

**NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY**  
**REGULAR MEETING OF THE BOARD OF COMMISSIONERS**

**LOCATION: NARANJA LAKES CRA COMMUNITY CENTER**  
27555 SW 140 Avenue, NARANJA, FL

TUESDAY, JANUARY 31, 2023 - REGULAR MEETING AGENDA  
5:30 PM – 7:00 PM

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- I.** Meeting Call to Order, Roll Call, Chairman Remarks & Introduction of new board appointees, Erick Caceres & Cornelius Shiver Chairman Forbes
- II.** Reasonable Opportunity for the Public to be Heard Chairman Forbes
- III.** Approval of Agenda
- IV.** Approval of Minutes
- October 27, 2020 Meeting
- V.** **Discussion Items**
- None
- VI.** **Action Items**
- A. Redland Market Village Infrastructure Agreement Rasha Cameau / Steve Zelkowitz
- B. Approval FY 2021-22 & FY 2022-23 Budgets Rasha Cameau / Steve Zelkowitz
- VII.** **Consent Reports on Board Programs & Initiatives**
- A. Community Policing Program Report – FY 2022 Summary Lt. Jose Cruz, Jr., MDPD
- B. Office of Management and Budget, Agency’s Activities Rasha Cameau
- VIII.** Proposed Next Meeting Dates & Adjournment
- Tuesday, February 28, 2023 – Time 5:30 P.M.

**SUMMARY AND OFFICIAL MINUTES**  
**NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY**  
**October 27, 2020 – 2:00 P.M.**  
**Virtual Meeting**

**Meeting Call to Order, Roll Call and General Virtual Meeting Procedures**

Mr. Fernandez called the meeting to order at 2:02 P.M. Roll Call was as follows:

- Present: Chairman Kenneth Forbes, Vice-Chairman Stuart Archer, Kametra Driver and Mark Wilson; Absent: Alex Ballina
- County Staff Present: Jorge M. Fernandez, Jr. & Jason E. Rodriguez, Office of Management and Budget (OMB); Lt. Alexander Rice (MDPD)
- CRA Staff Present: Steve Zelkowitz - CRA Attorney, Kevin Greiner - Economic Development Coordinator, Kate Radosta, Roar Media - Marketing and Public Relations
- Meeting Participants: Leroy Jones, Executive Director, Neighbors and Neighbors Association, Inc (NANA), Alice Townsend, Grant Program Coordinator, NANA, Ed Rivera and Patricia Arcila, Miami-Dade Code Enforcement

Mr. Fernandez stated that the Board's Virtual Meeting was conducted following the format approved under Florida Governor Ron DeSantis' Executive Order and adopted by the Miami-Dade County Board of Commission in March 2020.

Mr. Fernandez provided general instructions about participating in the meeting through the Zoom application.

**Open Forum for Public Comments**

Mr. Rodriguez stated that no phone call messages or emails were received from the public to participate in the virtual meeting.

**Approval of Agenda & Approval of Minutes**

Mr. Archer moved to approve the meeting agenda. The motion was seconded by Ms. Driver. Motion passed unanimously.

Mr. Archer moved to approve the September 15, 2020 meeting minutes. The motion was seconded by Mr. Forbes. Motion passed unanimously.

**Discussion Items & Presentations**

**A. Redland Market Village Presentation**

Mr. Rene Infante, 24400 South Dixie Highway, expressed his appreciation to the Board for implementing an emergency COVID-19 relief program to assist small businesses in the Area. He stated that the Redland Market Village implemented internal policies to forge the economic foundation of their tenants, noting that the Redland Market Village job retention and creation is at the same level they were before the pandemic. He emphasized that over 800 jobs in the area have been saved.

Mr. Infante stated that the Redland Market Village entered into an agreement with Miami-Dade County to build a Park and Ride Facility at the SW 244<sup>th</sup> South Dixie Highway stop, as a result of the findings from the TPO study, which identified the location as a mobility hub for the Rapid Transit Bus System's South Corridor. The 30-year lease agreement includes building 100 parking spaces next to the SW 244<sup>th</sup> mobility hub and includes the ability to expand parking spaces in the future to meet ridership demands. Mr. Infante noted that the joint venture places the proposed Redland Market Village mixed income housing development as a true Transportation Oriented Development (TOD). Mr. Infante emphasized that the initial phase of the development seeks to obtain Tax Increment Financing support from the CRA to fund the extensive infrastructure necessary for the project, including vertical construction for parking to maximize density, open spaces for common areas amenities, and land capacity for future investment. Mr. Infante noted he is investing \$1 million in the next six months for the initial investment which requires upgrades and visual enhancement to the present market.

Mr. Kevin Crowder provided an overview presentation of the proposed development (Attached as reference). He noted that they are not requesting upfront funding from the CRA. Rather, the request is a net 65% Tax Increment Recapture through 2033 when the CRA sunsets. He noted that in the first ten years, the recapture value is estimated to be \$2.210 million, which signifies a 3.3% of the total projected \$67 million project.

In response to a question from Mr. Archer, Mr. Fernandez explained that the recapture funding will be based on the total units built within the proposed Redland Market Village Development. He noted that for every \$100 generated, the developer is seeking to recapture \$65 of that Tax Increment Funding.

Ms. Driver expressed concerns about the value of the recapture funding over the life of the CRA versus the funding the CRA will be able to retain to address redevelopment in the Area. Additionally, she expressed concerns with future traffic congestion that a development of the proposed size will generate. Mr. Infante indicated that a traffic study has been conducted and that the study met all the expected County criteria, earning support for the proposed development. Mr. Fernandez stated that the County is encouraging development along the Rapid Transit System.

Mr. Fernandez stated that before any rebate funding is generated, everything has to be built and the appropriate certificate of occupancy issued. He noted that should the Board decide to move forward the agreement will include benchmarks and deliverables that will need to be met prior to releasing any rebate funding.

Mr. Greiner stated that the proposed project meets every deliverable that the CRA is seeking for the area; affordable housing, mix-income projects, capitalizing in TOD, and creating permanent employment. He stated that the proposed development will provide the downtown feel the area needs to generate future interest. Mr. Greiner said that the project is a low-risk financial venture for the CRA, with an excellent leverage of the CRA funding, a projected \$2.5 million dollar on a projected \$85 million project.

Mr. Archer moved to direct Staff and the CRA attorney to begin negotiations with Redland Market Village, prepare an agreement, and bring it to the Board for consideration. Mr. Wilson seconded the motion. Motion passed unanimously.

### **B. FDOT-US1 Beautification Project**

Mr. Fernandez stated that in the Summer of 2019, the Board approved providing a match for a Florida Department of Transportation (FDOT) Highway Beautification Grant for landscape upgrades along the US-1 corridors. The County Parks Department has provided the following update: On July 31<sup>st</sup>, 100% Construction Documents were submitted to FDOT. Since then, FDOT reviewed the construction documents and provided comments that are being addressed by the Landscape Team. The final construction documents should be completed and approved by FDOT by the end of October 2020.

Mr. Fernandez indicated that the next step will be to execute the contract with FDOT; which must be completed by December 3<sup>rd</sup> - one year of the date on the award letter. Once construction begins it is anticipated to be completed by April 30, 2021; two months ahead of the FDOT's deadline for completion on June 30, 2021.

### **C. Emergency Business Grant Program**

Mr. Leroy Jones stated that the implementation of the Emergency Business Grant Program has been successful. He noted that, as shown in the distributed status report, 69 applications have been approved for funding and that an additional 15 applications are pending review. He also stated that NANA is over halfway of the Agency's goal of providing funding with at least 133 businesses. The program has picked up momentum and the targeted businesses are participating, applying for the emergency funding.

