



ANNUAL REPORT

FY 2024-2025



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Overview

The Naranja Lakes Community Redevelopment Area (Area) continues its long-standing mission of addressing slum and blight, enhancing economic opportunity, and improving neighborhood conditions throughout South Dade. Established by the Miami-Dade County Board of County Commissioners in 2002, the Naranja Lakes Community Redevelopment Agency (Agency) was created in response to post-Hurricane Andrew devastation and has since supported community stabilization, housing redevelopment, and infrastructure improvements.

During Fiscal Year 2024–2025, the Agency entered a renewed phase of progress following the engagement of H.E.R.S. Consulting to provide independent Executive Director services. Additionally, the Board of County Commissioners appointed a new Chairman, Vice Chairman and three (3) new board members for a total of nine (9) board members. This strengthened governance structure allowed the Agency to advance redevelopment activities, ensure compliance with statutory obligations, and begin implementing priorities defined in the Redevelopment Plan.

A major milestone of the reporting period was the approval of the 2025 Redevelopment Plan, prepared by BusinessFlare, Inc., which expanded the CRA boundaries to approximately 5,039.62 acres and extended the Agency’s authorized life to 2043. These changes significantly increase the Agency’s long-term capacity to deliver redevelopment projects and address evolving community needs. Note: While the 2025 plan has been approved by the NLCRA board it is pending approval of the Board of County Commissioners.

Throughout the year, the Agency made substantial investments toward eliminating blight, preserving housing, and preparing key properties for redevelopment. These efforts include expanded home rehabilitation services through a renewed partnership with Rebuilding Together Miami-Dade, strategic land acquisitions along the South Dixie Highway corridor, and enhanced public-safety initiatives in partnership with the Miami-Dade Police Department.

The NLCRA remains committed to leveraging public resources, building strong partnerships, and creating long-term value for the residents and businesses within the Area. The progress achieved during FY 2024–2025 provides a strong foundation for continued growth and revitalization.

Reporting Requirement, Commissioners, and Staffing

Florida Statutes governing community redevelopment agencies require the submission of an annual report to the governing body by March 31st of each year. This FY 2024–2025 Annual Report provides a summary of redevelopment activities and an unaudited financial statement for the fiscal year covering October 1, 2023, through September 30, 2024.

Planning, Compliance, and Extension of Life The NLCRA Board has approved a strategic extension of life for the Agency to ensure the continued revitalization of the district. Please note that this extension, while approved by the NLCRA Board, is currently pending final approval by the Board of County Commissioners (BCC) in accordance with the Interlocal Agreement (ILA).

The Naranja Lakes CRA Board may consist of up to nine members. During this reporting period, the Board operated with a full slate of appointed commissioners:

- Cornelius Shiver (Chairman)
- James E. McDonald (Vice Chairman)
- Robert K. Parson (Board Member)
- Rev. Dr. Alphonso Jackson (Board Member)
- Derrick Lordeus (Board Member)
- Derek J. Sippio (Board Member)
- Danny Olgetree (Board Member)
- Ryan Mosley (Board Member)
- Stuart H. Archer (Board Member)

General legal counsel is provided by Taylor English Duma LLP, under the leadership of Attorney Steven W. Zelkowitz.

The Agency’s Executive Director services are provided by H.E.R.S. Consulting, led by Krystal Patterson, MPA, FRA-RA.



Cornelius Shiver **Chairman**

Cornelius Shiver is an accomplished executive and attorney with more than 30 years of experience in community redevelopment, law, and public administration. He has an extensive background in designing and implementing large-scale redevelopment initiatives, leading strategic partnerships, and driving economic revitalization within historically underserved communities. Throughout his career, he has successfully negotiated multi-million-dollar development agreements, directed housing and infrastructure projects, and overseen long-term community planning efforts that balance growth with anti-displacement strategies. His leadership reflects a deep commitment to equitable development, fiscal accountability, and public-private collaboration.

