



NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

Fiscal Year 2013-14 Annual Report
and
Fiscal Year 2014-15 Adopted Budget

Naranja Lakes CRA Annual Report - Fiscal Year 2013-14

October 1, 2013 to September 30, 2014

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 2013-14 was the CRA's 12 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.

II. Board

The Naranja Lakes CRA Board may have up to nine Board members. Five seats were filled as of September 30, 2014. The Board Members were:

Stuart Archer

Chairperson Kenneth Forbes

Moe Hakksa

Rene Infante

Daniel Lipe

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 \$65,000 to the County General Fund as provided for in the inter-local agreement between the CRA and the County. For the Fiscal Year 2014-15, this amount was adjusted to \$90,000 reflecting the estimated cost of support services from County staff.

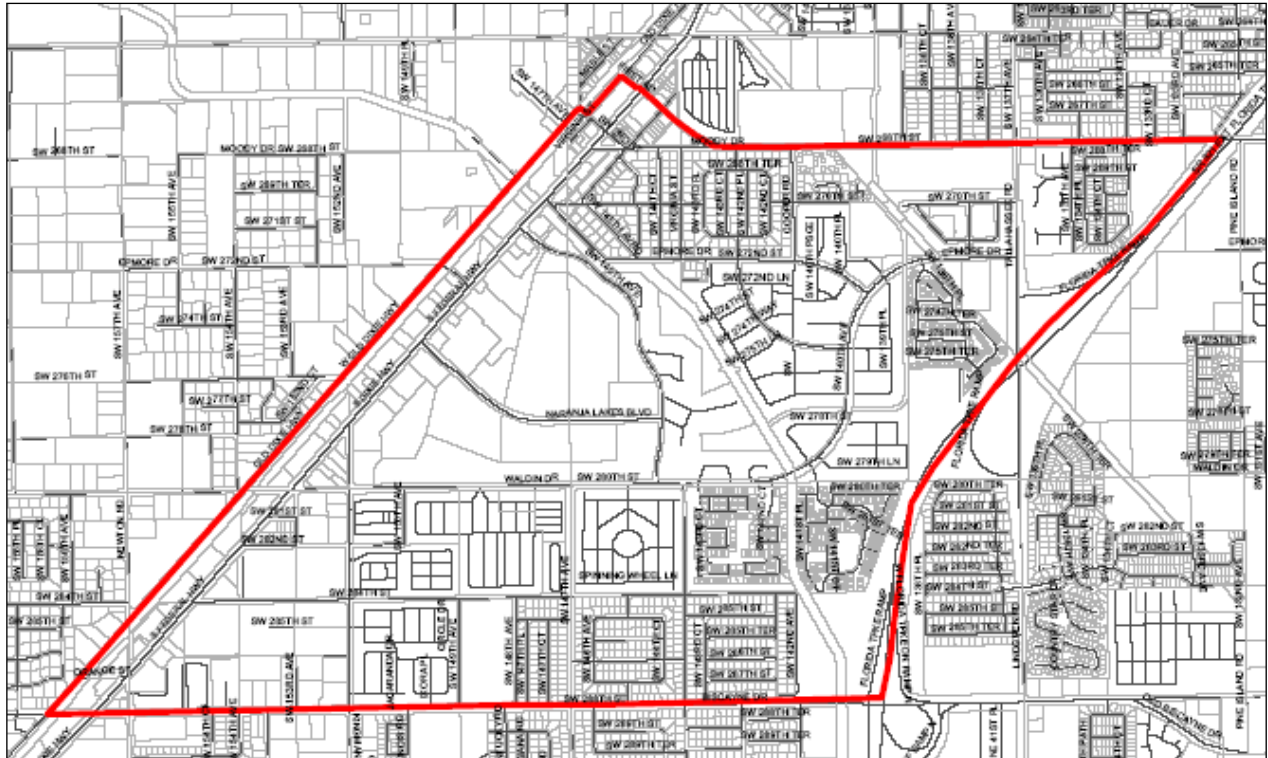
IV. Administrative Procedures

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 the 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.



