


**Date:** May 1, 2026

Agenda Item No. 2(B)(3)  
June 2, 2026

**To:** Honorable Chairman Anthony Rodriguez  
and Members, Board of County Commissioners

**From:** Daniella Levine Cava   
Mayor

**Subject:** Transition Report for the Naranja Lakes Community Redevelopment Agency – Directive No. 252313

This report is in response to Resolution No. R-145-26, sponsored by Commissioner Danielle Cohen Higgins, and adopted by the Board of County Commissioners (Board) on March 3, 2026. The resolution designated the Board as the Naranja Lakes Community Redevelopment Agency (Naranja Lakes CRA), transferring all rights, powers, duties, and liabilities previously vested in the Naranja Lakes CRA to the BCC. The resolution also urged the County Mayor to provide adequate staff and support services to the Naranja Lakes CRA to enable it to carry out its purposes and designated the County Attorney's office to serve as legal counsel to the Naranja Lakes CRA.

Lastly, the resolution directed the County Mayor to determine all responsibilities and liabilities imposed or incurred by the Naranja Lakes CRA and to provide a comprehensive reporting of items, such as financial, administrative, and organizational status, to better determine the scope and responsibilities associated with this transition to the BCC.

### **Executive Summary**

This report provides an overview of the Agency's executed contracts, organizational and operational structure, real estate assets and related insurance coverage, and financial information, including budgets, expenditures, trust fund balances and tax increment financing (TIF) deposits as requested by Resolution No. R-145-26. It includes legal, compliance and liability considerations. The information presented reflects records currently available to County staff and is intended to provide the BCC with a clear and comprehensive summary of the Agency's status. The report also offers guidance regarding administrative and operational transition, real estate and asset management, financial oversight and long-term planning.

### **Report**

This report addresses the four areas requested in the resolution, including executed contracts, organizational and operational information, financial documents, and legal and compliance information. The information presented reflects records currently available to County staff and is intended to provide the BCC with a clear and comprehensive summary of the Agency's status. The report also offers guidance regarding administrative and operational transition, real estate and asset management, financial oversight and long-term planning.

### ***Section 1 - Executed Contracts***

The following provides a summary of known executed contracts, agreements, and related obligations currently in effect for the Agency. Executed copies of the agreements are included as Attachment A. This summary also outlines associated operational responsibilities, financial commitments, and ongoing programmatic obligations.

### **Professional and Administrative Contracts**

HERS Consulting, LLC: Provides Executive Director services to the Agency. Responsibilities include oversight and management of day-to-day operations; implementation of policies, directives, and strategic initiatives; fiscal oversight and financial management; and preparation and administration of the annual operating budget.

- Agreement Term: Two-years, August 29, 2024 – September 30, 2026
- Total annual costs: \$120,000 annually for Basic Services and \$80,000 annually for Additional Services for a total cost of up to \$200,000 annually

Achievement Consulting Group: Bonding-related consulting services agreement to assist the Executive Director with developing and implementing a debt financing strategy to support redevelopment projects, prepare presentations and reports related to financing objectives, and provide financial management support, including budget preparation, analysis, and financial reporting.

- Agreement Term: December 20, 2025, through June 30, 2026
- Compensation: \$60,000

Ambassador Consulting Group: Engaged to support the implementation of the Agency's economic development strategy. Services include facilitation of business attraction and retention initiatives; assistance with redevelopment projects; evaluation of development proposals; preparation of reports and policy recommendations; stakeholder and community engagement; tracking and reporting of economic performance metrics; and ensuring compliance with adopted redevelopment plans and applicable statutory requirements.

- Agreement term: January 1, 2026 – September 30, 2026
- Compensation: \$100,000

Blum Consulting, LLC: Provides branding, marketing, and communication services to enhance the Agency's public presence and community engagement. Services include a comprehensive logo refresh and development of updated brand standards; redesign and compliance improvements for the Agency's website [www.naranjalakescra.com](http://www.naranjalakescra.com); social media management; public relations coordination; stakeholder outreach; preparation and distribution of newsletters and email marketing campaigns; event promotion; and coordination of professional photography services to document redevelopment progress within the district.

- Agreement term: July 1, 2025 – June 30, 2026
- Total annual costs: \$25,000

#### Property Management Services Contract

WLS, LC dba NAI Property Management: Provide brokerage and comprehensive property management services for properties owned by the Naranja Lakes CRA, that are mentioned further below in this report. Services include tenant relations and communications; lease administration and rent collection; oversight of routine and preventative property maintenance; coordination and contracting for maintenance and repair services; ensuring compliance with applicable laws and regulations; insurance coordination; and management of a separate property bank account. Additional responsibilities include handling tenant security deposits; filing employment-related tax returns for any on-site personnel; and maintaining detailed financial records, including the preparation and submission of monthly financial reports to the Agency.