James E. McDonald **Vice Chairman**



James E. McDonald is an accomplished attorney and public servant with extensive experience in law, government, and community leadership. He currently serves as Of Counsel to McLuskey, McDonald & Hughes, where he brings decades of legal and public policy expertise to his practice. Mr. McDonald has held a number of distinguished positions throughout his career, including service as a Congressional Staff Attorney for several committees, Counsel to the Governor of Florida, and Assistant U.S. Attorney. Earlier in his career, he also served as an FBI Agent, demonstrating his lifelong commitment to justice and public service.

In addition to his legal and federal service, Mr. McDonald has been deeply involved in local governance, having served as both a Council Member and Vice Mayor for the Village of Pinecrest.

He holds an A.B. degree from Fairfield University, a J.D. degree from The Catholic University of America, and a Certificate from the Harvard Kennedy School.



Robert K. Parson

Board Member

Robert K. Parson is a seasoned workforce and economic development professional with over 25 years of experience advancing employment opportunities and community growth in Miami-Dade County. He currently serves as Assistant Director of Programs at CareerSource South Florida, overseeing key workforce initiatives and strategic partnerships. His career includes leadership roles with the Miami-Dade Economic Advocacy Trust, Small Business Development, and the Miami-Dade Aviation Department. He also spent more than two decades with the Greater Miami Service Corps supporting youth through education and career pathways. Mr. Parson holds a Bachelor of Science in Business Management from Morris Brown College, along with certifications in Workforce Development and Miami-Dade County Supervisor Training.



Rev. Dr. Alphonso Jackson

Board Member

Alphonso Jackson Sr. is a longtime spiritual leader with over 40 years of ministry experience. He is the Senior Pastor of Second Baptist Church in Richmond Heights and deeply involved in the community. He led the development of an 79-unit apartment complex through the church's Community Development Corporation to provide safe, affordable housing for seniors. He also serves as Chairman of the Children's Learning Center board, is President of the Richmond Heights Community Alliance, and Moderator of the Seaboard Baptist Association, fostering collaboration and spiritual growth among regional churches. His heart for service continues to uplift both church and community.



Derrick Lordeus

Board Member

With over 20 years of experience in education and athletics, Derrick L. Lordeus is a dedicated educator and coach committed to inspiring students to excel both in the classroom and on the field. He currently serves as a Physical Education teacher at Winston Park K-8 and has previously taught at several Miami-Dade schools, fostering a lifelong appreciation for health, teamwork, and discipline.

Mr. Lordeus holds a Master of Educational Leadership from Barry University and a Bachelor of Science in Physical Education from Bethune-Cookman College. Beyond education, he has served in numerous coaching and leadership roles across South Florida and remains deeply active in the community through organizations such as Omega Psi Phi Fraternity, Inc., the NAACP South Dade Branch, and the Naranja Lakes Community Redevelopment Agency (CRA).



Derek J. Sippio

Board Member

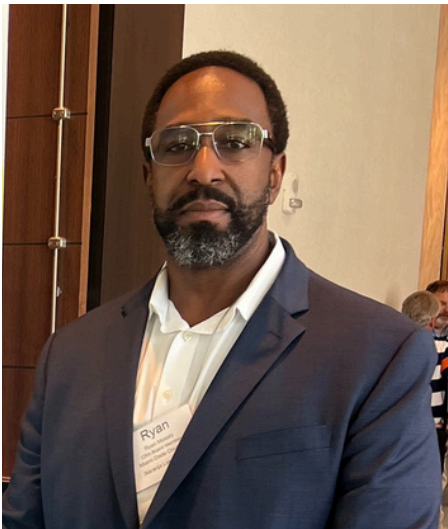
Derek Sippio is an award-winning healthcare executive and consultant with experience supporting leading medical device and biotech companies through strategic planning, operational excellence, and revenue growth. A Miami native and graduate of Florida International University, he also serves as Community Events Chairman for the Southeast Florida Chapter of the National Association of Neonatal Nurses (SEFANN), advancing education and engagement for neonatal professionals and families. Known for his ability to build bridges between people, businesses, and community organizations, Derek is committed to fostering economic development and civic collaboration. Outside of his professional work, he enjoys time with family, serving alongside his church community in Princeton, and contributing to initiatives that uplift South Dade residents.



