



**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

**Meeting Date:**

January 23, 2006  
7:00 p.m.

**Prepared by:**

Harvey Ruvin, Clerk  
Board of County Commissioners

Kay Madry Sullivan, Director  
Clerk of the Board Division

**Reporter:**

Jill Thornton, Commission Reporter  
(305) 375-2505



**CLERK'S SUMMARY AND OFFICIAL MINUTES  
NARANJA LAKES  
COMMUNITY REDEVELOPMENT AGENCY (CRA)  
JANUARY 23, 2006**

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 7:00 p.m., January 23, 2006, there being present upon roll call Mr. Rene Infante, Mr. Daniel Lipe, Mr. Stuart Archer and Mr. Kenneth Forbes (Mr. Parsuram Ramkissoon was late), (Chairperson Nina Betancourt was absent); Mr. Jurgen Teintze, Tax Increment Financing (TIF) Coordinator, Office of Strategic Business Management; Mr. Alberto Gonzalez, Budget Analyst/CRA Coordinator, Office of Strategic Business Management; and Deputy Clerk Jill Thornton.

**I. Call to Order**

Mr. Forbes called the CRA Board meeting to order at 7:19 p.m.

**II. Roll Call**

Upon roll call, and a quorum being present, the Board proceeded to consider tonight's agenda.

**III. Approval of the Minutes**

It was moved by Mr. Archer that the minutes of the December 05, 2005 meeting be approved. This motion was seconded by Mr. Lipe, and upon being put to a vote, passed unanimously by those members present.

**IV. Approval of Agenda**

It was moved by Mr. Archer that the agenda for tonight's meeting (1/23) be approved. This motion was seconded by Mr. Lipe, and upon being put to a vote, passed unanimously by those members present.

**Open Forum for Public Comments**

Mr. Forbes opened the floor for public comment and the following individuals appeared:

Ms. Maria Roberts appeared and expressed concern regarding a construction road block that prohibited local residents from accessing the turnpike at SW 280<sup>th</sup> Street and that detour signs were not placed near the concrete barrier, which had been in place for almost one year.

Mr. Archer advised that he had contacted County staff to have the contractor address this problem immediately.

Mr. Paul Herman, Development Project Manager, D.R. Horton Builders, clarified that the subject road was not being constructed by D.R. Horton but was a County improvement being facilitated through the CRA.

Mr. Forbes asked to hear comments from the project coordinator.

Mr. John Ritsema, Project Coordinator, noted Solo Construction was under contract with Naranja Lakes Construction, LLC to construct the subject public roadway, and that D.R. Horton was responsible for building only the private roads. Mr. Ritsema further noted problems developed between Naranja Lakes, LLC and Solo Construction which delayed the project and he was working with Solo Construction to move the project forward.

Mr. Luis Carbonell, Project Manager, Naranja Lakes Construction, LLC, apologized to the community for any inconveniences caused by this situation. He noted some of the construction delays were caused by funding withheld from the CRA, an FPL investigation of a fatal traffic accident at SW 140<sup>th</sup> Avenue and last years catastrophic storms. He further noted he had requested the CRA intervene to ensure that FPL installs lighting in the area and intervene in efforts to renegotiate the contract to adjust the funding.

Responding to Mr. Infante's inquiry as to what was preventing the builders from moving forward on this project, Mr. Carbonell explained that the CRA created a budget for the entire Mandarin Lakes construction project, which was divided into two phases and included a stipulation that all components of Phase I be completed first; and that Solo Construction was paid based on incremental payments scheduled by the County for the contractor. He further explained that issues arose in Phase I that needed to be decided by the County, and prevented the developer from moving forward without incurring additional costs that the County was not willing to reimburse. Mr. Carbonell stated that since payment was withheld from the contractor for issues regarding phase II, Solo Construction decided not to move forward with the project until the issues were resolved and though all parties met in an attempt to remedy the situation, negotiations were still underway.

Mr. Carbonell noted the developer received funds in January 2006 to complete the work at SW 140 Avenue and was waiting for Solo Construction to pick up their check and proceed with the work. He noted the superintendent for Solo Construction was present at tonight's meeting and, hopefully, they would proceed with the work to open up this road, which was a high concern for the community.

Responding to Mr. Infante's question whether Solo Construction could be replaced should they not comply, Mr. Carbonell stated this would be costly, noting his company had already incurred additional costs for which the County had not authorized reimbursement.

In response to Mr. Lipe's question as to whether detour signs should have been installed, Mr. Carbonell stated that when he took over the project, he was not aware this was a concern with the community and that Public Works Department had not enforced installation of detour signs. He noted the road should be opened within two weeks provided Solo Construction continued working as requested.

Concerning Mr. Carbonell's previous comments regarding causes of construction delays, Mr. Teintze stated the County never withheld funds for work performed on Phase I, including the subject road. He explained that under Phase I of the Mandarin Lakes project, the County permitted by policy, a joint-payment contract with developer and contractor, Solo Construction and that the contractor provided a payment and performance bond to both developer and the

County. He further explained that a dispute occurred challenging how the contract was written for Phase II and whether the performance bond was in place, but Solo Construction proceeded to commence work on Phase II without the bond. Mr. Teintze explained that County staff felt that payment on the invoice could not be legally reimbursed for work performed in Phase II because the stipulations in the development agreement were not complied with. Consequently, Solo Construction ceased work on Phase I of the project.

Discussion ensued between CRA Board members and staff regarding Mr. Teintze's comments.

Mr. Archer emphasized the need for the CRA to address this matter and questioned legal counsel regarding the options available.

Mr. Steven Zelkowitz, Legal Counsel for the CRA, responded to Mr. Archers question regarding the options available. He advised that the Courts decided a case similar in nature and found that the County could not require the contactor to provide the bond and avoid risk, if the developer's agreement stated the bond must be provided by the developer. He explained that the developer needed to comply with the terms, which were clearly defined in the development agreement and required by the State Statues. He noted he participated in some conference calls with the developer and the County and to the best of his knowledge, the developer did not believe he needed to provide the bond and was told to seek legal representation in an attempt to resolve this issue.

Mr. Carbonell noted a payment and performance bond was provided for Phase II in terms similar to the bond posted for Phase I, which covered both the developer and the contractor and that the County requested an additional bond be posted by the developer after a change order was submitted. Mr. Carbonell explained that the contractor decided to cease construction on the project because the developer had not received payment for some invoices and that over \$1 million worth of invoices were outstanding for Naranja Lakes Construction, as well as requests for additional costs incurred beyond the general terms of the contract.

Responding to Mr. Forbes' question as to when the contractor was notified, Mr. Ritsema stated the contractor was notified after the work was completed. He noted a previous discussion he had with Gregg Mendez, the former project manager for Naranja Lakes Construction, concerning Phase II, during which Mr. Mendez stated the contractor could save money by using a change order to extend the existing performance bond to cover the new phase. Mr. Ritsema noted that Mr. Mendez subsequently left the company. He also noted he was surprised to see Solo Construction proceeding with work using a change order signed only by the contractor and no payment and performance bond in place.

Mr. Forbes called for a motion to instruct Mr. Zelkowitz to thoroughly investigate this situation and report his findings to the CRA.

It was moved by Mr. Archer that the CRA instruct Mr. Zelkowitz to investigate the issues concerning the performance bond and other construction delays and to report his findings and recommendations from a CRA's perspective, to the CRA within the next seven days. This motion was seconded by Mr. Infante and upon being put to a vote, passed unanimously by those members present.

Mr. Forbes suggested the CRA consider calling a special meeting to discuss this matter further.

Attorney Zelkowitz suggested he and Mr. Forbes meet with the County's liaison for the CRA before its next meeting to discuss the construction issues and any meetings anticipated between the County and the contractors.

Mr. Archer recommended that communications continue between the developer, George DeGuardiola and Solo Construction in order to resolve this problem prior to taking legal action.

It was moved by Mr. Ramkissoon that the CRA be provided immediately with a status report of any issues that arise involving this construction project. This motion was seconded by Mr. Archer, and upon being put to a vote, passed unanimously by those members present.

Mr. Forbes called for additional persons wishing to voice their concerns, and the following individuals appeared:

Mr. Charles Johnson, Treasurer of Seapines Homeowners Association, appeared before the CRA and requested funding to improve the roads and drainage system within the Seapines Community. He noted the roads and drainage systems were built in 1976 by Developer Guy Rizzo who left the community with poorly constructed roads and poor drainage. He also noted the Seapines Homeowners Association submitted a request for assistance from the County which was denied and the Association was now seeking assistance from the CRA to bring the roads and drainage system up to standards.

Mr. Johnson clarified that the boundaries of Seapines Community encompassed SW 42 Court and 43 Court from SW 280th Street to SW 283<sup>rd</sup> Street. He noted he was unsure whether the subject roads were private or public but the district commissioner asked that this matter be addressed by the CRA.

Mr. Archer noted the County declined the developer's offer to dedicate the roadways to the County because the roads were below standard so the developer made it a private community. He noted Commissioner Sorenson was supportive in assisting the Seapines Community; however, this community's boundaries were removed from her district.

Mr. Forbes proposed using funds from the CRA Budget allocated for redevelopment grant program for residential improvement, since the Seapines Community was within the CRA district.

Following discussion regarding whether funding could be used and whether studies had been conducted of the area, Mr. Ramkissoon asked if the Homeowners Association could provide the CRA with a written estimate and a copy of the site plan depicting the existing drainage system.

In response to Mr. Lipe's question, Mr. Teintze advised that the CRA could justify the expenditure since these streets were used by the public. He reminded the Board of their decision at the budget workshop to initiate a program for residential development.