- Agreement Term: One (1) year, effective July 11, 2025, through July 10, 2026, with one (1) renewal option.
- Compensation: \$3,500 per month, plus six percent of the gross lease value.
- As of December 31, 2025, the cash balance on the separate property account as of December 31, 2025, is \$111,083.

#### Residential Rehabilitation Contract

Rebuilding Together Miami-Dade, Inc. - Provide residential rehabilitation, preservation, and revitalization services within the redevelopment area. Services are targeted to low-income homeowners, elderly residents,

and individuals with disabilities, and may include critical home repairs, accessibility improvements, life-safety upgrades, and other necessary improvements to preserve housing stability and improve quality of life. During FY 2024-25, this organization renovated/updated 13 houses within the redevelopment area that met the eligibility criteria.

- Agreement term extended to October 1, 2025, through September 30, 2026
- Compensation: \$300,000

#### Commercial Grants and Tax Increment Financing (TIF) Rebates

Several development incentive packages were previously approved by the Naranja Lakes CRA. These agreements create ongoing financial obligations subject to compliance with applicable redevelopment agreements. These incentives consist of direct grants and TIF rebates and are subject to compliance with executed redevelopment agreements and applicable performance conditions:

- Bauer Parc South: A planned community consisting of 237 rental units at 26200 SW 137 Avenue, targeting households earning up to 120% of Area Median Income (AMI)
  - \$5,000,000 grant and \$2,000,000 TIF rebate.
  - Grant and TIF Agreement are executed and effective as of March 6, 2026 (Attachment B)
- Luxe Grove Apartments: A planned workforce housing development at SW 236 Street and SW 132 Avenue with 300 rental units, targeting households earning an average of 60% AMI
  - Approved for a \$3,500,000 grant and \$3,500,000 TIF rebate.
  - Pending grant and TIF rebate agreement execution.
- Magnolia Point Phase 1: A planned affordable housing development at 16401 SW 296 Street with 409 units targeting households earning an average of 60% AMI
  - Approved for a \$3,500,000 grant and \$3,500,000 TIF rebate.
  - Pending grant and TIF rebate agreement execution.
- Artisan Point Apartments: A planned affordable housing development with 115 units at 26115 Harriet Tubman Highway targeting households earning between 30% and 70% AMI
  - Approved for a \$3,500,000 grant and \$3,500,000 TIF rebate.
  - Pending grant and TIF rebate agreement execution.

#### Disposition of Commercial Properties

In 2026, the Agency approved the statutory disposition process for two (2) commercially-zoned properties owned by the Agency. The properties were publicly advertised on February 15, 2026, initiating a 30-day advertisement period that expired on March 17, 2026. The properties subject to disposition are:

- 27501 Harriet Tubman Highway (Folio No. 30-6933-008-0070 -- Demolished property.
- 27525 Harriet Tubman Highway (Folio No. 30-6933-015-0030 – Occupied by 16 commercial tenants.
- Two proposals were received within the 30-day calendar period and one proposal was received after the conclusion of the 30-day business day period. Staff is currently reviewing these proposals, and a recommendation will be presented to the Naranja Lakes CRA Board at a later date.

#### Bonding and Financial Advisory Services

The Naranja Lakes CRA has engaged the consultants listed below in connection with potential bonding initiatives intended to finance future redevelopment projects. Bond-related activities are currently on hold pending approval of an extension of the Naranja Lakes CRA's term through 2043. These engagements would be activated should the decision be made to move forward with potential financing mechanisms upon approval of the Naranja Lakes CRA's term extension.

- PFM Financial Advisors: Financial advisory services related to potential bond issuance and structuring.
- Bryant Miller Olive P.A.: Bond counsel services.

## ***Section 2 - Organizational and Operational Information***

Based on information currently available and records maintained by the County, staff provides the following summary of the Naranja Lakes CRA organizational structure, operational framework, and known assets. This information reflects the Agency's administrative practices, contractual arrangements, and property holdings.

