

June 4, 2024

Honorable Mayor & Council
City of North Miami
776 NE 125th Street
North Miami, FL 33161

Honorable Mayor & Council:

I am here to conclude the termination process that the Council initiated. I do not wish to leave the City with any ambiguity and would like to clarify several misstatements made at the April 9th and May 7th Council meetings.

The only reason that I am here is because this is the first time in over two decades that the Council has chosen this termination method. In the past, the Council would negotiate a transition/separation agreement with the City Manager and put it on the next Council Agenda. I would have been content with just the "we are going in a different direction" route. However, this time, the Council opted to do it publicly; I can only surmise that it is to embarrass or humiliate me possibly.

When I came on board in March of 2023, I assessed the City's finances, operations, and staffing and drafted a work plan. I attended weekly council briefings with the City Attorney, walking through Council agendas, initiatives, and issues I encountered. I listened to the employees, making sure they felt welcome and that their work was valued. It was determined that several department leaders were not going to be adaptable to change and contributed to the City's challenges. I don't derive any pleasure when the work of dismissing staff must be done. However, I don't shy away from it, as it is my duty and responsibility as per the Charter.

I scheduled a Council Retreat on May 3, where I walked Councilmembers through the city's pressing issues and priorities. They told me the issues were the same as before because they had not been done previously. At that retreat, I explained the seriousness of the City's finances. We needed 40% back from the CRA to stabilize the City. Especially since the CRA was asking the County to contribute more to their coffers. Then, we could focus on other revenue-generating activities. We discussed the water plant and infrastructure challenges, the P3, and council priorities.

Highlighted below are some of my findings of the City's inner workings:

Financial

Tyler ERP integration was delayed 18 months, which led to costly mistakes.

Enterprise and Impact Fee Funds are still combined with the General Fund

Shortage of 30 police officers due to lack of funding.

Utility Billing using an outdated and ineffective system allowed for a \$19 million outstanding receivable.

Pension Theft of \$2.3 Million not addressed.

Non-existent receivables system.

Payments to landlords were miscalculated, which led to the need to spend more funds unbudgeted.

No reserve funds set aside.

Annual Audited Financial Statement with Management Letter.

CRA

The CRA occupies over 60% of the City's taxable base. All development that is happening in the City is to the benefit of the CRA. All increment goes to the CRA. As the CRA was trying to negotiate with the County to contribute more, I was trying to reduce the City's liability. On August 31st, 2023, Commissioners Steinberg and Bastien held a sunshine meeting to discuss the CRA. At that meeting, I spoke as the City Manager of the City of North Miami. I did not try to "sabotage the CRA"; I tried to save the City. The City did not get the 40% it needed but approximately 25%. (See Exhibits)

Operations

Code Compliance

Employee complaints not documented appropriately.

Creating a ticket system that was useless and caused more delays in work product.

Building

Poor customer service

Review and Inspections taking over 60 days

Planning & Zoning

Review and inspections taking 12 weeks

Quasi-Judicial items filled with typos and mistakes

Parks & Recreation

Short-staffed

Special events over-budget

Running separate procurement process without Purchasing's oversight.

Public Works

Capital Projects delayed due to lack of funding or qualified staff to supervise the work.

Failing Infrastructure & Water Plant.

Poor Management and supervision of staff.

P3

The P3 consultants' (BDO/WT) evaluation was faulty because they were not provided with all the necessary financial information. Therefore, their original recommendation was not a viable option for the City. The subsequent analysis from BDO shows that the City will still be in a deficit even with the new interlocal agreement. (see exhibits)

BDO/WT White Paper March 2023, included CRA numbers.

BDO/WT July 2023 Revised Analysis

BDO/WT September Revised

Accomplishments: My year and three months of endeavor leave you with the following:

\$2.5 Million Reserve to start.

Identified funds to acquire the Scott Galvin Center and remove that liability from the General Fund.

Clean Audited Financial Statement.

New Grants & Sponsorship Division.

New Impact Fee account opened.

Tyler Munis to go live by October 1st, Tyler Energov to be done by January 2025, Tyler UB afterwards.

Invitation to formally apply for a \$200,900,000 EPA WIFIA loan.

Consolidation of Budget and Finance for efficiency and budget savings.

Consolidation of Building with Planning and Zoning for more efficiency and budget savings.

CU/BTR Inspections from 12 weeks to 24/48 hours.

Fewer customer complaints.

New Public Engagement Officer to address customer issues within 24-48 hours.

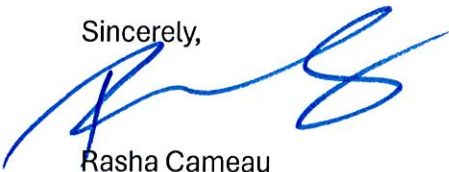
Personnel: reinstated Drivers License check and random drug testing.

Implementation of several new software: online candidate financial reporting, Granicus Agenda Software, Off-Duty Police Software, MyNoMi App launch, and better communication with the public via Everbridge (Solid Waste).

I would like to thank all the city employees. You have worked so hard this year. This is not just about a paycheck; you love this City and put your best foot forward. You were willing to take a gamble with me to fix this City. Please keep doing the great work that you do. Keep changing, evolving, and doing better. You have seen the fruits of your labor just by the community's reaction. We have fewer angry complaints; your work is valued not by how you got here but by your sweat.

To the residents and business community, I would like to thank you so very much for welcoming me. I listened to your concerns, and we worked together to get them resolved. You welcomed me into your homes and offices, and you kept me engaged.

Sincerely,



Rasha Comeau

CITY OF NORTH MIAMI

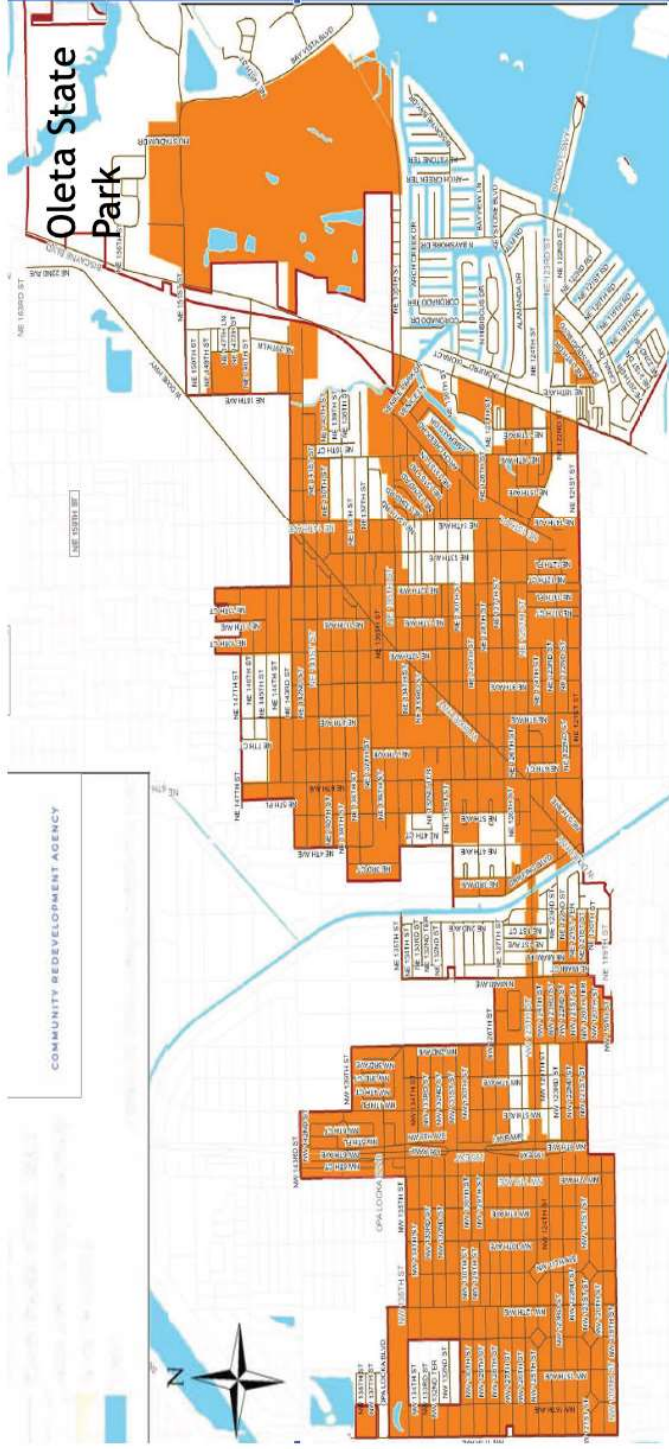
PUBLIC HEARING

June 4, 2024

MAP OF NORTH MIAMI CRA

EXHIBIT 1

- 95% of the increment of the shaded areas (70% of City's taxable) goes to the NMCRA since 2005
- City's only recurring increment revenue comes from unshaded areas (30% of City's taxable)
- 45% of the increment of Sole Mia refunded to the City as of 2016



