



NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY

CRA Board
Kevin A. Burns, Chair
Michael R. Blynn
Jacques Despinosse
Scott Galvin
Marie Elande Steril

Executive Director
Tony E. Crapp, Sr.

Chief of Staff
Chuck Adams

CRA Attorney
Steven W. Zelkowitz

Date: June 22, 2006
To: Honorable Chairman and Members
CRA Board of Commissioners
From: Tony E. Crapp, Sr., Executive Director
Subject: June 27, 2006 CRA Board Meeting

This memorandum serves to transmit the CRA Board Packet for the meeting on June 27, 2006.

TAB 1. Executive Director's review, assessment and recommendations regarding the North Miami Community Redevelopment Agency (NMCRA). The new Executive Director's observations and recommendations are organized around the following subjects: Organizational structure and staff capacity; Financial Reporting and Fiscal Accountability; FY 2005-06 Projects, Programs and Activities; FY 2006-07 Budget Outlook and Funding Priorities; and Future Meetings of the NMCRA Board and Advisory Committee. The report includes a Recap of the Revenues and Expenditures of the NMCRA for the fiscal period starting October 1, 2005 through May 31, 2006. The Cash Position reflected in the recap has been reconciled to the bank balances in the NMCRA operating and money market accounts.

REPORTS. This section of the CRA Board agenda, like its counter-part on the City Council agenda, provides each Board member with an opportunity to raise issues or to make important announcements without interrupting the flow of the discussion during the scheduled portions of the agenda. It also affords the CRA attorney with an opportunity to inform the Board of any issues.

ADJOURNMENT. This section of the agenda allows the Executive Director to close the meeting with any comments and to indicate key items that may be included on the next meeting's agenda.

I am looking forward to the Board meeting on Tuesday, June 27, 2006. Please do not hesitate to contact me should you have any questions. I can be reached via email at Crapp@NorthMiamiCRA.org, by office telephone at 305-899-0272, and by cell phone at 305-473-3712.



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AGENDA

NORTH MIAMI COMMUNITY REDEVELOPMENT AGENCY BOARD MEETING

TUESDAY, June 27, 2006
5:30 P.M.

NORTH MIAMI CITY HALL – COUNCIL CHAMBERS
776 N.E. 125TH STREET, SECOND FLOOR

CALL TO ORDER – Pledge of Allegiance; Roll Call

APPROVAL OF MINUTES – Regular Meeting on Tuesday, May 23, 2006

ITEMS FOR REVIEW AND/OR ACTION

- I. TAB 1
Discussion Item: Executive Director's Review, Assessment and Recommendations regarding the North Miami CRA (NMCRA)

- II. REPORTS
 - A. Board Members Report
Chair Kevin A. Burns
Member Michael R. Blynn
Member Jacques Despinosse
Member Scott Galvin
Member Marie Erlande Steril

 - B. CRA Attorney

 - C. Executive Director

 - D. Next Board Meeting – July 11, 2006
Next Advisory Committee – July 6, 2006 at 6:00 p.m.

ADJOURNMENT

Note: Two or more members of the City Councilman/CRA Board of Commissioners and/or other elected or appointed public officials may be present at this meeting. If any person decides to appeal any decision made with respect to any matter considered at this public meeting or hearing, he/she will need to ensure that a verbatim record of the proceedings is made, which record includes the testimony and evidence upon which the appeal is to be based. If you desire auxiliary services to assist in viewing or hearing the meetings, or reading meeting agendas and minutes, please contact the Office of the CRA Secretary at (305) 895-9817.

SUMMARY MINUTES

REGULAR COMMUNITY REDEVELOPMENT AGENCY MEETING

May 23, 2006

A regular meeting of the Chairman and Members of the Community Redevelopment Agency was held in the North Miami Council Chambers of City Hall on Tuesday, May 23, 2006, beginning at 5:40 p.m.

(Phonetic spelling of each speaker's name may be used throughout the minutes unless correct spelling is known.)

Note: The actual agenda and all backup materials for each CRA Board meeting and CRA Advisory Committee meeting can be found at: www.NorthMiamiCRA.org.