Ms. Driver expressed satisfaction with NANA overcoming the obstacles of improving the applicant's ratio. Mr. Leroy stated that NANA's team targeted high-capacity areas within the business corridors and provided on site assistance to help interested applicants with completing the paperwork, including weekend hours. Additionally, Ms. Lee at the Goulds Resource Center made herself available to assist business owners who needed after hours assistance with completing the required paperwork.

Mr. Fernandez stated that the program was initially set for six months and that the six month period was coming to an end. He stated that in lieu of the current circumstances and challenges from the Covid-19 pandemic the Board may consider extending the program for an additional six months, as the businesses may still need this funding. Mr. Forbes concurred that given the current national situation the businesses will still need the funding.

Ms. Driver moved to extend the program for an additional six months. Mr. Archer seconded the motion. Motion passed unanimously.

#### **D. Code Enforcement Report on Overgrown Lots**

Mr. Rivera stated that given the Covid-19 emergency, the RER department has not undertaken enforcement activities within the Naranja area or within the County. He anticipates that within 30 – 60 days the department may get back to resuming normal enforcement. He stated that lots of violations exists within the Naranja Lakes Boulevard area. He said that prior to the pandemic the department worked with the police department to address the homeless concerns around the area, but that those efforts have ceased as well with the pandemic.

Mr. Wilson expressed his frustration that as volunteer board members serving on the CRA Board, he must hear from neighbors and see along US-1 how property owners have allowed their properties to be unkept because they are just sitting on the land to make a future profit. He would like to see enforcement along US-1.

Mr. Rivera assured the Board that complaints of trash, overgrown and illegal businesses are taken very seriously, and enforcement is undertaken on those complaints.

Mr. Wilson stated that the property across Walmart has been on forestation for as long as he can remember and that it seems a motel business is being run out of that location. Mr. Rivera encouraged the Board to call 311 and provide a complaint with a folio number that can be traceable by the department code enforcement officers.

Mr. Archer expressed that more cameras are needed to capture illegal dumpsters. Mr. Fernandez stated that the Solid Waste Department is the one that monitors cameras to capture illegal dumpsters. He stated that a couple of additional cameras have been ordered to increase the surveillance effort in the area.

#### **E. Housing Assistance Program**

Mr. Greiner stated that establishing a Housing Assistant Program is considerably more difficult to undertake due to the complexities involved with monitoring. He explained that in exchange to providing funding in support of tenants, the CRA staff will need to ensure building owners are not receiving funding and then turn around to evict those tenants who are unable to pay rent. Mr. Greiner stated that creating such program will probably require engaging a third party to monitor the program should one be established. Mr. Greiner stated that he will bring more information to the Board at the next meeting.

## **F. Roar Media Progress Report**

Ms. Kate Radosta introduced herself as the new account manager on the Roar Media team. She stated that the photo shoot that was scheduled for the prior weekend had to be cancelled due to inclement weather and that it has been rescheduled for Saturday, November 7<sup>th</sup> to shoot local businesses and landmarks. She informed that the current focus is for the area photo shoot and the Board members headshots will be coordinated for a later day. Ms. Radosta stated that the Roar Media team has begun developing and programming the website and the color palate and logos will also be shared at the next board meeting.

## **Action Item**

### **A. Unsolicited Project Financial Assistance Program \***

Mr. Fernandez read into the record the resolution:

A RESOLUTION OF THE CHAIR AND BOARD MEMBERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY APPROVING GUIDELINES TO EVALUATE REQUESTS FOR FUNDING FOR UNSOLICITED PROJECT DEVELOPMENT; AUTHORIZING THE NLCRA EXECUTIVE DIRECTOR OR DESIGNEE TO TAKE ALL ACTION NECESSARY TO CONVEY GUIDELINES TO PROJECT DEVELOPERS SEEKING FUNDING; AND PROVIDING AN EFFECTIVE DATE.

Mr. Fernandez stated that the guidelines prepared by Mr. Greiner incorporates those requirements the Board discussed at the prior meeting and provide a reasonable outline of what the Board will be looking for when considering unsolicited projects for possible funding.

In response to a question from Ms. Driver, Mr. Greiner stated that not-for-profit organizations are eligible to apply, except for churches, unless the church is working with a developer to build a housing project.

Mr. Fernandez stated that each project will be evaluated individually and on its own merits. Mr. Greiner stated the guidelines are helpful to developers because they can see the ground rules and as such, they will not overreach on their requests to the Board.

Ms. Archer moved to adopt the resolution approving guidelines to evaluate requests for funding for unsolicited project development. Mr. Forbes seconded the motion. Motion passed unanimously.

## **B. Commercial Improvement Grant Program \***

Mr. Fernandez read into the record the resolution:

A RESOLUTION OF THE CHAIR AND BOARD MEMBERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY APPROVING A BUSINESS COMMERCIAL IMPROVEMENT GRANT PROGRAM; AUTHORIZING THE NLCRA EXECUTIVE DIRECTOR OR DESIGNEE TO TAKE ALL ACTION NECESSARY TO IMPLEMENT THE BUSINESS COMMERCIAL IMPROVEMENT GRANT PROGRAM; AND PROVIDING AN EFFECTIVE DATE.

Mr. Fernandez stated that at the September 15<sup>th</sup> board meeting the Board discussed the Commercial Improvement Grant Program (CIGP) and the Technology and Equipment Grant Program (TEGP). The Board provided staff with feedback and requested that resolutions be prepared to officially adopt the programs.

In response to a question from Ms. Driver, Mr. Greiner stated that a business owner can apply and possibly obtain the maximum \$50,000 CIGP funding as well as the maximum \$10,000 TEGP. He explained that the \$50,000 funding will go towards construction and improvements and the \$10,000 funding will be for equipment and technology.

Ms. Driver stated that not-for-profit organizations do not pay taxes and therefore are not contributing to the tax increment that funds the area. She expressed that although she has sixteen years of background in not-for-profit organizations, she does not see the benefit of such organizations being able to benefit from these programs when they are not making a financial contribution to the area.

Mr. Greiner explained that each case should be evaluated individually, but that not-for-profit organizations should not be shut down completely. He emphasized that not-for-profit organizations often have greater financial challenges than for-profit organizations.

Mr. Fernandez added that the Board can also consider the employment not-for-profit organizations provide within the area and the type of services it provides to CRA residents.

Ms. Driver supports the programs guidelines but expressed disagreement with not-for-profit organizations being able to apply for funding. She also expressed concerns with providing funding for code violations. Mr. Fernandez stated that any code violations must be addressed as part of a building improvement process.

Mr. Forbes stated that his understanding from the prior discussion of code violations is that a business could apply for funding to bring the violation into compliance. He noted, as an example, a business having to bring a signage into compliance in terms of its size. Mr. Fernandez said that the program will cover the new signage but not the fees imposed by the County for the violation. Mr. Forbes emphasized that a business will have to remedy any violation fees before the County issues a permit for improvements.

Ms. Archer moved to adopt the resolution approving the Commercial Improvement Grant Program. Mr. Forbes seconded the motion. Motion passed unanimously.

**C. Technology & Equipment Grant Programs \***

Mr. Fernandez read into the record the resolution:

A RESOLUTION OF THE CHAIR AND BOARD MEMBERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY APPROVING A TECHNOLOGY AND EQUIPMENT GRANT PROGRAM; AUTHORIZING THE NLCRA EXECUTIVE DIRECTOR OR DESIGNEE TO TAKE ALL ACTION NECESSARY TO IMPLEMENT THE BUSINESS TECHNOLOGY AND EQUIPMENT GRANT PROGRAM; AND PROVIDING AN EFFECTIVE DATE.

Mr. Fernandez stated that the only difference with the proposed program for the Board's consideration from the one discussed in September is the removal of vehicles as per the Board's direction from being considered for funding.

Ms. Archer moved to adopt the resolution approving the Technology and Equipment Grant Program. Mr. Forbes seconded the motion. Motion passed 3-1; Ms. Driver voted No.