TIF PAYMENTS

Net County Contribution to the NMCRA FY05 to FY24

\$ 10,567,254

Refund Amount to the County FY05 to FY24

\$37,177,509

Total County TIF Generated In NMCRA

\$47,744,763

Net City Contribution to the NMCRA FY05 to FY24

\$69,736,430

Refund Amount to the City FY2016 to FY24 (45% East)

\$ 6,381,558

Total City TIF Generated in NMCRA

\$80,303,684

**August 31, 2023 Audio of County
Sunshine Meeting Between Re:
North Miami CRA**



EMAIL REGARDING THE P3 WHITE PAPER

From: Cameau, Rasha <rcameau@northmiamifl.gov>

Sent: Wednesday, June 7, 2023 9:57:00 AM

To: Lorfils, John <jlorfils@northmiamifl.gov>; larry@larrymspring.com <larry@larrymspring.com>; Cazeau, Jeff P.H. <jcazeau@northmiamifl.gov>

Subject: P3 White Paper Feedback

Morning: Please read my scribbles on the white paper. I am concerned that this analysis does not accurately reflect the City's situation.

1. The numbers used to promote tax growth are GROSS, not net of CRA TIF, which is what I have been concerned with. I hand wrote the actual tax revenues on the form.
2. Statement of positive surplus fund balance, is as a result of waiving the \$5 mil reserves for the 5th year in a row. So I don't know how that can be considered healthy.
3. "FY2022 \$8.5 mil growth result of fee based revenues, property tax increases and diligent expense management" Also inaccurate, since taxes were lowered, and \$\$ is due to ARPA.
4. Charging rent for governmental entities, and CRA, water & sewer and Transportation. Those 3 departments were not included in the architect's space analysis.
5. Lastly, the sentence about operations and maintenance costs to be passed to the City, not reflected in this memo. Is very troublesome to me.

Can we have a proper do over? Because in all honesty Phase A is not based on strong facts.

Thanks

City of North Miami | City Downtown Redevelopment P3 Project | March 2023

Project Background
 The City of North Miami ("the City") started the process of delivering a renewed and revitalized downtown with the goal of providing the community with new facilities and spaces to live, work, and play. The full project scope envisions a City Hall Block including new City Hall, additions to Police Station, an expanded Museum of Contemporary Art (MOCA) and a new City-owned parking facility (the "Project"). After a review of various structural options and considering feedback from industry and stakeholders, the City's leadership determined to approach the development as a program while splitting it into three phases. Phase One being the delivery of a new City Hall and City's Public Parking Garage. Phase Two being a much needed addition to the Police Headquarters and finally, Phase Three addressing expanded space for the MOCA.

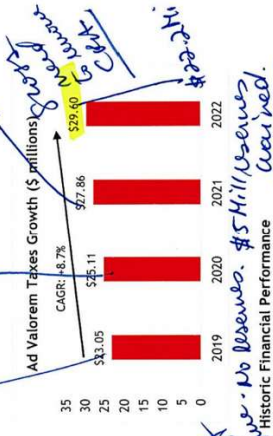
A separate Real Estate project, envisages a possible ground lease with a private sector firm, which is planned to be procured, at a similar time, as Phase One of the P3 project. The Real Estate project will very much be the community-facing part of the larger North Miami project. The City will be seeking ideas and plans for a private sector firm to identify the best partner for this redevelopment. This project will not only provide new opportunities for the residents of the City but, will also unlock the value of the property. That value, only available to the City through this project, will be payments to be paid by the private development firm and through new tax revenues generated from the new private activity on the location of the current City Hall and several City owner parking lots.

This phased approach was chosen to allow for both the construction industry's capacity to deliver and the City's ability to budget for the phases. During Phase One, the new City Hall, the City will be seeking a private sector team to partner with for the design-build-finance-maintain of the new facility. This project is generally referred to as the New City Hall P3 (Public-Private Partnership), or the City Hall Redevelopment P3 Project ("CHRP"). Phase Two and Three will be procured later to better align with the City's budget.

Introduction

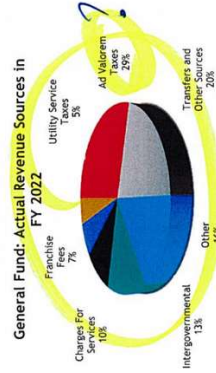
Admit the global pandemic, the City managed to achieve an uptick in its overall net position, primarily attributable to optimized administrative expenditures and a decrease in associated costs. Moreover, the City has experienced a surge in property growth rates in fiscal year ("FY") 2022 (+6.2%), a decline in unemployment rates (3.0% in 2021 vs. 2.0% in 2022).

and has become a hub for over 800 businesses. This trend is anticipated to continue with the arrival of prominent enterprises such as Audi, Got Room, Family Dollar, Life Storage, Kipp, and others, further strengthening the City's economic landscape.



Historic Financial Performance
 The City's proactive response to the pandemic led to robust financial performance in FY 2021, with the General Fund balance concluding the FY in a surplus of \$3.3 million. Inherently, City budgets are not designed to generate profits, but rather to serve as a strategic framework for enhancing the well-being of businesses, residents, and other stakeholders through revenue and expense alignment throughout the year.

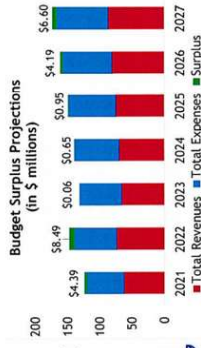
In FY 2022, the positive net position of \$8.5 million was achieved through a combination of fee-based revenues, increasing property taxes, and diligent expense management. This was exemplified by a 6.3% growth in the operating tax levy, which, on average, accounts for over one-third of total revenues contributing to the overall revenue growth of 19.2% relative to 13.5% growth in total expenditures. Such financial outcomes demonstrate the City's commitment to fostering a thriving and sustainable economic environment for all its constituents.



Handwritten notes: \$119.6 Mil, \$18.7 Mil, \$19.6 Mil, \$19.6 Mil, \$19.6 Mil, \$19.6 Mil

City of North Miami | City Downtown Redevelopment P3 Project | March 2023

Strategic Initiatives & Projected Outcomes
 The City has embarked on numerous endeavors to transform its urban landscape. These initiatives encompass a variety of new mixed-use real estate projects and the augmentation of existing residential complexes. As a consequence, the City anticipates property assessments to experience a nominal growth rate of 6.0% year-over-year, coupled with an estimated increase of \$8.0 million in tax collections from new and expanded developments during the FY 2025 to 2027 period.



These efforts lay the foundation for the City's broader redevelopment plans, which include the City Hall Redevelopment P3 Project. The CHRP is an integral component of the larger redevelopment initiative, and the City has elected to procure the project utilizing a design-build-finance-maintain ("DBFM") structure, with a maximum annual affordability cap set at \$6.5 million, subject to adjustments for inflation. (including parking garage) adjustment as a result of CHRP funding commitment for parking garage)

As the City evaluates the most suitable approach for the CHRP, three primary options are available: a Design-Build-Finance ("DBF") structure, a DBFM structure, and an enhanced DBFM structure that encompasses a broader range of services compared to the standard DBFM framework; a DBFM method has been suggested throughout the process. The estimated Annual Availability Payments, or annual fee the City will pay to the private partners (which includes cost of design, construction, financing, operations and maintenance), has been estimated as follows:

(in \$ millions)	DBF	DBFM	DBFM (Enhanced)
Availability Payment	5.11	6.44	7.48

Impact of Real Estate Project on P3 Project

The anticipated financial outcomes of the City's Real Estate initiative are projected to yield substantial

Handwritten notes: These 3 departments are not included in analysis?

revenue streams due to private sector involvement on the municipal property. Projected lease revenues are expected to generate an estimated \$3.5 million per annum. Furthermore, a portion of the overall Annual Availability Payment for the CHRP will be distributed amongst the budgets of other governmental entities, including the transportation, water and sewer and the CRA to account for the office space used by those entities in the New City Hall. This cost shared will fluctuate depending on the chosen project structure, ranging from \$1.41 million for the DBF structure, to \$1.64 million for the enhanced DBFM option as illustrated in the following table.

