager George Ellis shared that assistance has been provided to Mr. Abia's department on several occasions, and he will look into that. The people from the Finance Department of Utilities that have been utilized, are all working on other projects at the moment. He committed to providing a more concrete answer by the early part of next week, once he re-evaluates it.

Vice Mayor Williams referenced Mr. Gay's presentation of five commercial property developments and shared that she sees how they are connected to Building & Licensing. Specifically for the truck parking facility, she stated that the City needs another trucking company like it needs more dumping, noting that the city has many trucking companies and parking facilities. The Vice Mayor asked what the benefits are, considering that they are destroying the roads, with large trucks creating potholes everywhere, and why so many trucking companies and parking facilities for trucks are being approved.

Assistant Manager Ellis asked Mr. Abia to answer the Vice Mayor's question.

Director Abia stated that it is not a question for him, but for Zoning and Community Development because whatever they approve, all his department will do is make sure they build it in accordance with the building codes established by Florida, the County and the City. If Zoning approves for a business to be there, his department has no authority to stop them.

Assistant Manager Ellis asked Director Gay to address the question.

Director Gay added to Director Abia statement, explaining that how the city is zoned has to be taken into consideration, how it operates and what it particularly caters to. He noted that when you look at the zoning code itself, almost 50% of the City is zoned industrial, so industrial businesses are going to come to the city by the nature of how Opa-locka has evolved over the years. If the Commission wants different types of businesses to come to the City, they will have to change zoning or the land use. It is something that can be initiated by the City, but in most cases, zoning and land use changes are initiated by developers because they see an opportunity to do something a little bit different and the land value literally dictates what type of businesses will come to the City, and they make a request for a zoning change. All of that information is brought to the Commission as part of the process and once it is approved, the project is allowed to move forward and that's where Mr. Abia picks it up and takes it through the permitting process. Director Gay also noted that 25% of the City is the airport, so a good square mile is taken out of the equation of the 4.2 square miles that the City is. For the remaining 3.2 square miles, 40% of it is industrial, and is zoned and operated that way for over 57 years since he has been on this earth. Mr. Gay shared that he has always known Opa-locka to be a very heavily industrial and logistical community. The balance of it, has 25-30% residential and 10% commercial. He shared that if the Commission wants to see something different, they will have to give some kind of incentive or reduction in impact fees. He also pointed out that with industrial businesses being 40% of the City's zoning, it also means they are a great percentage of the tax base.

Vice Mayor Williams suggested that in the future the Commission can have a discussion about legislation to provide a special tax for roadway development. She stated that she does not believe that the trucking companies are getting the proper special tax for the roadways. She noted that if it was possible, the City would not have to pay so much for reconstructing roads that are constantly being demolished by the trucks.

Commissioner Taylor asked if there is a roadway tax for those trucking companies.

Vice Mayor Williams said that there is not.

Mayor Pigatt restated the question, which inquired whether there are special taxing districts for certain industrial areas, especially those that have high-capacity trucks going through, and if not, why not and whether or not that is being developed.

Director Abia said that while the question was best answered by Director of Planning & Community Development Gregory Gay, he explained that there are impact fees.

Assistant Manager Ellis asked Director Gay to answer the question.

Director Gregory Gay clarified that the impact fees that Director Abia talked about, are only charged for new developments, and the only portion of it that continues to come in is the ad valorem tax. The City would have to look at some other alternative through a special tax as the Vice Mayor suggested, that would be coming in on an annual basis.

Public Works Director Airia Austin suggested that in the future development of roadways, which could be rolled out with the drainage improvement projects, roadways can be developed for the purpose that it will be used, especially in industrial areas where roads should be built to the standards for heavy trucking or equipment usage. That can be prorated for all of the businesses that use that roadway to fund roadway development. That could be going forward as needed, for re-pavement of the roadway when necessary as well as the buildup for the initial use.

Director Abia stated that would require approval from the Commission.

Vice Mayor Williams asked Director Austin if that would be a future grant or tax.

Director Austin clarified that it would be a special assessment to the businesses that use the roadway brought before the Commission for approval before proceeding.

Commissioner Taylor asked if the tax would impact only future businesses, or if it would impact the businesses already in the City.

Director Austin explained that it would address where new roadways need to be built or the re-development of a roadway to meet the usage of that area, and would impact current and future businesses.

Mayor Pigatt stated that special taxing districts are something that takes quite a bit of development to put in place, including assessments to determine what the cost would be, and outreach to local property owners with notification. He said that his understanding is that the storm water management plan and City-wide assessment is one of the steps in that process.

Director Austin and Director Gay both confirmed that Mayor Pigatt is correct.

Mayor Pigatt stated that this is something that has been part of the conversation for many years, however he believes that the Commission needs to stay on top of staff and the City Manager so that it is put forth. He asserted that once the Commission gets the City-wide assessment, it will be something they will need to vote upon in order to make sure it gets done.

Mayor Pigatt recalled Director Abia mentioning some awards, but he does not see it in the report in front of the Commission, and asked that all of the accolades mentioned in his report be put in writing so that it can be a part of the State of the City addressed to the public.

Director Abia said he will.

Mayor Pigatt also inquired about the SunGard System and asked whether it is the electronic permitting system that has been attempted to be put in place.

Director Abia said it is and that his department has an electronic permitting system. He explained that disks are being submitted for major projects, but for mom and pop applications that are trying to build things like a fence or driveway, what they provide has to be scanned into the system, and they don't have enough manpower and still deliver the results in a timely manner.

Mayor Pigatt stated he didn't quite understand, and asked if there is a system where people can go online to submit requests for permitting information.

Director Abia stated that his department has not developed up to that point yet.

Mayor Pigatt asked if the Building & Licenses Department is in the process of having that system available, and asked when it will be complete.

Building & Licenses Director Abia asked the IT Department to provide the answer because he does not control that.

Assistant Manager Ellis stated that the IT Department is going to do the next presentation, and asked if the Mayor would like to move on to their presentation.

Mayor Pigatt said he did not want to move on yet. He acknowledged having heard a concern about being overwhelmed and also stated he knows the filing system in the Building Department definitely needs improvement and he is looking forward to seeing how that can be taken care of. He said he noticed that the Minimum Housing Inspector was missing from the Building & License Department report. The City has had very challenging issues with the living conditions of the residents. The Commission advocated to include a Minimum Housing Standard Officer in the budget and he believes that person was hired last year, but he does not see a report on what they've done and the targeted areas. He explained that this is very near and dear to the hearts of many on

the dais because they've all been getting quite a few calls and emails in regards to the conditions in various apartment complexes and he would like to know what the City is doing to enforce the Minimum Housing Standards. He inquired where the report is on the Minimum Housing Standards in the City of Opa-locka.

Director Abia stated that based on the fact that the gentleman works part-time, while he did bring a report in, he explained that he didn't have the opportunity to read the report and could not provide a report to the Mayor that he had not approved.

Mayor Pigatt asked if it was possible to get the written report, and when it would be able to be provided.

Director Abia stated that he will go over it with the Minimum Housing Standards Officer on Monday when he is in the office, and then he will make adjustments and submit it.

Commissioner Davis asked when the fee schedule for the Building & Licensing Department was last updated.

Director Abia stated that what they have is Ordinance 15-13 which was in 2013.

Commissioner Davis inquired about whether or not it is time to update the fee schedule.

Director Abia said that it can be added to, but explained that it looks comparable to other municipalities.

Commissioner Davis asked what the problem was with the proposed fee schedule in 2013.

Director Abia explained that it is being used, so it was approved.

Commissioner Davis asked the Mayor for a report of the fee schedule in its entirety.

Mayor Pigatt asked Assistant Manager Ellis for an update on when the Commission will be able to receive the report Commissioner Davis requested.

Assistant Manager Ellis stated that his office will work on the report on Monday, to have an update for the Commission on Wednesday.

The Information Technology Department Director Nelson Rodriguez delivered the report for his department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Upon the conclusion of his report, Director Rodriguez addressed the question that arose during the report from the Building & Licenses Department about the permit application being online. He clarified that it is not and elaborated on the issue, stating that when a financial system is selected,

a community system will be chosen which will communicate with the software for every department. This will allow payments processed for a permit, to flow right into the financial system, so that there is no break in communication. Mr. Rodriguez said he would hate to purchase something that would require going back to make some kind of special authorization to make it work, and wants something that works from the beginning. He anticipates the permit application will not be online until the software is updated in fiscal year 2022. The project will be spearheaded by IT, involving every single department in the selection and implementation process. He explained that IT is in charge of automating the permit fee calculations for the Building Department, and while there is a system for it, he shared that it does not have a public-facing portal. He is coding the fees for permits into the system, to eliminate any human error in the calculation of fees, so the clerk can enter the categories that permitting fees are based on and the system will provide the fee, so that it is consistent.

Vice Mayor Williams thanked Director Rodriguez for bringing the City up to digital code from the digital divide and recognized his audacious goals for the City. She expressed that she would love to see a one-stop-shop portal for everything, but acknowledged that she knows it is a lot and hopes it will be included with future goals.

Director Rodriguez stated that a lot of that will be accomplished with the app, which will be a mobile one-stop-shop. The idea is to incorporate that on the website, including an employee's access for the project that Ms. Ward is working on for the Human Resources Department. He asserted that they are making pretty giant leaps right now and that next year will allow everyone to see what's being done.

Vice Mayor Williams stated that she thinks that every department should do one thing great than a lot of things good, and so far everything she has seen has been pretty great.

Commissioner Taylor asked if the call center is live.

Director Rodriguez explained that the call center idea came up right after COVID began, when the City had citizens to serve but half of the employees home and slow responses. The Commission said it would be nice to have a call center, with one number to call, to get a live person even on the weekend. The SeeClickFix app, as a work order app, is half of what is needed because it will be able to take the calls and put them in one central location. The other part is the phone system, where people can be on call even over the weekend to take the calls. Once the application is implemented, a live human will be answering calls 24/7, weekends and nights.

Commissioner Taylor asked if that person will serve as a dispatch operator so they can transfer the call to the necessary department.

Director Rodriguez stated that while some categories will require immediate assistance like a burst pipe, others will be a little more routine. He encouraged the Commission to picture something like Miami-Dade's 3-1-1, on an Opa-locka scale.

Commissioner Taylor asked if the person on the receiving end of the call, will be able to point the citizen in the right direction.

Director Rodriguez explained that the idea is not to point them in any direction, but rather to take care of the situation for them. The application is important to the process, because once they call in and a ticket is created, they will get text messages and email alerts throughout the process until it's resolved.

Commissioner Taylor asked when it is expected for it to go live.

Director Rodriguez stated that as soon as they implement the work order management system. He estimated no more than 90 days, and probably sooner.

Commissioner Taylor asked if the number will be simple like 3-1-1.

Director Rodriguez explained that it will be a 10-digit number. 3-1-1 for Opa-locka is Miami-Dade County and can't be superseded.

Commissioner Taylor clarified that he wasn't asking specifically about using 3-1-1, but if there was a way for the City to get its own.

Director Rodriguez stated that they are trying to find a simplified number; something simple that can be easily remembered and can be given out to all of the residents.

Commissioner Davis stated that in consideration of the crucial phase re-imagining parks and public spaces, moving through several capital projects, as it relates to the upgrades of the public spaces, he inquired if the Wi-Fi will be accessible to residents, or if it will only be limited to staff.

Director Rodriguez shared that it is public Wi-Fi. He clarified that he is not speaking about employee Wi-Fi, and that the focus is the outdoor spaces.

Commissioner Davis asked if the Wi-Fi that will be available in public spaces will be available from residents' homes, or if they would have to go to the park to utilize it.

Director Rodriguez stated that if the Commission wants to do municipal Wi-Fi, it would be a much bigger project. This is literally at the City's public spaces.

Commissioner Davis asked if citizens will be able to set up profiles on the app and website.

Director Rodriguez answered with an affirmative yes.

Commissioner Davis asked if a resident has a license application, if they can see it pending when they login to their profile.

Director Rodriguez confirmed that is correct, but explained that a profile will not be required to submit anything, but will be available if they want to. He added that it is highly encouraged because it will allow residents to see all their former requests, but is not required because the City does not want to limit anyone.

Mayor Pigatt expressed that he would personally love to see that beautification and illegal dumping be a priority category in the SeeClickFix app, as the categories are being narrowed down. He stated that he really believes that if people see trash out in the City, they should be able to take a picture and have it immediately reported.

Director Rodriguez acknowledged saying absolutely.

Mayor Pigatt stated that many municipalities have had growth in the Neighborhoods app, and he wanted to know with limited participation in the City of Opa-locka, if that is something that can be incorporated into the IT infrastructure alongside SeeClickFix.

Director Rodriguez explained that there are two apps, Neighborhoods and Neighbors. One is run by Ring the doorbell company and the other is an independent software. After having spoken with both companies, Director Rodriguez stated that for both apps, there can be limited roles from the municipality. He shared the functionality of both apps, and explained that some municipalities monitor what is happening in the apps to be able to respond, and that residents are able to send video from their doorbell to police as well, but that the participation from the municipalities is limited.

Public Works Department Director Airia Austin delivered the report for his department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Commissioner Taylor recalled that there was an issue with the parks lighting, and inquired if that project was ever completed.

Director Austin stated that the project is on-going and explained that the vendor is in the process of procuring the lights necessary to install at the facility.

Commissioner Taylor asked if milling and resurfacing will be completed or start in February.

Director Austin clarified that it will be completed by February. He explained that the Commissioners should have a map with all the areas and streets that will be milled and resurfaced in the fiscal year 2020.

Mayor Pigatt shared that the Public Works Department is very near and dear to his heart because it affects so much in terms of residential and business life. He is happy to see the graphs and pictures that can clearly detail to residents what has been done in terms of streets getting re-milled and what is planned. He would love to ensure that when these projects are going, that the Commission continues to be notified because those are some of the best projects for residents to get excited about. He asked for more videos and pictures to be shared on social media, so that people know the City is making significant progress, especially when it comes to the re-milling of roads, and also the sidewalk construction which people have been asking for over decades in many neighborhoods. The Mayor expressed excitement seeing these projects moving forward and thanked Public Works Director Aira Austin for moving the projects forward and providing the visuals. He noted that the only visual he is missing is of the pump stations. He recalled a map many years ago that showed many of the pump stations under moratorium, and now with only having one, the Mayor expressed that he believes it is a very good visual to show, and also see how that pump station being under moratorium affects the business area, and asked if there was a possibility to get a graph that shows that impact.

Public Works Director Aira Austin stated that his department will work on that.

Vice Mayor Williams joined Mayor Pigatt in expressing that the City needs to show the good work that is being done, and asked Assistant City Manager George Ellis if it would be possible to get the pictures on the website. She stated that residents may not understand the graphs, though she acknowledged that they are self-explanatory.

Assistant Manager Ellis confirmed that it can be done, and that it just has to be coordinated with the IT Department.

Vice Mayor Williams said she did not know who had the pictures, but that she assumed that it was someone in Director Austin's department.

Director Austin shared that they have the pictures in CIP and they will provide them to the IT staff for publishing.

Financial Consultant Gerri Lazzarre delivered the report for her department. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Commissioner Davis asked Finance Department Director Gerri Lazzarre to elaborate on financial management, and the major challenge of cash flow and liquidity.

Ms. Lazzarre stated that in the 2015 and 2016 audit, the City's general fund had less than \$1 million. Now, the City is at the point where there is \$9-10 million in the bank. While she didn't have an actual analysis of the account to provide, she asserted that the City is in a better state than it was

4-5 years ago from a cash flow perspective. With respect to financial management banking activity, there was no reconciliation being prepared in the past, and if they were prepared, they could not be identified in 2014, 2015 or 2016, but her department did start to do them in fiscal year 2017 which is when the audits started to get much better. She explained that she did not have a detailed analysis on liquidity, but can put a comparison analysis together on liquidity for fiscal years 2016, 2017 and 2018, but would not want to do it for years where audits have not been performed.

Commissioner Davis requested the cash flow reports just to get a general idea of how liquid the City is. He stated that he knows from the audited financials that the City has a strong balance sheet and a strong financial position, and that in the long term he doesn't believe they will have any challenges, but wants to make sure that the City remains liquid with the ability to pay the bills on time. Additionally, he requested on behalf of the Commission a thank you letter to Miami-Dade County for the \$3.5 million in COVID-19 funding that the City received, which was a big achievement for the City and its residents. He said he wasn't sure if his colleagues agreed, but said he would like to get consensus on it and get the ball rolling on it.

Ms. Lazarre said she can work to draft a letter through the City Manager's Office for them to submit to Miami-Dade County or wherever else the Commission wishes to have it sent.

Mayor Pigatt thanked Commissioner Davis for requesting that, and acknowledged that all Commissioners were shaking their head in approval in support. He stated that in preparation for the State of the City, he wants to get more of an understanding of the enterprise resource planning software and what it looks like for the City. Another goal the Mayor thinks the Commission needs to impress on the City Manager and Finance Department is utility billing, with a focus on the past due water billing accounts. He did not see in the reports the amount of outstanding funds and the ability to assess the outstanding bills and give proper collections to residents and businesses. He advised that it will be something he will be focused on going forward. He stated that in talks about strategic planning for the Commission, a series of workshops will be put together over the next few months to tackle these issues head-on and start finding out what the Commission can do to move this forward. He acknowledged that he understood the City is dealing with audits at the moment, but asked Finance Department Consultant Gerri Lazarre when quarterly financial reports will resume, in line with what Commissioner Davis was requesting.

Ms. Lazarre stated that she has allocated one of the consultants to work on fiscal year 2021 transactions, reconciling October, November and December which is considered the first quarter of that fiscal year. Her goal is to be able to submit to the Commission and the state, a first quarter report of the activities of the City. With her team being pulled in many different directions including aiding workshops, completing audits, closing out budgets day-to-day, she acknowledged they are not at the point where they can do monthly reports just yet. She asked the Commission to keep in mind that because the City is under financial oversight, one of the major issues is the

manual process used to review expenditures including accounts payable and vendor payments. She explained the process whereby when an invoice comes in, there is a requisition, followed by a manual process where the state has to review it due to financial oversight, then goes to committee, then goes to the state to approve whether it is being spent within budget, then an approval list is sent to the City, and then that approval list gives authority to the City Manager's Office to give a purchase order, which is when it gets posted to SunGuard. This means that the City could have hundreds of thousands of dollars in vendor payments that are due which will not post as expenses on Sun Guard until that approval is received, which can be a process of 2 weeks to 1 month or more. Therefore, even if monthly reports are presented, it will not always be reflective of all of the activity, and she will try to get those reports, but they will not always be in real-time.

Mayor Pigatt acknowledged the hour was getting late, and that he is not a fan of Friday meetings and asked that the Commission try to wrap the meeting up. He reminded the commission the point of the Commission discussion on the agenda is to make sure that whatever they heard today and whatever they know of that has been done in the community, is relayed to the Mayor as the things the City wants to highlight. The final reports are being done today so that they can be given over to the PR person to prepare for the virtual event, and start the production process which entails taking the information and pictures and putting them into graphics and slides, then detailing the speech, and getting it presented and recorded. Getting that information in today would help the PR person with the schedule, and he encouraged the Commissioners to be ready for that discussion.

Budget Administrator Robert Anathan joked about having 2 hours of stuff to cover, but promised Mayor Pigatt that he would present his report very quickly as he takes all of the activity that the Commission has heard over the course of the meeting and rationalizes it to make sure that the City continues to move in the right direction on their bottom line. He proceeded to deliver his report. The details of the report are included in the State of the City Departments Reports, which can be found attached to this document.

Mayor Pigatt thanked Mr. Anathan and explained that the sheets in the reports that are red include answers to questions that the Mayor asked for more detail on, including a very thorough and simplified understanding.

City Manager Pate confirmed that Administrator Anathan's report was the final report from the City Manager's Office. Manager Pate also informed Mayor Pigatt that he submitted a one page memo from the City Clerk.

Mayor Pigatt confirmed that he got the memo.

City Attorney Burnadette Norris-Weeks stated that her office also submitted their accomplishments, and offered to read off a couple of the highlights.

Mayor Pigatt stated that the Commission does not have the report and asked City Attorney Burnadette Norris-Weeks to share the highlights.

Manager Pate stated that his office can supply the report.

Attorney Norris-Weeks shared highlights from her office's reports.

## **b) COMMISSION DISCUSSION**

Mayor Pigatt asked if there were any points or initiatives that the Commission wanted to highlight. He stated that it was important that the Commission highlight people in the community including business owners, and those people that each Commissioner has interacted with who have amazing things going on in Opa-locka. The Mayor invited the Commissioners to share that or submit it to Legislative Aide Randy Grice in the Clerk's Office, so that the City can share it.

Vice Mayor Williams acknowledged that it was late. She shared that she made notes to give an overall assessment of what she heard about the work that should continue, which she hopes is being highlighted. The Vice Mayor asserted that at the forefront of everything is infrastructure, not just community roads, milling and resurfacing projects, but also the digital infrastructure. She encouraged that it continue to be increased, so that the City can show that it is a major player as a municipality. She stated that she knows policing is crucial, and heard positive things that she hopes can be highlighted. She said she would like to see a positive focused vision from the Parks & Recreation Department, even if they don't have specifics, but she sees that goals are there. The Vice Mayor shared that she has been talking with the City Manager's Office about strategies to engage citizens. She stated that she would like to continue working with the office of PR Consultant Jessica Modkins, to continue building ways to engage the citizens of Opa-locka. She expressed that citizens have been un-engaged for far too long, and the Commission can't just set them aside and must find ways to engage them. The Vice Mayor asserted that it is the Commission's job and goal to make sure that citizens understand the way government works, which is the only way that a bench can be built so that when the current Commission is gone, someone in the community understands how government works. She shared her interest in continuing to attract new and diverse businesses, and ensuring that the businesses in the City are meeting standards and codes, and that code enforcement or zoning need to make sure that is happening. With the importance of the CRA as a board, the Vice Mayor made it clear that businesses are the driving force for municipalities. The Vice Mayor expressed she loves the restoration of City Hall, and can only imagine the tears that will come out of the eyes of any resident that has been in the City for 10 years or more, when they see Old City Hall restored. She stated that she says that for everyone on the Commission, because they are throwback Opa-locka residents. The Vice Mayor concluded by stating that she would like to continue to work with all of the departments and hopes that together, they can make it happen.

Mayor Pigatt said that Vice Mayor William's comments were on-point and thanked her for sharing those thoughts. He assured her that he will include them as he prepares for the State of the City Address.

Commissioner Davis recalled that in September of last year he spearheaded a law and garnered majority support from the Commission to repeal a law that disproportionately affected young African American, black and brown men and women. He would like to see that highlighted, to let the residents know the Commission is committed to providing fairer and more equitable policies. Additionally, the Commissioner would like to point out the \$3.6 million COVID-19 funding from Miami-Dade County, which significantly helped the City during these difficult times. Additionally, the spearheading of the first parks forum should be shared with residents, so that they know that the parks are being re-imagined and that several capital projects are coming online, providing much needed resources to the community.

Commissioner Taylor stated that the other Commissioners already touched on all of the notes he had written down, but suggested that the re-development of Ingram Park should be highlighted.

Commissioner Davis recalled the Commission's trip to Tallahassee in reference to the funds being withheld for the past few audits, and expressed that it would be a valuable point to highlight which the Mayor can speak to, having been intimately involved with the project.

Mayor Pigatt thanked his colleagues for offering such great feedback and engagement, and stated that he will take it into consideration, taking the information from the reports and comments as part of his preparation for Monday meetings with the City Manager, City departments and all those who will be involved with the State of the City. As the document is finalized, the Mayor committed to providing as many updates as he can with the upcoming workshops and Commission meeting. The Mayor stated that the State of the City report gave the Commission a good landscape of what is going on in the City of Opa-locka in each department, including the goals and challenges, to help the Commission become more informed. One of the visions that the Mayor wants to make sure the Commission has, is being one of the most informed Commissions, because that layer of information provides the tools to figure out how to move the City forward. The Mayor said he asks for reports and makes sure they are provided to everyone, so that the Commission can be more poignant in what they want to see changed, because those sitting on the dais are the most powerful force for changing the landscape of the City. He recalled that in his speech when he was elected, Commissioner Taylor acknowledged that with a unified front, change can happen and being change agents continues to be pushed by Vice Mayor Williams. As the State of the City is completed, the Mayor recognized that the operational audit is one of the best documents to detail the challenges the City faces, and he asserted that with those two documents, the Commission has what it needs in order to create a strategic plan for the things the Commission wants to accomplish together. The Mayor shared his excitement for the direction of the Commission and what they are doing, including the level of engagement that they are having. He concluded by thanking the

Commission for serving, thanking the staff for joining the Commission on a Friday evening to put in the work to provide the information in their reports in addition to the work they have done over this year despite the pandemic and the challenges that all are facing in each person's personal and professional life which is being dealt with as the work for the people of the City of Opa-locka gets done.

