



A. Meeting Call to Order, Roll Call

Chairman Gilliard

B. Approval of September Agenda

Chairman Gilliard

C. Approval of Minutes

Chairman Gilliard

1. July 16th, 2025

D. Reasonable Opportunity for the Public to be Heard

Chairman Gilliard

E. Presentation:

1. CRA Bonding 101

Larry Spring Jr., CPA

2. MDSO Update

F. Action Items:

1. RESOLUTION OF THE CHAIR AND BOARD MEMBERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY APPROVING THE FISCAL YEAR 2025-2026 BUDGET.
2. RESOLUTION OF THE CHAIR AND BOARD MEMBERS APPROVING THE REMOVAL OF THE AMENDED EXPANSION AREA AND MAINTAINING THE ORIGINAL FINDING OF NECESSITY EXPANDING THE WEST PERRINE COMMUNITY REDEVELOPMENT AREA AS FOLLOWS: COMMENCING AT THE INTERSECTION OF SW 114TH AVENUE AND SW 197TH STREET, THE CRA BOUNDARIES EXTEND NORTH TO SW 192ND STREET, THEN EAST TO SW 112TH AVENUE, THEN NORTH TO SW 187TH STREET, THEN WEST TO SW 113TH AVENUE, THEN NORTH TO BELLE AIRE CANAL C-IN, THEN NORTH TO SW 184TH STREET, THEN EAST TO FLORIDA TURNPIKE, THEN SOUTH TO SW 196TH STREET, THEN WEST TO SW 110TH COURT, THEN SOUTH TO SW 197TH STREET, THEN WEST TO COMMENCING INTERSECTION.

G. Discussion/Updates:

Chairman Gilliard

H. Next Meeting Dates & Adjournment

Chairman Gilliard

1. TBD



Regular Board Meeting Minutes – July 16, 2025 – 6:00 P.M.
South Dade Government Center
10710 SW 211th ST – Conference Room 104 – Cutler Bay, FL 33189

Meeting Call to Order, Roll Call

Chairman Gilliard called the meeting to order at 6:06 P.M. Roll Call was as follows:

- Present: Chairman Leviticus L. Gilliard, Vice-Chair Tyreke Spann Kevin Richardson, Rhonda Richardson-Comer and Veronica Thompson
- Absent: Willie Carpenter and Taj Echoles
- Miami-Dade County Staff Present: Vivian Cao, Assistant Director, and Jason E. Rodriguez, Business Analyst Manager, Office of Management and Budget (OMB)
- Krystal Patterson, Executive Director of the West Perrine CRA

Open Forum for Public Comments

Chairman Gilliard opened the forum for the public to have a reasonable opportunity to be heard.

Ms. Linda Beasley, 10214 SW 169 Terrace, stated that she is one of the recipients of the residential rehabilitation grant program. She expressed her appreciation for the work the Board is doing in the area, noting that without the funding she would not have been able to repair her home.

Approval of Agenda

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

Approval of Minutes

Ms. Thompson moved to approve the April 24, 2025, Regular Board meeting minutes. The motion was seconded by Mr. Richardson. Motion passed unanimously.

Presentations

The Greater Miami Service Corp, Inc Commissioner Barbara Jordan/Deborah Dorsett, Executive Officer

Chairman Gilliard introduced Ms. Dorsett from the Greater Miami Service Corp. Inc., stating that they have 35 years' experience providing service in the County. He mentioned that Commissioner Jordan was essential on getting the program started. He stated that Commissioner Jordan reached out to him to express her regret at not being able to attend the meeting to personally introduce Ms. Dorsett to the Board.

Ms. Dorsett stated that the proposal shared in advanced with the Board is for the Greater Miami Service to provide services that include community and housing beautification. She stated that the housing beautification program objective is to provide façade repair, painting, and landscaping. The proposal is to serve fifteen homes at a cost of \$10,000. She stated that the organization has the capacity to do this job and is currently providing services to Miami-Dade County, other municipalities and other CRAs, such as the Opa Locka CRA where last year Greater Miami completed ten homes. In addition to external beautification of the home they are also completing energy efficiency services, going into the homes and changing led light bulbs, check air radiators, shower heads and faucets.

Ms. Dorsett stated that community beautification involves addressing areas identified by the Board needing power washing, graffiti removal and community clean ups. She noted that as examples, that Greater Miami maintains the City of Miami, Martin Luther King Jr. Boulevard, providing services as well to the Florida Department of Transportation. She emphasized that a key part of their program is engaging community youth, noting that in Perrine they could target the juvenile community, providing training such as carpentry through their Florida Certified Pre-Apprenticeship Program. She stated that the core areas they focus on are construction, IT (information technology), health care, such as patient transportation, patient services assistance, and home health aide. She noted that for IT they partner with Barrington Urban Program and have a number of students successfully complete the program where the starting wages is \$18.00 an hour. Mr. Dorsett shared a success story for one of the students who received national recognition while enduring many obstacles.

Chairman Gilliard clarified that the Board gets to decide where the services are needed in the community and individuals in the community to be assisted through the program.

In response to a question from Mr. Spann, Ms. Dorsett stated that the average turnaround for beautification projects is approximately 3 to 5 days. She stated they work with the homeowners in choosing paint colors, landscaping and other areas. To paint a home, select landscaping etc. could be 3-5 days depending on home size and other factors such as weather. Ms. Dorsett stated that Greater Miami works with the community to meet eligibility criteria

Chairman Gillard stated that the eligibility criteria in the CRA is totally different from other areas of the County.

Action Items

Chairman Gillard introduced Mr. Steven Zelkowitz, Taylor Duma LLP, highlighting his expertise as a CRA attorney. He stated that the CRA needs its own attorney, sharing an experience where at a prior Board meeting, the CRA attorney was also representing the County's Housing Department representative who was making a presentation. Mr. Gillard stated that it was during

that meeting that he realized the Agency needed an attorney who solely represented its interests to avoid juggling acts.

Mr. Zelkowitz provided professional introduction remarks, noting that he is a partner with Taylor Duma LLP, with expertise in CRA representation. He stated that he provides legal services to the Naranja Lakes CRA, since their inception in 2003, represents the North Miami CRA since they form in 2005, the North Miami Beach and Hallandale CRAs. He stated that he is well versed in CRA law and CRA missions, noting that as policy makers, the Board will make policies that will be executed by the Executive Director with his legal advice and compliance with State Statutes.

Mr. Zelkowitz stated that he is a proponent of having a separate legal advisor for a community redevelopment agency, noting that the City of North Miami has its City Counsel, and he serves as counsel exclusively on CRA matters. He noted that he has a long relationship with the County noting that he worked with Mr. Smith, from the County Attorney Office, and Mr. Rodriguez, from OMB, for many years and most recently with Ms. Cao.

Chairman Gilliard read the following resolution for the Board's consideration:

1. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY APPOINTING TAYLOR DUMA LLP, STEVEN ZELKOWITZ ESQ. AS LEGAL COUNSEL TO THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY; APPROVING A PROFESSIONAL SERVICES AGREEMENT WITH TAYLOR DUMA LLP TO PROVIDE LEGAL SERVICES TO THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY FOR A NOT TO EXCEED AMOUNT OF \$140,000 PER FISCAL YEAR; AUTHORIZING THE CHAIRMAN TO EXECUTE THE AGREEMENT WITH TAYLOR DUMA LLP; AND PROVIDING AN EFFECTIVE DATE.

Chairman Gilliard stated the effective date is as today, July 16, 2025.

Ms. Thompkins moved to approve the resolution. The motion was seconded by Mr. Spann. Motion passed unanimously.

Chairman Gilliard read the following resolution for the Board's consideration:

2. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY ("AGENCY") APPROVING OF AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE A MEMORANDUM OF UNDERSTANDING BETWEEN THE AGENCY AND GREATER MIAMI SERVICE CORP IN AN AMOUNT NOT TO EXCEED \$150,000.00, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN

Mr. Richardson moved to approve the resolution. The motion was seconded by Ms. Thompkins. Motion passed unanimously.

Chairman Gilliard stated that the next resolution is relating to land the CRA owns on Homestead Avenue. He indicated that the former building structures are gone from the area and therefore, the CRA is looking at entering into an agreement to add parking.

3. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY ("AGENCY") APPROVING OF AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO EXECUTE A PARKING LICENSE AGREEMENT BETWEEN THE AGENCY AND HIBISCUS GROVE, LP, A FLORIDA LIMITED PARTNERSHIP ("LICENSEE") FOR THE PURPOSE OF ALLOWING LICENSEE TO PARK ITS CONSTRUCTION AND OTHER VEHICLES ON THE AGENCY'S PROPERTY LOCATED AT 17690, 17640 AND 17620 HOMESTEAD AVENUE, MIAMI-DADE COUNTY, FLORIDA 33157 (FOLIO NOS.: 30-5032-004-0950, 30-5032-004-0940 AND 30-5032-004-0960), AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN

Ms. Thompkins moved to approve the resolution. The motion was seconded by Ms. Richardson-Comer. Motion passed unanimously.

Consent Agenda:

Chairman Gilliard stated that the items in the consent agenda are those that he and the Executive Director already exercised in relation with the grant programs.

Chairman Gilliard read the following introduction to the consent agenda:

Unless a member of the CRA Board wishes to remove a specific item from this portion of the agenda, tab vii constitutes the consent agenda. This item is self-explanatory and is not expected to require additional review or discussion. This item will be recorded as individually numbered items, adopted unanimously by the following motion.

Ms. Thompkins moved to approve the consent agenda. The motion was seconded by Mr. Spann. Motion passed unanimously.

1. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING A RESIDENTIAL REHABILITATION PROGRAM GRANT IN AN AMOUNT NOT TO EXCEED \$7,500.00 AND A RESIDENTIAL REHABILITATION PROGRAM LOAN IN AN AMOUNT NOT TO EXCEED \$25,000.00 TO ALFONSO BRUTON FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 10410 SW 171 STREET, MIAMI, FLORIDA 33157; AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE LOAN DOCUMENTS, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, INCLUDING TERMINATION AND AMENDMENT PROVISIONS
2. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING A RESIDENTIAL REHABILITATION PROGRAM GRANT IN AN AMOUNT NOT TO EXCEED \$9,500 AND A RESIDENTIAL REHABILITATION PROGRAM LOAN IN AN AMOUNT NOT TO EXCEED \$20,600 TO LINDA BEASLEY FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 10214 SW 169 TERRACE, MIAMI, FLORIDA 33157; AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE LOAN DOCUMENTS, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, INCLUDING TERMINATION AND AMENDMENT PROVISIONS

3. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING A RESIDENTIAL REHABILITATION PROGRAM GRANT IN AN AMOUNT NOT TO EXCEED \$8,000 AND A RESIDENTIAL REHABILITATION PROGRAM LOAN IN AN AMOUNT NOT TO EXCEED \$25,000 TO LINDA PAYNE FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 10140 SW 171 STREET, MIAMI, FLORIDA 33157; AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE LOAN DOCUMENTS, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, INCLUDING TERMINATION AND AMENDMENT PROVISIONS
4. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING A RESIDENTIAL REHABILITATION PROGRAM LOAN IN AN AMOUNT NOT TO EXCEED \$25,000.00 FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 10203 SW 169TH TERRACE, MIAMI, FLORIDA 33157; AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE LOAN DOCUMENTS, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, INCLUDING TERMINATION AND AMENDMENT PROVISIONS
5. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING A COMMERCIAL REHABILITATION PROGRAM GRANT IN AN AMOUNT NOT TO EXCEED \$33,900.00 TO DADE REAL ESTATE SCHOOL, INC. FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 17356 S DIXIE HIGHWAY, MIAMI, FLORIDA 33157; AND AUTHORIZING EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE A GRANT AGREEMENT, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, INCLUDING TERMINATION AND AMENDMENT PROVISIONS
6. RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY (AGENCY) APPROVING A COMMERCIAL REHABILITATION PROGRAM GRANT IN AN AMOUNT NOT TO EXCEED \$51,000 TO MT. SINAI BAPTIST CHURCH, INC. FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 10041 WEST JESSAMINE STREET, MIAMI, FLORIDA 33157; AND AUTHORIZING THE EXECUTIVE DIRECTOR, CHAIR OF THE BOARD AND AGENCY ATTORNEY TO NEGOTIATE AND EXECUTE A GRANT AGREEMENT, AND TO EXERCISE ALL PROVISIONS CONTAINED THEREIN, INCLUDING TERMINATION AND AMENDMENT PROVISIONS

Discussion Items

Chairman Gilliard announced the groundbreaking ceremony of Hibiscus Grove. He stated that the outdoor event will take place at Prime Timers in Homestead Avenue on Tuesday, July 22nd at 10:00 – 11:30 a.m.

Chairman Gilliard stated that the three lots owned by the CRA have been cleared and that squatters are no longer in the property.

Chairman Gilliard stated that the CRA is servicing fifteen grants; twelve residential grants and three commercial grants; some of which are still in the queue for completion and approval. He noted that now that the CRA has its own attorney any questions, comments or concerns can be addressed to Mr. Zelkowitz or direct them through the Executive Director for her to speak to Mr. Zelkowitz and get an answer accordingly.

Chairman Gilliard expressed gratitude to the County Attorney Office's Mr. Terrence Smith and Mr. Richard Appleton stating appreciation for the services they provided to the CRA. Chairman Gilliard emphasized that the change of legal attorney is not a reflection on the service Mr. Smith and Mr. Appleton provided to the CRA, but a reflection of the Agency's desires and needs in order to carry its agenda forward.

Next Meeting Date & Adjournment

Chairman Gilliard stated the next meeting would be on Wednesday, September 17, 2025. The meeting was adjourned at 6:34 P.M.



Achievement Consulting Group

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Larry M. Spring, Jr., CPA
Managing Director

Mr. Spring is the Managing Director of Achievement Consulting Group, a consulting firm that specializes in real estate development, government relations and financial consulting services. He has over 29 years of experience across several industries including commercial banking, municipal government, real estate development, economic development, and health care.

In the past several years he has served in several executive management roles including, Vice President/Controller of TotalBank, Corporate Director of Productivity for Jackson Health Systems, City Manager for the City of North Miami, Executive Director of the North Miami Community Redevelopment Agency and most recently as the Assistant City Manager/CFO for the City of Miami.

During his career, Mr. Spring has facilitated the development, financing and operations of numerous significant infrastructure projects and real estate developments throughout South Florida. He is widely known as a Tax Increment Financing (TIF) expert. Notable TIF transactions included the Miami Midtown development that leverage TIF to support \$115 Million in infrastructure bonds. Another notable recent transaction was the delivery of a 420-unit mixed income multi-family housing development called Arte Grand Central. Spring leveraged \$50 million in TIF revenue to subsidize and deliver 100 affordable and workforce units within the project.

Spring has been the financial architect on other notable projects including Museum Park (Perez Art Museum and Frost Museum of Science), Miami Marlin's Baseball Stadium and the Miami Port Tunnel, and has led the bond financing of nearly \$1 billion dollars in public infrastructure, parks, public facility, and affordable housing projects.

Mr. Spring received his Bachelor of Science in Accounting from Tulane University, holds certifications, in Construction Finance Management from the Colombia University School of Engineering, and Entrepreneurship and Innovation from the Harvard School of Business. He is both a licensed CPA and a licensed Realtor. Mr. Spring is also very dedicated to the community and has served on several civic and non-profit boards, including the Miami Foundation, City of Miami's Housing and Commercial Loan Committee, the Miami Parking Authority, and the Universal Truth Community Development Corporation. He is a life member of Kappa Alpha Psi Fraternity, Incorporated and the 100 Black Men of South Florida, Inc.

The logo for Achievement Consulting Group (AIC) is located in the top left corner. It consists of a red square with the letters 'AIC' in white, serif font. Below the square, the text 'Achievement Consulting Group' and 'Helping you achieve success!' is written in a smaller, dark red font.

AIC

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Municipal Bonding 101



FACILITATOR

Larry M. Spring, Jr. CPA



Purpose of Municipal Bonding

- Bonding allows an agency to leverage or borrow against a recurring revenue source to generate proceeds to fund projects.
- Ability to borrow money at a "tax exempt" rate ...less interest
- Projects typically funded include infrastructure (streets, sidewalks, drainage), affordable housing, parks, and land purchases (used to build public projects)

Statutory Authority

- Florida Statutes 163.385 – Issuance of Revenue Bonds provides the authority to borrow money via the issuance of bonds

Bonding Team

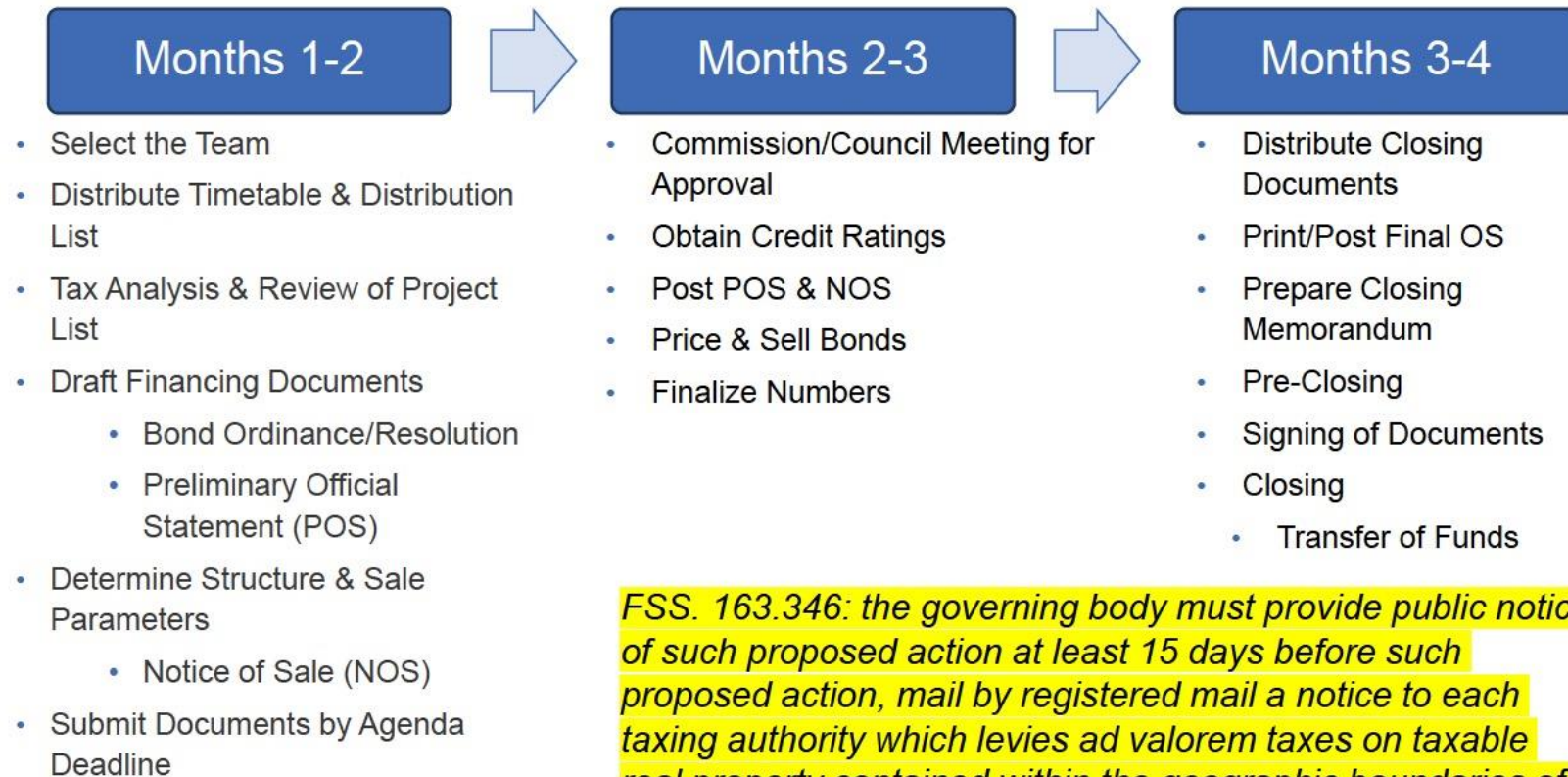
Typically, the following professionals are necessary to complete a bonding transaction:

- Bond Counsel
- Financial Advisor
- Underwriters (Investment Banks)

The Process Timeline

Issuance Timing

- From start to finish, the process of issuing bonds is expected to take approximately 3-4 months.
- Provided below is an outline of the sequence of events for issuing bonds:



FSS. 163.346: the governing body must provide public notice of such proposed action at least 15 days before such proposed action, mail by registered mail a notice to each taxing authority which levies ad valorem taxes on taxable real property contained within the geographic boundaries of the redevelopment area.



