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CLERK OF THE BOARD
OF COUNTY COMMISSIONERS
MIAMI-DADE COUNTY, FLORIDA

MEMORANDUM

Agenda Item No. 8(G)(1)

TO:	Honorable Chairman Jean Monestime and Members, Board of County Commissioners	**DATE:**	March 3, 2015
FROM:	R. A. Cuevas, Jr. County Attorney	**SUBJECT:**	Resolution approving the budget totaling $2,768,988.00 for Fiscal Year 2014-15 for the Florida City Community Redevelopment Agency Resolution No. R-210-15

The accompanying resolution was prepared by the Office of Management and Budget Department and placed on the agenda at the request of Prime Sponsor Commissioner Dennis C. Moss.

R. A. Cuevas, Jr.
County Attorney

RAC/cp

Memorandum

MIAMI-DADE COUNTY

Date: March 3, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: Florida City Community Redevelopment Agency FY 2014-15 Budget

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Recommendation
It is recommended that the Board of County Commissioners (Board) consider the attached resolution approving the Florida City Community Redevelopment Agency's (Agency) FY 2014-15 Budget for the Florida City Community Redevelopment Area (Area). The Agency's Budget includes revenues and expenditures in the amount of $2,768,988.

The Interlocal Agreement requires the Agency to submit an annual budget prior to expending any tax increment financing (TIF) funds for the implementation of the Redevelopment Plan (Plan).

Scope of Agenda Item
This resolution provides for the appropriation of TIF revenues derived from the Area. The Area lies within Commission District 9, which is represented by Commissioner Dennis C. Moss.

Fiscal Impact / Funding Source
The Agency's main revenue source is generated through the incremental growth of ad valorem revenues beyond an established base year, TIF, as defined in Section 163.387 of the Florida State Statutes. The Countywide TIF revenue payment into the Agency's Trust Fund for FY 2014-15 is $596,022 and the City of Florida City's (City) TIF revenue payment into the Trust Fund is $969,326.

The County will continue to make payments to the Agency, based on each year's growth of ad valorem revenues over the base year through 2025, which is when the Agency will sunset.

Track Record / Monitor
This item does not provide for contracting with any specific entity and only approves the Agency's FY 2014-15 Budget of $2,768,988, attached and incorporated herein as Exhibit A.

Background
On June 6, 1995, the Board approved the establishment of the Agency when it approved the Agency's Plan pursuant to Resolution R-795-95 and funding of the Plan when it enacted Ordinance No. 95-108 (Trust Fund). An Interlocal Agreement between Miami-Dade County and the Agency was approved by the Board on April 16, 1996. Subsequently, the Plan and the Interlocal Agreement were amended on July 8, 1997 to allow for the acquisition of properties (Ordinance No. 97-132) and on September 23, 2003 to allow Community Policing Programs (Resolution R-1010-03). On June 2, 2009, the Board approved an expansion to the Agency's boundaries and a revised Plan through Resolution R-645-09, and an amendment to the Interlocal Agreement to grant the Agency the necessary power to implement the new Plan through Resolution R-683-09.

The Agency's FY 2014-15 budget of $2,768,988 was approved by the Agency and by the City on August 12, 2014. The budget includes revenue sources of County and City TIF revenue payments

totaling $596,022 and $969,326, respectively, carryover from prior years ($1,173,640), and $30,000 in interest earnings and other revenues.

Administrative expenditures total $224,397 and represent eight (8) percent of the funds contemplated to be expended, excluding the 1.5 percent County Administrative Charge ($8,940), satisfying the 20 percent cap in administrative expenditures required by the Interlocal Agreement.

Operating Expenditures total $2,473,771 and include:

- $1,531,713 for infrastructure improvements such as the WNW Neighborhood Streetscape Phase 3 project ($1,022,713), Krome Avenue/Palm Drive development improvements ($232,000), the SW 1 Street Streetscape project ($150,000), and the Lucy Street Shops Infrastructure Relocation project ($127,000);
- $280,000 for the acquisition of dilapidated housing and vacant lots in the "Snake Pit" area and the Northwest Neighborhood, and related costs to demolish structures;
- $240,000 for community policing to pay for three police officers that provide patrol services in the Area;
- $200,000 for contractual services associated with infrastructure and building projects that include architectural, engineering, and survey professionals; realtor and appraisals services to assist in the acquisition of foreclosed and abandoned properties; and a grant writer to assist the Agency in obtaining grants;
- $102,058 for other operating expenditures such as employees' salary and fringes related to redevelopment projects ($66,558), legal services ($20,000), operating assistance to the non-profit Pioneer Museum for expanded hours that make the Museum more readily available to tourists and local residents ($10,000), property maintenance ($2,500), membership dues ($2,500), and miscellaneous expenses ($500);
- $80,000 for redevelopment façade grants to owners of commercial and/or industrial buildings and assistance to new and expanding businesses so they may relocate into unused commercial spaces;
- $30,000 for the acquisition of tax certificates as part of an assemblage for development; and
- $10,000 for unforeseen repairs or improvements to the 100-year old Florida Pioneer Museum Building.

The budget also includes a contingency reserve of $61,880.

Attachment

Edward Marquez
Deputy Mayor

Mayor01215

MEMORANDUM

(Revised)

TO: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

DATE: March 3, 2015

FROM: R. A. Cuevas, Jr.
County Attorney

SUBJECT: Agenda Item No. 8(G)(1)

Please note any items checked.