(in \$ millions)	DBF	DBFM	DBFM (Enhanced)
Availability Payment	5.11	6.44	7.48
Less: Lease Revenue	3.46	3.46	3.46
Net of Lease	1.65	2.98	4.02
Less: Cost Sharing	1.41	1.41	1.64
Cost to the City	0.24	1.57	2.38

The total net impact of the Annual Availability Payment on the City's budget will also vary based on the selected structure, with approximate values ranging from \$240,000 for the DBF structure, to \$2.38 million for the enhanced DBFM structure with all new estimated revenues included.

It is important to note that the DBF structure requires operations and maintenance cost to be passed on the City's budget and not reflected within this memo and therefore, the City's leadership opted for DBFM structure. This strategic allocation of resources and the selection of an appropriate project structure are expected to foster a more efficient and cost-effective development process.

Also, any additional tax income generated through this development (property, sales, other fees) is advised to be allocated toward funding the City's various Phases, effectively mitigating associated expenses, meaning that new revenues generated from the downtown redevelopment program should be dedicated to funding the program. It is estimated that additional tax income can vary between \$1.5 million to \$2.5 million per annum, offsetting much of the costs of the CHRP.

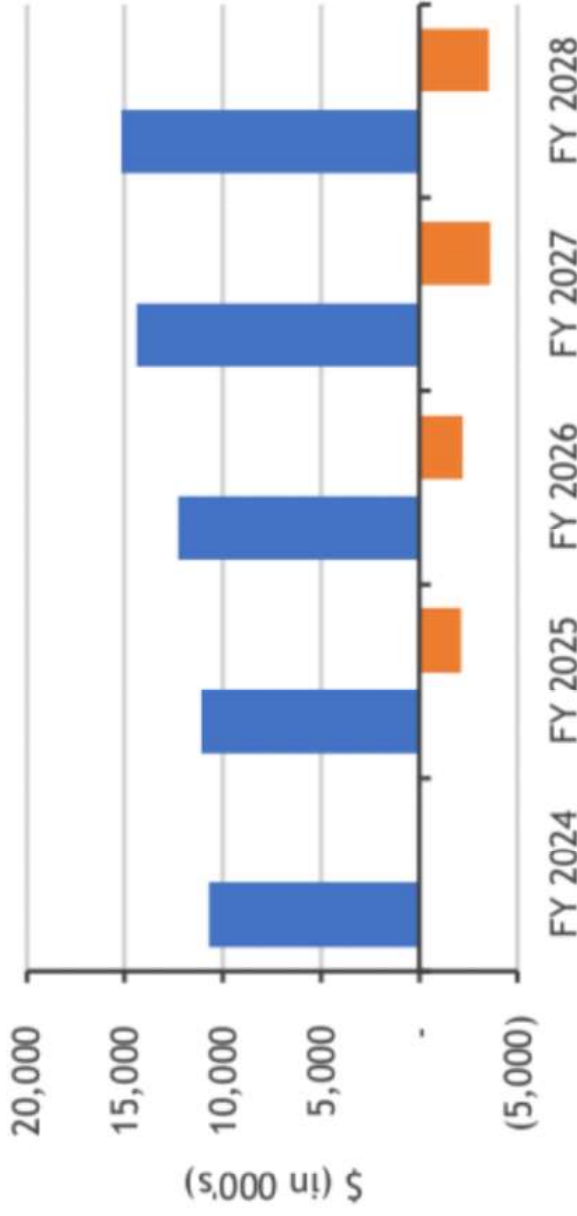
Noteworthy is that presently the City has no parking charges. With the Parking Garage becoming the only viable parking option other than street parking, it can generate significant revenues to support the Project. If parking fees are imposed, that calculation has not been accounted for while developing the Project but, these future parking revenues can be higher than currently assumed as more people visit the new downtown North Miami.

ANALYSIS

P3 CONSULTANT

BDO/WT

Current Agreement

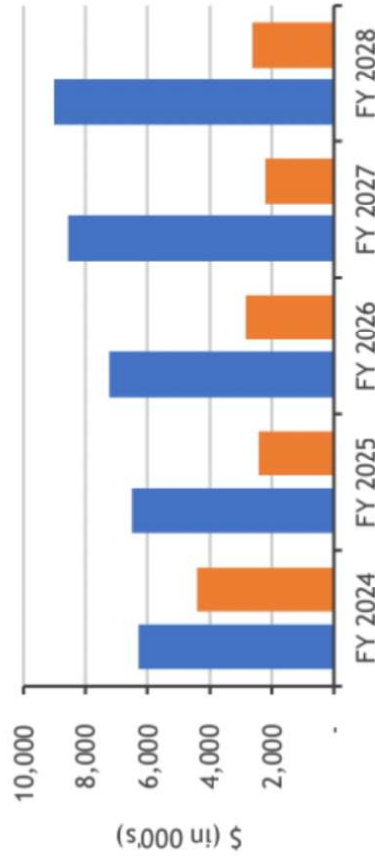


■ CRA Revenues ■ City Net Cash Flow

	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
CRA Revenues	10,715	11,088	12,294	14,433	15,188
City Net Cash Flow	(10)	(2,162)	(2,217)	(3,657)	(3,532)

NORTH MIAMI CRA SCENARIO

**SCENARIO 2:
CITY COLLECTS 40%**



	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
CRA Revenues	6,300	6,514	7,252	8,578	9,028
City Net Cash Flow	4,405	2,412	2,825	2,198	2,627

**SCENARIO 3:
CITY COLLECTS 25%**



	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
CRA Revenues	8,192	8,474	9,413	11,088	11,668
City Net Cash Flow	2,513	452	664	(311)	(12)

SEPTEMBER 2023 ANALYSIS FROM BDO/WT

S. No.		Net Cash Flows to City				(\$ in thousands)	
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	
1	Base Agreement	(10)	(2,162)	(2,217)	(3,657)	(3,532)	
2	Base Agreement - After East Side Adjustment	1,400	(687)	(671)	(2,036)	(1,831)	
3	City Collected 40% - Before East Side Adjustment	4,405	2,412	2,825	2,198	2,627	
4	City Collected 40% - After East Side Adjustment	4,828	2,855	3,289	2,684	3,138	

CURRENT CRA AGREEMENT

Row Labels	Sum of FY23-24	Sum of 24-25	Sum of 25-26	Sum of 26-27	Sum of 27-28
Revenues					
Advalorem Taxes - Operating	24,022,580	26,168,943	28,262,458	30,523,455	32,965,331
Charges for Services	7,396,082	7,633,669	7,878,917	8,132,075	8,393,398
Communication Services Tax	1,120,285	1,153,894	1,188,510	1,224,166	1,260,891
Fines & Forfeitures	395,000	406,850	419,056	431,627	444,576
Franchise Fees	5,014,100	5,164,523	5,319,459	5,479,042	5,643,414
Intergovernmental Revenue	10,317,412	10,626,934	10,945,742	11,274,115	11,612,338
Licenses & Permits	1,109,402	1,142,684	1,176,965	1,212,274	1,248,642
Miscellaneous	5,550,499	5,588,128	5,626,887	5,666,807	5,707,926
Sales & Use Tax	713,558	734,965	757,014	779,724	803,116
Transfer and Other Sources	21,215,340	12,112,782	12,476,166	12,850,451	13,235,964
Utility Service Taxes	3,873,710	3,989,921	4,109,619	4,232,908	4,359,895
Revenues Total	80,727,968	74,723,293	78,160,792	81,806,643	85,675,491
Expenses					
Capital	1,242,979	1,186,479	947,500	947,500	947,500
Grants & Aids	1,290,290	1,290,290	1,290,290	1,290,290	1,290,290
Internal Services	3,996,234	4,146,157	4,301,809	4,463,414	4,631,204
Operating	20,019,332	19,699,885	20,116,487	20,819,096	21,416,961
Personnel	47,343,465	50,021,556	52,887,119	55,956,991	59,249,850
Reserves & Other	6,835,668	6,484,481	6,534,953	6,587,141	6,641,404
Expenses Total	80,727,968	82,828,848	86,078,157	90,064,433	94,176,910
	(\$0)	(\$8,105,554)	(\$7,917,366)	(\$8,257,790)	(\$8,501,419)

