



2015-16

Community Redevelopment Agency
Annual Report

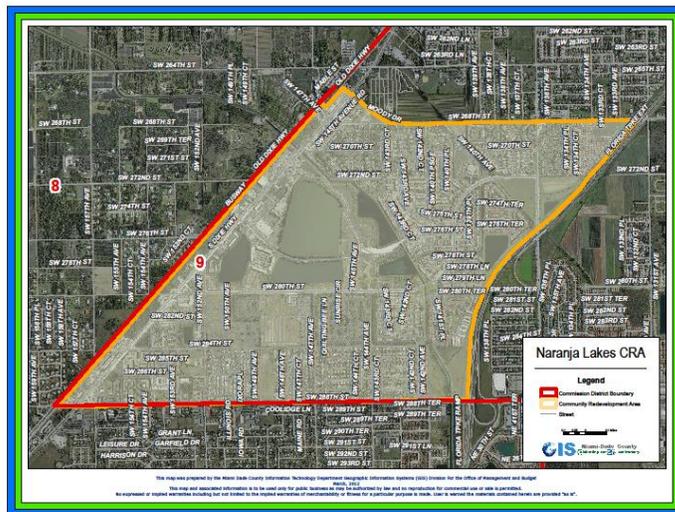
Fiscal Year 2015-16

OVERVIEW

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's Primary Redevelopment Project (Project) was 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. Fiscal Year 2015-16 was the CRA's 14th year of operation.

CRA Boundaries

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 District 9, represented by Commissioner Dennis C. Moss.



In 2014 the Agency hired a consultant to study a larger area and complete a Finding of Necessity Study (FON) with the objective of including the expand boundaries should they qualify. The FON completed by PMG Associates, Inc. determined that slum and blight exist in the expanded area. The expansion area consists of approximately 2,730 acres and is generally bounded on the North by SW 232 Street from the Urban Development Boundary to SW 122 Avenue on the West by the Urban Development Boundary, on the South by SW 288 Street, and on the East by the Florida Turnpike following SW 288 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue. (Expanded Area).

On March 8, 2016 the BCC adopted Resolution No. R-187-16 declaring the Expanded Area as slum and blighted and approving the preparation of a Redevelopment Plan amendment to address the prevalence of slum and blight within the Expanded and original Area. Following a competitive Request for Proposals, the CRA contracted the services of Redevelopment Management Associates, LLC (RMA) to prepare an amended Redevelopment Plan for the CRA. It is anticipated that RMA will present the CRA with a draft of such plan during the first quarter of Fiscal Year 2016-17.

CRA Board and Staffing

The Naranja Lakes CRA Board may have up to nine Board members. Four seats were filled as of September 30, 2016. The Board Members were:

Kenneth Forbes, Chairperson
Stuart Archer, Vice-Chair
Moe Hakssa
Rene Infante

Miami-Dade County professional staff from the Office of Management and Budget (OMB) provides support to the Naranja Lakes CRA. The effort is led by Mr. Jorge M. Fernandez Jr., Coordinator of the Community Redevelopment and Municipal Services Unit and Mr. Jason Emilio Rodriguez, Senior Business Analyst. Mr. Steve W. Zerkowitz of the law firm Gray Robinson, P.A. provides the Board with legal counseling.

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 reporting fiscal year.

CRA Plan Implementation

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 to the Plan. To this end, the CRA completed the following initiatives during this reporting year.

Community Policing

Since its inception in 2005, the Community Policing Program has been a vital component of addressing existing and perceived crime issues within the CRA. The CRA area boundaries comprised 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 137th Avenue. Enforcement operation for this program consist of 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 continues to be 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.

During the period of October 1, 2015 through September 30, 2016, the following initiatives' goals were successfully achieved in each of the following three categories:

I. Enforcement:

- A total of 189 arrests were made, including: 15 felony arrests, 17 misdemeanor arrests, 48 warrants arrests, 3 traffic arrests, 105 PTA arrests, 1 DUI arrest, and 7 apprehensions.
- 54 Civil Citations were generated
- 4 truant violator
- 3 vehicles and 5 persons were recovered
- 499 Field Interview Reports were documented
- Narcotics seized totaled: 381 grams of marijuana, 13 grams of cocaine, and 1 MDMA pills
- 544 traffic citations were generated
- 3 vehicle was impounded
- A total of 3,012 contacts including 2,275 citizens and 737 business contacts
- A total of 157 Enforcement Sweeps were conducted.