_____ **"3-Day Rule" for committees applicable if raised**

_____ **6 weeks required between first reading and public hearing**

_____ **4 weeks notification to municipal officials required prior to public hearing**

_____ **Decreases revenues or increases expenditures without balancing budget**

_____ **Budget required**

_____ **Statement of fiscal impact required**

_____ **Ordinance creating a new board requires detailed County Mayor's report for public hearing**

_____ **No committee review**

_____ **Applicable legislation requires more than a majority vote (i.e., 2/3's ____, 3/5's ____, unanimous _____) to approve**

_____ **Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required**

Approved _____ Mayor
Veto _____
Override _____

Agenda Item No. 8(G)(1)
3-3-15

RESOLUTION NO. R-210-15

RESOLUTION APPROVING THE BUDGET TOTALING $2,768,988.00 FOR FISCAL YEAR 2014-15 FOR THE FLORIDA CITY COMMUNITY REDEVELOPMENT AGENCY

WHEREAS, the Interlocal Cooperation Agreement between Miami-Dade County, Florida (the "County") and the Florida City Community Redevelopment Agency (the "Agency") requires that the Agency transmit its adopted annual budget to the Board of County Commissioners of Miami-Dade County, Florida (the "Board") for approval; and

WHEREAS, the Agency and its counsel have determined that all expenditures associated with the attached budget are allowable under the Redevelopment Plan, Interlocal Agreement and Florida State Statutes; and

WHEREAS, this Board desires to approve the Agency's adopted annual budget for Fiscal Year 2014-15 for the Florida City Community Redevelopment Area in the form attached hereto as Exhibit A and incorporated herein by reference; and

WHEREAS, this Board desires to accomplish the purpose outlined in the accompanying memorandum, a copy of which is incorporated herein by reference,

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA, that:

Section 1. The matters contained in the foregoing recitals are incorporated in this Resolution by reference.

Section 2. This Board approves the Agency's annual adopted budget for Fiscal Year 2014-15 related to the Florida City Community Redevelopment Area in the form attached hereto as Exhibit A.

The foregoing resolution was offered by Commissioner **Rebeca Sosa**, who moved its adoption. The motion was seconded by Commissioner **Sally A. Heyman** and upon being put to a vote, the vote was as follows:

Jean Monestime, Chairman			**aye**
Esteban L. Bovo, Jr., Vice Chairman			**absent**
Bruno A. Barreiro	**absent**	Daniella Levine Cava	**aye**
Jose "Pepe" Diaz	**aye**	Audrey M. Edmonson	**aye**
Sally A. Heyman	**aye**	Barbara J. Jordan	**absent**
Dennis C. Moss	**aye**	Rebeca Sosa	**aye**
Sen. Javier D. Souto	**aye**	Xavier L. Suarez	**aye**
Juan C. Zapata	**absent**		

The Chairperson thereupon declared the resolution duly passed and adopted this 3rd day of March, 2015. This resolution shall become effective upon the earlier of (1) 10 days after the date of its adoption unless vetoed by the County Mayor, and if vetoed, shall become effective only upon an override by this Board, or (2) approval by the County Mayor of this Resolution and the filing of this approval with the Clerk of the Board.

MIAMI-DADE COUNTY, FLORIDA
BY ITS BOARD OF
COUNTY COMMISSIONERS

HARVEY RUVIN, CLERK

COUNTY COMMISSIONERS MIAMI-DADE COUNTY FLORIDA

By: **Christopher Agrippa**
Deputy Clerk

Approved by County Attorney as
to form and legal sufficiency.

Estephanie S. Resnik

12/9/2014

EXHIBIT A

City of Florida City

Community Redevelopment Agency

FY 2014 - 15 Budget

(FY 2014-15 begins October 1, 2014)

Revenues	FY 10-11 Budget Adopted	FY 10-11 Budget Actual	FY 11-12 Budget Adopted	FY 11-12 Budget Actual	FY 12-13 Budget Adopted	FY 12-13 Budget Amendment 1	FY 12-13 Budget Actual	FY 13-14 Budget Adopted	FY 13-14 Budget Amendment 1	FY 13-14 Budget Projected	FY 14-15 Budget Proposed	
City Tax Increment Revenue	1,335,543	1,335,543	1,045,318	1,064,131	1,093,526	1,093,526	1,093,526	1,043,481	1,043,481	1,043,481	969,326	
County Tax Increment Revenue	933,990	933,990	647,286	647,286	653,103	653,103	653,103	647,598	647,598	647,598	596,022	
Carryover from prior year	4,872,545	5,430,392	3,985,407	4,387,332	3,204,653	3,264,124	3,264,113	1,538,354	1,655,312	1,655,312	1,173,640	
All other revenues (name)		49,096				37,150	32,655	10,000	40,209	40,209	25,000	
Accounts Receivable							-40,209					
Interest earnings	60,000	144,803	50,000	19,218	25,000	10,000	12,804	10,000	6,000	6,000	5,000	
Revenue Total	**7,202,078**	**7,893,824**	**5,728,011**	**6,117,967**	**4,976,282**	**5,057,903**	**5,015,992**	**3,249,433**	**3,392,600**	**3,392,600**	**2,768,988**	
Expenditures												
Administrative Expenditures:												
Employee salary (Administrative)	136,000	126,066	149,000	136,559	73,208	73,208	74,531	75,404	75,000	75,000	77,616	
Employee Fringes (Administrative)	64,000	40,971	72,000	39,028	20,937	20,937	21,316	21,461	21,000	21,000	22,198	
Contractual services												
Insurance												
Indirect Cost Allocation					122,274	122,274	122,374	118,361	120,033	120,033	109,583	
Bad Debt Expense												
Printing and publishing	2,000	268	500		500	500		500				
Marketing												
Advertising and notices	7,500	5,546	7,500	3,654	5,000	3,000	3,111	4,000	2,000	2,000	2,000	
Travel and Training	10,000	6,146	9,000	7,773	7,000	7,000	6,638	6,000	8,000	8,000	8,000	
Auto Expenses	6,500	0	6,500	287	2,000	25,000	20,199	2,000	2,000	2,000	2,000	
Rent/lease costs	5,400	0	5,400									
Equipment other than office				640								
Office equipment and furniture	5,000	829	3,000	3,189	2,500	2,000	209	2,500			2000	
Other Admin. Exps (attach list)	5,000	1,715	3,000	1,626	2,000	2,000	780	2,000			1000	
(A) Subtotal Admin Expenses, %	**241,400**	**181,541**	**255,900**	**192,756**	**235,419**	**255,919**	**249,158**	**232,226**	**228,033**	**228,033**	**224,397**	**14.07%**
County Administrative Charge at 1.5%	14,010	14,010	9,709	0	9,797	9,797	9,797	9,714	9,714	9,714	8,940	
(B) Subtot Adm Exp & County Charge	**255,410**	**195,551**	**265,609**	**192,756**	**245,216**	**265,716**	**258,955**	**241,940**	**237,747**	**237,747**	**233,337**	**14.63%**
Operating Expenditures:												
Employee salary (Operating)	43,150	45,943	47,000	46,439	48,805	48,805	49,687	50,270	50,000	50,000	51,756	
Employee Fringes (operating)	19,850	15,024	22,000	13,282	13,958	13,958	14,211	14,378	14,000	14,000	14,802	
Contractual services	400,000	402,649	340,000	328,310	375,000	400,000	437,537	348,000	212,000	212,000	200,000	
Insurance	5,000	0										
Audits and studies	7,500	0	4,000									
Printing and publishing												
Membership/Dues	2,500	1,875	2,500	4,930	2,500	2,500	2,175	2,500	2,500	2,500	2,500	
General Operating												
Legal services/court costs	15,000	14,858	15,000	18,644	16,000	27,000	23,794	30,000	20,000	20,000	20,000	
Property Maintenance	2,500	1,875	2,500	0	2,500	2,500	2,500	2,500	2,500	2,500	2,500	
Land/building acquisitions & Demo/Relo	1,200,000	397,170	650,000	291,372	540,000	230,000	112,654	200,000	272,000	272,000	280,000	1
Infrastructure improvements	3,943,526	1,459,072	3,407,225	1,503,812	3,146,000	2,106,619	2,104,624	1,889,728	1,049,357	1,049,357	1,531,713	2
Debt service payments												
Assistance to Non-profits	10,000	2,752	10,000	3,203	10,000	4,000	3,829	10,000	3,000	3,000	10,000	
Housing Assistance Projects												
Redevelopment façade / CBIG grants	350,000	149,336	250,000	89,074	150,000	150,000	118,822	150,000	83,756	83,756	80,000	3
Redevelopment loans / grants issued out	100,000		100,000		100,000	0		40,000				
Building construction & improves	50,000	9,197	50,000		10,000	10,000		10,000	1,600	1,600	10,000	4
Youth Activity Center	535,000	599,568	200,000	135,431								
Transfer out to others (Community Policing	250,000	211,622	240,000	226,590	240,000	230,000	231,892	240,000	240,000	240,000	240,000	
Acquisition of Tax Certificates/Deeds									30,000	30,000	30,000	
Other Oper. Expenses (attach list)	500		500		500	500		500	500	500	500	
(C) Subtotal Oper. Expenses	**6,934,526**	**3,310,941**	**5,340,725**	**2,661,087**	**4,655,263**	**3,225,882**	**3,101,725**	**2,987,876**	**1,981,213**	**1,981,213**	**2,473,771**	
(D) Reserve/Contingency	**12,142**		**121,677**		**75,803**	**1,566,305**	**0**	**19,617**	**0**	**0**	**61,880**	
Expenditure Total (B+C+D)	**7,202,078**	**3,506,492**	**5,728,011**	**2,853,843**	**4,976,282**	**5,057,903**	**3,360,680**	**3,249,433**	**2,218,960**	**2,218,960**	**2,768,988**	
Cash Position (Rev-Exp)	-	**4,387,332**		**3,264,124**			**1,655,312**		**1,173,640**	**1,173,640**		