Danny Olgetree

Board Member

Danny Olgetree is a law enforcement officer and community leader dedicated to service, integrity, and progress. With experience in public safety, higher education advising, and government, he brings a strong background in leadership and community engagement. As a Naranja Lakes CRA Board Member, he works to support redevelopment, strengthen neighborhoods, and promote economic growth. Danny is also active in mentoring, faith-based leadership, and youth development, reflecting his commitment to giving back and building stronger communities.



Ryan Mosley

Board Member

Ryan Moseley is a dedicated public servant and experienced real estate professional with more than a decade of expertise in property valuation, asset management, and community redevelopment. Before joining Miami-Dade County's Office of Real Estate Development, he spent ten years with the Miami-Dade Property Appraiser's Office, specializing in valuation, agricultural classification, and government operations. In his current role as Real Estate Officer, he oversees and repurposes County-owned assets to support essential housing, economic development, and public-private partnerships. Ryan also serves as a Goodwill Ambassador for the Miami-Dade County Office of the Mayor and the Orange Bowl Committee, promoting civic engagement and regional collaboration. He brings to the Naranja Lakes CRA a results-driven, transparent, and community-focused approach to sustainable redevelopment.



Stuart H. Archer **Board Member**

Stuart H. Archer is a retired Air Force Colonel and commercial airline pilot with a distinguished career spanning over four decades in military and civilian aviation. He earned a Bachelor of Science in Mechanical Engineering from the University of Miami in 1956, graduating second in his class and completing the ROTC program. In the Air Force, he flew large transport aircraft worldwide on active duty and conducted rescue missions in the Reserves, ultimately retiring as a Colonel in 1986.

In his civilian career, Colonel Archer piloted commercial aircraft for Pan American Airlines and Delta Airlines, including the 707, 727, and 747, flying across South America, Europe, and the Pacific. A dedicated community leader, he has been actively involved with the Naranja Lakes Condominium Associations since the 1970s, leading disaster recovery efforts after Hurricane Andrew and serving as one of the original members of the Naranja Lakes Community Redevelopment Agency, where his leadership continues to benefit the community.

Our Team



Krystal Patterson, MPA, FRA-RA

Executive Director



Steven W. Zelkowitz

General Legal Counsel

Administrative Ordinances & Resolutions

According to last year's NLCRA Annual Report (FY 2023–2024), the Administrative Ordinances & Resolutions section was structured as a simple list under the heading BOARD OF COUNTY COMMISSIONERS, containing the foundational legislative actions approved by the governing board in accordance with the Interlocal Agreement.

BOARD OF COUNTY COMMISSIONERS

- Resolution: R-847-98 – Finding of Necessity declaring the area slum & blighted (July 21, 1998)
- Ordinance: O-02-216 – Appoints Agency's board members and delegates authority to prepare a Redevelopment Plan (October 22, 2002)
- Resolution: R-418-03 – Adoption of the original Redevelopment Plan (May 6, 2003)
- Ordinance: O-03-106 – Establishes the Redevelopment Trust Fund (May 6, 2003)
- Resolution: R-855-03 – Interlocal Agreement between Miami-Dade County and the Agency (July 22, 2003)
- Resolution: R-187-16 – Updated Finding of Necessity declaring 3,060 acres slum & blighted (March 8, 2016)
- Resolution: R-13-18 – Amended Redevelopment Plan expanding the redevelopment area and modifying the Interlocal Agreement to require a SMART Plan funding set-aside
- Resolution: R-350-19 – Corrects boundary descriptions for the expanded Community Redevelopment Area and amends prior resolutions and the Interlocal Cooperation Agreement

FY 2024–2025 Accomplishments & Plan Implementation

The Naranja Lakes Community Redevelopment Agency is currently executing a multi-year strategy focused on institutional growth and aggressive site revitalization. By establishing a specialized professional team and modernizing its brand identity, the Agency has transitioned into an implementation-focused phase to meet the goals of the community.

