



**ANNUAL REPORT**

OCTOBER 1, 2017 TO SEPTEMBER 30, 2018

## **Overview**

The Naranja Lakes Community Redevelopment Area is located in the unincorporated rural area in south Miami-Dade County, Florida. In August of 1992, Hurricane Andrew made landfall in Miami-Dade County, with a majority of the devastation occurring in south Miami-Dade. The Board of County Commissioners (Commission) established the Naranja Lakes Community Redevelopment Agency (Agency) in 2002 to address slum and blighted conditions, in accordance with the provisions identified in chapter 163 of the Florida Statutes.

The Agency's Primary Redevelopment Project funded \$10 million in infrastructure improvements which facilitated the development of 210 acres within the Naranja Lakes Community Redevelopment Area (Area). The Mandarin Lakes residential development was the first major development in south Miami-Dade after Hurricane Andrew. Mandarin Lakes was the County's first Traditional Neighborhood Development, which incorporates urban living conditions that were common in the United States until the 1940s: pedestrian friendly streets, civic buildings, squares and parks to foster community identity through social and recreational activities. Phase one of the project was completed in 2011.

In 2014 the Agency began to study areas adjacent to the Area. The study area consisted of 3,060 acres. A consultant for the Agency provided a Finding of Necessity determining that the expansion area had slum and blight. The Board of County Commissioners approved the Amended Redevelopment Plan in 2018 which included the expanded area into the Agency's boundaries. As a result, the Area became the largest Community Redevelopment Area (CRA) in Miami-Dade County.

## **Reporting Requirement, Commissioners and Staffing**

Florida Statutes governing redevelopment areas require redevelopment agency's to provide annual reports to their respective governing bodies by March 31<sup>st</sup>. This 2018 Annual Report contains an unaudited financial statement and a summary of activities for the Agency's eleventh year of operation, covering the period from October 1, 2017 to September 30, 2018.

The Naranja Lakes CRA Board may have up to nine Board members. As of the end of this reporting period, the CRA Board of Commissioners consisted of Ken C. Forbes (Chairman), Stuart Archer (Vice Chairman), Kametra Driver, Sandra Gilley, Jose Rene Infante, Dr. Jeanne Foster-Jacobs, Philip Marraccini and Mark Wilson. Collectively, the new members bring expertise from the fields of academia, community activism, farming and agriculture, and small town-big economic stimulus government.

Miami-Dade County professional staff from the Office of Management and Budget provides administrative support to the Agency. The effort is led by Jorge M. Fernandez Jr., Coordinator of the Community Redevelopment and Municipal Services Unit, assisted by Jason E. Rodriguez, Senior Budget Analyst. Mr. Steven W. Zelkowitz of the law firm Gray Robinson, P.A. provides the Board with legal counseling. Additionally, on the last month of the reporting period, the Board approved a contract for Economic Development

Coordinating Services with UrbanCentric Development, LLC, represented by its principal, Mr. Kevin Greiner and his associate Ralph Rosado of Rosado & Associates.