Flag salute

ROLL CALL

Marie Erlande Steril	Here
Scott Galvin	Here
Chairman Kevin A. Burns	Here
Jacques Despinosse	Here
Michael R. Blynn	Here

Additions, Deletions or Withdrawals

Mr. Dennis Kelly, Interim Executive Director, recognized Major Donna Kinsey requesting a contribution of \$3,000, in support of the 21st National Conference for preventing crime in black communities, sponsored by Charlie Crist, Florida Attorney General and Thurman Baker, Georgia Attorney General. North Miami is co-sponsoring the event, assisting with security, in the City of Miami, May 31st – June 3, 2006. The Board approved 5-0.

Approval of Minutes: Regular Meeting – Tuesday, May 9, 2006, approved by Board.

ITEMS FOR REVIEW AND/OR ACTION

I. TAB 1 – PROPOSED RESOLUTION APPROVING THE EMPLOYMENT AGREEMENT FOR THE PROPOSED CRA EXECUTIVE DIRECTOR

The CRA Attorney gave a brief report to the Board regarding the terms negotiated with Mr. Crapp for an employment contract. Mr. Crapp, present. Public discussion, Board discussion.

The Board approved 5-0, to amend severance conditions to reduce severance pay to 9 months during the first year, 6 months during the second year and 3 months during the third year or any annual renewal term, thereafter.

The Board approved 4-1, to amend Exclusive Relationship, to add a two-year restriction that on termination or expiration of the agreement, the Executive Director shall not have any direct or indirect interest selling products or providing services to the CRA. Councilman Bynn denied.

The Board approved 3-2, the contract, as amended. Councilman Galvin and Councilman Blynn denied. Mr. Crapp will start June 5, 2006.

II. MOTION APPOINTING DENNIS KELLY AS CRA INTERIM EXECUTIVE DIRECTOR AND DETERMINING COMPENSATION

The CRA Attorney gave a brief report to the Board regarding compensation for Mr. Kelly serving as CRA Interim Director. Compensation was determined to be \$1,200 per week retroactive from May 10, 2006 through June 5, 2006, from CRA funds. The Board approved 5-0.

III. REPORTS

A. Board Members

Various items of interest presented by the Board.

B. CRA Attorney

(NONE)

C. Interim Executive Director

(NONE)

D. Next Board Meeting: June 13, 2006 at 5:30 PM

Next Advisory Committee Meeting – June 1, 2006 at 6:00
PM

ADJOURNMENT

Meeting adjourned at 7:08 p.m.



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Date: June 22, 2006

To: Honorable Chairman and Members
CRA Board of Commissioners

From: Tony E. Crapp, Sr., Executive Director

Subject: June 27, 2006 Meeting: Report on Executive Director's
Review, Assessment and Recommendations Regarding the
North Miami CRA

Effective June 5, 2006, I assumed the position as Executive Director of the North Miami Community Redevelopment Agency (NMCRA). I am deeply honored to have been selected by the Mayor and Council in their capacity as the NMCRA Board to lead the redevelopment program for and in partnership with the City of North Miami – the City of Progress.

For my first meeting as your Executive Director, I wanted to present for the Board's consideration, discussion and direction a series of observations and recommendations for a plan of action to more aggressively advance the CRA's projects, programs and activities. Delineated below are several subjects that are addressed with an indication of suggested priorities for the NMCRA.

I look forward to the opportunity to discuss these subjects with the Board in further detail during the upcoming meeting on June 27, 2006.

Organizational Structure and Staff Capacity

The staffing configuration of the NMCRA since the start of operations in the summer of 2005 has included the extensive use of consultants and contracted employees providing a series of varied professional services. The staff composition has changed over the past several months for a variety of reasons. From my perspective it is extremely important that we begin to structure the organization around the recruitment and retention of more permanent and full-time direct employees of the NMCRA and to ensure that the staff has the requisite skill sets, experience and capacity to develop and implement action plans for each of the CRA's projects, programs and activities. The required skills for in-house staff should include, but not be limited to, background and demonstrated experience in the fields of urban redevelopment planning, project management and administration, and specialized expertise in affordable housing, downtown development and economic development programming. It is my desire to



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move forward with the preparation of a recommended staffing plan with job descriptions, pay scales and timetables for recruitment for discussion with the Board within the next 30 days. My goal is to have a complement of full-time staff on board as soon as possible prior to October 1, 2006 subject to any additional resources that may be included in the FY 2006-07 CRA budget. In addition, my recommendation will address any need for ongoing supplemental professional/consulting services during the transition process. Consistent with addressing the staffing needs of the agency will be a review of office space needs and a recommendation to explore options to identify more adequate and permanent office space.

