

# Memorandum



**Date:**

**To:** Honorable Chairman Oliver G. Gilbert, III  
and Members, Board of County Commissioners

**From:** Daniella Levine-Cava  
Mayor

**Subject:** Naranja Lakes Community Redevelopment Agency FY 2021-22 and FY 2022-23  
Budgets



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## **Executive Summary**

As required by Interlocal Cooperation Agreement (interlocal) between Miami-Dade County (County), and the Naranja Lakes Community Redevelopment Agency (Agency) and, Florida law, the Board of County Commissioners (Board), as the governing body of all community redevelopment agencies in the County, is required to approve annual budgets of such community redevelopment agencies, and any amendments to the budgets. This item seeks approval of the Naranja Lakes Community Redevelopment Agency's (Agency) fiscal year (FY) 2021-22 and FY 2022-23 budgets for the Naranja Lakes Community Redevelopment Area (redevelopment area) in the amount of \$12,049,314 and \$18,861,165 respectively.

## **Recommendation**

It is recommended the Board adopt the attached resolution approving the Agency's FY 2021-22 and FY 2022-23 budgets for the redevelopment area in the amount of \$12,049,314 for FY 2021-22 and \$18,861,165 for FY 2022-23. The Board must approve the Agency's budget prior to the Agency expending any funds as required by section 163.387, Florida Statutes, and the interlocal cooperation agreement between the County and the Agency.

## **Scope of Agenda Item**

The redevelopment area lies within Commission Districts 8 and 9, represented by Commissioner Danielle Cohen Higgins and Commissioner Kionne L. McGhee, respectively.

## **Fiscal Impact / Funding Source**

The Agency's revenue source is tax increment financing (TIF), which is generated through the incremental growth of ad valorem revenues beyond an established base year, as defined in section 163.387, Florida Statutes. The countywide TIF payment to the Agency's trust fund is \$3,465,093 and the unincorporated municipal service redevelopment area (UMSA) TIF payment into the trust fund is \$1,431,730, and \$7,142,491 in carryover from the prior year for FY 2021-22. The countywide TIF payment to the Agency's trust fund is \$4,902,838 and the unincorporated municipal service redevelopment area (UMSA) TIF payment into the trust fund is \$2,025,782, and \$11,902,545 in carryover from the prior year for FY 2022-23. The County will continue to make annual payments to the Agency based on each year's growth of ad valorem revenues over the base year through 2033 when the Agency and the redevelopment area sunset.

## **Delegation of Authority**

This item does not delegate any authority to the County Mayor or County Mayor's designee.

## **Track Record / Monitor**

This resolution does not provide for contracting with any specific entity. The resolution approves the Agency's and the redevelopment area's FY 2021-22 and FY 2022-23 budgets.

### **Background**

On July 21, 1998, the Board adopted Resolution No. R-847-98, declaring a geographical redevelopment area in south Miami-Dade County as slum and blight. The Agency was created by the Board pursuant to Ordinance No. 02-216 adopted on October 22, 2002. The ordinance also appointed the Agency's board of commissioners, and delegated the power to the Agency to prepare a Redevelopment Plan (plan). On May 6, 2003, the Board adopted Resolution No. R-418-03, approving the plan, and funded the plan by adopting Ordinance No. 03-106, which created the trust fund for the Agency and the redevelopment area. Resolution No. R-855-03, adopted by the Board on July 22, 2003, approved the interlocal granting the Agency certain redevelopment powers. On March 8, 2016, the Board adopted Resolution No. R-187-16 accepting the Finding of Necessity declaring an area of 3,060 acres as slum and blight. On January 23, 2018, the Board also adopted Resolution No. R-13-18, amending the Plan, which expanded the Area, defined general redevelopment strategies for the new and existing Area, and approved the First Amendment to the Interlocal. On April 9, 2019, the Board adopted Resolution No. R-350-19 correcting the boundary description of the expanded redevelopment area described in Resolutions No. R-187-16, R-13-18, and the first amendment to the interlocal. The first amendment to the interlocal included a provision that requires the Agency to set aside a portion of funding from the expanded redevelopment area for Strategic Miami Rapid Transit (SMART) projects in the Area.