**Naranja Lakes CRA at a Glance:**

CRA Area: 4307 Acres

CRA Base Year 2002

CRA Sunset Year 2033

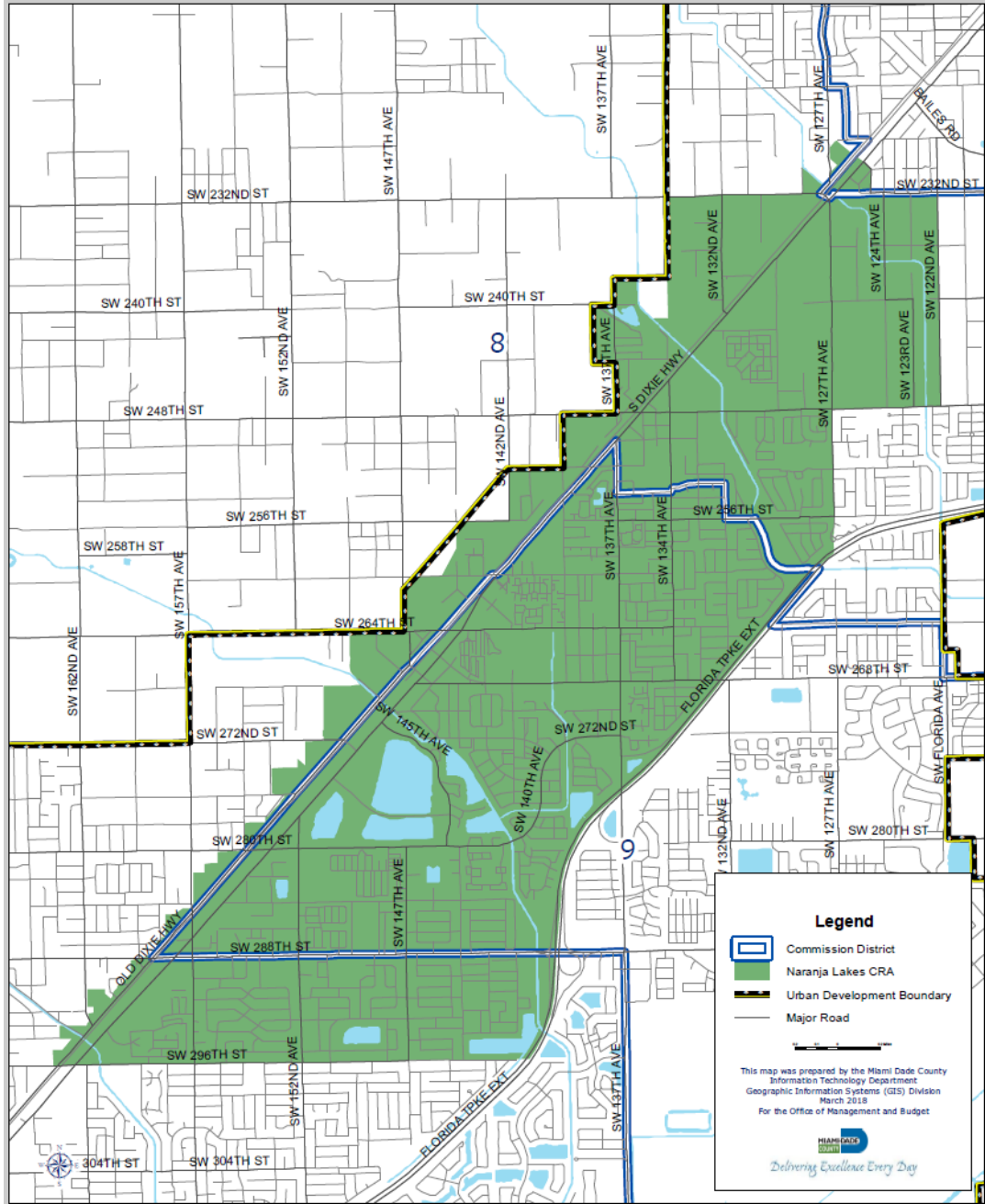
General Boundaries are on the North SW 232 Street from the Urban Development Boundary to SW 122 Avenue, on the West by the Urban Development Boundary, on the South by SW 296 Street and on the East by the Florida Turnpike following SW 296 Street to SW 127 Avenue to SW 248 Street to SW 122 Avenue.

**Legislative History**

- Resolution No. R-847-98 - Finding of Necessity declaring area slum & blighted (July 21, 1998)
- Ordinance No. 02-216 - Appoints Agency's board members and delegates power to prepare a Redevelopment Plan (October 22, 2002)
- Resolution No. R-418-03 - Redevelopment Plan (May 6, 2003)
- Ordinance No. 03-106 - Trust Fund Established (May 6, 2003)
- Resolution No. R-855-03 - Interlocal Agreement between County and Agency (July 22, 2003)
- Resolution No. R-187-16 - Finding of Necessity declaring area of 3,060 acres slum & blighted (March 8, 2016)
- Resolution No. R-13-18 – Amended Redevelopment Plan expanding redevelopment Area and amending Interlocal Agreement requiring Agency to set aside portion of funding from the expanded area for Strategic Miami Rapid Transit (SMART) projects in the Area.

# MIAMI-DADE COUNTY

## Naranja Lakes Community Redevelopment Area



## **Plan Implementation**

Although during the first half of the reporting period the Agency was unable to meet due to a shortage of Board members to meet quorum, once the Board of County Commissioners (Commission) appointed new members, the Agency hit the ground running getting indoctrinated in the redevelopment history of the Area and its mission to expand property values, provide enhanced safety to the residents through Community Policing initiatives and to find opportunities to improve the quality of life for the businesses and residents of the Area in accordance with the amended Redevelopment Plan.

### Interlocal Agreement Amendment

The Agency executed the First Amendment to the Interlocal Agreement (First Amendment) following the Commission adoption of Resolution No. R-13-18 which approved the amendment to the Redevelopment Plan contingent on the Agency approving the First Amendment. The First Amendment included several Board of County Commission requirements as outlined in County Resolution Numbers R-871-11, R-599-15, R-611-15, and R-499-16. Some of those requirements are:

- A provision requiring that 25 percent of the revenues attributable to the newly added boundaries be set aside and used for transportation projects within the Area boundaries
- Community benefits agreement for grants over \$200,000
- Compliance with affordable and mixed income housing for projects
- Safeguard for residents from displacement
- Report on affordable housing
- Adopt procurement requirements established by the State of Florida or Miami-Dade County

The approval of the Amended Redevelopment Plan, the Area has become the largest CRA in the County, consisting in 6.73 square miles (4,307 acres). Additionally, the Area is now represented by two Commission Districts, 8 & 9 benefiting from greater representation in the Commission.