**7. ADJOURNMENT:**

There being no further business to come before the City Commission, it was moved by Commissioner Davis, seconded by Vice Mayor Williams to adjourn the meeting at 8:57 p.m.

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Matthew A. Pigatt  
Mayor

ATTEST:

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Joanna Flores, CMC  
City Clerk

***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 21<sup>st</sup> 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 8<sup>th</sup> and December 15<sup>th</sup>, 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 various dates, December 9<sup>th</sup> – December 18<sup>th</sup>. Park Staff will continue to assist until program is completed on December 23<sup>rd</sup>. 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 Sherbondy 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 135<sup>th</sup> Street and the Connector
- Opa-locka Gateway Retail Shoppes on NW 27<sup>th</sup> 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 135<sup>th</sup> 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 27<sup>th</sup> Avenue, Hi Wings Restaurant at 13300 NW 27<sup>th</sup> Avenue.**

**The Opa-locka Community Redevelopment Agency [OCRA]** enters its 9<sup>th</sup> 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 TIF 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 135<sup>th</sup> Street, the south end of SR-9/NW 27<sup>th</sup> Avenue to NW 135<sup>th</sup> 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 27<sup>th</sup> 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*

### **Accomplishments**

**FY 20** – 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.

	<u>Surplus</u>	<u>Year-End Fund Balance</u>
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	<u>260,000</u>
Total Governmental Projects	\$ 1,360,000

Water-Sewer Funds

Cairo Lane	\$ 2,900,000
Water-Sewer Project Design Criteria	<u>500,000</u>
Total Water-Sewer Projects	\$ 3,400,000

Stormwater Fund

Stormwater Master Plan	\$ 300,000
Stormwater Project Design Criteria	500,000
NW 30 <sup>th</sup> Avenue	160,000
Zone 6	850,000
Cairo Lane	300,000
Project To Be Identified From Master Plan	<u>600,000</u>
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	<u>5,347,138</u>
Total Governmental Projects	\$ 9,247,138

Water-Sewer Funds

Cairo Lane	\$ 2,900,000
Zones 1-6	2,435,686
Future Projects	<u>12,000,000</u>
Total Water-Sewer Projects	\$ 17,335,686

Stormwater Fund

Zone 6	\$ 850,000
Master Plan	500,000

NW 30 <sup>th</sup> Avenue	160,000
Zone 6	850,000
Cairo Lane	300,000
Future Projects	<u>18,400,000</u>
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 21<sup>st</sup> 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 accomplishments, challenges and future goals as this journey unfolds.

### OPA-LOCKA – LANSCAPE DEFINITIONS 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

	<u>OPD ACCOMPLISHMENTS INITATIVES</u>	<u>TARGET GROUP</u>
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
	<u>OPD GOALS</u>	
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 & Retention 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 1<sup>st</sup> 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.
- 1<sup>st</sup> 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 14<sup>th</sup>, 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 18<sup>th</sup>, 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 7<sup>th</sup>, 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 1<sup>st</sup> annual Shop With a Cop event. 12 students were chosen from our local elementary school, to participate in the Christmas event. Each child was paired 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 163<sup>rd</sup> 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.

<b>Job Title</b>	<b>Department</b>	<b>Personnel Action</b>
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%.

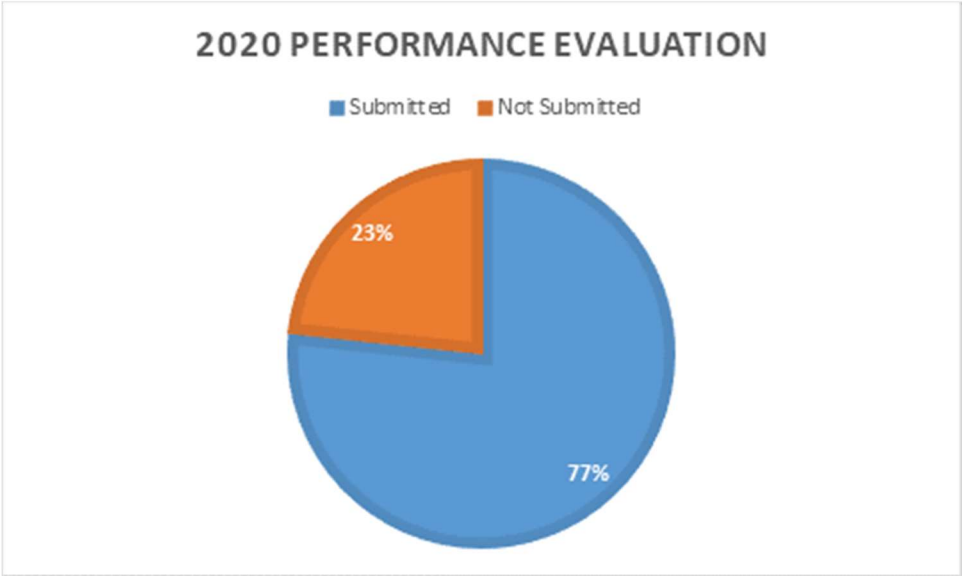
## **COST SAVINGS:**

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)

**ACTIVITIES**

**MY WISHLIST EVENTS**  
Hello Yalande Agent, You can view and manage the events you have added to your wishlist from here.

ACTIVITY CALENDAR  MY CALENDAR

**JANUARY, 2021**

Date	Activity	Time
07 JAN	ESSENTIAL OILS IN THE GYM	7:30 PM - 8:30 PM
08 JAN	MEDITATION AND TIPS FOR EMOTIONAL WELL-BEING	9:30 AM - 10:30 AM
08 JAN	ZUMBA	12:30 PM - 1:30 PM
08 JAN	15 MINUTES TO REFRESH AND RECHARGE	2:30 PM - 2:45 PM
09 JAN	YOGA WITH THE UNDERLINE	10:00 AM - 11:00 AM
09 JAN	ZUMBA TONING	1:30 PM - 2:30 PM
10 JAN	YOGA 4 CHANGE COMMUNITY CLASS	2:30 PM - 3:30 PM

## 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. 42<sup>nd</sup> 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. 133<sup>rd</sup> 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. 45<sup>th</sup> 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. SeeClickFix 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 initiative 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, at 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							
	<u>Payment Date</u>	<u>Vendor</u>	<u>Gift Cards</u>	<u>Dollar Value Per Card</u>	<u>Extended Cost</u>	<u>Discount, Credit, Charges</u>	<u>Net Pay</u>
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
	<b>Total</b>		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 its 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 Statutes, 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.

### **Compliance Audits**

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 Statutes, 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.

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

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**CLERK'S ACTION SUMMARY MINUTES**  
**REGULAR COMMISSION MEETING**  
**February 24, 2021**  
**7:00 P.M.**

**1. CALL TO ORDER:**

Mayor Matthew A. Pigatt called the meeting to order at 7:00 p.m. on February 24, 2021 at Sherbondy Village, 215 Perviz Avenue, Opa-locka, Florida.

**2. ROLL CALL:**

The following members of the City Commission were present: Commissioner Alvin E. Burke, Commissioner Chris Davis, Commissioner John H. Taylor Jr., Vice Mayor Veronica J. Williams and Mayor Matthew A. Pigatt. Also in attendance were: City Manager John E. Pate, Assistant City Manager City George Ellis, Assistant City Attorney Candice Cobbs and City Clerk Joanna Flores.

**3. INVOCATION:**

The Invocation was delivered by Vice Mayor Veronica Williams.

**4. PLEDGE OF ALLEGIANCE:**

The Pledge of Allegiance was recited in unison.

**5. AWARDS/PROCLAMATIONS/ACKNOWLEDGMENTS:**

Mayor Pigatt acknowledged Black History Month. As a student of African American history, the Mayor stated that it is very important that the unique history and struggles of people be recognized. He expressed that black history is human and world history, and thus it is very important that everyone learn and understand that history. The Mayor encouraged everyone to take some time during the month to educate and learn about it, by watching documentaries and movies like One Night in Miami and Judas and the Black Messiah. He recognized those on the Commission who have recognized Black History Month and attended events, as an opportunity to understand our heritage.

**STAR of Excellence - Employee of the Month**  
**Officer Ruben Borrero, Opa-locka Police Department**

Mayor Pigatt acknowledged the employee of the month, presenting a star of excellence to Officer Ruben Borrero from the Opa-locka Police Department.

Manager Pate expressed that he looks forward to days like this when he can acknowledge wonderful employees of the City that are doing an amazing job. The Manager clarified that Officer Borrero is now a Detective, and shared that he is one of the officers that he connected to when he came to the City and he saw a lot of potential in him. Manager Pate shared that Mr. Borrero came to him and told him he had been here for years and had always wanted to be a detective, but no one was willing to give him a chance to be one. The Manager recalled being new, he was evaluating things and then as time went on, when Miami-Dade County did a report and all of the transitions were done in the Police Department, and there were vacancies in the detective section and Mr. Borrero interviewed, a chance he has been interviewed for over and over again. While he does not say it to many other than his command staff, the Manager shared that Detective Borrero is one of the officers that he is very much impressed with, showing the true professionalism of the City of Opa-locka Police Department and is a symbol of where it is going in the future.

Manager Pate read the narrative to the STAR Award: Detective Borrero was assigned a case in reference to a 76-year-old man that was reported missing. Family members stated that after leaving Opa-locka, the victim advised that he was entering Highway US 27. First, Detective Borrero made contact with numerous jurisdictions to see if any vehicle accidents had been reported, but there were none. That evening, traveling down US 27, Detective Borrero began his search, and eventually arrived at the victim's residence which is located in Clewiston, Florida where there was no sign of the victim. The following morning, Detective Borrero took the same drive and contacted the Palm Beach County Sheriff Department to request a fly-over of US 27 and the local canal banks. While approaching Mile Marker 60, Detective Borrero observed a guard rail broken, and discovered a vehicle grill similar to the victim's vehicle. After once again notifying the Palm Beach Sheriff, a dive team was requested which discovered a vehicle submerged in 18-feet of water. The vehicle that was pulled from the water, had a license plate that matched the victim's vehicle. Sadly, it was discovered that the individual pulled from the submerged vehicle, was the missing person. While the investigation had a tragic end, had it not been for Detective Borrero the victim would not have been located, leaving the family with no closure or peace. Manager Pate shared the Department's commendation of Detective Borrero for his allegiance and exceptional attention to duty, and added that he does not believe any law enforcement agency would have put as much effort in as the Opa-locka Police Department did, including traveling over 60 miles away from the city to retrace the victim's steps. There is no way to know how long the vehicle would have remained submerged if Detective Borrero would not have searched that area. It was discovered that he got into a vehicular accident in the middle of the night, and when his vehicle submerged, he drowned. But his family was able to bury their father and get closure. Detective Borrero demonstrates unusual compassion, commitment and dedication to the citizens of the great city of Opa-locka. Manager Pate thanked Detective Borrero for his service.

On behalf of the Commission, Mayor Pigatt thanked Officer Barrero and his family, as well as all of the officers who go above and beyond the line of duty to bring justice and protect and serve all residents in the community.

**6. APPROVAL OF CONSENT AGENDA AND PULL LIST (deferrals and deletions):**

Vice Mayor Williams pulled agenda item 13-1.

**7. APPROVAL OF AGENDA:**

Clerk Flores stated that a request was made to amend the agenda to include the following item as 14-1:

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, AUTHORIZING THE CITY MANAGER TO ACCEPT A GRANT FROM THE FLORIDA DEPARTMENT OF TRANSPORTATION FOR A NEW OPA-LOCKA COMMUNITY BUS ROUTE IN AN AMOUNT OF UP TO TWO HUNDRED TWENTY-FIVE THOUSAND, ONE HUNDRED TWENTY-ONE DOLLARS (\$225,121.00); AUTHORIZING A FUNDING MATCH FROM THE CITY OF OPA-LOCKA FOR THE PROGRAM; FURTHER AUTHORIZING THE CITY MANAGER TO EXECUTE THE BUREAU OF JUSTICE ASSISTANCE GRANT FORM; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

*Sponsored by City Manager*

Mayor Pigatt asked the City Manager to state the emergency nature of this item.

City Manager Pate stated that the emergency nature of the item is based on the welfare of the citizens of Opa-locka.

It was moved by Commissioner Burke, seconded by Commissioner Davis to amend the agenda to include 14-1.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Commissioner Burke	Yes
Commissioner Davis	Yes
Mayor Pigatt	Yes

It was moved by Commissioner Burke, seconded by Vice Mayor Williams to approve the agenda.

There being no discussion, the motion passed by a 5-0 vote.

Vice Mayor Williams	Yes
Commissioner Burke	Yes
Commissioner Davis	Yes

Commissioner Taylor	Yes
Mayor Pigatt	Yes

**8. APPROVAL OF MINUTES:**

**Virtual COVID-19 Workshop Minutes – April 30, 2020**

It was moved by Vice Mayor Williams, seconded by Commissioner Burke to approve the minutes of the Virtual COVID-19 Workshop on April 30, 2020.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Burke	Yes
Commissioner Davis	Yes
Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Mayor Pigatt	Yes

**Virtual COVID-19 Workshop Minutes – June 4, 2020**

It was moved by Vice Mayor Williams, seconded by Commissioner Taylor to approve the minutes of the Virtual COVID-19 Workshop on June 4, 2020.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Davis	Yes
Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Commissioner Burke	Yes
Mayor Pigatt	Yes

**Virtual COVID-19 Workshop Minutes – June 11, 2020**

It was moved by Commissioner Burke, seconded by Commissioner Davis to approve the minutes of the Virtual COVID-19 Workshop on June 11, 2020.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Commissioner Burke	Yes
Commissioner Davis	Yes
Mayor Pigatt	Yes

**Virtual COVID-19 Workshop Minutes – June 18, 2020**

It was moved by Vice Mayor Williams, seconded by Commissioner Taylor to approve the minutes of the Virtual COVID-19 Workshop on June 18, 2020.

There being no discussion, the motion passed by a 5-0 vote.

Vice Mayor Williams	Yes
Commissioner Burke	Yes
Commissioner Davis	Yes
Commissioner Taylor	Yes
Mayor Pigatt	Yes

**Virtual COVID-19 Workshop Minutes – July 2, 2020**

It was moved by Commissioner Burke, seconded by Commissioner Taylor to approve the minutes of the Virtual COVID-19 Workshop on July 2, 2020.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Burke	Yes
Commissioner Davis	Yes
Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Mayor Pigatt	Yes

**Four Major Challenges Workshop Minutes – December 9, 2020**

It was moved by Vice Mayor Williams, seconded by Commissioner Taylor to approve the minutes of the Four Major Challenges Workshop on December 9, 2020.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Davis	Yes
Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Commissioner Burke	Yes
Mayor Pigatt	Yes

**Regular Commission Meeting Minutes – January 27, 2021**

It was moved by Commissioner Burke, seconded by Commissioner Taylor to approve the minutes of the Regular Commission Meeting on January 27, 2021.

There being no discussion, the motion passed by a 5-0 vote.

Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Commissioner Burke	Yes
Commissioner Davis	Yes
Mayor Pigatt	Yes

**Regular Commission Meeting Minutes – February 10, 2021**

It was moved by Vice Mayor Williams, seconded by Commissioner Taylor to approve the minutes of the Regular Commission Meeting on January 27, 2021.

There being no discussion, the motion passed by a 5-0 vote.

Vice Mayor Williams	Yes
Commissioner Burke	Yes
Commissioner Davis	Yes
Commissioner Taylor	Yes
Mayor Pigatt	Yes

**9. DISTRICT ONE / DISTRICT TWO - COUNTY COMMISSIONER REPORT:**

Mayor Pigatt recognized that the Commission had the honor of having Miami-Dade County Commission Vice Chair Oliver Gilbert in person, and thanked him for coming.

Vice Chair Oliver Gilbert, Miami-Dade County Commission, District 1, shared how good it is to be in the City of Opa-locka, acknowledging that while he was the Mayor of Miami Gardens, when he was growing up, everyone thought they lived in Opa-locka. With his father’s Church in the City, the Vice Chair said he literally grew up in the City. He reported that he’s been having conversations with the Mayor about economic development, and recently spoke with the Chairperson of the CRA. As he has conversations with the Beacon Council, developers, and people who do business at the airport, the main message he is sending to them is that Opa-locka is open for business, and that has to go beyond the airport. The Vice Chair stated that it is unfortunate that the relationship between the airport and the City was changed some years back, but the airport has to be the engine for economic development in the City, and he is committed to bringing resources and opportunities to make that happen. The Vice Chair shared that he sees in Opa-locka a city with extraordinary history and heritage, a city that actually is black history, and understands what it has been historically for Miami-Dade County. It is a City from which great leaders have come in every field, and is a City with leaders that are trying to progress. He encouraged the Commission to keep working hard together, and reminded them that they have a County Commissioner in him who is here to help. The Vice Chair committed to continuously meet with the Mayor, and while having just met the City Manager hopes to get to know him better, and offered to meet with the Commission for their strategic planning sessions. He assured the Commission that he is not going to give them an agenda, but will make their agenda more doable from the perspective of the County. He is looking at the things that the County can do something

about like economic development and outstanding debt, but is also interested in the Commission's ideas. The Vice Chair shared that his office is working with the Parks Department on a program that is completely free thanks to the scholarships obtained, to expose kids in the community to golf. From the Vice Chair's perspective, he expressed that Miami-Dade County is an extraordinary place, and stated that those who live in Opa-locka and the other northern areas of the County, may not know the beauty of the agricultural community down south, or may have never seen the historical areas of Coral Gables, or visited Vizcaya, or seen an opera or play, and may not know the beauty of the County until an opportunity exists and someone exposes them to it and helps them expand their mind, giving them greater opportunities going forward. The Vice Chair asserted that it is the job of leaders like him and the Commissioners to expose kids to those things, and he takes the responsibility seriously, looking forward to doing more of these things as the community transitions from COVID-19. He thanked the Commission on the work they are doing on COVID to help keep the community safe, including helping to bring testing and vaccination sites to Opa-locka. The Vice Chair expressed that technology and location can't be an impediment to getting the community vaccinated, which he is working on with Miami-Dade County Mayor Daniella Levine Cava and the State, and he looks forward to working with the City of Opa-locka also.

Commissioner Burke thanked Vice Chair Gilbert for gracing the Commission with his blessings in the City and stated that he is welcome any time.

Vice Mayor Williams thanked Vice Chair Gilbert for all that he did to help with the community cleanup, and further thanked him for being a catalyst for change in all of the County. She stated that his voice is always heard and welcomed, and thanked him for gracing the Commission with his presence.

Vice Chair Gilbert thanked Vice Mayor Williams for partnering with him on that, and expressed that he enjoyed it, recalling that a bunch of stuff was cleaned up and joked about Commissioner Taylor's white shirt and shoes. He recalled with the Mayor, Vice Mayor and Commissioners out there, they were all able to clean up the planned park area in about 10 minutes, and then moved on to multiple additional areas, which is evidence of all that can be accomplished if everyone does just a little bit. He stated that he will be back out to do more cleanups and encouraged everyone to come out, but recommended that Commissioner Taylor at least wear a dark colored shirt next time. The Vice Chair also reported that after Mayor Pigatt directed him to the Housing Department and he spoke with them to ensure that there is movement on the project that the County was paying for, and committed to doing his best to putting something there that makes the Commission proud and that the community is happy to have there. He asserted that the only pace in his district is fast, and wants to get these things done now.

Commissioner Davis thanked Vice Chairman Gilbert for coming out in support of the City, and for all of his wise words on economic development. He shared that a CRA Board Meeting was just wrapped up where that was discussed, and he looks forward to the workshop on March 17th to discuss that. He shared that he feels the City is a jewel that is centrally located, with many accomplishments that are being touted by the Mayor. The Commissioner expressed that he looks forward to working with the Vice Chair.

Vice Chair Gilbert stated that he looks forward to it, and that if the Commission is open to it and he is available, he would love to come to the workshop. He said the County has resources related to economic development, including information and talent, not just monetary that he can make available because that should never be the deficit for why something is not moved forward. He urged the Mayor and Commission

to reach out to him, and stated that from his position he sees a Commission eager to transform a community, and it is that unity, vision and solid nature that helps people want to invest in a place. The Vice Mayor expressed the importance of creating an atmosphere of certainty, detailing what land use will be and how businesses are seen, making sure that no is not the default answer for businesses that come before the Commission, but rather how can the Commission make that work. He asserted that ultimately, business will go where business can do business, and creating that environment will transform the tax base and make it possible to provide more services to residents and is something he looks forward to working with the Commission on.

Mayor Pigatt offered much respect to the Vice Chair and thanked him for his presence and leadership. The Mayor acknowledged that it is an honor to have the Vice Chair of the Miami-Dade County Commission in Opa-locka, and recalled that it is not his first time coming. He stated that it is a blessing to have him continually and consistently showing up and answering calls, and said it shows the progress of the City and the County, and how united we will grow into the great City of Opa-locka that it is.

Mayor Pigatt acknowledged that Florida House Representative Dr. James Bush III was joining the meeting via Zoom.

Florida House Representative Dr. James Bush III thanked the Mayor, Commissioners and City Manager for inviting him to speak. The Representative shared that he is delighted to serve the City of Opa-locka, with his roots and commitment going back almost 35 years. He provided an update on the Legislative Session which will begin on the coming Tuesday, March 2nd, requiring that he go to Tallahassee for 60 days to serve 60 days to balance the budget and propose things necessary to bring back dollars for the services that can be provided to the constituents of his district. The Representative committed to working closely on the issues that he filed, including getting money for the Police Department, dealing with the vital infrastructure needs, and other issues that the delegation may have pertaining to Opa-locka. As an update on things that have been worked on in the district recently, Representative Bush shared that an opportunity was provided for 500 residents of Opa-locka to be vaccinated and that he was there along with former Mayor and Commissioner and Pastor of Holy Temple Missionary Baptist Church Joseph L. Kelley. The Representative thanked the City Manager for giving the assistance needed to make sure that was a success. He reported that after speaking with the residents who had received the first vaccine shot, only two or three reported that they had sore arms after the shot, but that none had any major reactions. The Representative confirmed that he is currently working on the second dose of shots and has designated New Fellowship Christian Church under the leadership of Pastors Craig and Jimmy Larkin as the next vaccination site for the Opa-locka area, and that the dates will soon be announced. He also said that he was called into Glorietta Gardens Apartments by a couple of the residents, where there was major flooding. The Representative said that he worked with the City Manager as well as the owners and managers of Glorietta Gardens to assist the families that had been flooded out on the first floor and were able to put them into two different hotels in Doral. Since then, the Representative has had meetings every two weeks to get an update, and he told the Commission that things are moving along very smoothly. The major flooding made it possible to find out the major things that needed to be done. The Representative explained that the owners of Glorietta Gardens had their own independent people go in and do an assessment, which will provide a report with their findings. He added that a 13 inch line that caused a lot of the problems was cleaned out by the owners. The Representative assured the Commission that he is working together with the City Manager's Office and the management at Glorietta Gardens to come to an agreement and resolution so that the citizenry can

live in a decent and safe environment. He commended the Commission for working together, and Vice Chair Gilbert for the things he has planned from the County level. He committed to continue working with the delegation and leadership in Tallahassee as he begins his 13th year in the Florida House of Representatives. The Representative expressed that he believes this year they will be able to get some things done for the City of Opa-locka and asked for prayers as he attempts to do that.

Commissioner Davis thanked Representative Bush for all that he does for the community, including for the most recent work he has done at Glorietta Gardens, which is a community that has had long standing issues. On behalf of the Commission, the Commissioner thanked the Representative for lending a hand.

