



# NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

2012 - 2013 Annual Report and Fiscal Year 2013 – 2014 Adopted Budget

## **Naranja Lakes CRA Annual Report - Fiscal Year 2012-13**

October 1, 2012 to September 30, 2013

### **I. Introduction**

The Naranja Lakes Community Redevelopment Agency (CRA) was created by the Board of County Commissioners (BCC) pursuant to Ordinance No. 02-216 adopted on October 22, 2002, appointing its board members and delegating the power to prepare a Redevelopment Plan (Plan), subject to BCC approval, to address slum and blight in the redevelopment area. The interlocal agreement granting the CRA certain redevelopment powers was approved by Resolution R-855-03 on July 22, 2003. The Redevelopment Plan was adopted pursuant to Resolution R-418-03 on May 6, 2003. The Plan includes as its Primary Redevelopment Project (Project) the development of approximately 210 acres, known as the Mandarin Lakes development. The Trust Fund was created by Ordinance 03-106 on May 6, 2003. FY 2012-13 was the CRA's eleventh year of operation.

The CRA is located in the southern area of Miami-Dade County and is described generally as bounded by S.W. 288th Street on the south, S.W. 268th Street and 1st Road on the North, S.W. 137th Avenue and Florida Turnpike on the east, and Old Dixie Highway on the west, encompassing approximately 1,260 acres. The CRA lies within County Commission Districts 8 and 9.

The Mandarin Lakes development is the County's first Traditional Neighborhood Development (TND) project. The CRA, through two \$5 million Sunshine State Loans facilitated by the County, has funded certain infrastructure improvements, such as roadways, streetscape, landscape, recreational grounds with gazebos, and a Community Center. Phase I of the Project was completed in Fiscal Year 2010-11. Mandarin Lakes has spurred residential life and landscape beauty in an area that barely a decade ago was in ruins, after Hurricane Andrew. The Mandarin Lakes project is critical to the creation of meaningful tax increment to address slum and blight in the entire redevelopment area. phase of the CRA-funded public infrastructure improvements.

## **II. Board**

The Naranja Lakes CRA Board may have up to nine Board members. Seven seats were filled as of September 30, 2013. The Board Members were:

Stuart Archer  
Interim Chairperson Kenneth Forbes  
Moe Hakksa  
Rene Infante  
Beatriz Meiggs-Consuegra  
Daniel Lipe  
Charles Lopez

## **III. Staffing**

The Naranja Lakes CRA Board was staffed on a part-time basis by Miami-Dade County professional staff. Mr. Jorge Fernandez of the County's Office of Management and Budget leads the County support team, advises the Board, executes its day to day business, prepares meeting agendas and ensures that the Board's directives are implemented. Mr. Steve W. Zelkowitz of the law firm Gray Robinson, P.A. provided legal counsel. Extraordinary support services provided by County staff triggered the payment of a nominal sum of \$48,000 to the County General Fund as provided for in the inter-local agreement between the CRA and the County. For the Fiscal Year 2013-14, this amount was adjusted to \$65,000 reflecting the estimated cost of support services from County staff.