### **Fiscal Year 2021-22 Budget**

On January 31, 2023, the Agency adopted Resolution No. 2023-01 (Attachment A), which approved the Agency's FY 2021-22 budget of \$12,049,314 for the redevelopment area. The budget includes \$3,465,093 in revenue sources of County TIF, \$1,431,730 in UMSA TIF, carryover funds of \$7,142,491 and \$10,000 in interest earnings.

Administrative expenditures total \$206,000, which includes direct County support (\$150,000); audits (\$36,000); travel, educational seminars & conferences (\$5,000); advertising & notices (\$5,000); printing & publishing (\$5,000) and other administrative expenses (\$5,000). Administrative costs represent approximately 2 percent of total funds contemplated to be spent in this budget, excluding the 1.5 percent County administrative charge (\$73,452).

Operating expenses total \$9,665,492 including:

- \$5,000,000 for major development project planning
- \$1,000,000 for commercial improvement grants
- \$1,000,000 for housing projects
- \$968,492 for SMART Plan Projects reserve
- \$475,000 for innovative community policing and security equipment
- \$379,000 for debt service loan payments
- \$200,000 for business development and job creation initiatives
- \$150,000 for professional contractual services
- \$150,000 for marketing and public relations
- \$150,000 for transportation, infrastructure and landscape enhancement
- \$70,000 for community building operations, maintenance, and insurance
- \$65,000 for contractual services for grants administrator
- \$50,000 for legal services
- \$5,000 for memberships and fees
- \$3,000 for grant web-based software

The budget also includes a contingency reserve of \$2,104,370.

**Fiscal Year 2022-23 Budget**

On January 31, 2023, the Agency adopted Resolution No. 2023-01 (Attachment A), which approved the Agency's FY 2022-23 budget of \$18,861,165 for the redevelopment area. The budget includes \$4,902,838 in revenue sources of County TIF, \$2,025,782 in UMSA TIF, carryover funds of \$11,902,545 and \$30,000 in interest earnings.

Administrative expenditures total \$221,000, which includes direct County support (\$175,000); audits (\$26,000); travel, educational seminars & conferences (\$5,000); advertising & notices (\$5,000); printing & publishing (\$5,000) and other administrative expenses (\$5,000). Administrative costs represent approximately 1 percent of total funds contemplated to be spent in this budget, excluding the 1.5 percent County administrative charge (\$103,929).

Operating expenses total \$15,323,333 including:

- \$10,000,000 for major development project planning
- \$1,716,333 for SMART Plan Projects reserve
- \$1,000,000 for commercial improvement grants
- \$1,000,000 for housing projects
- \$400,000 for innovative community policing
- \$379,000 for debt service loan payment
- \$200,000 for business development and job creation initiatives
- \$100,000 for professional contractual services
- \$150,000 for marketing and public relations
- \$150,000 for transportation, infrastructure, and landscape enhancement
- \$100,000 for contractual services for grants administrator
- \$70,000 for community building operations, maintenance, and insurance
- \$50,000 for legal services
- \$5,000 for memberships and fees
- \$3,000 for grant web-based software

The budget also includes a contingency reserve of \$3,212,903.

Attachments

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Edward Marquez  
Chief Financial Officer

**Resolution No. 2023-01**

**A RESOLUTION BY THE CHAIR AND BOARD MEMBERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING THE AGENCY'S AND THE NARANJA LAKES COMMUNITY REDEVELOPMENT AREA'S BUDGET FOR FISCAL YEARS 2021-22 AND 2022-23 IN THE TOTAL AMOUNT OF \$12,049,314.00 AND \$18,861,165.00 RESPECTIVELY; AND APPROVING AN EFFECTIVE DATE**

**WHEREAS**, the Board of the Naranja Lakes Community Redevelopment Agency (the "Board") desires to approve the budget for fiscal years 2021-2022 and 2022-23 budget for the Agency and the Naranja Lakes Community Redevelopment Area (the "Area") in the amount of \$12,049,314.00 and \$18,861,165.00 respectively in the form attached hereto as Exhibit A and incorporated herein by reference; 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 the Chapter 163, Part III, Florida Statutes; and

**WHEREAS**, this Board directs staff to transmit the Agency's fiscal years 2021-2022 and 2022-2023 budget to the Miami-Dade County Board of County Commissioners for review and approval,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY**, that:

**Section 1.** **Recitals.** The recitals in the whereas clauses are true and correct, and incorporated herein by this reference.