Recent CRA Bond

ESTIMATED SOURCES AND USES OF FUNDS

The table that follows summarizes the estimated sources and uses of funds to be derived from the sale of the Series 2025 Bonds:

SOURCES:	Series 2025A Bonds	Series 2025B Bonds
Principal Amount of	\$142,235,000.00	\$19,675,000.00
Plus Original Issue Premium	<u>9,709,341.20</u>	<u>1,132,614.05</u>
	\$151,944,341.20	\$20,807,614.05
Other Sources of Funds		
Series 2014 Debt Service Funds		<u>513,875.00</u>
TOTAL SOURCES	\$151,944,341.20	\$21,321,489.05
USES:		
Deposit to the Construction Fund*	\$150,000,000.00	
Deposit to Escrow Account		\$21,067,756.00
Costs of Issuance ⁽¹⁾	<u>1,944,341.20</u>	<u>253,733.05</u>
TOTAL USES	\$151,944,341.20	\$21,321,489.05

* For Grants and Affordable Housing Project See "THE DEVELOPMENT PROJECTS" herein.
⁽¹⁾ Includes underwriter's discount, financial advisory and legal fees and expenses, rating agency fees, Insurance Policy and miscellaneous other costs of issuance.

DEBT SERVICE SCHEDULE

The following table sets forth the debt service schedules for the Series 2025 Bonds.

FY ending 09/30	Series 2025 Principal	Series 2025 Interest	Series 2025 Total
2026	\$ 6,130,000.00	\$8,077,724.59	\$14,207,724.59
2027	6,515,000.00	7,693,575.00	14,208,575.00
2028	6,845,000.00	7,359,575.00	14,204,575.00
2029	7,200,000.00	7,008,450.00	14,208,450.00
2030	7,570,000.00	6,639,200.00	14,209,200.00
2031	7,955,000.00	6,251,075.00	14,206,075.00
2032	8,365,000.00	5,843,075.00	14,208,075.00
2033	8,795,000.00	5,414,075.00	14,209,075.00
2034	9,245,000.00	4,963,075.00	14,208,075.00
2035	9,715,000.00	4,489,075.00	14,204,075.00
2036	10,215,000.00	3,990,825.00	14,205,825.00
2037	10,740,000.00	3,466,950.00	14,206,950.00
2038	11,290,000.00	2,916,200.00	14,206,200.00
2039	11,870,000.00	2,337,200.00	14,207,200.00
2040	12,480,000.00	1,728,450.00	14,208,450.00
2041	13,135,000.00	1,071,656.25	14,206,656.25
2042	<u>13,845,000.00</u>	<u>363,431.25</u>	<u>14,208,431.25</u>
Total	\$161,910,000.00	\$79,613,612.09	\$241,523,612.09

Q & A

The Achievement Teams thanks
you for the opportunity to
present

West Perrine Community Redevelopment Agency

	FY 2024-25 ADOPTED BUDGET	FY2024-25 ACTUALS/EYOY PROJECTIONS	FY25-26 PROPOSED
REVENUES			
Carryover	4,816,401	5,083,057	6,660,460
UMSA Tax Increment Revenue	829,206	829,206	1,069,587
County Tax Increment Revenue	1,986,277	1,986,277	2,562,753
Interest	100,000	225,801	225,000
Revenue Total	7,731,883	8,124,341	10,517,800
EXPENDITURES			
Administrative Expense			
Audit	20,000	16,500	16,500
Advertising and Notices	25,000	25,000	25,000
Printing & Publishing	5,000		-
Executive Director	140,000	200,000	
H.E.R.S. Consulting			200,000
Project Coordinator	60,000	-	
Grants Software	-	15,100	15,000
Office Space	30,000		
Meeting Room Expenses	2,500		2,500
Office Supply Equipment	6,500		2,500
Mail Services	2,500	100	3000
Travel - FRA Annual Conference	35,000	8,000	25,000
Insurance	100,000	893	2,000
Procurement			40,000
Direct County Support	77,000	77,000	81,000
Subtotal Administrative Expense	503,500	342,593	412,500
County Administrative Charge (1.5%)	42,232	42,232	54,485
(A) Subtotal Admin and Admin Charge	545,732	384,825	466,985
			-
Operating Expense			-
F.R.A. Membership and State Fee	2,000	2,670	2,670
Contractual Services (Redevelopment Studies)	350,000	7,500	150,000
Legal Services	30,000	30,000	
Legal Services Taylor Duma			140,000
Non-Profit Organizations	250,000	25,000	
MzGoose Grant (Non Profit)			25,000
Innovative Community Policing	325,000		200,000
Special Lighting District	100	100	100
Workforce Training / Job Creation Programs	150,000		
Miscellaneous	300,000	10,000	450,000
Vehicle Maintenance	50,000		
Reserves	-		
(B) Subtotal Operating Expenses & Reserves	1,457,100	75,270	967,770
Infrastructure Expenses			
Land / Bldg. Acquisitions	2,404,051	686,787	2,000,000
Hibiscus Grove	900,000		1,000,000
Infrastructure Improvements	200,000		
Landscape Enhancement & Ground Maintenance	25,000		
Residential Improvement Grants	600,000	42,000	650,000
Redevelopment Grants - Commercial	1,000,000		750,000
Special Projects Grant	300,000	275,000	
Greater Miami Service Corp			150,000
Pyramid Construction Redevelopment			275,000
Major Project Incentives			2,958,045
Redevelopment Bond Reserves			1,000,000
Public Service Grant	300,000		300,000
Reserves			
(C) Subtotal Infrastructure Expenses & Reserves	5,729,051	1,003,787	9,083,045
Expenditures Total (A+B)	7,731,883	1,463,882	10,517,800
Revenues Less Expenditures Total	0	6,660,460	(0)



**West Perrine Community Redevelopment Agency
FY 2025-26 Budget**

Leviticus Gilliard, Sr. – Board Chair
Tyreke Spann – Vice-Chair
Veronica Thompkins – Secretary
Kevin T. Richardson – Board Member
Willie Carpenter – Board Member

Rhonda Richardson-Comer – Board Member

Krystal Patterson, MPA, FRA-RA – Executive Director, H.E.R.S. Consulting



Date: September 17th, 2025

To: Chairman Leviticus L. Gilliard,
and Members West Perrine Board of Commissioners

From: Krystal Patterson, MPA, FRA-RA
Executive Director, West Perrine CRA

Subject: West Perrine Community Redevelopment Agency FY 2025-26 Budget

It is recommended that the Board of Commissioners of the West Perrine Community Redevelopment Agency (Board) adopt the proposed FY 2025-26 budget for the West Perrine Community Redevelopment Area (redevelopment area). It is further recommended that the Board authorize the Executive Director or Executive Director's designee to submit the budget to the Miami-Dade County Board of County Commissioners for its approval.

Tax Roll

The redevelopment area has experienced healthy growth in taxable values from the previous year. The taxable value in the redevelopment area increased ____ percent over the 20__ Preliminary Roll for the redevelopment area.

West Perrine	2024 Roll	2025 Roll	Increase	Percent Increase
CRA Area	900,333,591	1,030,880,669	130,547,078	14.5

Revenues

For FY 2025-26 the estimated countywide tax increment payment into the trust fund is \$2,562,753, and the Unincorporated Municipal Service Area (UMSA) tax increment payment is \$1,069,587.

As of September 12, 2025, the Agency projected carryover funding is \$6,660,460 and is estimated to gain approximately \$225,000 in interest for total projected revenues of \$10,517,800.

Expenses

The expenses outlined in the budget narrative below are based on the Agency's redevelopment activities, including funding for initiatives developed in consultation with the Agency's staff.

Administrative support projected total is \$412,500 and the administrative reimbursement to the County is \$54,485. The proposed operating expenses for the Agency total \$967,770 and are detailed below. The



proposed infrastructure expenses for the Agency total \$9,083,045 and are detailed below. The Agency's proposed budget does not include any contingency reserves.

Proposed Budget for Fiscal Year 2025-26

Revenues - \$10,517,800

The Agency's proposed budget for FY 2025-26 is \$10,517,800. Revenues include a countywide tax increment revenue payment of \$2,562,753 an unincorporated area tax increment payment of \$1,069,587 carryover funding \$6,660,460 and projected interest earnings \$225,000.

Expenditures - \$10,517,800

Administrative Expenses - \$412,500

1. Audits (\$16,500)

Florida law requires that the Agency's revenues and expenses be audited annually by an external auditor to ensure compliance with sections 163.387(6) and (7), Florida Statutes.

2. Advertising, Notices, Printing and Mailing Materials (\$25,000)

Set aside for any advertising, printing, and mailing materials that may be required as a result of the Agency's activities to include social media, website hosting and maintenance, newsletters, photography etc.

3. H.E.R.S. Consulting (\$200,000)

The Agency's contracted consulting firm responsible for managing the day-to-day operations of the Agency and providing for an Executive Director.

4. Grants Software (\$15,000)

Grant management software to streamline application intake, compliance tracking, and reporting requirements.

6. Meeting Rooms (2,500)

Cover cost associated with the logistics relating to conducting Board meetings.



7. Office Supplies/Equipment (\$2,500)

Costs to purchase office supplies and equipment to include folders, paper, copier, computer etc.

8. Mail Services (\$3,000)

Costs to cover mail and notary regarding Agency programs and services.

9. Travel (\$25,000)

Travel to the annual Florida Redevelopment Association Conference, P3 Conference, International conference of Shopping Centers and events geared towards economic development that provide access to investors and developers to market the redevelopment area and professional development.