Mr. Forbes pointed out that Community Development Coalition's (CDC) were eligible to receive funds from Housing Urban Development (HUD) for infrastructure improvements and a CDC

existed that represented this area. He suggested the NLCRA partner with that CDC to explore available grants through HUD or Miami-Dade Housing to improve the Seapines community.

Mr. Lipe suggested a study of the area be conducted to determine the best alternatives.

Mr. Forbes pointed out that funds were set aside in the CRA budget which allocated \$20,000 for other studies, to be determined and \$45,000 for a redevelopment grant program for residential improvement.

Mr. Ritsema suggested the roads be bought up to standard and turned over to the County to avoid the community from being cited for code violations and forced to make improvements, which could be quite costly.

Following discussion, it was moved by Mr. Infante that the CRA direct Mr. Ritsema to initiate a study to improve the infrastructure and the drainage system of the Seapines Community and to direct Mr. Albert Gonzalez, Budget Analyst/CRA Coordinator, to contact the CDC representing that area to explore matching grant programs, with a report back to this Board. This motion was seconded by Mr. Archer, and upon being put to a vote, passed unanimously by those members present.

Mr. Leonard (Len) Anthony, South Bay Community Councilman (15), appeared before the CRA and provided an update on the last Community Council (CC) meeting where FDOT presented a set of drawings for the reconstruction of the US 1 Corridor. He expressed concern that several issues were not addressed concerning the Corridor and that the meeting was poorly attended. He noted provisions for laterals and sewer lines for individual property owners were not shown in the drawings and the water line(s) did not extend far enough along the corridor. He suggested a repository to display the FDOT Reconstruction and Utility drawings be located in the Naranja Lakes Library. He also noted he attended a CC meeting in Kendall where FDOT presented plans for future development that could impact the CRA district's development and suggested the CRA members could benefit from reviewing these drawings.

Mr. Forbes pointed out that one issue discussed at this Community Council meeting was for bodies such as the CRA to approve a resolution recommending proposed reconstruction to the US 1 Corridor, since one of the objectives of the NLCRA was to improve business development along the US 1 Corridor.

Following discussion, it was moved by Mr. Lipe that staff drafts a proposed resolution providing improvements to the design of US 1 Corridor that would have a positive impact on the CRA and that it be presented for consideration at the next CRA meeting. This motion was seconded by Mr. Archer and upon being put to a vote, passed unanimously by those members present.

## **V. New Business**

### **Update on Mandarin Lakes**

Mr. Paul Herman, D.R. Horton Builders, provided an update on the sales of the Mandarin Lakes homes and noted that as of to date, 250 units were sold of which 33 had closed. He also noted of

817 building permits submitted, 268 were approved, but the remaining were pending in the County's Building Permit process.

In response to a question by Mr. Lipe, Mr. Herman stated that more sale of units were anticipated, however, he noted home sales were sensitive to fluctuations in the interest rate and to improvements in the CRA area.

Mr. Forbes noted that the area needed to be improved as originally promised to the residents of Mandarin Lakes Community.

Mr. Archer asked that the County ensure the cleanup of an unsightly trailer park site on the south side of SW 280 Street, between 144<sup>th</sup> Avenue and 147<sup>th</sup> Avenue.

Mr. Teintze noted the owner was responsible for the upkeep of the subject property but could be cited by the County. He stated he would contact Team Metro concerning this matter.

Mr. Herman stated he would provide Mr. Teintze with a contact name from Team Metro.

### **Update on Infrastructure Project**

(See discussion under Open Forum for Public Comments)

### **Discussion/Approval of Annual Reports**

Mr. Teintze noted that pursuant to an ordinance, CRA's were required to submit written annual reports to the BCC to be placed on file. He noted the Department of Community Affairs in Tallahassee also requested a copy of all CRA's annual reports. He pointed out that NLCRA did not submit an annual report for its first year and that he was submitting for the Agency's review, drafts of annual reports for the past two years.

Following a brief discussion, it was moved by Mr. Lipe that the CRA approve the annual reports for FY2003-04 and for FY2004-05. This motion was seconded by Mr. Archer and upon being put to a vote, passed unanimously by those members present.

### **Future Security / Other Studies**

Lieutenant Sheree DiBernardo, Miami Dade County Police Department, Cutler Ridge District, appeared before the CRA and noted that as part of standard departmental procedure, Majors were rotated every year or so and that Major Grace O'Donnell had been transferred to the Kendall District. She noted Major O'Donnell was replaced by Major Victor Ramirez.

Lieutenant DiBernardo then provided an oral report on crime statistics of the Naranja Lakes area for Year 2005. She advised that Naranja Lakes was one of the highest crime areas within the Cutler Ridge District and its major crime was robbery/burglary. She stated reasons for this problem were low income, unemployment, and a large number of ex-offenders with extensive, violent pasts who were moving into the area. She noted, as some solutions to this problem, the Department set up special task forces- Tactical Narcotics Detail (TND) and Robbery Intervention Detail (RID); established crime watch areas, and was seeking to improve the neighborhood's security and lighting. She also noted the Department was working closely with Department of

Probation/Parole to violate offenders who committed new crimes while serving probation. She stated a lot of work was needed which would require the cooperation of the entire community.

In response to Mr. Infante's question regarding the Mandarin Lakes area, Lieutenant DiBarnardo noted a security consultant was sent to evaluate Mandarin Lakes, Waterside and Seaside Communities to develop different strategies to combat crime, such as providing fencing, lighting, and off-duty officers. She stated she was glad she attended tonight's meeting and noted her office number was 305-242-7660 and her email contact was [sdibarnardo@mdpd.com](mailto:sdibarnardo@mdpd.com).

Mr. Forbes pointed out that a lot of officers were retiring, which added to the staffing shortages. He questioned what would happen when Cutler Bay incorporated.

Lieutenant DiBernardo noted officers would be recruited Countywide to staff Cutler Bay. She also noted the second largest district in the County was Cutler Ridge and the number of officers needed to be increased. She advised that the Department was considering a change to the boundaries of the Kendall District to include part of Cutler Ridge District, such as Fairway Heights, Colonial Drive and West Perrine and to add another police academy in South Dade.

Mr. Archer asked Lieutenant DiBernardo to inform Major O'Donnell that NLCRA members and staff appreciated the amount of work she did for the CRA and that they wished her well in the transfer to Kendall District.

Mr. Teintze noted he attended a TIF Committee meeting to review the CRA budget during which the Committee approved a recommendation to move the NLCRA's budget forward. He noted, however, that the Committee was uncomfortable with \$75,000 for the Security Study, but suggested the CRA use the funds for a security package to implement a program as opposed to a crime study. He suggested a meeting be scheduled with Major Ramirez to determine what could be purchased with the \$75,000 for a security package, with a report of the recommendations to the CRA.

It was moved by Mr. Archer that Mr. Jurgen Teintze meet with Major Ramirez to explore available options for effective security in the CRA district, using funds allocated for security in its FY 2005-06 Budget and submit a report at the next CRA meeting. This motion was seconded by Mr. Lipe, and upon being put to a vote, passed unanimously by those members present.

Mr. Forbes noted he attended the Florida Redevelopment Association (FRA) Conference in St. Petersburg, Florida in October 2005 to address CRA's and Special Taxing Districts. He advised that this year's (2006) FRA Conference would convene in Miami, Florida and would be hosted by Mr. Frank Rollason, Executive Director of the City of Miami CRA. He noted plans were needed to showcase the County's CRAs and asked Mr. Teintze to contact Mr. Frank Rollason to invite him to share his ideas concerning this conference at the next NLCRA meeting.

Mr. Archer suggested a large display booth be set up as a marketing tool to market the sale of homes and promote D.R. Horton and other construction companies.

Mr. Teintze noted a display would be good exposure for supply vendors and real estate acquisition groups seeking to acquire commercial properties in developing areas for their clients. He stated he would also invite Mr. Jeff Oris, FRA's President Elect and Director of

Governmental Operations; Mr. Frank Schnidman, Executive Director, City of North Miami CRA and Rick Stauts, Director, City of Homestead CRA, to the next NLCRA meeting to address ideas for the upcoming FRA conference.

## **VI. Old Business**

Mr. Archer questioned the status of the filling of vacancies on the CRA Board.

Responding, Mr. Teintze noted it was not necessary to amend the ordinance for the CRA Board to function with six members. He stated a minimum of five members and a maximum of nine members were required by statute, but seven members would better ensure a quorum of four. He further stated that Commissioners Sorenson and Moss were apprised of the situation.

Mr. Archer noted Mr. Moe Hakssa, a good business man in the community, was still interested in serving on the CRA Board.

Mr. Ramkissoon noted two people from the community had submitted their resumes and were interested in serving on this Board. He suggested the time had come for the Board to revisit a proposal to consider hiring an Executive Director to oversee the CRA.

Mr. Lipe noted the CRA Board discussed the hiring of an Executive Director at the Budget workshop and decided sufficient funds were not available to support it at this time.

Mr. Teintze noted a process would be necessary to authorize recruitment of an Executive Director who may possibly replace County staff. He stated the CRA Board could begin discussions early on the budget and set some priorities.

Mr. Archer expressed concern with staff's lack of effort to provide a study or status report on issues affecting the progress of the construction project, such as the road issue discussed earlier in tonight's meeting. He noted legal counsel was available to the CRA to assist them in taking action on these matters if necessary, but the CRA needed to be informed of the issues at hand.

Discussion ensued among CRA Board members and staff regarding an Executive Director, issues affecting the progress of the project and other related issues.

