



**MIAMI-DADE COUNTY  
FINAL OFFICIAL MINUTES  
Naranja Lakes Community Redevelopment  
Agency (CRA)**

**Board of County Commissioners**  
South Dade Government Center  
Room 203  
10710 S.W. 211 Street  
Miami, Florida

September 20, 2004  
As Advertised

Harvey Ruvlin, Clerk  
Board of County Commissioners

Kay Madry Sullivan, Director  
Clerk of the Board Division

Judy Marsh, Commission Reporter  
(305) 375-1967



**CLERK'S SUMMARY AND OFFICIAL MINUTES  
NARANJA LAKES  
COMMUNITY REDEVELOPMENT AGENCY (CRA)  
SEPTEMBER 20, 2004**

The Naranja Lakes Community Redevelopment Agency (CRA) Board met in the South Dade Government Center, Room 203, 10710 S.W. 211 Street, Miami, Florida at 7:07 p.m., September 20, 2004, there being present upon roll call Ms. Joan Carter, Mr. Kenneth Forbes, Mr. Rene Infante, Mr. Parsuram Ramkissoon, and Chairperson Nina Betancourt, (Mr. Stuart Archer, Mr. Mario Espineira, Jr., Mr. Norm Kramer and Mr. Daniel Lipe were absent); Assistant County Attorney Gerald Heffernan; Mr. Jurgen Teintze, Tax Increment Financing (TIF) Coordinator, Office of Strategic Business Management; and Deputy Clerks Judy Marsh and Jill Thornton.

**I. Call to Order**

Chairperson Betancourt called the CRA Board meeting to order at 7:07 p.m.

**II. Roll Call**

Chairperson Betancourt noted as a quorum was not yet present, informational items would be heard.

There being no objection, the following agenda items were considered out of order.

**V. New Business**

**(c) Mandarin Lakes Update**

Mr. Gregg Mendez, Project Manager, Naranja Construction, LLC, provided an overview of the activities occurring on the Mandarin Lakes project site. He advised that most of the initial demolition and maintenance work had been performed and materials were being delivered on site. He stated that preliminary utility trenching would begin in the next two weeks along with demolition of existing sidewalks and driveways. Mr. Mendez noted subsequent to the two-week

timeframe, large structures would be delivered to the construction site and large storm drains would be installed in the ground. Noting that all permits were in line, he advised that construction was progressing successfully, and he commended Solo Construction on the work being performed.

In response to Mr. Ramkissoon's inquiry regarding a site office, Mr. Mendez, stated the construction trailer should be delivered on site by the end of this week and operational by the end of next week.

In response to Mr. Teintze's inquiry regarding night security for the equipment arriving on site, Mr. Mendenz stated that additional provisions for night security had not yet been made.

### **III. Approval of the Minutes (July 19, 2004)**

It was moved by Mr. Forbes that the minutes of the July 19, 2004 meeting be approved. This motion was seconded by Mr. Ramkissoon, and upon being put to a vote, passed unanimously by those members present.

### **IV. Approval of Agenda**

It was moved by Mr. Forbes that tonight's agenda be approved. This motion was seconded by Mr. Ramkissoon, and upon being put to a vote, passed unanimously by those members present.

### **V. New Business**

#### **(a) Presentation of Economic Development**

Mr. Bryan Finnie, Director, Office of Community and Economic Development (OCED), made a presentation on economic development specifically with regards to the South Dade region of Miami-Dade County. He expressed that a comprehensive discussion on economic development of all Dade County regions would be a better approach for examining economic development in South Dade, noting that development of certain regions affected conditions of other regions and all were related. Mr. Finnie discussed the development trends in the North, Central and South regions of Miami-Dade County, and noted the following characteristics of each region:

- North Dade – Opa-locka Airport served as a catalytic initiative and a tremendous, potential generator for the economy.
- Central Dade – development projects such as the City of Miami’s urban infill project (Midtown Miami), and other activities driven by development to bring fortune 500 companies and high-end investors into the central core; development in the City had a multiplier effect on the economy.
- South Dade – economic development revolved around site control and land. This region included access to the Everglades National Park, access to the ocean, potential for satellite technology advancements and lots of land; all of which had a tremendous impact on demographics.

Mr. Finnie advised that in terms of economic development, South Dade had no industrial base. He noted Miami-Dade County had the financial resources to support economic development but efforts needed to be coordinated among the regions. Mr. Finnie stated that land was the key to South Dade’s economic development and should be used as leverage to attract industries into this region. He stressed the need for a business plan to create jobs, provide affordable housing, address density and more importantly, address the educational system within South Dade.

Following the presentation, discussion ensued among the CRA Board members and Mr. Finnie regarding affordable housing and the School Board’s lack of future plans to accommodate potential students resulting from increased housing developments.

Mr. Infante agreed with Mr. Finnie that affordable housing was important and needed to be subsidized, however, he expressed concerns regarding homeowners who were opposed to affordable housing being built near their neighborhoods. He suggested a strategy which included incentives be implemented to address affordable housing.