10. Insurance (\$2,000)

Coverage for property insurance.

11. Procurement (\$40,000)

Costs for procurement assistance to ensure transparent, competitive, and compliant vendor selection.

11. Direct County Support (\$81,000)

This line item covers expenses incurred by the County's Office of Management and Budget relating to managing financials of the Agency.

County Administrative Charge - \$54,485

1. County Administrative Charge (\$54,485)

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

Note: Administrative expenditures, excluding the 1.5 percent County Administrative Charge, total \$412,500 and represent less than 20 percent of total expenditures.

Operating Expenses - \$967,770

1. Membership and State Fee (\$2,670)

The Agency is required by the State of Florida to pay a Special District fee (\$175). The Agency is also a member of the Florida Redevelopment Association and pays annual dues (\$1,870).



2. Contractual Services (\$150,000)

For professional services to update the Agency's Redevelopment Plan, Professional service consultants, CRA project signs and installation etc.

3. Legal Services Taylor Duma (\$140,000)

For independent legal services review and/or preparation of documents, resolutions, contracts, and representation of the Agency.

4. Mz Goose Grant Non-Profit (\$25,000)

This amount will provide for maintenance and operational support to the Historic Bethel House Museum.

5. Innovative Community Policing (\$200,000)

For the implementation of an amended and updated innovative community policing plan (policing plan) to reduce crime in the redevelopment area.

6. Special Lighting District (\$100)

Payment of non-ad valorem assessment on the Agency's vacant land at the corner of SW 182nd Street and SW 102nd Court, folio number: 30-5032-014-0210

7. Workforce Training/Job Creation Programs (\$0)

Community Education initiatives to include seminars, summits and workshops.

8. Miscellaneous (\$450,000)

Funds reserved for unanticipated or incidental expenses not otherwise categorized within the CRA budget.

Infrastructure Expenses (\$9,083,045)

1. Land / Building Acquisition (\$2,000,000)

This allocation will fund the acquisition of blighted properties and/or vacant land for future redevelopment opportunities.



2. Hibiscus Grove (\$1,000,000)

Portion of the loan approved by the Board to support the development of Hibiscus Grove, a mixed-use affordable housing project.

3. Infrastructure Improvements (\$0)

This allocation will fund improvements within the redevelopment area. Additionally, this can be used to seek match funding from the Florida Department of Transportation for a beautification grant project within the redevelopment area. Remove old cans and install new in corridors, replace community gateway signs etc.

4. Landscape Enhancement & Ground Maintenance (\$0)

For ground maintenance and litter removal from CRA owned property to include board ups, tree trimming and debris hauling.

5. Residential Rehabilitation Program (\$650,000)

Residential programs developed to help with essential home repairs, enhancing the health, life, and safety of the West Perrine community while fulfilling the Agency's goal of mitigating slum and blight conditions.

6. Commercial Rehabilitation and Business Expansion & Attraction Programs (BEAP) (\$750,000)

The Commercial Rehabilitation Grant offers funding for interior/exterior upgrades to existing commercial properties, supporting small business retention within the CRA. The Business Expansion & Attraction Program (BEAP) aims to attract businesses to the redevelopment area, targeting those businesses outside its boundaries or businesses looking to expand.

7. Special Projects Grant (\$0)

The Special Projects Grant (SPG) incentivizes neighborhood groups to improve West Perrine neighborhoods on publicly owned property or right of way.

8. Public Service Worker Grant (\$300,000)

This grant will provide for down payment assistance specifically to income-eligible public service employees to purchase affordable housing in the redevelopment area.



9. Pyramid Construction Redevelopment (\$275,000)

Encumbrance of TIF revenues allocated to previously approved redevelopment incentive commitment for redevelopment of townhomes.

10. Greater Miami Service Corp (\$150,000)

Grant funding provided to Job Corps in support of community rehabilitation initiatives within the CRA area.

11. Major Project Initiatives (\$2,958,045)

Funding allocated for priority redevelopment projects and catalytic initiatives advancing the CRA's strategic goals.

12. Redevelopment Bond Reserves (\$1,000,000)

Funds reserved to establish capacity for future bonding in support of major redevelopment initiatives.

Finding of Necessity For Proposed Expansion Area For West Perrine Community Redevelopment Agency

Miami-Dade County, Florida



Prepared For
Miami-Dade County, FL
West Perrine Community Redevelopment Agency ("CRA")
Prepared by
BusinessFlare® ("Consultant")

September 2025



Community Redevelopment Office

Acknowledgements

This Finding of Necessity report was undertaken by the Miami-Dade County ("County") Community Redevelopment Office West Perrine CRA in collaboration with BusinessFlare®, LLC ("Consultant"). The County and West Perrine CRA are grateful for the many who provided direction and participated in the discussions that lead to the implementation of this report over the years.

Especially thanks to Commissioner Kionne L. McGhee who is the prime sponsor for this Finding of Necessity report per Resolution No. R-553-23.

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Office of Miami-Dade County Mayor

Mayor Daniella Levine Cava

Miami-Dade County Commission District 9

Kionne L. McGhee, Commissioner

West Perrine CRA Board Members

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Community Redevelopment Office

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1. Executive Summary

This Finding of Necessity (FON) report assesses conditions of slum and blight in the West Perrine CRA Proposed Expansion Area. The study area is located in the southern part of Miami-Dade County near the municipalities of Palmetto Bay and Cutler Bay. The proposed expansion area is approximately 170 acres of unincorporated land.

Earlier this year, Miami-Dade County undertook a comprehensive analysis to evaluate the expansion of the West Perrine Community Redevelopment Agency (CRA). The study, conducted pursuant to Section 163.355, Florida Statutes, focused on identifying the presence of *slum* and *blight* conditions as defined in Section 163.340(7) and (8), Florida Statutes. This evaluation is a critical step in determining the eligibility of the expansion area for CRA inclusion and subsequent redevelopment initiatives.

The study utilized a combination of government-maintained data, property records, socioeconomic statistics, crime and public safety data, and field reconnaissance visits. This multi-faceted approach ensured a robust evaluation of both the physical and social conditions within the proposed expansion boundaries. Data collection efforts were guided by the statutory criteria under Section 163.340(8), Florida Statutes, with a focus on identifying at least two or more qualifying indicators of blight.

Statutory Findings

The proposed West Perrine CRA Expansion Area has been determined to meet two (2) qualifying criteria for a “slum area”:

- **Inadequate Sanitation:** Recurring illegal dumping, exposed trash, and lack of proper dumpster enclosures create health and safety risks.
- **Unsafe Conditions:** Outdated power infrastructure and deteriorating structures present fire and life safety hazards.

Additionally, the area meets four (4) qualifying criteria for a “blighted area” as defined under Section 163.340(8), Florida Statutes, including:

- **Defective or Inadequate Infrastructure:** Cracked and unsafe roadways, missing sidewalks, inadequate parking, and bus stops without basic amenities impede safe mobility and accessibility.
- **Faulty Lot Layout:** Poorly utilized parcels, inefficient parking configurations, and underdeveloped lots limit redevelopment potential and reduce land value.
- **Unsanitary or Unsafe Conditions:** Illegal dumping, abandoned furniture, and deteriorated property conditions pose environmental and public health concerns.
- **Deterioration of Site or Other Improvements:** Abandoned buildings, boarded-up windows, outdated housing stock, and failing site improvements detract from the neighborhood’s economic viability.

Public safety data further reinforce these findings:

- Higher Crime Rates: Incidents of larceny, motor vehicle theft, and aggravated assault exceed county averages.
- Increased Fire/Rescue Calls: Miami-Dade Fire Rescue service maps (2021–2023) show higher rates of life-threatening and emergency incidents compared to surrounding areas.

The findings of this report demonstrate that the proposed West Perrine CRA Expansion Area meets the statutory definition of slum and blight under Section 163.340, Florida Statutes. The presence of multiple qualifying factors highlights the urgent need for intervention to address economic distress, public safety concerns, and physical degradation.

The expansion of the CRA will provide the legal and financial framework to:

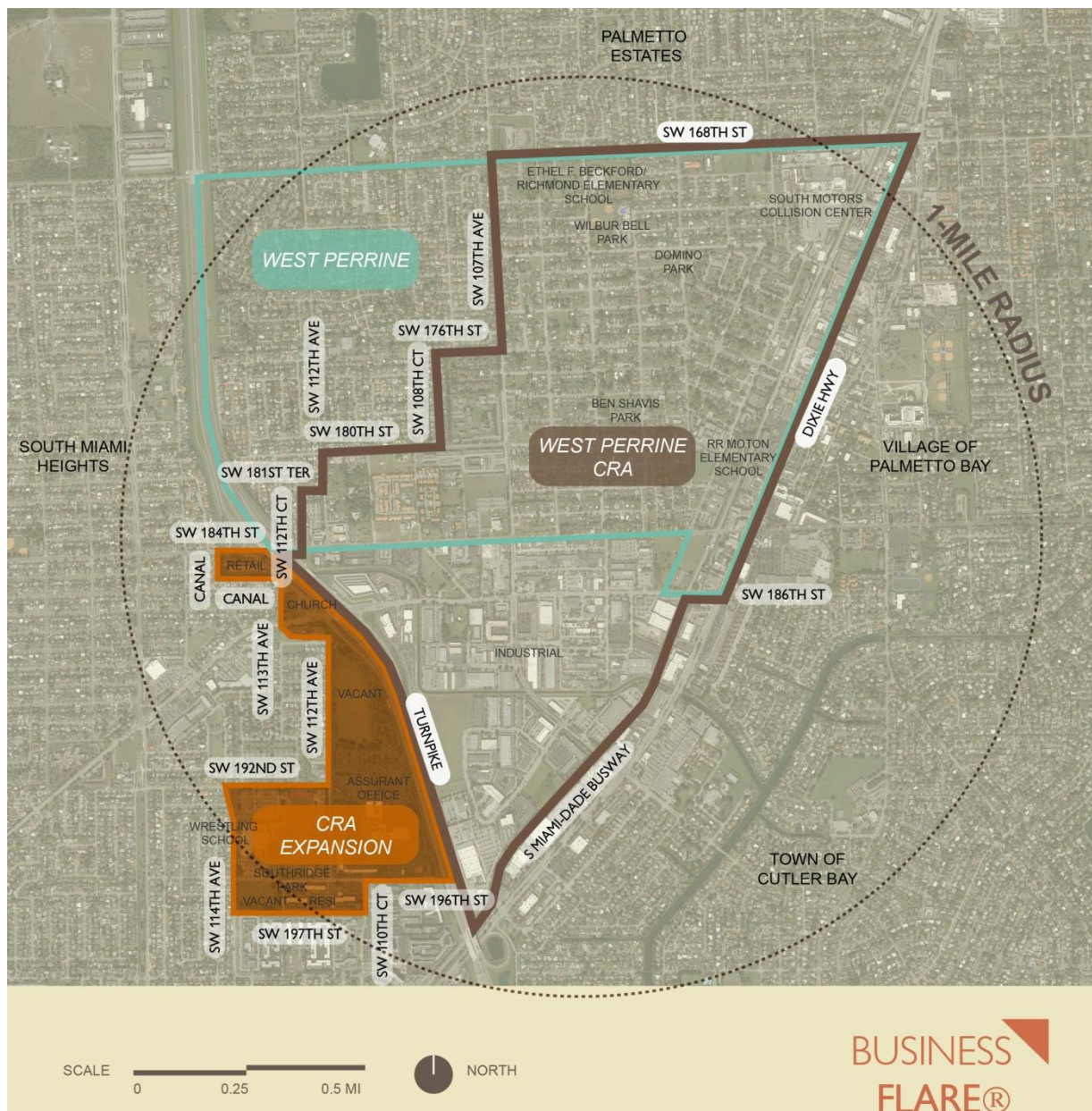
- Rebuild and modernize public infrastructure.
- Improve housing conditions and neighborhood aesthetics.
- Reduce crime and enhance public safety.
- Attract private investment and stimulate economic growth.
- Improve the overall quality of life for residents.