Please be advised that during my first week on duty I conducted a thorough review of the content of the NMCRA website and all of the minutes from the meetings of the CRA Board and the CRA Advisory Committee. Based on that review I have identified the need for certain additions and corrections to the content on the website that staff is proceeding to implement. This is designed to make the information provided to the public on the website more complete, up-to-date and fully reflective of the actions taken by the Board.

As an additional organizational priority, it is expected that the preparation and presentation of a set of administrative policies and procedures that will include but not be limited to procurement and personnel will be submitted for review and approval within the next ninety (90) days.

Financial Reporting and Fiscal Accountability

The establishment of an appropriate accounting system and the generation of periodic financial reports and statements for review by the CRA Advisory Committee and the CRA Board is a very high priority. Toward this end, I have directed the staff to have financial reports prepared as of June 30, 2006 that are reconciled with the NMCRA bank accounts. My goal is to have this financial information available for review as soon as possible during July 2006. In the meantime, attached to this report you will find, in a very basic and preliminary format, a recap of the revenues and expenditures of the NMCRA for the fiscal period that started on October 1, 2005 through May 31, 2006. Please note that the cash position that is reflected in the recap has been reconciled to the bank balances in the NMCRA operating and money market accounts.

Starting with the quarter ending June 30, 2006, it is my plan to have quarterly financial reports prepared for review and comment at future CRA Advisory Committee and CRA Board meetings.

In addition to acquiring the necessary in-house staff and/or maintaining existing external professional services to provide the capacity to produce these quarterly financial reports and statements on a timely basis, I am also recommending that the Board support efforts to secure federal 501(c) 3 tax-exempt status for the NMCRA and to secure required internal and/or external auditing services through an RFP issued by the CRA. Securing the recommended 501(c) 3 status will facilitate the agency's efforts to secure available

funding and other resources through local, state and federal grant opportunities and through foundations and other charitable organizations.

FY 2005-06 Projects, Programs and Activities

The FY 2005-06 budget for the NMCRA has been amended to reduce the total budget from \$4,265,325 to \$3,015,325. Through the amended budget the allocations for proposed CRA projects, services and programs have been reduced from \$2,336,000 to \$842,000 as reflected in the table below.

CRA Projects, Services & Programs:	Adopted FY 2005-06 Budget	Amended FY2005-06 Budget
-CRA Inspector for Home Rehabilitation and Economic Development Programs	96,000	-0-
-Special Events	40,000	40,000
-Redevelopment Grants for Businesses		
-CRA-wide	300,000	200,000
-Downtown (NoMi)	-0-	100,000
-Ruck's Park Site		
-Land/Buildings Acquisition	700,000	-0-
-Land Clearing	400,000	200,000
-Homebuyer Credit Qualifying and Counseling		250,000
-Debt Service		52,000
-Residential Rehabilitation Program	800,000	
Total	\$2,336,000	\$ 842,000

For each of the CRA's funded projects, programs and activities, I am proposing to develop a "monthly project status report". These monthly status reports will be presented to the CRA Advisory Committee and Board and will be posted on the NMCRA website as well to further inform the public. It is anticipated that these project status updates will be provided starting within the next 90 days.

In terms of existing projects, please be advised that much of the current focus of the staff is being directed to advancing the Ruck's Park affordable housing development, developing an implementation plan for a Downtown Improvement Program initiative, and developing program guidelines and an implementation plan for a Commercial Redevelopment Grant Program targeted to the downtown business core (\$100,000) and the balance of the CRA area (\$200,000).