Mr. Finnie advised that Miami-Dade County was working on a proposal for inclusionary zoning that would link market rate and below-market rate housing. He noted affordable housing consisted of sales prices in excess of \$140,000 and included all types of people who may need subsidy.

In response to Mr. Forbe’s inquiry as to how an economic base could be established in South Dade, Mr. Finnie noted the key was having a transition plan

because the outcome could be unfavorable if the private sector were left to lead the way.

Mr. Infante noted that after attending an Urban Task Force breakfast with School Superintendent Rudy Crew, he was left with the impression that Mr. Crew would be willing to work with people like Mr. Finnie.

In response to Mr. Forbes' comment regarding efforts to attract new businesses and assist existing businesses in South Dade, Mr. Finnie stated that the CRA needed to decide how to work comprehensively with other regions in order to determine an economic strategy.

Mr. Zafar Ahmed, Director, Community Development Division, Office of Community and Economic Development (OCED), stated that he was happy to work with the CRA on community development in South Dade. He commented on the charrettes in various community areas and noted OCED had partnered with the Department of Planning and Zoning in looking at future development opportunities in South Dade.

Mr. Finnie and Mr. Ahmed responded to the CRA Board members' inquiries regarding the density designation within the Comprehensive Development Master Plan. .

Mr. Infante commended Mr. Finnie on his efforts regarding the Urban Centers.

The CRA Board members thanked Mr. Finnie and Mr. Ahmed for their presentations.

**(b) Discussion on Policing in the CRA**

Major Grace O'Donnell, Miami-Dade Police Department (MDPD), Cutler Ridge District, appeared before the CRA Board. She introduced Captain Scott Andress and Lieutenant Edward Howette from the neighborhood policing units. Major O'Donnell advised that the Cutler Ridge District consisted of 172 square patrol miles and 217 personnel were assigned to the District, of which 159 were officers and the remaining personnel were in higher-ranked positions. She presented crime statistics for the Naranja grid surrounding the proposed Mandarin Lakes development project, noting 4900 service calls were received for this area compared to a total of 114,140 service calls for the entire Cutler Ridge District. Major O'Donnell stated that based on the statistics, it was difficult at this time to

determine the amount of services that would be provided to the area; however, patrolling this neighborhood would be similar to any other neighborhood except that adjustments would be made based on the demands. She further stated that this police department had absorbed new developments subsequent to Hurricane Andrew and would continue to do so.

In response to Chairperson Betancourt's question regarding the boundary locations, Captain Scott Andress, South Dade Neighborhood Policing Unit, stated the boundaries lay between SW 268 Street and SW 280 Street and from US 1 on the west side to the Turnpike extension on the east.

Mr. Infante asked that a security plan be developed before the proposed homes were occupied.

Major O'Donnell stated that in addition to regular patrol, community policing would be provided. She noted she could not provide a specific plan but could predict how officers would react to specific situations based on past experience and movement flexibility within the District. Major O'Donnell stated that MDPD used Enhanced Enforcement Initiatives by way of overtime to provide additional personnel to address particular situations in other areas.

Captain Scott Andress noted the statistics referenced by Major O'Donnell reflected decreases in crime; however, MDPD used weekly reports containing computer generated statistics that enabled it to track criminal activity and adjust manpower accordingly. He further noted that besides the Enhanced Enforcement Initiatives, the Major had at her disposal, the services of the Crimes Suppression Team, Crime Analysis Unit, General Investigations Unit, Gang Units and the Robbery Intervention Detail.

Major O'Donnell stated that MDPD was proactively involved in instituting crime watch within neighborhoods and businesses. She noted that MDPD would like to work closely with developers to encourage use of signs, fences and private security. Major O'Donnell further noted that construction companies could help by notifying MDPD when appliances or other supplies of high value were being installed and to provide the serial numbers of these appliances.

In response to Ms. Carter's question regarding the impact of new developments on MDPD's manpower, Captain Andress stated that MDPD contacted developers of new construction projects in the District and encouraged them to notify MDPD when high-value supplies would be delivered so that officers could be assigned to

that area. He noted, however, that the majority of thefts at construction sites were inside jobs.

In response to Mr. Forbes' question regarding MDPD's familiarity with the National Weed and Seed program, Major O'Donnell stated this program was previously used by some districts; however, its use required a decision from higher authorities and involved matching funds.

Captain Andress stated that the Weed and Seed program involved several agencies and was primarily used for specific neighborhoods already established and experiencing high crime, however, he referred to —CEPTED—a plan for crime reduction through environmental design which was based on increased interaction among neighbors.

In response to Mr. Forbes' question regarding crime prevention measures within the subject area of the proposed Mandarin Lakes project, Captain Andress stated there were three satellite offices and other remedies in place to maintain a police presence in public housing areas. He noted MDPD was trying to initiate a new crime watch group every month but had not had much success. Captain Andress also noted that MDPD was working with Team Metro to maintain a high profile presence in order to stabilize the neighborhoods.