**Section 2. Approval of Budget.** This Board approves the Agency and the Area's annual budget for Fiscal Years 2021-2022 and 2022-2023 in the total amount of \$12,049,314.00 and \$18,861,165.00 respectively, in the form attached hereto as Exhibit 1.

**Section 3. Submission of Budget to Board of County Commissioners.** This Board hereby authorizes the Executive Director or the Executive Director's designee to make any necessary adjustments to the budget to account for any corrections due to the carryover for the budget and final action by the Board of County Commissioners on the County's final budget.

**Section 4. Effective Date.** This resolution shall take effect immediately upon approval.

**PASSED AND ADOPTED** by a 5-0 vote of the Board of the Naranja Lakes Community Redevelopment Agency, this 31<sup>st</sup> day of January 2023.

*Kenneth Forbes*

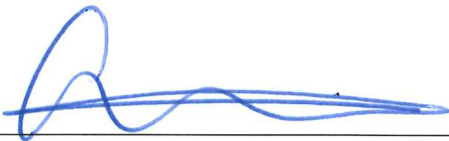
\_\_\_\_\_  
Kenneth Forbes, Chair

ATTEST:

*Stuart Archer*

\_\_\_\_\_, Board Member

APPROVED AS TO LEGAL SUFFICIENCY:

  
\_\_\_\_\_, CRA Attorney

Motion to adopt by Board Member Cornelius "Neil" Shiver, seconded by

Stuart Archer Board Member .

Final Vote at Adoption:

Chairperson Kenneth Forbes  (Yes) \_\_\_\_\_ (No)

Commissioner Stuart Archer  (Yes) \_\_\_\_\_ (No)

Commissioner Alex Ballina  (Yes) \_\_\_\_\_ (No)

Commissioner Erick Caceres  (Yes) \_\_\_\_\_ (No)

Commissioner Cornelius "Neil" Shiver  (Yes) \_\_\_\_\_ (No)

Approved \_\_\_\_\_ Mayor

Agenda Item No.

Veto \_\_\_\_\_

Override \_\_\_\_\_

RESOLUTION NO. \_\_\_\_\_

RESOLUTION APPROVING THE FISCAL YEARS 2021-2022 AND 2022-2023 BUDGETS FOR THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY AND THE NARANJA LAKES COMMUNITY REDEVELOPMENT AREA TOTALING \$12,049,314.00 AND \$18,861,165.00 RESPECTIVELY

**WHEREAS**, the Interlocal Cooperation Agreement between Miami-Dade County, Florida (the “County”), and the Naranja Lakes Community Redevelopment Agency (the “Agency”), and section 163.387, Florida Statutes, require the Agency transmit its adopted annual budget to this Board for approval; and

**WHEREAS**, on January 31, 2023, the Agency adopted the Agency’s Fiscal Years 2021-22 and 2022-23 budgets (“budget”) for the Naranja Lakes Redevelopment Area (“redevelopment area”) through Resolution No. 2023-01; and

**WHEREAS**, this Board desires to approve the Agency’s adopted annual budget for Fiscal Years 2021-22 and 2022-23 for the redevelopment area, totaling \$12,049,314.00 and \$18,861,165.00, in the form attached hereto as Exhibit 1 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 Fiscal Years 2021-22 and 2022-23 budgets for the Naranja Lakes Community Redevelopment Agency and the Naranja Lakes Community

Redevelopment Area totaling \$12,049,314.00 and \$18,861,165.00 respectively, which is attached hereto as Exhibit 1 and incorporated herein by reference.

The foregoing resolution was offered by Commissioner \_\_\_\_\_, who moved its adoption. The motion was seconded by Commissioner \_\_\_\_\_ and upon being put to a vote, the vote was as follows:

Oliver G. Gilbert, III, Chairman	
Anthony Rodríguez, Vice Chairman	
Marleine Bastien	Juan Carlos Bermudez
Kevin Marino Cabrera	Sen. René García
Roberto J. Gonzalez	Keon Hardemon
Danielle Cohen Higgins	Eileen Higgins
Kionne L. McGhee	Raquel A. Regalado
Micky Steinberg	

The Chairperson thereupon declared this resolution duly passed and adopted this day of \_\_\_\_\_, 2023. 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