Mr. Ramkissoon noted the action taken earlier in tonight's meeting should address some of these issues.

Mr. Teintze stated that Mr. Albert Gonzalez was capable of responding to the needs of the CRA Board in obtaining studies.

Mr. Archer commended Mr. Gonzalez and Mr. Ritsema for their efforts and capabilities; however, he noted the Board was concerned for the community and with resolving issues to keep the project moving forward. He suggested the line of communication remain open among the partners –the CRA, the County and developer- to apprise the Board of issues as they occurred.

Further discussion ensued between CRA Board members, staff and project manager regarding construction delays and what could be done proactively to resolve them.

Mr. Teintze pointed out that the developer had not yet proposed a mechanism to fund cost overruns and was directed to comply with the development agreement.

Attorney Zelkowitz noted the developer's confusion as to whether this was a subsidy agreement or a construction contract.

Mr. Forbes pointed out that the CRA could make recommendations based on information provided by Mr. Zelkowitz, legal counsel for the CRA, and forward them to the BCC for approval. He reminded CRA members that the developer was instructed to obtain legal counsel to represent his interests and that this was a partnership between developer, the CRA and the County. He suggested the CRA decide what course of action to take if the improvements were not made.

In response to Mr. Infante's request that the developer cooperate in resolving this matter in a timely fashion, Mr. Luis Carbonell, project manager, advised that the principals of Naranja Lakes Construction met with County staff and Assistant County Manager Tony Crapp to try to resolve this in the best interest of all parties involved.

Attorney Zelkowitz noted this situation was not unique among construction companies throughout the State of Florida that dealt with the rising costs of construction due to Hurricanes. With respect to the overall issue, he stated he needed to sit down with the developer and his representatives to discuss the alternatives, but he would provide some general direction.

Mr. Forbes stated he would like to proceed with the CRA's action to direct its legal counsel to obtain information and provide a report with recommendations on what the CRA could do.

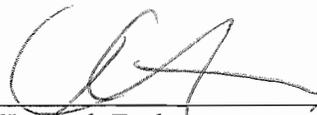
#### **VII. Setting of next Meeting Date**

Following a discussion regarding the scheduling of the next meeting date, CRA members agreed that since the third Monday of February fell on "President's Day," the next meeting should be moved one week forward.

Mr. Forbes announced that the next NLCRA meeting would be held on February 13, 2006.

#### **VIII. Adjournment**

There being no further business to come before this Board, the Naranja Lakes Community Redevelopment Agency meeting was adjourned at 9:47 p.m.



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Kenneth Forbes  
Naranja Lakes Community Redevelopment Agency



# NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

January 23, 2006

Prepared by: Nelson Diaz

## EXHIBITS LIST

NO.	DATE	ITEM #	DESCRIPTION
1	1/23/2006		Meeting Agenda
2	1/23/2006		Naranja Lakes Community Redevelopment Agency 2004-2005 Annual Report and 2005-2006 Proposed Budget
3	1/23/2006		Naranja Lakes Community Redevelopment Agency Annual Report Fiscal 2003-2004
4	1/23/2006		Naranja Lakes CRA Primary Redevelopment Project
5	1/23/2006		Naranja Lakes CRA Street Map
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# NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

## MEETING OF THE BOARD OF COMMISSIONERS

LOCATION: SOUTH DADE GOVERNMENT CENTER – ROOM 203  
10710 S.W. 211<sup>TH</sup> STREET, MIAMI, FL  
TIME: 7:00PM  
January 23, 2006

### MEETING AGENDA

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- |              |   |                               |
|--------------|---|-------------------------------|
| <b>I.</b>    | Call to Order                           | Chair                         |
| <b>II.</b>   | Roll Call                               | Chair                         |
| <b>III.</b>  | Approval of the Minutes                 | Committee                     |
| <b>IV.</b>   | Approval of Agenda                      | Committee                     |
|              | Open Forum for Public Comments          |                               |
| <b>V.</b>    | New Business                            |                               |
|              | Update on Mandarin Lakes                | Paul Herman                   |
|              | Update on Infrastructure Project        | John Ritsema, Luis Carbonnell |
|              | Discussion / Approval of Annual Reports | Staff                         |
|              | Future Security / Other Studies         | Staff                         |
| <b>VI.</b>   | Old Business                            |                               |
| <b>VII.</b>  | Setting of next Meeting Date            |                               |
| <b>VIII.</b> | Adjournment                             |                               |

NLCRA - 01/23/06  
EXHIBIT

**NARANJA LAKES  
COMMUNITY REDEVELOPMENT  
AGENCY**

**2004 - 2005 Annual Report and  
2005 – 2006 Proposed Budget**



**Naranja Lakes CRA Annual Report**  
**Fiscal Year 2005**  
**(10-01-04 to 9-30-05)**

**Introduction**

The Naranja Lakes Community Redevelopment Agency (CRA) was formed by Miami-Dade County in 2002. The Agency's Redevelopment Plan was adopted in May 2003 (R-418-03), as was a County ordinance (03-106) establishing the agency's Trust Fund. The Agency continued to facilitate the primary Mandarin Lakes Traditional Neighborhood Development (TND) project in the CRA Area in the past year, and made substantial progress on the first phase of the CRA-funded public infrastructure improvements. This report will address the primary operating aspects of the Agency, revenue growth, and progress made on the primary redevelopment project in FY 2005, as well as, the proposed budget and Agency plans for the coming year.

**I. Board**

The Naranja Lakes CRA Board is made up of up to nine Board members. During 2005 Mr. Mario Espineira and Mr. Norm Kramer left the Agency Board and their seats have not been filled.

As of September 30, 2005 the Board Members were:

Joan Carter  
Kenneth Forbes  
Rene Infante  
Parsuram Ramkissoon  
Stuart Archer  
Daniel Lipe  
and Chairperson "Nina" Gail Betancourt.



## **II. Staffing**

The Naranja Lakes CRA Board was staffed on a part-time basis by members of the Miami-Dade County professional staff. Mr. Jurgen Teintze of the County's Office of Strategic Business Management lead the County support team, advising the Board, executing its day to day business, preparing meeting agendas and ensuring that the Board's directives are implemented. Mr. Glenn Saks from the County Attorney's Office provided legal counsel, as did Mr. Steve Zelkowitz of the law firm of Weiss Serota Helfman Pastoriza Guedes Cole & Boniske. Additionally, the Board engaged Mr. John Ritsema to coordinate the primary development project bid awards, contracts and construction payments. Extraordinary support services provided by County staff, triggered the payment of a nominal sum of \$35,000 to the County General Fund as provided for in the inter-local agreement between the CRA and the County . For the fiscal year 2005-06, this amount will be adjusted to \$65,000 to reflect the estimated cost of services from County departments.

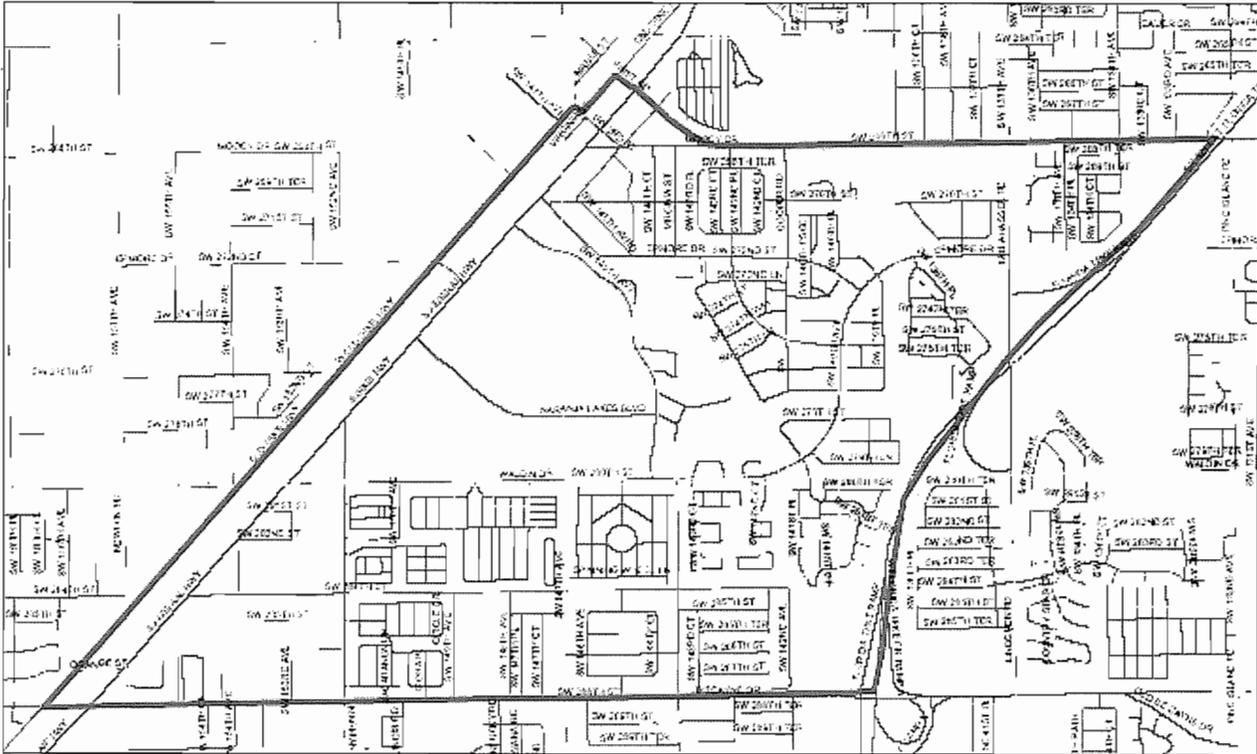
## **III. Administrative Procedures**

The Agency by-laws establish the Agency composition, purpose and powers, meetings and notice requirements and administrative procedures. No significant modifications to the by-laws were adopted during the most recent fiscal year.