Accomplishments

Reorganization and Strategic Planning

- **Specialized Team Assembly:** Established a dedicated team of four professional entities to lead:
 - Executive Leadership (H.E.R.S. Consulting)
 - Legal Counsel (Taylor Duma LLP)
 - Economic Development (Ambassador Consulting)
 - Miami Dade County Office of Management and Budget continues to partner with agency in managing the financials
- **Agency Rebranding:**
 - Launched a modern CRA community logo
 - Created a companion website to increase transparency and stakeholder engagement
 - www.naranjalakescra.com
- **Digital Presence:**
 - Initiated monthly newsletter distributions
 - Rebranded social media platforms to provide real-time updates on Agency projects
 - IG (@naranjalakescra)
 - FB (@naranjalakescra)
- **Planning, Compliance & Extension of Life:** Secured Board approval for:
 - Finding of Necessity expanding the boundaries of the redevelopment area
 - Updated Redevelopment Plan, ensuring the Agency’s life and mission are extended to meet long-term community needs
 - Assessment of Needs extending the sunset date of the redevelopment area
- **Strategic Site Acquisition:**
 - Successfully completed the acquisition of 27525 S. Dixie Highway, laying the groundwork for subsequent demolition and environmental remediation as part of the Agency’s revitalization strategy.

Accomplishments

Community Impact & Housing Preservation

The NLCRA formed a partnership with Rebuilding Together Miami-Dade (RTMD) to fund home repairs and accessibility improvements for low-income, elderly, and veteran homeowners within the redevelopment area. This collaboration directly reduces slum and blight while improving living conditions, safety, and neighborhood aesthetics.

Program Impact - FY 2024-2025:

- 13 homes completed and 16 homeowners on the waitlist for the next phase.
- Average cost of repairs per home: \$18,999 — representing 54.5% of the homeowners’ annual income.
- Homeowner demographics:
 - 69% of households headed by women
 - 62% of homes include a resident with a disability
 - 77% of participants are over age 62
- Income levels served: 30%–80% AMI households, with average income at \$34,891.



BEFORE



AFTER



BEFORE



AFTER

COMMON REPAIRS COMPLETED

- Roof and fascia stabilization
- Electrical system upgrades and smoke detector installation
- Accessibility modifications (bathroom conversions, ramps, and handrails)
- Exterior painting, driveway repair, and landscaping improvements

SURVEY RESULTS (POST-REPAIR FEEDBACK):

- 100% of participants were “extremely satisfied” with the repairs.
- 85% reported feeling more proud and confident in their homes.
- 100% indicated they are “extremely likely” to remain in their homes as they age.

Accomplishments

Property Acquisitions and Blight Removal

In accordance with the Agency's mission to eliminate slum and blight, the NLCRA acquired two key parcels along the U.S. 1 corridor.

- **27501 S. Dixie Highway:** Following acquisition, the Agency successfully completed the full demolition of the blighted structure in 2025.
- **27525 S. Dixie Highway:** Following acquisition, the agency immediately began exterior improvements.
- **Immediate Impact:** This critical step removed persistent safety hazards and visual blight, creating a clean site ready for future corridor enhancement.
- **Long-Term Vision:** These parcels create opportunity for future development aligned with the CRA's plan and goals for high-quality gateway revitalization.



Accomplishments

Commercial Revitalization & Asset Management

In 2025, the Naranja Lakes Community Redevelopment Agency (NLCRA) prioritized the revitalization of its commercial asset located at 27525 S. Dixie Highway. NAI Property Management, the Agency’s Board-approved property manager, successfully implemented a comprehensive site improvement plan focused on enhancing safety, improving aesthetics, and strengthening tenant stability. As a revenue-generating asset, all revenues and expenditures associated with this property are administered by NAI Property Management through a dedicated non-TIF trust account, ensuring financial transparency and accountability.