**D. Request for Proposals – Grant Programs Administrator**

Mr. Fernandez stated that the Agency will need the services of a grant administrator to implement these programs in the community and to monitor and ensure grantees' compliance. He said that as a result, it is necessary for staff to issue a request for proposal for those services.

Mr. Fernandez read into the record the resolution:

A RESOLUTION OF THE CHAIR AND BOARD MEMBERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY AUTHORIZING THE NLCRA EXECUTIVE DIRECTOR OR DESIGNEE TO TAKE ALL ACTION NECESSARY TO ADVERTISE A REQUEST FOR PROPOSAL TO SOLICIT THE SERVICES OF A GRANT ADMINISTRATOR FOR THE AGENCY'S BUSINESS GRANT PROGRAMS, COMMERCIAL IMPROVEMENT GRANT AND TECHNOLOGY AND EQUIPMENT GRANT; AUTHORIZING THE NLCRA EXECUTIVE DIRECTOR AND NLCRA ATTORNEY TO NEGOTIATE AND FINALIZE AN AGREEMENT WITH THE LEADING PROPOSER AND PRESENT SUCH AGREEMENT TO THE BOARD OF COMMISSIONERS FOR APPROVAL; PROVIDING AN EFFECTIVE DATE.

Mr. Fernandez explained that authorizing staff to negotiate an agreement with the leading proposer will expedite the implementation of the CRA programs.

Ms. Archer moved to adopt the resolution authorizing staff to advertise a request for proposal for the services of a grant administrator. Mr. Forbes seconded the motion. Motion passed unanimously.



## **Consent Reports on Board Programs & Initiatives**

### **A. Community Policing Program Report - September**

Lt. Rice shared that the Neighborhood Resource Unit (NRU) will be hosting a Halloween Drive on Thursday, October 29<sup>th</sup> between 5:00 – 7:00 PM. They are prepared to pass out hundreds of candy bags and many organizations, including Commissioner Levine Cava's Office, have contributed with supplies. Lt. Rice stated that last week the NRU officers distributed flyers within Mandarin Lakes and other communities and therefore are expecting a good turnout. He stated that the event aims to get people out to meet and interact with the officers assigned to the area. He also stated that in order to create more interaction between the community and its officers, he is coordinating with the County's Parks Department to host a movie in the park night at the Naranja Park - SW 264 Street & 140<sup>th</sup> Avenue. Lt. Rice shared that the NRU officers held an eleven-mile bike ride through the CRA to build up the needed interaction between community and the police serving the area; about fifteen officers participated in the event through various communities.

Mr. Forbes moved to accept the consent reports.

### **B. Emergency Business Grant Program Implementation**

Mr. Fernandez stated that the Emergency Business Grant Program report was already discussed during Mr. Jones presentation.

## **Next Meeting Date & Adjournment**

Mr. Fernandez stated that the next meeting is tentatively scheduled for November 23<sup>rd</sup>. He explained that the Governor's executive order allowing virtual meetings is set to expire on October 30<sup>th</sup>. He stated that should the order expire and in person meetings be required, the Board will need to abide by social distancing guidelines. The meeting was adjourned at 3:46 P.M.

\* Programs Guidelines are attached for reference.



## NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY

### Guidelines to Evaluate Funding Assistance for Unsolicited Project Developments

#### Overview

**Unsolicited Project Assistance Requests** are requests for project development assistance that are outside the CRA's grant programs or Request for Proposals (RFP) process. The following document outlines guidelines for evaluating project, business, and development funding assistance requests.

#### Types of Project Assistance Funding CRA will consider

The Board will not consider funding for operational expenses, salaries, fees, or professional expenses, but the CRA's funds should be invested in:

- Infrastructure improvements
- Building improvements
- Other physical investment in the proposed property—but tangible investments in real property

#### *CRA Contribution Limits*

The CRA will contribute (using multiple methods) a maximum of 15% of the total Project cost. However, applicants receiving this level of incentive support must demonstrate the highest level of need and economic impact (see below).

#### Projects to be Considered

Under the CRA Action Plan, priority consideration will be given for:

- Mixed-Use developments including housing, retail, office, and co-working space;
- High density mixed-use Transit Oriented Developments (TOD);
- Mixed-income housing projects, rather than exclusively low-income housing;
- Office and co-working development;
- Light industrial, assembly, food and agricultural processing;
- Destination retail, entertainment, arts, and cultural developments; or
- Restaurants will be considered only if they are part of a larger mixed-use or destination development.

Under no circumstances will the CRA fund:

- Liquor stores;
- Adult entertainment or adult product retail; nor
- Religious institutions. However, the CRA will consider projects of the types listed above **developed** by religious organizations.

## Project Size Threshold

The unsolicited offer process is to be used for projects that are larger than its small business grant programs. The minimum size for projects to be considered for funding assistance are:

- 30 housing units or more;
- The creation of 15 new permanent jobs; and/or
- Delivering crucial services or products to CRA residents whose household income at or below the 2 bottom household income quintiles for Miami-Dade County.

## Evaluation Criteria

The CRA will projects of the types listed above, based on how they achieve the following criteria, based on the CRA's Goals.

### *Establish Need*

The Project Developer or owner must establish a need for CRA funding assistance. Need for assistance may include, but not be limited to:

- Unanticipated or extraordinary unanticipated project physical costs;
- Unanticipated regulatory requirements that increase cost;
- Unanticipated market shocks (including global pandemics, material shortage, etc.) that negatively impact project economics; or
- The Project serves CRA residents demonstrating clear need, including low incomes, or a lack of essential services including education, training, jobs, and/or low incomes.

### *Building Local Human Capital*

- For job creating projects 50 percent of the permanent jobs created by the Project must pay more than the Miami-Dade County median wage—currently \$30,208

### *Addressing Housing Market Imbalances*

- A minimum of 25% of housing units developed in the Proposed Project units must be workforce affordable units. Workforce housing units are defined as those affordable to households earning 80-140% of the County **Area Median Income**, using HUD rental guidelines established and updated annually for Miami-Dade County.
- Housing units can be for rental or ownership

### *Reducing Traffic Congestion*

The Project must demonstrate that it is reducing daily vehicle trips—commuting and/or local shopping. Developer must demonstrate that she is implementing strategies to reduce vehicular traffic including, but not limited to:

- Developer owner must establish that employment opportunities for residents of proposed housing units are available within a 1-mile radius of the project, at a ratio of 1 per household;

- Housing unit design that supports live-work, working from home, telecommuting, including a home office or workspace separate office space in housing units to support home-based businesses or telecommuting;
- Providing ultra-high-speed internet services and property-wide Wi-Fi to all project residents;
- Providing on-site shared office and/or co-working facilities within the project, available to residents;
- Showing proximity within ¼ mile, to mass transit. If Project is not within ¼ mile to mass transit, developer must show or provide access to shuttle service to nearby mass transit;
- The project or developer is providing, or providing access to, alternative transportation including shuttles, buses; ride sharing, employer sponsored park & ride support, employer sponsored mass transit support for employees, or employer sponsored shuttle service to mass transit
- Developer must show proximity to neighborhood retail and essential services, including grocery, healthcare and entertainment. If access to essential services are not within ½ mile of the project, developer must show availability of alternative (non-vehicular) shuttles and mobility services are available to residents of the project. Project will receive highest consideration if it provides alternative (non-automobile or shared auto) shuttle services to essential neighborhood services.

#### *Environmental Sustainability*

- Developer must demonstrate that the construction and operation of the project is reducing carbon emissions and supporting long-term environmental sustainability. Strategies may include, but not be limited to: using LEED-certified construction, retrofitting with high energy efficient system and equipment, or using or purchasing zero-carbon energy including wind and solar.