## **IV. CRA Plan Implementation**

During the year, the Agency continued to aggressively implement the adopted CRA Plan. The focus of implementation was on the facilitation of the existing Mandarin Lakes TND project and on expanding the Agency's knowledge of the market and unmet program needs for identification of future projects and programs, including those that would require CRA funding support.

## Naranja Lakes CRA Area



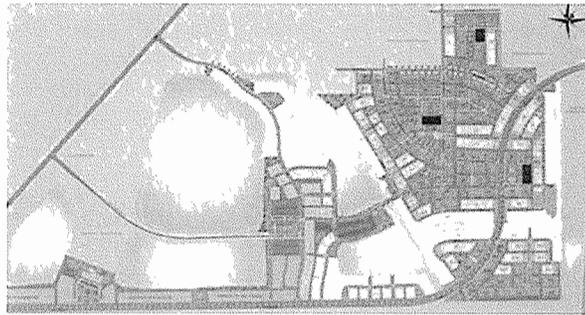
### Mandarin Lakes TND



- This project, developed by Mr. George DeGuardiola and the Naranja Lakes Holdings LLC companies was given the official name of Mandarin Lakes and aggressively began its implementation of the infrastructure development agreement. The CRA is funding this project with \$18 million to pay for water and sewer, streetscaping, drainage and public plaza and community building improvements, all of which are on public right of ways, County property, or on land that will be deeded over to the CRA. The developer is responsible for delivering these improvements and in 2005 has completed the design, land clearing work, as well as water and sewer work. The developer awarded bids for about \$4.8 million for the first phase of construction in 2004, and, through the home

builder D.R. Horton, is expected to complete work on a number of residential units by the end of calendar year 2005.

- The Mandarin Lakes development made substantial progress with the sale of a 73-acre portion of the projects 212 acres to D R Horton Inc. in April 2004. This nationally renown home builder has caused additional infrastructure to be built, such as water and sewer, and arterial road work has sufficiently progressed on their privately held land, along with the re-platting of the site, so that construction is well underway on the first phase of the 800 home sites in late 2005.



### **Plan Consistency**

The implementation of the redevelopment plan's primary development project, which is under construction, combined with the substantial increase in the CRA tax base attest to the "bottom line" success of CRA implementation. The Agency continued implementing a public information campaign, supplementing its informational brochure with the launching of a web page in late 2005 on the Miami-Dade County website.

### **IV. Tax Base Growth and 2004-05 Proposed Budget Results**

The basic continuing goal of the Naranja Lakes CRA is the expansion of the property value base of the Area to the maximum extent possible, consistent with the adopted Redevelopment Plan. The

2004 taxable value of the CRA Area grew from the 2003 taxable value of \$153 million to \$188 million up 23%, and up a cumulative increase of 43% since the CRA's inception in 2003. Total revenues in FY 2004-05 were \$455,713. Of this amount, \$133,036 is the UMSA (Unincorporated Municipal Service Area) tax increment contribution, and \$322,677 is expected from Miami-Dade County. There was also a cash carryover from the prior year of \$3,790,126.

On the expenditure side under administration, the CRA's largest expenditures were for legal services \$14,171; and \$1,998 for clerk and meeting costs. Including the \$35,000 cost of staffing by Miami Dade County, the total administrative expenses of \$51,694 was 11.4% of current year revenues, and well within the 20% administrative cap contained in the approved Interlocal Agreement. County oversight administrative charges at 1.5% of County tax increment contributions were \$6,836 and County reimbursement of start-up cost advances was \$41,000, representing the second installment of three payments.

Operating expenditures totaled approximately \$2.96 million in FY 2004-05. The largest expenditure was for \$2,822,895 which was for infrastructure improvements, and \$123,297 for interest costs. Contractual services were at \$20,130, which includes project management services. The approved FY 2004/05 Naranja Lakes CRA Annual Budget and results (as Projected) are shown in Exhibit A.

## **V. Proposed Budget for 2005-06**

In August 2005 the Agency Board approved a budget for 2005-06 based on preliminary projections of cash balances at the end of 2004-05. On December 5, 2005 the board re-approved this budget based on final millage based revenues.

The actual expenditures noted in section IV (above) reflect the new information received subsequent to the year-end closing and are also tied to the updated Financial Statement of Revenues and Expenditures and Fund Balances for 2004-05.

The main elements of the proposed budget includes all the same projects and line items as per Exhibit A, except that the cash carryover from 2004-05 and the debt reserve/contingency in the 2005-06 budget have since been updated here.

Revenues include TIF growth, of 68% to \$765,165 and proceeds of a new debt issuance of \$5 million.



Administrative Expenses in the proposed budget include \$65,000 for Miami-Dade County staffing, legal expenses of \$12,000 and remains below 12% of TIF revenues.

Operating Expenses include \$5,000,000 for continued infrastructure improvements; \$663,385 for interest payments; \$125,000 for studies on security, and US 1 corridor plans and needs, and other studies to be determined later. A further \$45,000 and \$60,000 are included for the beginning of a residential and a commercial property rehabilitation grant program.



**Naranja Lakes  
Community Redevelopment Agency  
FY 2005 - 2006 Proposed Budget**

**Exhibit A**

(FY 05-06 begins October 1, 2005)

	FY 03-04 Budget Adopted	FY 03-04 Actual	FY 04-05 Budget Adopted	FY 04-05 Projection	FY 05-06 Budget Proposed
<b>Revenues</b>					
UMSA Tax Increment Revenue	51,100	51,051	133,036	133,036	538,810
County Tax Increment Revenue	124,500	124,528	322,677	322,677	226,355
Carryover from prior year	-		3,790,126	3,790,126	1,187,300
All other revenues (name)					
New Bond Issues (net of Cap interest)		5,000,000	5,000,000	-	5,000,000
Interest earnings		2,502	22,500	7,885	31,000
<b>Revenue Total</b>	<b>175,600</b>	<b>5,178,081</b>	<b>9,268,339</b>	<b>4,253,724</b>	<b>6,983,465</b>

**Expenditures**

**Administrative Expenditures:**

Employee salary and fringe					
Contractual services	20,000	7,623	20,000	14,171	10,000
Insurance					
Audits and studies	2,500	-	2,500	175	2,500
Printing and publishing			4,000	350	4,000
Clerk and meeting costs	1,500	1,790	3,000	1,998	3,000
Advertising and notices	2,000	7,666	2,000	-	2,000
Travel			1,000	-	1,000
Rent/lease costs					
Office equipment and furniture					
Other admin (Direct County support)	5,000	5,000	35,000	35,000	65,000
<b>(A) Subtotal Admin Expenses and %</b>	<b>31,000</b>	<b>22,079</b>	<b>67,500</b>	<b>51,694</b>	<b>87,500</b>
County Administrative Charge	2,634	2,634	6,836	6,836	11,477
County Reimbursement of Advances	41,000	41,000	41,000	41,000	40,718
<b>(B) Subtotal Admin Expense</b>	<b>74,634</b>	<b>65,713</b>	<b>115,336</b>	<b>99,530</b>	<b>139,695</b>

**Operating Expenditures:**

Employee salary and fringe					
Contractual services		9,270	40,000	20,130	30,000
Insurance					
Audits and studies					125,000
Project Mgt supplies	1,000		1,000	-	1,000
Marketing					
Special events					
Legal services/court costs	15,000		10,000	572	15,000
Land/building acquisitions					
Infrastructure improvements		1,302,388	7,200,000	2,822,895	5,000,000
Building construction & improvements					
Debt service payments (Interest)			150,000	123,297	663,385
Redevelopment grants given out					105,000
Redevelopment loans issued out					
Transfers out to others (attach list)					
Debt Issuance Costs		10,585	15,000		15,000
<b>(C) Subtotal Oper. Expenses</b>	<b>16,000</b>	<b>1,322,243</b>	<b>7,416,000</b>	<b>2,966,894</b>	<b>5,954,385</b>
<b>(D) Debt Reserve/Contingency</b>	<b>84,966</b>		<b>1,737,003</b>	<b>-</b>	<b>889,385</b>
<b>Expenditure Total (A+B+C+D)</b>	<b>175,600</b>	<b>1,387,956</b>	<b>9,268,339</b>	<b>3,066,424</b>	<b>6,983,465</b>

**Cash Position (Rev-Exp)**

	-	3,790,126	-	1,187,300	-
--	---	-----------	---	-----------	---

	Multi-year Proposed Expenditures	FY 03-04 actual	FY 04-05 Budget Expenditures	FY 04-05 Estimated Expenditures	FY 05-06 Proposed Expenditures
<b>Primary Redevelopment Project</b>					
County loan proceeds est \$19.1 mm	19,100,000	5,000,000	5,000,000	0	5,000,000
Capitalized Interest Reserve/Issuance	3,454,972	10,585	15,000	-	15,000
Available after cap interest, issuance	15,645,028	4,989,415	4,985,000	-	4,985,000
County project mgt cost	255,000	9,270	40,000	20,130	30,000
Construction Payments	15,390,028	1,302,388	7,200,000	2,822,895	5,000,000
Carryover available		3,677,757	1,422,757	834,732	789,732