CRA GIVES BACK 250%

Row Labels	Sum of FY23-24	Sum of 24-25	Sum of 25-26	Sum of 26-27	Sum of 27-28
Revenues					
Advalorem Taxes - Operating	24,022,580	30,606,508	32,656,095	34,438,143	37,117,228
Charges for Services	7,396,082	7,633,669	7,878,917	8,132,075	8,393,398
Communication Services Tax	1,120,285	1,153,894	1,188,510	1,224,166	1,260,891
Fines & Forfeitures	395,000	406,850	419,056	431,627	444,576
Franchise Fees	5,014,100	5,164,523	5,319,459	5,479,042	5,643,414
Intergovernmental Revenue	10,317,412	10,626,934	10,945,742	11,274,115	11,612,338
Licenses & Permits	1,109,402	1,142,684	1,176,965	1,212,274	1,248,642
Miscellaneous	5,550,499	5,588,128	5,626,887	5,666,807	5,707,926
Sales & Use Tax	713,558	734,965	757,014	779,724	803,116
Transfer and Other Sources	21,215,340	12,112,782	12,476,166	12,850,451	13,235,964
Utility Service Taxes	3,873,710	3,989,921	4,109,619	4,232,908	4,359,895
Revenues Total	80,727,968	79,160,859	82,554,428	85,721,331	89,827,387
Expenses					
Capital	1,242,979	1,186,479	947,500	947,500	947,500
Grants & Aids	1,290,290	1,290,290	1,290,290	1,290,290	1,290,290
Internal Services	3,996,234	4,146,157	4,301,809	4,463,414	4,631,204
Operating	20,019,332	19,699,885	20,116,487	20,819,096	21,416,961
Personnel	47,343,465	50,021,556	52,887,119	55,956,991	59,249,850
Reserves & Other	6,835,668	6,484,481	6,534,953	6,587,141	6,641,104
Expenses Total	80,727,968	82,828,848	86,078,157	90,064,438	94,176,910
	(\$0)	(\$3,667,989)	(\$3,523,729)	(\$4,343,103)	(\$4,349,523)

CRA GIVES BACK 40%

Row Labels	Sum of FY23-24	Sum of 24-25	Sum of 25-26	Sum of 26-27	Sum of 27-28
Revenues					
Advalorem Taxes - Operating	24,022,580	35,163,215	37,816,699	40,509,859	43,720,261
Charges for Services	7,396,082	7,633,669	7,878,917	8,132,075	8,393,398
Communication Services Tax	1,120,285	1,153,894	1,188,510	1,224,166	1,260,891
Fines & Forfeitures	395,000	406,850	419,056	431,627	444,576
Franchise Fees	5,014,100	5,164,523	5,319,459	5,479,042	5,643,414
Intergovernmental Revenue	10,317,412	10,626,934	10,945,742	11,274,115	11,612,338
Licenses & Permits	1,109,402	1,142,684	1,176,965	1,212,274	1,248,642
Miscellaneous	5,550,499	5,588,128	5,626,887	5,666,807	5,707,926
Sales & Use Tax	713,558	734,965	757,014	779,724	803,116
Transfer and Other Sources	21,215,340	12,112,782	12,476,166	12,850,451	13,235,964
Utility Service Taxes	3,873,710	3,989,921	4,109,619	4,232,908	4,359,895
Revenues Total	80,727,968	83,717,566	87,715,032	91,793,047	96,430,420
Expenses					
Capital	1,242,979	1,186,479	947,500	947,500	947,500
Grants & Aids	1,290,290	1,290,290	1,290,290	1,290,290	1,290,290
Internal Services	3,996,234	4,146,157	4,301,809	4,463,414	4,631,204
Operating	20,019,332	19,699,885	20,116,487	20,819,096	21,416,961
Personnel	47,343,465	50,021,556	52,887,119	55,956,991	59,249,850
Reserves & Other	6,835,668	6,484,481	6,534,953	6,587,141	6,641,104
Expenses Total	80,727,968	82,828,848	86,078,157	90,064,433	94,176,910
	(\$0)	\$888,718	\$1,636,875	\$1,728,614	\$2,253,511

INCIDENT REPORT

November 16, 2023

Turkey Drive

Sunkist Grove Community Center

CITY OF NORTH MIAMI PARKS AND RECREATION DEPARTMENT INCIDENT REPORT	
DATE OF INCIDENT: 11/16/2023	DATE OF REPORT: 11/17/2023
TIME OF INCIDENT:	PLEASE PRINT - USE BLACK INK ONLY
NAME OF PERSON INVOLVED: [REDACTED]	AGE:
PARENT/GUARDIAN (IF MINOR): N/A	DATE OF BIRTH:
ADDRESS: City Employee - [REDACTED]	
HOME PHONE:	BUSINESS PHONE:
FACILITY WHERE INCIDENT OCCURRED: Sunkist Grove Community Center	
WHY WAS PERSON ON PREMISES: Delivery of turkeys for the D4 distribution	
COACH/EMPLOYEE ON DUTY: [REDACTED]	
EMPLOYEE LOCATED AT TIME OF INCIDENT: Sunkist Grove CC Parking lot	
WAS INJURY INCURRED AND WAS FIRST AID ADMINISTERED: No	IF SO, WHAT: N/A
BY WHOM: N/A	
WAS INJURED TAKEN TO HOSPITAL: No	IF SO, WHICH HOSPITAL: N/A
BY WHOM: N/A	
WERE AUTHORITIES NOTIFIED: No	IF SO, WHO: CASE #:
NOTE: The remaining portion of this form and any attachments hereto are prepared pursuant to an express direction to investigate the above matter and prepare records on the above for purposes of evaluation thereof under Section 19 07 (3) (b), F.S.	
DESCRIBE HOW INCIDENT APPEARS TO HAVE OCCURRED AND DESCRIBE INJURY (USE ADDITIONAL PAGE IF NECESSARY). While delivering turkeys to Sunkist Grove for District 4 turkey distribution, Councilman Charles requested turkeys from [REDACTED]. [REDACTED] had been instructed to specifically deliver the turkeys to Sunkist and not give them to anyone. [REDACTED] did not know Councilman Charles and would not give the turkeys to Councilman. [REDACTED] stated he would have to call [REDACTED] because he was specifically told to drop them off to Sunkist Grove. [REDACTED] his immediate supervisor [REDACTED] which [REDACTED] was able to instruct him to allow to give the turkeys to Councilman Charles. [REDACTED] spoke with [REDACTED] and explained whom Councilman Charles was. [REDACTED] went back to Sunkist and apologized to Councilman Charles for not knowing who he was and for his response of not giving the turkeys to him.	
COMMENTS:	
WITNESS TO INCIDENT: NAME: [REDACTED]	ADDRESS: [REDACTED] PHONE: [REDACTED]
REPORTED BY: Rashia Cameal [REDACTED]	SUPERVISOR: [REDACTED]
SUPERINTENDENT: [REDACTED]	DIRECTOR: [REDACTED]
REFER TO RISK MANAGEMENT FOR FURTHER INVESTIGATION	

INCIDENT REPORT

DECEMBER 13, 2023

COMINGLING AND AFTER HOURS CAMPAIGNING



MEMORANDUM

To: Personnel File
From: Rasha Carneau, MBA, FRA-RP, City Manager
Cc: [Redacted]
Date: January 8, 2024
RE: [Redacted]

There have been several instances when [Redacted] was counseled about not comingling her work [Redacted] to the residents and her after hours campaigning. However, the counseling has been to no avail.

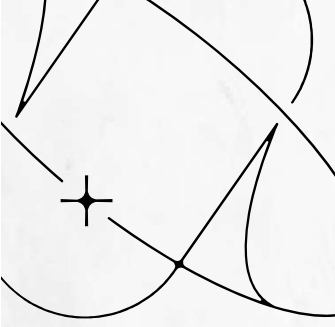
In November 2023, during the holiday seniors luncheon [Redacted] was observed yelling and pointing her finger at the Council Member of District 4, which resulted in her unpaid suspension of seven days.

Most recently this past December it was brought to my attention that three (3) residents have delivered signed campaign petitions (attached) that [Redacted] brought to their home to sign.