City Manager Pate thanked Representative Bush for his counsel, support and his great mediation between the City of Opa-locka and the management at Glorietta Gardens, helping to make headway on some issues. While there are still some issues to discuss and go through, the Manager expressed that he believes it will be beneficial for all to keep an open dialogue, with the leadership of the Representative during those bi-weekly meetings, until a final resolution is reached.

Representative Bush stated that the City Manager has made it very easy and that he is very impressed with him and believes with his leadership, the City will move to the level needed and get the kind of results needed from Glorietta. He thanked the Manager for what he does.

Mayor Pigatt expressed that it is an honor to have him serving and representing Opa-locka for 13 years in the state. The Mayor added that the Representative's veteran leadership is needed to ensure that the City of Opa-locka gets the appropriate appropriations, to ensure that it continues to develop. He echoed the statements of Commissioner Davis, stating that the Representative has been very consistent in his responsiveness to residents, showing the support Opa-locka has at all levels of government. The Mayor reported that the support includes the federal level, as Representative Bush was on a call with Congresswoman Frederica Wilson about another property that is moving the needle. He acknowledged that many of the issues that have been long standing challenges in the City of Opa-locka are being addressed because of the collective and united effort of all those who are serving Opa-locka, and recognized that Representative Bush's leadership shines in that regard. The Mayor thanked Representative Bush for taking the time to present to the Commission, and for his representation of the City.

Representative Bush thanked Mayor Pigatt for giving him the opportunity, and stated that he would be remiss if he did not say how much he is appreciated too, stating that every team needs a quarterback. The Representative recalled having quarterbacked for Miami Northwestern Senior High School in 1972, and said that you can't run a play unless you have a quarterback to take the snap, and he appreciates Mayor taking the snap and doing what is necessary to run the plays. He added that he believes that if the Commission continues to do what it is doing and work together, the City will not only achieve the economic development that Vice Chair Gilbert talked about, but Opa-locka will be the premier city that every other city can emulate. The Representative also reported that he has been in contact with the Governor's office as well as the departments that need to be talked to about the things he discussed with the Mayor. He shared that he submitted a letter to the Governor and the United States Senator for this area, to which he hopes to receive a response very soon, and committed to coming back and making a report when he gets an answer.

## **10. PUBLIC PRESENTATIONS:**

**1. Nikisha Williams, Chief Operations Officer  
Opa-locka Community Development Corporation (OLCDC)  
re: community services provided by OLCDC**

Opa-locka Community Development Corporation Chief Operations Officer Nikisha Williams joined the meeting by Zoom to share her report on the work that they are doing and the partnerships that they are pursuing to support the residents of the City of Opa-locka, and how they are working with the City.

Mayor Pigatt thanked Ms. Williams for coming to the Commission meeting and reported that he had a meeting with the Opa-locka CDC a few weeks ago and was very impressed with the amount of information on the services they provide to residents. The Mayor said he wants to make sure that everyone knows them as a resource for funding and care and all the things they provide as partners with the City. He encouraged all nonprofits that have services that serve Opa-locka, to come to the Commission meetings to let the residents know about the opportunities available, so that they can see that there are wrap-around services all across Opa-locka to help with almost everything that they need. The Mayor thanked Ms. Williams for her leadership at the Opa-locka CDC and for taking the time to present about their services to the Commission and the community.

**11. CITIZENS' FORUM:**

**(Opportunity for discussion of any concerns – please limit to 3 minutes)**

Clerk Flores announced the protocol for public participation at city commission meetings.

The following public comment was submitted by email and read into the record by Clerk Flores:

Michele Henney of 10640 Paris Street, Cooper City, Florida 33026 - Geraldine Lazarre, owner of Trimerge Consulting began consulting with the City of Opa-locka in mid 2017. The City of Opa-locka remains 2 years behind in financial audits. We are in February 2021 and the 2019 audit has not been completed. Based on my extensive knowledge of the City's financial records and the nuances of the software and manual systems and records, if the auditors started the audit tomorrow, you would not have your 2019 CAFR until May or June 2021, and that is being very ambitious. As of September 30, 2021, the City will again have 2 audits outstanding, years 2020 and 2021. With the "ever revolving" door of staff in the Finance Department under the direction of Lazarre, it can be safe to say that the City may, in fact, never get caught up. However, the City would have paid Geraldine Lazarre and Trimerge a tremendous amount of money for the effort. While I was an employee of the City, I would sit in my office countless times and wonder, am I the only one who sees what is going on? The City is losing staff left, right and center, there is no real effort to hire a Finance Director, and Geraldine Lazarre is billing the City \$139 per hour, almost for 40 hours a week consistently (\$300,000 a year). If you look at her bills, a lot of her tasks are not valued at \$139 per hour. It would bother me that this Consultant is billing all this money to a poor, Black City while treating the City's employees terribly, all while the City Manager and the Assistant City Manager watched...and apparently the Commission as well. All complicit. How many programs could the City have funded for children and seniors if they had listened to the

complaints of the employees in the Finance Department, and did the right thing by hiring a Finance Director and other staff 2 years ago? It will just be a matter of time before the State of Florida starts to wonder, "How is it that the City of Opa-locka keeps requesting deadline extensions and they keep paying all this money to Geraldine Lazarre of Trimerge?" The residents of the City of Opa-locka need to wake up. You are all being taken for a very expensive ride. Geraldine Lazarre complains about the City being short staffed in the Finance Department, when she is the reason, the common denominator. The City has backed itself into a corner by allowing this Consultant to take hold while basically trying to make herself indispensable. If the City's management knew what they were doing, they would not have let this happen, all at the expense of the taxpayers.

Marrilyn Chang of 16319 NW 17 Court, Pembroke Pines, Florida 33028 - I worked for the City for 13 years with the last seven years in the Finance department. I abruptly resigned last August immediately after what I considered, among many other complaints, an unfair performance evaluation which was conducted by Geraldine Lazarre in the presence of a very loud and verbally abusive George Ellis, Assistant City Manager. Interestingly enough, the assistant city manager was present at only two finance staff performance evaluations, not all. However, I was not the only one. Ms. Lazarre also gave mediocre evaluations to two other Finance staff members who have also resigned. They too worked long and exhausting hours to complete the 2018 audit, and were also promised comp hours which were never received. We worked every weekday and on weekends even during the time when the city was completely closed to the public due to Covid-19. It is interesting to note that our work performance was not in question prior to the evaluations, and was not good enough after the audit was completed and issued. The commission does not need more warnings about the completion of the audits and the urgent need for a finance director. I know how much work needs to be done to complete the audits (a large portion being manually), and in my humble opinion, there is no way they can be done on time. It was consistent, non-stop hard work when staff was available, so I cannot imagine what is going to happen now without adequate staff. Additionally, when Trimerge Consulting Group was contracted with the city in 2017, a major part of the scope of work as outlined in the contract was that Trimerge Consultants would take care of the fixed asset/inventory issues. This was never done and now the city has to outsource this service four years later and with over a million dollars already spent on consultant fees. Finally, management is using the services of an independent contractor who, in the performance of her duties, utilizes your office and equipment, has access to your bank accounts to make payments and conduct other business transactions. She also supervises staff, and has 100% of her work controlled by management. A few years ago the city reclassified the working status of the building inspectors who were initially on board as independent contractors. Ms. Lazarre will be able to provide additional information. Thank you for your time.

Carlos Martinez Pena of 2523 Opa-locka Blvd. Apt 134 Opa-locka Fl 33054 - Good afternoon. I am a reporter from South Florida Media Network and I am writing an article about the distribution of vaccines for COVID-19 in the area of Opa-locka. 1st question I would like to know why by the end of January in Opa-locka only 2% of the senior population was vaccinated, unlike other

wealthier ZIP codes where almost 50% of the population were vaccinated. (Example: Fisher Island) 2nd question, what are you doing in order to accelerate the process of providing more vaccines to the senior population?

Mayor Pigatt opened the floor for Citizen's Forum for those who were in the audience.

David Sutton of 2375 Superior Street, Opa-locka, FL 33054 - Mr. Sutton stated that he works for the City of Miami Gardens and called on the Commission and City Manager to document the things that are getting done as Miami Gardens does. He shared that the canal near Nathan B Young School needs to be cleaned, that the intersection near his home needs to have the trees cut or a 4-way stop installed because of all of the accidents that occur, and that despite some of the road work he has seen, there are pot holes in his area. Mr. Sutton expressed that while he hears about the police, crime is going to happen and called on the Commission to enact change. He added that he helped get many people to vote for Commissioner Taylor, but is not seeing anything going on. In comparing Miami Gardens to Opa-locka, Mr. Sutton stated the city he works for is moving things when they need to be moved, and that Opa-locka needs more public workers because he doesn't understand how you run a city with so few people, which he expressed he feels is the responsibility of the City Manager and his assistant. He concluded his remarks stating that he believed that his theory is that the Commission is going to let Miami-Dade County take the city right from under them, and left it at that until the next meeting.

Dawn Mangum of 1105 Sharar Avenue, Opa-locka, FL 33054 – Ms. Mangum lended her support, acknowledging that being on the Commission is often a thankless position. She stated that the change that others speak about, comes incrementally, but that she is seeing change they are working towards, expressing as a citizen that she appreciates having spoken to many of the Commissioners from her porch. As a resident for 40 years, she recalled that many have fleeced the city with promises of change that never happened. Knowing what the City was and what it can be, she thanked the Commission for standing in the fight despite the criticisms they come up against. In order to make sure the City progresses, Ms. Mangum shared that she volunteers for the City and is part of one of the boards, and once again thanked the Commission for giving their time, talent and treasure to make sure the City moves forward.

Adrian Wight of 1100 Sharar Avenue, Opa-locka, FL 33054 - Ms. White offered encouragement to the Commission despite the negativity and disparaging comments, as someone who grew up in Opa-locka over 40 years, living one street away from Vice Mayor Williams, recalling having played with her as kids, and loves Opa-locka as the Vice Mayor does. Ms. White said she is at the meeting to back the Commission because she knows they are going to do great things for the City. She expressed that the residents expect that the Commission will represent them with everything they have, and will make sure that they are accountable. Ms. White expressed wanting to volunteer and doing as much as she can to be of service. She expressed that she knows the Commission has

lots of ideas, and added that new voices and ideas are needed to bring the City to where it used to be, and urged the Commission to keep fighting on.

Mr. Brian Dennis asked the Commission for three extra minutes which the Mayor and Commissioners granted. Mr. Dennis addressed the Opa-locka CDC issue with respect to the \$300,000 that is owed in rent by Mr. Willie Logan. He stated that the Opa-locka CDC is receiving millions of dollars through all of the programs they have run for many years, and because Mr. Logan donates to many of the Commissioners' campaigns, they have to decide if they work for the City of Opa-locka or Mr. Logan. In his closing, Mr. Dennis urged the Commission to not make the news by giving away the \$300,000 that is owed to the City.

Dottie Johnson of 137 East Superior Street - Ms. Johnson asked for a copy of the CRA bylaws and annual report, noting that since the Commission has existed the board of the CRA has not changed. She lauded the excellent choice for the Chief of the Police Department, and suggested that he should be given a chance to do some of his initiatives. Ms. Johnson stated that from time to time it appears there is a strong mayor, and that the charter states the role of the Mayor is to preside over the meeting, but some of the speakers always allude to the Mayor, and Ms. Johnson asked what about the rest of the Commissioners, whether they cheated to get in or not. She asserted that what happened in 2018 and 2020 is not going to happen in 2022, and that a report card is being created including the promises made during debates. Ms. Johnson pointed out that the City of Opa-locka has nothing to do with the Opa-locka airport, and that several businesses that are in zip codes that do not belong to Opa-locka are being listed as being in the City, but she has done probing and investigations to get them to no longer be listed as being in Opa-locka. Ms. Johnson ended stating that you can fool some of the people some of the time, but not all of the people all of the time.

Natasha Ervin of 670 Dunad Avenue, Opa-locka, FL 33054 - Ms. Ervin thanked City Manager Pate for showing her that citizens matter. She appreciated being invited to meet the new Chief, who she expressed that she loves already and acknowledged that he and the community are ready to work with each other. As a resident who pays a lot of taxes in the City on her commercial property and her residence and acknowledges those need to be paid, but expressed she doesn't like that her taxes have to go up when there is a company that is making money that owes the City money that it needs. Ms. Ervin expressed that the money owed needs to be pursued, and that the City needs to stop those who are looking for something for free. She urged the Commission to look at the situation with signage, and the reality that many business owners are not getting new signage because it is expensive. After sharing that she grew up in Opa-locka since 1975 and stating that Downtown Opa-locka is dead, she said that she would love to talk about bringing Opa-locka alive once a month by doing something fun that allows residents to come out and enjoy themselves, and offered the example of Wynwood being brought to life. With the new Police Department, the police can protect the residents as they enjoy themselves in the City.

Lamar Cruse of 13831 NW 24th Avenue, Opa-locka, FL 33054 - Mr. Cruse urged the Commission to hire people from inside the City as opposed to from outside of the City. He said he spoke with Ms. Johnson about the issues on Superior street with the need to cut the trees and install speed bumps to help prevent all of the accidents, and that he would be willing to invest into the community to help solve these problems, as well as hire some kids to help clean up Opa-locka over the summer. Mr. Cruse expressed that before the current Commission was elected, money that was paid to outside groups was being lost, and change is now expected. He concluded his comments urging the Commission to put their foot forward on something.

There being no further persons to speak, Citizen's Forum was closed.

Commissioner Taylor stated that he has also heard from many citizens complaining about the trees and old stop sign on Superior, and asked if it is something that can be looked into.

City Manager Pate stated that tomorrow he will have the Police Department and Public Works Department evaluate the area for possible safety issues regarding speed bumps and overgrown trees covering stop signs.

Commissioner Taylor asked whether or not the City cleans the canal.

City Manager Pate explained that while it is the responsibility of the County, they are stating that with their employees working from home the County has been unable to provide an estimated time to get it done. At this point, the Manager stated that the City is going to hire a private contractor and then will try to work with Vice Chair Gilbert to get reimbursed.

Commissioner Taylor asked if the bare minimum of clearing up the outside banks of the canal can get done.

City Manager Pate stated that it would have to be done through an outside vendor because of the safety and liability issues involved with sending untrained staff who could slip on the edge of the canal into the water.

Vice Mayor Williams stated that while she understood the issue with the canal, she asked the City Manager what can be done to get the projects with the trees and traffic moved along, in consideration that they are issues that have been mentioned for years.

City Manager Pate asked Public Works Director Airia Austin to answer the questions.

Director Austin explained that his department normally rents tree trimming equipment, but are in the process of purchasing the equipment so that tree trimming can be scheduled on a recurring basis contingent on obtaining labor forces beyond the five individuals who currently spend most of their time maintaining medians and parks. By ordinance, the contract for maintenance of the canal was awarded to Miami-Dade County because they do not have the manpower nor the

properly trained staff to clean an area next to a body of water. The opportunity to cancel the contract or re-bidding the services for a local contractor is being explored. The Director offered to answer any other questions the Commission had.

City Manager Pate added that various outside agencies are being worked with to bring in qualified temporary workers through temp to hire positions to transition them into the department. He explained that due to COVID-19, staffing levels have gone up and down in the department. The Manager confirmed that Director Austin had raised those concerns and is aware of the initiatives to address the manpower issue.

Commissioner Taylor asked Director Austin if there is a timeline for purchasing the tree trimming equipment.

Director Austin stated that his department will address the concerns with the stop sign tomorrow, but for the city-wide tree trimming effort, he anticipates a timeline of three months.

Mayor Pigatt said to Director Austin that since he has been on the dais, the tree trimming has been a constant thing that has been brought up. The Mayor recalled that the beautification plan that was submitted last year, detailed the schedule for tree trimming and maintenance, and asked if the department has gotten off of the plan and if so, why.

Director Austin said that his department has gotten off of the plan due to manpower issues, which are preventing them from addressing both the median maintenance and tree trimming.

Mayor Pigatt asked City Manager Pate if there is a plan in place to fix the employment issues as well as the funding issues that can be put before the Commission so that they can include it in their plans.

City Manager Pate assured that the employment matters are being addressed with temp to hire workers from South Florida Workforce, including at least two in the past month who have been approved. The Manager acknowledged that part of the problem is the pay, so he has gone over the pay plan with Human Resources Director Kierra Ward, to bring it before the Commission within the next month. He added that he needs to work with Budget Director Robert Anathan to incrementally deal with the pay plan in a way that is fair to everyone involved and not put a huge dent in the budget. With regards to the beautification plan, the City Manager confirmed that he, the Budget Director and the Public Works Director had put a section of money to the side for it, and it just needs to be pushed forward if enough staff becomes available. While he did not know the exact number, he asked Legislative Aide Randy Grice to write that down, so that the Mayor can be provided that number.

Vice Mayor Williams expressed that residents must see the work being done, otherwise you get the recurring theme from today's meeting where the Commission will be judged by one tree not

being trimmed. While those on the dais know the great work that is being done, the Vice Mayor acknowledged that those who are not as engaged don't know that, and that as the great mountains are being worked on, the grass in the valley is also trimmed. In recognition of Black History Month, the Vice Mayor quoted First Lady Michelle Obama, stating "When they go low, we stay high."

Commissioner Burke acknowledged the trees and streets being addressed, but that no one has said anything about the \$300,000 that residents spoke about. The Commissioner asked how it happened and what is being done about it. He recalled that this is the kind of stuff that went on in the last administration, and this Commission ran on change, committing to no longer having friends and family discounts. He added that if he had known that this money was owed, he would not have voted to raise taxes. In recognition that the Commission hired a certified City Manager, he can't sit there knowing that no action has been taken when someone owes the City that kind of money. Noting that with each passing day, the amount owed grows, the Commissioner urged the Manager to either start getting the money back or start eviction procedures immediately and urged the Commission to do its job.

City Manager Pate thanked Commissioner Burke for sharing his concerns. The Manager stated that one of his goals when he began as City Manager, was to look into all the liabilities the City had. He reminded the Commission that every budget year, Town Center One which is the Opa-locka City Hall, has been losing money as far as rent owed to the City. Initial discussions were started last year with Opa-locka CDC in an attempt to resolve the matter. While somewhat of a solution had been reached, some issues arose and then legislation was drafted to go on the agenda when issues came up about not having a property manager to evaluate all of the leases. An RFP that should have been released already, addressed the need for a property manager and upon a request for clarification, the Manager pulled the item from the agenda to make sure all of the concerns were addressed. The Manager shared that he is supposed to have a meeting with the Chief Operations Manager next week to see if there can be a resolution to the matter, and at that point he will make a recommendation to the Commission through the City Attorney about legal action. In hopes that one last mediation effort can work, the Manager would like to try and avoid destroying the relationships that the Opa-locka CDC has built over the long period of time they have been working with the City, or cause a war with the Opa-locka CDC, and upon that concluding, he committed to providing his recommendation.

Commissioner Burke reminded City Manager Pate that he has been here for a while and is not trying to start a war between the City of Opa-locka and the Opa-locka CDC, but business is business. Acknowledging that \$300,000 is not a little bit of money, and represents the salary of several employees and three more police officers. The Commissioner said a timeline is needed on this, and that he does not want this to linger for another year. If the Manager is not able to reach an agreement with them, the Commissioner asserted that he needed to turn it over to the City Attorney.

Commissioner Davis addressed the elephant in the room, as the person who can speak about Opa-locka CDC better than anyone, after having worked there for several years and providing several services through community initiatives. The Commissioner assured the Commission that he would never support an organization that wasn't in the best interest of the community, and he can attest first-hand to the benefits that the Opa-locka CDC has provided over the years. He understands that they have issues paying their bills and that the City and the Manager have taken an official position on that matter, and asserted that he would never support the City granting leeway to an organization and them not paying their fair share. He added that he doesn't believe it is an issue for the Commission to pick up, as there is not a strong mayor or political body form of government. As recognized by the Commissioner, the Manager has taken his position and this should be left in his hands.

Vice Mayor Williams addressed Ms. Natasha Ervin's comments about the revitalization of Downtown Opa-locka and expressed that she wholeheartedly agrees with her. The Vice Mayor shared that she mentioned it the other day in a meeting, and added that soon her wish will be granted when she sees outdoor exposure with pop-up shops and different things happening to engage the citizens in Downtown Opa-locka. She is excited to see the process moving forward to work with Ms. Ervin and the board to make it happen.

Mayor Pigatt expressed that he was glad that the City Manager responded to the issue with the trees and looks forward to seeing the beautification plan. He asked the Manager to forward the Commission a memo to detail the challenges with the cleaning of the canal, so that they can contact the appropriate elected officials and do their job as the elected officials and represent the City. As it relates to the amount of money owed to the City, the Mayor stated that Commissioner Davis stated it right, that it is not a political issue or Commission issue, and is squarely a City Manager responsibility, and they want to be sure that he does what he was brought to do and not let something like that even have the assumption that there is anything that has to do with politics. The Mayor asserted that all of the many debts and liabilities the City of Opa-locka has must be addressed, to be sure that taxpayer dollars are utilized and those that owe the city are properly addressed. He asked for an update, while acknowledging that the issue with Town Center One has been something he has seen on the dais for many years. Recalling that the Operational Audit recommended to get a property manager which was passed through legislation a few weeks ago. The Mayor asked when the RFP is closing and when it will be in place, so that this issue can be put to bed.

City Manager Pate shared his appreciation for the comments made by Commissioner Davis and Mayor Pigatt. In clarification to everyone on the dais, he stated that in his time as Manager he has never stated to any Commissioner or any resident that this is a political issue or that he feels pressure from someone on the Commission to not take action, and it is something the Manager said manifested because of the history of the City. The Manager went on to describe the situation expressing that Opa-locka CDC does a lot for the City, discussions were had with them about 3-4

months ago in regards to resolving it and then other things happened. He further recalled that he discussed it with the Mayor when he called, there were issues with the property manager and leases not being uniform, then there was an agenda briefing about six months ago to discuss amending their rental agreement and the Manager personally pulled it. The Manager offered assurances that the item was not pulled based on anything that any of the Commissioners said, and that he was trying to maintain a relationship with Opa-locka CDC based on everything they have done for the City. In addition, he explained that he was trying to collect the funds, and that there is a dispute of facts in regards to the lease, square footage, maintenance and repairs. The Manager shared that though they did not get City approval, with no record of permits or itemized billing, he had offered that the City would be willing to offer a credit for the improvements they made to the building. As a result, it is not just \$300,000 owed, but rather there are a multitude of issues going on. As noted by the Manager, the key is that it has been brought up on the dais and conversations are going to be had next week. If the point is reached where conversations are futile or break down, the Manager committed to seeking the assistance of the City Attorney to file litigation. He advised that such a decision would be made by next Friday and advised that the Commission will get a formal memorandum via email with a formal update. The Manager clarified once again that it has never come out of the City Manager's mouth that no one on the dais stopped him from doing his job, and that while they may agree to disagree, the Commission always lets him do his job. He went on to address the finance fiasco and the comments being made about the Finance Department. The Manager recalled sitting there hearing those comments being made at several meetings, while he sat silent allowing the comments to be made. He reminded the public that the City is under financial emergency, under oversight by the State of Florida, and Ms. Gerri Lazarre's bills, contract and performance are reviewed by the state of Florida, in addition to weekly meetings every Friday with the State of Florida and Ms. Lazarre, the City Manager, the Assistant City Manager and the Budget Director. To keep hearing the comments about Ms. Lazarre is getting ridiculous, and in recognizing that Assistant City Manager George Ellis is being used as the heavy because he assists the Manager with the day-to-day by attending the staff meetings, the Manager said enough is enough. He thanked the employees for their service to the City and shared that he appreciates them sincerely, but asked when this stops. The Manager reported that he is in conversations with the State about doing a national search for a Finance Department Director, and added that no one in South Florida wants the job because they don't want to put their CPA at risk with the City being under financial emergency, and those that are willing to do it want \$200,000 a year. He said to trust him that Ms. Lazarre is tired of being beat up and wants to transition to a Finance Director, a sentiment she has expressed openly in meetings and to the Manager directly. The Manager asserted that she is not exploiting the City or taking the City's money. He stated that all of the rhetoric at every single Commission meeting is discouraging the staff, and is causing them to have thought processes about Ms. Lazarre that are false in nature. The Manager asserted that if you are upset with the City and feel you have a claim, then you should do what you have to do and seek out the appropriate authority including the EEOC or the possibility of filing a lawsuit, but he asked for all the talking to stop.