A Community Redevelopment Area is a tool created pursuant to State Law, Florida Statutes Chapter 163 Intergovernmental Programs Part III Community Redevelopment (ss. 163.330-163.463), which designates an area for redevelopment and authorizes the governing body to exercise certain powers to implement redevelopment. The West Perrine CRA proposed expansion area can benefit from the public and private investments that a designation as a CRA can bring. The County has significant experience with redevelopment success through CRAs: The West Perrine Community Redevelopment Agency was created and established by resolution on the 1st day of March 2005. This designation has helped improve the quality of life of its residents, generate economic development, and improve the physical environment for the County. Now, the aim of the West Perrine CRA Proposed Expansion Area is to continue that work.

Map of West Perrine CRA Proposed Expansion Area (170 Acres)

A general description of the proposed expansion area boundaries is as follows:

Commencing at the intersection of SW 114th Avenue and SW 197th Street, the CRA boundaries extend north to SW 192nd Street, then east to SW 112th Avenue, then north to SW 187th Street, then west to SW 113th Avenue, then north to Belle Aire Canal C-1N, then north to SW 184th Street, then east to Florida Turnpike, then south to SW 196th Street, then west to SW 110th Court, then south to SW 197th Street, then west to commencing intersection.



Map of Findings of Necessity Factors Present and Acreage



Legal Requirements (“Slum”)

Under Section 163.340 Definitions, Florida Statutes, the requirements of the Finding of Necessity are established. This analysis examines the criteria identified below and provides a final recommendation regarding the finding that Slum and Blight exists.

Slum Determination Chapter 163.340 (7), Florida Statutes (1 must be present)

(7) “Slum area” means an area having physical or economic conditions conducive to disease, infant mortality, juvenile delinquency, poverty, or crime because there is a predominance of buildings or improvements, whether residential or nonresidential, which are impaired by reason of dilapidation, deterioration, age, or obsolescence, and exhibiting one or more of the following factors:

- a) Inadequate provision for ventilation, light, air, sanitation, or open spaces;
- b) High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code; or
- c) The existence of conditions that endanger life or property by fire or other causes.

The proposed expansion area of the West Perrine CRA shows conditions that may endanger life or property by fire due to its outdated overhead power lines connections and buildings and infrastructure deterioration. The expansion area sanitation is inadequate due to its trash exposure on swale areas and dumpsters which are conducive to disease. Within the expansion area, especially within the neighborhood of South Miami Heights, statistics said, crime rate is higher compared to other parts in the County. According to socioeconomic statistics, the expansion area show a higher percentage of the population living below the poverty line compared to the rest of the County.

Legal Requirements (“Blight”)

Under Section 163.340 Definitions, Florida Statutes, the requirements of the Finding of Necessity are established. This analysis examines the criteria identified below and provides a final recommendation regarding the finding that Slum and Blight exists.

Blight Determination Chapter 163.340 (8), Florida Statutes (2 must be present)

(8) “Blighted area” means an area in which there are a substantial number of deteriorated or deteriorating structures; in which conditions, as indicated by government-maintained statistics or other studies, endanger life or property or are leading to economic distress; and in which two (2) or more of the following factors are present (the proposed expansion areas for West Perrine CRA meets at least four or more of the following factors, see criteria table on the following page):

- (a) Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.
- (b) Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.
- (c) Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
- (d) Unsanitary or unsafe conditions.
- (e) Deterioration of site or other improvements.
- (f) Inadequate and outdated building density patterns.
- (g) Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.
- (h) Tax or special assessment delinquency exceeding the fair value of the land.
- (i) Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.
- (j) Incidence of crime in the area higher than in the remainder of the county or municipality.
- (k) Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.
- (l) A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.
- (m) Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.
- (n) Governmentally owned property with adverse environmental conditions caused by a public or private entity.
- (o) A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.

Criteria Table

Under Section 163.340 Definitions, Florida Statutes, the requirements of the Finding of Necessity are established. The following table identifies the Slum and Blight criteria items that were found in the West Perrine CRA proposed expansion area in order to meet the Florida Statute requirements.

Criteria Table For Slum and Blight (Per Florida Statute Chapter 163)	West Perrine CRA Proposed Expansion Area
“Slum”	
Inadequate provision for ventilation, light, air, sanitation, or open spaces.	X
High density of population, compared to the population density of adjacent areas within the county or municipality; and overcrowding, as indicated by government-maintained statistics or other studies and the requirements of the Florida Building Code.	
The existence of conditions that endanger life or property by fire or other causes.	X
“Blight”	
Predominance of defective or inadequate street layout, parking facilities, roadways, bridges, or public transportation facilities.	X
Aggregate assessed values of real property in the area for ad valorem tax purposes have failed to show any appreciable increase over the 5 years prior to the finding of such conditions.	
Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.	X
Unsanitary or unsafe conditions.	X
Deterioration of site or other improvements.	X
Falling lease rates per square foot of office, commercial, or industrial space compared to the remainder of the county or municipality.	
Tax or special assessment delinquency exceeding the fair value of the land.	
Residential and commercial vacancy rates higher in the area than in the remainder of the county or municipality.	
Incidence of crime in the area higher than in the remainder of the county or municipality.	
Fire and emergency medical service calls to the area proportionately higher than in the remainder of the county or municipality.	
A greater number of violations of the Florida Building Code in the area than the number of violations recorded in the remainder of the county or municipality.	
Diversity of ownership or defective or unusual conditions of title which prevent the free alienability of land within the deteriorated or hazardous area.	
Governmentally owned property with adverse environmental conditions caused by a public or private entity.	
A substantial number or percentage of properties damaged by sinkhole activity which have not been adequately repaired or stabilized.	

Summary

The consultant team has conducted data research, analysis of the proposed expansion area existing conditions and county statistics, and multiple site visits to confirm the presence of slum and blight as defined by Florida Statutes. The consultant team composed of senior Florida Redevelopment Association Redevelopment Professionals (FRA-RP) concluded that although Chapter 163 only requires one qualifying criteria to determine slum, the study finds that there are two (2) criteria that meet “Slum” definition and at least four (4) qualifying “Blight” criteria conditions in the proposed expansion area.

This Finding of Necessity report presents conclusive evidence and if left unattended, will persist and undoubtedly extend to and beyond the boundaries of the West Perrine CRA. These conditions may lead to an economic and social liability to the County, and could consume additional resources to address the myriad of issues outlined above, while reducing the local tax base.

This document includes information that supports the finding of slum and blight. When conducting a “finding of necessity” for community redevelopment in Florida under Chapter 163 of the Intergovernmental Programs Part III, it’s essential to consider physical and data evidence to support the decision-making process. Here are some of the steps the consultant team took for this report:

- **Collect Physical Evidence:** Gather physical evidence that showcases the existing conditions in the community. This can include documenting blight, deteriorated structures, inadequate infrastructure, environmental issues, or other physical challenges that hinder the health, safety, and welfare of residents.
- **Utilize Data Analysis:** Use data analysis to support the need for redevelopment. This may involve examining demographic data, economic indicators, crime statistics, housing conditions, property values, and other relevant data points to demonstrate the necessity for intervention in the community.
- **Document Findings Clearly:** Clearly document the physical evidence and data analysis that support the finding of necessity. Present this information in a comprehensive and transparent manner to justify the need for community redevelopment.
- **Follow Legal Requirements:** Ensure that the finding of necessity process complies with the legal requirements outlined in Florida Statutes Chapter 163.

By incorporating physical evidence, data analysis, clear documentation, and adherence to legal requirements, the consultant team conducted a thorough finding of necessity to support community redevelopment initiatives in compliance with Florida statutes.

2. Introduction

Location

This West Perrine CRA proposed expansion area Finding of Necessity report provides a summary assessment of the 170-acre area of land generally bounded by the Florida Turnpike to the east, SW 184th Street to the north, SW 114th Avenue to the west, and SW 197th Street to the south. This area falls within South Miami Heights a census-designated place, originally known as Eureka, in Miami-Dade County, Florida.