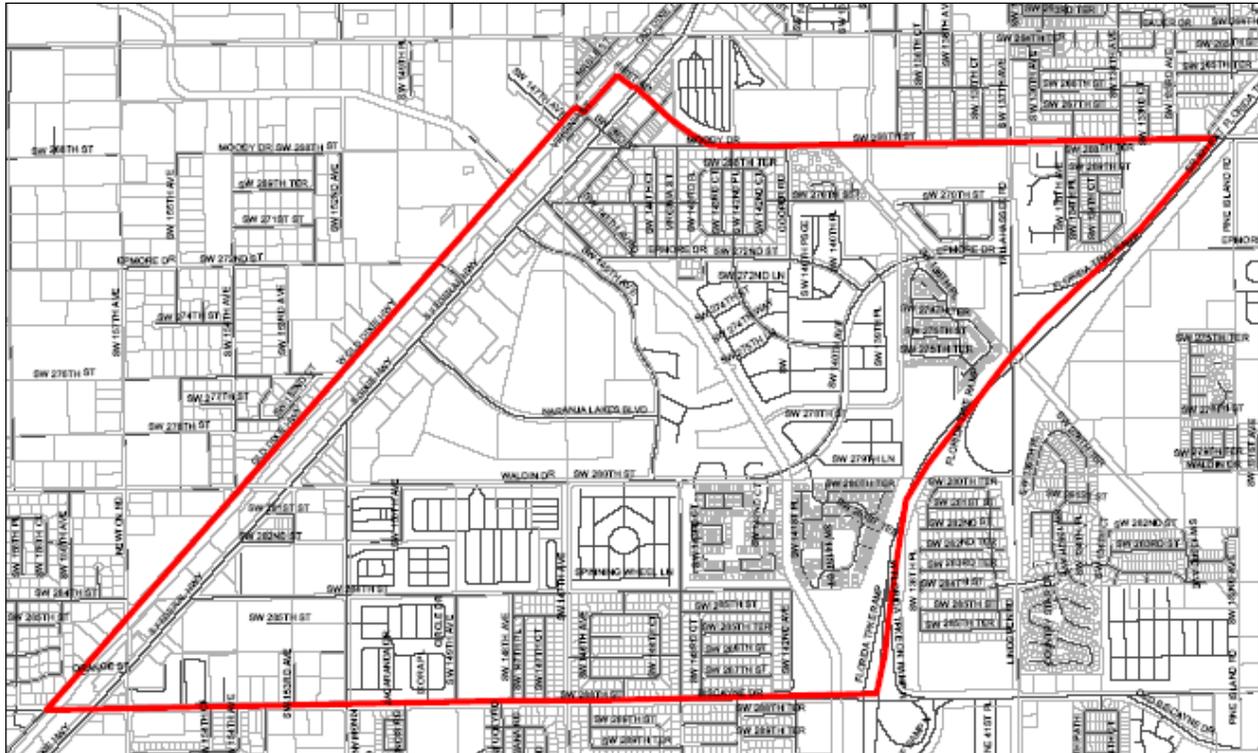
## **IV. Administrative Procedures**

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

## **V. CRA Plan Implementation**

During the year, the Agency continued to implement the adopted CRA Plan. The focus of implementation was 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

The CRA Redevelopment Agreement between the County; the CRA; and Naranja Lakes Construction, LLC, Naranja Lakes Holdings, LLC, and Naranja Lakes Holdings II, LLC (collectively “Naranja Lakes”) provided for the CRA to fund the Mandarin Lakes Project on two Phases, at a cost not to exceed \$17.7 million, to stimulate the redevelopment of a certain property within the Area. The Redevelopment Agreement was divided into two phases: Phase I in the amount of \$10.2 million and Phase II in the remaining amount of \$7.5 million. The improvements outlined in the Redevelopment Agreement were primarily to fund infrastructure improvements within the Area’s primary redevelopment project of Mandarin Lakes. Mandarin Lakes is a development of approximately 210 acre Traditional Neighborhood Design (TND) within the Area. Essential to the success of the project was the CRA’s participation in the infrastructure improvements for the project. The infrastructure improvements included roadways, streetscapes, plaza, common use buildings and landscape that would be conveyed to the County or Agency upon completion and available for use by the general public.

The Redevelopment Agreement Phase I improvements were completed in the spring of 2011. On January 10, 2011, the BCC adopted R-51-11 approving the Second Amendment to the Naranja Lakes Redevelopment Agreement, which allowed the parties to attempt to negotiate new milestones and

other terms for the Redevelopment Agreement with respect to the Phase II improvements, with the stipulation that if the parties were unable to agree on a new Amended Redevelopment Agreement within six months, the parties shall have no obligation to pursue Phase II improvements detailed in the Redevelopment Agreement.

The original agreement in place since 2003 contemplated that work on Phase II improvements would begin once Naranja Lakes had caused the development of 800 homes to occur within 36 months of beginning Phase I construction of the Mandarin Lakes Development. Although the original milestones in the agreement were not satisfied, the CRA considered that renegotiating the agreement to allow for the Phase II improvements was in the best interest of the community.

The Phase II improvements in the original redevelopment agreement included several projects that directly support the construction of homes within the second phase of the Mandarin Lakes development. As a result of the economic downturn, the property where these homes were to be constructed previously owned by the holding company Coronado West, Inc. was foreclosed, therefore the improvements associated with those homes are not being built or funded with this Agreement. Should the economic environment recover, the CRA may renew conversations with the developer to enter into a new agreement to fund some of the infrastructure improvement projects associated with the second phase of the Mandarin Lakes development.

### **Community Policing**

In 2005, the South District experienced an increase in crime throughout an area that is known as the Naranja Lakes Community Redevelopment Agency (CRA). An area which has a boundary comprised of the following subdivided communities: Mandarin Lakes, Modello, Moody Gardens, Villages of Naranja, River Side Villas, Hidden Grove, Sea Pines, Water Side, Heritage Squares, and assorted Leisure City residential neighborhoods. The CRA boundaries also contain commercial businesses along US1 and along Southwest 137 Avenue. The most noted crimes within the boundaries were robberies, burglaries, prostitution, auto thefts, and other crimes of opportunity. In an effort to address these crime trends with minimal impact on limited daily police patrols, the South District partnered with the CRA Board and established an agreement facilitating the development of an enhanced community policing enforcement initiative.