Relative to the Ruck's Park project, considerable effort is being devoted to concluding ongoing negotiations with North Miami Housing regarding the terms of a development agreement with the CRA to implement the new construction of approximately 136 units of affordable homeownership housing. The project site has been conveyed from the City of North Miami to the NMCRA and the City has cleared the site pursuant to an interlocal agreement with the NMCRA that was authorized by the Board. The CRA's principal financial obligations toward this project include providing funding for the payment of the developer's fee to NMH, funding subsidies of up to approximately \$50,000 each for the homebuyers to assist in the purchase of the units, and funding the development budget for the housing units in an agreed upon amount from the proceeds of the sales of the units.

In addition, the CRA is to be responsible for the marketing and sales of the units which includes the implementation of a program to provide homebuyer training and pre-qualify eligible purchasers for the housing units. The FY 2005-06 budget includes an allocation of \$250,000 to fund the initial efforts of homebuyer training and pre-qualification. The CRA staff is presently concluding research to determine and recommend how best to proceed to meet the immediate requirements for the Ruck's Park Affordable Housing Program as well as future programming needs. This recommendation will be forthcoming in the next 30 days.

With regard to the CRA financial obligations relative to the Ruck's Park project, I am pleased to advise the Board that the request made by the City and NMCRA to Miami-Dade County to (1) approve the amendment to the FY 2005-06 budget that includes the approval to appropriate and expend that portion of the funds that are estimated to be needed for the balance of the fiscal year (i.e. \$302,000), and (2) authorize the CRA to enter into a Line of Credit facility in the approximate amount of \$10,758,300 was presented to and approved by the County's Tax Increment Finance (TIF) Coordinating Committee during a meeting that was held on June 14, 2006. We are presently working with County staff to ensure that the request will be further processed to the Community Empowerment and Economic revitalization Committee of the Board of County Commissioners (BCC) on July 11, 2006 and to the full BCC by September 2006. As we also proceed with preparation of the FY 2006-07 Proposed Budget, any additional funding requirements that we can anticipate or project will be addressed at that time.

Discussions have been ongoing with City staff relative to the guidelines and possible leveraged implementation of the Commercial Redevelopment Grant Program. It is expected that these discussions will be concluded within the next 60 days and that a recommendation for the implementation of the proposed program will be presented for review and approval.

Discussions are also ongoing with City staff relative to the programmatic components and implementation plan for the Downtown Improvement Program. It is anticipated that the project and service components of the program will be finalized very soon and that initial implementation will begin in August/September 2006. It is anticipated that a proposed Interlocal Agreement between the NMCRA and the City will be presented and

approved to provide the mechanism to access the appropriate City services required to implement this improvement program.

FY 2006-07 Budget Outlook and Funding Priorities

In April 2006 a draft, preliminary five (5) year revenue forecast was prepared and reviewed with the NMCRA Advisory Committee and with the NMCRA Board. The projections that were reflected in that forecast require further refinement and analysis to provide a more reliable basis for the development of an FY 2006-07 for consideration and ultimate adoption by the Board in final form prior to October 1, 2006. Prior to the final adoption of a budget for FY 2006-07, staff will prepare suggested NMCRA budget priorities for FY 2006-07 which will be presented and discussed with the NMCRA Advisory Committee and the NMCRA Board in July 2006, and a preliminary proposed budget will be prepared for review and approval in August 2006 in accordance with the budgetary process and timetable that has been established by Miami-Dade County for compliance by all CRAs. The County interlocal agreements require that each CRA must submit a budget to the County 45 days prior to the beginning of the new fiscal year (e.g. August 15th). This submission will be the CRA's proposed budget. Miami-Dade County and the City of North Miami will advise the NMCRA of the proposed millage rates in July, and these rates will be the basis for the TIF revenue calculations for FY 2006-07.

There will be a number of options to consider relative to priorities for the allocation of the limited available funding for projects, programs and activities in the FY 2006-07 NMCRA budget. Below is a listing of suggestions for the Board's advance information. I look forward to the opportunity to discuss these and other proposals and ideas with the Board and the Advisory Committee as part of the budget development process that will commence in July 2006.

- Continued funding for the Homebuyer Training and Pre-Qualification Program for Affordable Housing Units
- Continued funding for the Commercial Redevelopment Grant Program
- Continued funding for the Downtown Improvement Program, perhaps including the short term funding of a code enforcement officer dedicated to the downtown business district
- Provide initial funding for a consultant to prepare a Downtown Development Master Plan, including NW 7th Avenue.