The following Community Policing Report applies to the time period of September 1, 2013 to August 17, 2014. All of the initiatives goals were successfully achieved in the following three categories:

I. Enforcement:

- A total of 123 arrests were made including 9 felony arrests, 20 misdemeanor arrests, 35 warrants arrests, 33 traffic arrests, 21 PTA arrests, and 5 apprehensions (as compared to last year's total of 52 arrests from December 17, 2012 to September 22, 2013).
- A total of 35 fugitives 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) (as compared to 62 last year).
- 0 curfew violators (as compared to last year's total of 35 curfew violators)
- 7 truants violators (as compared to 5 last year)
- 1 vehicle recovered with a total recovery value of \$18,000 (as compared to last years total of 1 vehicle)
- 849 Field Interview Reports documented (as compared to 4,495 last year).
- Narcotics seized totaled: 32.5 grams of marijuana and 2 grams of cocaine, with a total street value of \$650 (as compared to last years amount of 130.5 grams of marijuana and 15.5 grams of cocaine valued at \$880 dollars).
- 1,298 traffic citations (as compared to last year's 1,791 traffic citations).
- 1 vehicles was impounded (as compared to 2 vehicles last year)
- A total of 1,120 contacts were initiated, 822 citizens and 298 business (as compared to last year's total of 6,004).
- A total of 550 Roving Details, 109 Enforcement Sweeps were conducted.

II. Community/Enforcement Highlights:

- The CRA detail was enhanced during the summer months to accommodate the potential increase in criminal activity.
- A vagrant camp was cleared from Old Dixie Highway and SW 270 Street. Homeless Assistant Center outreach staff assisted in placing some of the homeless individuals, living under a bridge, into shelters. The bridge camp was then cleaned utilizing Public Works.
- During the month of February a burglary subject was apprehended by the CRA sweep squad.
- During the month of April 2014, a stolen vehicle was located by the CRA sweep squad within the CRA boundaries. The subject was apprehended and the vehicle was recovered.
- On Wednesday, July 23, 2014, the unit conducted a safety presentation for 25 kids in the summer camp hosted by Pastor Mike in Waterside.

RENEW Operations:

Residential- Mandarin Lakes Community (July 2014) and Villages of Naranja/Hidden Grove Complex (March 2014).

Business District- (July 2014)

III. Crime Analysis:

At the onset of the initiative, an up to date crime analysis was conducted of the areas of the CRA boundaries to determine the most active days and hours of the week to provide the most efficient coverage. This was maintained on a weekly basis to establish weekly scheduling of police coverage. This formula of utilizing intelligence gathering through crime trend analysis and proper placement of police presence is one of the keys to this year's successful significant reduction in violent crimes such as residential and vehicle burglaries, and auto theft. The area experienced an overall reduction of 5.31% in Part I Crimes, which includes homicide, rape, robbery, burglary, auto theft, and larceny.

MIAMI-DADE POLICE DEPARTMENT
Naranja Lakes Community Redevelopment Agency
Part I Crimes

	Total Cases 2012/13*	Total Cases 2013/14*	cases +/-	% +/-
Robbery	64	65	+1	+1.56%
Burglary (Res)	202	189	-13	-6.44%
Burglary (Veh)	99	64	-35	-35.35%
Motor Vehicle Theft	68	34	-34	-50%
Homicide	0	0	0	0%
Theft	226	272	+46	+20.35%
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Total Part I Crimes	659	624	-35	-5.31%

* CRA Part I Crimes Report: 2012/13 Stats were obtained from 09/01/12 to 08/17/13 and 2013/14 Stats were from 09/01/13 to 08/17/14.

Future Goals and Operations for 2014 / 2015:

- 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) to reach out throughout all the CRA communities to provided resource normally provided by police stations.
- The deployment of police bicycle units and Motor patrols to assist in traffic 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.

Commercial Grant Program

During this fiscal year the Board adopted a Commercial Grant Program. This program is geared to help struggling businesses within the Area. The program will be implemented during the 2014-15 fiscal year.

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/redevelopment/naranja-lakes.asp>.

VI. Tax Base Growth and FY 2013-14 Actual Expenditures

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 2013 taxable value of the CRA Area increased from the 2012 taxable value of \$248 million to \$269 million, which represent a 9 percent increase. Overall, values are up a cumulative 105 percent since the CRA's inception in 2002, when the values were \$131 million. Total revenues in FY 2013-14 were \$2,687,822. Of this amount, \$216,618 was the Unincorporated Municipal Service Area (UMSA) tax increment contribution, and \$530,054 was from Miami-Dade County countywide funds. There was also prior year cash carryover of \$1,938,365 and interest earnings of \$2,785.

The CRA's administrative expenditures included support from County staff (\$65,000), representing nine 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 \$11,200.