Vice Mayor Williams expressed that she wholeheartedly agrees with the City Manager and asked if it would be possible to issue a cease and desist letter. She offered kudos to Ms. Lazarre for continuing to take the beating she takes every Commission meeting, and shared that she knows how she feels. Continuing to do the great work she is doing in the Finance Department, is a testament to her character even though conspiracy theories continue to fly around every Commission meeting about her and others. The Vice Mayor wishes that a cease and desist letter can be done.

Commissioner Burke asked to be recognized.

Mayor Pigatt stated that the Commission needed to get to the business of the meeting.

Commissioner Burke agreed.

**12. ACTION ITEMS (items from consent agenda pull list):**

**13. ADMINISTRATION:**

**CONSENT AGENDA:**

**1. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, DIRECTING THE CITY MANAGER TO DEVELOP AND IMPLEMENT A CRIME STOPPERS PROGRAM, “NO MORE TRASH”, TO DETER ILLEGAL DUMPING IN THE CITY OF OPA-LOCKA; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE. *Sponsored by Vice Mayor Williams***

The above resolution was read by Assistant Attorney Candice Cobbs.

It was moved by Commissioner Burke, seconded by Commissioner Taylor to pass the resolution.

Clerk Flores provided a substitute item.

Commissioner Burke and Commissioner Taylor recalled their motions.

Assistant Attorney Candice Cobbs read the substitute item into the record.

**1. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, DIRECTING THE CITY MANAGER TO DEVELOP AND IMPLEMENT A CRIME STOPPERS PROGRAM, “OPA-LOCKA, KEEP IT CLEAN”, TO DETER ILLEGAL DUMPING IN THE CITY OF OPA-LOCKA; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE. *Sponsored by Vice Mayor Williams***

It was moved by Commissioner Burke, seconded by Commissioner Taylor to pass the resolution.

Mayor Pigatt asked Vice Mayor Williams to introduce the item.

Vice Mayor Williams thanked Mr. Austin, the City Manager's Office, Ms. Lawson and Ms. Flores for continuing to work with her as the item is moved. It is near and dear to her heart, because having been born and raised in Opa-locka, she recognized that dumping has always been an issue. She stated that if the Commission is going to talk about beautification projects, this is one where they need to take the bull by the horns. The item is asking for the community's assistance if they see a perpetrator dumping in the city, and the perpetrator is prosecuted, through some steps connected to the resolution, there is a possibility for a reward, which makes it like a Crime Stoppers program. The Vice Mayor asked for feedback on the item from the Commission because she doesn't want it to just be her vision, and wants to make the resolution better.

Commissioner Davis thanked Vice Mayor Williams for sponsoring the item, after it was recommended by the City Manager's Office. He acknowledged that the eye sore of illegal dumping has been an issue for some time. The Commissioner said that he likes the program, and asserted that a strong message must be sent to the community and those perpetrators who violate the City's code by dumping in the community. He shared that he has two illegal dumping signs to deter perpetrators in the perimeter of his home. The Commissioner did acknowledge that it was a really big problem at first, but he can see the curbing of illegal dumping thanks to the signage from the Code Enforcement Department, and suggested the Mayor may be able to attest to that. While he expressed that the allocation of \$10,000 to run the program is not a lot of money and acknowledged that the program was recommended through the City Manager's Office, with an understanding that there are a fixed amount of resources, and given the crime issues that have been experienced recently, he would rather see a more comprehensive program to address violence and public safety issues. The Commissioner added that if he is going to support an item that is \$10,000 in the middle of a public safety crisis, he wants to be sure that there is more money in the budget, and suggested that the item could be proffered under future agenda items to get a consensus. For the Commissioner, the priority is public safety as opposed to illegal dumping. He shared that he recently did some work to his home and had to put out wood in front of his yard, and Miami-Dade County was out the next day with a fine and notice. The Commissioner asserted that he is not opposed to the item, but wants to be sure if it is supported tonight, that there is money available to address the crime and violence issues.

Commissioner Burke acknowledged that illegal dumping has been a problem in the City for years. He thought that the City had an illegal dumping policy, but when he checked with City Clerk Flores, she couldn't find one. The Commissioner thanked the Vice Mayor for having this vision. He shared that this morning he saw what looked like someone had dumped all of the tiles from an entirely torn up bathroom on the service road near 37th Avenue. As a supporter of the item who thinks it is needed, he suggested that the Commission may have to go further than this, and install some cameras for it to be extremely successful, because there are still a lot of people in the city

who don't want to get involved even despite the money incentive. The Commissioner once again thanked the Vice Mayor for her good vision.\

Commissioner Taylor expressed that he loves the idea and supports it, but has to agree with Commissioner Davis about whether or not the City is financially stable enough to handle this at this present moment. In consideration that in this climate \$10,000 is a lot of money, the Commissioner asked the City Manager if he can offer assurances on that.

Mayor Pigatt stated that one of the responsibilities of the City Manager is to provide a cover memo and a financial analysis on the impact of all legislation, but he does not see that on this item and asked where that analysis is.

City Manager Pate stated that he had no idea, and was pretty sure that he saw one and signed it, but acknowledged that it could have been an error of his office. He recalled that there were some changes in language, and some back and forth, and that the Vice Mayor was at one point going to defer the item to make additional changes. The Manager apologized and affirmed that this was not customary for him, and he will find out where the breakdown was. To ease everyone's conscience, the Manager shared that the Vice Mayor met with Budget Administrator Robert Anathan, Public Works Director Airia Austin, Ms. Lawson, and Assistant City Manager George Ellis on Zoom to go over the program, and the Budget Director did set aside \$10,000 for the program, which is fully funded.

Clerk Flores stated that while this is a substitute item, in the agenda package there is a cover memo with the \$10,000 that the Manager spoke of.

Mayor Pigatt said he did not bring his agenda, but took a look at it.

Vice Mayor Williams clarified that it is her intent to defer the item, not to vote on the item, but to discuss it to make it crystal clear and succinct. She thanked the Commission for their comments, because what she wanted was that it be discussed and get more input to make it the best possible agenda item.

Public Works Director Airia Austin explained that the \$10,000 being proffered for the program will be taken out of the solid waste collection fund that is used for payment of illegal dumping and things like that.

Mayor Pigatt thanked Director Austin for bringing clarity to the discussion, and if the item will be deferred, he wants to be sure that the information provided by Mr. Austin, clearly explaining that the funding being taken from something else within the memo. The Mayor thanked the Vice Mayor for bringing the idea to the Commission, and recognized it as another step in the beautification of the City. He acknowledged, as Commissioner Davis did, that progress has been made, and recalled having made getting the trash picked up on time one of his goals. The Mayor

shared that after having some issues with Miami-Dade County, the City was able to get them to have a Code Enforcement Officer specifically for the Opa-locka area, which is why Commissioner Davis learned how quickly they fine people, but there are limitations to that and is dependent on the area where the dumping occurs. With the additional layer of protection that this program provides, the Mayor acknowledged that the City can't have eyes everywhere, and thus the City should engage and incentivize residents to help. He asked if the hotline will be combined with the SeeClickFix app, and that a public relations campaign is included. The Mayor asked that if there is any cost associated with that, it should be included in the legislation so that the Commission can make sure it is funded and will be executed when the Commission passes it. He asked the City Manager to address those concerns.

City Manager Pate stated that the IT Department has assured him the hotline will be fully active at the time of activation of the legislation. He reported that SeeClickFix is being finalized to be up and running, and just had some design issues resolved which includes the app design done by PR Consultant Jessica Modkins. An issue with the Apple Development Agreement is being taken care of by IT Department Director Nelson Rodriguez. The Manager confirmed that SeeClickFix will be a reality soon. If it is the Commission's will, the Manager stated that this will be sent to Ms. Modkins to make sure there is an appropriate marketing campaign, overseen by the sponsor Vice Mayor Williams and the City Manager, to make sure it is successful.

Mayor Pigatt recalled that one of the concerns that has been raised quite a bit over the past few years is having different numbers, and that the foundation for the call center was having one number that citizens can call at all times and get directed to the appropriate personnel, with SeeClickFix being the app integration for it. The Mayor asserted that he wants to make sure it is all interlocked and reflected in the policy, so that it can be successful.

City Manager Pate assured the Mayor that he will work with IT Director Rodriguez to address those technical issues, and will work through the workflow so that they don't have to wait for prompts, which many already don't wait for, but committed to figuring it out.

Mayor Pigatt thanked the Manager and asked him to figure it out and put it into legislation, so the Commission can pass it. The Mayor then asked if the Vice Mayor would like to defer the item.

Vice Mayor Williams confirmed that she wanted to defer the item, adding her thanks to all of the Commissioners. She stated that she does not have a timeline, but that when the Commission passes it, they will know that it is a solid plan and that it will spiral with other things they plan to do including the beautification project.

Mayor Pigatt confirmed the item was deferred.

#### **14. NEW ITEMS:**

- 1. A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, AUTHORIZING THE CITY MANAGER TO ACCEPT A GRANT FROM THE FLORIDA DEPARTMENT OF TRANSPORTATION FOR A NEW OPA-LOCKA COMMUNITY BUS ROUTE IN AN AMOUNT OF UP TO TWO HUNDRED TWENTY-FIVE THOUSAND, ONE HUNDRED TWENTY-ONE DOLLARS (\$225,121.00); AUTHORIZING A FUNDING MATCH FROM THE CITY OF OPA-LOCKA FOR THE PROGRAM; FURTHER AUTHORIZING THE CITY MANAGER TO EXECUTE THE BUREAU OF JUSTICE ASSISTANCE GRANT FORM; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**  
*Sponsored by City Manager*

The above resolution was read by Assistant Attorney Candice Cobbs.

It was moved by Commissioner Taylor, seconded by Commissioner Davis to pass the resolution.

Mayor Pigatt asked City Manager Pate to introduce the item.

City Manager Pate stated that this is a transportation grant for the second bus route. Based on the Commission's will to open up the second bus route, the City diligently looked for and located funding. The Manager asked Budget Administrator Robert Anathan to come on the line to explain where the funding was found, and what the plan is for the next three years.

Budget Administrator Robert Anathan began with an administrative point explaining that the title he just heard that the grant is \$225,000, but the supporting documentation indicated that it is \$255,000 and he wanted to bring it up now in case it could create problems as the Commission moves forward on this. Administrator Anathan stated that the one bus route the City currently offers is funded by the Citizens Independent Transportation Trust, also known as CITT which is a County program to improve bus transportation. Right now the City is paying about \$210,000 a year to operate that bus route. The original estimate for a second bus route is \$510,000 which could be lower. At the moment, the grant is a one-year grant, and while it has not yet been confirmed, it is believed to be a 3-year grant. When this item came up before the Commission on January 13th it was recommended to not be accepted because accepting a grant that could be \$255,000 for three years meant that the City would have to come up with \$765,000 in matching funds. The Administrator explained that he was not as familiar with the CITT at the time, which does offer options. He reminded the Commission that the City gets money from CITT after successful audits, and reported that there was a successful audit for FY 2018 that was completed in the last couple of months as indicated by the Interim Finance Director and released \$261,000 which are unbudgeted funds. The issue becomes that money can't be used for the first-year match, and would have to get into the second and third year. The completed audit revealed that there are an additional \$469,000 that have been reserved for the City for future bus transportation. The Administrator detailed the math, explaining that CITT is distributing around \$750,000 a year to the City, \$150,000 is targeted for the bus transportation and the other \$600,000 is targeted for roadway and sidewalk improvements. He explained that \$150,000 is targeted for use, the City is spending

\$210,000 leaving a surplus of \$469,000 that can be used to fund future bus operations. If the city remains with only one bus, the City will run a deficit on average of \$60,000 per year, and the \$469,000 that is available will last until about FY 2026. What is being proposed is to use \$250,000 for the second year match, which would also wipe out the surplus. In the third year, the City would then have to fund the \$60,000 deficit from the first route and also the \$255,000 match from the second route for a total of a little over \$300,000. Staff recommendation is that by FY 2023, the road and sidewalk restoration will be at a point where it is going to be less necessary to pour so much money into it, thus the recommendation from the Administrator is to reprogram about \$310,000 from what would otherwise be for roadway and sidewalk improvements, and use it for the third year match. As the Administrator explained, those \$310,000 would be equivalent to resurfacing about two and a half miles of a two lane road. The Administrator advised that all of the numbers are based on assumptions, and explained that should those assumptions change, then the second bus route would have to be re-visited. He concluded with his assertion that this would be an appropriate trade-off and hoped what he explained was not too confusing and offered to answer any questions.

City Manager Pate stated that his office fully recommends Administrator Anathan and Director Austin's recommendation. He said that he knows when there is talk about moving money from sidewalks and roads that the Commission may get a little nervous, especially because that has been one of the four major challenges. The Manager shared that he thinks the City will be at a point where so many sidewalks and streets have been done, that the Commission can re-focus those funds. He offered assurances that work will still be done on the roads in the third year, but it will not be as aggressive as this year or next year. If the Commission wants a second bus route and thinks it is going to serve residents, they are going to need to make a trade off. As a caveat, the Manager stated that this is if Amazon and various other businesses employ residents, which at this time isn't very strong. The Manager did assert that he thinks a second bus route is a service that should be offered to residents, stakeholders, and those who come to and through Opa-locka. He recalled that the second bus route was the will of the Commission on the final meeting before the election, and he believes it is the direction the City should move in going forward. The Manager concluded stating that if the Commission feels the plan is too aggressive and would prefer to resurface two and a half miles of roadway and sidewalks done, the Commission can vote it down, but he reminded the Commission that there will always be plenty of streets to do and encouraged them to look at the issue holistically.

Budget Administrator Robert Anathan added that there are other sources for funding roadway work, including the gasoline tax, and thus this is not the sole source of funding going forward.

Commissioner Taylor asked if there is a timeline for the release of the money from CITT, expressing concerns that the resolution will take effect immediately and that the CITT funds may take time to be released.

City Manager Pate deferred that question to either Budget Administrator Anathan or Financial Consultant Gerri Lazarre who works intimately with CITT.

Budget Administrator Anathan explained that a new bus service for the second route will need to be identified, and by the time that is in place the \$261,000 will have been provided to the city, which the Administrator was confident Financial Consultant Lazarre would back him up on.

Financial Consultant Gerri Lazarre reported that earlier today she spoke with Cathy Jackson who performed the audit at the CITT who said she should contact the CITT Executive Director Mr. Toledo because the City should have gotten the \$261,000 already. Ms. Lazarre stated that she plans on reaching out to them tomorrow and doesn't think it will be that long because last year, the \$901,000 was paid within 45 days of getting the report, and thus she does not believe the time frame will be in excess of 30-60 days. She concluded by offering to take questions.

Vice Mayor Williams expressed that not seeing the full funding for the third year, gives her pause. Recalling that the Commission voted for a company to write grants for the City, the Vice Mayor wanted to know if they found this grant, and how they can ensure that the grant management company will aggressively find grants to cover year three. She wants to know if they can help the City in that way.

City Manager Pate explained that this grant was done in-house and was not through the grant writing company that the City hired, but deferred to Budget Director Anathan on future grant writing because he oversees the grant writers.

Budget Director Anathan reported that the grant writer is working on grants for other departments, including a broad inventory of grants that Director Anathan can't commit will be a source of funding for the third year, but assured that if there is something available out there the grant writer does respond to it. He also confirmed that the grant being discussed was done in-house and was done way before the contract was signed with the grant writing service.

Commissioner Davis asked Budget Director Anathan to elaborate on the \$600,000 that is being provided to the City for roadway improvements.

Budget Director Anathan clarified that because the City has had problems with CITT, it breaks into two parts: the monies that are received for bus operations are funded immediately but the \$600,000 is money the City gets after the audit is completed. As an example, the Director explained that if roadway work was done in FY 20, the City will not see those \$600,000 until that audit is done. He added that of the \$750,000 a year being provided, where roughly 20% goes to the bus and 80 % goes to road work, and while he acknowledged that it is a little more complicated than that, he is trying to keep it simple.

Commissioner Davis thanked Director Anathan for confirming that there is a source of revenue for the matching funds.

Mayor Pigatt pointed out that while Budget Director Anathan has stated that the grant is for \$255,000 and that he sees that in the budget, he sees \$225,121 reflected on the resolution, and asked if that was a scrivener's error. If so, the Mayor asked that an amendment be made to resolve that in the three places where it is at.

City Manager Pate confirmed it was a scrivener's error and apologized that the three reviews that resolutions go through, missed it. He confirmed that it will be resolved, and requires a motion to fix it.

Mayor Pigatt confirmed that an amendment is being made to the item, to reflect that the City is accepting a grant of \$255,000.

City Manager Pate confirmed by saying "Yes, sir."

Mayor Pigatt stated that he thinks that it is an accurate assessment from staff in assessing the role of the City and reutilizing those funds. The Mayor recalled that renegotiating the use of CITT funds to be allocated to roads when the bus was not available. With regard to the third year funding, while the Mayor understands that CITT funds are able to fund it, he echoed the sentiments of Vice Mayor Williams about finding funding. Acknowledging that the bus route will connect two major institutions including Amazon and Miami-Dade College with Tri-Rail and further acknowledging that he does not know where the dialogue with Amazon is at, the Mayor asked for for any proposal, memo or grant write up so that the elected officials can do their job to advocate for the partners in the City to invest in providing this much needed service that will provide ease of access to resident to work at Amazon and for students to go to Miami-Dade College. The Mayor stated that the Commission has three years to figure out a way to have those community partners put some money in to help ease the budget, and will be helpful to move this forward.

City Manager Pate asked Budget Administrator Anathan to write up a breakdown summary with the need for potential grant funding for the second and third year, so that the Commission can have it. The Manager expressed that it would allow the City's elected officials to do great things in their conversations with legislators and the County which has a very strong relationship with Miami-Dade College and Amazon, which was the County's project through the Carrie Meek Foundation.

Mayor Pigatt reminded the Commission that Amazon has a lobbyist registered with the City, who needs to be aware of these conversations.

There being no further discussion, the motion passed by a 5-0 vote.

Commissioner Davis	Yes
Commissioner Taylor	Yes
Vice Mayor Williams	Yes
Commissioner Burke	Yes
Mayor Pigatt	Yes

**15. PLANNING & ZONING:**

**A. PUBLIC HEARINGS:**

**B. APPEALS:**

**16. ORDINANCES/RESOLUTIONS/PUBLIC HEARINGS:**

**A. FIRST READING ORDINANCE(S)/PUBLIC HEARING(S):**

**B. SECOND READING ORDINANCE(S)/PUBLIC HEARING(S):**

**C. RESOLUTION(S):**

**17. CITY MANAGER’S REPORT:**

City Manager Pate reported that after careful deliberation, an outstanding meet and greet with the Police Department that included residents, employees and local stakeholders, in addition to the survey comments received over the last weekend through today, with great pleasure the Manager pushed forward his recommendation to hire Steven Barreira as the Chief of the Opa-locka Police Department. The Manager shared that the terms were accepted through the negotiations and that he hopes he will be on board in the next month, by April. Acknowledging that it was a difficult decision, the Manager shared that he thinks it is the right decision for the city after talking to Steve about his philosophies on law enforcement which align with the Manager’s vision for moving the Opa-locka Police Department forward. Mr. Barreira has been accredited with the State of Florida and nationally, having served 23 year in Jacksonville County dealing with violent crime. The Manager stated that everyone knows that Jacksonville is not the best place to be as far as their crime. With his background there as well as a background in Clay County as the Assistant Chief over community services, dealing with community oriented policing on a full time basis. Having all of his time in law enforcement serving with County law enforcement agencies, coming up through the ranks in the large jurisdictional area, as well as all his years of experience will be a great value to the City. The Manager also formally announced that Lieutenant Nikeya Jenkins will be promoted to the rank of Assistant Chief of Police in tandem with Chief Barreira. He expressed that he thought it was very important that the selection be done internally for the exempt position, and that he believes she is doing a wonderful job. Upon Steven Barrera coming in as chief of police, the Manager will call for a special Commission meeting, for the special ceremony to swear them both in as Chief and Assistant Chief of Police at the same time. The Manager stated that the buck stops here and hard decisions have to be made as the City needs to move forward. He added that he’s invested a lot of time and energy in the Police Department over the last six to seven months, and now it’s time to give the reins to somebody else so he can focus on other departments and Commission priorities. When Lieutenant Jenkins walked back into the Commission

meeting, the Manager recognized her and the Commission applauded for her. Additionally, the Manager reported that he received an email from Comcast a couple of days ago about the cable station that has been inactive for years, and if it is not active in the next six months they will take it back. He has directed IT Director Rodriguez to figure out the equipment needed to operate the cable station, recognizing that it is a different conduit to communicate with residents. Once the financial liability is figured out, the Manager will have Director Rodriguez meet with Budget Director Anathan for a budget amendment that the Manager feels is greatly needed to open up the cable station and be able to stream and put up information for residents who have Comcast. The Manager expressed that he feels this is very important and is putting his efforts behind it to move the City forward into the twenty-first century. In tandem, the Manager explained that the Commission is going to have to figure out who is going to operate the station, in consideration that Director Rodriguez can't have another responsibility added on top of the responsibilities he already has on him. The City's options include doing another RFP or temporarily having someone in HR, Director Rodriguez's staff or PR Consultant Jessica Modkins' firm put content and scheduling content to be shown. The Manager explained that it is basically the work that Ms. Modkins is doing already, because the content is taped and then placed on the station. He asked Legislative Aide Randy Grice and City Clerk Joanna Flores to remind him to add this to the agenda for the workshops on strategic planning. He stated that he thinks the Commission would agree with him that the cable station is worth saving. The Manager concluded his report sharing his appreciation for the residents who speak about their expectations to see change in the City and reminded everyone that while change comes slowly it is not an excuse. He added that because the City is under a financial emergency, and until the City gets development and additional tax revenue, any change that is made to initiatives, eats into the five year plan which is updated and readjusted every year. If it is the will of the Commission to make budget amendments, money can be diverted. The Manager shared that he spoke with Budget Administrator Anathan yesterday about finding ways to cut the budget when budget amendments and major initiative changes are made, and considering that we are halfway through the budget year, he asked him to look at all the programs to see what funds have been used and what funding can be shifted either into fund balance, reserves or divert it to a different program. He acknowledged the statement of the resident who expressed that they had said the same thing three months ago and that both he and Director Anathan hear the residents, and the Manager asserted that it takes manpower, equipment and funding to get movement. The Manager stated that the Commission is going to have to figure out what the priorities are and if money is going to be shifted for a major initiative, the Commission will have to identify where the money is coming from and what cuts are going to be made, instead of eating into the budget or the fund balance. He asserted that the City is not ignoring residents and is very responsive, and the Manager assured that he takes it into account as he makes decisions based on the best interest of the residents and the financial security of the City. The Manager shared that when the budget is changed and money is shifted around, the State accepts it after asking their questions, but the Commission is going to have to start asking where the money is coming from. Additionally, the Commission needs to remember that the City is in negotiations with AFCSME and the Police Department that has had their contract expired for years and are going to make some kind of monetary ask. The Manager added that it would be irresponsible to not give any raise after 10 years because you have to retain employees and as the Mayor says, people have to have a living wage, which the lower 1/3 of the employees do not have, but he noted that he can't even present the pay plan to the Commission because of the negotiations. Manager Pate offered to take any questions from the Mayor, Vice Mayor or Commissioners.

Commissioner Burke recalled that city buildings used to have security, and asked if the police officers on the midnight shift make checks of the buildings.

City Manager Pate responded affirmatively, stating that they do.

Commissioner Burke reported that there are people living at City Hall or are going in there to do what they need to do. The Commissioner shared that he saw a woman and a man disappear into the compound at approximately 11:30 PM. He added that the boards on the second floor have been taken down, even though the rest of the building is secure. The Commissioner asserted that it needs to be looked into and the buildings need to be checked at night on the midnight shift.