#### *Expanding Economic Opportunity and Upward Mobility*

- The Developer must show that the Project will be using Local hiring preferences (inside the boundaries of the CRA) for construction and permanent jobs created by the Project. Local hiring targets are 1) 30% of all construction jobs for residents of the CRA, 2) 25% of the total construction cost will be used to hire construction firms located within the CRA, and 3) 25% of all permanent jobs will be maintained for 5 years from the date of opening for CRA residents.
- Developer will in fact be required to enter into a Community Benefits with CRA legally requiring the Developer to meet the local hiring conditions.

#### *Additional goals/considerations*

- **Supporting Local Innovation and Growing Competitiveness:** if applicable, show how the Project helps support and/or create new businesses in the CRA, or provides technology or technical capacity for other businesses in the CRA to expand, grow market share, and/or compete in new markets.
- **Does the Project Support Upward Economic Mobility?** Show how the project provides job and economic opportunities for CRA residents to gain employment, and advance their careers, with the Project business, or how it increases their skills to move up the employment ladder in the future.

Note: The general hold harmless provisions of IRC Section 142(d)(2)(E) mean that projects with at least one building placed in service on or before the end of the 45-day transition period for newly-released limits use whichever limits are greater, the current-year limits or the limits in use the preceding year.

**2020 Income Limits and Rent Limits**  
**Florida Housing Finance Corporation**  
**Multifamily Rental Programs and CWHIP Homeownership Program**  
**NOTE: Does not pertain to CDBG-DR, HRRP, HOME, NHTF or SHIP**

HUD release: 3/31/2020  
 Effective: 4/1/2020  
 Implement on/before: 5/16/2020  
 FHFC Posted: 4/9/2020

County (Metro)	Percentage Category	Income Limit by Number of Persons in Household										Rent Limit by Number of Bedrooms in Unit					
		1	2	3	4	5	6	7	8	9	10	0	1	2	3	4	5
Miami-Dade County	20%	12,800	14,640	16,460	18,280	19,760	21,220	22,680	24,140	25,592	27,054	320	343	411	475	530	585
(Miami-Miami Beach-Kendall HMFA; Miami-Fort Lauderdale-West Palm Beach MSA)	25%	16,000	18,300	20,575	22,850	24,700	26,525	28,350	30,175	31,990	33,818	400	428	514	594	663	731
	28%	17,920	20,496	23,044	25,592	27,664	29,708	31,752	33,796	35,829	37,876	448	480	576	665	742	819
	30%	19,200	21,960	24,690	27,420	29,640	31,830	34,020	36,210	38,388	40,582	480	514	617	713	795	877
	33%	21,120	24,156	27,159	30,162	32,604	35,013	37,422	39,831	42,227	44,640	528	565	678	784	875	965
	35%	22,400	25,620	28,805	31,990	34,580	37,135	39,690	42,245	44,766	47,345	560	600	720	832	928	1,024
	40%	25,600	29,280	32,920	36,560	39,520	42,440	45,360	48,280	51,184	54,109	640	686	823	951	1,061	1,170
	45%	28,800	32,940	37,035	41,130	44,460	47,745	51,030	54,315	57,582	60,872	720	771	925	1,069	1,193	1,316
	50%	32,000	36,600	41,150	45,700	49,400	53,050	56,700	60,350	63,980	67,636	800	857	1,028	1,188	1,326	1,463
	60%	38,400	43,920	49,380	54,840	59,280	63,660	68,040	72,420	76,776	81,163	960	1,029	1,234	1,426	1,591	1,755
	70%	44,800	51,240	57,610	63,980	69,160	74,270	79,380	84,490	89,572	94,690	1,120	1,200	1,440	1,664	1,856	2,048
	80%	51,200	58,560	65,840	73,120	79,040	84,880	90,720	96,560	102,368	108,218	1,280	1,372	1,646	1,902	2,122	2,341
Median: 59,100	120%	76,800	87,840	98,760	109,680	118,560	127,320	136,080	144,840	153,552	162,326	1,920	2,058	2,469	2,853	3,183	3,511
	140%	89,600	102,480	115,220	127,960	138,320	148,540	158,760	168,980	179,144	189,381	2,240	2,401	2,880	3,328	3,713	4,096

Florida Housing Finance Corporation (FHFC) income and rent limits are based upon figures provided by the United States Department of Housing and Urban Development (HUD) and are subject to change. Updated schedules will be provided when changes occur.



## NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY BUSINESS COMMERCIAL IMPROVEMENT GRANT PROGRAM

### Overview

The Naranja Lakes Community Redevelopment Agency (CRA) Board has identified the need to create a regular business assistance grant program to undertake initiatives described in the Amended Redevelopment Plan and the Economic Development Action Plan to support business development within the CRA in order to:

- Retain existing jobs and enhance the skill level and pay of existing jobs of businesses in the CRA;
- Help existing businesses expand sales revenue, improve competitiveness or enter new markets;
- Create new jobs, in particular, high-skill, higher paying jobs with incomes at or above the Area Median Income for Miami-Dade County;
- Provide funding to help businesses leverage other funds to expand; and
- Attract new job-creating investment in the CRA;

### The Commercial Improvement Grant

The Commercial Improvement Grant (CIG) will be offered to businesses applying for physical improvements, expansion or new construction at their property. The grant can be used for improvements to buildings and property, correction of code violations, and removal of architectural barriers to give access to disabled persons. Key aspects of the program are as follows.

#### ***Funding:***

Grants up to \$50,000, requiring a minimum 25% match of the total grant amount from Grantees.

#### ***ELIGIBLE COMMERCIAL IMPROVEMENTS***

Eligible property improvements funded by the CIG Program include ***but are not limited to:***

- Exterior or Interior Painting
- Siding, Masonry or Stucco Facing
- Sewer hook-up
- Roof Repairs
- Flooring
- Exterior or Interior Lighting
- Exterior and Interior Signage

- Window or Door Replacement
- Awnings, Canopies and Shutters
- Historic Storefront Restoration
- Landscaping or Irrigation for Landscaping
- Surface Parking Lot Improvements
- Fences and Gates
- Improvements required by the Americans with Disabilities Act (ADA)
- Additions to existing buildings, or expansion of existing buildings
- Demolition expenses
- Design, plans, specifications, labor, materials, equipment, fees and services associated with approved CIG program improvements

### ***Use of Grant funds for Credit Leverage***

Grant funds may be used to directly fund eligible building rehabilitation or may be used to as credit enhancement to leverage the applicant's acquisition of other funds to complete its eligible business property improvement(s). Credit enhancement uses for grant funds include, but are not limited to:

- Additional Equity for loan application;
- Matching funds for other grant or loan programs, and/or;
- Interest rate write-down

### ***Other Terms***

- CIG Grant Applicants must show proof that they have profitably operated the business utilizing the CIG funding for at least three years, or show proof that they have profitably operate a similar business for at least three years. Applicant businesses and/or tenants must provide proper business, professional and occupational operating licenses.;
- CIG Grant applicants must own the eligible property, and are required to show proof of ownership;
- The property must be a privately owned non-residential commercial building located within the Naranja Lakes CRA
- Adult entertainment businesses and liquor stores are not eligible for CIG Grant funding.
- Establishments that are part of a national or regional "chain" (establishments subject to a franchise agreement), Religious institutions, and residences are also not eligible.
- In mixed-use commercial/residential buildings only the commercial portion of the building is eligible for grant assistance.
- Buildings being considered for improvement grants must be at least five (5) years old.
- Buildings that have received CIG grants from the CRA within the past five years are not eligible for assistance.
- **Under no circumstances may CIG funds be expended on a building that will not be occupied after rehabilitation.** Buildings to be rehabilitated shall be occupied at the time

funding is requested or subject to a bona fide lease or rental agreement providing for occupancy or re-occupancy after completion of the rehabilitation. With prior approval, a building owner may contract with the CRA to undertake the commercial rehabilitation improvement process on a vacant business unit with the caveat that the CRA will not reimburse any cost until such time as the business unit is actually occupied.