The initial enforcement operation for this program commenced on September 26, 2006, providing daily roving patrols, weekly proactive enforcement sweeps/operations, Residential Empowerment Neighborhood Enforcement Walks (RENEW), community projects, and community police interactions. The overall goal of the project was to reduce crime through added proactive police enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration



through community policing concepts.

This report applies to the time period of December 17, 2012 to September 22, 2013. All of the initiatives goals were successfully achieved in the following categories:

**I. Enforcement:**

- A total of 52 arrests were made including 2 felony arrests, 9 misdemeanor arrests, 26 warrant arrests, 5 traffic arrests, 3 PTA arrests, and 3 apprehensions.
- A total of 62 fugitives/career criminals were apprehended from the following states/counties: North Carolina, Georgia, Port St. Lucy, Lee County (2), Pinellas County (2), Lake County, Collier County, Okaloosa County, Seminole County, Henry County, Broward County, Monroe County, Osceola County (2), Sexual Predator Capias fugitive, Civil Writ fugitives (2).
- 29 message recoveries.
- 5 truant violators
- 686 Field Interview Reports documented
- Narcotics seized totaled: 12 grams of marijuana with an estimated total street value of \$160.
- 599 traffic citations and 225 verbal warnings
- A total of 1,301 contacts, of which 1,067 were citizens and 234 were business contacts
- A total of 203 Roving Details, 50 Enforcement Sweeps were conducted.

**II. RENEW Operations:**

Mandarin Lakes Community (March 2013) Villages of Naranja/Hidden Grove Complex (July 2013) and Seapines (August 2013).

**Future Goals and Operations for 2013/2014:**

- To continue to improve on the same high quality of enforcement and community policing provided this past year.
- To establish more youth mentoring programs within the new Jose Somohano Community Police Work Station.
- To provide education safety events to interact with local communities and to aid in crime prevention.
- The deployment of our Mobile Operations Center (MOC) for personal public contacts within the CRA boundaries and provide resources normally provided at police stations.
- The deployment of police bicycle units to assist in community concerns and crime prevention.
- To perform security surveys in businesses and homes to educate the communities in crime prevention through hands-on guidance on how they can better secure their locations.

**Residential Redevelopment Grant Program**

For the second consecutive year, the Agency partnered with Rebuilding Together Miami-Dade, Inc., a 501(c) 3 non-profit organization whose mission is to preserve homeownership and revitalize communities by providing free rehabilitation services to low-income, elderly, veterans and disabled homeowners.

The Agency allocated a total of \$25,000 in grant funds for rehabbing homes for low-income, elderly and



disabled homeowners at no cost to the homeowners in the Naranja Lakes CRA area to provide critical repairs to homeowners and to leverage those cash dollars with privately raised in-kind services which included materials and labor to complete the home repairs. Rehab work was completed in two senior citizens homes; one of the residences is also a United States Army Veteran.

The combined scope of repairs included replacement of windows, interior door moldings, installation of ADA toilet and bathtub handicap bars, tenting for termites, exterior paint, porch rescreening, replacement of dryer vent, installation of new air conditioning unit and replacement of ceiling fans. The repairs emphasized safety, healthy and a dry home enabling homeowners to continue stay in their homes and community.

### **Community Celebration and Expo**

In a joint effort with Dr. William A. Chapman Elementary School, the CRA promoted community awareness of resources, businesses, improvements, partnership and safety by contributing \$2,000 to sponsor the Naranja Lakes Mega Community Celebration and Expo. This event in collaboration with businesses, service providers, government agencies and community groups help to promote the CRA and to celebrate the community achievements with its residents.

### **Plan Consistency**

The implementation of the Redevelopment Plan's primary development project, of which Phase I construction is complete, attests to the success of CRA Plan implementation. The Agency maintains a public information outreach with information available via the website maintained by Miami-Dade County. The public can obtain information pertaining to the CRA meetings and activities by visiting <http://www.miamidade.gov/crepad/Naranja/Mandarin.asp>.