**Transfers Out to Others**

	FY 03-04 budget	FY 03-04 actual	FY 04-05 budget	FY 04-05 Projection	FY 05-06 Proposed
County Advances beg bal	122,718	122,718	81,718	81,718	40,718
Repayments for County advances	41,000	41,000	41,000	41,000	40,718
Other admin (Direct County support)	5,000	5,000	35,000	35,000	65,000
County Administrative Charge	2,600	2,634	6,836	6,836	11,477
<b>Total Transfers out:</b>	<b>48,600</b>	<b>48,634</b>	<b>82,836</b>	<b>82,836</b>	<b>117,195</b>

**New Projects**

security studies					75,000
us 1 corridor plan aesthetics and econ dev					30,000
other studies to be determined					20,000
Redevelopment grant program - residential improvements					45,000
Redevelopment grant program - commercial property improvements					60,000
					230,000



## Exhibit A Worksheet

### Naranja Lakes C.R.A. Projected Tax Increment Financing Formula and Projections

#### Without Completion of Project

#### Assuming Completion of Project

actual taxable value 2002	131,292,949
actual taxable value 2003	153,481,459
increase in taxable value 02/03	22,188,510
actual taxable value 2004	188,293,539
increase in taxable value 03/04	34,812,080
cumulative increase 02/04	57,000,590
millage countywide plus umsa	0.008314
03/04 payment to CRA at 95%	175,579
04-05 payment to CRA at 95%	455,731
05-06 payment to CRA at 95%	775,122

**NEW BASE**

year three: completion of 800 units at \$250,000  
180,000,000 after \$25,000 homestead exemptions

year five: completion of 700 units at \$225,000  
140,000,000 after \$25,000 homestead exemptions  
(25,000,000) doubling of homestead exemptions

projected growth in taxable value 17% year 1

3.0% thereafter

future projected growth in taxable value: 3.0%

year	base (less project) taxable value	tax increment at 95%
2004	153,481,459	175,579
2005	168,293,539	295,827
2006	189,430,800	459,190
2007	170,113,724	306,618
2008	175,217,136	346,926
2009	180,473,650	388,444
2010	185,887,860	431,207
2011	191,464,495	475,253
2012	197,208,430	520,620
2013	203,124,683	567,349
2014	209,218,424	615,479
2015	215,494,976	665,053
2016	221,959,826	716,114
2017	228,618,620	768,707
2018	235,477,179	822,878
2019	242,541,494	878,674
2020	249,817,739	936,144
2021	257,312,271	995,338
2022	265,031,639	1,056,308
2023	272,982,589	1,119,107
2024	281,172,066	1,183,790
2025	289,607,228	1,250,414
2026	298,295,445	1,319,036
2027	307,244,309	1,389,717
2028	316,461,638	1,462,518
2029	325,955,487	1,537,503
2030	335,734,152	1,614,738
2031	345,806,176	1,694,290
2032	356,180,361	1,776,228
2033	366,865,772	1,860,625
	<b>cumulative</b>	<b>27,629,676</b>
	<b>NPV, possibly bondable</b>	<b>9,595,046</b>
		<b>at 95%</b>

project taxable value	tax increment at 95%	total tax increment at 95%
-	175,579	175,579
20,000,000	159,904	450,208
40,000,000	315,932	775,122
161,200,000	1,273,206	1,579,824
227,286,000	1,795,173	2,142,099
295,354,580	2,332,799	2,721,243
304,215,217	2,402,783	2,833,990
313,341,674	2,474,867	2,950,119
322,741,924	2,549,113	3,069,733
332,424,182	2,625,586	3,192,935
342,396,907	2,704,353	3,319,832
352,668,815	2,785,484	3,450,537
363,248,879	2,869,049	3,585,163
374,146,345	2,955,120	3,723,827
385,370,736	3,043,774	3,866,652
396,931,858	3,135,087	4,013,761
408,839,814	3,229,139	4,165,284
421,105,008	3,326,014	4,321,352
433,738,158	3,425,794	4,482,102
446,750,303	3,528,568	4,647,675
460,152,812	3,634,425	4,818,215
473,957,396	3,743,458	4,993,871
488,176,118	3,855,761	5,174,797
502,821,402	3,971,434	5,361,151
517,906,044	4,090,577	5,553,095
533,443,225	4,213,295	5,750,798
549,446,522	4,339,693	5,954,431
565,929,918	4,469,884	6,164,174
582,907,815	4,603,981	6,380,209
600,395,050	4,742,100	6,602,725
<b>cumulative</b>	<b>88,771,932</b>	<b>116,220,506</b>
<b>NPV at 6%</b>	<b>32,682,708</b>	<b>42,107,198</b>
	<b>at 95%</b>	<b>at 95%</b>

## Naranja Lakes Community Redevelopment Agency

### Combining Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2005

Fiscal Year  
2004-05

#### Revenues

Intergovernmental	\$	463,588
Interest	\$	<u>52,925</u>
Total Revenues	\$	<u>516,513</u>

#### Expenditures

General Government	\$	18,102
Capital Outlay	\$	<u>3,286,143</u>
Total Expenditures	\$	<u>3,304,245</u>

Excess (deficiency) of Revenues over Expenditures	\$	<u>(2,787,732)</u>
--	----	--------------------

Other Financing Sources (uses)		
Transfers in	\$	-
Total Other Financing Sources	\$	<u>-</u>

Fund Balances, beginning	\$	<u>3,720,316</u>
Fund Balances, ending	\$	<u><u>932,584</u></u>

## Naranja Lakes Community Redevelopment Agency

Balance Sheet as of September 30, 2005

### Assets:

Cash and cash equivalent	\$ 1,323,975
Total Assets	<u>\$ 1,323,975</u>

### Liabilities and Fund Balances:

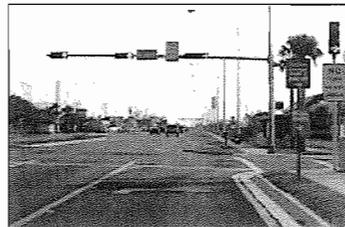
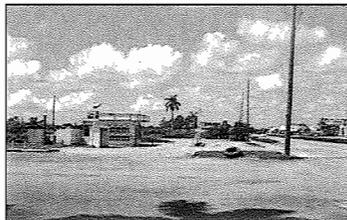
Accounts Payables	\$ 1,110
Retainage Payable	\$ 390,279
Total Liabilities	<u>\$ 391,389</u>
Fund Balances	<u>\$ 932,586</u>
Total Liabilities and Fund Balances	<u>\$ 1,323,975</u>

## VI. Other Agency Initiatives

The Naranja Lakes CRA Board continues to meet with private developers who are proposing different projects in and around the CRA area. The Board also continues to receive updates from various County Departments such as Planning and Zoning and Police. The Departments are updating the CRA Board on a variety of issues and initiatives they are working on that impact the CRA area, such as Planning and Zoning's Charrette plan for Leisure City / Naranja Lakes which was completed in June of 2004. The Miami-Dade Police Department is updating the CRA Board on public safety issues and initiatives for greater security in the area, and receives continuous feedback from Board Members and community participants at Board meetings.

### Planned Projects

The Agency is continually looking for opportunities for redevelopment in the area. The CRA continues to look at future projects that can benefit the area and is in the process of reviewing the different scenarios available to them, in order to spur future growth for the CRA. These future initiatives include FDOT scheduled improvements project slated for the U.S. 1 corridor.



### **Enhanced Public Safety Program**

The Agency plans to conduct future studies on enhancing security for the area. Such studies will evaluate *Weed and Seed* programs and whether to engage enhanced Naranja Lakes Police patrols, over and above normal service levels, in the CRA Area only. The projected costs of such programs are yet to be determined.

### **Community Redevelopment**

Future infrastructure improvements to support greater development will be analyzed in studies on specific locations such as the U.S. 1 corridor. In addition, streetscape improvements as well as urban design uniformity will be encouraged in partnership with private developers to enhance area characteristics and identity. The area continues to benefit from the increase in residential and commercial development that is occurring in south Miami-Dade County. The CRA will continue to benefit as this development will continue to increase property values in the area.

### **Summary**

The Naranja Lakes CRA revenues are growing at a very healthy rate, it grew 17% in the first year, 23% in its second year, and is expected to grow at a continued rate of at least 3% thereafter. The completion of the Mandarin Lakes redevelopment project will further increase this growth and continue to benefit the CRA. The project has been a productive catalyst thus far. The CRA is ready to grow out of its initial stage and begin to become more proactive in the issues that affect the redevelopment of the area. The continued growth in housing developments is expected to continue as more people continue to move to South Dade. The area is one of the last remaining, where large expanses of land is available for residential development in the County, and the numbers of new housing starts in South Dade is reflecting that. The community redevelopment project and other activities, that are consistent with the adopted CRA Plan will continue to be implemented throughout FY 2004-05.

**NARANJA LAKES  
COMMUNITY REDEVELOPMENT  
AGENCY**

**Annual Report  
Fiscal Year 2003-2004**



# Naranja Lakes CRA Annual Report

## Fiscal Year 2004

### (10-01-03 to 9-30-04)

#### Introduction

The Naranja Lakes Community Redevelopment Agency (CRA) was formed by Miami-Dade County in 2002, The Agency's Redevelopment Plan was adopted in May 2003 (R-418-03), as was a County ordinance (03-106) establishing the agency's Trust Fund. It completed its first full year of operation in 2003-04. The Agency continued to facilitate the primary Mandarin Lakes Traditional Neighborhood Development (TND) project in the CRA Area in the past year, and celebrated the ground breaking on the CRA-funded public infrastructure improvements in August 2004. This report will address the primary operating aspects of the Agency, revenue growth, and progress made on the primary redevelopment project in FY 2004, as well as, the proposed budget and Agency plans for the coming year.