8/5/2014

City of Florida City
Community Redevlopment Agency
FY 2014-15 Budget

Projects:	FY10-11 Budget Adopted	FY10-11 Budget Actual	FY11-12 Budget Adopted	FY 11-12 Budget Actual	FY 12-13 Budget Adopted	FY 12-13 Budget Amendment 1	FY 12-13 Budget Actual	FY 13-14 Budget Adopted	FY 13-14 Budget Amendment 1	FY 13-14 Budget Projected	FY 14-15 Budget Proposed	
Krome Avenue / Palm Drive Development & Improvements		4974			75000						232,000	2
NW 12th St/3rd Ave Industrial Streetscape		190,734										
Industrial / Commercial Façade Program	250,000	123,750	200,000	63,756	100,000	100,000	108,822	100,000	63,756	63,756	20,000	3
Pioneer Museum Improvements	50,000	9,197	50,000		10,000	10,000		10,000	1,600	1,600	10,000	4
NE 14th St/1st Ct/SW 2nd Ave Streetscape	507,000	265,600		35,660								
Acquire Property in CR Area	1,160,000	365,795	610,000	285,103	500,000	200,000	107,207	180,000	236,000	236,000	250,000	1
Demo Houses in NCR Area and Relo Tenants	40,000	31,375	40,000	6,270	40,000	30,000	5,447	20,000	36,000	36,000	30,000	1
Hookup and Lateral Project	110,000											
Between NW 14th St/16th St Streetscapes	453,772	330,931		89,652		23,414	23,414					
Commercial Building Improvement Grant Program	100,000	25,586	50,000	25,318	50,000	50,000	10,000	50,000	20,000	20,000	60,000	3
Loans/Grants to Businesses	100,000		100,000		100,000			40,000				
WNW Streetscape Project Phase 1 & NW 12th Street	1,734,000		1,781,140	641,962	1,229,000	1,265,414	1,323,948		147,359	147,359		
NW 7th St Streetscape/Sewer Project	290,904	267,195		25,819								
NW Neighborhood Sidewalk Project	397,850	399,638										
NW 14th St/NW1st Ave Streetscape Project	450,000		576,085	513,509		62,575	62,575					
Youth Activity Center	535,000	599,568	200,000	135,431								
WNW Streetscape Project Phase 2			800,000	196,871	870,000	755,216	694,687		77,270	77,270		
NE 3rd & NE 2nd Sts, Eldon and Thelma Cts Streetscape			250,000		250,000							
WNW Streetscape Phase 3				338	575,000			1,720,000	780,000	780,000	1,022,713	2
Lucy Street Shops Infrastructure Relocation					120,000			125,000			127,000	2
SW 1st Street Streetscape											150,000	2
Krome Avenue Pumping Station # 2					27,000			34,728	34,728	34,728		
Krome Avenue Pumping Station # 7								10,000	10,000	10,000		2
Total Project Cost	6,178,526	2,614,343	4,657,225	2,019,689	3,946,000	2,496,619	2,336,100	2,289,728	1,406,713	1,406,713	1,901,713	

8

FY 2014-15	
1=	$280,000
2=	$1,531,713
3=	$80,000
4=	$10,000
Total	$1,901,713

City of Florida City
Community Redevelopment Agency
Annual Report
Fiscal Year 2013-14

Prepared effective 09-30-14

Introduction

The Florida City Community Redevelopment Agency (CRA) was created in 1996 and completed its 18th full year of operation in FY 2013-14. The CRA continued to facilitate a number of private development projects in the Community Redevelopment Area (CR Area) in the current year. The CRA also continued the on-going series of neighborhood streetscapes. The streets in and around the Coral Bay Manor Subdivision in the CR Area are 100% complete. Phase 1 and Phase 2 of the streetscapes in the Northwestern part of the CR Area began in FY 2010-11 are complete. Construction began on Phase 3 in January, 2014 and should be complete in the first 90 days of FY 2014-15.