Operating expenditures totaled \$530,156 in FY 2013-14. The main expenditures were \$296,463 for the debt service payment; \$138,378 for community policing services; \$57,686 for maintenance, operational and insurance costs associated with the Community Center; \$13,465 for legal services; \$23,990 for a consultant to complete a Finding of Necessity Study; and \$175 for the State of Florida fee.

VII. Adopted Budget for Fiscal Year 2014-15

On August 25, 2014 the Agency approved a budget for FY 2014-15 based on projections of cash balances at the end of FY 2013-14. The budget was adopted by the Board of County Commissioners on November 5, 2014 (Resolution R-975-14). The Agency's budget included revenues and expenditures of \$2,969,175, including TIF payments in the amount of \$888,144, interest proceeds of \$2,000 and carryover funds totaling \$2,079,031.

Administrative Expenses in the budget total \$92,825 and represent ten percent of TIF revenues, excluding the 1.5% County administrative charge of \$13,322. Administrative expenses include direct County support staffing (\$90,000).

Operating Expenses total \$898,908 and include \$370,988 for projected debt service payment; \$300,000 for community policing; \$65,000 for community building operations, maintenance and insurances; \$30,000 for legal services; \$70,000 for professional contractual services for a boundary extension finding of necessity study; \$50,000 for residential/commercial redevelopment grants; \$2,000 for marketing; and \$920 for memberships and state fees.

The Agency benefited from a small increase in TIF revenues for FY 2014-15. 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. The study was completed in FY 2013-14 and is expected to be considered by the Board of County Commissioners in FY 2014-15.

The approved FY 2014-15 Naranja Lakes CRA Budget is shown in Exhibit A.

EXHIBIT A

Naranja Lakes				
Community Redevelopment Agency				
FY 2014 - 2015 Proposed Budget				
(FY 2014-15 begins October 1, 2014)				
		FY 13-14	FY 13-14	FY 14-15
		Adopted	Projected	Proposed
		Budget		Budget
Revenues				
UMSA Tax Increment Revenue (TIR)		216,618	216,618	259,773
County Tax Increment Revenue (TIR)		530,054	530,054	628,371
Carryover from prior year		1,265,499	1,938,365	2,079,031
Interest earnings		2,800	2,785	2,000
Revenue Total		2,014,971	2,687,822	2,969,175
Expenditures				
Administrative Expenditures:				
Printing and publishing		-	197	300
Mail Services			6	25
Advertising and notices			2,232	2,500
Other Admin. Exps (Direct Cnty Support)		65,000	65,000	90,000
(A) Subtotal Admin Expenses		65,000	67,435	92,825
County Administrative Charge at 1.5%		11,200	11,200	13,322
(B) Subtot Adm Exp & County Charge		76,200	78,635	106,147
Operating Expenditures:				
Memberships and State Fee		200	175	920
Contractual services (FON Study Consultant)		40,000	23,990	70,000
Insurance		18,000	18,026	20,000
Marketing Contingency		2,000	-	2,000
Community Policing and Security		150,000	138,378	300,000
Legal services/court costs		40,000	13,465	30,000
Community Center Building		40,000	39,660	45,000
* Debt service payments		192,000	296,463	370,988
Redevelopment grants - commercial/residential		25,000	-	50,000
Commercial Grant Coordinator		-	-	10,000
(C) Subtotal Oper. Expenses		507,200	530,156	898,908
(D) Reserve (1)		1,431,571		1,964,120
Expenditure Total (B+C+D)		2,014,971	608,791	2,969,175
Cash Position (Rev-Exp)		-	2,079,031	(0)

**NARANJA LAKES CRA
STATEMENT OF REVENUES,
EXPENDITURES AND CHANGES IN FUND
BALANCES
FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2014
(UNAUDITED)**

	Special Revenue	Capital Projects	CRA Total
Revenues:			
Taxes	746,672		746,672
Investment income	3,328	0	3,328
Total revenues	750,000	0	750,000
Expenditures:			
Policy formulation and general government	293,334		293,334
Debt Service	300,000		300,000
Total expenditures	593,334	0	593,334
Revenues over expenditures	156,666	0	156,666
Other financing sources (uses):			
Operating transfers in			
Operating transfers out			
Total other financing sources (uses)	0	0	0
Net change in fund balances	156,666	0	156,666
Fund balances at beginning of year	1,600,089	0	1,600,089
Fund balances at end of year	1,756,755	0	1,756,755

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.