Mayor Pigatt asked if there was a Sergeant at Arms.

City Manager Pate responded affirmatively with a yes.

Mayor Pigatt stated that he was hearing feedback and voices.

Vice Mayor Williams reminded City Manager Pate that he didn't speak on the re-opening of parks.

City Manager Pate reported that he sent out correspondence yesterday about the parks being reopened to the public from sunrise to sunset for outdoor activities such as walking, jogging and half-court basketball, including a restriction on groups of 10 or more. The Manager asked the Parks & Recreation Department for a plan to phase that in and he will make sure that PR Consultant Jessica Modkins puts the information out appropriately.

Commissioner Burke asked if that includes the kiddie park.

City Manager Pate stated that it is all park facilities, including the kiddie park.

Commissioner Davis stated that in consideration of how big of an issue public safety is in the community, as City Manager Pate and Budget Administrator Anathan look at ways to cut spending, that a valiant effort is made to include public safety.

City Manager Pate assured Commissioner Davis that his priority is public safety. He added that he is looking at those areas, and looking to give staff a decent wage to move the City forward, and make them happier when they come to work.

Mayor Pigatt asked City Manager Pate about the roads he is seeing as he drives around the City, that were in the middle of being fixed and have stopped.

City Manager Pate asked Public Works Director Austin to answer that question.

Public Works Director Austin explained that they were backlogged with payments to the vendor, but they have identified the problem and it is being resolved. Once the payments have been issued, they will be returning to finish the process.

Mayor Pigatt shared his concern about that, because of the history in the City of Opa-locka, and asserted that the City must respect vendors. He added that he thought that due to policies and procedures that have been put in place during the financial oversight, that this had been addressed. Recognizing that this is a major project, the Mayor asserted that it needs to get done because there are residents whose houses are being impacted by being directly in front of the construction area, and also stated that it affects the City's relationships with vendors that want to do business with the City of Opa-locka but are afraid of financial issues. The Mayor asked what performance measures are in place to make sure this does not happen, and that it is not a problem at all.

City Manager Pate explained that conversations with the state are on-going to shorten the review process, in addition to the ongoing issues with the procurement system that Budget Director Anathan is reviewing. The Manager also expressed concern with the work stoppages, and stated that he has not seen expedited requests come across his desk, which should be sent to him if there is a vendor that is at the brink of stopping work, so that he can send it to the State to get appropriate payment. He asked Public Works Director Austin if the vendor warned that they were going to stop work, or if it just happened.

Public Works Director Austin said it just happened.

City Manager Pate asked if there was any pre-warning, and if they ever said they were going to stop work because they were owed money.

Public Works Director Austin stated that they asked for payment, and his department submitted the request to the state for expedited approval. He added that the vendor had some concerns about the frequency of expedited requests, and these are some of the results.

City Manager Pate said he would deal with the expedited requests.

Mayor Pigatt recalled that this was one of the concerns he brought up a few weeks ago in the City Manager's Monday briefing and wants to be sure that it is something that is taken care of and addressed as a City, and he looks forward to updates at the upcoming meeting on Monday.

City Manager Pate confirmed that is not a problem.

**18. OFFICIAL BOARD REPORTS:**

There were none.

**19. FUTURE AGENDA ITEMS:**

There were none.

**20. MAYOR/COMMISSION REPORTS:**

Commissioner Taylor announced that on March 11th at 6 PM there will be an event titled "Opa-locka Attacks COVID-19" with a panel of experts, including medical professionals who will answer questions

that citizens may have about COVID-19 and the vaccine. The Commissioner explained that there will be a drawing for two slots on the panel among all the citizens who want to participate.

Vice Mayor Williams thanked Commissioner Taylor for helping to organize the panel discussion, and expressed the need to help especially Seniors understand COVID-19 and the vaccine better, and extolled how great it will be to have community members talk to them. The Vice Mayor asked Commissioner Taylor if he had paired up with PR Consultant Jessica Modkins' office for this.

Commissioner Taylor stated that while he hasn't yet paired up with Ms. Modkins, he did go through the proper channels, and confirmed that she will be designing a flyer to put on Facebook to get the community involved.

Vice Mayor Williams explained that she only asked because she proffered an event in December that has not yet come to fruition, but is glad that Commissioner Taylor is taking the lead.

Commissioner Taylor confirmed he is taking initiative.

Vice Mayor Williams said she is following Commissioner Taylor's lead.

Mayor Pigatt wants to make sure that the new Commission hosts a few workshops to clearly detail out priorities and put together a strategic plan. Because part of the City Manager's annual contract is to have that set of priorities, the Commission owes that to him and the window for his evaluation starts on March 1st and ends of April 30th. The Mayor added that the Commission needs to talk about the events and event policy, beautification, H.R. evaluations, in addition to all of the things that have been brought up by the Commission. He asked if bi-weekly workshops can be set up during weeks when there is no Commission Meeting, scheduling 2-4 meetings over the next two months. Recognizing that at the end of that two month period, the City will already be half way through the fiscal year, and those guidelines have not been set. Additionally, the budget process will begin in March or April, so despite the sacrifice of time, it is very important that the Commission does these things. The Mayor stated that one of the main reasons that a lot of his goals have been accomplished, is because they have been put in the budget, and he has stayed on top of those priorities in the Commission meetings. He wants to make sure that all of the Commissioners' goals are very clearly outlined, so that the Commissioners can hold each other accountable, and they can hold the City Manager's office accountable, so they can move forward. The Mayor said he generally clears his schedule on Wednesdays anyway, and proposed that the workshops be put on the schedule on Wednesdays when there is no Commission meeting, but would like his colleagues' feedback.

Commissioner Davis proposed that the number of workshops be defined, as opposed to having recurring bi-weekly workshops, and asked that they be virtual to ease the access for the Commissioners.

Mayor Pigatt explained that the reason he suggested 2-4 workshops is because he knows that events will be a workshop within itself, strategic planning is going to most likely be 2-3, and the Commission still has to discuss evaluations, beautification and at the end of the day, needs to figure this out. Some of the workshops can be set later on, but some of the goals need to be done within the next two months to prepare for the budget cycle and respect the Manager's contract. The Mayor asserted that he is completely fine with the workshops being virtual.

Commissioner Taylor is good with Wednesdays, but would like a more organized outlook on the topics of the workshops, so that there are not just meetings without anything getting accomplished.

Mayor Pigatt explained that the Commission had talked about doing a workshop for events, and that strategic planning is tied to the budget and goals. The Mayor asserted that when the contract was negotiated with the City Manager, it was very clear that he has to have goals from the Commission in order for him to do his job. It gives the Commission, the public and the City Manager what the foundation on what the Commission wants to address, which is a basic part of how government is run. In those workshops, the Mayor explained that the Commission can decide whether they are going to be on beautification or H.R. The Mayor just wants to make sure that the Commission sets the time to tackle these things.

City Manager Pate asserted that at least two workshops are needed in March, that the staff will be engaged and that he will send out an email tomorrow for the Commission to agree to meet for the workshops on two Wednesdays.

Mayor Pigatt asked the Commissioners if they can do Wednesdays virtually when there are no Commission meetings, and confirmed they were OK with that.

City Clerk Joanna Flores asked to clarify if the workshops will be scheduled every other Wednesday, opposite the Commission meetings.

Mayor Pigatt confirmed by stating yes.

City Clerk Joanna Flores asked for how long the workshops should be scheduled.

Mayor Pigatt stated that just for March for right now.

City Clerk Joanna Flores stated that she asked because of the need to catch-up on the minutes from last year's workshops.

Mayor Pigatt stated that is why he wants to be very clear so that staff knows what is going on and that he understands that everyone has family to take care of and see. The Mayor also reported on a meeting he had with Cordoba Courts, Congresswoman Wilson and a few others, which covered the challenges that need to be addressed. He acknowledged that one of the top priorities that he and Commissioner Davis had when they were first elected, was addressing the slum conditions in the City with the hiring of a housing officer and Code Enforcement going into problem areas to evaluate, asking for help from NAACP, tenant associations, legal services, and Congresswoman Fredericka Wilson's office, there has been a lot of progress that has been made which the residents see. The Mayor gave a shout out to Congresswoman Wilson and Representative Bush, who is doing the same at Glorieta Gardens. He concluded his report by sharing appreciation for everyone wearing their masks.

## **21. OFFICIAL BOARD APPOINTMENTS:**

There were none.

## **22. ADJOURNMENT:**

There being no further business to come before the City Commission, it was moved by Commissioner Burke, seconded by Commissioner Davis to adjourn the meeting at 10:24 p.m.

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**Matthew A. Pigatt**  
**Mayor**

**Attest:**

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**Joanna Flores, CMC**  
**City Clerk**

# CONSENT AGENDA

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

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, TO AUTHORIZING THE CITY MANAGER TO ISSUE A REQUEST FOR PROPOSALS (RFP) FOR AN AGENT OF RECORD FOR EMPLOYEE BENEFIT PROGRAMS; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, the City of Opa-Locka's ("City") Agent of Record for Employee Benefit Programs contract has expired, and there is a need to solicit said services; and

**WHEREAS**, the City of Opa-Locka desires to issue a Request for Proposals ("RFP") for an Agent of Record from qualified and experienced firms that provide Employee Benefit Programs to include brokerage and consulting services; and

**WHEREAS**, the selected firm will be responsible for obtaining competitive market quotes and providing enrollment and administrative support services for a wide range of employer group and individual employee benefits, as set forth in the RFP, attached hereto as Exhibit "A"; and

**WHEREAS**, the City Commission authorizes the City Manager issue an RFP for an Agent of Record for Employee Benefit Programs.

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

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

**Section 2.** The City Commission of the City of Opa-Locka hereby authorizes the City Manager to issue an RFP, attached hereto as Exhibit "A", for provision of Agent of Record for Employee Benefit Programs from qualified and experienced firms.

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

PASSED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Matthew Pigatt, Mayor

Attest to:

Approved as to form and legal sufficiency:

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

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

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

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

**VOTE:**

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



**Proposed Action:**

Staff recommends the approval of this request to issue an RFP to seek proposals from qualified firms.

**Attachment:**

Draft RFP Document.

# **City of Opa-locka**



**RFP NO: 21-XXXXXXX**

**REQUEST FOR PROPOSAL (RFP)**

**AGENT OF RECORD**

**FOR**

**EMPLOYEE BENEFIT PROGRAMS**



CITY OF OPA-LOCKA  
AGENT OF RECORD  
FOR EMPLOYEE BENEFIT PROGRAMS

RFP NO. 21-XXXXXXX

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CITY OF OPA-LOCKA

REQUEST FOR PROPOSALS  
RFP NO: 21-XXXXXXX  
**Agent of Record for Employee Benefit Programs**

Sealed Proposals for Agent of Record for Employee Benefit Programs will be received by the City of Opa-locka at the Office of the City Clerk, 780 Fisherman St, 4<sup>th</sup> Floor, Opa-locka, Florida 33054, **Wednesday, April 7, 2021 by 1:00 p.m.** Any RFP Package received after the designated closing time will be returned unopened. The City of Opa-locka will be accepting proposals by mail, however it is your responsibility to submit your proposal by the due date. In addition, proposals may be submitted via [www.demandstar.com](http://www.demandstar.com) (e-bid). The address to submit sealed proposals is listed below:

CITY OF OPA-LOCKA  
Office of the City Clerk  
780 Fisherman Street, 4<sup>th</sup> Floor  
Opa-locka, Florida 33054

An original and six (6) copies for a total of seven (7) plus 1 copy of the Proposal package on USB Flash Drive in PDF format shall be submitted in sealed envelopes/packages addressed to the City Clerk, City of Opa-locka, Florida, and marked **RFP for Agent of Record for Employee Benefit Programs**.

Proposers desiring information for use in preparing proposals may obtain a set of such documents by visiting the City's website at [www.opalockafl.gov](http://www.opalockafl.gov) or [www.demandstar.com](http://www.demandstar.com).

The City reserves the right to accept or reject any and all proposals and to waive any technicalities or irregularities therein. The City further reserves the right to award the contract to that proposer whose proposal best complies with the **RFP NO: 21-XXXXXXX** requirements. Proposers may not withdraw their proposal for a period of ninety (90) days from the date set for the opening thereof.

A Mandatory pre-bid meeting will be held on Wednesday, **March 24, 2021 at 10:00 a.m.** at Sherbondy Village, 215 Perviz Avenue, Opa-locka, FL 33054.

City Clerk  
Joanna Flores, CMC



## CITY OF OPA-LOCKA

RFP NO. 21-XXXXXXX

### AGENT OF RECORD FOR EMPLOYEE BENEFIT PROGRAMS

#### PART I

#### PROPOSAL GUIDELINES

**1-1. Introduction:** The City of Opa-locka is requesting proposals from qualified professional consultants to provide Agent of Record for Employee Benefit services for the City of Opa-locka.

**1-2. Proposal Submission and Withdrawal:** The City of Opa-locka will be accepting proposals by mail, however it is your responsibility to submit your proposal by the due date. In addition, proposals may be submitted via [www.demandstar.com](http://www.demandstar.com) (e-bid). The City must receive all proposals by 1:00pm on Wednesday, April 7, 2021. The address to submit sealed proposals is listed below:

CITY OF OPA-LOCKA  
Office of the City Clerk  
780 Fisherman Street, 4<sup>th</sup> Floor  
Opa-locka, Florida 33054

To facilitate processing, please clearly mark the outside of the proposal package as follows: **RFP NO. 21-XXXXXXX - Agent of Record for Employee Benefit Program**. This package shall also include the Proposer's return address.

Proposers may withdraw their proposals by notifying the City in writing at any time prior to the deadline for proposal submittal. After the deadline, the proposal will constitute an irrevocable offer, for a period of 90 days. Once opened, proposals become a record of the CITY and will not be returned to the Proposer.

The City cautions proposers to assure actual delivery of mailed or hand-delivered proposals directly to the City Clerk's Office at 780 Fisherman Street, 4<sup>th</sup> Floor, Opa-locka, Florida 33054 prior to the deadline set for receiving proposals. Telephone confirmation of timely receipt of the proposal may be made by calling (305) 688-4611 before proposal closing time. Any proposal received after the established deadline **will not** be considered and will be returned unopened to the Proposer(s).

**1-3. Number of Copies:** Proposers shall submit an **original and six (6) copies (a total of 7) plus one copy on CD in PDF format** of the proposal in a sealed, opaque package marked as noted above. The Proposer will be responsible for timely delivery, whether by personal delivery, US Mail or any other delivery medium.

**1-4. Development Costs:** Neither the City nor its representatives shall be liable for any expenses

incurred in connection with preparation of a response to this Request for Proposal. Proposers should prepare their proposals simply and economically, providing a straightforward and concise description of the Proposer's ability to meet the requirements of the RFP.

**1-5. Inquiries:** The City Clerk will receive written requests for clarification concerning the meaning or interpretations of the RFP, until eight (8) days prior to the submittal date. City personnel are authorized only to direct the attention of prospective Proposers to various portions of the RFP so that they may read and interpret such for themselves. No employee of the City is authorized to interpret any portion of this RFP or give information as to the requirements of the RFP in addition to what is contained in the written RFP document.

**1-6. Addendum:** The City may record its response to inquiries and any supplemental instructions in the form of written addenda. The CITY may mail written addenda up to three (3) calendar days before the date fixed for receiving the proposals. Proposers shall contact the City to ascertain whether any addenda have been issued. Failure to do so could result in an unresponsive proposal. Any oral explanation given before the RFP opening will not be binding.

All Proposers are expected to carefully examine the proposal documents. Any ambiguities or inconsistencies should be brought to the attention of the City's Purchasing Agent through written communication prior to the opening of the proposals.

**1-7. Contract Awards:** The City anticipates entering into an Agreement with the Proposer who submits the proposal judged by the City to be most advantageous.

The Proposer understands that this RFP does not constitute an offer or an Agreement with the Proposer. An offer or Agreement shall not be deemed to exist and is not binding until proposals are reviewed, accepted by appointed staff, the best proposal has been identified, approved by the appropriate level of authority within the City and executed by all parties. The City anticipates that the final Agreement will be in substantial conformance with this sample Agreement; nevertheless, Proposers are advised that any Agreement may result from the RFP may deviate from the Sample Agreement.

The City reserves the right to reject all proposals, to abandon the project and/or to solicit and re-advertise for other proposals.

**1-8. Contractual Agreement:** This RFP and Consultant/Contractor proposal shall be included and incorporated in the final award. The order of contractual precedence will be the Contract or Agreement document, original Terms and Conditions, and Proposer response. Any and all legal action necessary to enforce the award will be held in Miami-Dade County and the contractual obligations will be interpreted according to the laws of Florida. **Any additional contract or agreement requested for consideration by the Proposer must be attached and enclosed as part of the proposal.**

**1-9. Selection Process:** The proposals will be evaluated and assigned points. The firm with the highest number of points will be ranked first; however, nothing herein will prevent the City from assigning work to any firm deemed responsive and responsible.

The City reserves the right to further negotiate any proposal, including price, with the highest rated Proposer. If an agreement cannot be reached with the highest rated Proposer, the City reserves the

right to negotiate and recommend award to the next highest Proposer or subsequent Proposers until an agreement is reached.

**1-10. Public Records:** Upon award recommendation or ten (10) days after opening, whichever occurs first, proposals become “public records” and shall be subject to public disclosure consistent with Chapter 119 Florida Statutes. Proposers must invoke the exemptions to disclosure provided by law in the response to the RFP, and must identify the data or other materials to be protected, and must state the reasons why such exclusion from public disclosure is necessary. Document files may be examined, during normal working hours.

**1-11. News Releases:** The Proposer shall obtain the prior approval of the City Manager’s Office of all news releases or other publicity pertaining to this RFP or the service, study or project to which it relates.

**1-12. Insurance:** The awarded Proposer(s) shall maintain insurance coverage reflecting at least the minimum amounts and conditions specified herein. In the event the Proposer is a governmental entity or a self-insured organization, different insurance requirements may apply. Misrepresentation of any material fact, whether intentional or not, regarding the Proposers’ insurance coverage, policies or capabilities may be grounds for rejection of the proposal and rescission of any ensuing Agreement.

1. Evidence of General Liability coverage with limits not less than \$1,000,000 per Occurrence/ \$2,000,000 Aggregate (Including Policy Number and Policy Period);
2. Evidence of Auto Liability coverage with limits not less than \$1,000,000 per Occurrence/\$1,000,000 Aggregate (Including Policy Number and Policy Period);
3. Evidence of Workers’ Compensation coverage with statutory limits and Employer’s Liability coverage with limits not less than \$100,000 (Including Policy Number and Policy Period);
4. The City listed as an additional insured (this may be specifically limited to the specific job(s) the contractor will be performing);
5. Minimum 30-day written notice of cancellation.

**1-13. Licenses:** Proposers, both corporate and individual, must be fully licensed and certified in the State of Florida at the time of RFP submittal. The proposal of any Proposer who is not fully licensed and certified shall be rejected.

**1-14. Public Entity Crimes:** Award will not be made to any person or affiliate identified on the Department of Management Services’ “Convicted Vendor List”. This list is defined as consisting of persons and affiliates who are disqualified from public contracting and purchasing process because they have been found guilty of a public entity crime. No public entity shall award any contract to, or transact any business in excess of the threshold amount provided in Section 287.017 Florida Statutes for Category Two (currently \$25,000) with any person or affiliated on the “Convicted Vendor List” for a period of thirty-six (36) months from the date that person or affiliate was placed on the “Convicted Vendor List” unless that person or affiliate has been removed from the list. By signing and submitting the RFP proposal forms, Proposer attests that they have not been placed on

the “Convicted Vendor List”.

**1-15. Code Of Ethics:** If any Proposer violates or is a party to a violation of the code of ethics of the City of Opa-locka or the State of Florida with respect to this proposal, such Proposer may be disqualified from performing the work described in this proposal or from furnishing the goods or services for which the proposal is submitted and shall be further disqualified from submitting any future proposals for work, goods or services for the City of Opa-locka.

**1-16. Drug-Free Workplace:** Preference shall be given to businesses with Drug-Free Work Place (DFW) programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received by the City for the procurement of commodities or contractual services, a proposal received from a business that completes the attached DFW form certifying that it is a DFW shall be given preference in the award process.

**1-17. Permits and Taxes:** The Proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work.

**1-18. Protests:** Protests of the plans, specifications, and other requirements of the request for proposal and bids must be received in writing by the City Clerk’s Office at least ten (10) working days prior to the scheduled bid opening. A detailed explanation of the reason for the protest must be included. Protests of the award or intended award of the bid or contract must be in writing and received in the City Clerk’s Office within seven (7) working days of the notice of award. A detailed explanation of the protest must be included.

**1-19. Termination for Convenience:** A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected by the delivery to the contractor at least five (5) working days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

## PART II

### NATURE OF SERVICES REQUIRED

#### 2-1 PURPOSE AND SCOPE OF WORK

The City of Opa-locka seeks proposals from qualified firms to provide Brokerage and Consulting Services for the City's employee benefit services. The successful Proposer will obtain competitive market quotes and will provide enrollment and administrative support services for a wide range of employer group and individual employee benefits as further provided herein.

The City has approximately 248 employees and retirees participating in the benefit plans.

The benefit plans should include the following, but is not limited to:

- Health Insurance
- Dental Insurance
- Life Insurance
- Long Term Disability
- Short Term Disability
- Vision
- Voluntary Benefits Services
- Serve as the City's Broker of Record/Consultant and provide such brokerage services to the Employer to ensure comprehensive and cost-effective benefits are included in the City's benefit plans for selection by the City's eligible employee and retirees.
- Present plan design recommendations that support the City's benefits strategies and position the Employer to comply with Federal, State and other regulatory requirements each year.
- Administer the City's health and welfare plans, including setting reserves, reporting experience and projecting funding levels when applicable.
- Provide ongoing advice on ERISA, COBRA, FMLA, and HIPAA reporting obligations, and other laws and regulations affecting the City's benefit plans as it relates to the insurance products within this RFP.
- Provide comprehensive services (traditional and web-based) necessary to enroll current plan designs, plan modifications and consumer education.
- Provide comprehensive services necessary to serve Voluntary Benefits, including enrollment support and election reconciliation.
- Provide a call center with representatives to respond to City employees and retirees.
- Shall agree that all data exchanged between the selected Proposer and the Employer or prospective customers belongs to the Employer and shall be accessible at any time during the life of the contract for no additional fee.
- The Proposer must provide a benefits administration technology platform to be accessible year-round for new hire enrollment and change in status elections of benefits.
- Provide technical assistance to reduce the overall cost of providing these benefits through a variety of means including developing effective negotiation strategies to expeditiously reduce the absolute cost of health insurance benefits.
- Solicit and negotiate annual renewal of existing coverage including soliciting multiple or alternative proposal coverage.

- A comprehensive summary of responsive quotes from insurance carriers will be presented to the City Manager.
- Respond to all employee issues and questions in a timely manner regarding their benefits.
- Provide City with dedicated agents for any assistance needed.
- Provide the City with support for the wellness program.
- Support the City in organizing and coordinating two (2) employee wellness fairs annually.
- Assist the City in the evaluation and implementation of a wellness and disease management program and measure the effectiveness of the program.
- Provide a program for ACA Tracking and 1095 reporting, which includes mailing out forms.
- Identify claim trends and anomalies in a timely manner and prepare recommendations to the City on actions to be taken, if any.
- Review, process and administer all employee claim issues.
- Review historical claims experience, demographic data trends and plans performance form a financial prospective.
- Coordinate and participate in the implementation and enrollment process and employee meetings.
- Assist in the review and or creation of enrollment materials to enhance the overall perceived value of the benefits and compensation.
- Coordination of annual benefits fair at no cost to the City.
- Preparation of insurance applications, compile and format support information needed and requested by insurance company underwriters.
- Compile and maintain historical underwriting information. Provide copies of this information to the City.
- Development of annual employee benefits statements.

Qualified firms must demonstrate competence and experience in all areas of expertise required by the scope of services.