#### I. Board

The Naranja Lakes CRA Board is made up of up to nine Board members. During 2004 Kathleen Richardson left the Agency Board and two new Board members were appointed to fill this and a pre-existing vacancy. The new appointees are Daniel Lipe and Mario Espiniera, Jr.

As of September 30, 2004 the Board Members were:

Joan Carter  
Kenneth Forbes  
Rene Infante  
Parsuram Ramkissoon  
Stuart Archer  
Mario Espineira, Jr.  
Norm Kramer  
Daniel Lipe  
and Chairperson "Nina" Gail Betancourt.

## **II. Staffing**

The Naranja Lakes CRA Board was staffed on a part-time basis by members of the Miami-Dade County professional staff. Mr. Jurgen Teintze of the County's Office of Strategic Business Management lead the County support team, advising the Board, executing its day to day business, preparing meeting agendas and ensuring that the Board's directives are implemented. Mr. Gerry Heffernan of the County Attorney's office was the primary legal advisor, although at the end of 2004 the Agency welcomed Mr. Glenn Saks as his replacement. The Clerk of the County Courts, through Ms. Judy Marsh, has recorded all monthly Board meetings and prepared all meeting minutes. Furthermore the Board engaged and availed itself of the professional services of Mr. Steve Zelkowitz of the law firm of Weiss Serota Helfman Pastoriza Guedes Cole& Boniske, as well as Ms. Paula Musto of Communicor Partners. Additionally, the Board engaged Mr. John Ritsema to coordinate the primary development project bid awards, contracts and construction payments. Extraordinary support services provided by County staff, triggered the payment of a nominal sum of \$5,000 to the County General Fund as provided for in the inter-local agreement between the CRA and the County . For the fiscal year 2004-05, this amount will be adjusted to \$35,000 to reflect the estimated cost of services from County departments.

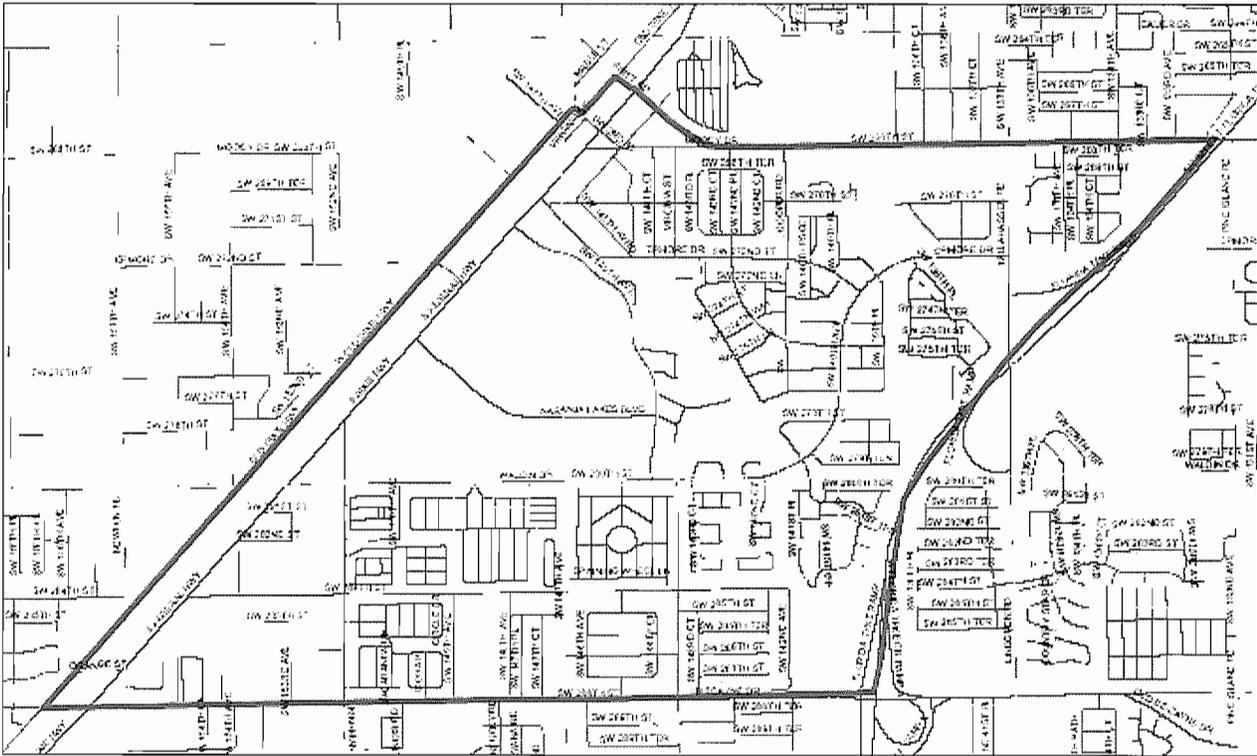
## **III. Administrative Procedures**

The Agency by-laws establish the Agency composition, purpose and powers, meetings and notice requirements and administrative procedures. No significant modifications to the by-laws were adopted during the most recent fiscal year.

## **IV. CRA Plan Implementation**

During the year, the Agency continued to aggressively implement the adopted CRA Plan. The focus of implementation was on the facilitation of the existing Mandarin Lakes TND project and on expanding the Agency's knowledge of the market and unmet program needs for identification of future projects and programs, including those that would require CRA funding support.

## Naranja Lakes CRA Area



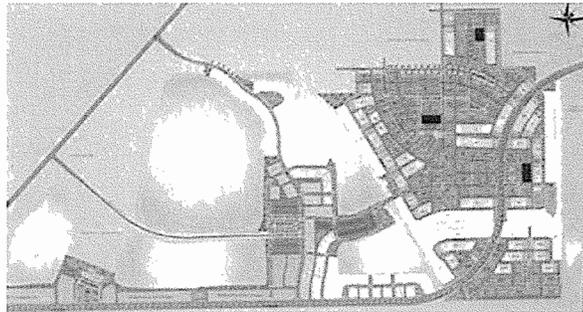
### Mandarin Lakes TND



- This project, developed by Mr. George DeGuardiola and the Naranja Lakes Holdings LLC companies was given the official name of Mandarin Lakes and aggressively began its implementation of the infrastructure development agreement. The CRA is funding this project with \$18 million to pay for water and sewer, streetscaping, drainage and public plaza and community building improvements, all of which are on public right of ways, County property, or on land that will be deeded over to the CRA. The developer is responsible for delivering these improvements and in 2004 has completed portions of the design, land clearing work, as well as water and sewer work. The developer awarded

bids for about \$4.8 million for the first phase of construction in 2004.

- The Mandarin Lakes development made substantial progress with the sale of a 73 acre portion of the projects 212 acres to D R Horton Inc. in April 2004. This nationally renowned home builder will cause additional infrastructure to be built, once water and sewer plus arterial road work has sufficiently progressed on their privately held land, and began replatting of the site, for construction on the first 800 home sites in 2005.



### Plan Consistency

The implementation of the redevelopment plan's primary development project, which is under construction, combined with the substantial increase in the CRA tax base attest to the "bottom line" success of CRA implementation. The Agency made progress in implementing a public information campaign, issuing its first informational brochure highlighting its purpose, members, projects and stated its adopted mission:

*"Rebuilding our Community – An urban initiative to stimulate and guide the redevelopment of the Naranja Lakes area creating better neighborhoods to live, work and play."*

This mission statement will guide the CRA Board in its future decisions involving the implementation of the redevelopment plan for the area.

#### **IV. Tax Base Growth and 2003-04 Proposed Budget Results**

The basic continuing goal of the Naranja Lakes CRA is the expansion of the property value base of the Area to the maximum extent possible, consistent with the adopted Redevelopment Plan. The 2003 taxable value of the CRA Area grew from the 2002 taxable value base of \$131 million to \$153 million, up 17% since the CRA's inception in 2003. Total revenues in FY 2003-04 were \$178,081. Of this amount, \$51,051 is the UMSA (Unincorporated Municipal Service Area) tax increment contribution, and \$124,528 is from Miami-Dade County and \$2,500 was interest. The County also issued a revenue bond in the amount of \$5 million, which was made available to the Naranja Lakes CRA in order to pay the Capital Outlay costs of the CRA (please see note in Financials).

On the expenditure side under administration, the CRA's largest expenditures were for legal services \$7,623; marketing and promotions \$7,666, as well as \$1,790 for clerk and meeting costs. Including the \$5,000 cost of county staffing, the total administrative expenses of \$22,079 was 12.4% of current year revenues, and well within the 20% administrative cap contained in the approved Interlocal Agreement. County oversight administrative charges at 1.5% of County tax increment contributions were \$2,634 and County reimbursement of start-up cost advances was \$41,000, representing the first installment of three payments.

Operating expenditures totaled approximately \$1.32 million in FY 2003-04. The largest expenditure was for \$1,302,388 which was for infrastructure improvements, and \$10,585 for debt issuance costs. Contractual services were at \$9,270, which includes project management services. The approved FY 2003/04 Naranja Lakes CRA Annual Budget and results are shown in Exhibit A on the next pages. This exhibit also reflects the next years' budget. Also shown is the CRA revenue calculation projection, and a Statement of Revenues, Expenditures and Fund Balances.