## **VI. Tax Base Growth and 2012-13 Actual Budget**

The goals of the CRA continue to be the expansion of the property values within the CR Area, to provide enhanced safety to the area residents, in the form of Community Policing, and to find opportunities to improve the physical quality of life for the businesses and residents of the Area consisted with the adopted Redevelopment Plan. The 2012 taxable value of the CRA Area decreased from the 2011 taxable value of \$272 million to \$248 million, which represent a 9 percent decrease. Overall, values are up a cumulative 89 percent since the CRA's inception in 2002, when the values were \$131 million. Total revenues in FY 2012-13 were \$2,189,761. Of this amount, \$179,972 was the UMSA (Unincorporated Municipal Service Area) tax increment contribution, and \$441,606 was from Miami-Dade County countywide funds. There was also prior year cash carryover of \$1,567,483 and interest earnings of \$700.

The CRA's administrative expenditures included support from County staff (\$48,000),

representing eight percent of that year's total tax increment revenues, which satisfies the 20 percent administrative cap required in the approved Interlocal Agreement between the County and the CRA. County oversight administrative charge (1.5% of TIF Revenue) totaled \$9,324.

Operating expenditures totaled \$852,703 in FY 2012-13. The main expenditures were \$608,930 for the debt service payments on two County refinanced \$5 million dollar Sunshine Loan; \$150,000 for community policing services; \$52,855 for maintenance, operational and insurance costs associated with the Community Center; \$25,000 for a Residential Redevelopment Grant in partnership with Rebuilding Together Miami-Dade, Inc.; \$13,718 for legal services; and \$2,000 for marketing.

## **VII. Adopted Budget for Fiscal Year 2013-14**

On August 23, 2013 the Agency approved a budget for 2013-14 based on projections of cash balances at the end of 2012-13. The budget was adopted by the Board of County Commissioners on January 22, 2014 (Resolution R-41-14). The Agency's budget included revenues and expenditures of \$2,014,971, including TIF payments in the amount of \$746,672, interest proceeds of \$2,800 and carryover funds totaling \$1,265,499.

Administrative Expenses in the budget total \$65,000 and represent nine percent of TIF revenues, excluding the 1.5% County administrative charge of \$11,200. Administrative expenses include direct County support staffing (\$65,000).

Operating Expenses total \$507,200 and include \$192,000 for projected debt service payments on two County refinanced Sunshine State loans; \$150,000 for community policing; \$58,000 for community building operations, maintenance and insurances; \$40,000 for legal services; \$40,000 for professional contractual services for a boundary extension finding of necessity study; \$25,000 for residential redevelopment grant; \$2,000 for marketing; and \$200 for state fees.

The Agency is among the few agencies that benefited from a small increase in TIF revenues for FY 2013-14. The slow recovery from the downturn in the economy has had a direct effect on the Agency and its revenue stream. In the previous four years, the taxable value in the Area, was reduced significantly. This reduction has negatively impact the amount of TIF revenues available to address slum and blight within the Area in accordance with Agency's mission. This year's budget reflects conservative expenditures of available TIF. Before the downfall of the housing market, the CRA benefited from higher tax increment revenues, which allowed the CRA the opportunity to set aside reserves, which will continue to be set aside to offset the reduction of TIF revenues if the current trend continues during the next fiscal year.

To increase the Agency's revenue stream and better address slum and blight in the Area, the Agency adopted Resolution No. 2013-02 expressing the desire to study the feasibility of expanding the boundaries of the Area and instructing staff to undertake the necessary step to procure a Finding of Necessity Study for the area generally described as follows: to the West, the Urban Development Boundary (UDB), to the East, the Florida Turnpike following SW 288 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue; to the South from SW 288 Street; and to the North SW 232 Street from the Urban Development Boundary to SW 122 Avenue.

Pursuant to Florida Statute 163.355, if the Agency wishes to expand its boundaries after conducting the Finding of Necessity, the Agency shall recommend the expansion to the Board of County Commissioners for consideration.

The approved FY 2012-13 Naranja Lakes CRA Budget is shown in Exhibit A.

