



NARANJA LAKES

COMMUNITY REDEVELOPMENT AGENCY

**Proposed Fiscal Year 2020-2021 Budget for
Naranja Lakes Community Redevelopment Area**

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 232nd Street from the Urban Development Boundary (UDB) to SW 122nd Avenue, on the West by the UDB, on the South by SW 296th Street, and on the East by the Florida Turnpike following SW 296th Street to SW 127th Avenue to SW 248th Street to SW 122nd 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.

Tax Base Growth and 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. Based on the preliminary tax roll received from the Property Appraiser for 2020 the value of the original area is \$478,002,693 which represents a seven percent increase from the 2019 Preliminary Tax Roll. Additionally, the value of the expansion area increased sixteen percent from last year, with a value of \$756,205,866. Overall, the CRA’s original taxable values have increased approximately 264%, from \$131 million to \$478 million, since the CRA’s inception in 2002. Fiscal Year 2020-21 is the third year in which the expansion area increment is measured. The value for the expansion area increased fifty three percent, from the 2017 base year of \$493 million to \$756 million.

Proposed Budget for Fiscal Year 2020-21

On September 15, 2020 the CRA adopted the FY 2020-21 budget of \$8,442,869 based on projections of TIF revenues and cash balances for FY 2019-20. The CRA adopted Resolution No. R-2020-05 directing that County staff forward the adopted budget to the Board of County Commissioners as required by the Interlocal Agreement between the CRA and the County.

	Countywide	UMSA	Total
Original Area	\$1,488,610	\$615,072	\$2,103,682
Expansion Area	\$1,138,864	\$470,563	\$1,609,427
Total	\$2,627,474	\$1,085,635	\$3,713,109

Revenues total \$8,442,869 including Countywide and Unincorporated Municipal Service Area (UMSA) TIF payments in the amount of \$1,488,610 and \$615,072 respectively for the original area; \$1,138,864 and \$470,563 respectively for the expansion area, projected carryover funds of \$4,659,760

and projected interest earnings of \$70,000.

Administrative Expenses - \$141,000

1. Direct County Support (\$135,000)

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, and Travel (\$6,000)

Expenses relating to advertisement seeking proposals for CRA annual initiatives, printing and mail services.

County Administrative Charge - \$55,697

1. County Administrative Charge (\$55,697)

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 \$141,000 and represent four percent of the County's payments of \$3,713,109 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

Operating Expenses - \$7,670,716

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

Required State of Florida Special District fee and annual membership dues to the Florida Redevelopment Association 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 and potentially engage the services of an Executive Director to oversee the Agency's operations.

3. Legal Services (\$50,000)

The CRA receives legal representation from the law firm Fox Rothschild, LLC. 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 (\$450,000)

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 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. Labor Force Development & Training Program (\$150,000)

This allocation will be utilized to implement a labor force job training to enhance the area's future labor force development.

6. 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.

7. 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.

8. Commercial Improvement Grants (\$500,000)

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 will be established to support the improvement of the Area's business community.

9. Emergency Small Business Grant Program (\$300,000)

The Agency adopted an emergency grant program in response to the dire economic crises caused by the Corona Virus 19 pandemic to assist small business owners in the area. These allocation allows the Agency to continue assisting Area businesses during these trying and unprecedented times.

10. Housing Projects (\$500,000)

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.

11. Grant Coordinator (\$65,000)

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

12. Major Development Project Planning (\$4 million)

A primary initiative identified in the Action Plan is to seek general opportunities to attract major developments to the area. This set aside allocation will allow the Agency to leverage resources when pursuing such opportunities.

13. Community Center Building - Property Maintenance (\$70,000)

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.

14. Insurance (\$20,000)

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

15. Debt Service Payments (\$376,000)

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.

16. Transportation, Infrastructure and Landscape Enhancement (\$400,000)

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.