This report will address the primary operating aspects of the CRA, revenue shrinkage and significant projects for FY 2013-14, as well as the proposed budget and CRA plans for the coming year.

During 2009, the CRA completed a revised Community Redevelopment Plan (CR Plan) and worked with County staff to get the new CR Plan through the County's approval process. The focus of the original 1995 CR Plan had been on the recovery from Hurricane Andrew, the facilitation of revenue enhancing commercial development projects, and the development of public/private partnerships to generate new construction. The newly approved CR Plan with the expanded CR Area contains a large residential area in Northwest Florida City in which the infrastructure is deficient and many of the structures are dilapidated. Much of the focus and spending of the CRA over the coming years will be the correction of this infrastructure deficit and upgrading the appearance and quality of life in this predominately African-American neighborhood. Emphasis will also be on arresting the blighting effects of dilapidated structures in this residential neighborhood through rehabilitation of some structures and the demolition of others that are beyond redemption. The CRA's focus in the new CR Plan has also been broadened to include more proactive projects initiated solely by the CRA.

I. Staffing and operating expenses

The CRA retained Richard Stauts, Executive Director, as its only employee in FY 2013-14. The City Finance Director, Mark Ben-Asher, is the Treasurer of the CRA. Jennifer Evelyn, City Clerk, serves as the Board Secretary. Employee salary and fringes are divided into two categories, administrative and operating.

During FY 2011-12, the CRA's Consultant, Willdan Financial Services, Inc., completed an Indirect Cost Allocation Plan to better determine and document the indirect costs that the CRA pays for City Services. These services include such things as the Mayor's Office, the Finance Department, the City Clerk's Office, and other shared costs such as City Hall rent, insurance, utilities, and maintenance. This cost allocation method was first fully implemented during the FY 2012-13 budget cycle and has continued to be used during subsequent fiscal year budgets.

II. Administrative Procedures

The Agency by-laws establish the CRA composition, purpose and powers, meetings and notice requirements and administrative procedures. New by-laws were adopted during FY 2010-11. The Agency is composed of the Mayor and four (4) elected City Commissioners and two (2) representatives of the CR Area business community. The By-laws designate the Mayor as the Board Chairman and the Vice-Mayor as the Vice Chairman of the Board.

The CRA Board meets on an as needed basis, but the meetings have averaged about one per month during FY 2013-14. The Board typically meets immediately prior to a City Commission Meeting on either the second or fourth Tuesday of the month.

III. Community Redevelopment Plan Implementation

As stated earlier, in 2009, the Agency adopted a new total rewrite of the original 1995 CR Plan. The new CR Plan provided for expansion of the CR Area to take in four additional areas in need of redevelopment. The new CR Plan and expansion areas were approved by the County and the Interlocal Agreement was executed on July 10, 2009. The focus of implementation is the facilitation of proposed and new development projects through providing necessary infrastructure and upgrading public infrastructure in the commercial and residential sections of the CR Area. In anticipation of the expansion of the CR Area to take in the Northwest Neighborhood (which contains the worst housing and highest crime rates in the City), the CRA did not spend all of the prior years' increment revenue. The cost of addressing the needs of this area will be significant over the coming years and a surplus was developed to help begin the process. That surplus is being expended over several years to avoid

having a whole quadrant of the City under construction at the same time.

Development and Infrastructure Projects Funded During FY 2013-14

Commercial and Industrial Façade Program: The CRA adopted a Commercial and Industrial Building Façade Program in FY 2007-08 to assist building owners within the CR Area to upgrade the appearance of their buildings. The first area to be addressed was the industrial area around NW 12th Street and NW 3rd Avenue. The owners of the industrial buildings in this area have been anxious to rework the appearance of their structures. Several new industrial buildings have been completed in the City outside the CR Area in the past several years and the owners of the older buildings in the CR Area are at a competitive disadvantage. The building owners near NW 12th Street realized that they must improve the appearance of their buildings, or the best tenants will seek quarters elsewhere. Combining the façade improvements with the streetscape improvements on NW 12th Street and NW 3rd Avenue has changed the face of the whole area. The façade project was budgeted for $100,000 in FY 2013-14. One industrial buildings was addressed with CRA funds in FY 2013-14 totaling $63,756. Of the 16 industrial buildings in the industrial area, 14 owners have upgraded the appearance of their buildings through the façade program in the past six years.

Pioneer Museum Improvements: The CRA expended $1,600 on the Pioneer Museum Building this year. The building had to be tented for termites.

Acquisition of Property in the Northwest Neighborhood: $180,000 was originally budgeted for the acquisition of dilapidated structures in the Northwest Neighborhood. The budget was subsequently amended to $236,000. Funds could also be used for acquisition of undeveloped parcels for the purpose of site assembly. During the year the CRA expended approximately $236,000 for acquisition of parcels.

Demolish Houses and Relocate Tenants in Northwest Neighborhood: $20,000 was budgeted to demolish dilapidated houses in the Northwest Neighborhood and to relocate the tenants from those houses. The budget was subsequently amended to $36,000. Approximately $36,000 was expended for demolition of houses. Since there were no legal tenants in the units when acquired, there was no relocation expense involved. The CRA also paid for the demolition of several structures within the CR Area using the County Unsafe Structures Board process.

Commercial Building Improvement Grant Program: A number of shopping centers and industrial buildings completed their construction at about the same time the economy entered a recession. This left a large number of new potential business spaces that the property owners were having a difficult time leasing. To assist in filling some of these vacant spaces, the CRA developed

this program in FY 2009-2010 to help potential tenants be able to afford to build out the shopping center spaces and make them ready for occupancy. The CRA budgeted $50,000 for this activity. Under this program, the CRA will pay for up to 50% of the cost with a maximum expenditure of $10,000. The building owner is also required to contribute. During FY 2013-14, two businesses were able to take advantage of the program. CRA expenditures were $20,000.