### Request for Proposal for an Economic Development Coordinator

The Agency authorized Staff to issue a Request for Proposal (RFP) for an Economic Development Coordinator to implement the Redevelopment Plan adopted by the Commission for the existing and expanded redevelopment Area. Among the Scope of Services sought after were:

- Provide the Agency with an Action Plan
- Implement competitive solicitations requested by the Agency for branding and grants administrator
- Perform community outreach and public relations
- Identify economic and real estate development opportunities
- Identify source of income other than tax increment revenues

Staff received three proposals by the established submission deadline. An Evaluation Selection Committee consisting of professional staff from the County's Office of Management and Budget reviewed and scored the submissions following the guidelines published in the solicitation. Following the recommendation of the Evaluation Committee, the Agency instructed Staff, along with the CRA counsel, to negotiate a contract with the highest ranked proposer: UrbanCentric



Development, LLC. The contract with UrbanCentric Development was executed effective September 1, 2018.

### Area Clean up And Beautification

In an effort to eliminate blighted conditions the Agency and Staff worked with the County's Solid Waste Department, Miami-Dade Police Department (MDPD), the Parks, Recreational and Open Spaces Department to address various sites along the Area that had become eye sore due to the abandonment of furniture, clothing, trash, tires and even boats. Curbing illegal dumping is one of the primary efforts of the Agency, since having a clean area is essential to attracting developers and new businesses.

### Community Policing

For thirteen years, the Agency has partnered with MDPD's South District to implement Community Policing strategies that can address the complexities of criminal activities which are prevalent in areas in need of redevelopment, particularly with diverse neighborhoods and large business corridors such as those present in the Area. Among the most prevalent crimes during the reporting period were robberies, burglaries, prostitution, auto thefts, and crimes of opportunity.

Some of the enforcement aspect of the program, which focuses on removing criminals from the streets included:

- 495 arrests broken down as follows:
  - ✓ 85 felony arrests
  - ✓ 34 misdemeanor arrests
  - ✓ 57 warrants arrests
  - ✓ 14 traffic arrests
  - ✓ 299 civil citation arrests
  - ✓ 6 DUI arrests
- Narcotics seized totaled:
  - ✓ 2,064.5 grams of marijuana
  - ✓ 33.5 grams of cocaine
  - ✓ 3 grams of heroin
  - ✓ 78 Methamphetamine pills
- Traffic Citations
  - 572 citations were generated for multiple traffic violations
- Crime Analysis:
  - ✓ The area experienced and overall reduction of -26% in Part I Crimes compared with the prior year as noted on the chart below:

Naranja Lakes Community Redevelopment Area

Part I Crimes: (2016-10-01 thru 2017-09-30) to (2017-10-01 thru 2018-09-30)

	Total Cases 2016/17*	Total Cases 2017/18*	cases +/-	% +/-
Robbery	88	93	+5	+5%
Burglary (Residential)	220	116	-104	-47%
Burglary (Commercial)	56	24	-32	-57%
Motor Vehicle Theft	92	87	-5	-5%
Homicide	3	3	0	0%
Felony Theft	134	118	-16	-12%
Sex Offense	2	1	-1	-50%
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Total Part I Crimes	595	442	-153	-26%

The Area continues to experience a considerable increase in population growth and MDPD will continue to apply proactive enforcement techniques to reduce the crime trends within the Area.

o Community Outreach:

The Neighborhood Resources Unit (NRU) officers conducted through the year community outreach events. These community interactions are tailored to strengthen and foster relations between the police and the community. The officers distributed crime prevention flyers, encourage residents to reach out to them when they observe crime or suspicious persons, and educate residents on developing crime trends in the Area.

Some of the community events were:

- ✓ Residential Empowerment Neighborhood Enforcement Walks  
Involves going door-to-door in neighborhoods such as:  
Naranja Park, Seapines, Villages of Naranja, Waterside
- ✓ Movie with a Cop  
Held at Live Like Bella Park
- ✓ Safety Fair  
Aimed at educating youth at South Dade Childcare Center on pedestrian safety
- ✓ Bike Rodeo  
Youth of the Palm Glades community learned bicycle safety by using helmets and protective equipment

o Caring for Homeless Population

Officers are reducing the homeless population within the Area by providing humanitarian services such as guidance and counseling for drug prevention and rehabilitation, housing in association with William Chapman Partnership, and job base training. Reducing the homeless population diminishes petty criminal acts in the Area.