On January 8th, 2024, I met with [Redacted] with [Redacted] and [Redacted]. I explained to [Redacted] that we have zero tolerance of employees campaigning while on duty or using their role as [Redacted] to campaign. I also informed [Redacted] that I had contacted the Miami Dade Ethics Commission and there will be an investigation.

[Redacted] said she understood. However, I was advised most recently that the counseling was not adhered to. As a result, [Redacted] will be demoted and transferred to [Redacted] while the investigation proceeds. Her position will be finalized by Personnel.

This is to be the final counseling for [Redacted]. Termination will be the next cause of action if she does not follow instructions.



Incident Report

North Miami Police Department
ORI Number: [REDACTED]

Print Date/Time: 05/04/2024 09:00
Login ID: [REDACTED]

Incident: 2023: [REDACTED]

Incident Date/Time: 12/13/2023 2:42:00 PM
Location: 776 NE 125TH ST
NORTH MIAMI FL 33161

Incident Type: Information Report
Venue: NM Default

Phone Number:
Report Required:
Prior Hazards:
LE Case Number:

Source: Officer Initiated
Priority: Routine
Status: Routine
Nature of Call:

Unit/Personnel

Unit	Personnel
814	[REDACTED], Officer's Narrative

No.	Role	Type
1	Subject	
1	Complainant	

Vehicle(s)	Role	Type

Disposition(s)	Code

Property	Date	Code

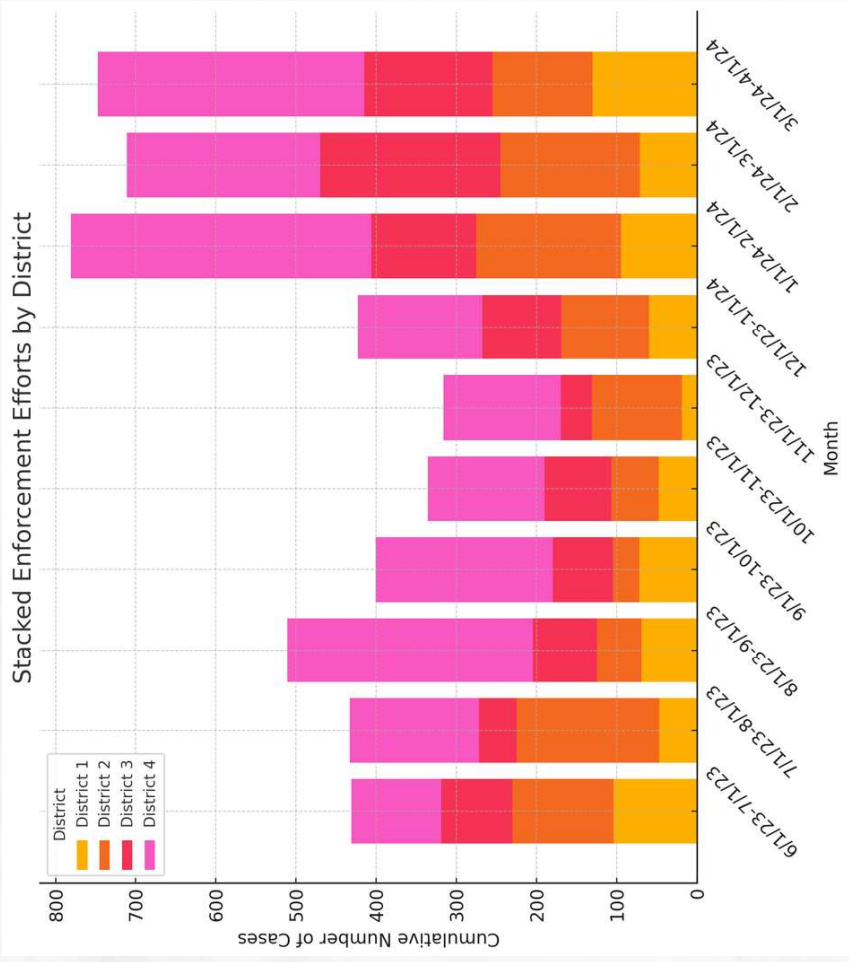
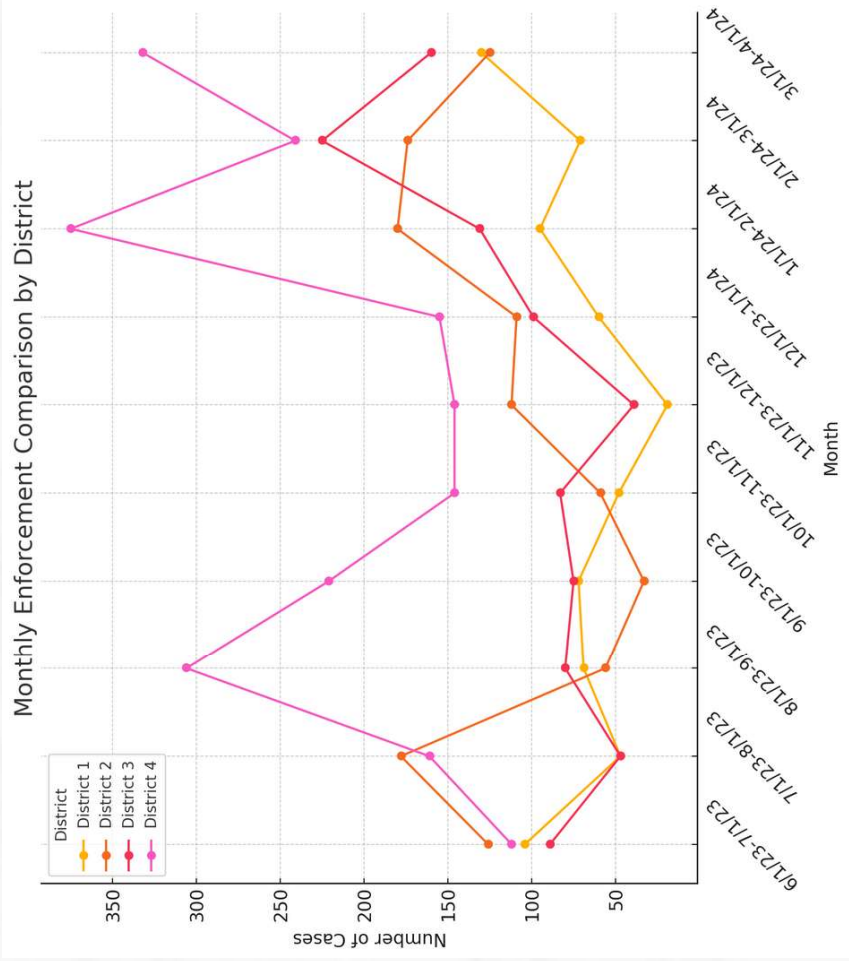
INCIDENT REPORT

On Wednesday, December 13, 2023, at approximately 1445 hours, I spoke on the telephone with one of the City of North Miami's Councilman/complainant, Mr. Pierre F. Charles, in reference to documenting an incident which occurred yesterday, December 12, 2023.

According to Charles, on yesterday's date (December 12, 2023), at approximately 1900 hours, a Community Reinvestment Act (CRA) meeting was held at city hall, located at 776 NE 125 Street North Miami, Florida 33161. Charles explained during the meeting, [REDACTED] proposal/item on the agenda was denied by the board members. Charles advised after the meeting, he went home to his residence, located at 855 NW 126 Street North Miami, Florida 33168. At approximately 2150 hours, he spoke with [REDACTED] on the telephone. During the conversation, Tate stated "if anyone goes against my project, I will use all my resources to bring them down."

Charles advised he just wanted this incident to be documented.
Charles was provided a case number.

COMPARISON REPORT BY DISTRICT



MAYOR AND COUNCIL RETREAT PRIORITIES FOR FY 24-25

What other priorities would you like to see in FY 24-25?