Mr. Infante suggested the possibility of the developer providing incentives to police officers to live in this area.

Major O'Donnell advised that the majority of officers employed in the South District lived within that district and had a vested interest as well. She noted that many police officers interacted with residents of selected sites and with private home owners to encourage cleanup in the neighborhoods.

Chairperson Betancourt stated that the statistics could be deceptively low since there were many vacant areas within the grid. She noted the CRA Board was seeking proactive ways to improve the quality of life within the 1200 acres of redevelopment area so that the credibility of this Board and the developer would be protected while representing the project. Chairperson Betancourt asked that a certified CEPTED officer enlighten the CRA Board on ways to enhance and promote the Naranja Lakes redevelopment project. She emphasized the need to promote the neighborhood.

Mr. Infante suggested a cleanup plan be prepared for existing neighborhoods which he noted would build self-esteem and pride.

Captain Andress stated that CEPTED certification was not limited to MDPD, noting that several officers from the Miami-Dade Housing Agency had undergone CEPTED certification.

Chairperson Betancourt requested Mr. Teintze provide the CRA Board with additional information regarding the CEPTED guidelines and certification process.

Mr. Ramkissoon, speaking as a member of the Homestead Chamber of Commerce, noted a meeting would be held to address issues on cleanup and improvement of business facades. He further noted there were two businesses that needed to be investigated for illegal activities.

Captain Andress suggested that Mr. Ramkissoon provide Lieutenant Howette with the information and MDPD would investigate the situation.

Chairperson Nina Betancourt thanked the officers for attending tonight's CRA's Board meeting.

**(c) Presentation of Recent News/Media Coverage**

Ms. Paula Musto, Principal Owner, Communicor Partners, Inc., distributed notebooks containing printed newspaper articles and relative information on the groundbreaking ceremony for the Mandarin Lakes development project for the committee members' review. She noted there were also pictures available for review.

Ms. Musto made a video presentation of the recent media coverage of the Mandarin Lakes project ground breaking ceremony televised on Channels 7, 10, 41 and Miami-Dade Television. She noted radio coverage was also provided.

Following the presentation, Ms. Musto suggested the CRA Board continue its efforts to disseminate information regarding the Naranja Lakes CRA project through speaking engagements, a web site, further media opportunities and trade publications.

She presented a letter to the CRA Board members for review which she noted could be mailed along with the CRA's brochure to businessmen, civic and political leaders.

In response to Ms. Musto's question regarding signage for the Mandarin Lakes project, Mr. Teintze noted he would look at installing billboards as additional signage.

Ms. Musto thanked Chairperson Nina Betancourt for working with her and thanked Mr. Ramkissoon for the lunch provided at IHOP. She suggested forwarding a copy of the video tape to Mr. George De Guardiola, developer, Mandarin Lakes project.

Ms. Musto provided the CRA Board members with a brochure containing information on the "Building Better Communities" General Obligation Bond program to be presented to the electorate in the November 2004 general election. She noted one of the ballot questions related to affordable housing. Ms. Musto stated that much of Miami-Dade County's infrastructure was funded by the Decade of Progress bonds which were being retired; however, the County wanted to continue the program with new projects without increasing the millage rate.

Chairperson Betancourt and the CRA Board members thanked Ms. Musto for assisting the Board with its communications and marketing needs.

It was moved by Mr. Forbes that the CRA Board endorse the sample letter distributed by Ms. Musto. This motion was seconded by Mr. Infante.

Mr. Teintze noted the CRA Board should pay for postage of the letters out of its budget and prepare one mailing list of the people invited to the ground breaking ceremony.

In response to Chairperson Betancourt's request that the letter be printed with all of the CRA Board members' names, Mr. Teintze stated that staff would design a letter with a different format but the same content.

Upon concluding the discussion, the Board then voted on the motion as moved by Mr. Forbes and seconded by Mr. Infante, and upon being put to a vote, passed unanimously by those members present.

**(d) Update on 2004-05 CRA Budget Priorities**

Not presented

**VI. Old Business**

Not presented.

**VII. Open Forum for Public Comments**

Not presented.

**VIII. Setting of next Meeting Date**

It was moved by Mr. Forbes that the CRA Board convene a special meeting in October to consider the Board's budget. This motion was seconded by Ms. Carter, and upon being put to a vote, passed unanimously by those members present.

Chairperson Nina Betancourt announced that a special meeting would be held on October 18, 2004 to discuss the CRA's budget.

**IX. Adjournment**

There being no further business to come before them, by motion duly made, seconded and carried, the Naranja Lakes Community Redevelopment Agency meeting was adjourned at 9:11 p.m.

---

Nina Betancourt, Chairperson  
Naranja Lakes Community Redevelopment Agency