## **2-2 PROPOSER QUALIFICATIONS**

Adequate information and documentation must be provided in the Proposal to support or confirm satisfaction of the required qualifications below:

- The Proposer shall have extensive experience, expertise and reliability in Municipal Agent of Record services; established reputation, particularly with governmental clients; Proposer must have a minimum of five (5) years of consecutive and successful experience in the aforementioned areas.
- Proposer's track record in providing Agent of Record services to governmental agencies as well as private entities (Please provide a list of current and relevant projects, including client names, titles, phone numbers and email address. Please ensure that contact information is current.)
- Demonstrate an overall combination of skills, prior work experience, business reputation, and commitment to diversity.

## **2-3 TERM OF CONTRACT**

The term of the contract is anticipated to be one fiscal year with a renewal of two one-year terms, subject to negotiation of terms with the contractor and the concurrence of the City of Opa-locka City Commission and availability of annual appropriation.

## PART III

### PROPOSAL REQUIREMENTS

#### 3-1 RULES FOR PROPOSALS

In order to maintain comparability and enhance the review process, proposals shall be organized in the manner specified below and include all information required herein. The proposal must name all persons or entities interested in the proposal as principals. The proposal must declare that it is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

#### 3-2 SUBMISSION OF PROPOSALS

The proposal shall be submitted on 8 ½ "x 11" paper, portrait orientation, with headings and sections numbered appropriately. Ensure that all information is written legibly or typed. The following should be submitted for a proposing firm to be considered:

3.2.1 Cover Page - Show the name of Proposer's agency/firm, address, telephone number, name of contact person, date, and the proposal number and description.

3.2.2 Tab 1 - Table of Contents

Include a clear identification of the material by section and by page number.

3.2.3 Tab 2 - Letter of Transmittal

3.2.3.1 Limit to one or two pages.

3.2.3.2 Briefly state the Proposers understanding of the work to be done and make a positive commitment to perform the work.

3.2.3.3 Give the names of the persons who will be authorized to make representations for the Proposer, their titles, addresses and telephone numbers.

3.2.3.4 Provide an official signature of a Corporate Officer certifying the contents of the Proposer's responses to the City's Request for Proposal.

3.2.4 Tab 3 - General Information

3.2.4.1 Name of Business.

3.2.4.2 Mailing Address and Phone Number.

3.2.4.3 Names and contact information of persons to be contacted for information or services if different from name of person in charge.

3.2.4.4 Normal business hours.

3.2.4.5 State if business is local, national, or international and indicate the business legal status (corporation, partnership, etc.).

3.2.4.6 Give the date business was organized and/or incorporated, and where.

3.2.4.7 Give the location of the office from which the work is to be done and the number of professional staff employees at that office.

3.2.4.8 Indicate whether the business is a parent or subsidiary in a group of firms/agencies. If it is, please state the name of the parent company.

3.2.4.9 State if the business is licensed, permitted and/or certified to do business in the State of Florida and attach copies of all such licenses issued to the business entity.

### 3.2.5 Tab 4 – Project Approach

Describe in detail your proposal to fulfill the requirements of the scope of services listed in section 2.2 of this RFP.

### 3.2.6 Tab 5 – Experience and Qualifications

3.2.6.1 Specify the number of years the Proposer has been in business.

3.2.6.2 Identify the Proposer's qualifications to perform the services identified in this RFP as listed in section 2-2 of the Scope of Services.

Include resumes, not exceeding one page each, of all key personnel who will be assigned to the City.

### 3.2.7 Tab 6 – Schedule

3.2.7.1 Include a timetable that identifies the amount of time required to complete each component of the Program.

3.2.7.2 Indicate the earliest available start date for your project team.

3.2.7.3 Indicate the project completion date based on the date provided in 3.2.7.1.

### 3.2.8 Tab 7 – Pricing of Services

3.2.8.1 Fee basis should be an all-inclusive, hourly fee.

### 3.2.9 Tab 8 – References

3.2.9.1 List a minimum of three (3) references in Florida for which the proposer has provided Agent of Record services. Include the name of the organization, brief description of the project, name of contact person telephone number and email address.

### 3.2.10 Tab 9 – Additional Forms

Proposers must compete and submit as part of its Proposal all of the following forms and/or documents

- Proposer Qualifications
- Certification regarding debarment and suspension
- Drug Free workplace certification

**FAILURE TO SUBMIT ALL OF THE ABOVE REQUIRED DOCUMENTATION MAY DISQUALIFY PROPOSER.**

## PART IV

### EVALUATION OF PROPOSALS

#### 4-1 SELECTION COMMITTEE

A Selection Committee, consisting of City personnel, will convene, review and discuss all proposals submitted.

The Selection Committee will use a point formula during the review process to score proposals and assign points in the evaluation process in accordance with the evaluation criteria. The Proposer shall satisfy and explicitly respond to all the requirements of the RFP including a detailed explanation of how the services shall be performed.

Each proposal will be reviewed to determine if the Proposal is responsive to the submission requirements outlined in the Solicitation. A responsive Proposal is one which follows the requirements of this Solicitation that includes all documents are submitted in the format outlined in this Solicitation, is of timely submission, and has the appropriate signatures as required on each document. Failure to comply with these requirements may result in the Proposal being deemed non-responsive. The Contract (s) will be awarded to the most responsive proposer whose Proposal best serves the interest of and represents the best values to the City of Opa-locka.

#### 4-2 EVALUATION CRITERIA

The Committee may select and choose to invite any and/or or all firms to make a presentation and be interviewed by the Committee as part of the evaluation process for this Solicitation. The Committee's decision will be communicated by staff to all Respondents. The Respondent's presentation may clarify but may not modify their submitted proposal. Any discussion between the presenter (s) and Evaluation Committee during presentations are intended only for purposes of providing clarification in response to questions from the Committee.

Category	Points
<b>Experience and Qualifications / Ability of Professional Personnel/Financial</b> Qualifications and experience of assigned staff <ol style="list-style-type: none"><li>1. Expertise of human resources and employee benefits management in public, private and/or non-profit sectors.</li><li>2. Qualifications &amp; experience of the firm and its subcontractors/suppliers relevant to the Scope of Work.</li><li>3. Availability of qualified personnel.</li><li>4. Ability to meet set standards.</li><li>5. Previous contracting experience with the other public, private and/or non-profit agencies.</li><li>6. Financial resources and capabilities per financial statements.</li><li>7. Evidence of insurance and/or bonding capacity.</li><li>8. Location of local office.</li></ol>	25

<b>Quality of Services / Technical Approach to the Scope of Work</b> <ol style="list-style-type: none"> <li>1. High-quality level of services to be provided to the City.</li> <li>2. Understanding of City needs.</li> <li>3. Ability to convey a depth of understanding of the Scope of Work and the firm's capacity to accomplish it successfully.</li> <li>4. Conveyance of a willingness to work with City staff to maximize resources.</li> <li>5. Approach to the Project and Methodology.</li> <li>6. Technical Soundness of the proposal.</li> <li>7. Applicability of the service offered.</li> </ol>	25
<b>Cost Saving Initiatives</b> <ol style="list-style-type: none"> <li>1. Development of long-range cost strategies.</li> <li>2. Innovative ideas for cost containment.</li> <li>3. Examples of cost-savings implementation for clients that may have saved money.</li> </ol>	25
<b>Proposed Fee</b> <ol style="list-style-type: none"> <li>1. Pricing Structure</li> <li>2. Fee Schedule/Cost Proposal</li> <li>3. Any other additional costs</li> </ol>	25
<b>TOTAL</b>	100

#### 4-3 ORAL PRESENTATIONS

Proposers may be required to make individual presentations to the City Selection Committee in order to clarify their proposals. Only those firms with the highest rated scores in accordance with the stated criteria and their weights will be invited to give oral presentations. However, the City has the right to accept the best proposal as submitted, without discussion or negotiation.

If the City determines that such presentations are needed, a time and place will be scheduled for oral presentations. Each Proposer shall be prepared to discuss and substantiate any of the areas of the proposal submitted, and its qualifications to perform the specified services. During the oral presentations, the Proposers should relate their discussion to the evaluation criteria, which will include (but not be limited to) their approach to the project. The proposed Project Manager must be in attendance.

The Evaluation Criteria may be changed for the oral presentations evaluation phase. References and site visits (if completed) shall be included in the final evaluation criteria, along with other criteria and weights as determined by the Selection Committee. Finalists will be informed as to the revised criteria, if any, prior to their oral presentation.

Additionally, prior to award of an Agreement pursuant to this RFP, the City may require Proposers to submit such additional information bearing upon the Proposer's ability to perform the services in the Agreement as the City deems appropriate.

#### 4-4 FINAL SELECTION

The City of Opa-locka will select the firm that meets the best interests of the City. The City shall be the sole judge of its own best interests, the proposals, and the resulting negotiated agreement. The

City's decisions will be final. Following the notification of the selected firm, it is expected that an Agreement will be executed between both parties. City staff will recommend award to the responsible Proposer whose Proposal is determined to provide overall best value to the City, considering the evaluation factors in this RFP.

#### **4-5 AWARD AND CONTRACT EXECUTION**

After review by the Selection Committee of the proposals and oral presentations a recommendation will be made to the City Manager for submission to the City Commission for final approval. Upon Commission authorization, contract negotiations will be initiated with the first ranked firm. If those negotiations are unsuccessful, the City will formally terminate negotiations with the first ranked firm and will commence contract negotiations with the next ranked firm, etc. Upon successful contract negotiations with the prevailing firm, the remaining firms will be notified that the process has been completed and that they were not selected.

DRAFT



AGENT OF RECORD FOR EMPLOYEE BENEFIT PROGRAMS

PROPOSER QUALIFICATIONS

The Proposer, as a result of this proposal, MUST hold a County and/or Municipal Contractor's Occupational License in the area of their fixed business location. The following information MUST be completed and submitted with the proposal to be considered:

1. Legal Name and Address:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_ Phone/Fax: \_\_\_\_\_

2. Check One: Corporation ( ) Partnership ( ) Individual ( )

3. If Corporation, state:

Date of Incorporation: \_\_\_\_\_ State in which Incorporated: \_\_\_\_\_

4. If an out-of-state Corporation, currently authorized to do business in Florida, give date of such authorization: \_\_\_\_\_

5. Name and Title of Principal Officers Date Elected:

_____	_____
_____	_____
_____	_____
_____	_____

6. The length of time in business: \_\_\_\_\_ years

7. The length of time (continuous) in business as a service organization in Florida: \_\_\_\_\_ years

8. Provide a list of at least three commercial or government references that the bidder has supplied service/commodities meeting the requirements of the City of Opa-locka specification, during the last twenty-four months.

9. A copy of County and/or Municipal Occupational License(s)

Note: Information requested herein and submitted by the proposers will be analyzed by the City of Opa-locka and will be a factor considered in awarding any resulting contract. The purpose is to insure that the Contractors, in the sole opinion of the City of Opa-locka, can sufficiently and efficiently perform all the required services in a timely and satisfactory manner as will be required by the subject contract. If there are any terms and/or conditions that are in conflict, the most stringent requirement shall apply.



**RFP NO: 21-XXXXXXX**  
**PRICE PROPOSAL FORM**

**AGENT OF RECORD FOR EMPLOYEE BENEFIT PROGRAMS**

PROPONENT understands and agrees that the Contract Price is the lump sum to furnish and install all of the Work complete in place. Vendor's price will not be adjusted unless the CITY changes the scope of the Project after the Contract Date.

As such, the Vendor shall furnish all labor, materials, equipment, tools, superintendence and services necessary to provide a complete, in place Project for the Proposed Price of:

**LUMP SUM PRICE: \$** \_\_\_\_\_

SUBMITTED  
THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ 2021.

BID SUBMITTED BY:

\_\_\_\_\_  
Company

\_\_\_\_\_  
Telephone Number

\_\_\_\_\_  
Name of Person Authorized to Submit  
Bid

\_\_\_\_\_  
Fax Number

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Email Address

\_\_\_\_\_  
Title

## CITY OF OPA-LOCKA



### CERTIFICATION REGARDING DEBARMENT, SUSPENSION PROPOSED DEBARMENT AND OTHER MATTERS OF RESPONSIBILITY

**1.** The Proposer certifies, to the best of its knowledge and belief, that the Proposer and/or any of its Principals:

**A.** Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

**B.** Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

**C.** Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

**2.** The Proposer has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any City, State or Federal agency.

**A.** "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions). This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

**B.** The Proposer shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Proposer learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

**C.** A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Proposer's responsibility. Failure of the Proposer to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Proposer non-responsive.

**D.** Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Proposer is not required to exceed

that which is normally possessed by a prudent person in the ordinary course of business dealings.

**E.** The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Proposer knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature \_\_\_\_\_

Printed Name \_\_\_\_\_

DRAFT



**CITY OF OPA-LOCKA  
RFP NO. 21-XXXXXXX**

**DRUG-FREE WORKPLACE CERTIFICATION FORM**

Whenever two (2) or more bids/proposals, which are equal with respect to price, quality, and service, are received by the CITY OF OPA-LOCKA for the procurement of commodities or contractual services, a bid/proposal received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of controlled substances is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in number (1).
4. In the statement specified in number (1), notify the employees that as a condition for working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction on or plea of guilty or no contest to any violation of Chapter 893, Florida Statutes or of any controlled substance law of the United States or any singular state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of Section 287.087, Florida Statutes.

This Certification is submitted by \_\_\_\_\_ the  
 \_\_\_\_\_ (Name)  
 \_\_\_\_\_ of \_\_\_\_\_  
 (Title/Position) (Company)

who does hereby certify that said Company has implemented a drug-free workplace program, which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature



**CITY OF OPA-LOCKA  
NON-COLLUSION AFFIDAVIT**

**STATE OF FLORIDA - COUNTY OF MIAMI DADE**

\_\_\_\_\_ being first duly sworn, deposes and says that:

- (1) He/She/They is/are the \_\_\_\_\_  
(Owner, Partner, Officer, Representative or Agent) of  
\_\_\_\_\_ the PROPONENT that has submitted the attached proposal;
- (2) He/She/They is/are fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
- (3) Such Proposal is genuine and is not a collusive or sham Proposal;
- (4) Neither the said PROPONENT nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other PROPONENT, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from Proposing in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any PROPONENT, firm, or person to fix any overhead, profit, or cost elements of the Proposal or of any other PROPONENT, or to fix any overhead, profit, or cost elements of the Proposed Price or the Proposed Price of any other PROPONENT, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;
- (5) The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the PROPONENT or any other of its agents, representatives, owners, employees or parties of interest, including this affiant.

Signed, sealed and delivered in the presence of:

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Print Name and Title



## NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization, business or entity represented herein shall not discriminate against any person in its operations, activities or delivery of services under any agreement it enters into with the City of Opa-locka. The same shall affirmatively comply with all applicable provisions of federal, state and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

By: \_\_\_\_\_

Title: \_\_\_\_\_

Sworn and subscribed before this

\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public, State of Florida

\_\_\_\_\_  
(Printed Name)

My commission expires: \_\_\_\_\_



## E-VERIFY

Effective January 1, 2021, public and private employers, contractors and subcontractors will be required to register with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including sub-vendors/sub-consultants/sub-contractors) assigned by Vendor /Consultant/ Contractor to perform work pursuant to the contract with the Department. The Vendor /Consultant/ Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the City; and

*By entering into a Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. If t contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination. The Contractor acknowledges it is liable to the City for any additional costs as a result of termination of the contract due to Contractor's failure to comply with the provisions herein.*



## E-VERIFY FORM

### Definitions:

“Contractor” means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

“Subcontractor” means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including sub-vendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. The Vendor/Consultant/Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security’s E-Verify System during the term of the contract is a condition of the contract with the City of Opa-locka; and

Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, AUTHORIZING THE CITY MANAGER TO ISSUE A REQUEST FOR PROPOSALS (RFP) FOR A COMPREHENSIVE PARKS AND RECREATION MASTER PLAN; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

**WHEREAS**, The City of Opa-Locka (“City”) has a strong commitment to provide high quality Parks & Recreation facilities and programs for City residents; and

**WHEREAS**, the City of Opa-Locka desires to issue an Request for Proposals (“RFP”) for Comprehensive Parks and Recreation Master Plan services from qualified and experienced firms; and

**WHEREAS**, the selected firm will be responsible for collecting and analyzing data to develop a clear set of goals, policies and standards for the City’s park system, open space, trails, recreational facilities, and program development. The Proposer’s project team should demonstrate the necessary experience, skills, and understanding to develop a 10-year Comprehensive Plan for the City; and

**WHEREAS**, Staff recommends approval for issuance of an RFP to seek proposals from qualified firms; and

**WHEREAS**, the City Commission authorizes the City Manager to issue an RFP for requested services.

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

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

**Section 2.** The City Commission of the City of Opa-Locka hereby authorizes the City Manager to issue an RFP, attached hereto as Exhibit “A”, for a Comprehensive Parks and Recreation Master Plan. Services shall be solicited from qualified and experienced firms for the development of a Comprehensive Parks and Recreation Master Plan for the City of Opa-Locka.

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

**PASSED AND ADOPTED this** \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Matthew Pigatt, Mayor

Attest to:

Approved as to form and legal sufficiency:

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

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

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

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

**VOTE:**

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



**City of Opa-locka  
Agenda Cover Memo**

<b>Department Director:</b>		<b>Department Director Signature:</b>	
<b>City Manager:</b>	John E. Pate	<b>CM Signature:</b>	
<b>Commission Meeting Date:</b>	03/10/2021	<b>Item Type:</b> <i>(Enter X in box)</i>	<b>Resolution</b> <input checked="" type="checkbox"/> <b>Ordinance</b> <input type="checkbox"/> <b>Other</b> <input type="checkbox"/>
<b>Fiscal Impact:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Ordinance Reading:</b> <i>(Enter X in box)</i>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<b>Public Hearing:</b> <i>(Enter X in box)</i>
<b>Funding Source:</b> <i>(Enter Fund &amp; Dept) Ex:</i>  Account# :  72-572340  Other Contract Services			<b>Advertising Requirement:</b> <i>(Enter X in box)</i>
			<b>1<sup>st</sup> Reading</b> <b>2<sup>nd</sup> Reading</b>
	<b>Yes</b>	<b>No</b>	<b>Yes</b> <b>No</b> <b>Yes</b> <b>No</b>
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
			<b>Yes</b> <b>No</b>
			<input type="checkbox"/> <input checked="" type="checkbox"/>
<b>Contract/P.O. Required:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>RFP/RFQ/Bid#:</b>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
<b>Strategic Plan Related</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Strategic Plan Priority Area:</b> Enhance Organizational <input type="checkbox"/> Bus. & Economic Dev <input checked="" type="checkbox"/> Public Safety <input type="checkbox"/> Quality of Education <input checked="" type="checkbox"/> Qual. of Life & City Image <input checked="" type="checkbox"/> Communcation <input checked="" type="checkbox"/>
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
			<b>Strategic Plan Obj./Strategy:</b> <i>(list the specific objective/strategy this item will address)</i>
<b>Sponsor Name</b>	City Manager	<b>Department:</b>	City Manager

**Short Title:**

A resolution authorizing the City Manager to issue an RFP for a Comprehensive Parks and Recreation Master Plan.

**Staff Summary:**

The City of Opa-locka would like to issue an Request for Proposals (RFP) for a Comprehensive Parks and Recreation Master Plan to solicit proposals from qualified and experienced firms.

**Financial Impact**

The RFP will be issued primarily electronically, but may require additional advertising, estimated to be \$2,000. There is a budget of \$150,000 for this master plan and this advertising will be charged to this budget.

Account	Description	Available	Project	Remaining Balance
72-572340	Other Contract Services	\$150,000	\$2,000	\$148,000

**Proposed Action:**

Staff recommends the approval of this request to issue an RFP to seek proposals from qualified firms.

**Attachment:**

Draft RFP Document.

# City of Opa-locka



**RFP NO: 21-XXXXXXX**

**REQUEST FOR PROPOSAL (RFP)**

**COMPREHENSIVE PARKS AND RECREATION**

**MASTER PLAN**



CITY OF OPA-LOCKA  
COMPREHENSIVE  
PARKS AND RECREATION MASTER PLAN

RFP NO. 21-XXXXXXX

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CITYOFOPA-LOCKA

REQUEST FOR PROPOSALS

RFP NO: 21-XXXXXXX

**Comprehensive Parks and Recreation Master Plan**

Sealed Proposals for a Comprehensive Parks & Recreation Master Plan will be received by the City of Opa-locka at the Office of the City Clerk, 780 Fisherman St, 4<sup>th</sup> Floor, Opa-locka, Florida 33054, **Wednesday, April 7, 2021 by 1:00 p.m.** Any RFP Package received after the designated closing time will be returned unopened. The City of Opa-locka will be accepting proposals by mail, however it is your responsibility to submit your proposal by the due date. In addition, proposals may be submitted via [www.demandstar.com](http://www.demandstar.com) (e-bid). The address to submit sealed proposals is listed below:

CITY OF OPA-LOCKA  
Office of the City Clerk  
780 Fisherman Street, 4<sup>th</sup> Floor  
Opa-locka, Florida 33054

An original and six (6) copies for a total of seven (7) plus 1 copy of the Proposal package on USB Flash Drive in PDF format shall be submitted in sealed envelopes/packages addressed to the City Clerk, City of Opa-locka, Florida, and marked **RFP for a Comprehensive Parks and Recreation Master Plan**.

Proposers desiring information for use in preparing proposals may obtain a set of such documents by visiting the City's website at [www.opalockafl.gov](http://www.opalockafl.gov) or [www.demandstar.com](http://www.demandstar.com).

The City reserves the right to accept or reject any and all proposals and to waive any technicalities or irregularities therein. The City further reserves the right to award the contract to that proposer whose proposal best complies with the **RFP NO: 21-XXXXXXX** requirements. Proposers may not withdraw their proposal for a period of ninety (90) days from the date set for the opening thereof.

A Mandatory pre-bid meeting will be held on Wednesday, **March 24, 2021 at 10:00 a.m.** at Sherbondy Village, 215 Perviz Avenue, Opa-locka, FL 33054.

City Clerk  
Joanna Flores, CMC



## CITY OF OPA-LOCKA

RFP NO. 21-XXXXXXX

### COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

#### PART I

#### PROPOSAL GUIDELINES

**1-1. Introduction:** The City of Opa-locka is requesting proposals from qualified professional consultants to develop a Comprehensive Parks and Recreation Master Plan for the City of Opa-locka.

**1-2. Proposal Submission and Withdrawal:** The City of Opa-locka will be accepting proposals by mail, however it is your responsibility to submit your proposal by the due date. In addition, proposals may be submitted via [www.demandstar.com](http://www.demandstar.com) (e-bid). The City must receive all proposals by 1:00pm on Wednesday, April 7, 2021. The address to submit sealed proposals is listed below:

CITY OF OPA-LOCKA  
Office of the City Clerk  
780 Fisherman Street, 4<sup>th</sup> Floor  
Opa-locka, Florida 33054

To facilitate processing, please clearly mark the outside of the proposal package as follows: **RFP NO. 21-XXXXXXX – Comprehensive Parks and Recreation Master Plan**. This package shall also include the Proposer’s return address.

Proposers may withdraw their proposals by notifying the City in writing at any time prior to the deadline for proposal submittal. After the deadline, the proposal will constitute an irrevocable offer, for a period of 90 days. Once opened, proposals become a record of the CITY and will not be returned to the Proposer.

The City cautions proposers to assure actual delivery of mailed or hand-delivered proposals directly to the City Clerk’s Office at 780 Fisherman Street, 4<sup>th</sup> Floor, Opa-locka, Florida 33054 prior to the deadline set for receiving proposals. Telephone confirmation of timely receipt of the proposal may be made by calling (305) 688-4611 before proposal closing time. Any proposal received after the established deadline **will not** be considered and will be returned unopened to the Proposer(s).

**1-3. Number of Copies:** Proposers shall submit an **original and six (6) copies (a total of 7) plus one copy on CD in PDF format** of the proposal in a sealed, opaque package marked as noted above. The Proposer will be responsible for timely delivery, whether by personal delivery, US Mail or any other delivery medium.

**1-4. Development Costs:** Neither the City nor its representatives shall be liable for any expenses incurred in connection with preparation of a response to this Request for Proposal. Proposers

should prepare their proposals simply and economically, providing a straightforward and concise description of the Proposer's ability to meet the requirements of the RFP.