**Naranja Lakes  
Community Redevelopment Agency  
FY 2005 - 2006 Proposed Budget**

**Exhibit A**

(FY 05-06 begins October 1, 2005)

Revenues	FY 03-04 Budget Adopted	FY 03-04 Actual	FY 04-05 Budget Adopted	FY 04-05 Projection	FY 05-06 Budget Proposed
UMSA Tax Increment Revenue	51,100	51,051	133,036	133,036	538,810
County Tax Increment Revenue	124,500	124,528	322,677	322,677	226,355
Carryover from prior year	-		3,790,126	3,790,126	1,187,300
All other revenues (name)					
New Bond Issues (net of Cap interest)		5,000,000	5,000,000	-	5,000,000
Interest earnings		2,502	22,500	7,885	31,000
<b>Revenue Total</b>	<b>175,600</b>	<b>5,178,081</b>	<b>9,268,339</b>	<b>4,253,724</b>	<b>6,983,465</b>

**Expenditures**

**Administrative Expenditures:**

Employee salary and fringe					
Contractual services	20,000	7,623	20,000	14,171	10,000
Insurance					
Audits and studies	2,500	-	2,500	175	2,500
Printing and publishing			4,000	350	4,000
Clerk and meeting costs	1,500	1,790	3,000	1,998	3,000
Advertising and notices	2,000	7,666	2,000	-	2,000
Travel			1,000	-	1,000
Rent/lease costs					
Office equipment and furniture					
Other admin (Direct County support)	5,000	5,000	35,000	35,000	65,000
<b>(A) Subtotal Admin Expenses and %</b>	<b>31,000</b>	<b>22,079</b>	<b>67,500</b>	<b>51,694</b>	<b>87,500</b>
County Administrative Charge	2,634	2,634	6,836	6,836	11,477
County Reimbursement of Advances	41,000	41,000	41,000	41,000	40,718
<b>(B) Subtotal Admin Expense</b>	<b>74,634</b>	<b>65,713</b>	<b>115,336</b>	<b>99,530</b>	<b>139,695</b>

**Operating Expenditures:**

Employee salary and fringe					
Contractual services		9,270	40,000	20,130	30,000
Insurance					
Audits and studies					125,000
Project Mgt supplies	1,000		1,000	-	1,000
Marketing					
Special events					
Legal services/court costs	15,000		10,000	572	15,000
Land/building acquisitions					
Infrastructure improvements		1,302,388	7,200,000	2,822,895	5,000,000
Building construction & improvements					
Debt service payments (Interest)			150,000	123,297	663,385
Redevelopment grants given out					105,000
Redevelopment loans issued out					
Transfers out to others (attach list)					
Debt Issuance Costs		10,585	15,000		15,000
<b>(C) Subtotal Oper. Expenses</b>	<b>16,000</b>	<b>1,322,243</b>	<b>7,416,000</b>	<b>2,966,894</b>	<b>5,954,385</b>
<b>(D) Debt Reserve/Contingency</b>	<b>84,966</b>		<b>1,737,003</b>		<b>889,385</b>
<b>Expenditure Total (A+B+C+D)</b>	<b>175,600</b>	<b>1,387,956</b>	<b>9,268,339</b>	<b>3,066,424</b>	<b>6,983,465</b>

**Cash Position (Rev-Exp)**

	-	3,790,126	-	1,187,300	-
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**Primary Redevelopment Project**

	Multi-year Proposed Expenditures	FY 03-04 actual	FY 04-05 Budget Expenditures	FY 04-05 Estimated Expenditures	FY 05-06 Proposed Expenditures
County loan proceeds est \$19.1 mm	19,100,000	5,000,000	5,000,000	0	5,000,000
Capitalized Interest Reserve/Issuance	3,454,972	10,585	15,000	-	15,000
Available after cap interest, issuance	15,645,028	4,989,415	4,985,000	-	4,985,000
County project mgt cost	255,000	9,270	40,000	20,130	30,000
Construction Payments	15,390,028	1,302,388	7,200,000	2,822,895	5,000,000
Carryover available		3,677,757	1,422,757	834,732	789,732

**Transfers Out to Others**

	FY 03-04 budget	FY 03-04 actual	FY 04-05 budget	FY 04-05 Projection	FY 05-06 Proposed
County Advances beg bal	122,718	122,718	81,718	81,718	40,718
Repayments for County advances	41,000	41,000	41,000	41,000	40,718
Other admin (Direct County support)	5,000	5,000	35,000	35,000	65,000
County Administrative Charge	2,600	2,634	6,836	6,836	11,477
<b>Total Transfers out:</b>	<b>48,600</b>	<b>48,634</b>	<b>82,836</b>	<b>82,836</b>	<b>117,195</b>

**New Projects**

security studies					75,000
us 1 corridor plan aesthetics and econ dev					30,000
other studies to be determined					20,000
Redevelopment grant program - residential improvements					45,000
Redevelopment grant program - commercial property improvements					60,000
					230,000



## Exhibit A Worksheet

### Naranja Lakes C.R.A. Projected Tax Increment Financing Formula and Projections

#### Without Completion of Project

#### Assuming Completion of Project

actual taxable value 2002	131,292,949
actual taxable value 2003	153,481,459
increase in taxable value 02/03	22,188,510
actual taxable value 2004	188,293,539
increase in taxable value 03/04	34,812,080
cumulative increase 02/04	57,000,590
millage countywide plus umsa	0.008314
03/04 payment to CRA at 95%	175,579
04-05 payment to CRA at 95%	455,731
05-06 payment to CRA at 95%	775,122

**NEW BASE**

year three: completion of 800 units at \$250,000  
180,000,000 after \$25,000 homestead exemptions

year five: completion of 700 units at \$225,000  
140,000,000 after \$25,000 homestead exemptions  
(25,000,000) doubling of homestead exemptions

projected growth in taxable value 17% year 1

3.0% thereafter

**future projected growth in taxable value:**

3.0%

year	base (less project) taxable value	tax increment at 95%
2004	153,481,459	175,579
2005	168,293,539	295,827
2006	189,430,800	459,190
2007	170,113,724	306,618
2008	175,217,136	346,926
2009	180,473,650	388,444
2010	185,887,860	431,207
2011	191,464,495	475,253
2012	197,208,430	520,620
2013	203,124,683	567,349
2014	209,218,424	615,479
2015	215,494,976	665,053
2016	221,959,826	716,114
2017	228,618,620	768,707
2018	235,477,179	822,878
2019	242,541,494	878,674
2020	249,817,739	936,144
2021	257,312,271	995,338
2022	265,031,639	1,056,308
2023	272,982,589	1,119,107
2024	281,172,066	1,183,790
2025	289,607,228	1,250,414
2026	298,295,445	1,319,036
2027	307,244,309	1,389,717
2028	316,461,638	1,462,518
2029	325,955,487	1,537,503
2030	335,734,152	1,614,738
2031	345,806,176	1,694,290
2032	356,180,361	1,776,228
2033	366,865,772	1,860,625
	<b>cumulative</b>	<b>27,629,676</b>
	<b>NPV, possibly bondable</b>	<b>9,595,046</b>
		<b>at 95%</b>

project taxable value	tax increment at 95%	total tax increment at 95%
-	175,579	175,579
20,000,000	159,904	450,208
40,000,000	315,932	775,122
161,200,000	1,273,206	1,579,824
227,286,000	1,795,173	2,142,099
295,354,580	2,332,799	2,721,243
304,215,217	2,402,783	2,833,990
313,341,674	2,474,867	2,950,119
322,741,924	2,549,113	3,069,733
332,424,182	2,625,586	3,192,935
342,396,907	2,704,353	3,319,832
352,668,815	2,785,484	3,450,537
363,248,879	2,869,049	3,585,163
374,146,345	2,955,120	3,723,827
385,370,736	3,043,774	3,866,652
396,931,858	3,135,087	4,013,761
408,839,814	3,229,139	4,165,284
421,105,008	3,326,014	4,321,352
433,738,158	3,425,794	4,482,102
446,750,303	3,528,568	4,647,675
460,152,812	3,634,425	4,818,215
473,957,396	3,743,458	4,993,871
488,176,118	3,855,761	5,174,797
502,821,402	3,971,434	5,361,151
517,906,044	4,090,577	5,553,095
533,443,225	4,213,295	5,750,798
549,446,522	4,339,693	5,954,431
565,929,918	4,469,884	6,164,174
582,907,815	4,603,981	6,380,209
600,395,050	4,742,100	6,602,725
<b>cumulative</b>	<b>88,771,932</b>	<b>116,220,506</b>
<b>NPV at 6%</b>	<b>32,682,708</b>	<b>42,107,198</b>
	<b>at 95%</b>	<b>at 95%</b>

## Naranja Lakes Community Redevelopment Agency

### Combining Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2004

	Fiscal Year 2003-04
<b>Revenues</b>	
Intergovernmental	\$ 175,579
Interest	<u>\$ 10,238</u>
Total Revenues	<u>\$ 185,817</u>
 <b>Expenditures</b>	
General Government	\$ 65,545
Capital Outlay	\$ 1,395,962
Debt Service	<u>\$ 3,994</u>
Total Expenditures	<u>\$ 1,465,501</u>
Excess (deficiency) of Revenues over Expenditures	<u>\$ (1,279,684)</u>
 <b>Other Financing Sources (uses)</b>	
Transfers in (See notes)	<u>\$ 5,000,000</u>
Total Other Financing Sources	<u>\$ 5,000,000</u>
Fund Balances, beginning	<u>\$ -</u>
Fund Balances, ending	<u><u>\$ 3,720,316</u></u>

notes: On August 13, 2004, the Sunshine State Governmental Financing Commission Commercial Paper Revenue Notes, series G 2004 (Naranja Lakes Project) were issued to Miami Dade County in the amount of \$ 5,000,000, with a variable interest rate and maturity on July 1, 2016. These monies were made available to pay the Capital Outlay cost of the Naranja Lakes CRA.