WNW Neighborhood Streetscape, Phase 1: Phase 1 of the WNW Neighborhood Streetscape began in FY 2011-12 with a total budget of $1,916,249 including change orders. The construction enhances the appearance of the residential area through creation of landscaping, curb and gutters, drainage, lighting, sidewalks and rebuilding the streets. The construction contract was executed on January 13, 2012. The project is complete. Total expenditures for FY 2013-14 were $149,359.15.

WNW Neighborhood Streetscape, Phase 2: Phase two of the WNW Neighborhood Streetscape began in FY 2011-12 with a total budget of $953,086, including change orders. The construction enhances the appearance of the residential area through creation of landscaping, curb and gutters, drainage, lighting, sidewalks and repaving the streets. The construction contract was executed on July 29, 2012. The project is complete and expenditures in FY 2013-14 were $77,270.

WNW Neighborhood Streetscape, Phase 3: Phase three of the WNW Neighborhood Streetscape began in FY 2013-14 with a total budget of $1,719,923. The construction enhances the appearance of the residential area through creation of landscaping, curb and gutters, drainage, lighting, sidewalks and repaving the streets. The construction contract was executed on November 5, 2013. The project expenditures in FY 2013-14 were $780,000.

Sewage Pumping Stations #2 and #7: Two pumping stations on Krome Avenue were at maximum capacity and were under a moratorium for new commercial construction or re-occupation of existing vacant commercial space. The in 2013-14, the CRA contributed $44,728 toward the cost of the upgrades.

Other CRA Activities: The CRA was also designated the lead entity for the City for several additional projects in the CR Area.

The County is undertaking a management plan for the conservation area on Palm Drive and the CRA is working with the County to create a passive recreational plan for the new park which will be in the CR Area. Work days in the preserve were conducted in November and March and the first trail within the preserve was improved.

The CRA is the County's contact point for a new Park and Ride Facility being built by Miami-Dade

Transit Authority. The design is complete and construction has begun. The parking facility will be in the CR Area on Palm Drive.

The CRA also coordinated the submission of a $750,000 State Small Cities CDBG Housing Rehabilitation grant application for repairing homes for low and moderate income households. The application did not rank high enough to be funded. The application will be updated and resubmitted in March of 2015.

The CRA also coordinated the submission of two legislative appropriation grant applications to the State Legislature. The City was successful in receiving funding for one of the applications in the amount of $231,380. The CRA is providing the match. The project will disconnect the water lines to the 26 businesses at the State Farmers Market from an existing 2" line on the east side of Krome Avenue and reconnect them to a larger 16" water main on the west side of Krome Avenue. When a new 16 inch water line was constructed several years ago on the west side of Krome Avenue to serve new commercial growth, there was not enough funding to add new potable water service lines for existing businesses in the Farmers Market and to abandon an older two inch galvanized line that served those businesses. The funds were approved by the Legislature and placed in the State budget. The Governor approved the appropriation. Construction should begin before the end of the 2014-15 fiscal year.

The CRA is the City coordinating entity for the Miami-Dade County, City of Homestead, and Florida City collaboration for widening Lucy Street between NE 6th Avenue and US 1. The CRA has worked with the adjacent property owners and all but one of the owners has agreed to donate the needed right of way. The CRA will be relocating private utilities from the donated property at Lucy Street Shops

The CRA has begun the process of developing a linear park on NW 3rd Avenue. The City owns half of the property and the CRA will acquire the remainder over the next several years. The CRA has been spreading excess fill from streetscape projects on the property and will continue to do so in the next several streetscape phases. This action will ultimately reduce the cost of development. Though this strip of land is narrow, it could contain a walking track around the perimeter and other amenities in the center.

Plan Consistency

The significant number of development projects that were either completed, under construction or planned attest to the "bottom line" success of CRA implementation over the past 18 years. The CRA has made excellent progress in implementing a number of the adopted CR Plan Goals during FY 2013-14 including:

1. Create strong partnerships with area non-profits, the real estate industry, the financial community and potential businesses in successfully developing existing and new commercial and industrial uses. The CRA has worked with several realtors over the past year as they attempted to locate available sites for business growth or relocation. Stronger relationships have been forged with the Florida Pioneer Museum and with Centro Campesino.

2. Assist area landowners in transforming slum and blighted conditions into value-stable and value-growth properties. The CRA Façade Grant Program has assisted in the renovation of facades on one industrial building in the CRA in FY 2013-14.

3. Use CRA funds as an incentive and leveraging factor in non-profit and private sector development opportunities. The expenditure of CRA infrastructure funds over the last decade along Krome Avenue, US 1, and Palm Drive directly contributed to the decision by AutoZone, Bank of America, Rise Academy, El Churrito Plaza, Optima Nails, Panda Express, Multi-Lingual Speech Therapy Group, Mattress One, Jimmy Johns, C'Keisha's Treats and Sweets, and Krispy Cream to locate on US 1, Krome Avenue, and on Palm Drive. Dollar General Corporation and Chase Bank opened new facilities in FY 2013-14. Construction is nearly complete on a new five-story hotel on Krome Avenue. The Aldi Grocery Store completed construction on a new store and opened in July, 2014. A mixed use project is proposed on Krome Avenue. First Nation Bank has applied for a variance for a new branch on Palm Drive. An unnamed five story hotel and a small shopping center are planned for the area.

4. Assist local businesses and start-up entrepreneurs in relocating to the CR Area. The Commercial Building Improvement Grant Program was used to attract new businesses to vacant commercial space.

5. Increase the overall attractiveness of the Area through strict Code enforcement and special projects and programs such as streetscaping and facade improvements. The CRA has worked closely with the City Code Enforcement Department and the City Public Works Department to address the appearance of the CR Area.

6. Provide cost-effective and strategic infrastructure improvements that are necessary to ensure the on-going redevelopment of the CR Area. The CRA continues to subsidize part of the cost of public infrastructure to attract business and residential growth in the CR Area.

These and other adopted principles will be supported and further implemented during the upcoming

year.