LUIS G. MONTALDO, CLERK AD INTERIM

By: \_\_\_\_\_  
Deputy Clerk

Approved by County Attorney as  
to form and legal sufficiency. \_\_\_\_\_

Terrence A. Smith



## Naranja Lakes Community Redevelopment Agency

FISCAL YEAR 2020-21 EXPENDITURES  
 FISCAL YEAR 2021-22 PROPOSED BUDGET & EXPENDITURES  
 FISCAL YEAR 2022-23 PROPOSED BUDGET

	FY 2020-21 ADOPTED BUDGET R-159-21	FY 2020-21 ACTUAL BUDGET 09-30-21	FY 2021-22 PROPOSED BUDGET	FY 2021-22 ACTUAL BUDGET 09-30-22	FY 2022-23 PROPOSED BUDGET
<b>REVENUES</b>					
Carryover	4,659,760	4,942,641	7,142,491	8,275,318	11,902,545
<b>TIF Revenues - Original Area</b>					
UMSA Tax Increment Revenue	615,072	615,072	690,074	690,074	789,794
County Tax Increment Revenue	1,488,610	1,488,610	1,670,128	1,670,128	1,911,475
<b>TIF Revenues - Expanded Area</b>					
UMSA Tax Increment Revenue	470,563	470,563	741,656	741,656	1,235,988
County Tax Increment Revenue	1,138,864	1,138,864	1,794,965	1,794,965	2,991,363
Interest	70,000	9,889	10,000	51,511	30,000
<b>Revenue Total</b>	<b>8,442,869</b>	<b>8,665,639</b>	<b>12,049,314</b>	<b>13,223,652</b>	<b>18,861,165</b>
<b>EXPENDITURES</b>					
<b>Administrative Expenses</b>					
Audit	-	25,249	36,000	25,242	26,000
Advertising and Notices	5,000	94	5,000	-	5,000
Printing & Publishing	1,000	-	5,000	-	5,000
Travel	-	-	5,000	-	5,000
Other Administrative Expenses	-	-	5,000	-	5,000
Direct County Support	135,000	135,000	150,000	150,000	175,000
<b>Subtotal Administrative Expenses</b>	<b>141,000</b>	<b>160,343</b>	<b>206,000</b>	<b>175,242</b>	<b>221,000</b>
County Administrative Charge (1.5%)	55,697	55,697	73,452	73,452	103,929
<b>(A) Subtotal Admin and Admin Charge</b>	<b>196,697</b>	<b>216,040</b>	<b>279,452</b>	<b>248,694</b>	<b>324,929</b>
<b>Operating Expenses</b>					
F.R.A. Membership and State Fee	5,000	2,670	5,000	2,670	5,000
Contractual Services (Economic Dev. Coord.)	150,000	104,389	150,000	-	100,000
Legal Services	50,000	17,152	50,000	9,438	50,000
Community Policing and Security	400,000	300,394	400,000	366,285	400,000
Security Equipment	50,000	85,808	75,000	-	-
Agro Tourism Hospitality Program	-	-	-	-	-
Labor Force, Development & Training	150,000	-	-	-	-
Business Development/Job Creation	200,000	-	200,000	-	200,000
Marketing & Public Relations	150,000	111,591	150,000	79,800	150,000
Commercial Improvement Grants	500,000	-	1,000,000	-	1,000,000
Emergency Small Business Grant Program (COVID)	-	63,000	-	-	-
Housing Projects	500,000	-	1,000,000	-	1,000,000
Grant Coordinator	65,000	7,500	65,000	-	100,000
Grant Web-based Software	-	-	3,000	-	3,000
Major Development Project Planning	4,300,000	-	5,000,000	-	10,000,000
Community Center Building	70,000	30,954	50,000	39,472	50,000
Insurance	20,000	15,578	20,000	17,177	20,000
Debt Payments	376,000	239,000	379,000	556,000	379,000
Transportation / Infrastructure / Landscape Enhanc	400,000	44,356	150,000	1,572	150,000
Smart Plan Projects Reserve *	284,716	284,716	968,492	-	1,716,333
Reserves	575,456	-	2,104,370	-	3,212,903
<b>(B) Subtotal Operating Expenses &amp; Reserves</b>	<b>8,246,172</b>	<b>1,307,107</b>	<b>11,769,862</b>	<b>1,072,414</b>	<b>18,536,236</b>
<b>Expenditures Total (A+B)</b>	<b>8,442,869</b>	<b>1,523,148</b>	<b>12,049,314</b>	<b>1,321,107</b>	<b>18,861,165</b>
<b>Revenues Less Expenditures Total</b>	<b>(0)</b>	<b>7,142,491</b>	<b>0</b>	<b>11,902,545</b>	<b>0</b>