- The eventual occupant must provide proper business, professional and occupational operating licenses. If the occupant or user of the space does not require any type of licensing, proof of tenancy will be sufficient, such as a lease.
- No substantial changes will be made to the improvements for a minimum of two years following completion of the rehabilitation of the building unless said changes are approved, in writing, by the CRA. If any changes are made without the prior written consent of the CRA, the building will not be eligible for further benefits in any CRA funded program.
- The property owner shall keep the property in good condition and repair, fully tenantable and shall not remove or demolish any improvements thereon in accordance with applicable terms and conditions. If this provision is violated, the property owner will be notified of any violations and will be given 60 days to correct violations. If the violations are not corrected within the prescribed time frame, the building will not be eligible for further benefits in any CRA funded program.

#### ***COMMUNITY BENEFITS AGREEMENT***

All jobs supported by CIG funding will be paid no less than the Annual Living Wage defined by Miami-Dade County. Additionally, each Grantee must employ persons living in the CRA as follows:

- Preference will be given to applicants proving permanent, full-time employment for persons living within the CRA;
- Construction Jobs: Preference will be given to applicants providing 20% of all construction jobs for full-time residents living within the CRA; and

The CRA will reduce the 25% funding match to 15% for applicants proving that more than 20% of the Project's construction jobs were taken by full-time residents living within the CRA,





## NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY BUSINESS TECHNOLOGY & EQUIPMENT GRANT PROGRAM

### Overview

The Naranja Lakes Community Redevelopment Agency (CRA) Board has identified the need to create a regular business assistance grant program to undertake initiatives described in the Amended Redevelopment Plan and the Economic Development Action Plan to support business development within the CRA in order to:

- Retain existing jobs and enhance the skill level and pay of existing jobs of businesses in the CRA;
- Help existing businesses expand sales revenue, improve competitiveness or enter new markets;
- Create new jobs, in particular, high-skill, higher paying jobs with incomes at or above the Area Median Income for Miami-Dade County;
- Provide funding to help businesses leverage other funds to expand; and
- Attract new job-creating investment in the CRA;

### The Technology & Equipment Grant

The **Technology & Equipment Grant** (TEG) program will provide funding for equipment and technology for CRA businesses to retain jobs, improve productivity, or enter new product and service markets.

#### **Funding:**

Grants up to \$10,000, with no match required.

#### **Eligible Uses**

TEG Grant funds may be used to purchase:

- Process Manufacturing equipment and tools
- Computers and computer software
- Specialized furniture used directly for the making of products and/or delivery of services to customers (e.g. welding tables, barber chairs, etc.)
- Equipment used to test and/or demonstrate the business products or process (e.g. video monitors to display video produced by the business, or computers and smartphones to test software development)
- Construction bonding for small construction companies headquartered within the CRA boundaries

### ***Restrictions and Conditions***

- TEG Grant Applicants must show proof that they have profitably operated the business utilizing the TEG funding for at least three years, or show proof that they have profitably operate a similar business for at least three years. Applicant businesses must provide proper business, professional and occupational operating licenses;
- Adult entertainment businesses, liquor stores, establishments that are part of a national or regional “chain” (establishments subject to a franchise agreement), religious institutions, and residences are NOT eligible for TEG funding;
- Applicants that have received TEG grants from the CRA within the past five years are not eligible for TEG Grant funding; and
- Awardees must submit proof to the CRA annually that the equipment purchased using TEG funding is being used at or from a business location within the CRA for 5 years following the award of the TEG funding.

The TEG Grant program does not require minimum hiring commitments, nor a Community Benefits Agreement. However, preference will be given to applicants proving that they employ residents living within the CRA.

**Resolution No. 2020-\_\_\_**

**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 \_\_\_\_\_ vote of the Board of the Naranja Lakes Community Redevelopment Agency, this 31<sup>st</sup> day of January 2023.

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

ATTEST:

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

APPROVED AS TO LEGAL SUFFICIENCY:

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

Motion to adopt by Board Member \_\_\_\_\_, seconded by

\_\_\_\_\_ Board Member .

Final Vote at Adoption:

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

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

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

Commissioner Kametra Driver \_\_\_\_\_ (Yes) \_\_\_\_\_ (No)

Commissioner Mark Wilson \_\_\_\_\_ (Yes) \_\_\_\_\_ (No)

## 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>



**Date:** January 31, 2023

**To:** Chairman Kenneth Forbes,  
and Members Naranja Lakes CRA Board of Commissioners

**From:** Rasha Cameau, MBA, FRA-RP  
CRA Executive Director

**Subject:** Naranja Lakes Community Redevelopment Agency Budget for  
Fiscal Years 2021-22 and 2022-23

It is recommended that the Board of the Naranja Lakes Community Redevelopment Agency (Board) adopt the proposed budgets for Fiscal Years 2021-22 and 2022-23 for the Naranja Lakes Community Redevelopment Area (Area).

Tax Roll

The Redevelopment Area has experienced healthy growth in taxable values since the Agency received the 2020 taxable values, when it considered and adopted the Agency’s proposed Fiscal Year 2020-21 budget.

For Fiscal Year 2021-22, the taxable value in the Area 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.

Area	2020 Roll	2021 Roll	Increase	Percent Increase
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>	<b>1,234,208,559</b>	<b>1,418,170,280</b>	<b>183,961,021</b>	<b>14 Percent</b>

For Fiscal Year 2022-23, the taxable value in the Area 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.

Area	2021 Roll	2022 Roll	Increase	Percent Increase
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>	<b>1,418,170,280</b>	<b>1,751,608,043</b>	<b>333,437,763</b>	<b>23 Percent</b>



FY 2021-22 Revenues

The countywide tax increment payment into the trust fund is \$3,465,093, and the Unincorporated Municipal Service Area (UMSA) tax increment payment is \$1,431,730. The following table provides the revenue detail.

	<b>UMSA</b>	<b>Countywide</b>	<b>Total</b>
Original Area	\$690,074	\$1,670,128	\$2,360,202
Expansion Area	\$741,656	\$1,794,965	\$2,536,621
<b>Total</b>	<b>\$1,431,730</b>	<b>\$3,465,093</b>	<b>\$4,896,823</b>

At the beginning of Fiscal Year 2021-22 the Agency had projected carryover funding in the amount of \$7,142,491 and estimated to gain \$10,000 in interest for a total projected revenues of \$12,049,314.

Expenses

The expenses outlined in the attached budget narrative are based on the action plan adopted by the Board, it includes funding for initiatives developed with the implementation of the Action Plan developed by the Economic Development Coordinator in consultation with the Board and County Staff. The Agency proposed budget includes a reserve in the amount of \$2,104,370.

In 2018, when the Board executed the First Amendment to the Interlocal Cooperation Agreement with the County, the Board agreed to set aside annually twenty five percent reserve from the tax increment generated within the expansion area for projects relating to the Smart Plan. For Fiscal Year 2021-22 the amount required to be set aside totals \$448,741, making it a cumulative total of \$968,968,92 in SMART Plan Projects Reserve.

FY 2022-23 Revenues

The countywide tax increment payment into the trust fund is \$4,902,838, and the Unincorporated Municipal Service Area (UMSA) tax increment payment is \$2,025,782. The following table provides the revenue detail.

	<b>UMSA</b>	<b>Countywide</b>	<b>Total</b>
Original Area	\$789,794	\$1,911,475	\$2,701,269
Expansion Area	\$1,235,988	\$2,991,363	\$4,227,351
<b>Total</b>	<b>\$2,025,782</b>	<b>\$4,902,838</b>	<b>\$6,928,620</b>

The Agency has carryover funding of \$11,902,545 and estimate to gain \$30,000 in interest for a total projected revenues of \$18,861,165.





### Expenses

The expenses outlined in the attached budget narrative are based on the action plan adopted by the Board. The Agency proposed budget includes a reserve in the amount of \$3,212,903.