**1-5. Inquiries:** The City Clerk will receive written requests for clarification concerning the meaning or interpretations of the RFP, until eight (8) days prior to the submittal date. City personnel are authorized only to direct the attention of prospective Proposers to various portions of the RFP so that they may read and interpret such for themselves. No employee of the City is authorized to interpret any portion of this RFP or give information as to the requirements of the RFP in addition to what is contained in the written RFP document.

**1-6. Addendum:** The City may record its response to inquiries and any supplemental instructions in the form of written addenda. The CITY may mail written addenda up to three (3) calendar days before the date fixed for receiving the proposals. Proposers shall contact the City to ascertain whether any addenda have been issued. Failure to do so could result in an unresponsive proposal. Any oral explanation given before the RFP opening will not be binding.

All Proposers are expected to carefully examine the proposal documents. Any ambiguities or inconsistencies should be brought to the attention of the City's Purchasing Agent through written communication prior to the opening of the proposals.

**1-7. Contract Awards:** The City anticipates entering into an Agreement with the Proposer who submits the proposal judged by the City to be most advantageous.

The Proposer understands that this RFP does not constitute an offer or an Agreement with the Proposer. An offer or Agreement shall not be deemed to exist and is not binding until proposals are reviewed, accepted by appointed staff, the best proposal has been identified, approved by the appropriate level of authority within the City and executed by all parties. The City anticipates that the final Agreement will be in substantial conformance with this sample Agreement; nevertheless, Proposers are advised that any Agreement may result from the RFP may deviate from the Sample Agreement.

The City reserves the right to reject all proposals, to abandon the project and/or to solicit and re-advertise for other proposals.

**1-8. Contractual Agreement:** This RFP and Consultant/Contractor proposal shall be included and incorporated in the final award. The order of contractual precedence will be the Contract or Agreement document, original Terms and Conditions, and Proposer response. Any and all legal action necessary to enforce the award will be held in Miami-Dade County and the contractual obligations will be interpreted according to the laws of Florida. **Any additional contract or agreement requested for consideration by the Proposer must be attached and enclosed as part of the proposal.**

**1-9. Selection Process:** The proposals will be evaluated and assigned points. The firm with the highest number of points will be ranked first; however, nothing herein will prevent the City from assigning work to any firm deemed responsive and responsible.

The City reserves the right to further negotiate any proposal, including price, with the highest rated Proposer. If an agreement cannot be reached with the highest rated Proposer, the City reserves the right to negotiate and recommend award to the next highest Proposer or subsequent Proposers

until an agreement is reached.

**1-10. Public Records:** Upon award recommendation or ten (10) days after opening, whichever occurs first, proposals become “public records” and shall be subject to public disclosure consistent with Chapter 119 Florida Statutes. Proposers must invoke the exemptions to disclosure provided by law in the response to the RFP, and must identify the data or other materials to be protected, and must state the reasons why such exclusion from public disclosure is necessary. Document files may be examined, during normal working hours.

**1-11. News Releases:** The Proposer shall obtain the prior approval of the City Manager’s Office of all news releases or other publicity pertaining to this RFP or the service, study or project to which it relates.

**1-12. Insurance:** The awarded Proposer(s) shall maintain insurance coverage reflecting at least the minimum amounts and conditions specified herein. In the event the Proposer is a governmental entity or a self-insured organization, different insurance requirements may apply. Misrepresentation of any material fact, whether intentional or not, regarding the Proposers’ insurance coverage, policies or capabilities may be grounds for rejection of the proposal and rescission of any ensuing Agreement.

1. Evidence of General Liability coverage with limits not less than \$1,000,000 per Occurrence/ \$2,000,000 Aggregate (Including Policy Number and Policy Period);
2. Evidence of Auto Liability coverage with limits not less than \$1,000,000 per Occurrence/\$1,000,000 Aggregate (Including Policy Number and Policy Period);
3. Evidence of Workers’ Compensation coverage with statutory limits and Employer’s Liability coverage with limits not less than \$100,000 (Including Policy Number and Policy Period);
4. The City listed as an additional insured (this may be specifically limited to the specific job(s) the contractor will be performing);
5. Minimum 30-day written notice of cancellation.

**1-13. Licenses:** Proposers, both corporate and individual, must be fully licensed and certified in the State of Florida at the time of RFP submittal. The proposal of any Proposer who is not fully licensed and certified shall be rejected.

**1-14. Public Entity Crimes:** Award will not be made to any person or affiliate identified on the Department of Management Services’ “Convicted Vendor List”. This list is defined as consisting of persons and affiliates who are disqualified from public contracting and purchasing process because they have been found guilty of a public entity crime. No public entity shall award any contract to, or transact any business in excess of the threshold amount provided in Section 287.017 Florida Statutes for Category Two (currently \$25,000) with any person or affiliated on the “Convicted Vendor List” for a period of thirty-six (36) months from the date that person or affiliate was placed on the “Convicted Vendor List” unless that person or affiliate has been removed from the list. By signing and submitting the RFP proposal forms, Proposer attests that they have not been placed on the “Convicted Vendor List”.

**1-15. Code Of Ethics:** If any Proposer violates or is a party to a violation of the code of ethics of the City of Opa-locka or the State of Florida with respect to this proposal, such Proposer may be disqualified from performing the work described in this proposal or from furnishing the goods or services for which the proposal is submitted and shall be further disqualified from submitting any future proposals for work, goods or services for the City of Opa-locka.

**1-16. Drug-Free Workplace:** Preference shall be given to businesses with Drug-Free Work Place (DFW) programs. Whenever two or more proposals which are equal with respect to price, quality, and service are received by the City for the procurement of commodities or contractual services, a proposal received from a business that completes the attached DFW form certifying that it is a DFW shall be given preference in the award process.

**1-17. Permits and Taxes:** The Proposer shall procure all permits, pay all charges, fees, and taxes, and give all notices necessary and incidental to the due and lawful prosecution of the work.

**1-18. Cone of Silence:** Proposers are hereby advised that this RFP is subject to the "Cone of Silence", in accordance with Ordinance 98-106. From the time of advertising until the City Manager issues a recommendation, there is a prohibition on communication with the City's professional staff. The ordinance does not apply to oral communications at pre-proposal conference, public presentations made to the City Commissioners during any duly noticed public meeting, or communications in writing at any time with any City employee, official, or member of the City Commission unless specifically prohibited herein. A copy of all written communications must be filed with the City Clerk, at the address listed herein. Among other penalties, violation of these provisions by any particular bidder shall render any Bid ward to said bidder voidable.

**1-19. Protests:** Protests of the plans, specifications, and other requirements of the request for proposal and bids must be received in writing by the City Clerk's Office at least ten (10) working days prior to the scheduled bid opening. A detailed explanation of the reason for the protest must be included. Protests of the award or intended award of the bid or contract must be in writing and received in the City Clerk's Office within seven (7) working days of the notice of award. A detailed explanation of the protest must be included.

**1-20. Termination for Convenience:** A contract may be terminated in whole or in part by the City at any time and for any reason in accordance with this clause whenever the City shall determine that such termination is in the best interest of the City. Any such termination shall be effected by the delivery to the contractor at least five (5) working days before the effective date of a Notice of Termination specifying the extent to which performance shall be terminated and the date upon which termination becomes effective. An equitable adjustment in the contract price shall be made for the completed service, but no amount shall be allowed for anticipated profit on unperformed services.

## PART II

### NATURE OF SERVICES REQUIRED

#### 2-1 PURPOSE AND SCOPE OF WORK

The City of Opa-locka has a strong commitment to provide high quality Parks & Recreation facilities and programs for residents of the community. The selected firm will be responsible for collecting and analyzing data to develop a clear set of goals, policies and standards for the City's park system, open space, trails, recreation facilities, and program development. The Proposer's project team should demonstrate the necessary experience, skills, and understanding to develop a 10-year Comprehensive Plan.

The Comprehensive Plan should include the following, but is not limited to:

- Identify, describe and implement a comprehensive strategy and methodology for citizen involvement in this Comprehensive Parks and Recreation Master Plan development process.
- Assure the residents, user groups, associations, and other stakeholders that they are provided an opportunity to participate in the development of this plan.
- Conduct at least three (3) public community meetings and a minimum of two (2) focus groups (participants to be determined) and individual stakeholder interview.
- A minimum of two (2) meetings with the Parks and Recreation Leadership Team to provide progress reports.
- Act as professional facilitators to gather specific information about services, use, preferences and any agency strength, weaknesses, opportunities and threats.
- Provide well organized and directed activities, techniques and formats that will ensure that a positive, open and proactive public participation process is achieved.
- Provide written records and summaries of the results of all public process and communications strategies.
- Help build consensus and agreement on the plan and if consensus is not possible, provide information for informed decision making for the City's Commission.
- Provide methods to hear from as many people as possible, including users and non-users of the services and facilities.

#### **Statistically Valid Survey**

- Provide a City-wide statistically valid community needs assessment survey with a return rate that accurately represents a sampling of the community population to identify community needs and issues on the recreation and park programs and facilities. This survey will be used as a baseline to determine needs, desires and willingness to pay.

#### **Demographics and Trends**

- Review and interpret demographic trends and characteristics of the City of Opa-Locka using the City of Opa-locka Comprehensive Development Master Plan and all available regional and local sources.

### **Existing and Future Facilities-Analysis of Level of Service**

- Compile an inventory and assessment of the existing parks, trails, open space and facilities in GIS. The assessment will include a comparative analysis to communities of similar size and density regionally and using nationally accepted standards. The analysis should consider not only the capacity of each amenity found within the system (playgrounds, ball fields, trails, natural areas, special facilities, etc.) as well as functionality, accessibility, condition, comfort and convenience. Evaluation criteria should be based on the expressed values of the community. The analysis will also include identification of best possible providers of community and recreation services and recommendations for minimizing duplication and enhancing possibilities for partnerships where appropriate.

### **Rank and Prioritize Demand and Opportunities**

- Prioritize recommendations for needs regarding land acquisition, and development of parks, trails, open space, and recreation facilities.
- Develop a set of prioritized recommendations for maintenance and renovation of park, trails and recreation facilities.

### **Analysis of Programs and Services**

- Provide an assessment and analysis of the Parks and Recreation Department's current level of recreation programs, services and maintenance in relation to present and future goals, objectives and directives.
- Provide a user fee analysis for facilities and program and services.

## **2-2 PROPOSER QUALIFICATIONS**

Adequate information and documentation must be provided in the Proposal to support or confirm satisfaction of the required qualifications below:

- The Proposer shall have extensive experience, expertise and reliability in Municipal services; established reputation, particularly with governmental clients; Proposer must have a minimum of five (5) years of consecutive and successful experience in the aforementioned areas.
- Proposer's track record in the development of Comprehensive Master Plans for governmental agencies as well as private entities (Please provide a list of current and relevant projects, including client names, titles, phone numbers and email address. Please ensure that contact information is current.)
- Demonstrate an overall combination of skills, prior work experience, business reputation, and commitment to diversity.

## **2-3 TERM OF CONTRACT**

The term of the contract is anticipated to be one fiscal year with a renewal of two one-year terms, subject to negotiation of terms with the contractor and the concurrence of the City of Opa-locka City Commission and availability of annual appropriation.

## PART III

### PROPOSAL REQUIREMENTS

#### 3-1 RULES FOR PROPOSALS

In order to maintain comparability and enhance the review process, proposals shall be organized in the manner specified below and include all information required herein. The proposal must name all persons or entities interested in the proposal as principals. The proposal must declare that it is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

#### 3-2 SUBMISSION OF PROPOSALS

The proposal shall be submitted on 8 ½ "x 11" paper, portrait orientation, with headings and sections numbered appropriately. Ensure that all information is written legibly or typed. The following should be submitted for a proposing firm to be considered:

3.2.1 Cover Page - Show the name of Proposer's agency/firm, address, telephone number, name of contact person, date, and the proposal number and description.

3.2.2 Tab 1 - Table of Contents

Include a clear identification of the material by section and by page number.

3.2.3 Tab 2 - Letter of Transmittal

3.2.3.1 Limit to one or two pages.

3.2.3.2 Briefly state the Proposers understanding of the work to be done and make a positive commitment to perform the work.

3.2.3.3 Give the names of the persons who will be authorized to make representations for the Proposer, their titles, addresses and telephone numbers.

3.2.3.4 Provide an official signature of a Corporate Officer certifying the contents of the Proposer's responses to the City's Request for Proposal.

3.2.4 Tab 3 - General Information

3.2.4.1 Name of Business.

3.2.4.2 Mailing Address and Phone Number.

3.2.4.3 Names and contact information of persons to be contacted for information or services if different from name of person in charge.

3.2.4.4 Normal business hours.

3.2.4.5 State if business is local, national, or international and indicate the business legal status (corporation, partnership, etc.).

3.2.4.6 Give the date business was organized and/or incorporated, and where.

3.2.4.7 Give the location of the office from which the work is to be done and the number of professional staff employees at that office.

3.2.4.8 Indicate whether the business is a parent or subsidiary in a group of firms/agencies. If it is, please state the name of the parent company.

3.2.4.9 State if the business is licensed, permitted and/or certified to do business in the State of Florida and attach copies of all such licenses issued to the business entity.

3.2.5 Tab 4 - Project Approach

Describe in detail your proposal to fulfill the requirements of the scope of services listed in section 2.2 of this RFP.

3.2.6 Tab 5 – Experience and Qualifications

3.2.6.1 Specify the number of years the Proposer has been in business.

3.2.6.2 Identify the Proposer’s qualifications to perform the services identified in this RFP as listed in section 2-2 of the Scope of Services.

Include resumes, not exceeding one page each, of all key personnel who will be assigned to the City.

3.2.7 Tab 6 – Schedule

3.2.7.1 Include a timetable that identifies the amount of time required to complete each component of the Program.

3.2.7.2 Indicate the earliest available start date for your project team.

3.2.7.3 Indicate the project completion date based on the date provided in 3.2.7.1.

3.2.8 Tab 7 – Pricing of Services

3.2.8.1 Fee basis should be an all-inclusive, hourly fee.

3.2.9 Tab 8 – References

3.2.9.1 List a minimum of three (3) references in Florida for which the proposer has provided Comprehensive Master Plan services. Include the name of the organization, brief description of the project, name of contact person telephone number and email address.

3.2.10 Tab 9 – Additional Forms

Proposers must compete and submit as part of its Proposal all of the following forms and/or documents

- Proposer Qualifications
- Certification regarding debarment and suspension
- Drug Free workplace certification

**FAILURE TO SUBMIT ALL OF THE ABOVE REQUIRED DOCUMENTATION MAY DISQUALIFY PROPOSER.**

## PART IV

### EVALUATION OF PROPOSALS

#### 4-1 SELECTION COMMITTEE

A Selection Committee, consisting of City personnel, will convene, review and discuss all proposals submitted.

The Selection Committee will use a point formula during the review process to score proposals and assign points in the evaluation process in accordance with the evaluation criteria. The Proposer shall satisfy and explicitly respond to all the requirements of the RFP including a detailed explanation of how the services shall be performed.

Each proposal will be reviewed to determine if the Proposal is responsive to the submission requirements outlined in the Solicitation. A responsive Proposal is one which follows the requirements of this Solicitation that includes all documents are submitted in the format outlined in this Solicitation, is of timely submission, and has the appropriate signatures as required on each document. Failure to comply with these requirements may result in the Proposal being deemed non-responsive. The Contract (s) will be awarded to the most responsive proposer whose Proposal best serves the interest of and represents the best values to the City of Opa-locka.

#### 4-2 EVALUATION CRITERIA

The Committee may select and choose to invite any and/or or all firms to make a presentation and be interviewed by the Committee as part of the evaluation process for this Solicitation. The Committee's decision will be communicated by staff to all Respondents. The Respondent's presentation may clarify but may not modify their submitted proposal. Any discussion between the presenter (s) and Evaluation Committee during presentations are intended only for purposes of providing clarification in response to questions from the Committee.

Category	Points
<b>Experience and Qualifications / Ability of Professional Personnel/Financial</b> Qualifications and experience of assigned staff <ol style="list-style-type: none"><li>1. Expertise of Parks and Recreation Comprehensive Master Plans in public, private and/or non-profit sectors.</li><li>2. Qualifications &amp; experience of the firm and its subcontractors/suppliers relevant to the Scope of Work.</li><li>3. Availability of qualified personnel.</li><li>4. Ability to meet set standards.</li><li>5. Previous contracting experience with the other public, private and/or non-profit agencies.</li><li>6. Financial resources and capabilities per financial statements.</li><li>7. Evidence of insurance and/or bonding capacity.</li><li>8. Location of local office.</li></ol>	25

<b>Quality of Services / Technical Approach to the Scope of Work</b> <ol style="list-style-type: none"> <li>1. High-quality level of services to be provided to the City.</li> <li>2. Understanding of City needs.</li> <li>3. Ability to convey a depth of understanding of the Scope of Work and the firm's capacity to accomplish it successfully.</li> <li>4. Conveyance of a willingness to work with City staff to maximize resources.</li> <li>5. Approach to the Project and Methodology.</li> <li>6. Technical Soundness of the proposal.</li> <li>7. Applicability of the service offered.</li> </ol>	30
<b>References</b> <ol style="list-style-type: none"> <li>1. Performance of similar projects for governmental clients including at least three references</li> </ol>	20
<b>Proposed Fee</b> <ol style="list-style-type: none"> <li>1. Pricing Structure</li> <li>2. Fee Schedule/Cost Proposal</li> <li>3. Any other additional costs</li> </ol>	25
<b>TOTAL</b>	100

#### 4-3 ORAL PRESENTATIONS

Proposers may be required to make individual presentations to the City Selection Committee in order to clarify their proposals. Only those firms with the highest rated scores in accordance with the stated criteria and their weights will be invited to give oral presentations. However, the City has the right to accept the best proposal as submitted, without discussion or negotiation.

If the City determines that such presentations are needed, a time and place will be scheduled for oral presentations. Each Proposer shall be prepared to discuss and substantiate any of the areas of the proposal submitted, and its qualifications to perform the specified services. During the oral presentations, the Proposers should relate their discussion to the evaluation criteria, which will include (but not be limited to) their approach to the project. The proposed Project Manager must be in attendance.

The Evaluation Criteria may be changed for the oral presentations evaluation phase. References and site visits (if completed) shall be included in the final evaluation criteria, along with other criteria and weights as determined by the Selection Committee. Finalists will be informed as to the revised criteria, if any, prior to their oral presentation.

Additionally, prior to award of an Agreement pursuant to this RFP, the City may require Proposers to submit such additional information bearing upon the Proposer's ability to perform the services in the Agreement as the City deems appropriate.

#### 4-4 FINAL SELECTION

The City of Opa-locka will select the firm that meets the best interests of the City. The City shall be the sole judge of its own best interests, the proposals, and the resulting negotiated agreement. The City's decisions will be final. Following the notification of the selected firm, it is expected that an

Agreement will be executed between both parties. City staff will recommend award to the responsible Proposer whose Proposal is determined to provide overall best value to the City, considering the evaluation factors in this RFP.

#### **4-5 AWARD AND CONTRACT EXECUTION**

After review by the Selection Committee of the proposals and oral presentations a recommendation will be made to the City Manager for submission to the City Commission for final approval. Upon Commission authorization, contract negotiations will be initiated with the first ranked firm. If those negotiations are unsuccessful, the City will formally terminate negotiations with the first ranked firm and will commence contract negotiations with the next ranked firm, etc. Upon successful contract negotiations with the prevailing firm, the remaining firms will be notified that the process has been completed and that they were not selected.

DRAFT



COMPREHENSIVE PARKS AND RECREATION MASTER PLAN

PROPOSER QUALIFICATIONS

The Proposer, as a result of this proposal, MUST hold a County and/or Municipal Contractor's Occupational License in the area of their fixed business location. The following information MUST be completed and submitted with the proposal to be considered:

1. Legal Name and Address:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_ Phone/Fax: \_\_\_\_\_

2. Check One: Corporation ( ) Partnership ( ) Individual ( )

3. If Corporation, state:

Date of Incorporation: \_\_\_\_\_ State in which Incorporated: \_\_\_\_\_

4. If an out-of-state Corporation, currently authorized to do business in Florida, give date of such authorization: \_\_\_\_\_

5. Name and Title of Principal Officers Date Elected:

_____	_____
_____	_____
_____	_____
_____	_____

6. The length of time in business: \_\_\_\_\_years

7. The length of time (continuous) in business as a service organization in Florida: \_\_\_\_\_years

8. Provide a list of at least three commercial or government references that the bidder has supplied service/commodities meeting the requirements of the City of Opa-locka specification, during the last twenty-four months.

9. A copy of County and/or Municipal Occupational License(s)

Note: Information requested herein and submitted by the proposers will be analyzed by the City of Opa-locka and will be a factor considered in awarding any resulting contract. The purpose is to insure that the Contractors, in the sole opinion of the City of Opa-locka, can sufficiently and efficiently perform all the required services in a timely and satisfactory manner as will be required by the subject contract. If there are any terms and/or conditions that are in conflict, the most stringent requirement shall apply.



**RFP NO: 21-XXXXXXX**  
**PRICE PROPOSAL FORM**

**COMPREHENSIVE PARKS AND RECREATION MASTER PLAN**

PROPONENT understands and agrees that the Contract Price is the lump sum to furnish and install all of the Work complete in place. Vendor's price will not be adjusted unless the CITY changes the scope of the Project after the Contract Date.

As such, the Vendor shall furnish all labor, materials, equipment, tools, superintendence and services necessary to provide a complete, in place Project for the Proposed Price of:

**LUMP SUM PRICE: \$** \_\_\_\_\_

SUBMITTED  
THIS \_\_\_\_\_ DAY OF \_\_\_\_\_ 2021.

BID SUBMITTED BY:

\_\_\_\_\_  
Company Telephone Number

\_\_\_\_\_  
Name of Person Authorized to Submit Bid Fax Number

\_\_\_\_\_  
Signature Email Address

\_\_\_\_\_  
Title

## CITY OF OPA-LOCKA



### CERTIFICATION REGARDING DEBARMENT, SUSPENSION PROPOSED DEBARMENT AND OTHER MATTERS OF RESPONSIBILITY

**1.** The Proposer certifies, to the best of its knowledge and belief, that the Proposer and/or any of its Principals:

**A.** Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency.

**B.** Have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

**C.** Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph 1-B of this provision.

**2.** The Proposer has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any City, State or Federal agency.

**A.** "Principals," for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions). This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

**B.** The Proposer shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Proposer learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

**C.** A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Proposer's responsibility. Failure of the Proposer to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Proposer non-responsive.

**D.** Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Proposer is not required to exceed

that which is normally possessed by a prudent person in the ordinary course of business dealings.

**E.** The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Proposer knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

AS THE PERSON AUTHORIZED TO SIGN THE STATEMENT, I CERTIFY THAT THIS FIRM COMPLIES FULLY WITH THE ABOVE REQUIREMENTS.

Signature \_\_\_\_\_

Printed Name \_\_\_\_\_

DRAFT



**CITY OF OPA-LOCKA  
RFP NO. 21-XXXXXXX**

**DRUG-FREE WORKPLACE CERTIFICATION FORM**

Whenever two (2) or more bids/proposals, which are equal with respect to price, quality, and service, are received by the CITY OF OPA-LOCKA for the procurement of commodities or contractual services, a bid/proposal received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of controlled substances is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in number (1).
4. In the statement specified in number (1), notify the employees that as a condition for working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction on or plea of guilty or no contest to any violation of Chapter 893, Florida Statutes or of any controlled substance law of the United States or any singular state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of Section 287.087, Florida Statutes.