- The Agency did not register any intellectual property different from the County-approved redevelopment plans, related studies, planning documents, or marketing and outreach materials prepared to carry out its mission. All materials were developed to support the officially adopted redevelopment plan and programs.
- Branding, marketing, and public outreach materials developed were created to advance the adopted redevelopment plan. As such, these materials are expected to be transferable to the County, subject to confirmation of ownership rights under the applicable professional services agreements and intellectual property provisions contained therein.
- The Naranja Lakes CRA did not directly employ personnel. All administrative, managerial, legal, and operational responsibilities were carried out through contracted service providers (i.e., HERS Consulting, LLC, Blum Consulting, LLC, WLS, LC) or through administrative support services provided by OMB staff. As a result, the Agency does not have existing employment agreements, pension liabilities, or other personnel-related encumbrances.
- The Agency holds title to the following real estate properties:
  - Folio: 30-6933-008-0070, 27501 Harriet Tubman Highway  
Commercial property acquired in November 2024 for \$6.2 million; the structure was demolished in 2025, and the site is currently vacant (advertised for disposition).
  - Folio: 30-6933-015-0030, 27525 Harriet Tubman Highway  
Commercial property purchased in May 2025 for \$6.1 million. The property currently contains commercial space leased to 16 businesses (advertised for disposition).
  - Folio: 30-6934-021-8810, 27555 SW 140 Avenue  
Community facility commonly known as the Mandarin Lakes Community Center.
  - Folio 30-6934-021-8771 - Parcels located within the Mandarin Lakes community.

## ***Section 3 - Financial Documents***

Currently, the Naranja Lakes CRA financial oversight and administrative support functions are performed by OMB. These responsibilities include maintaining and monitoring finances, coordinating and reviewing annual audits, maintaining meeting minutes and official records, serving as the custodian of records, and providing back-office administrative support to ensure compliance with applicable statutory and reporting requirements. These administrative support services are provided by OMB for a fee that is reimbursable. As part of the financial review process, OMB has identified and compiled the following information:

### ***Redevelopment Trust Fund Balance***

Based on recent reconciliation of the trust fund accounts, as of December 31, 2025, the total balance is estimated at \$40.466 million, which includes a segregated fund managed by WLS, LC for the commercial property as shown below.

**Fund Balance Sheet  
as of 12/31/2025**

	General Fund TF191	Commercial Property TF322	Total
<b>Assets</b>			
Pooled Cash & Investments	\$ 40,331,907	\$ 111,083	\$ 40,442,990
Cash, cash equivalents and investments	\$ 40,331,907	\$ 111,083	\$ 40,442,990
Accounts Receivable, Net	\$ -	\$ 2,605	\$ 2,605
Deferred Charges & Other Assets	\$ 12,778	\$ 7,829	\$ 20,607
<b>Total Assets</b>	<b>\$ 40,344,685</b>	<b>\$ 121,517</b>	<b>\$ 40,466,202</b>
<b>Liabilities and Fund Balance</b>			
Liabilities			
Vouchers Payable	\$ 17,403	\$ 65,101	\$ 82,504
<b>Total Liabilities</b>	<b>\$ 17,403</b>	<b>\$ 65,101</b>	<b>\$ 82,504</b>
			\$ -
Fund balance:			\$ -
Restricted for redevelopment projects	\$ 40,327,282	\$ 56,416	\$ 40,383,698
<b>Total fund balance</b>	<b>\$ 40,327,282</b>	<b>\$ 56,416</b>	<b>\$ 40,383,698</b>
			\$ -
<b>Total liabilities and fund balance</b>	<b>\$ 40,344,685</b>	<b>\$ 121,517</b>	<b>\$ 40,466,202</b>

**TIF Deposits and Projections**

As stipulated in Chapter 163.387 of the Florida Statutes, the County is required to make annual payments to the Agency based on the yearly growth in ad valorem revenues above the base year through 2033, when the Naranja Lakes CRA and the redevelopment area are scheduled to sunset. Over the past five years (FY 2021–22 through FY 2025–26), the County’s TIF contribution to the Agency totaled \$51,457,902.

Below are revenue projections for future TIF revenues using estimates of taxable value growth:

CRA Agency	Estimated Reimbursements to the County Based on Approved Interlocal Agreement FY2025-26 -- FY2030-31	FY 2025-26 Proposed	FY2026-27 Projected	FY2027-28 Projected	FY2028-29 Projected	FY2029-30 Projected	FY2030-31 Projected
<b>UMSA - Naranja Lakes</b>	<b>County TIF Payment</b>	<b>17,586,039</b>	<b>17,654,686</b>	<b>18,859,080</b>	<b>20,014,203</b>	<b>21,227,083</b>	<b>22,500,605</b>
	<i>1.5% administrative fee</i>	263,791	264,820	282,886	300,213	318,406	337,509
	<i>County Staff Reimbursement</i>	125,000	131,875	139,128	146,780	154,853	163,370
	<i>25% to support SMART Plan (2017 Expansion TIF)</i>	2,283,783	2,226,635	2,382,421	2,531,834	2,658,425	2,791,347
	<b>Net County TIF Payment</b>	<b>14,913,466</b>	<b>15,031,356</b>	<b>16,054,645</b>	<b>17,035,376</b>	<b>18,095,398</b>	<b>19,208,379</b>

**Budgets and Expenditures**

The Naranja Lakes CAR FY 2025–26 Budget, approved by the BCC on October 21, 2025, through Resolution No. R-1037-25 (Attachment C), complies with the approved redevelopment plan, Naranja Lakes CRA Board authorizations, and applicable statutory requirements governing eligible uses of TIF funds. Accordingly, revenues have been appropriated, encumbered and expended in alignment with these requirements.