For Fiscal Year 2022-23 the twenty five percent reserve required to be set aside for SMART Plan Projects totals \$747,841 making it a cumulative total of \$1,716,333 in SMART Plan Projects Reserve, as agreed upon the executed First Amendment to the Interlocal Cooperation Agreement with the County.



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

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### Fiscal Years 2021-2022

#### 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, and Travel (\$20,000)

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

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 - \$11,769,862

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 Coordinator (\$68,000)

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 (\$448,741)

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 \$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.

Fiscal Years 2022-2023

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, and Travel (\$20,000)

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

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 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 amount 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.



# Memorandum



**Date:** December 22, 2022

**To:** Benny C. Solis, Major  
South District

**From:** Mauricio Duran, Lieutenant  
Neighborhood Resource Unit South District

**Subject:** Summary of Naranja Lakes Community Redevelopment Area Police Initiative / Fiscal Year 2021/2022

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In the 2005 year, the South District experienced an increase in crime throughout an area that is known as the Naranja Lakes Community Redevelopment Area (NLCRA). An area which has a geographical area comprised of the following subdivided communities: Mandarin Lakes, Sunset Point, 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 137 Avenue. The most noted crimes within the aforementioned boundaries were robberies, burglaries, prostitution, auto thefts, and other crimes of opportunity.

The initial enforcement operation for this program commenced on September 26, 2006, providing 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 was 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.

This annual summary report applies to the time period of October 1, 2021, to September 30, 2022. All of the initiative's goals were successfully achieved in the following three categories:

## **I. Enforcement Statistics:**

- A total of 100 arrests were made, including: 27 felony arrests, 12 misdemeanor arrests, 19 warrants arrests, 3 traffic arrests, 18 PTA/Civil Citation arrests, and 21 apprehensions
- 11 firearms impounded
- Narcotics seized totaled: 107.5 grams of marijuana, 63 grams of cocaine, 2 grams of heroin, and 6 grams of Molly
- 2,442 moving traffic citations were generated, 643 non-moving traffic citations, 1,110 verbal warnings, and 142 parking citations
- 13 vehicles were impounded
- A total of 14,247 citizens and 878 business contacts, and 1,067 park checks

## **II. Community/Enforcement Highlights:**

Due to the onset of the Covid-19 pandemic in 2020, Miami-Dade Police events in the CRA were reduced due to temporary restrictions that were put in place regarding contact with the public. Officers instead were assigned to provide visible presence and assist with Covid-19 restriction details and food distributions.

- Officers participated in several food and toy distributions, at Modello and Naranja Parks, including the Sugar for Kids Toy Event with Commissioner Kionne McGhee. During the Sugar for Kids Toy Event, officers assisted with providing toys to over 1,600 kids within the Naranja community.
- Officers participated in Coffee with a Cop and the One South Dade MLK bike ride and day of service with Commissioner McGhee.
- Officers participated in the Naranja Teen Talk, and the Cops & Roses event at Chapman Elementary.
- Officers participated in the Naranja Teen Talk and Veranda Crime Watch meetings.
- Officers participated in the Naranja Teen Talk and the Naranja Walking One Stops.
- Officers participated in pamphlet walk after a contact shooting occurred within the CRA boundaries. Crimewatch flyers, along with lead detective information, was disseminated to the community.
- Officers participated in a Career Day at William Chapman Elementary School which is within the CRA boundaries. Officers were able to speak with approximately 120 children about the law enforcement profession.
- Officer participated in a Townhall meetings with Florida House Representative Kevin Chambliss.
- Officers participated and distributed Crimewatch information to the community.
- Officers participated in traffic details utilizing radar and pacing techniques in the area of 282 Street between SW US1 and SW 137 Avenue.
- Officer utilized the speed trailer LPR in the area of 140 Avenue and 284 Street to deter speeders and educate the public.
- Officers conducted ShotSpotter Connect and Respond details within the CRA to deter gun violence.
- Officers conducted park checks, business checks, and made contact with citizens within the CRA. These contacts were educational in nature.
- Officer participated in summer camp field days, arts, and craft events, and coordinated a fun day for all summer camp kids within the CRA.

### 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 in reference to crime trends. 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 crimes such as **thefts over \$750, auto thefts, and robberies**. The area experienced an overall **reduction of -11.05% in Part I Crimes**. The NLCRA continues to experience a considerable increase in population growth and the Police Department will continue to apply proactive enforcement techniques to reduce the crime trends within the NLCRA.

**MIAMI-DADE POLICE DEPARTMENT**  
**Naranja Lakes Community Redevelopment Area**  
**Part I Crimes w/o AOA**  
**2020-10-01 thru 2021-09-30 as to 2021-10-01 thru 2022-09-30**

	<b>Total Cases 2020/21*</b>	<b>Total Cases 2021/22*</b>	<b>cases +/-</b>	<b>% +/-</b>
Auto Theft	60	101	41	68.33%
Burglary Commercial	7	12	5	71.43%
Burglary Residential	45	31	-14	-31.11%
Burglary Vehicle	153	132	-21	-13.73%
Larceny Over	112	91	-21	-18.75%
Robbery	59	52	-7	-11.86%
Homicide	5	4	-1	-20.00%
Aggravated Assault	67	26	-41	-61.19%
Aggravated Battery	35	31	-4	-11.43%
Sex Offense	9	11	2	22.22%
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Total Part I Crimes	552	491	-61	-11.05%

\* NLCRA Part I Crimes Report: 2018/19 Stats were obtained from 10/01/18 to 09/30/19 and 2019/20 Stats were from 10/01/19 to 09/30/20.

**Grids: 2351, 2352, 2377, 2379, 2380, 2404, 2405, 2406, 2434, 2435, 2436, 2460, 2461, 2462, 2485, 2487, 2488, 2489, 2513, 2514, 2515, 2535, 2536, 2537, 3513, 8535**

# Memorandum



**Date:** December 22, 2022

**To:** Benny C. Solis, Major  
South District

**From:** Mauricio Duran, Lieutenant  
South District Neighborhood Resource Unit

**Subject:** Community Redevelopment Agency recommendations for community engagement / Fiscal Year 2022/2023

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The Naranja Community Redevelopment Agency (CRA) is an area in which the geographical boundaries are comprised of the following subdivided communities: Mandarin Lakes, Sunset Point, 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 contains commercial businesses along US1 and along Southwest 137 Avenue which are also served under the Naranja CRA. Listed are various ways of deterring crime, within the CRA boundaries, utilizing a community oriented:

- Neighborhood bicycle rides to engage the community and show more police presence.
- Crime watch meetings to educate the citizens and answer any questions or concerns they may have.
- Knock and talk details with-in the neighborhoods to enhance the relationship between the community and police officers.
- Flyer distribution details to assist law enforcement on investigations of crimes occurring within the CRA.
- Community engagement events to educate parents and children on preventive gun violence.
- Police Explorer activities and recruitment to catch the attention of the young teens in the community and assist keeping them out of trouble.
- After school local parks sport games (Kickball, Football, Basketball, Softball, etc.) to build community collaboration and engagement.
- ShotSpotter Connect and Respond details
- Business surveys for crime deterrence
- Rape Aggression Defense (RAD) Kids and Rape Aggression Defense (RAD) women classes
- Resource fairs outside of libraries, schools, parks, and HUD communities, to assist in job placement or other necessary resources.

BCS/md

## MEMORANDUM

Agenda Item No. 11(A)(5)

**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** April 5, 2022

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution appointing, in accordance with Ordinance No. 02-216 and section 163.356, Florida Statutes, Erick Caceres to serve as a member of the Board of Commissioners of the Naranja Lakes Community Redevelopment Agency; and directing the County Mayor to file a certificate of appointment with the Clerk of the Board

Resolution No. R-332-22

The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Danielle Cohen Higgins.