## Proposed Fiscal Years 2021-2022 and 2022-2023 Budgets

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### **Introduction**

On July 21, 1998, the Board of County Commissioners (Board) adopted Resolution R-847-98, declaring a geographical area in south Miami-Dade County as slum and blight. The Naranja Lakes Community Redevelopment Agency (CRA) was created by the Board 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 Board 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, as well as the Trust Fund to finance the CRA's redevelopment initiatives.

The CRA Plan included as its Primary Redevelopment Project (Project) the development of approximately 210 acres, known as the Mandarin Lakes development. The Mandarin Lakes development is the County's first Traditional Neighborhood Development (TND) project. The County facilitated loans to the CRA that were used to fund 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 was in ruins after Hurricane Andrew. The Mandarin Lakes project has been critical to the creation of meaningful tax increment to address slum and blight in the entire redevelopment area.

On March 8, 2016, the Board adopted Resolution R-187-16 declaring an area adjacent to the Naranja Lakes CRA area to be a slum or blighted and authorizing the CRA to prepare an amendment to its Redevelopment Plan for both, the existing and the proposed expanded area. In January 2018, the Board adopted Resolution R-13-18 approving the First Amendment to the Interlocal Cooperation Agreement between the County and the CRA and approving the Amendment to the Redevelopment Plan. On April 11, 2018, the CRA executed the First Amendment to the Interlocal Agreement. On April 9, 2019, the Board adopted Resolution No. R-350-19 correcting the boundary description of the expanded redevelopment area described in Resolutions No. R-187-16, R-13-18, and the First Amendment to the

Interlocal Agreement. The expanded CRA boundaries include County Commission District 8 and 9 and are generally bounded on the North by SW 232<sup>nd</sup> Street from the Urban Development Boundary (UDB) to SW 122<sup>nd</sup> Avenue, on the West by the UDB, on the South by SW 296<sup>th</sup> Street, and on the East by the Florida Turnpike following SW 296<sup>th</sup> Street to SW 127<sup>th</sup> Avenue to SW 248<sup>th</sup> Street to SW 122<sup>nd</sup> Avenue. The expansion area is approximately 3,060 acres, the original area is 1,247 acres for a total CRA Area of 4,307 acres, which is equivalent to 6.73 square miles.

**Goals, Tax Base Growth and Fiscal Year 2021-2022 Proposed Budget**

The goals of the CRA continue to be the expansion of the property values within the redevelopment 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 in accordance with the Plan. The Redevelopment Area has experienced healthy growth in taxable values. For Fiscal Year 2021-22, the Area taxable value increased 7 percent over the 2020 Preliminary Roll for the original area and 20 percent growth for the expansion area. Overall, the Area increased 14 percent as noted in the table below.

<b>Area</b>	<b>2020 Roll</b>	<b>2021 Roll</b>	<b>Increase</b>	<b>Percent Increase</b>
Original Area	478,002,693	512,520,393	34,517,000	7 Percent
Expansion Area	756,205,866	905,649,887	102,913,830	20 Percent
<b>TOTAL</b>	1,234,208,559	1,418,170,280	183,961,021	14 Percent

Additionally, the CRA’s original taxable values have increased approximately 290%, from \$131 million to \$512 million, since the CRA’s inception in 2002. Fiscal Year 2021-22 is the fourth year in which the expansion area increment is measured. The value for the expansion area increased eighty four percent, from the 2017 base year of \$493 million to \$905 million.

**Administrative Expenses - \$206,000**

1. Direct County Support (\$150,000)

This line item covers expenses incurred by the County’s Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including preparing meeting agendas, overseeing the CRA’s Trust Fund, processing invoices and coordinating with County Departments to implement the CRA’s initiatives.