IV. Tax Base Growth and Proposed Budget

The continuing goal of the CRA is the expansion of the property values within the CR Area to the maximum extent possible and to improve the physical quality of life for the businesses and residents of the CR Area, consistent with the adopted Community Redevelopment Plan. The 2014 tax base of the CR Area has grown to its present value of $194 million, an increase of over 400% since the CRA's inception in 1995. In 2014, tax values decreased by $4 million from FY 2012-13. The approved FY 2014-15 CRA Annual Budget (see Exhibit A) summarizes the planned financial program for the CRA in the coming year. Total funds available in FY 2014-15 are expected to be $2,768,988. Of this amount, $969,326 is the annual City increment revenue contribution and $596,022 is the Miami-Dade County increment revenue contribution. The remainder constitutes $1,173,640 in carryover funds from FY 2013-14 and projected interest and other income of $30,000. The carryover is a result of the planned expansion of the CR Area to include the Northwest Neighborhood. The CRA accumulated surplus funds for several years in anticipation of the expansion that was approved in 2009. The carryover is decreasing every year as projects are completed. More of these carryover funds were expended in FY 2013-14 on capital projects described in Section III, and the remainder is scheduled for expenditure on capital projects in FY 2014-15.

During FY 2009, the CRA, with County approval, added additional blighted parts of the City to the CR Area. The CR Plan was updated to outline the City and CRA plans for these four areas. The additional areas include the Northwest Neighborhood, a small residential area near the Florida City Busway proposed Park and Ride, the state-owned Pineland area on West Palm Drive, and an infrastructure deficient agricultural based property south of Palm Drive and west of Krome Avenue. It is not anticipated that these areas will contribute significantly to increment revenue for a number of years. In fact, the values in the expansion area have fallen over 56% during this period. During FY 2013-14, the CRA will continue investing existing increment revenue in the Northwest Neighborhood to address the blighted conditions there.

PROPOSED FY 2014-15 Expenses

Administrative Expenses

1. The *administrative* salary costs charged to the CRA will be as follows:

60% of Executive Director	$77,616
Employee Fringes (28.6% of Salary)	$22,198

Employee fringes are such things as FICA, Workers' Compensation Insurance, FRS contribution, health insurance, life insurance, and unemployment compensation.

Note: The operating salary and fringe costs are listed in the "Operating Expenses" section below.

2. Indirect Cost Allocation ($109,583)

The CRA commissioned a cost allocation study in FY 2010-11 to be able to better determine its fair share of City administrative and indirect costs. A contract was executed with Willdan, Inc. from Orlando to conduct the study and allocation of indirect costs using the Plan was first implemented for FY 2012-13. Indirect costs are such expenses as the CRA's contribution to the cost of the Finance Department, the City Clerk's Office, Human Resources, Administrative Services, office rent and utilities, shared office equipment, building cleaning and maintenance, and insurance

3. Advertising and Notices ($2,000)

The CRA will be advertising public notices for Requests for Qualifications and for Invitations to Bid for infrastructure and other projects, and publishing other legal notices as required. The CRA is also paying for amending the City's Comprehensive Plan to implement land use changes proposed in the new CR Plan adopted on 2009. This amendment would not be necessary but for the proposed land use changes in the new CR Plan.

4. Travel and Training ($8,000)

This category includes educational and business events relating to community redevelopment as well as out of town travel for conferences and client meetings. The CRA Executive Director is Chairman of the Florida Redevelopment Association Certification Committee and travels frequently to Board and Committee meetings. He is also a member of the Board of Directors of the FRA. The Executive Director also represents the CRA at state meetings of the Florida Economic Development Council, the Florida Community Development Association, and the Florida Housing Coalition. Since the grant applications for the Small Cities Community Development Block Grant Program will mainly address issues in the CR Area, attendance at application and implementation workshops is also warranted.

In October, 2014, the Florida Redevelopment Association Conference will be in South Florida and several of the CRA Board members are planning to attend part or all of the Conference.

5. Auto Expense ($2,000)

The CRA Executive Director uses a City vehicle bought in 2013.

7. Office Equipment and Furniture ($2,000)

The CRA plans to upgrade some of its office furniture this year. The CRA also needs to replace a 20 year old desk and credenza, and to add another bookcase. The CRA planned to undertake this upgrade in FY 2014-15, but agreed to forgo the purchase since this type of expenditure was frozen for the rest of the City Departments. If this type of purchase is allows in FY 2014-15, the CRA will replace the referenced office furniture.

8. Other Administrative Expenses ($1,000)

This line item will be used to pay for miscellaneous administrative expenses such as office supplies, postage, minor equipment replacement, phone expenses, CRA share of copy machine and reproduction costs, coffee and supplies, water, internet, etc.

9. County Administrative Charge ($8,940)

Required County fee - 1.5% of County's tax increment contribution.

Operating Expenses

1. The *operating* salary cost charged to the CRA will be as follows:

40% of Executive Director	$51,756
Employee Fringes (28.6% of salary)	$14,802

Employee fringes are such things as FICA, Workers' Compensation Insurance, FRS contribution, health insurance, life insurance, and unemployment compensation. Employees pay 100% of the insurance cost for family members.

Note: The administrative salary and fringe costs are listed in the "Administrative Expenses" section above.

2. Contractual Services ($200,000)

This line item provides funding for architectural, engineering, and survey professionals for infrastructure and building projects. It also pays for professional services for the changes that are driven by the new CR Plan to the Future Land Use Map. Other costs are for realtor services and appraisals for the acquisition of foreclosed and abandoned properties. A grant writer may be secured by contract to assist the CRA in obtaining grants.

3. Membership and dues ($2,500)

This line item pays for CRA memberships in the Florida Redevelopment Association, the Florida Economic Development Council, the Florida Community Development Association, the Florida Housing Coalition, and the Florida Special Districts Program.

4. Legal Services/ Court Costs ($20,000)

This line item pays for the cost of the City Attorney's review and /or preparation of CRA documents, Resolutions, agenda items, and contracts, and for attendance at CRA Board Meetings. The CRA also incurs legal expenses when it acquires property in the CR Area. Costs also include attorney fees associated with using the County Unsafe Structures Board to demolish unsafe buildings in the CR Area.

5. Property Maintenance ($2,500)

The CRA pays the City Public Works Department to cut the grass and maintain the CRA-owned properties.