West Perrine is an unincorporated community located in Miami-Dade County, Florida. It is situated in the southern part of the county, close to the cities of Palmetto Bay, Cutler Bay, and the unincorporated area commonly known as Kendall. West Perrine is known for its diverse population and vibrant cultural atmosphere. An eclectic mix of Hispanic and Black individuals create a diverse and vibrant community because it brings together different cultural backgrounds, traditions, and perspectives. In recent years, the proposed expansion area has experienced no new development and an outdated housing stock. Without new development, the existing infrastructure may not receive necessary updates or maintenance, leading to deteriorating conditions over time. Outdated housing projects may lack modern amenities and energy-efficient features, making them less desirable for residents and potential investors. Additionally, a lack of new development can contribute to economic stagnation, limited job opportunities, and declining property values, further exacerbating the cycle of disrepair in the area. Without investment in revitalization efforts and community development, the area may struggle to attract new residents and businesses, ultimately leading to a decline in overall quality of life and infrastructure.

Crime and Safety Perspective

Here is a summary of residents neighborhood review to shed light on the crime and safety perspective for this neighborhood, this comments can be corroborated with the County crime incident calls and police reports. This was obtained using different social platforms where residents left their reviews on the area. This serves to give us a contextual idea on the resident's perspective of the study area and not as definite concrete data.

- "There have been break ins in my neighborhood before."
- "The police sirens is a common thing at night, but it's usually in the same areas."
- "It's beautiful but there is so much pollution sometimes that you can barely see the beauty of nature."

The public perception of the area support the blight conditions demonstrated by the photographic evidence gathered and shown in the following pages.

Zoning, Existing Land Use, and General Characteristics

The study area is mostly comprised of OPD-Office Park District and RU-1-Single Family Residential, with a limited amount of RU-4L-Limited Apartment House. The Office Park District covers more than 50% of the expansion geography and part of it is vacant which is significant for potential redevelopment improvements and job creation. In addition, the amount of residential zoning being single family or multi-family combined is the second highest, therefore under a community redevelopment agency residential improvements can be allocated to improve the neighborhood aesthetics and home values.

	West Perrine CRA Expansion Area	Acres of Overall Land	Percentage (%) of Overall Land
Zoning Categories	OPD – Office Park District (Existing Land Uses: Office Building, Vacant Privately-Owned)	91.9	54.0%
	RU-4M – Modified Apartment House District 35.9 units/ net acre (Existing Land Uses: Multi-family)	12.4	7.2%
	RU-4L – Limited Apartment House 23 units/ net acre (Existing Land Uses: County Operated Parks)	5.3	3.1%
	RU-2 – Two Family Residential District, 7,500 ft ² net (Existing Land Uses: County Operated Parks)	10.0	5.8%
	RU-1 - Single Family Residential District, 7,500 ft ² net (Existing Land Uses: Public Schools)	46.9	27.9%
	BU-1A – Business District Limited (Existing Land Uses: Sales and Services)	3.5	2.0%
	TOTAL	170	100%

Socioeconomic Profile - Estimates

	Miami-Dade County	33157 Zip Code	West Perrine CRA Proposed Expansion Area by Census Block Group 12086.10207.2
Population Estimate	2,686,867	69,605	1,241
Median Household Income	\$72,311	\$80,364	\$16,585
Median Home Value	\$598,000	\$478,300	\$148,400
Hispanic Origin	69.1%	56.1%	64.4%
Black Alone	13.9%	19.1%	32.9%
White	12.6%	18.6%	2.7%
Median Age	41	43	37.4
Median Contract Rent	\$2,427	\$1,691	\$874
Unemployment	3.4%	5.0%	6.76%
Residents Below Poverty Line	14.9%	12.2%	34.2%
<p>Factors Present in West Perrine CRA Proposed Expansion Area:</p> <ol style="list-style-type: none"> 1. Minority concentration above County and Zip Code. 2. Leasing rates are below County and Zip Code. 3. Unemployment rates are higher than County and Zip Code. 4. Residents below poverty line is higher than County and Zip Code. <p>Source: Census data, ACS 2023</p>			

3. Finding of Necessity Analysis

The analysis of the proposed expansion area reveals a clear pattern of physical and socioeconomic distress consistent with the definitions of *slum* and *blight* under Florida Statute Chapter 163. What distinguishes this evaluation is not only the reliance on statistical data and mapping but also the first-hand, boots-on-the-ground site reconnaissance carried out by the consultant team. These visits were critical to bridging the gap between statutory language and community realities.

Walking the neighborhoods and documenting existing conditions allowed the team to see, touch, and record the very factors that the statute identifies. For example, unsanitary and unsafe conditions, one of the statutory triggers, were directly observed in the form of exposed trash piles, recurring illegal dumping, and the absence of basic public health safeguards such as proper dumpster enclosures. These were not isolated incidents but recurring patterns, confirming the community's vulnerability to health risks and diminished quality of life. In terms of inadequate street layout and transportation facilities, the reconnaissance revealed roads in visible disrepair, lacking sidewalks, and failing to provide safe passage for pedestrians. Bus stops without shelters or seating further reinforced the finding of inadequate public transportation infrastructure. These observations directly aligned with statutory criteria that identify defective or insufficient infrastructure as evidence of blight.

The team also documented inadequate parking facilities and faulty lot layouts. Vehicles parked on swale areas, dead-end parking configurations, and underutilized parcels underscored inefficiencies in land use and design. These conditions not only limit economic potential but also contribute to environmental degradation and safety hazards, thereby aligning with multiple statutory factors. Physical evidence of deteriorating and abandoned structures, boarded windows, aging housing stock, outdated mechanical systems, underscored the deterioration of site improvements and the obsolescence of building patterns. Such conditions are emblematic of blight under Florida law, and their persistence, if unaddressed, will continue to erode property values and community stability. The analysis of crime incidence further reinforced statutory findings. While crime data provided quantitative evidence of elevated rates of larceny, burglary, and aggravated assault compared to county averages, it was the visible signs of vulnerability, fencing, barred windows, and resident testimonies about repeated break-ins, that brought the statistics to life. These lived realities embody the statute's concern with crime as both a symptom and a driver of community decline.

In sum, the site reconnaissance did more than collect images, it served as a physical confirmation of the statute's criteria. The team's fieldwork validated that the expansion area suffers from multiple overlapping conditions of blight, far exceeding the statutory minimum of two. These factors, unsanitary conditions, inadequate infrastructure, deteriorating structures, faulty lot layouts, and elevated crime, are not abstract categories but tangible realities observed on the ground. Left unremedied, they threaten to deepen the cycle of disinvestment, burdening residents and eroding the local tax base.

The Existence Of Conditions “Blight” Conditions



Exhibit 1.1: This photographic evidence shows unsanitary conditions due to the lack of a proper dumpster enclosure. An exposed dumpster can be unsanitary for the community, because it can attract pests like rats, flies, and other animals. Additionally, the smell and sight of an exposed dumpster can be unpleasant and contribute to a negative environment for residents.



Exhibit 1.2: Forgotten furniture like old sofas, supermarket carts, and garbage left on the street can pose safety hazards and create unsanitary conditions for the community. These items can obstruct sidewalks and roadways, creating obstacles for pedestrians and vehicles. They can also attract pests and vermin, leading to potential health risks for residents. Proper disposal of such items is important to maintain a clean and safe environment for everyone in the community.

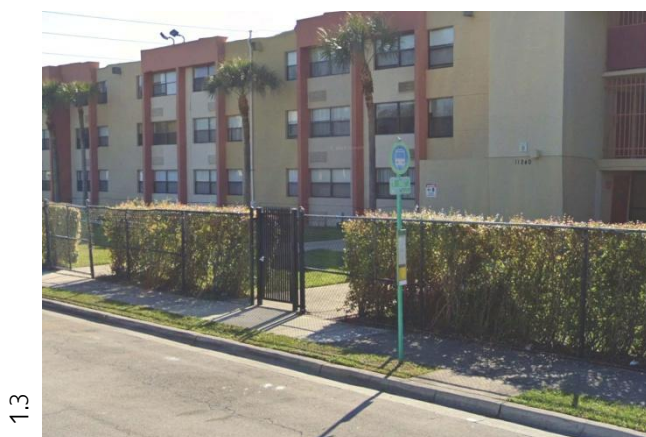


Exhibit 1.3: A transit stop without a bench or cover is inadequate because it fails to provide basic amenities for passengers waiting for public transportation. Without a bench, passengers, especially those with mobility issues or elderly individuals, may have to stand for long periods, leading to discomfort and fatigue. Additionally, without a cover, passengers are exposed to the elements such as rain or extreme heat, making the wait unpleasant and potentially affecting their health. Providing benches and covers at transit stops ensures the comfort and safety of passengers, making the public transportation experience more accessible and enjoyable for all.

The Existence Of Conditions “Blight” Conditions

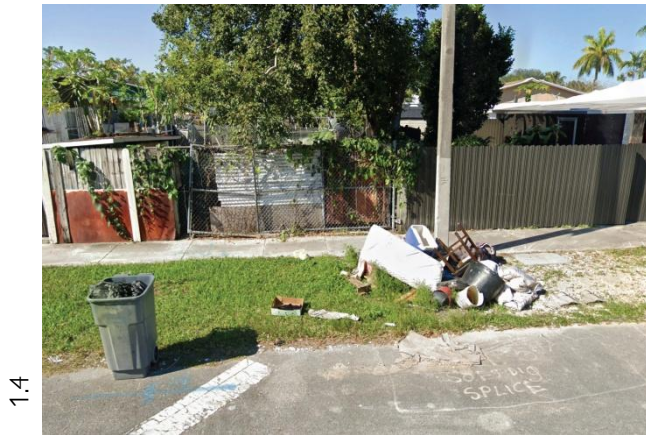


Exhibit 1.4: This photographic evidence shows unsafe and unsanitary conditions. Garbage left on the street can create unsanitary conditions for the community. They can attract pests and vermin, leading to potential health risks for residents. Proper disposal of such items is important to maintain a clean and safe environment for everyone in the community. Additionally, it contributes to an unpleasant and negative environment for residents and visitors (aesthetics).



Exhibit 1.5: This photographic evidence shows inadequate parking. Parking on swale green areas is inadequate in a community because it can cause damage to the environment and disrupt the natural ecosystem. Swales are designed to manage stormwater runoff, absorb excess water, and promote groundwater recharge. When vehicles are parked on these green areas, it can compact the soil, reduce the swale's effectiveness in managing water flow, and lead to erosion. This can result in flooding, water pollution, and degradation of the green space, impacting the overall health and sustainability of the community. It is important to preserve swale green areas for their intended ecological functions and to maintain a healthy environment for both residents and wildlife.