2. Advertising, Printing, Mail Services, Travel and Other Administrative Expenses (\$20,000)

Expenses relating to advertisement seeking proposals for CRA annual initiatives, printing, mail services and other administrative expenses. Travel to conferences and events geared towards economic development, access to investors and developers to market the Area.

3. Audit (\$36,000)

External audit to determine compliance with Sections 163.387(6) and (7), Florida Statutes, Redevelopment Trust Fund.

County Administrative Charge - \$73,452

1. County Administrative Charge (\$73,452)

The Interlocal Agreement between the CRA and the County requires the CRA to pay the County a 1.5 percent fee of County's tax increment contribution.

Note: Administrative expenditures, excluding the 1.5 percent County Administrative Charge, total \$206,000 and represent four percent of the County's payments of \$4,896,823 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

Operating Expenses - \$9,665,492

1. Membership and State Fee (\$5,000)

Required State of Florida Special District fee and annual membership dues to the Florida Redevelopment Association, International Council of Shopping Centers (ICSC), other economic development associations and affordable housing associations.

2. Contractual Services (\$150,000)

For contracting professional services of the Economic Development Coordinator to assist with prioritizing the implementation of the Action Plan for the redevelopment area.

3. Legal Services (\$50,000)

The CRA receives legal representation from the law firm Spiritus Law. The CRA Attorney reviews and/or prepares CRA documents, resolutions, contracts, and represents the CRA in numerous meetings with County staff.

4. Community Policing and Security Equipment (\$475,000)

The CRA has a Memorandum of Understanding with the Miami-Dade Police Department (MDPD) to provide dedicated above and beyond daily roving patrols, weekly proactive enforcement sweeps/operations, community projects and community police interactions. The overall goal of the project is to reduce crime through added proactive enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration through community policing concepts. Additionally, the Agency will team up with MDPD to procure surveillance cameras and other equipment to deter crime in the area. This initiative will be a collaboration effort and the equipment will be utilized solely through the redevelopment area.

5. Business Development / Job-Creation (\$200,000)

The Agency Action Plan to redevelop the Area identifies various initiatives aiming at

enhancing business development and job creation, such as implementing a Small Business Technology Innovation Grant Program, drive new business creation through Business Accelerators, implement a Legacy Business Acquisition Program and aggressively expand local networking and business to business (B-2-B) Programs.

6. Marketing and Public Relations (\$150,000)

Working with Roar Media, LLC. this allocation is set aside to aggressively place the redevelopment area as a destination for business and development projects through various and strategic marketing campaigns.

7. Commercial Improvement Grants (\$1,000,000)

The Agency's adopted Action Plan establishes the need to create business assistance grant programs. To that end, a Commercial Improvement Grant and a Technology & Equipment Grant has been established to support the improvement of the Area's business community.

8. Housing Projects (\$1,000,000)

Through a Memorandum of Understanding the CRA will partner with *Rebuilding Together* to provide home rehabilitation services to low-income, elderly, veterans and disabled homeowners. In partnership with the Naranja Lakes Community Action Committee, *Rebuilding Together* will identify homes within the CRA boundaries that are in need of rehabilitation. The CRA contribution covers costs associated with project management, purchase and storage of materials, trash disposal, and volunteer support. The Agency will explore partnering with Non-for-Profit Agencies to develop permanently affordable housing. Designing and implementing a First-Time Home Buyer Program is within the initiatives under consideration for this allocation.

9. Grant Administrator / Coordinator (\$65,000)

The Agency will contract with a non-for-profit agency to administer their respective grant programs.

10. Grants Software (\$3,000)

Grants will be integrated within a web-based software for ease of access by the public and processing by staff. Annual fee for software is \$3,000.

11. Major Development Project Planning (\$5,000,000)

The Agency has received applications from interested parties with intent to redevelop the areas with multi-family projects. Funds would be used for those qualified projects approved by the Board.

12. Community Center Building - Property Maintenance (\$50,000)

The CRA engages the services of Innovative Properties Management Services of South Florida, Inc. to provide property management services for the Community Center. This allocation includes lawn, janitorial services as well as utility payments to Florida Power & Light and Miami-Dade County for Water and Sewer and waste collection services.

13. Insurance (\$20,000)

Insurance payments include property, liability and special events insurance for the CRA Community Center.