Outstanding Financial Obligations:

OMB has evaluated known active contracts, development incentive agreements, and grants, to determine financial commitments. This includes identifying encumbered funds, scheduled future payments, performance-based obligations, and any contingent liabilities. The Naranja Lakes CRA financial commitments include: \$28 million in redevelopment incentive packages (Bauer Parc South, Luxe Grove Apartments, Magnolia Point Phase 1 and HTG Artisan Pointe) and current obligations for professional service agreements and residential rehabilitative services. Additionally, while the \$28 million in development incentives represents a significant future liability, these payments will be performance-based, meaning funds will only be disbursed once developers meet specific, verified milestones.

**Section 4 - Legal and Compliance Information**

Staff has reviewed available records and consulted with the County Attorney's Office to identify any existing or potential legal issues involving the Naranja Lakes CRA, as well as the status of insurance coverage for owned assets. Based on the information currently available, the following observations are noted:

- Litigation: No pending litigation has been identified at this time. Staff reviewed accessible documentation, including records and related administrative files, and found no active legal proceedings in which the Naranja Lakes CRA is named as a party.
- Claims: The County has not received notice of any threatened claims, demands, or potential litigation. Additionally, no pending administrative actions or formal disputes requiring legal action have been reported through Naranja Lakes CRA records or to the County Attorney's Office.
- Legal Exposure: Based on information currently available, staff is not aware of any outstanding legal obligations, judgments, settlements, or contingent liabilities. Any new information that may arise through ongoing records review or future correspondence will be evaluated in consultation with the County Attorney's Office and addressed accordingly.
- Insurance Compliance: The Naranja Lakes CRA is in compliance with applicable insurance requirements. All real estate properties owned are adequately and sufficiently insured, providing protection against potential property loss, liability claims, or other risks as required under applicable policies and County standards.

**Next Steps**

In accordance with Resolution No. R-145-26, and based on the findings summarized in this report, OMB staff will continue implementing the transition of the Agency's functions, assets, and obligations. The following actions are anticipated to ensure continuity of operations, compliance with applicable statutory requirements, and alignment with the Agency's adopted redevelopment plan:

Administrative and Operational Transition

OMB is assigned to act as the Executive Director for the Naranja Lakes CRA and will provide administrative oversight and continue financial monitoring of all related activities, including contract management, financial operations and reporting, trust fund administration, and ensuring compliance with the adopted redevelopment plan and the requirements of Chapter 163, Part III, Florida Statutes. This oversight will include monitoring revenues and expenditures, maintaining financial records, coordinating required reporting, and ensuring that activities remain consistent with BCC authorizations and applicable statutory provisions.

As approved in Resolution No. R-145-26, the County Attorney's Office (CAO) has assumed responsibility for all legal matters previously handled by outside counsel. The CAO is currently in the transition of receiving and reviewing all legal files, material communications, and original signed contracts from the previous outside counsel to ensure a comprehensive transfer of legal records. This transition will include reviewing existing

agreements, providing legal guidance on compliance with state and local regulations, supporting the preparation and review of future contracts and agreements, drafting legislation, and advising County staff and the Naranja Lakes CRA on legal matters related to operations, programs, and redevelopment activities.

The existing residential rehabilitation services provided by Rebuilding Together Miami-Dade will be administered and monitored by OMB to ensure they are operating effectively, achieving intended outcomes, and complying with program guidelines and statutory requirements. Additionally, OMB will continue to monitor and assess existing professional service agreements supporting the Agency's activities, including the agreements with HERS Consulting, Achievement Consulting Group, Ambassador Consulting Group and Blum Consulting.

As part of this transition, and to further enhance efficiency and coordination, staff will explore the ability to transfer services currently performed by outside consultants to appropriate County departments. This structure could allow County departments to leverage existing expertise to further the purposes of the Naranja Lakes CRA while ensuring consistent oversight and alignment with County policies. Possibilities include partnerships with Housing and Community Development Department for managing commercial grants and TIF rebates agreements to verify that developers are meeting performance milestones, People and Internal Operations Department (PIOD) for the maintenance of the Agency's commercial properties along Harriet Tubman Highway and oversee the review and management of the proposals related to both commercial properties disposition, and the Parks, Recreation and Open Spaces Department (PROS) for the maintenance of the Community Center and the undeveloped parcels in Mandarin Lakes.