Exhibit 1.6: This photographic evidence shows defective roadways. Street potholes or asphalt cracks are signs of a defective roadway because they indicate deterioration and damage to the road surface. These potholes and cracks can pose safety hazards to drivers, cyclists, and pedestrians, leading to accidents and injuries. Additionally, they can cause damage to vehicles and increase maintenance costs for road users.

The Existence Of Conditions “Blight” Conditions



Exhibit 1.7: This photographic evidence shows abandoned building and deterioration of site. A building with boarded-up windows is typically a sign of an abandoned building and deterioration of the site for several reasons. Boarded-up windows are often used as a temporary measure to secure a vacant or abandoned building from unauthorized entry, vandalism, and squatting. When windows are boarded up, it can indicate that the building is no longer in use or properly maintained, leading to its deterioration over time.



Exhibit 1.8: This photographic evidence shows abandoned building and deterioration of site. When a building and its surrounding landscape are not properly maintained, it can indicate neglect and lack of care by the property owner or management. Abandoned buildings and neglected landscapes can attract vandalism, illegal activities, and pests, creating safety hazards for the community and decreasing property values in the area.



Exhibit 1.9: This photographic evidence shows outdated building structures and deterioration of site. Older housing stock in a community can be a sign of outdated building structures and deterioration of the site for a few reasons. Over time, older buildings may not meet current building codes, safety standards, or energy efficiency requirements, making them less desirable for modern living. The materials and construction methods used in older buildings may also be more prone to wear and decay, leading to structural issues and maintenance challenges.

The Existence Of Conditions “Blight” Conditions

1.10



Exhibit 1.10: This photographic evidence shows defective roadway and missing sidewalk for pedestrians. A street without sidewalks can be considered a defective roadway for pedestrians because sidewalks provide a designated and safe space for pedestrians to walk separate from vehicular traffic. Without sidewalks, pedestrians are forced to walk on the road itself, which can be dangerous due to the proximity to moving vehicles. This lack of separation increases the risk of accidents and injuries for pedestrians

1.11



Exhibit 1.11: This photographic evidence shows defective roadway that may put people in danger. Broken asphalt and pavement distresses can make a roadway unsafe and defective for several reasons. When the surface of the road is damaged or deteriorating, it can create hazards for drivers, cyclists, and pedestrians. Potholes, cracks, and uneven surfaces can cause vehicles to lose control, leading to accidents and injuries. In addition, broken asphalt and pavement distresses can also contribute to poor drainage, resulting in standing water that can cause hydroplaning and reduce visibility.

1.12

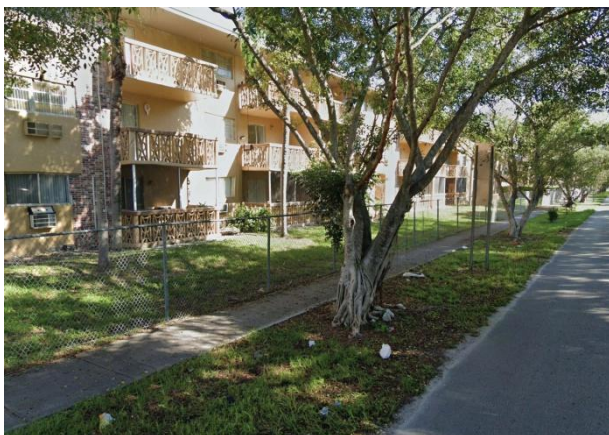


Exhibit 1.12: This photographic evidence shows outdated building structures and deterioration of site. Exterior AC units can detract from the overall appearance of a building and site, as they can be bulky, noisy, and visually unappealing. They may also require more maintenance and be more susceptible to damage from weather conditions, vandalism, or theft when located outside. The presence of exterior AC units can suggest that the building's cooling system is outdated or inefficient, potentially leading to higher energy costs and environmental impact.

The Existence Of Conditions “Blight” Conditions



Exhibit 1.13: This photographic evidence shows blight conditions. Exposed trash and abandoned grocery carts can be a sign of blight conditions in a community. They can create a negative visual impact, making the area look unkempt, dirty, and neglected. This can contribute to a sense of disorder and lack of community pride, potentially deterring residents and visitors from wanting to spend time or invest in the area. Addressing issues related to exposed trash and abandoned grocery carts is essential in improving the aesthetics, safety, and overall well-being of a community, helping to combat blight conditions and create a more welcoming and vibrant environment for all residents.



Exhibit 1.14: This photographic evidence shows inadequate parking facilities. Dead-end parking spaces are considered inadequate parking facilities for several reasons. Firstly, they can lead to inefficient use of space, as vehicles parked in dead-end spots may block other vehicles from exiting easily. This can result in congestion and inconvenience for drivers trying to maneuver in and out of the parking area. Additionally, dead-end parking spaces can limit accessibility and create safety hazards, as they may not provide clear pathways for pedestrians or emergency vehicles to navigate through the parking facility.

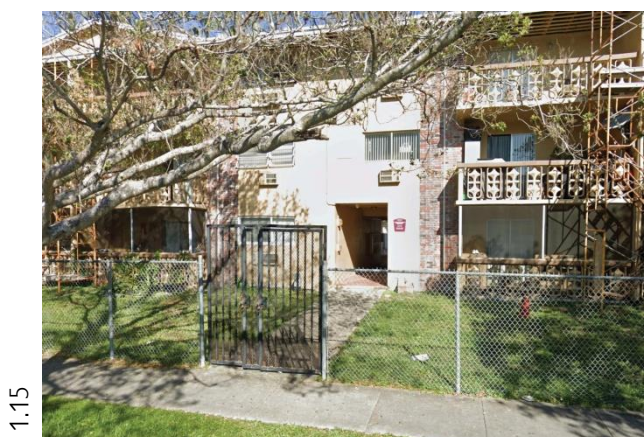


Exhibit 1.15: Chain link fencing and bar gates can be perceived as signs of an unsafe and unpleasant community. They can be associated with a lack of maintenance and care for the community, as they may appear old, rusted, or in disrepair. This can give the impression that the area is neglected and not well-maintained, potentially deterring residents and visitors from feeling welcome or safe in the community.

The Existence Of Conditions “Blight” Conditions

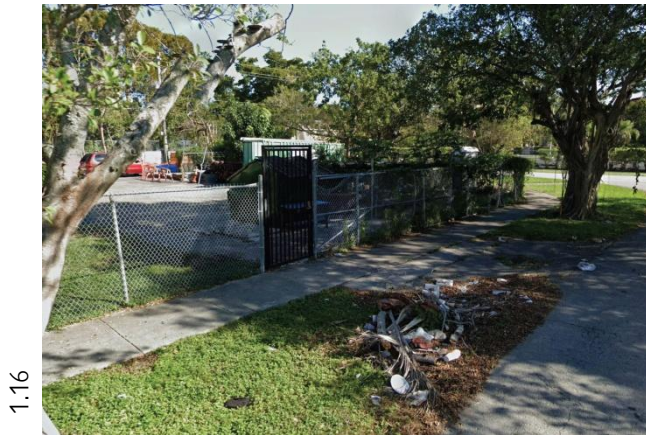


Exhibit 1.16: Chain link fences, unkempt landscapes, and exposed trash on the street are all signs of blight in a community. Chain link fences can give off a sense of neglect and lack of care for the community, as they may appear unattractive and poorly maintained. This can contribute to a perception of disinvestment in the area, potentially leading to a decline in property values and overall community pride. Unkempt landscapes, such as overgrown grass, weeds, and litter, can further exacerbate the appearance of blight and create a sense of disorder in the neighborhood. Exposed trash on the street not only detracts from the aesthetic appeal of the community but also poses health and safety risks, attracting pests and creating unsanitary conditions.



Exhibit 1.17: This photographic evidence shows unsafe and unsanitary conditions. We found multiple “No Dumping” signs throughout the West Perrine CRA Proposed Expansion Area, this shows that there is a recurring activity of dumping trash on the right-of-way, which it is indicative of “Blight” conditions for a community.

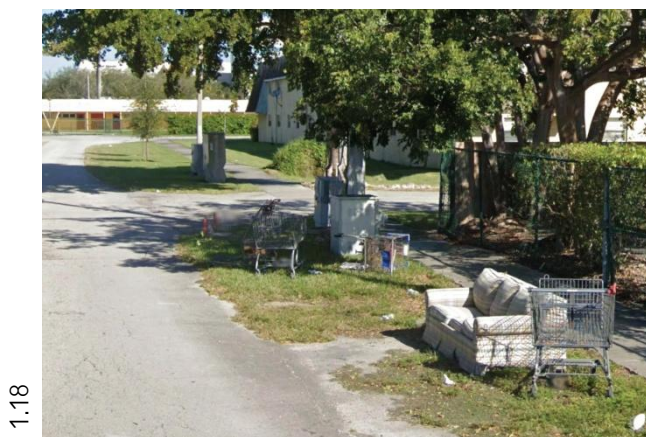


Exhibit 1.18: Old sofas and furniture left on the street can be seen as a sign of blight in a neighborhood for a few reasons. Firstly, the presence of discarded furniture can give off a sense of neglect and lack of care for the community. It can create an unsightly appearance and contribute to a general feeling of disorder and unkemptness in the area. Additionally, the sight of old sofas and furniture on the street can signal a lack of community pride and investment, potentially leading to a decline in property values and overall quality of life in the neighborhood.