14. Debt Service Payments (\$379,000)

Financing of the Primary Redevelopment Project was possible by two \$5 million Sunshine State loans through Miami-Dade County. The original loans matured in 2016, and the County refinanced the remaining \$4.8 million balance with a 20-year loan.

15. Transportation, Infrastructure and Landscape Enhancement (\$150,000)

The Action Plan will identify areas where redevelopment through beautification of public spaces can be enhanced to invigorate the area's appeal to attract business and developers. The Agency is partnering with Miami-Dade Parks, Recreations and Open Spaces to apply for a Florida Department of Transportation Highway Beautification Council Grant for median beautification along the U.S. 1 Corridor in the Area. Other initiatives considered include investing in an Ultra-High-Speed Internet Backbone.

16. SMART Plan Projects Reserve (\$968,492)

The First Amendment to the Interlocal Cooperation Agreement with the County, which the Agency executed in 2018, requires that the Agency annually set aside twenty five percent reserve from the tax increment generated within the expansion area for projects related to the Strategic Miami Area Rapid Transit Plan. This funding will be used for SMART Plan Projects within the CRA Area. Including the \$448,741 set aside on this fiscal year, the cumulative SMART Plan Projects Reserve is \$968,492.

Reserves - \$2,104,370

The reserves set aside for this fiscal year will be used for future debt service payments and for projects within the redevelopment area identified by the Economic Development Coordinator and approved by the Board.

**Tax Base Growth and Fiscal Year 2022-2023 Proposed Budget**

For Fiscal Year 2022-23, the Area taxable value increased 11 percent over the 2021 Preliminary Roll for the original area and 30 percent growth for the expansion area. Overall, the Area increased 23 percent as noted in the table below.

<b>Area</b>	<b>2021 Roll</b>	<b>2022 Roll</b>	<b>Increase</b>	<b>Percent Increase</b>
Original Area	512,520,393	570,757,027	58,236,634	11 Percent
Expansion Area	905,649,887	1,180,851,016	275,201,129	30 Percent
<b>TOTAL</b>	1,418,170,280	1,751,608,043	333,437,763	23 Percent

Additionally, the CRA's original taxable values have increased approximately 334%, from \$131 million to \$570 million, since the CRA's inception in 2002. Fiscal Year 2022-23 is the fifth year in

which the expansion area increment is measured. The value for the expansion area increased 139%, from the 2017 base year of \$493 million to \$1.180 billion.

Administrative Expenses - \$221,000

1. Direct County Support (\$175,000)

This line item covers expenses incurred by the County's Office of Management and Budget relating to coordinating the day-to-day operations of the CRA, including preparing meeting agendas, overseeing the CRA's Trust Fund, processing invoices and coordinating with County Departments to implement the CRA's initiatives.

2. Advertising, Printing, Mail Services, Travel and Other Administrative Expenses (\$20,000)

Expenses relating to advertisement seeking proposals for CRA annual initiatives, printing, mail services and other administrative expenses. Travel to conferences and events geared towards economic development, access to investors and developers to market the Area.

3. Audit (\$26,000)

External audit to determine compliance with Sections 163.387(6) and (7), Florida Statutes, Redevelopment Trust Fund.

County Administrative Charge - \$103,929

1. County Administrative Charge (\$103,929)

The Interlocal Agreement between the CRA and the County requires the CRA to pay the County a 1.5 percent fee of County's tax increment contribution.

Note: Administrative expenditures, excluding the 1.5 percent County Administrative Charge, total \$221,000 and represent three percent of the County's payments of \$6,928,620 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

Operating Expenses - \$15,323,333

1. Membership and State Fee (\$5,000)

Required State of Florida Special District fee and annual membership dues to the Florida Redevelopment Association, International Council of Shopping Centers (ICSC), other economic development associations and affordable housing associations.

2. Contractual Services (\$100,000)

For contracting professional services of an Economic Development Coordinator to assist with prioritizing the implementation of the Action Plan for the redevelopment area.

3. Legal Services (\$50,000)

The CRA receives legal representation from the law firm Taylor English Duma, LLP. The

CRA Attorney reviews and/or prepares CRA documents, resolutions, contracts, and represents the CRA in numerous meetings with County staff.