\_\_\_\_\_  
Geri Bonzon-Keenan  
County Attorney


GBK/jp



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** April 5, 2022

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 11(A)(5)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(5)  
4-5-22

RESOLUTION NO. \_\_\_\_\_ R-332-22

RESOLUTION APPOINTING, IN ACCORDANCE WITH ORDINANCE NO. 02-216 AND SECTION 163.356, FLORIDA STATUTES, ERICK CACERES TO SERVE AS A MEMBER OF THE BOARD OF COMMISSIONERS OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY; AND DIRECTING THE COUNTY MAYOR OR COUNTY MAYOR'S DESIGNEE TO FILE A CERTIFICATE OF APPOINTMENT WITH THE CLERK OF THE BOARD

**WHEREAS**, the Board of County Commissioners (“Board”) previously established the Naranja Lakes Community Redevelopment Agency (“CRA”) through Ordinance 02-216 and appointed an initial CRA Board of Commissioners (“CRA Board”) pursuant to section 163.356, Florida Statutes; and

**WHEREAS**, the Board, as the governing body of the CRA, has the authority to make appointments to the CRA Board, when necessary, after the establishment of the initial CRA Board; and

**WHEREAS**, section 2-1470 of the Miami-Dade County Code allows future appointments and reappointments to the CRA Board to be accomplished by Resolution; and

**WHEREAS**, this Board wishes to fill a vacancy on the CRA Board; and

**WHEREAS**, Erick Caceres resides in Miami-Dade County and is the Director of Retail Delivery Services at SouthState Bank (Formerly Community Bank of Florida) located in Homestead, Florida; and

**WHEREAS**, Mr. Caceres meets the qualifications set forth in section 163.356, Florida Statutes, and has been nominated to serve as a member of the board of commissioners of the CRA; and

**WHEREAS**, this Board in accordance with Ordinance No. 02-216 and section 163.356, Florida Statutes, desires to appoint Mr. Caceres to serve as a member of the board of commissioners of the CRA,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA**, that this Board:

**Section 1.** Appoints Erick Caceres, whose resume is attached as Exhibit 1, to the Naranja Lakes Community Redevelopment Agency Board for a term of four years beginning upon the effective date of this Resolution.

**Section 2.** Directs the County Mayor or County Mayor's designee to file with the Clerk of the Board a certificate of appointment in accordance with section 163.356(3)(a), Florida Statutes.

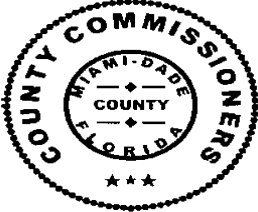
The Prime Sponsor of the foregoing resolution is Commissioner Danielle Cohen Higgins. It was offered by Commissioner **Oliver G. Gilbert, III** , who moved its adoption. The motion was seconded by Commissioner **Danielle Cohen Higgins** and upon being put to a vote, the vote was as follows:

	Jose "Pepe" Diaz, Chairman	<b>aye</b>	
	Oliver G. Gilbert, III, Vice-Chairman	<b>aye</b>	
Sen. René García	<b>aye</b>	Keon Hardemon	<b>aye</b>
Sally A. Heyman	<b>aye</b>	Danielle Cohen Higgins	<b>aye</b>
Eileen Higgins	<b>aye</b>	Joe A. Martinez	<b>aye</b>
Kionne L. McGhee	<b>aye</b>	Jean Monestime	<b>aye</b>
Raquel A. Regalado	<b>aye</b>	Rebeca Sosa	<b>aye</b>
Sen. Javier D. Souto	<b>aye</b>		



The Chairperson thereupon declared this resolution duly passed and adopted this 5<sup>th</sup> day of April, 2022. 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



HARVEY RUVIN, CLERK

**Basia Pruna**

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

Approved by County Attorney as  
to form and legal sufficiency.

Brenda Kuhns Neuman

## EXHIBIT 1

# Erick Caceres

7135 SW 158 Path Miami, FL 33193  
(C) 305-877-6437  
erickcaceres@aol.com

I am an accomplished leader with extensive knowledge, and experience in operations, training, finance, management, strategic planning, research, and product development. I also understand the day to day business needs and priorities, while still focusing on the long-term company goals and objectives. I consider myself a team player who can work with all individuals throughout the organization.

## EDUCATION

- Bachelor of Science, Finance, Florida International University, Miami, FL, United States of America
- Associate Degree in Business Administration, Miami Dade College, Miami, FL, United States of America

## EMPLOYMENT HISTORY

### **SouthState Bank (Formerly Community Bank of Florida), Homestead, Florida** **2006 – Current**

*A Financial Institution serving Miami-Dade County with an asset size of over 7 Billion and 1500 employees.*

#### ***Director of Retail Delivery Services***

- Created New Products/Services to help increase product adoption.
- Developed reports/dashboards for Senior Management.
- Website Management (internal and external).
- Created and Implemented training materials for new products.
- Vendor Management (includes contract review and vendor prospecting).

#### ***Business Development Officer***

- Created New Products/Services to help increase product adoption.
- Developed reports/dashboards for Senior Management.
- Website Management (internal and external).
- Created and Implemented training materials for new products.
- Vendor Management (includes contract review and vendor prospecting).

#### ***Electronic Banking Manager***

- Managed, developed, coached, motivated, evaluated, and trained a team of 5.
- Managed policies, procedures, and service aspect of several products:
  - Online Banking
    - Treasury/Cash Management Services (ACH Origination, Wire Transfer, EFTPS)
  - Card Operations
    - Debit Card (Revenue, Fraud Risk Management, Dispute Review, Service, Reconcilements)
    - Credit Card (Operations, Fraud Risk, Service)
  - ATM's – (Revenue, Maintenance, Risk Management)
  - Telephone Banking – (Maintenance)
- Vendor Management (includes contract review and new vendor prospecting).
- Create reports for Senior Management to provide them a high-level view of the department.
- Debit Card processor conversion – Converted successfully over 10,000 debit card customers to a new vendor.

### **First National Bank of South Miami, Miami, Florida** **2002 - 2006**

*Established in 1952 located in South Miami with 5 branches and a total of 645MM in asset.*

#### ***Training Director***

- Created a successful and continuous training regime for all employees.

- Trained all new hires on bank system, policies, and procedures.
- Developed training program the for staff.
- Worked closely with the Marketing Department on tracking campaigns to determine the ROI.

## **Proven Abilities and Results**

### ***Fiscal and Operations Management***

- Saved over \$700K in operating expense via contract restructures and operational processes.
- Decreased overhead by 1 FTE while increasing production.
- Led the conversion of the Debit Card processor.
- Facilitated the deconversion of our credit card portfolio.
- Reduced expenses by work flow restructures.

### ***Product Development, Marketing, and Branding***

- Developed and Implemented Debit Card Rewards program that helped increase our non-interest income by over \$75,000.
- Created alternate marketing opportunities for the bank by contacting customers via Social Media, Online Banking Channel, and Direct Mailing.
- Implemented after-hours support for our Debit Card services.
- Created website content using Word Press.
- COGNOS/Prime Business Intelligence User.
- SALESFORCE User.

## **Skills**

SEO Certification, Web Marketing and CRM Trends and Metrics Software (Word Press, Google Analytics, AdWords, Alerts)

## **Languages**

English  
Spanish

## MEMORANDUM

Agenda Item No. 11(A)(5)

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**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** July 19, 2022

**FROM:** Geri Bonzon-Keenan  
County Attorney

**SUBJECT:** Resolution appointing, in accordance with Ordinance No. 02-216 and section 163.356, Florida Statutes, Cornelius Shiver to serve as a member of the Naranja Lakes Community Redevelopment Agency Board of Commissioners; and directing the Clerk of the Board to file a certificate of appointment

Resolution No. R-713-22

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The accompanying resolution was prepared and placed on the agenda at the request of Prime Sponsor Commissioner Kionne L. McGhee.