This Certification is submitted by \_\_\_\_\_ the  
 \_\_\_\_\_ (Name)  
 \_\_\_\_\_ of \_\_\_\_\_  
 (Title/Position) (Company)

who does hereby certify that said Company has implemented a drug-free workplace program, which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature



**CITY OF OPA-LOCKA  
NON-COLLUSION AFFIDAVIT**

**STATE OF FLORIDA - COUNTY OF MIAMI DADE**

\_\_\_\_\_ being first duly sworn, deposes and says that:

- (1) He/She/They is/are the \_\_\_\_\_  
(Owner, Partner, Officer, Representative or Agent) of  
\_\_\_\_\_ the PROPONENT that has submitted the attached proposal;
- (2) He/She/They is/are fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;
- (3) Such Proposal is genuine and is not a collusive or sham Proposal;
- (4) Neither the said PROPONENT nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other PROPONENT, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from Proposing in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any PROPONENT, firm, or person to fix any overhead, profit, or cost elements of the Proposal or of any other PROPONENT, or to fix any overhead, profit, or cost elements of the Proposed Price or the Proposed Price of any other PROPONENT, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;
- (5) The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the PROPONENT or any other of its agents, representatives, owners, employees or parties of interest, including this affiant.

Signed, sealed and delivered in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name and Title



## NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization, business or entity represented herein shall not discriminate against any person in its operations, activities or delivery of services under any agreement it enters into with the City of Opa-locka. The same shall affirmatively comply with all applicable provisions of federal, state and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

By: \_\_\_\_\_

Title: \_\_\_\_\_

Sworn and subscribed before this

\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Notary Public, State of Florida

\_\_\_\_\_  
(Printed Name)

My commission expires: \_\_\_\_\_



## E-VERIFY

Effective January 1, 2021, public and private employers, contractors and subcontractors will be required to register with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of:

All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and

a) All persons (including sub-vendors/sub-consultants/sub-contractors) assigned by Vendor /Consultant/ Contractor to perform work pursuant to the contract with the Department. The Vendor /Consultant/ Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the contract is a condition of the contract with the City; and

*By entering into a Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. If t contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination. The Contractor acknowledges it is liable to the City for any additional costs as a result of termination of the contract due to Contractor's failure to comply with the provisions herein.*



## E-VERIFY FORM

### Definitions:

“Contractor” means a person or entity that has entered or is attempting to enter into a contract with a public employer to provide labor, supplies, or services to such employer in exchange for salary, wages, or other remuneration.

“Subcontractor” means a person or entity that provides labor, supplies, or services to or for a contractor or another subcontractor in exchange for salary, wages, or other remuneration.

Effective January 1, 2021, public and private employers, contractors and subcontractors will begin required registration with, and use of the E-verify system in order to verify the work authorization status of all newly hired employees. Vendor/Consultant/Contractor acknowledges and agrees to utilize the U.S. Department of Homeland Security’s E-Verify System to verify the employment eligibility of:

- a) All persons employed by Vendor/Consultant/Contractor to perform employment duties within Florida during the term of the contract; and
- b) All persons (including sub-vendors/subconsultants/subcontractors) assigned by Vendor/Consultant/Contractor to perform work pursuant to the contract with the Department. The Vendor/Consultant/Contractor acknowledges and agrees that use of the U.S. Department of Homeland Security’s E-Verify System during the term of the contract is a condition of the contract with the City of Opa-locka; and

Should vendor become successful Contractor awarded for the above-named project, by entering into this Contract, the Contractor becomes obligated to comply with the provisions of Section 448.095, Fla. Stat., "Employment Eligibility," as amended from time to time. This includes but is not limited to utilization of the E-Verify System to verify the work authorization status of all newly hired employees, and requiring all subcontractors to provide an affidavit attesting that the subcontractor does not employ, contract with, or subcontract with, an unauthorized alien. The contractor shall maintain a copy of such affidavit for the duration of the contract. Failure to comply will lead to termination of this Contract, or if a subcontractor knowingly violates the statute, the subcontract must be terminated immediately. If this contract is terminated for a violation of the statute by the Contractor, the Contractor may not be awarded a public contract for a period of 1 year after the date of termination.

Company Name: \_\_\_\_\_

Authorized Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

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

**A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF OPA-LOCKA, FLORIDA, APPROVING SETTLEMENT WITH THE INTERNAL REVENUE SERVICE (IRS) TO RESOLVE THE CITY'S TAX LIABILITY, IN THE AMOUNT OF TWENTY-FIVE THOUSAND, THIRTY SIX DOLLARS AND SIXTEEN CENTS (\$25,036.16), REGARDING (1) OFF-DUTY POLICE OFFICER PAY TREATMENT FROM INDEPENDENT CONTRACTOR TO EMPLOYMENT WAGES; (2) TAX ON LIFE INSURANCE EARNINGS AND (3) TAX ON TAKE HOME VEHICLE FOR TAX YEAR 2018; FURTHER AUTHORIZING THE CITY MANAGER TO EXECUTE THE "AGREEMENT TO ASSESSMENT AND COLLECTION OF ADDITIONAL TAX AND ACCEPTANCE OF OVERASSESSMENT" (FORM 2504-T), ATTACHED HERETO, IN THE AMOUNT OF TWENTY-FIVE THOUSAND, THIRTY SIX DOLLARS AND SIXTEEN CENTS (\$25,036.16) AND "CLOSING AGREEMENT ON FINAL DETERMINATION COVERING SPECIFIC MATTERS REGARDING WORKER CLASSIFICATION" (FORM 14491), ATTACHED HEREIN, IN THE AMOUNT OF TWENTY TWO THOUSAND, FOUR HUNDRED SIXTY-NINE DOLLARS AND EIGHTY-EIGHT CENTS (\$22,469.88) FOR TAX YEAR 2018; PROVIDING FOR INCORPORATION OF RECITALS; PROVIDING FOR AN EFFECTIVE DATE.**

WHEREAS, the City of Opa-Locka ("City") recently underwent a tax audit by the Internal Revenue Service (IRS) related to tax year 2018. The IRS disputed the worker classification treatment of off-duty police officers as an independent contractor rather than as employee wages for purposes of federal income tax withholding, Social Security and Medicare contributions and deductions known as the Federal Insurance Contribution Act (FICA) and Federal Unemployment Tax Act (FUTA) taxes (all known as federal employment taxes); and

WHEREAS, the City timely filed the income of the Off-Duty police officers on the appropriate tax forms during the period under tax audit, January 1, 2018 to December 31, 2018. This income was, and has historically been, treated as independent contractor income to the off-duty police officers and is reported on Form 1099-MISC. The City did not treat this as employee wages; and

WHEREAS, during the 2018 tax audit, the IRS communicated with the Social Security Administration, which agreed that the off-duty police officers should be classified as employees of the City and therefore the income should be treated as

wages and not independent contractor earnings. With a one year agreement, no amended employment tax forms (i.e Form 941, W-2) or information forms (i.e. 1099, 1096) will be required. In addition, no penalties or interest charges will be assessed. If there is no agreement, the IRS would be required to audit all years within the statute of limitations, which includes tax years 2018-2020; and

**WHEREAS**, the IRS is offering the City a reduced tax rate of 10.68% for both FICA and income tax withholding per IRC section 3509(a) for the purposes of settling the issue. Technically, the Form 1099 amounts for Off-Duty police should be considered supplemental or additional wages, taxed at full FICA rates (15.3%) plus income tax at actual ordinary income rates reported on Form W-2; and

**WHEREAS**, based on \$210,392 in 1099 payments paid in 2018 for off-duty police earnings, the tax at full rate is \$52,428, but only \$22,469 is being assessed at the 10.68% reduced rate being offered to the City; and

**WHEREAS**, in addition, there is a tax liability being assessed on take-home vehicles for employees other than police officers as well as term life insurance benefits provided to employees in excess of \$50,000. This tax liability is \$2,566.28. This brings the total tax liability to Twenty-Five Thousand, Thirty-Six Dollars and Sixteen Cents (\$25,036.16); and

**WHEREAS**, funding for this expenditure will be provided in Budget Amendment #3, to be submitted on March 24, 2021, with the budget for Taxes Account - 19-519997 to be increased from \$1,000 to \$26,036.16 (with the offset coming from a reduction of Contingency 19-519390).

**WHEREAS**, the City Manager recommends approval of the proposed settlement and the City Commission desires to accept the recommendation of the City Manager in order to resolve City's tax liability.

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

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

**Section 2.** The City Commission of the City of Opa-Locka hereby approves a settlement with the Internal Revenue Service (IRS) to resolve tax liability, in the amount of Twenty-Five Thousand, Thirty Six Dollars and Sixteen Cents

(\$25,036.16), regarding (1) off-duty police officer pay treatment from independent contractor to employment wages; (2) tax on life insurance earnings; and (3) tax on take-home vehicle for tax year 2018. Further authorizing the City Manager to execute the "Agreement to Assessment and Collection of Additional Tax and Acceptance of Overassessment" (Form 2504-T), attached hereto, in the amount of Twenty-Five Thousand, Thirty Six Dollars and Sixteen Cents (\$25,036.16) and the "Closing Agreement on Final Determination Covering Specific Matters Regarding Worker Classification" (Form 14491), attached hereto, in the amount of Twenty Two Thousand, Four Hundred Sixty-Nine Dollars and Eighty-Eight Cents (\$22,469.88) for tax year 2018. For purposes of this Resolution, all Attachments shall be referred to as Composite Exhibit "A".

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

**PASSED AND ADOPTED** this \_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Matthew Pigatt, Mayor

Attest to:

Approved as to form and legal sufficiency:

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

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

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

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

**VOTE:**

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



**City of Opa-locka  
Agenda Cover Memo**

<b>City Manager:</b>	John E. Pate		<b>CM Signature:</b>				
<b>Commission Meeting Date:</b>	Mar 10, 2021		<b>Item Type:</b> <i>(Enter X in box)</i>	<b>Resolution</b>	<b>Ordinance</b>	<b>Other</b>	
				X			
<b>Fiscal Impact:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Ordinance Reading:</b> <i>(Enter X in box)</i>	<b>1<sup>st</sup> Reading</b>		<b>2<sup>nd</sup> Reading</b>	
	X			<b>Public Hearing:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Yes</b>
<b>Funding Source:</b> <i>Account# :</i>	<i>(Enter Fund &amp; Dept)</i> Ex:		<b>Advertising Requirement:</b> <i>(Enter X in box)</i>		<b>Yes</b>		<b>No</b>
<b>Contract/P.O. Required:</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>RFP/RFQ/Bid#:</b>				
	X						
<b>Strategic Plan Related</b> <i>(Enter X in box)</i>	<b>Yes</b>	<b>No</b>	<b>Strategic Plan Priority Area:</b> Public Safety <input type="checkbox"/> Bus. & Economic Dev <input type="checkbox"/> Enhance Organizational <input checked="" type="checkbox"/> Quality of Education <input type="checkbox"/> Qual. of Life & City Image <input type="checkbox"/> Communication <input type="checkbox"/>	<b>Strategic Plan Obj./Strategy:</b> <i>(list the specific objective/strategy this item will address)</i>			
		X					
<b>Sponsor Name</b> City Manager's Office			<b>Department:</b>				

**Short Title:**

A resolution of the City Commission of the City of Opa-locka, Florida to resolve tax liability in the amount of \$25,036.16 with the Internal Revenue Service (IRS) over (1) Off-Duty police officer pay treatment from independent contractor to employment wages, (2) tax on life insurance earnings and (3) tax on take home vehicle for tax year 2018.

**Staff Summary:**

After undergoing a tax audit by the Internal Revenue Service (IRS) related to tax year 2018, the IRS disputed the worker classification treatment of Off-Duty police officers as independent contractor and instead to be treated as employee wages for purposes of federal income tax withholding, Social Security and Medicare contributions and deductions known as the Federal Insurance Contribution Act (FICA) and Federal Unemployment Tax Act (FUTA) taxes (all known as federal employment taxes).

The City of Opa-locka ("the City") timely filed the income to the Off-Duty police officers on the appropriate tax forms during the period under tax audit, January 1, 2018 to December 31, 2018. This income was treated as independent contractor income to the Off-Duty police officers and reported on Form 1099-MISC, the City did not treat this as employee wages. Per discussion with the Human Resource and Police Department, this has been how this income has historically been reported.

During the 2018 tax audit, the IRS communicated with the Social Security Administration and agreed that the Off-Duty police officers should be employees of the City and therefore the income treated as wages and not independent contractor earnings. The IRS also reviewed City records and documents such as policies and

procedures and direct communication to gain an understanding of the City's position. The IRS's attorney also agreed with the IRS's position on the matter based on the evidence examined, as a result, they hope to settle with the City for the 2018 tax year alone and not have to open the 2019 and 2020 tax years for audit and investigation. With a one year agreement, no amended employment tax forms (i.e. Form 941, W-2) or information forms (i.e. 1099, 1096) would be required. In addition, no penalties or interest charges would be assessed. For any unagreed issues or settlement, the IRS is required to audit all years within the statute of limitations, which includes tax years 2018-2020.

The IRS is offering the City a reduced tax rate of 10.68% for both FICA and income tax withholding per IRC section 3509(a) for the purposes of settling the issue. Technically, the Form 1099 amounts for Off-Duty police should be considered supplemental or additional wages, taxed at full FICA rates (15.3%) plus income tax at actual ordinary income rates reported on Form W-2.

Based on \$210,392 in 1099 payments paid in 2018 for Off-Duty police earnings, the tax at full rates is \$52,428, but only \$22,469 is being assessed at the 10.68% reduced rate being offered to the City.

In addition, there is a tax liability being assessed on take home vehicle for employees other than police officers and term life insurance benefits provided to employees in excess of \$50,000. This tax liability is \$2,566.28.

**Financial Impact** – Funding for this expenditure will be provided in Budget Amendment #3, to be submitted on March 24, 2021 with the budget for Taxes – 19-519997 increased from \$1,000 to \$26,036.16 with the offset coming from a reduction of Contingency -19-519390.

**Proposed Action:**

Staff recommends that the City Commission approve a settlement with the Internal Revenue Service (IRS) to enter into an Agreement to Assessment and Collection of Additional Tax and Acceptance of Overassessment (Form 2504-T) in the amount of \$25,036.16 (\$22,469.88 + \$2,566.28) and Closing Agreement On Final Determination Covering Specific Matters Regarding Worker Classification (Form 14491) in the amount of \$22,469.88 for tax year 2018.

**Attachment:  
See attachment**

## Agreement to Assessment and Collection of Additional Tax and Acceptance of Overassessment

*(Employment Tax Adjustments Not Subject to IRC 1436;  
Worker Classification or Section 530 Issues Not Addressed in this Exam)*

Date received by Internal Revenue Service

Taxpayer(s) name	D/B/A	SSN/EIN	
City of Opa Locka		59-6000394	
Address of taxpayer(s) (number, street)	City/Town	State	ZIP code
780 Fishhawk Street	Opa Locka	FL	33054

### Adjustment to Tax, Credits and Penalties

Tax Period Ended	Return Form Number	Kind of Tax and Internal Revenue Code Section	Amount of Tax	Credit Increase (Decrease)	Penalty
3-31-18 to 12-31-18	941	FICA & FITW IRC 3101, 3111 & 3402	\$2,566.28		
		<b>Total</b>	<b>\$2,566.28</b>		

I consent to the immediate assessment (increase in tax and penalties and/or decrease in credits) and the collection of any such amount. In addition, I accept any overassessment (decrease in tax and penalties and/or increase in credits) shown above. I also agree to any interest as provided by law.

<b>Sign Here</b>	Date
<b>Sign Here</b>	Date
<b>Sign Here</b>	Title
	Date

**Note:** Your consent to the assessment of the amounts shown in this agreement, your signature will expedite our adjustment to your account. Your consent will not prevent you from filing a claim for refund (after you have paid the tax) if you later believe you are entitled to a refund. It will not prevent us from later determining, if necessary, that you owe additional tax; nor extend the time provided by law for either action.

The examination of your employment tax returns as reflected on this agreement did not include an examination for employment tax purposes of whether any individual should be treated as employees.

**Who Must Sign:**  
If you are signing this agreement for a partnership, all partners must sign. However, one partner may sign with appropriate evidence of authorization to act for the partnership.

For a corporation, enter the name of the corporation followed by the signature and title of the officer(s) authorized to sign.

For an individual attorney acting under a power of attorney, a power of attorney must be sent with this form if not previously filed with us.

Abatement amount under IRC 3402(d) and/or IRC 3102(f)(3) - See explanation on Form 4666								
Tax Period	Return Form Number	IRC Code	Credit for Abatement	Tax Period Ended	Return Form Number	IRC Code	Credit for Abatement	

---

**Taxpayer**

Taxpayer name City of Opa Locka

By

Date signed

Title

---

**Taxpayer's Representative**

By

Date signed

---

**Commissioner of Internal Revenue**

By

Date signed

Title

---

Form **14491**  
(May 2013)

Department of the Treasury - Internal Revenue Service

**Closing Agreement On Final Determination Covering Specific Matters Regarding Worker Classification**

Under section 7121 of the Internal Revenue Code ("IRC"), City of Opa Locka, 780 Fisherman Street, Opa Locka, FL 33054, Taxpayer Identification Number 59-6000394, ("taxpayer") and the Commissioner of Internal Revenue ("Commissioner") make the following closing agreement:

**WHEREAS**, there is a dispute between the parties as to whether certain workers classified by taxpayer as Off-duty police officers are independent contractors or employees of taxpayer for purposes of federal income tax withholding, Federal Insurance Contributions Act (FICA) and Federal Unemployment Tax Act (FUTA) taxes ("federal employment tax");

**WHEREAS**, the taxpayer is presently treating the Off-duty police officers as independent contractors;

**WHEREAS**, the taxpayer has timely filed Forms 1099 for each of its Off-duty police officers for all applicable periods from January 1, 2018 through December 31, 2018, in accordance with the provisions of paragraph 3.02 of Rev. Proc. 85-18, 1985-1 C.B. 518, and Rev. Rul. 81-224, 1981-2 C.B. 197; and

**WHEREAS**, the parties wish to resolve this dispute for all Off-duty police officers engaged by the taxpayer on or after January 1, 2017.

**NOW IT IS HEREBY DETERMINED AND AGREED** for federal employment tax purposes that:

- (1) The Internal Revenue Service will assess and the taxpayer will pay the following amounts to the United States Government in full discharge of any federal employment tax liability it may owe for the periods shown below resulting directly or indirectly from its failure to pay and/or withhold federal income tax, FICA, or FUTA taxes on the payments to its Off-duty police officers

Period	Type of Tax	Amount to be Assessed	
		Tax	Penalties
1-1-2018 to 12-31-18	FICA & Income Tax WH	\$22,469.88	\$0.00

- (2) The Internal Revenue Service will not disturb taxpayer's classification of such Off-duty police officers for federal employment tax purposes for any period from January 1, 2017 through March 31, 2021.
- (3) Beginning April 1, 2021, and for all periods thereafter, Off-duty police officers and persons performing equivalent duties regardless of taxpayer's job titles will be treated as employees for all federal employment tax purposes.

**Closing Agreement With City of Opa Locka**

- (4) The taxpayer waives any right it may have to claim relief under section 530 of the Revenue Act of 1978.
- (5) IRC Section 6205 shall apply to the amounts contained in paragraph (1) above, except FUTA tax.

**This agreement is final and conclusive except:**

- (1) the matter it relates to may be reopened in the event of fraud, malfeasance, or misrepresentation of material facts;
- (2) it is subject to the Internal Revenue Code sections that expressly provide that effect be given to their provisions (including any stated exception for Code section 7122) notwithstanding any other law or rule of law; and
- (3) if it relates to a tax period ending after the date of this agreement, it is subject to any law, enacted after the agreement date, that applies to the tax period.

By signing, the above parties certify that they have read and agreed to the terms of this document.

## Agreement to Assessment and Collection of Additional Tax and Acceptance of Overassessment

*(Employment Tax Adjustments Subject to IRC 7436)*

Date received by Internal Revenue Service

Taxpayer(s) name	D/B/A	SSN/EIN	
City of Opa Locka		59-6000394	
Address of taxpayer(s) (number, street)	City/Town	State	ZIP code
780 Fisherman Street	Opa Locka	FL	33054

### Adjustment to Tax, Credits and Penalties

Tax Period Ended	Return Form Number	Kind of Tax and Internal Revenue Code Section	Amount of Tax	Credit Increase (Decrease)	Penalty
3-31-18 to 12-31-18	941	FICA & MTW IRC 3101, 311 & 3402	\$22,469.88		
<b>Total</b>			\$22,469.88		

I consent to the immediate assessment (increase in tax and penalties and/or decrease in credits) and collection of any such amounts. In addition, I accept any overassessment (decrease in tax and penalties and/or increase in credits) shown above, plus any interest provided by law. I understand that by signing this agreement, I am waiving the restrictions on assessment provided in section 7436(d) and 6213(a) of the Internal Revenue Code of 1986.

<b>Sign Here</b> ▶	By	Title	Date
<b>Sign Here</b> ▶			Date
<b>Sign Here</b> ▶			Date


**Note:**  
If you consent to the assessment of the amounts shown in this agreement, your signature will expedite our adjustment to your account. Your consent will not prevent you from filing a claim for refund (after you have paid the tax) if you later believe you are entitled to a refund. It will not prevent us from later determining, if necessary, that you owe additional tax; nor extend the time provided by law for either action.


**Who Must Sign**  
If you are making this agreement for a partnership, all partners must sign. However, one partner may sign with appropriate evidence of authorization to act for the partnership.  
For a corporation, enter the name of the corporation followed by the signature and title of the officer(s) authorized to sign.  
For an agent or attorney acting under a power of attorney, a power of attorney must be sent with this form if not previously filed with us.

### Memo: Abatement amount under IRC 3402(d) and/or IRC 3102(f)(3) - See explanation on Form 4666

Tax Period Ended	Return Form Number	IRC Code	Credit for Abatement		Tax Period Ended	Return Form Number	IRC Code	Credit for Abatement


OGDEN UT 84201-0038

008830.998568.359675.3596 1 AB 0.428 693  


 CITY OF OPA LOCKA  
780 FISHERMAN ST 4TH FL  
OPALOCKA FL 33054-3806

008830

CUT OUT AND RETURN THE VOUCHER AT THE BOTTOM OF THIS PAGE IF YOU ARE MAKING A PAYMENT,  
EVEN IF YOU ALSO HAVE AN INQUIRY.

 The IRS address must appear in the window.

BODCD-TE

0440517325

Use for payments

Letter Number: LTR4384C  
Letter Date : 2021-02-25  
Tax Period : 201912



\*596000394\*

INTERNAL REVENUE SERVICE

OGDEN UT 84201-0038



CITY OF OPA LOCKA  
780 FISHERMAN ST 4TH FL  
OPALOCKA FL 33054-3806

OGDEN UT 84201-0038

In reply refer to: 0440517325  
Feb. 25, 2021 LTR 4384C 0  
59-6000394 201912 01 0  
00027236  
BODC: TE

CITY OF OPA LOCKA  
780 FISHERMAN ST 4TH FL  
OPALOCKA FL 33054-3806



008830

Taxpayer Identification Number: 59-6000394  
Tax Period(s): Dec. 31, 2019  
Form(s): 941

Dear Taxpayer:

Thank you for your inquiry dated Oct. 30, 2020.

We processed the tax increase of \$ \$5,500.84 as indicated on your timely filed amended return, Form 941-X received on Oct. 5, 2020. Payment for the tax increase is due at the same time you file a timely amended return. We did not receive a timely payment.

If you have any questions, please call us toll free at 1-800-869-0115.

If you prefer, you may write to us at the address shown at the top of the first page of this letter.

A copy of this letter and any referenced enclosures have been forwarded to your authorized representative(s).

0440517325  
Feb. 25, 2021 LTR 4384C 0  
59-6000394 201912 01 0  
00027237

CITY OF OPA LOCKA  
780 FISHERMAN ST 4TH FL  
OPALOCKA FL 33054-3806

Sincerely yours,



Sharon Davies  
Program Manager, AM OPS 2

Enclosure(s):  
Copy of this letter

OGDEN UT 84201-0038

In reply refer to: 0440517325  
Feb. 25, 2021 LTR 4384C 0  
59-6000394 201912 01 0  
00027236  
BODC: TE

CITY OF OPA LOCKA  
780 FISHERMAN ST 4TH FL  
OPALOCKA FL 33054-3806

008830

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CITY OF OPA LOCKA  
780 FISHERMAN ST 4TH FL  
OPALOCKA FL 33054-3806

Sincerely yours,



Sharon Davies  
Program Manager, AM OPS 2

Enclosure(s):  
Copy of this letter

11/23