3

NW7th Avenue Development



Same from last year



Water Plant



LEADERSHIP WORKSHOP ALIGNING PRIORITIES WITH COUNCIL GOALS



Priorities



Efficiency

System & Software Implementation

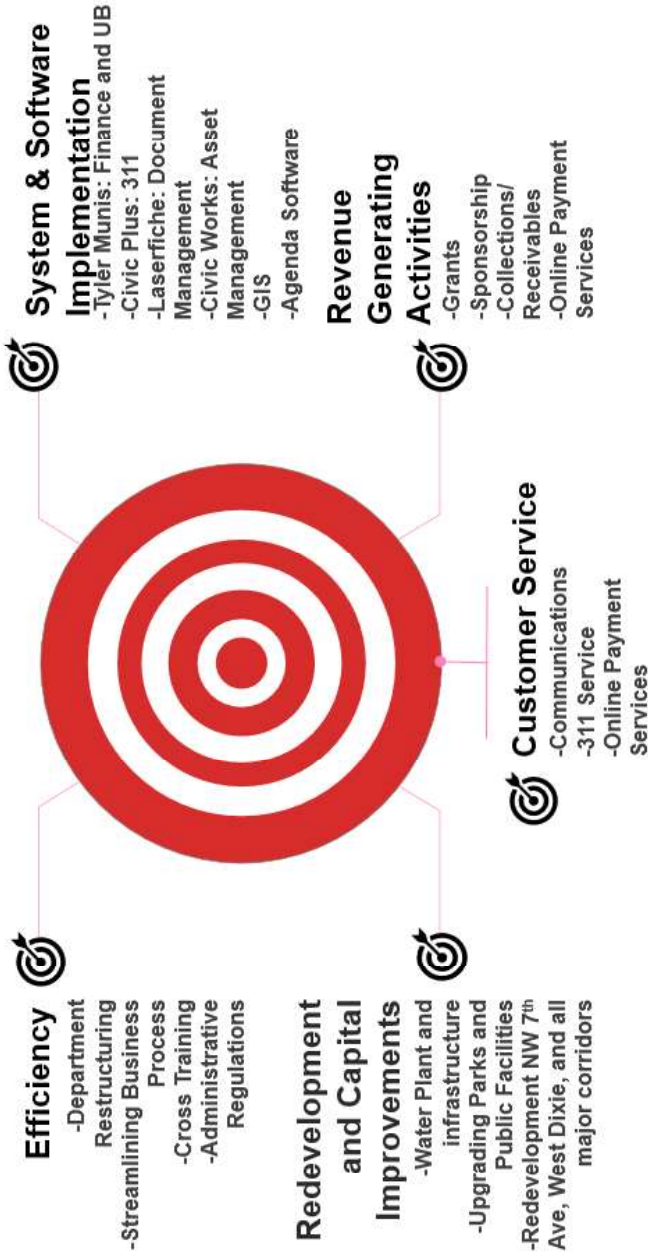
Redevelopment and Capital Improvements

Revenue Generating Activities

Customer Service

REINFORCE GOALS FOR ALIGNMENT ACROSS ALL DEPARTMENTS TO SUPPORT COUNCIL PRIORITIES

Our Goals and Objectives



REINFORCE GOALS FOR ALIGNMENT ACROSS ALL DEPARTMENTS TO SUPPORT COUNCIL PRIORITIES

District 1 Priorities

▼ District 1 FY 2024 Priorities

<input type="checkbox"/>	Item	People	Progress	Status	Timeline	Budgeted
<input type="checkbox"/>	Wifi upgrades at Galvin Center		<input type="text" value="0%"/>	Working on it	Oct 1 - Dec 31	\$2,000
<input type="checkbox"/>	Keystone Tot lot		<input type="text" value="0%"/>	Working on it	Oct 1, '23 - Mar 31, '24	\$50,000
<input type="checkbox"/>	Arch Creek Preserve plantings		<input type="text" value="0%"/>	Working on it	-	\$30,000
<input type="checkbox"/>	ID Scanners @ the front for Gym use		<input type="text" value="0%"/>	Working on it	Oct 1 - Dec 31	\$5,000
<input type="checkbox"/>	remove blue light phones - they are inoper...		<input type="text" value="0%"/>	Working on it	Oct 1 - 18	\$2,000
<input type="checkbox"/>	Additional Gym advertisement		<input type="text" value="0%"/>	Working on it	-	\$2,500
<input type="checkbox"/>	TV's @ the Galvin Center		<input type="text" value="0%"/>	Working on it	-	\$5,000
<input type="checkbox"/>	Tennis Center - Clay Courts		<input type="text" value="0%"/>	Working on it	-	\$350,000
<input type="checkbox"/>	> Pump Stations 3		<input type="text" value="0%"/>	Working on it	-	
<input type="checkbox"/>	Additional Street Paving		<input type="text" value="0%"/>	Working on it	-	\$90,000
<input type="checkbox"/>	Discretionary Projects		<input type="text" value="0%"/>	Working on it	-	\$50,000
<input type="checkbox"/>	+ Add Item		<input type="text" value="0%"/>		Oct 1, '23 - Mar 31, '24	\$586,500 sum

REINFORCE GOALS FOR ALIGNMENT ACROSS ALL DEPARTMENTS TO SUPPORT COUNCIL PRIORITIES

Department Priorities

Department	Operating Procedures	Personnel	Project(s)	Council Priorities
<u>Information Technology</u>	SOP - Document Managing	Hire – Vacancies (2) -Assistant Director -ERP Administrator	ERP - System and Software Implementation Munis/ Energy, 311, Civic Works Granicus- Agenda software GIS, Laser Fiche Parks online registration Digitizing Record Retention	Wifi Upgrades at SGC Remove Blue Lights Phones (they are inoperable) Technology for tutoring classes

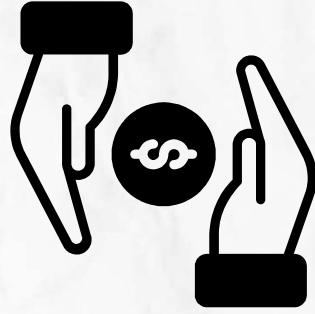
INTERNAL DASHBOARD FOR TRACKING COUNCIL PRIORITIES BY DEPARTMENT

STUDY

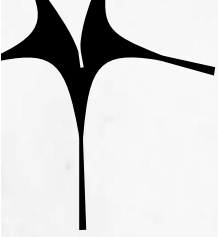
Project	Executive Summary	Project Number	Project Phase	Manager	Department	Council District
> Stormwater Master Plan 2	Professional services to update the City's 2012 Sto...	2021-18	1 - Study	CO	Public Works	Citywide
> Traffic Calming Study 2	Provide recommendations for traffic calming throu...	2023-12	1 - Study	CO	Public Works	Citywide
> PFAS Pilot Testing 7	Develop a PFAS management plan and execute a p...	2023-18	1 - Study	YS	Public Works	District 4
> Lead and Copper Rule Compliance Assistance 5	The National Primary Drinking Water Regulations w...	2024-13	1 - Study	YS	Public Works	Citywide
Project	Executive Summary	Project Number	Project Phase	Manager	Department	Council District
> Winson Water Plant Improvement Project 4		2021-19	2 - Design	YS	Public Works	District 4
> 131 Street Pedestrian Bridge Replacement 5	Replace the existing 80 year old 131 Street pedestr...	2022-10	2 - Design	CO	Public Works	District 3
> NE 3 Court and NE 5 Avenue Stormwater Drainag... 5	Professional services to provide planning, design a...	2022-11	2 - Design	CO	Public Works	District 3
> Raw Water Transmission Line Replacement 5	Replacement of pipelines and related infrastrucur...	2023-13	2 - Design	YS	Public Works	District 4
> Breezeswept Force Main and Pump Station Impro... 5	Professional Services for the preparation of Constr...	2023-16	2 - Design	YS	Public Works	District 4
> E Station Force Main and Gravity Sewer Improve... 5	Professional Services for the preparation of Constr...	2023-17	2 - Design	YS	Public Works	District 3
> Septic to Sewer Conversions - Phase 2 5	Convert 47 properties from septic to sewer	2023-19	2 - Design	YS	Public Works	Citywide
> Septic to Sewer Conversions - Phase 3 5	Convert 17 properties from septic to sewer	2023-20	2 - Design	YS	Public Works	Citywide
> NE 3 Court Stormwater Drainage Improvements -... 5	Professional services to provide planning, design a...	2023-21	2 - Design	CO	Public Works	District 3
> NW 6 Court Utility Relocation 5	Professional services to provide planning, design a...	2023-22	2 - Design	CO	Public Works	District 4
> Water and Wastewater Infrastructure GIS Updates 3	Professional services to provide an annual update ...	2023-23	2 - Design	CO	Public Works	Citywide
> Sans Souci Boulevard Traffic Calming 5	Provide recommendations for traffic calming along...	2024-05	2 - Design	CO	Public Works	District 2
> Croton Pump Station and Force Main Improve... 5	Professional Services for the preparation of Constr...	2024-06	2 - Design	YS	Public Works	District 1
> Woods Pump Station and Force Main Improve... 5	Professional Services for the preparation of Constr...	2024-07	2 - Design	YS	Public Works	District 2
> Citywide Water System Upgrades 5	Professional services to provide planning, design a...	2024-11	2 - Design	YS	Public Works	Citywide