6. Property Acquisition and Demolition ($280,000)

This CRA will spend $280,000, for acquisition of dilapidated housing and vacant lots in the "Snake Pit" area and the Northwest Neighborhood and to pay for demolition of any dilapidated structures. It is not known which parcels will be acquired or demolished. What is acquired will be a function of what comes on the market, what properties complete the foreclosure process and are available, whether a desired property is for sale at a price the CRA is willing to pay, and in many cases, the finalization of probate issues so that an heir can pass a clean title. Properties are also acquired at Tax Deed sales and from the County List of Lands. The properties will be held until the real estate market improves and they will eventually be developed for affordable or market rate housing. The

CRA has developed acquisition plans for six sections of the CR Area.

7. Infrastructure Improvements ($1,531,713)

This line item pays for the cost of the public infrastructure projects to be undertaken in the CR Area. These projects are detailed in the Projects Section on page two of the CRA Budget and Section VI of this report.

8. Assistance to Non-Profits ($10,000)

This line item will pay for an operating subsidy for the Florida Pioneer Museum Association to operate the Florida Pioneer Museum. The Museum is a major tourist attraction on Krome Avenue within the CR Area and the CRA desires to fund the cost of expanded hours so the historic building and museum displays are more readily available to tourists and local residents alike. The Association will be again working with local schools to encourage field trips to the museum and to open as part of local festivals such as the Redland Ramble. The Museum Association Board is also actively involved in preparing weekly newspaper articles highlighting the 100th anniversary of Florida City's incorporation.

9. Redevelopment Façade Grants/Commercial Building Improvement Grant Program ($80,000)

This line item will pay the CRA's part of approved façade rehabilitation projects undertaken by owners of commercial or industrial buildings. The CRA also initiated a new program in FY 2010-2011 to assist businesses with the cost of moving into vacant shopping center and other unused commercial space. The CRA Board has established a policies and procedures document to provide guidance on use of both of the funding programs.

10. Building construction & Improvements ($10,000)

This line item will pay for the cost of any needed repairs or improvements for the Florida Pioneer Museum Building. The building is over 100 years old and unexpected repair expense seems to happen every year. To have funds available, the CRA budgets $10,000 each year to cover that potential need.

11. Transfer out to others ($240,000)

This line item pays for enhanced police services within the CR Area. These three officers devote 100% of their time to the CR Area.

100 % of 3 Police Officers ($240,000)

12. Acquisition of Tax Certificates ($30,000)

The CRA bids on tax certificates each year. There are properties in the CRA Area that the CRA wants to acquire as part of an assemblage for development. These tax certificates are usually on properties that have been abandoned or have so many liens that the owner simply ignores the property. By acquiring the tax certificate, the CRA can eventually request a tax deed sale, recoup its tax certificate investment, and hopefully gain title to the desired property.

13. Other Operating Expenses ($500)

This line item pays for various and sundry operating expenses. Items covered are such small things as camera batteries, water provided for a road race in the CR Area, and other miscellaneous purchases.

14. Reserve/Contingency ($61,880)

This line item will provide a source of funds to pay for cost overruns or enhancements for infrastructure projects or unanticipated CRA costs, as well as a source of funds for the CRA to be opportunistic. This is only 2.2% of the total budget.

V. Future Development Projects and Other Agency Initiatives

The CRA plans to continue to work with private developers and public funding agencies to recruit employment-generating businesses and to create affordable housing opportunities in the CR Area. One eighty-four affordable housing development project by Pinnacle Housing Group that was coordinated in FY's 2009-11, completed construction and leased up in FY 2010-11. In addition, several infrastructure, design and streetscape projects are also planned as noted below.

Private developers seeking assistance from the CRA must go through the CRA's project selection process, which involves application submittal, review by staff and City Engineer, funding recommendation from the CRA Executive Director, and eventual approval by the CRA Board. CRA staff and Board use the following criteria in deciding whether projects should be funded:

1) Does the project provide a significant benefit to CR Area businesses and residents?
2) Is the project consistent with the Community Redevelopment Plan?

3) Will pay back through estimated revenue increases to City occur within 5-7 years?
4) Are project funds provided to a private developer on a reimbursement basis such that a project is at least 50% constructed before CRA funds are released?
5) Is the applied for amount necessary to make the project feasible?
6) Are CRA infrastructure improvements timed such that the private developer effort will be underway before or concurrently with the CRA funded infrastructure?

This process has worked well for the CRA. During the period from FY's 2003 through 2014, the CRA expended over $1,300,000 in increment revenue to create public infrastructure on US 1, Krome Avenue, and Palm Drive as a direct incentive to businesses to locate there. The enhanced property values where businesses have located and built buildings now generate approximately $560,000 a year in new increment revenue. Further, there is still a significant amount of vacant land ready for development that is now served by this same public infrastructure. This investment in public infrastructure will continue to pay great dividends to both the City and County long after the life of the CRA has ended.

The CRA is assembling several sites for future housing or other redevelopment. Most of the acquisitions will occur in the six areas where acquisition plans have been created. While property costs are low compared to recent years, now is the time to buy, demolish dilapidate structures, and assemble future building sites. This will address slum and blighting conditions in the CR Area as well as provide for future affordable housing. The CRA is also currently negotiating with several developers for use of CRA owned properties. Two of the developments are multifamily housing and the other developer is interested in developing infill housing.

The CRA does not have any indebtedness at this time. To date, the CRA has limited its activities to "pay as you go". Though this may have retarded some CRA actions in implementing the CR Plan, the CRA has been able to manage the sharp reduction in taxable value and in revenue over the past five years.

VI. FY 2014-15 Public Improvements and Assistance to Private Developments

Commercial and Industrial Façade Program: The CRA has adopted a Commercial and Industrial Building Façade Program to assist building owners within the CR Area in upgrading the appearance of their buildings. The first area to be addressed was the industrial area around NW 12th Street and NW 3rd Avenue. Many of the industrial buildings in this area have already reworked the appearance of their structures. Several new industrial buildings opened outside the CR Area in 2009 and the

building owners near NW 12th Street realize that they must improve the appearance of their buildings, or their best tenants will seek quarters elsewhere. Combined with the streetscape improvements on NW 12th Street and NW 3rd Avenue, this façade renovation program is changing the face of the whole area. The façade project is budgeted for $20,000 out of the $80,000 budgeted for redevelopment facades and CBIG grants.