II. Community and Enforcement Highlights:

Community:

- The Neighborhood Resources Unit (NRU) Officers continue to recruit juveniles from the NLCRA area to the Police Explorer program, which is hosted out of the Miami-Dade Police Department (MDPD) South District (SD). The Explorer program is designed to develop leadership and teamwork skills, and mold young men and women into future law enforcement officers. Two juvenile males were successfully recruited into this program and they are doing exceptionally well.
- NRU officers continue to address the homeless individuals residing near the Naranja Lake. NRU officers participated in a homeless census count in Naranja and referred several homeless individuals to a shelter and job agencies.
- An Easter egg hunt event was conducted at the NLCRA building to improve the relationships between the citizen's and the police. Approximately 75 kids attended the event and had the opportunity to interact with police officers, in a positive manner, while collecting Easter eggs, creating cupcakes, face painting, and eating hotdogs.
- NRU officers conducted RENEW walks in Seapines and Waterside to distribute flyers and pamphlets about crime prevention and education. NRU officers continue to conduct summer camps inside these communities where they engage with the youth in a non-intimidating manner. While engaging with the youth, the officers conduct presentations on bullying, gun safety, gang resistance, violence, and pedestrian safety. The officers use games and activities to build team skills and portray positive role model examples. These initiatives have displayed great improvements in the trust between the community and the police, and this is evident by the acceptance of the police by the residents of these communities.

Enforcement:

- NRU officers are enforcing the alcohol laws in regards to drinking an alcoholic beverage within 100 feet of an establishment that sells alcohol. These enforcement actions are geared to improve the quality of life surrounding the businesses and eliminate the eye sore for the patrons; numerous civil citations were issued.
- NRU officers apprehended three subjects that were wanted for: armed robbery, kidnapping, escape, burglary with a battery therein, residential burglary, and grand theft. The subjects were taken into custody without any incident.
- NRU officers are currently working with the Crime Suppression Team and Economic Crimes Bureau to address and eliminate the possibility of illegal casinos in the Naranja Shopping Center.
- There was an increase of vehicle burglaries within the Mandarin Lakes community. There were nine reported vehicle burglaries and they all shared a similar method of entry to the vehicle; through unlocked doors. NRU officers and Citizens Crime Watch hosted a meeting with the Mandarin Lakes residents to educate and inform them how to prevent their vehicles

from being burglarized. South District's Auto Theft Unit conducted an investigation regarding the vehicle burglaries and effected an arrest. Since the arrest, the burglaries have significantly reduced. NRU will continue to patrol the communities to reduce and prevent crime trends from developing.

III. Crime Analysis:

At the onset of the initiative, an up to date crime analysis was conducted of the areas of the NLCRA 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 burglaries and robberies. The area experienced an overall reduction of -18% in Part I Crimes. This includes Homicide, Rape, Robbery, Burglary, Auto Theft, and Larceny.

MIAMI-DADE POLICE DEPARTMENT
Naranja Lakes Community Redevelopment Agency
Part I Crimes w/o AOA
2014-09-01 thru 2015-09-30 as to 2015-10-01 thru 2016-09-30

	Total Cases 2014/15*	Total Cases 2015/16*	cases +/-	% +/-
Robbery	57	52	-5	-8.7%
Burglary (Residential)	71	62	-9	-12.6%
Burglary (Vehicle)	69	96	+27	+39.1%
Motor Vehicle Theft	44	0	-44	-100%
Homicide	0	1	+1	+100%
Theft	76	56	-20	-26.3%
Sex Offense	9	0	-9	-100%
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Total Part I Crimes	326	267	-59	-18%

*This overall positive reduction was accomplished even though the NLCRA continues to experience considerable increase in population growth over the past year.

Future Goals and Operations for 2016/2017:

- Establish more youth mentoring programs within the Jose Somohano Community Police Work Station.
- Deployment of our Mobile Operations Center (MOC) to provide the citizens within the NLCRA with resources such as: fingerprinting, clearance letters, crime watch, and crime prevention information.
- Details utilizing Police bicycle units to assist in traffic concerns, crime prevention, and community contacts.
- 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.

Chapman Elementary

To promote community awareness of resources, businesses, improvements, partnerships and safety, the CRA partnered with the Dr. William A. Chapman Elementary School to host the Naranja Lakes Community Resource Fair and Fun Zone. The event brought together residents, businesses, service providers in a fun and collegial environment which promoted neighborhood pride, while raising public awareness on steps that can be taken by families and youth to improve the area community health and wellness.

The CRA partnership consisted in a \$2,000 financial contribution for related operational set up costs, public awareness campaign and cost of printed materials to promote a positive image of Naranja Lakes as a fun and healthy neighborhood for the betterment of the area's youth, residents and businesses.