**EXHIBIT A**

<b>Naranja Lakes Community Redevelopment Agency FY 2013 - 2014 Proposed Budget</b>					
(FY 2013-14 begins October 1, 2013)					
	FY 11-12 Adopted Budget	FY 11-12 Actual	FY 12-13 Adopted Budget	FY 12-13 Projected	FY 13-14 Proposed Budget
<b>Revenues</b>					
UMSA Tax Increment Revenue (TIR)	216,700	216,700	179,972	179,972	216,618
County Tax Increment Revenue (TIR)	517,599	517,599	441,606	441,606	530,054
Carryover from prior year	2,883,361	2,529,811	1,567,483	1,549,485	1,265,499
Other- Economic Development Recinded Grant	-	15,000		-	
New Bonds Issues (net of Cap interest)	-	-		-	
Interest earnings	10,500	4,324	700	4,464	2,800
<b>Revenue Total</b>	<b>3,628,160</b>	<b>3,283,434</b>	<b>2,189,761</b>	<b>2,175,526</b>	<b>2,014,971</b>
<b>Expenditures</b>					
<b>Administrative Expenditures:</b>					
Employee salary and fringe					
Contractual Services (Economic Dev. Coord.)					-
Insurance					
Audits and studies					-
Printing and publishing	500		500	-	-
Meeting Costs	2,500	3,207			-
Advertising and notices					-
Travel (includes Educational Seminars)					-
Rent/lease costs					-
Office equipment and furniture					-
CRA Support Staff Office					-
Other Admin. Exps (Direct Cnty Support)	95,000	85,511	48,000	48,000	65,000
<b>(A) Subtotal Admin Expenses</b>	<b>98,000</b>	<b>88,718</b>	<b>48,500</b>	<b>48,000</b>	<b>65,000</b>
County Administrative Charge at 1.5%	11,014	11,014	9,324	9,324	11,200
County Reimbursement of Advances	-	-	-	-	-
<b>(B) Subtot Adm Exp &amp; County Charge</b>	<b>109,015</b>	<b>99,732</b>	<b>57,824</b>	<b>57,324</b>	<b>76,200</b>
<b>Operating Expenditures:</b>					
Memberships and State Fee	175	200	200	200	200
Contractual services (FON Study Consultant)	5,000	-		-	40,000
Insurance	15,000	14,549	18,000	15,631	18,000
Economic Development Program (OCED)			-	-	-
Project Mgt. Supplies & Copying	500	-	-	-	-
Marketing Contingency	2,000	-	2,000	2,000	2,000
Community Policing and Security	302,500	302,438	150,000	150,000	150,000
Legal services/court costs	58,000	20,360	30,000	13,718	40,000
Community Center Building	50,000	41,576	50,000	37,224	40,000
Infrastructure improvements	250,000	33,000	-	-	-
Building construction & improvements					
Debt service payments	1,511,000	1,197,093	600,000	608,930	192,000
Redevelopment grants - residential	25,000	25,000	25,000	25,000	-
Redevelopment grants - commercial/residential	25,000			-	25,000
Community Improv. Program - American Clean Up	70,000		-	-	-
Land Appraisal / Acquisition			-	-	-
<b>(C) Subtotal Oper. Expenses</b>	<b>2,314,175</b>	<b>1,634,216</b>	<b>875,200</b>	<b>852,703</b>	<b>507,200</b>
<b>(D) Reserve (1)</b>	<b>1,204,971</b>		<b>1,256,737</b>		<b>1,431,571</b>
<b>Expenditure Total (B+C+D)</b>	<b>3,628,160</b>	<b>1,733,948</b>	<b>2,189,761</b>	<b>910,027</b>	<b>2,014,971</b>

**NARANJA LAKES CRA**  
**STATEMENT OF REVENUES,**  
**EXPENDITURES AND CHANGES IN FUND**  
**BALANCES**  
**FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2013**  
**(UNAUDITED)**

	Special Revenue	Capital Projects	CRA Total
<b>Revenues:</b>			
Taxes	621,578		621,578
Investment income	1,995	2,464	4,459
Total revenues	<u>623,573</u>	<u>2,464</u>	<u>626,037</u>
<b>Expenditures:</b>			
Policy formulation and general government	(296,174)		(296,174)
Debt service	1,232,930		1,232,930
Total expenditures	<u>936,756</u>	<u>0</u>	<u>936,756</u>
Excess (deficiency) of revenues over expenditures	<u>(313,183)</u>	<u>2,464</u>	<u>(310,719)</u>
<b>Other financing sources (uses):</b>			
Operating transfers in			
Operating transfers out			
Total other financing sources (uses)	<u>0</u>	<u>0</u>	<u>0</u>
Net change in fund balances	(313,183)	2,464	(310,719)
Fund balances at beginning of year	1,613,273	7,169	1,620,442
Fund balances at end of year	<u>1,300,090</u>	<u>9,633</u>	<u>1,309,723</u>

**VIII. 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 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.

## Summary

The downturn in the economy has had a direct effect on the Agency and its revenue stream. During the last five years, the taxable value in the Area has been reduced significantly. This reduction has negatively impact the amount of TIF revenues available to address slum and blight within the Area in accordance with Agency's mission. This year's budget reflects conservative expenditures of available TIF and sets aside reserve funds to address next fiscal year debt service payment in the event the revenue stream continues the current trend.