### Tax Increment Revenue Comparison

Base Year (2002) Taxable Assessment: \$131,292, 949

	Taxable Value	Percentage Increase
2016 Taxable Assessment	\$339,018,262	158 % increase from Base Year
2017 Taxable Assessment	\$378,284,549	188 % increase from Base Year
2017 Incremental Increase	\$39,266,287	11.5% increase from 2016 Assessment

### Adopted Budget for Fiscal Year 2018-19

**Revenues - \$4,463,605**

The Agency's proposed budget for FY 2018-19 is \$4,463,605. Revenues include a countywide tax increment revenue payment of \$1,192,873 an unincorporated area tax increment payment of \$492,879 for the original area; \$231,805 and \$95,779 respectively for the expansion area, carryover funding \$2,410,269 and projected interest earnings \$40,000.

**Expenditures - \$4,463,605**

#### **Administrative Expenses - \$118,500**

1. Direct County Support (\$118,500)

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

2. Advertising Notices & Printing Materials (\$3,550)

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

#### **County Administrative Charge - \$30,200**

1. County Administrative Charge (\$6,937)

The County administrative charge represents a reimbursement of a 1.5 percent fee of the County's tax increment contribution. This charge recovers administrative costs relating to overseeing all Agency related activities.

Note: Administrative expenditures, excluding the 1.5 percent County Administrative Charge, total \$118,550



and represent six percent of the County's payments of \$2,013,336 tax increment revenues, which satisfies the 20 percent administrative cap required by the Interlocal Agreement.

### **Operating Expenses - \$1,770,371**

1. Membership and State Fee (\$1,420)

All community redevelopment agencies are required by the State of Florida to pay a Special District fee of \$175. The Agency is also a member of the Florida Redevelopment Association, the dues for FY 2018-19 are \$1,245.

2. Contractual Services (\$125,000)

For contracting services of an Economic Development Coordinator to assist with implementing the plan in the area.

3. Legal Services (\$50,000)

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

4. Community Policing (\$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.

5. Infrastructure Improvements (\$300,000)

This allocation will be utilized for redevelopment opportunities once the Action Plan for the implementation of the Redevelopment Plan is adopted.

6. Landscape Enhancement (\$100,000)

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.

7. Marketing Contingency (\$50,000)

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. Residential Redevelopment Grant Program (\$100,000)

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.

9. Commercial Redevelopment Grants (\$100,000)

Commercial Rehabilitation is part of the goals set in the Agency's Redevelopment Plan to enhance visibility and area aesthetics in an effort to bring about increased property values and attract new business. The CRA, through a Memorandum of Understanding with Neighbors and Neighbors Association, Inc. (NANA), will create a commercial grant program to assist existing business structures in the Area. Eligible work will include, but will not be limited to, painting, roof repair, lighting, signage, landscaping, sewer hook-ups or any improvements required by the Americans with Disabilities Act.

10. Grant Coordinator (\$20,000)

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

11. Community Center Building – Property Maintenance (\$70,000)

The CRA engages the services of Innovative Property 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.

12. Insurance (\$20,000)

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

13. 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.

14. SMART Plan Projects Reserve (\$57,951)

The Agency executed the First Amendment to the Interlocal Cooperation Agreement with the County, which 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.

**Reserve \$2,544,484**

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.

## Financial Report

### Statement of Revenues, Expenditures and Changes in Fund Balances

Fiscal Year Ended September 30, 2018\*

#### Revenues

Taxes	\$1,517,775
Investment Income	<u>\$36,507</u>
Total Revenues	\$1,554,282

#### Expenditures

General Government	\$606,360
Debt Service	\$376,000
Capital Outlay	<u>\$0</u>
Total Expenditures	\$982,630

#### Excess/Deficiency of Revenues

Over Expenditures	\$571,652
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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	\$571,652
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Fund Balance Beginning	\$1,837,278
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Fund Balance End	\$2,408,931
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**\*NOT AUDITED**

## Moving Forward

With an Amended Redevelopment Plan and an Economic Development Coordinator on board to guide the Agency on the implementation of the specific initiatives for the Area, the Agency is thrilled with the possibilities ahead. Future opportunities are palpable to market the Area and increase its tax base to improve the physical quality of life for businesses and residents in accordance with the Plan. Attracting new businesses, creating activities and opportunities to draw visitors into the Area and implementing branding and marketing initiatives that let people know they are in a thriving, safe and revitalized Naranja Lakes are some of the objectives that will define the days ahead.

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Further Information relating to the Agency can be viewed in the Miami-Dade County Portal by visiting:

<https://www8.miamidade.gov/global/government/boards/naranja-lakes-cra.page>



Office of Management and Budget

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