ASSESSMENT AND TIMELINE

FINANCIAL STATUS



- **\$2.3 million in Pension Theft**
- **Comingling General Fund with Enterprise and Impact Fee Funds**
- **Using ARPA to balance the budget**
- **\$19 million in outstanding water receivables**
- **Budget deficit & need of at least 30 new officers budget cannot sustain**
- **ERP implementation delayed 2 years**
- **Previous Financial Process and Systems Fraught with Mistakes**



APRIL 2024

CITY'S FINANCES WERE IN DISARRAY

Cameau, Rasha

From: Barbara Hastings <bhastings@govterpservices.com>
Sent: Thursday, April 4, 2024 11:06 AM
To: Miller, S. Margaret; Bazile, Alberte; Nicolas, Serge
Cc: Asaf Benshoshan; Marc-Anthony Chanroo; Reyes, Angela; Charles, Claude; Parrish, Katherine; Rodriguez, Eduardo; Cameau, Rasha
Subject: RE: RE:Accounts Receivable & General Billing module

This message has originated from an External Source. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

-City Of North Miami IT Department.

Good morning:

Accounts Receivable/ General Billing module is used to generate bills for monies owed to the City **not** including Utility Bills. At the last meeting with the Tyler/Munis trainer the Finance staff present was not aware of the various departments that send bills out. In addition, the Finance Department is not billing all the customers that owe the City monies but rather tracking payments on a spreadsheet. The recommendation from the trainer was that an internal meeting be held with the various departments to determine the bills that are generated or needs to be generated.

My team along with IT has set up some codes and tested them however we need to set these up for all bills that the City should be sending out. Before we have the next training session it is critical that the Finance staff identifies all invoices regardless of the department.

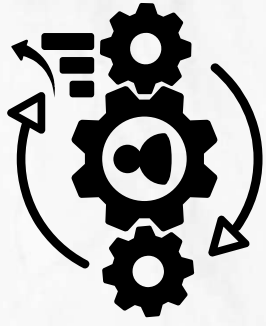
Please note that Jay from Tyler has the dates of **April 23 and May 1 & 2** available for additional training and set up.

If you need assistance in coordinating these meetings please let me know.

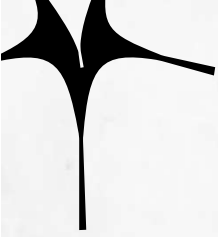
The correct process by the City can lead to the potential for fraud and needs to be corrected.

In addition the Finnce team needs to set up a conference call with the bank to get the testing site for check printing and file formats for testing.

OPERATIONS STATUS



- **Missing documents and operations complaints missing from personnel files**
- **Inspections took more than 12 weeks**
- **Failing infrastructure and water plant**
- **No structure in grants**
- **Obsolete or underutilized systems**
- **Employee morale was low**
- **Too many residents complaining of no response**



MARCH 28, 2024 - PUBLIC WORKS MEETING WITH CONSULTANTS ABOUT THE WATER PLANT

Rehab Lime Softening



Scenarios: 2, 3, 4A, 4B, 5A, and 5B

Rehab Lime Softening + Membrane Treatment
at Winson Options



Scenarios: 4A and 5A



UNITED STATES ENVIRONMENTAL PROTECTION AGENCY
WASHINGTON, D.C. 20460

03/27/2024

Ms. Aneisha Daniel
Deputy City Manager
City of North Miami
776 NE 125 Street
North Miami, FL 33161

Subject: City of North Miami Selection Notification

Dear Ms. Daniel,

Thank you for submitting your Water Infrastructure Finance and Innovation Act (WIFIA) letter of interest. We have reviewed these materials and are very pleased to inform you that the NoMi Water Treatment Plant Expansion Project & Water System Upgrades Project has been selected to submit an application and has been assigned the WIFIA ID number 23114FL.

You are being invited to apply for a loan for up to \$200,900,000 but not to exceed 49 percent of total eligible project costs. We have administratively reserved funding for your project and will hold this funding as long as we receive your application by 3/31/2025. You may request an increase in your loan amount during the application process. Loan increase requests will be reviewed on a case-by-case basis and are subject to the availability of funding.

We will soon be reaching out to you to schedule an initial pre-application meeting to discuss the WIFIA process in greater detail. Amelia Letnes will be your point of contact and is available by e-mail at letnes.amelia@epa.gov or by phone at (202) 564-5627 to answer any immediate questions you may have.

Once we receive your complete application, the WIFIA team will commence underwriting your transaction. Receipt of a WIFIA loan remains subject to negotiation of an agreement on terms and conditions satisfactory to the Agency as well as the project's compliance with Federal requirements, including the National Environmental Protection Act (NEPA) and domestic preference laws.

We look forward to working with you on this project.

Sincerely,

Jorianne Jernberg
Director, WIFIA Program

MARCH 28, 2024

Cameau, Rasha

From: Daniel, Aneisha
Sent: Wednesday, April 10, 2024 3:51 PM
To: Cameau, Rasha
Subject: FW: Invitation to Apply
Attachments: City of North Miami - 23114FL Notification Letter.pdf

Please see attached.

From: Pierre-Louis, Wisler <pwisler@northmiamifi.gov>
Sent: Thursday, March 28, 2024 11:49 AM
To: Daniel, Aneisha <adanield@northmiamifi.gov>
Subject: RE: Invitation to Apply



Wisler Pierre-Louis, P. E., LEED AP BD+C, CGC, CFM, PMP, ENV SP

Director
Public Works Department
776 NE 125 Street
North Miami, FL 33161
305-893-6511, ext. 12501
www.northmiamifi.gov

Please print only if necessary.

From: Pierre-Louis, Wisler
Sent: Thursday, March 28, 2024 11:49 AM
To: Jernberg, Jorianne <jernberg.jorianne@epa.gov>; Daniel, Aneisha <adanield@northmiamifi.gov>
Cc: Letnes, Amelia <Letnes.Amelia@epa.gov>; Hite, Blake <Hite.Blake@epa.gov>; Ian Weise <ian.weise@weisesolutions.com>; WIFIA
Subject: RE: Invitation to Apply

From: [Seth Miller Gabriel](#)
To: [Lorfilis, John](#); [Cameau, Rasha](#)
Cc: [Umer Yaqub](#); [Edgar Lucatero Toscano](#)
Subject: City of North Miami Project Funding Options
Date: Thursday, July 6, 2023 2:17:17 PM
Attachments: [City of North Miami Redevelopment P3 Projects Funding Options.pdf](#)

This message has originated from an External Source. Please use proper judgment and caution when opening attachments, clicking links, or responding to this email.

-City Of North Miami IT Department.

Good Afternoon City Manager and Director,

Please see attached BDO's analysis of the funding options, in regards to the City's and CRA's revenue streams, in support of the redevelopment program.

Please let us know if you have any questions or if we can set-up a call to discuss.

Thank you so much,
Seth

Seth Miller Gabriel (*he, him, his*)
Director - Valuation & Capital Market Analysis
Co-Lead for Infrastructure & P3s
202-644-5425 (Direct) 402-5425 (Internal)
240-899-8499 (Mobile) 202-644-5401 (Fax)
smillergabriel@bdo.com

BDO
799 9th Street N.W., Suite 710
Washington, DC 20001
UNITED STATES
202-644-5400
www.bdo.com

[BDO File Exchange \(secure file sharing\)](#)

Please consider the environment before printing this e-mail

BDO USA, P.A., a Delaware professional service corporation, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

IMPORTANT NOTICES

The contents of this email and any attachments to it may contain privileged and confidential information from

BDO USA, P.A. This information is only for the viewing or use of the intended recipient. If you are not the intended recipient, you are hereby notified that any disclosure, copying, distribution or use of, or the taking of any action in reliance upon, the information contained in this e-mail, or any of the attachments to this e-mail, is strictly prohibited and that this e-mail and all of the attachments to this e-mail, if any, must be immediately returned to BDO USA, P.A. or destroyed and, in either case, this e-mail and all attachments to this e-mail must be immediately deleted from your computer without making any copies hereof. If you have received this e-mail in error, please notify BDO USA, P.A. by e-mail immediately.