**Naranja Lakes Community Redevelopment Agency**

Balance Sheet as of September 30, 2004

<b>Assets:</b>	
Cash and cash equivalent	\$ 4,149,594
Total Assets	<u>\$ 4,149,594</u>
<b>Liabilities and Fund Balances:</b>	
Accounts Payables	\$ 357,037
Retainage Payable	\$ 72,243
Total Liabilities	<u>\$ 429,279</u>
Fund Balances	<u>\$ 3,720,315</u>
Total Liabilities and Fund Balances	<u>\$ 4,149,594</u>

**V. Other Agency Initiatives**

The Naranja Lakes CRA Board continues to meet with private developers who are proposing different projects in and around the CRA area. The Board also continues to receive updates from various County Departments such as Planning and Zoning and Police. The Departments are updating the CRA Board on a variety of issues and initiatives they are working on that impact the CRA area, such as Planning and Zoning's Charrette plan for Leisure City / Naranja Lakes which was completed in June of 2004. The Miami-Dade Police Department is updating the CRA Board on public safety issues and initiatives for greater security in the area, and receives continuous feedback from Board Members and community participants at Board meetings.

**Planned Projects**

The Agency is continually looking for opportunities for redevelopment in the area. The CRA continues to look at future projects that can benefit the area and is in the process of reviewing the different scenarios available to them, in order to spur future growth for the CRA.

**Enhanced Public Safety Program**

The Agency plans to conduct future studies on enhancing security for the area. Such studies will evaluate *Weed and Seed* programs and whether to engage enhanced Naranja Lakes Police patrols, over and above normal service levels, in the CRA Area only. The projected costs of such programs are yet to be determined.



## **Community Redevelopment**

Future infrastructure improvements to support greater development will be analyzed in studies on specific locations such as the U.S. 1 corridor. In addition, streetscape improvements as well as urban design uniformity will be encouraged in partnership with private developers to enhance area characteristics and identity. The area continues to benefit from the increase in residential and commercial development that is occurring in south Miami-Dade County. The CRA will continue to benefit as this development will continue to increase property values in the area.

## **Summary**

The Naranja Lakes CRA revenues are growing at a very healthy rate, it grew 17% in the first year. The completion of the Mandarin Lakes redevelopment project will further increase this growth and continue to benefit the CRA. The project has been a productive catalyst thus far. The CRA is ready to grow out of its initial stage and begin to become more proactive in the issues that affect the redevelopment of the area. The continued growth in housing developments is expected to continue as more people continue to move to South Dade. The area is one of the last remaining, where large expanses of land is available for residential development in the County, and the numbers of new housing starts in South Dade is reflecting that. The community redevelopment project and other activities, that are consistent with the adopted CRA Plan will continue to be implemented throughout FY 2004-05.



Leisure City / Naranja Lakes Charrette  
Citizens' Master Plan (October 2004)

Naranja Lakes CRA Primary Redevelopment Project

**Actual Capital Expenditures**

	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05
Initial County Infrastructure Contribution	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
<b>Cumulative Expenditures to date</b>	<b>(3,135,723)</b>	<b>(3,249,592)</b>	<b>(3,312,767)</b>	<b>(3,351,632)</b>	<b>(3,887,041)</b>	<b>(3,887,041)</b>	<b>(4,125,931)</b>	<b>(4,237,425)</b>	<b>(4,253,979)</b>	<b>(4,381,982)</b>
Available Balance	1,864,277	1,750,408	1,687,233	1,648,368	1,112,959	1,112,959	874,069	762,575	746,021	618,018
Current month Expenditures	(301,688)	(113,869)	(63,175)	(38,865)	(535,409)	-	(238,890)	(111,494)	(16,553)	(128,004)

**Benchmarks per development agreement**

**12/31//2005**

**Near Term Outlook**

Construction of a sales area on the Property for the Primary Redevelopment Project  
**Is trailer completed?/Using other means?**

Constructed and fully operational. **Benchmark Met**

n/a

Construction of at least (6) models representing the various residential units to be included in the Primary Redevelopment Project  
**How many models constructed?**

Completed more than 6: 3 townhomes, 4-40' s. fam homes **(Benchmark met)**

n/a

Engagement in an aggressive marketing campaign for the Primary Redevelopment Project

Advertising from print ads in both the New Home Guide and the Florida Home Guide. The billboards are still in place sales center open. Full ads are running in the Miami Herald. **(Benchmark met)**

n/a

Execution and delivery of at least 150 purchase and sale contracts for the purchase of residential units in the Primary Redevelopment Area  
**Number of Purchase and Sale agreements**

250 homes are sold as of 1/17/06 **(Benchmark met)**

n/a

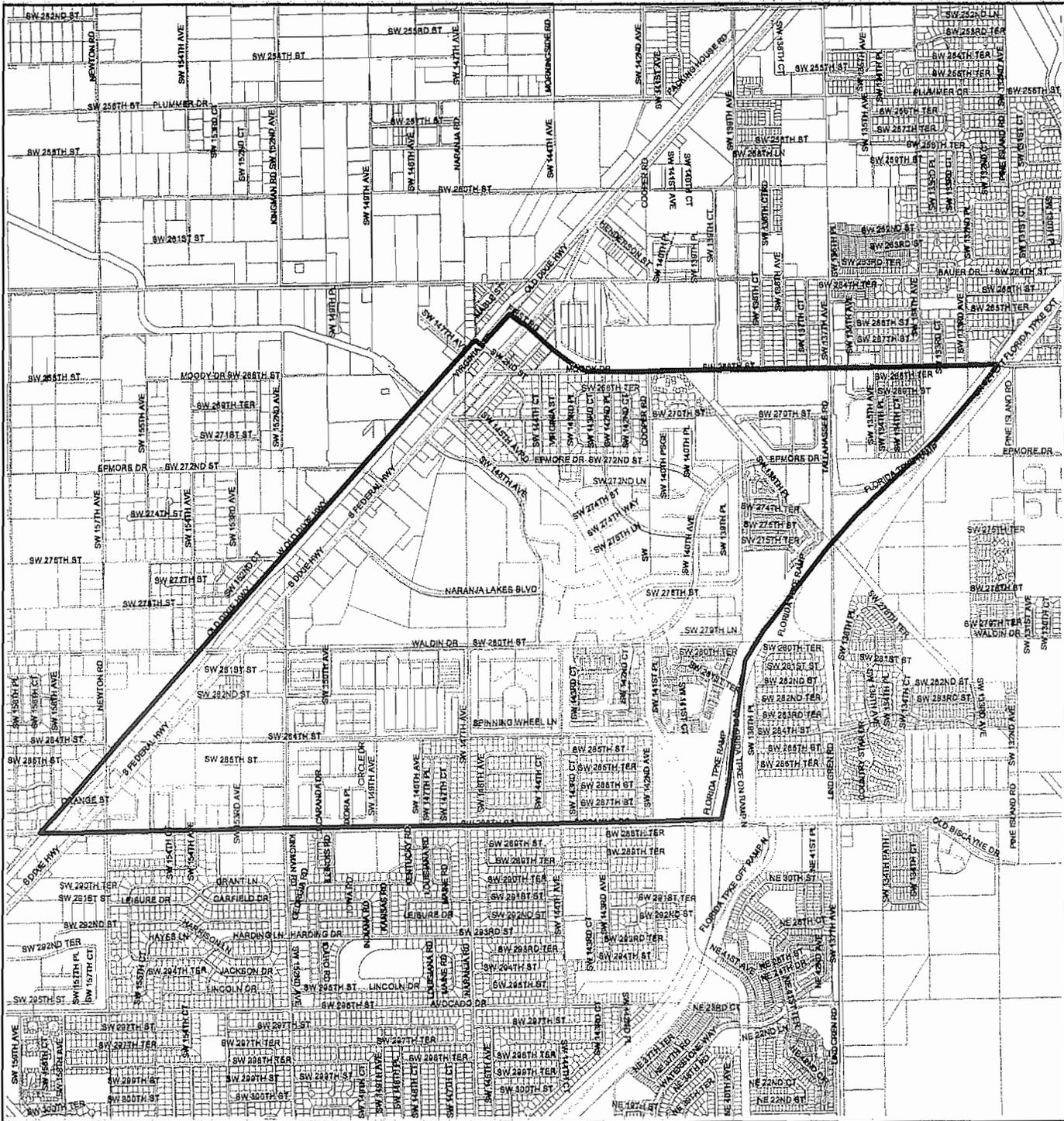
Application of at least 150 building permits for residential units in the Primary Redevelopment Project  
When will D.R. Horton submit permit application?  
**Number of Permit applications submitted**

There are currently 817 permits applied for with 268 received and 549 pending **(Benchmark met)**

n/a

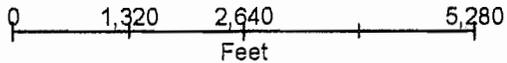
NLCRA 01/23/06  
**EXHIBIT**

# NARANJA LAKES CRA



**LEGEND**

- Property Layer
- Naranja Lakes
- Major Strets and Highways



Nlca-01/2/06  
EXHIBIT

**MIAMI-DADE COUNTY**  
MIAMI-DADE COUNTY, FLORIDA  
DEPARTMENT OF PLANNING & ZONING  
RESEARCH SECTION

January 2006