Accomplishments

Commercial Revitalization & Asset Management



Accomplishments

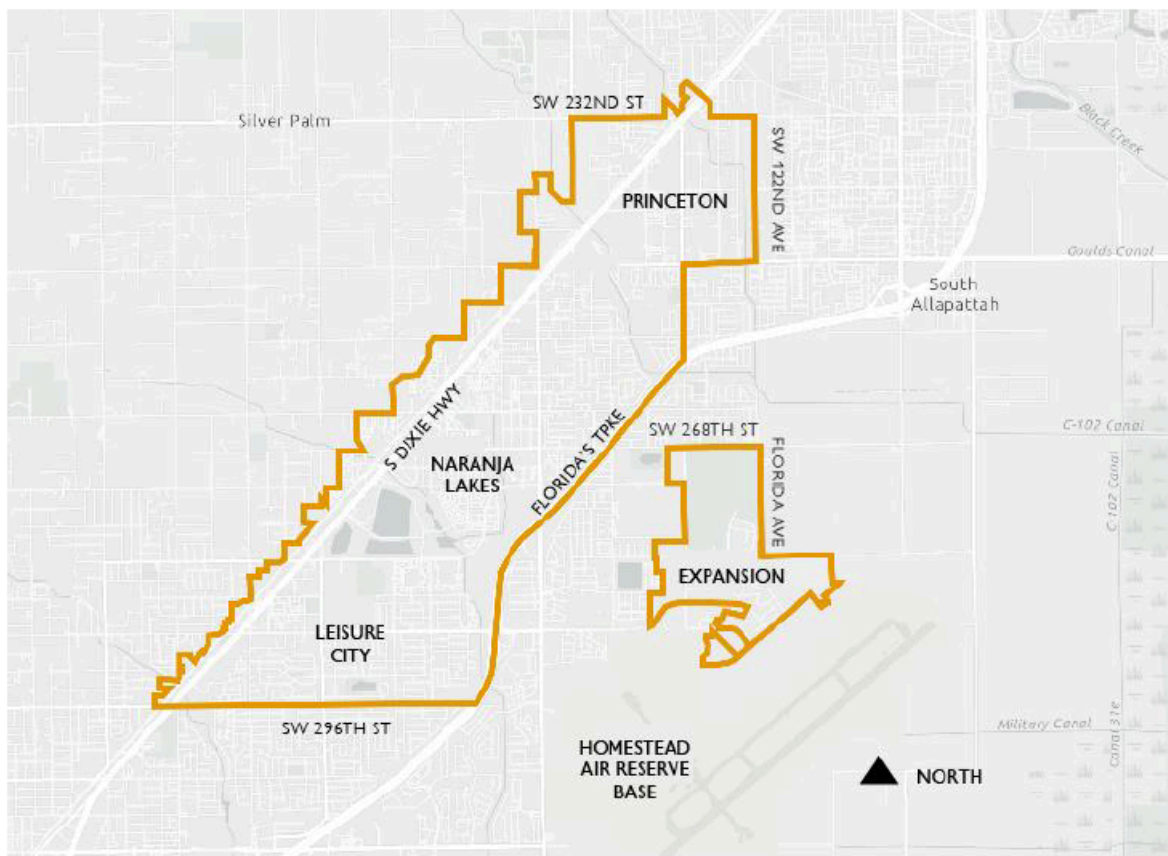
Expanded Boundaries, Updated Redevelopment Plan & Extension of CRA Life

FY 2024–2025 marked a major milestone for the NLCRA with the completion of an updated Redevelopment Plan, prepared in partnership with BusinessFlare, Inc. and approved by the NLCRA board. (Board of County Commissioners approval still pending).

Plan Achievements:

- Expanded CRA boundaries to approximately 5,039.62 acres across Districts 8 and 9.
- Amended the Redevelopment Plan to include 14 priority projects addressing housing, small business support, agri-tourism, public safety, and infrastructure.
- Assessment of need extending the life of the CRA to 2043, ensuring long-term funding capacity and project continuity.

This updated plan establishes a strategic framework for sustained redevelopment, leveraging public-private partnerships and community input to guide investment over the next two decades.