Commercial Building Improvement Grant Program: The CRA has budgeted $60,000 for grants to assist new and expanding businesses to relocate into unused shopping center and commercial space. The program requires a match from the business and a contribution from the building owner as well. The use of the funds is limited to improvements that remain in the building as tenants change, such as lighting, flooring, partitions, etc.

Pioneer Museum Improvements: The Florida Pioneer Museum building is owned by the City and the facility is operated by a non-profit that oversees and displays the museum collection. The facility is a jewel that has drawn students and travelers in the past to the heart of the Community Redevelopment Area. The building over 100 years old and is designated as a historic structure. It is one of the few remaining of the original Florida East Coast Railroad Buildings that survive. Repairs for the Museum is budgeted for $10,000. There is no specific expected repair item on which this budget line item is anticipated to be spent, but on a building this old, repairs unexpected come up.

NE 3rd Street Streetscapes: A local developer has secured a Hilton franchise for a 98 room 5 story suites hotel at the end of the Turnpike. The CRA will construct a streetscape on the entrance streets leading to the hotel as part of the incentive package to make the project work. The streetscape will include new street paving, sidewalks, curb and gutters, drainage, landscaping, and lighting. The hotel should create 25 new jobs and $5,000,000 in ad valorem tax value in the CRA. This streetscape project was bid out as part of the WNW Streetscape project, Phase 3 and does not have a specific line item budget of its own.

WNW Neighborhood Streetscape Project Phase 3: This is a continuation of the streetscapes that will be completed in one of the areas added to the CR Area in 2009. The WNW Neighborhood Streetscapes will be completed over 5-6 years. In FY 2013-14, the CRA has completed Phase 1 and 2. The streetscape will include new street paving, sidewalks, curb and gutters, drainage, landscaping, and lighting. The project has been bid out and has been awarded in the amount of $1,719,922. The project should be finished before the end of FY 14-15, and the projected cost for FY 14-15 is $1,022,713.

Lucy Street Shops Infrastructure: The County has agreed to fund the cost of expanding Lucy Street to three lanes with curb and gutter, drainage, and sidewalks. One of the commercial buildings

has substantial on-site infrastructure within the ten feet that the City is requesting that the property owner donate to the City for widening the street. As part of the donation agreement, the CRA will be paying to have the on-site infrastructure relocated. The budget for this cost is $127,000.

SW Streetscape, Phase 1: This is a continuation of the streetscapes phases and the first to be done in the SW Neighborhood. Design is underway and the project should be ready to bid out in June of 2015. The streetscape will include new street paving, sidewalks, curb and gutters, drainage, and landscaping. The project should be finished before the end of FY 15-16, and the projected cost for FY 14-15 is $150,000. The remainder of the cost will be paid in FY 15-16.

Farmers Market Water Project: The project would disconnect the water services to the 26 businesses at the State Farmers Market from existing 6", 4" and 2" galvanized water lines located within the Market and reconnect them to a larger 16" water main inside the Market. The Project also proposes to install new 6" diameter water mains creating a close loop from which the new Water Services will be connected. The construction of the new water mains inside the State Market will allow the City to abandon more than 4,000 lineal feet of the older 6", 4" and 2" galvanized lines that serve the businesses now. The projected cost is approximately $462,758, of which $231,380 is being paid by the Florida Department of Environmental Protection and the balance will be paid by the CRA. The CRA budgeted amount is $232,000.

Other CRA Activities:

The CRA is also coordinating the acquisition of several buildable residential lots in the CR Area from the County and other sources. The City believes that as the real estate market picks up, the City is in a better position to work with developers/builders on these lots. The County also owns a parcel on NW 3rd Avenue that the City is trying to acquire for a passive park adjacent to the Busway.

The CRA will continue coordinating with the City of Homestead, and the County for the widening of Lucy Street between NE 6th Avenue and US 1. This project is being funded by the MPO.

The CRA will continue coordinating with the County for the passive use of the Pineland Preserve on West Palm Drive. The County is undertaking a management plan for this conservation area and the CRA is working with the County to create a passive recreational plan for the new park, which will be in the CR Area.

The CRA is the lead department for a Federal FY 2015 State Small Cities CDBG Housing Rehabilitation category application for housing improvements within the CR Area. If funded, the grant proceeds will be used to assist low and moderate households with repairs to their homes. The grant application will be for $750,000 and is due in March, 2015.

VII. FY 2014-15 Housing Programs

Acquire Property in the CR Areas: $250,000 is budgeted for the acquisition of dilapidated structures in five sections of the Northwest Neighborhood. Funds could also be used for acquisition of undeveloped parcels for the purpose of site assembly. This part of the Northwest Neighborhood contains many housing units that are unfit for rehabilitation and just should be demolished. The properties will be held until the real estate market improves and they will eventually be developed for affordable or market rate housing. The CRA has completed acquisition plans for the five sections of the CR Area.

Demolish Houses in the CR Area: $30,000 is budgeted to demolish housing structures in the Northwest Neighborhood that are acquired by the CRA or that are demolished by the CRA based on orders from the County Unsafe Structures Board. There are a number of housing units that are in foreclosure or that have been abandoned that the CRA is planning to acquire so they can be demolished. The properties will be held until the real estate market improves and they will eventually be developed for affordable or market rate housing.

VIII. Enhanced Public Safety Program

Community Policing Program: The CRA plans to continue implementation of the special public safety program. This program enhances Florida City Police patrols, over and above normal service levels, for CR Area only. The projected cost of this program is $240,000 for FY 2014-15. This innovative community policing program has been very effective in providing greatly increased police visibility and interaction with CR Area businesses and residents. Business owners in the area have repeatedly expressed the desire that the program continue and even be strengthened in the future. The CRA Board believes this is one of its most important and necessary programs because it creates a good public safety environment in which quality redevelopment may occur. It also allows our Police department to provide enhanced presence at night to prevent theft in areas where the CRA is paying for infrastructure projects.

IX. Summary

Overall, the CRA has grown at a very healthy rate since 1995, even with the property tax shrinkage over the past several years, and the CRA has been a very productive catalyst thus far in overall City redevelopment. An effective partnership with Miami-Dade County has greatly assisted the CRA in its mission. This growth stagnation or shrinkage trend seems to have run its course since the value of

property within the original CRA actually increased this year. The CRA remains confident that it can accomplish all the planned activities in FY 2014-15 consistent with the CR Plan.