In addition to the foregoing suggestions we will also be discussing the CRA's role relative to facilitating/supporting the development of the new Olympic Training facility and the new City Library as part of the redevelopment program within the City of North Miami, and with regard to the ongoing update of the City's Comprehensive Development Master Plan (CDMP) and the re-write of the City's zoning code.

Future Meetings of the NMCRA Board and the NMCRA Advisory Committee

The present schedule of meetings for the NMCRA Board and Advisory Committee includes twice monthly meetings of the NMCRA Board and a monthly meeting of the NMCRA Advisory Committee. In an effort to have the Advisory Committee and Board meetings scheduled so that they dovetail and complement each other in a more effective and efficient manner, it is recommended that the NMCRA Board consider having its regular meeting set on a monthly basis for the 4th Tuesday of the month so that in the future a meeting of the NMCRA Board on the 2nd Tuesday of the month would occur on an as-needed basis only. Restructuring the respective monthly Advisory Committee and the Board meetings would facilitate more effective administrative support for both meetings in terms of the quality of pre-meeting preparation and the quality of the content of meeting agenda items.

Please be advised that during my first two weeks as Executive Director, I have had the opportunity to meet with nine of the ten currently serving members of the NMCRA Advisory Committee. I will be meeting with the remaining member of the Committee as soon as possible. The meetings that I have had have been extremely beneficial and have served to provide an opportunity for the Committee members to express a variety of concerns and opinions regarding the role of the Advisory Board and their sense of the NMCRA's priorities in terms of redevelopment projects, programs and activities. I am looking forward to working closely with the Advisory Committee and the Board to ensure clear communication and to assist the Committee and the Board in fulfilling their respective and complementary duties and responsibilities.

Please note the following list of specific action items that we expect to bring before the Advisory Committee and the Board over the next 30-90 days.

- Ruck's Park Project Development Agreement
- Ruck's Park Development Plan and Development Budget
- Commercial Redevelopment Program Interlocal Agreement with the City of North Miami
- Interlocal Services Agreement with the City of North Miami
- Affiliate Agency Interlocal Agreement for Health and Pension Benefit Program Participation with the City of North Miami

I am hopeful that you will find that this memorandum has addressed a number of key issues that are priorities/concerns to the NMCRA Board and also that the proposed plan of action is adequately responsive. I look forward to the Board's review, discussion and direction regarding these various subjects.

North Miami Community Redevelopment Agency (NMCRA)
Revenue and Expenditure Re-Cap
10/01/05 – 05/31/06

CATEGORY	ADOPTED FY 2005-06 Budget	AMENDED FY 2005-06 Budget	Actual Revenues and Expenditures
REVENUE			
TIF from City	1,461,825.00	1,461,825.00	
TIF from County	1,003,500.00	1,003,500.00	
Advance from City	1,400,000.00	250,000.00	
Transfer in from City	400,000.00		
Line of Credit		300,000.00	
Dep. to Money Market Account			2,598,825.00
Interest on Money Market Account			33,940.83
Dep. to Operating Account			85,020.00
Interest on Operating Account			74.06
Total Revenue	\$4,265,325.00	\$3,015,325.00	\$2,717,859.89
EXPENDITURES			
Administrative Expenses	801,753.00	618,117.00	
Operating Expenses	3,146,800.00	2,147,208.00	
Reserve/Contingency	316,773.00	250,000.00	
Bank Charges			30.00
Professional Services			184,957.50
Employee Salaries/Fringes & Agreements			331,650.83
Memberships			860.00
Subscriptions			94.94
Travel and Conferences			7,194.36
Insurance			7,539.00
Printing Services & Office Supplies			1,005.95
POS Purchases			1,762.84
Computer & Telecommunications			3,463.21
Reimbursements & Other			12,168.65
Rent and Rent Deposit			15,547.00
City of North Miami			4,000.00
Miami-Dade County			15,053.00
Total Expenditures	\$4,265,325.00	\$3,015,325.00	\$585,327.28
Cash Position (Revenue – Expenses)	-0-	-0-	\$2,132,532.61