Looking Ahead

The NLCRA remains committed to advancing equitable redevelopment and enhancing the quality of life for all residents. Priorities for the upcoming fiscal year include:

Priorities for the next fiscal year include:

- **Affordable Housing Expansion:** Prioritizing the development of high-quality, attainable housing. The Board has recently approved major residential projects, including Bauer Parc, Magnolia Point, and Luxe Grove. These projects represent a significant commitment to low-to-middle-income residents.
- **Residential Rehabilitation:** Continuing the partnership with Rebuilding Together Miami-Dade to provide critical home repairs and accessibility modifications for seniors and veterans within the district.
- **U.S. 1 Corridor Revitalization:** Advancing the redevelopment phase for the newly acquired and cleared properties along S. Dixie Highway.
- **Community Engagement:** Leveraging the new NLCRA brand and digital platforms to increase public participation in the redevelopment process.

Through these efforts, the NLCRA continues to turn vision into action — transforming neighborhoods, empowering residents, and building a stronger, more resilient South Dade.



Bauer Parc

Statutory Reporting & Goal Achievement

In accordance with Florida Statute 163.371, the Naranja Lakes Community Redevelopment Agency provides the following report on projects, fiscal expenditures, and property value assessments for the FY 2024–2025 reporting period. These figures reflect the Agency's ongoing commitment to transparency and the strategic growth of the South Dade corridor.

- **Total Projects Started and Completed:** During this fiscal year, while a couple of unsolicited proposals were presented, no projects were finalized or approved for funding. The Agency's focus was dedicated to reorganization, strategic planning, governance modernization, and the acquisition of future development sites.
- **Redevelopment Trust Fund Expenditures:** Detailed total expenditures for the fiscal year are contained within the FY 2024–2025 Audited Financial Statements, which are incorporated into this report by reference.
- **Original Assessed Real Property Values (Base Year):**
 - Original Area (2002 Base Year): \$131,292,949
 - Expansion Area (2017 Base Year): \$493,525,205
- **Current Total Assessed Real Property Values:** As of January 1, 2025, the total assessed real property value within the Agency's boundaries is \$3,322,938,427.
- **Affordable Housing Expenditures:** The Agency began formal review and due diligence for three major residential developments (Bauer Parc, Magnolia Point, and Luxe Grove) to benefit low-to-middle-income residents; however, no approvals were finalized during this reporting period.
- **Summary of Plan Goal Achievement:** The NLCRA successfully achieved its core administrative and planning milestones for the year. This includes securing Board approval for the Agency's extension of life and transitioning into an implementation phase for key affordable housing sites. These actions directly support the long-term goal of eliminating slum and blight through sustainable residential growth.

References & Data Sources:

Taxable Value Data: [Miami-Dade County Property Appraiser 2024 Preliminary Certification of Taxable Value](#).
Base Year Assessments: [Miami-Dade County Legislative Item 181585](#) (Original & Expansion Areas).
Statutory Compliance: [Florida Statutes Section 163.371](#) (CRA Annual Reporting Requirements).
Agency Actions: [2025 Naranja Lakes CRA Plan Update](#)

Independent Accountant's Report

Board of Commissioners
Naranja Lakes Community Redevelopment Agency
Miami, Florida

We have examined the Naranja Lakes Community Redevelopment Agency (the CRA), a component unit of Miami-Dade County, Florida's compliance with *Sections 218.415, 163.387(6) and 163.387(7), Florida Statutes*, Local Government Investment Policies and the redevelopment trust for the period from October 1, 2023 to September 30, 2024. Management of the CRA is responsible for the CRA's compliance with the specified requirements. Our responsibility is to express an opinion on the CRA's compliance with the specified requirements based on our examination.

Our examination was conducted in accordance with attestation standards established by the AICPA. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether the CRA complied, in all material respects, with the specified requirements referenced above. An examination involves performing procedures to obtain evidence about whether the CRA complied with the specified requirements. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risks of material noncompliance, whether due to fraud or error. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Our examination does not provide a legal determination on the CRA's compliance with the specified requirements.

In our opinion, the CRA complied, in all material respects, with *Sections 218.415, 163.387(6) and 163.387(7), Florida Statutes*, Local Government Investment Policies and the redevelopment trust for the period from October 1, 2023 to September 30, 2024.