  
Geri Bonzon-Keenan  
County Attorney

GBK/ks



**MEMORANDUM**  
(Revised)

**TO:** Honorable Chairman Jose "Pepe" Diaz  
and Members, Board of County Commissioners

**DATE:** July 19, 2022

**FROM:**   
Gen Bonzon-Keenan  
County Attorney

**SUBJECT:** Agenda Item No. 11(A)(5)

Please note any items checked.

- "3-Day Rule" for committees applicable if raised
- 6 weeks required between first reading and public hearing
- 4 weeks notification to municipal officials required prior to public hearing
- Decreases revenues or increases expenditures without balancing budget
- Budget required
- Statement of fiscal impact required
- Statement of social equity required
- Ordinance creating a new board requires detailed County Mayor's report for public hearing
- No committee review
- Applicable legislation requires more than a majority vote (i.e., 2/3's present \_\_\_\_, 2/3 membership \_\_\_\_, 3/5's \_\_\_\_, unanimous \_\_\_\_, CDMP 7 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, CDMP 2/3 vote requirement per 2-116.1(3)(h) or (4)(c) \_\_\_\_, or CDMP 9 vote requirement per 2-116.1(4)(c)(2) \_\_\_\_ ) to approve
- Current information regarding funding source, index code and available balance, and available capacity (if debt is contemplated) required

Approved \_\_\_\_\_ Mayor  
Veto \_\_\_\_\_  
Override \_\_\_\_\_

Agenda Item No. 11(A)(5)  
7-19-22

RESOLUTION NO.      R-713-22

RESOLUTION APPOINTING, IN ACCORDANCE WITH ORDINANCE NO. 02-216 AND SECTION 163.356, FLORIDA STATUTES, CORNELIUS SHIVER TO SERVE AS A MEMBER OF THE NARANJA LAKES COMMUNITY REDEVELOPMENT AGENCY BOARD OF COMMISSIONERS; AND DIRECTING THE CLERK OF THE BOARD TO FILE A CERTIFICATE OF APPOINTMENT

**WHEREAS**, the Board of County Commissioners (“Board”) previously established the Naranja Lakes Community Redevelopment Agency (“CRA”) through Ordinance No. 02-216 and appointed a CRA Board of Commissioners (“CRA Board”) pursuant to section 163.356, Florida Statutes; and

**WHEREAS**, this Board, as the governing body of the CRA, has the authority to make appointments to the CRA Board, when necessary, after the establishment of the initial CRA Board; and

**WHEREAS**, section 2-1470 of the Miami-Dade County Code allows future appointments and reappointments to the CRA Board to be accomplished by resolution; and

**WHEREAS**, this Board wishes to fill a vacancy on the CRA Board; and

**WHEREAS**, Cornelius Shiver is the former executive director of the Southeast Overtown Park West Community Redevelopment Agency and resides in Miami-Dade County; and

**WHEREAS**, Mr. Shiver meets the qualifications set forth in section 163.356, Florida Statutes, and has been nominated to serve as a member of the CRA Board; and

**WHEREAS**, this Board in accordance with Ordinance No. 02-216 and section 163.356, Florida Statutes, desires to appoint Mr. Shiver to serve as a member of the CRA Board,

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF MIAMI-DADE COUNTY, FLORIDA,** that this Board:

**Section 1.** Appoints Cornelius Shiver, whose resume is attached as Exhibit 1, to the Naranja Lakes Community Redevelopment Agency Board of Commissioners for a term of four years beginning upon the effective date of this resolution.

**Section 2.** Directs the Clerk of the Board to file a certificate of appointment in accordance with section 163.356(3)(a), Florida Statutes.

The Prime Sponsor of the foregoing resolution is Commissioner Kionne L. McGhee. It was offered by Commissioner **Rebeca Sosa**, who moved its adoption. The motion was seconded by Commissioner **Sally A. Heyman** and upon being put to a vote, the vote was as follows:

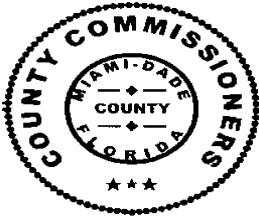
Jose "Pepe" Diaz, Chairman	<b>aye</b>		
Oliver G. Gilbert, III, Vice-Chairman	<b>aye</b>		
Sen. René García	<b>aye</b>	Keon Hardemon	<b>aye</b>
Sally A. Heyman	<b>aye</b>	Danielle Cohen Higgins	<b>aye</b>
Eileen Higgins	<b>aye</b>	Joe A. Martinez	<b>aye</b>
Kionne L. McGhee	<b>aye</b>	Jean Monestime	<b>aye</b>
Raquel A. Regalado	<b>aye</b>	Rebeca Sosa	<b>aye</b>
Sen. Javier D. Souto	<b>aye</b>		

The Chairperson thereupon declared this resolution duly passed and adopted this 19<sup>th</sup> day of July, 2022. 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

HARVEY RUVIN, CLERK

By: **Basia Pruna**  
Deputy Clerk



Approved by County Attorney as  
to form and legal sufficiency.

Brenda Kuhns Neuman  
Terrence A. Smith



**CORNELIUS SHIVER**

**Address:** P.O. BOX 331542, Miami, Florida 33233  
**Phone:** 305-562-8631 **Email:** Neilshiver@yahoo.com

**OVERTOWN/PARWEST COMMUNITY REDEVELOPMENT AGENCY ACCOMPLISHMENTS**

\* Active participant in the validation and issuance of a \$60M bond; \* Solicited and negotiated community development agreements with Red Rooster Restaurant; Miami World Center \$4B Parkwest development ; Block 55 Sawyer Landing \$600M mixed use development with 585 affordable housing units; \* Planned and Implemented the Overtown Culture & Entertainment District Master Plan; \* Planned and constructed over 1,400 housing units for the historic Overtown community; \*Planned and implemented an anti-gentrification Plan for Overtown.

**QUALIFICATIONS PROFILE**

Accomplished business and community development initiatives with over 20+ years of education and work experience in services law, community development initiatives with government, nonprofit and private organizations.

**EDUCATIONAL PROFILE**

08/89 – 05/92	St. Thomas University School of Law	<i>Juris Doctorate</i>
01/79 – 05/81	University of Miami	<i>B.B.A. – Finance</i>
09/75 – 12/78	Florida State University	<i>A.A. – Liberal Arts</i>

**PROFESSIONAL EXPERIENCE**

**Southeast Overtown Park West Community Redevelopment Agency** **Miami, FL**  
**Executive Director** **2018 – 2021**

Designed and implemented redevelopment plans, goals, and objectives of the agency. Planned and negotiated strategies to eliminate slum and blighted conditions within the Southeast Overtown/ Park West redevelopment area. Supervised a professional staff along with budget preparations and other top-level financial matters. Lead long-range planning and implementation of the agency including, property acquisition, business incentives, new business development, business attraction and retention. Ensured continuous and extensive contact with government officials, public and private agencies, advisory boards, City of Miami staff, business community and residents of Southeast Overtown/ Park West.

**Southeast Overtown Park West Community Redevelopment Agency** **Miami, FL**  
**Assistant Executive Director** **2013 – 2018**

Developed goals and objectives to achieve program and agency outcomes. Supervised agency grantees through recruitment, hiring, training, coaching and evaluations. Represented the agency with internal and external partners, governmental agencies, and stakeholders by collaboratively working towards agency goals and community outcomes. Built on the existing relationships with community organizations and developed new ones to facilitate stronger community engagement.

**City of Miami** **Miami, FL**  
**Chief of Staff** **2011 – 2013**

Chief of Staff for three City of Miami Commissioners with legislative and political duties as directed by the respective City Commissioner. Main responsibilities in policy making and personnel management.

**Law Offices of Cornelius Shiver** **Miami, FL**  
**Attorney** **2000 – 2011**

Civil and Criminal Litigation responsibilities concentrating in Fourth Amendment violations.

**References and community affiliations will be furnished upon request.**