17. SMART Plan Projects Reserve (\$284,716)

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 amount set aside on this fiscal year, the cumulative SMART Plan Projects Reserve is \$519,751.

Reserves - \$575,456

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.

EXHIBIT A

NARANJA LAKES COMMUNITY REDEVELOPMENT AREA PROPOSED FY 2020-21 BUDGET	FY 19-20 ADOPTED BUDGET R-1226-19	FY 19-20 AMENDED BUDGET	FY 19-20 ACTUAL AS OF Sept 1, 2020	FY 19-20 PROJECTED BUDGET	FY 20-21 PROPOSED BUDGET
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REVENUES

Carryover	3,292,783	3,292,783	3,332,467	3,332,467	4,659,760
TIF Revenues - Original Area					
UMSA Tax Increment Revenue	567,521	567,521	567,521	567,521	615,072
County Tax Increment Revenue	1,373,521	1,373,521	1,373,521	1,373,521	1,488,610
TIF Revenues - Expanded Area					
UMSA Tax Increment Revenue	292,674	292,674	292,674	292,674	470,563
County Tax Increment Revenue	708,335	708,335	708,335	708,335	1,138,864
Insurance Carrier Policy Reimbursements	-	-	-	-	-
Interest	75,000	75,000	53,440	58,440	70,000
Revenue Total	6,309,834	6,309,834	6,327,958	6,332,958	8,442,869

EXPENDITURES

Administrative Expense					
Advertising and Notices	5,000	5,000	-	-	5,000
Printing & Publishing	500	500	-	-	1,000
Mail Services	-	-	-	-	-
Travel	5,000	5,000	-	-	-
Direct County Support	125,000	125,000	125,000	125,000	135,000
Subtotal Administrative Expense	135,500	135,500	125,000	125,000	141,000
County Administrative Charge (1.5%)	44,131	44,131	44,131	44,131	55,697
(A) Subtotal Admin and Admin Charge	179,631	179,631	169,131	169,131	196,697

Operating Expense

F.R.A. Membership and State Fee	3,500	3,500	2,045	2,045	5,000
Contractual Services (Economic Dev. Coord.)	279,000	279,000	90,000	125,000	150,000
Legal Services	50,000	50,000	17,706	22,706	50,000

Community Policing and Security	400,000	400,000	212,588	400,000	400,000
Security Equipment	125,000	125,000	125,000	125,000	50,000
Agro Tourism Hospitality Program	35,000	35,000	-	-	-
Labor Force, Development & Training	50,000	50,000	-	-	150,000
Business Development/Job Creation	650,000	150,000	-	-	200,000
Infrastructure Improvements	-	-	-	-	-
Landscape Enhancement	-	-	-	-	-
Marketing & Public Relations	125,000	125,000	6,650	49,950	150,000
Commercial Improvement Grants					500,000
Emergency Small Business Grant Program (COVID-19)	-	500,000	132,000	162,000	-
Housing Projects	425,000	425,000	81,611	94,911	500,000
Grant Coordinator	65,000	65,000	22,500	45,000	65,000
Major Development Project Planning	2,000,000	2,000,000	5,000	5,000	4,300,000
Community Center Building	70,000	70,000	39,754	48,000	70,000
Insurance	18,000	18,000	13,502	15,502	20,000
Debt Payments	375,000	375,000	376,000	376,000	376,000
Transportation / Infrastructure / Landscape Enhancement	400,000	400,000	18,610	25,000	400,000
Smart Plan Projects Reserve *	177,084	177,084	177,084	177,084	284,716
Reserves	882,619	882,619			575,456
(B) Subtotal Operating Expenses & Reserves	6,130,203	6,130,203	1,320,050	1,673,198	8,246,172

Expenditures Total (A+B)	6,309,834	6,309,834	1,489,181	1,842,329	8,442,869
Revenues Less Expenditures Total	(0)	(0)	5,007,908	4,659,760	(0)