4. Community Policing and Security Equipment (\$400,000)

The CRA has a Memorandum of Understanding with the Miami-Dade Police Department (MDPD) to provide dedicated above and beyond daily roving patrols, weekly proactive enforcement sweeps/operations, community projects and community police interactions. The overall goal of the project is to reduce crime through added proactive enforcement and high visibility in conjunction with community interaction, education, and overall citizen integration through community policing concepts. Additionally, the Agency will team up with MDPD to procure equipment to deter crime in the area. This initiative will be a collaboration effort and the equipment will be utilized solely through the redevelopment area.

5. Business Development / Job-Creation (\$200,000)

The Agency Action Plan to redevelop the Area identifies various initiatives aiming at enhancing business development and job creation, such as implementing a Small Business Technology Innovation Grant Program, drive new business creation through Business Accelerators, implement a Legacy Business Acquisition Program and aggressively expand local networking and business to business (B-2-B) Programs.

6. Marketing and Public Relations (\$150,000)

Working with Roar Media, LLC. this allocation is set aside to aggressively place the redevelopment area as a destination for business and development projects through various and strategic marketing campaigns.

7. Commercial Improvement Grants (\$1,000,000)

The Agency's adopted Action Plan establishes the need to create business assistance grant programs. To that end, a Commercial Improvement Grant and a Technology & Equipment Grant has been established to support the improvement of the Area's business community.

8. Housing Projects (\$1,000,000)

Through a Memorandum of Understanding the CRA will partner with *Rebuilding Together* to provide home rehabilitation services to low-income, elderly, veterans and disabled homeowners. In partnership with the Naranja Lakes Community Action Committee, *Rebuilding Together* will identify homes within the CRA boundaries that are in need of rehabilitation. The CRA contribution covers costs associated with project management, purchase and storage of materials, trash disposal, and volunteer support. The Agency will explore partnering with Non-for-Profit Agencies to develop permanently affordable housing. Designing and implementing a First-Time Home Buyer Program is within the initiatives under consideration for this allocation.

9. Grant Administrator / Coordinator (\$100,000)

The Agency will contract with a non-for-profit agency to administer their respective grant programs.



10. Grants Software (\$3,000)  
Grants will be integrated within a web-based software for ease of access by the public and processing by staff. Annual fee for software is \$3,000.

11. Major Development Project Planning (\$10,000,000)  
The Agency has received applications from interested parties with intent to redevelop the areas with multi-family projects. Funds would be used for those qualified projects approved by the Board.

12. Community Center Building - Property Maintenance (\$50,000)  
The CRA engages the services of Innovative Properties Management Services of South Florida, Inc. to provide property management services for the Community Center. This allocation includes lawn, janitorial services as well as utility payments to Florida Power & Light and Miami-Dade County for Water and Sewer and waste collection services.

13. Insurance (\$20,000)  
Insurance payments include property, liability, and special events insurance for the CRA Community Center.

14. Debt Service Payments (\$379,000)  
Financing of the Primary Redevelopment Project was possible by two \$5 million Sunshine State loans through Miami-Dade County. The original loans matured in 2016, and the County refinanced the remaining \$4.8 million balance with a 20-year loan.

15. Transportation, Infrastructure and Landscape Enhancement (\$150,000)  
The Action Plan will identify areas where redevelopment through beautification of public spaces can be enhanced to invigorate the area's appeal to attract business and developers. The Agency is partnering with Miami-Dade Parks, Recreations and Open Spaces to apply for a Florida Department of Transportation Highway Beautification Council Grant for median beautification along the U.S. 1 Corridor in the Area. Other initiatives considered include investing in an Ultra-High-Speed Internet Backbone.

16. SMART Plan Projects Reserve (\$747,841)  
The First Amendment to the Interlocal Cooperation Agreement with the County, which the Agency executed in 2018, requires that the Agency annually set aside twenty five percent reserve from the tax increment generated within the expansion area for projects related to the Strategic Miami Area Rapid Transit Plan. This funding will be used for SMART Plan Projects within the CRA Area. Including the \$747,841 set aside on this fiscal year, the cumulative SMART Plan Projects Reserve is \$1,716,333.

Reserves - \$3,212,903

The reserves set aside for this fiscal year will be used for future debt service payments and for projects within the redevelopment area identified by the Economic Development Coordinator and approved by the Board.