From: [Cameau, Rasha](#)
To: [Kevin Crowder](#)
Subject: P3 White Paper Feedback
Date: Wednesday, April 24, 2024 12:06:00 PM
Attachments: [P3WhitePaper.pdf](#)
[image001.png](#)



Rasha Cameau, MBA, FRA-RP

City Manager
776 NE 125 Street
North Miami, FL 33161
Office: 305-895-9888

To report any issues or have a question, please email engagenomi@northmiamifl.gov

From: Cameau, Rasha <rcameau@northmiamifl.gov>
Sent: Wednesday, June 7, 2023 9:57:00 AM
To: Lorfils, John <jlorfils@northmiamifl.gov>; larry@larrymspring.com <larry@larrymspring.com>;
Cazeau, Jeff P.H. <jcazeau@northmiamifl.gov>
Subject: P3 White Paper Feedback

Morning: Please read my scribbles on the white paper. I am concerned that this analysis does not accurately reflect the City's situation.

1. The numbers used to promote tax growth are GROSS, not net of CRA TIF, which is what I have been concerned with. I hand wrote the actual tax revenues on the form.
2. Statement of positive surplus fund balance, is as a result of waiving the \$5 mil reserves for the 5th year in a row. So I don't know how that can be considered healthy.
3. "FY2022 \$8.5 mil growth result of fee based revenues, property tax increases and diligent expense management" Also inaccurate, since taxes were lowered, and \$\$ is due to ARPA.
4. Charging rent for governmental entities, and CRA, water & sewer and Transportation. Those 3 departments were not included in the architect's space analysis.
5. Lastly, the sentence about operations and maintenance costs to be passed to the City, not reflected in this memo. Is very troublesome to me.

Can we have a proper do over? Because in all honesty Phase A is not based on strong facts.

Thanks



Rasha Cameau, MBA, FRA-RP

City Manager

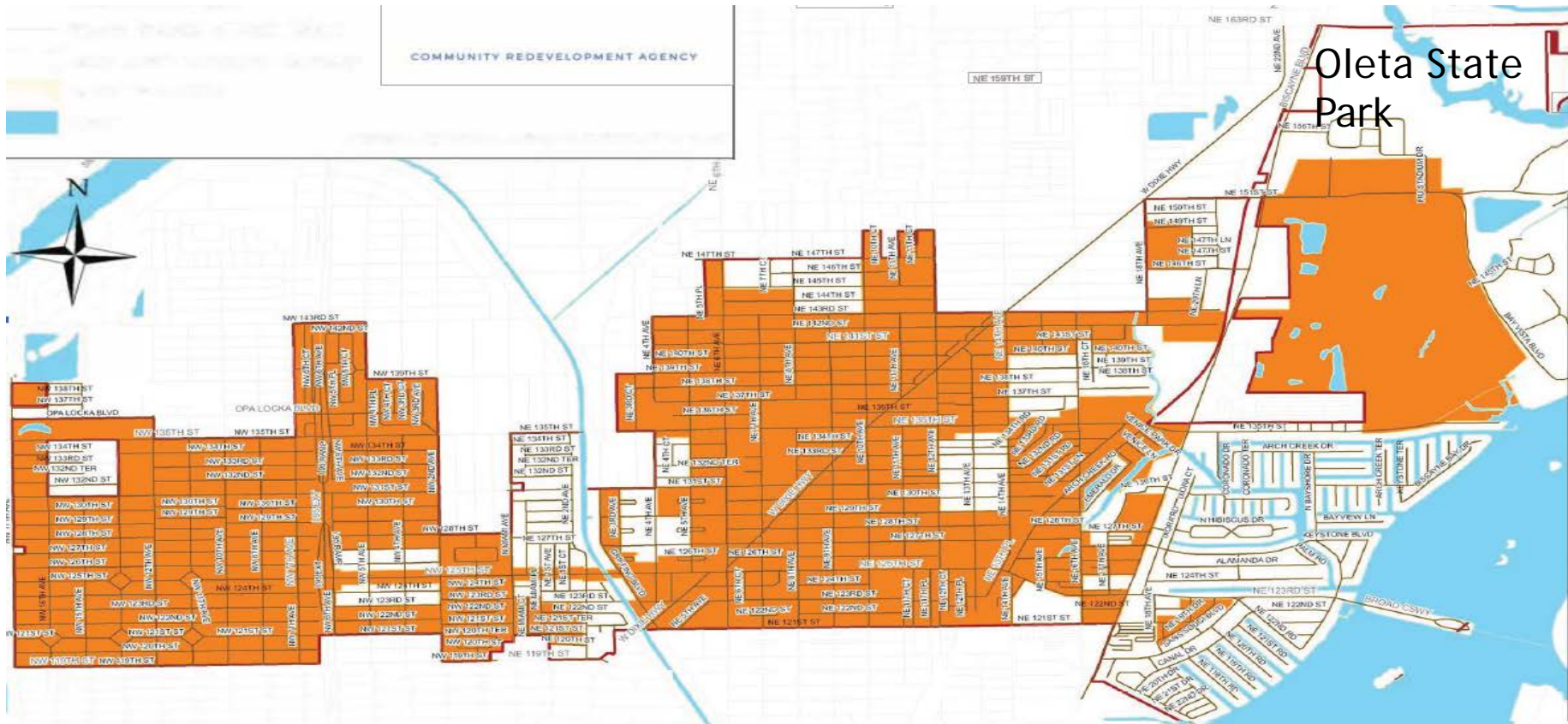
776 NE 125 Street

North Miami, FL 33161

Office: 305-895-9888

To report any issues or have a question, please email engagenomi@northmiamifl.gov

- 95% of the increment of the shaded areas (70% of City's taxable) goes to the NMCRA since 2005
- City's only recurring increment revenue comes from unshaded areas (30% of City's taxable)
- 45% of the increment of Sole Mia refunded to the City as of 2016

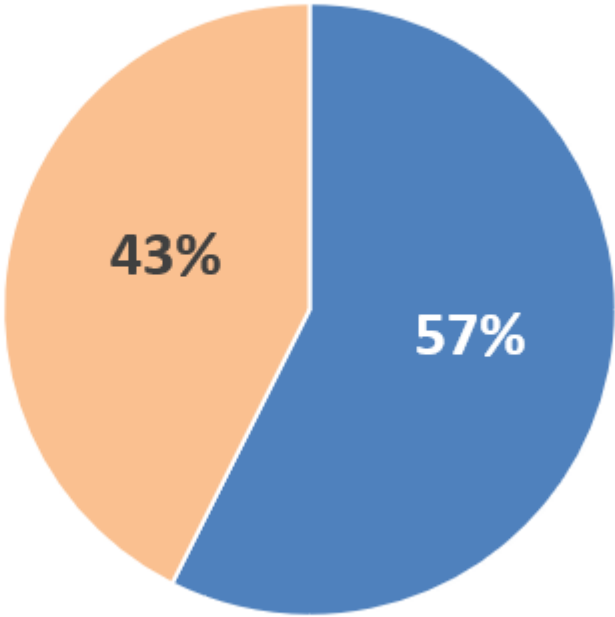


TIF Payments

Net County Contribution to the NMCRA FY05 to FY24	\$ 10,567,254
Refund Amount to the County FY05 to FY24	<u>\$37,177,509</u>
Total County TIF Generated In NMCRA	\$47,744,763
Net City Contribution to the NMCRA FY05 to FY24	\$69,736,430
Refund Amount to the City FY2016 to FY24 (45% East)	<u>\$ 6,381,558</u>
Total City TIF Generated in NMCRA	\$80,303,684

TIF Payments

Historically Ad Valorem Increase
(FY2005-06 -- FY2022-23 Est.)



■ Payment to CRA Total increase ■ Advalorem Total Increase

Revenue Sample

- ▶ Lexus of North Miami generates **\$452,688**. NMCRA gets **\$430,054**, City gets **\$22,634**
- ▶ Warren Henry generates **\$462,839**. NMCRA gets **\$244,148**. City gets **\$218,691**
- ▶ 1535 NE 123 St (lot) generates **\$1,703**. NMCRA gets **\$1618**. City gets **\$85**

Recurring General Fund Expenses

- ▶ \$5 Million Reserves Annually
- ▶ Increase of Staff: Police, Neighborhood Services, etc. As Needed For Population Growth
- ▶ Park Facilities Upgrades (if no grants are available)
- ▶ Availability Payment of \$6.5 Mil for New City Hall/PD Development