This report is intended solely for the information and use of the Florida Auditor General and the Board of Commissioners and management of the CRA, and is not intended to be and should not be used by anyone other than these specified parties.

RSM US LLP

Miami, Florida
June 16, 2025

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ASSURANCE | TAX | CONSULTING

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Tax Increment Revenues

The following analysis illustrates the sustained appreciation of the Naranja Lakes tax base, providing a year-over-year comparison between FY 2024 and FY 2025. This data serves as a direct indicator of the Agency's success in stimulating private-sector investment and market confidence along the South Dixie Highway corridor. By comparing current rolls against the 2002 and 2017 base years, we can measure the long-term fiscal impact of the CRA's redevelopment initiatives.

Comparison of Taxable Values

Area	Base Year Taxable Value	2023 Tax Roll	2024 Tax Roll	Increase	Percent Increase
Original Area	131,292,949 (2002)	693,051,233	\$816,229,961	123,178,728	17.77%
Expansion Area	\$493,525,205 (2017)	1,378,299,958	2,053,134,960	674,835,002	48.96%
Total	—	2,071,351,191	2,869,364,921	798,013,730	38.52%

The taxable values within the Naranja Lakes Community Redevelopment Area increased by \$798,013,730 during FY 23/24, representing a 38.52 percent overall increase. Growth remained strong across both the original and expansion areas, with the expansion area experiencing the highest percentage gain at 48.96 percent. These increases are indicative of improved market conditions and continued confidence in the South Dade corridor. The resulting rise in taxable values will provide additional tax-increment revenue to support future redevelopment activities.

Data Source: Miami-Dade County Property Appraiser 2024 Preliminary Certification of Taxable Value.

Financial Report – (Fiscal Year Ended September 30, 2024)

STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES GOVERNMENTAL FUNDS For Fiscal Year Ended September 30, 2024

Notes to the Financial Statements

The notes to the financial statements provide additional information that is essential for a full understanding of the information provided in the government-wide and fund financial statements.

Government-Wide Financial Analysis

The table below summarizes the statement of net position fiscal years ended September 30, 2024 and 2023:

	2024	2023
Current assets	\$ 24,032,481	\$ 17,879,146
Capital assets, net	780,965	803,382
Total assets	24,813,446	18,682,528
Current liabilities	54,344	30,816
Total liabilities	54,344	30,816
Net position:		
Net investment in capital assets	780,965	803,382
Restricted for redevelopment projects	23,978,137	\$ 17,848,330
Total net position	24,759,102	18,651,712
	2024	2023
General revenues:		
Tax increment financing revenues	\$ 8,790,107	\$ 6,928,620
Investment and other income	916,386	506,540
Total revenues	9,706,493	7,435,160
Expenses:		
Community redevelopment	595,499	552,041
Total expenses	595,499	552,041
Increase in net position before transfers	9,110,994	6,883,119
Transfers out to other County fund	(3,003,604)	(125,000)
Change in net position	6,107,390	6,758,119
Net position beginning of year	18,651,712	\$ 11,893,593
Net position end of year	24,759,102	18,651,712

There was an increase in tax increment financing revenues in the current year due to an increase in property values within the CRA District. This resulted in an increase in net position.

Adopted Budget

The Miami-Dade County Board of County Commissioners approved the Naranja Lakes Community Redevelopment Agency’s Fiscal Year 2025–2026 Budget on September 11, 2025. The adopted budget includes the projected Countywide and UMSA tax increment contributions generated from both the original and expanded community redevelopment areas. Additional sources include estimated interest income, non-tax revenue from CRA-owned property, and carryover funding of \$22,971,569 from the prior fiscal year. These revenues support the Agency’s administrative functions, redevelopment programs, and long-term planning initiatives within the Area.

Revenues (FY 2024–2025 Adopted Budget)

Carryover	23,946,936
Taxes (Original Area – Countywide & UMSA)	4,277,593
Taxes (Expanded Area – Countywide & UMSA)	9,372,194
Interest Income	\$500,000
Total Revenues	38,096,723



CONTACT INFORMATION

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