Commercial Grant Program

In partnership with Neighbors and Neighbors Association, Inc. (NANA) the CRA conducted an education campaign through the CRA US-1 business corridor with the aim to encourage participation in the commercial grant program. Various business owners submitted completed applications and were awarded funding for their business improvements.

The grants were awarded to the following businesses:

- Imperial Car Sales, \$15,000
- Sak Pase Restaurant, \$15,000
- Rams Dinner Homestyle, \$15,878.42

The awards will address eligible improvements such as exterior and/or interior painting; siding, masonry or stucco facing; sewer hookup; roof repairs; exterior lighting; signage; window and/or door replacement; awnings; canopies and shutters; historic storefront restoration; landscaping and irrigation; parking lot improvements; fences and gates; resolution of code violations; and improvements required by the American Disabilities Act.

Tax Base Growth and Tax Increment Financing Revenues

The 2015 taxable value of the CRA Area increased from the 2014 taxable value of \$282 million to \$310 million, which represent a ten percent increase. Overall, values are up a cumulative 136 percent since the CRA's inception in 2002, when the values were \$131 million. Total revenues in FY 2015-16 were \$2,720,838. Of this amount, \$286,956 was the Unincorporated Municipal Service Area (UMSA) tax increment contribution, and \$693,712 was from Miami-Dade County countywide funds. There was also prior year cash carryover of \$1,734,963 and interest earnings of \$4,178.

Adopted Budget for Fiscal Year 2016 – 2017

On August 29, 2016 the Agency approved a budget for FY 2016-17 based on projections of cash balances at the end of FY 2015-16. The budget was adopted by the Board of County Commissioners on January 24, 2017 (Resolution R-36-17). The Agency's budget included revenues and expenditures of \$2,959,241 including Tax Increment Financing (TIF) payments in the amount of \$1,261,081 interest proceeds of \$4,500 and carryover funds totaling \$1,693,660.

Administrative Expenses in the budget total \$101,550 and represent eight percent of TIF revenues, excluding the 1.5% County administrative charge of \$18,916. Administrative expenses include direct County support staffing (\$96,000); and advertising, printing and mail services (\$5,550).

Operating Expenses total \$1,199,420 and include \$400,000 for community policing; \$376,000 for projected debt service payment; \$125,000 for professional contractual services for a boundary extension redevelopment plan and an economic development coordinator; \$100,000 for commercial redevelopment grants; \$85,000 for community building operations, maintenance and insurances; \$50,000 for residential development grants; \$40,000 for legal services; \$20,000 for a commercial grant coordinator; \$2,000 for marketing; and \$1420 for memberships and state fees. The budget also includes a \$1,639,355 in reserves until such time that a redevelopment opportunity is identified.

For the second consecutive year the Area has benefited from an increase in taxable values. The preliminary 2016 tax roll has increased nine (9) percent, reflecting that the area continues the recovery trajectory from the recent economic downfall. As a result, the Area has benefited from a small growth in TIF revenues to address slum and blight in accordance with Agency's mission.

Financial ReportStatement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2016*

Revenues

Taxes	\$980,668
Investment Income	<u>\$4,178</u>
Total Revenues	\$984,846

Expenditures

General Government	\$651,218
Debt Service	\$374,000
Capital Outlay	<u>\$0</u>
Total Expenditures	\$1,025,218

Excess/Deficiency of Revenues

Over Expenditures	(\$40,372)
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Other Financing Sources

Operating Transfer In	\$0
Operating Transfer Out	<u>\$0</u>
Total Other Financing Sources	\$0

Net Change in Fund Balance (\$40,372)

Fund Balance Beginning \$1,734,963

Fund Balance End \$1,694,591

*NOT AUDITED

Summary

There is immense opportunity for future commercial and residential development throughout the Naranja Lakes CRA boundaries. Should the Expanded Area be included in the CRA boundaries, the CRA will grow from its existing 1,247 acres (1.95 square miles) to 4,307 acres (6.73 square miles). Such expansion has the potential to place Naranja Lakes among the most noticeable redevelopment areas in South Dade as projects begin to spur into the business corridor and residential projects continue to be developed. The CRA Board continues to meet with private developers to listen to various projects in and around the CRA area in an effort to tackle one of the most important economic development initiatives in South Miami-Dade; the rebirth and renewal of an area still recovering from the devastation of Hurricane Andrew in 1992.

The CRA Annual Report has been filed and is available for review in the County Clerk's Office. The notice of publication is set for March 30, 2016 in the Miami Herald newspaper's Neighbors Section. The Annual Report and other information relating to the Naranja Lakes CRA can be reviewed in the Miami-Dade County's website <http://www.miamidade.gov/redevelopment/naranja-lakes.asp>



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