#### Real Estate and Asset Management

It is recommended that PIOD staff actively manage the Agency's real estate assets, including oversight of WLS, LC agreement (contracted property management firm) to ensure proper maintenance, lease compliance, and operational efficiency. The disposition process for the two properties along Harriet Tubman Highway will proceed through the required advertisement period, during which all responses will be carefully reviewed and evaluated by PIOD and OMB. Following this process, staff will present detailed recommendations to the BCC regarding potential redevelopment, sale, or other disposition actions, ensuring that any decisions reflect the long-term goals of the Naranja Lakes CRA. Additionally, staff will assess broader long-term redevelopment opportunities for all the owned properties, identifying strategies to maximize their value and support the overall economic and social objectives established for the area. This comprehensive approach ensures that the management and disposition of real estate assets are consistent with policy, statutory requirements, and the strategic vision for the community.

#### Financial Oversight and Long-Term Planning

OMB will maintain comprehensive oversight of the redevelopment trust fund, closely monitoring TIF revenues, outstanding encumbrances, and future financial obligations associated with existing redevelopment agreements, grant commitments, and other ongoing initiatives within the Naranja Lakes redevelopment area. This oversight is designed to ensure that funds are managed responsibly, obligations are met in a timely manner, and all financial activities remain fully consistent with the adopted redevelopment plan and applicable statutory requirements, providing transparency and accountability in the use of public resources.

Additionally, OMB staff will continue evaluating long-term financial projections and redevelopment financing strategies. This includes assessing the potential use of bond financing to fund future redevelopment projects and infrastructure improvements. Staff will analyze the financial impacts of these strategies on the Naranja Lakes CRA trust fund, considering both short-term cash flow requirements and long-term fiscal sustainability. By integrating these evaluations into the planning process, OMB aims to ensure that financial decisions align with the strategic priorities of the BCC, maximize the effectiveness of investments, and provide a stable financial foundation to support current operations and future redevelopment objectives.

Future Agency Board Actions

Any actions requiring Naranja Lakes CRA approval—such as disposition of owned properties, implementation of development incentives, adoption of financing strategies, or modifications to existing programs or agreements—will be presented to the Naranja Lakes CRA for review, consideration, and formal direction. The Naranja Lakes CRA Board will also need to decide whether to implement the previously approved \$500,000 septic-to-sewer grant program (approved at the Naranja Lakes CRA August 21, 2025 meeting) and the conveyance request of the Royal Colonial Park parcel from PROS for the development of a community center and sports complex (Attachment E).

In addition, staff will provide periodic updates on the operational status, financial condition, and ongoing redevelopment activities of the Naranja Lakes CRA. These updates will include key metrics, progress on approved projects, performance of financial and contractual obligations, and any emerging issues that may require Agency Board guidance or policy decisions. This approach ensures that the BCC maintains full oversight and is informed of critical developments, enabling timely decisions that support the Agency's strategic objectives and compliance with statutory and policy requirements.

Future BCC Actions

On September 3, 2025, the BCC adopted Resolution No. R-823-25, which found and declared that slum or blighted conditions exist in a new expansion area. An updated redevelopment plan reflecting the expanded area was approved by the Naranja Lakes CRA Board and the Planning Advisory Board (PAB). The revised redevelopment plan will need to be addressed by the BCC in their capacity as the governing body of the Naranja Lakes CRA Agency.

Additionally, the Naranja Lakes CRA Board approved an assessment of need justifying extending the CRA from 2033 to 2043, and an amended interlocal agreement with the County. These matters will also need to be addressed by the BCC at a later date.

The Naranja Lakes CRA contracts, financial activities and records, assets, and the County's-managed website (<https://www.miamidade.gov/global/government/boards/naranja-lakes-cra.page>) will continue to be maintained and monitored under the oversight of OMB to ensure compliance with the adopted redevelopment plan, BCC and Agency authorizations, and applicable statutory requirements.

We look forward to working with the BCC to ensure a smooth transition of these duties. This report will be placed on the next available Board Agenda pursuant to Rule 5.06(j). Should you require additional information, please contact Ray Baker, Director, Office of Management and Budget at 305-375-5143.

Attachments - <https://www.miamidade.gov/resources/management/documents/community-redevelopment/naranja-lakes/naranja-cra-compiled-attachments.pdf>

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