The Existence Of Conditions “Blight” Conditions

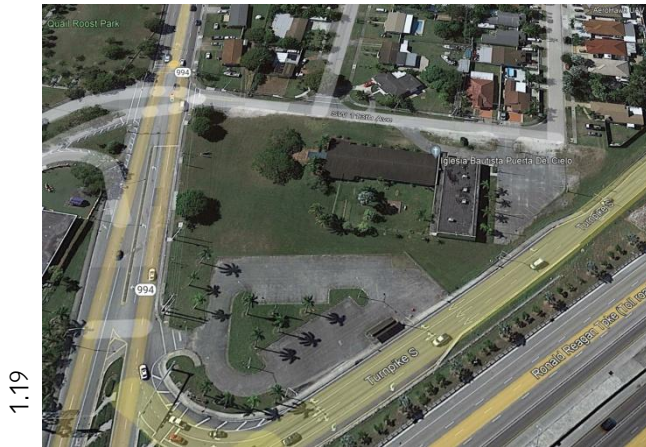


Exhibit 1.19: This photographic evidence shows faulty lot layout in relation to usefulness. A site with underutilized land and a faulty lot layout can be inefficient because it doesn't maximize the potential of the space. It may result in wasted resources, decreased functionality, and reduced overall value. Proper lot layout design is essential for optimizing space, improving usability, and enhancing the overall efficiency of a site. In addition to the negative visual impact on the environment.

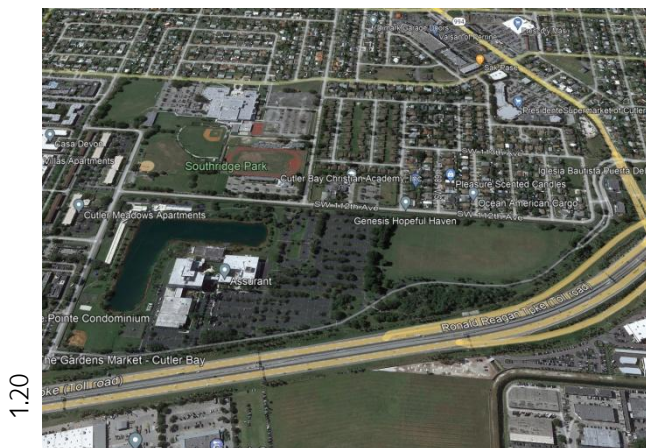


Exhibit 1.20: This photographic evidence shows faulty lot layout in relation to usefulness. Having a small building footprint relative to the overall site and a large vacant area typically signifies a faulty lot layout in terms of usefulness. Such a layout can lead to inefficiencies as it underutilizes the available space. This means that the potential of the site is not maximized, resulting in wasted land and resources. It can limit the functionality of the site, restrict the possibilities for development or expansion, and reduce the overall value of the property. In essence, this type of lot layout may not serve its intended purpose effectively and might not be cost-efficient in the long run.

Incidence Of Crime In The Area Higher Than In The Remainder Of The County Or Municipality (“Blight” Requirement)

Data provided by Miami Dade County Police Department

Calls-For-Service – West Perrine CRA

Year	Criteria	All Calls	Code 3 Emergency Calls	Code 2 Emergency/Priority Calls	Routine Calls
2023	Total Calls	665	61	18	586
2022	Total Calls	837	51	27	759
2021	Total Calls	977	62	26	889

As shown on this graph, despite a decrease in the number of calls compared to the previous two (2) years, it is relevant to highlight that it still a high number of calls for a relative small area (West Perrine CRA) compared to the County.

Part I and Part II Crimes – West Perrine CRA

Year	Part I Crimes	Part II Crimes	TOTAL
2023	27	17	44
2022	28	28	56
2021	17	26	43

As shown on this graph, Part I crimes in 2023 were higher compare to 2021 but slightly lower than 2022. Part II crimes in 2023 were lower than the previous years. This data shows that there are a significant number of incidences of crime in the area.

DEFINITIONS

Definition of Code 2: Priority call with potential threat or potential danger; responding unit(s) is authorized to drive 10 miles per hour over the posted speed limit.

Definition of Code 3:Emergency call with actual threat or actual danger; responding unit(s) is authorized to drive 20 miles per hour over the posted speed limit.

Definition of Part I Crimes: Uniform Crime Reporting (UCR) Part I Crimes are those crimes reported to the MDPD in the following classifications: murder and non-negligent manslaughter, robbery, aggravated assault, forcible rape, motor vehicle theft, larceny, burglary and arson. The UCR is a standard method of reporting crime, administered by the Federal Bureau of Investigation through the UCR Program. The classification for the offense is based on a police investigation, as opposed to determinations made by a court, medical examiner, jury, or other judicial body.

Definition of Part II Crimes: All crimes not covered under Part I Crimes.

Part I Crime Data Breakdown – West Perrine CRA Proposed Expansion Area

	2021
Larceny	13
Burglary	1
Aggravated Assault	3
TOTAL	17
	2022
Robbery	4
Aggravated Assault	4
Larceny	13
Motor Vehicle Theft	6
TOTAL	28
	2023
Robbery	2
Aggravated Assault	5
Larceny	14
Motor Vehicle Theft	6
TOTAL	27

As shown on this graph, the crime with the higher number of incidences in 2023 is larceny. (theft of personal property), follow by motor vehicle theft and aggravated assault. These are signs of “blight” conditions in the West Perrine CRA Proposed Expansion Area.

4. Conclusion

Summary of Recommendations

In accordance with Florida Statutes Chapter 163 Intergovernmental Programs Part III Community Redevelopment (ss. 163.330-163.463), the consulting team completed a comprehensive analysis of conditions within the proposed expansion area for the West Perrine CRA and determined that redevelopment of the community is necessary to ensure the health, safety, morals, and welfare of the residents. The findings are documented throughout this report. Although it is only necessary to meet one or two criteria, the CRA met multiple measures for slum and blight. These recommendations emphasize the importance of community redevelopment in the following ways (per Florida Statutes Chapter 163):

- **Improving Infrastructure:** Redevelopment projects can enhance public infrastructure, such as roads, utilities, and public facilities, which are crucial for the health and safety of residents.
- **Addressing Blight:** Redevelopment helps combat blight in neighborhoods, promoting a safer and healthier living environment for residents. It can involve revitalizing deteriorated areas, improving housing conditions, and reducing crime rates.
- **Enhancing Economic Development:** Community redevelopment can stimulate economic growth by attracting businesses, creating job opportunities, and increasing property values. This contributes to the overall welfare of residents by boosting the local economy.
- **Preserving Historical and Cultural Heritage:** Redevelopment projects can include preserving and revitalizing historic buildings and cultural landmarks, promoting community pride and preserving the area's heritage.
- **Encouraging Affordable Housing:** Redevelopment initiatives may include affordable housing programs to ensure that residents have access to suitable and affordable living spaces, contributing to their overall welfare.
- **Fostering Community Engagement:** Redevelopment projects often involve community input and participation, fostering a sense of ownership and pride among residents. This can lead to stronger social connections and a better quality of life for the community.

In summary, community redevelopment is crucial for promoting the well-being and prosperity of residents by improving infrastructure, addressing blight, enhancing economic opportunities, preserving heritage, providing affordable housing, and fostering community engagement.

Next Steps

The consultant team (BusinessFlare) recommends that Miami-Dade County Board of County Commissioners approve this Finding of Necessity by resolution. Following this Finding of Necessity report approval, the West Perrine CRA will complete an amendment to the current Community Redevelopment Plan to incorporate the proposed expansion area.

The Finding of Necessity took place in Miami-Dade County, FL

BusinessFlare® is a full-service redevelopment, revitalization, analytics, economic impact, planning and urban design firm with offices in North Miami, Stuart, and New Port Richey, Florida. The firm specializes in all aspects of strategic economic design, with focus on finding the right balance of economic feasibility, regulatory efficiency, and identity and place brand. We ground our work in a community's unique connection to its place: its aesthetics, social offerings (Third Places), and openness. This framework allows us to develop strategic and tactical recommendations for successful implementation of actionable economic growth strategies. This is a team that works together in their disciplines and across skills with a common goal of redevelopment, revitalization, and improving the tax base to enhance quality of life. We have experience creating and amending redevelopment plans and we are often called on by our clients to implement the plans we work with them to design. Our team includes professionals that have served in the CRA executive director, municipal department head, and redevelopment roles and have overseen some of the most successful community redevelopment initiatives and investments in the State of Florida during the last 30 years.

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<https://businessflare.net/>


Annex Data

Memorandum



Date: February 16, 2024

To: Jason Emilio Rodriguez, Business Analyst Manager
Office of Management and Budget
Community Redevelopment and Municipal Services

From: Raied S. Jadallah, Fire Chief
Miami-Dade Fire Rescue Department 

Subject: Miami-Dade Fire Rescue Incident Report for:
Proposed West Perrine Community Redevelopment Agency Boundary Expansion

In response to your e-mail dated January 25, 2024, below are the response statistics for the last three (3) calendar years for the proposed West Perrine Community Redevelopment Agency (CRA) expansion area, the current West Perrine CRA, and the Miami-Dade Fire-Rescue (MDFR) District. The enclosed attachment contains maps of the reported incidents in the proposed expansion area for each year.

Service Calls for the Last Three (3) Calendar Years:

	Proposed Expansion Area Incidents			West Perrine CRA District Incidents			Miami-Dade County-Wide Incidents		
	2021	2022	2023	2021	2022	2023	2021	2022	2023
Life Threatening Emergencies									
Number of Alarms	19	16	15	1,286	1,325	1,223	139,294	140,699	142,858
Average Response Time*	7:33	8:21	9:08	6:51	6:53	6:49	7:49	7:41	7:47
Structure Fires									
Number of Alarms	0	1	1	16	22	31	3,067	3,462	3,433
Average Response Time*	N/A	7:31	6:01	5:30	5:16	6:10	6:36	6:31	6:30

* Response times are in minutes and seconds

Service Delivery to West Perrine CRA:

Three (3) fire-rescue stations are located within a two-mile radius of the West Perrine CRA: Perrine Fire-Rescue Station 50, located at 9798 E. Hibiscus Street, is equipped with an Advanced Life Support (ALS) Engine and an ALS Rescue; South Miami Heights Fire-Rescue Station 52, located at 12105 Quail Roost Drive, is equipped with an ALS Tanker and an ALS Rescue; and Cutler Ridge Fire-Rescue Station 34, located at 10850 SW 211 Street, is equipped with a 100-foot Basic Life Support (BLS) Platform and an ALS Rescue. Each station is staffed with seven (7) firefighter/paramedics, 24 hours a day, 7 days a week.

Planned Stations:

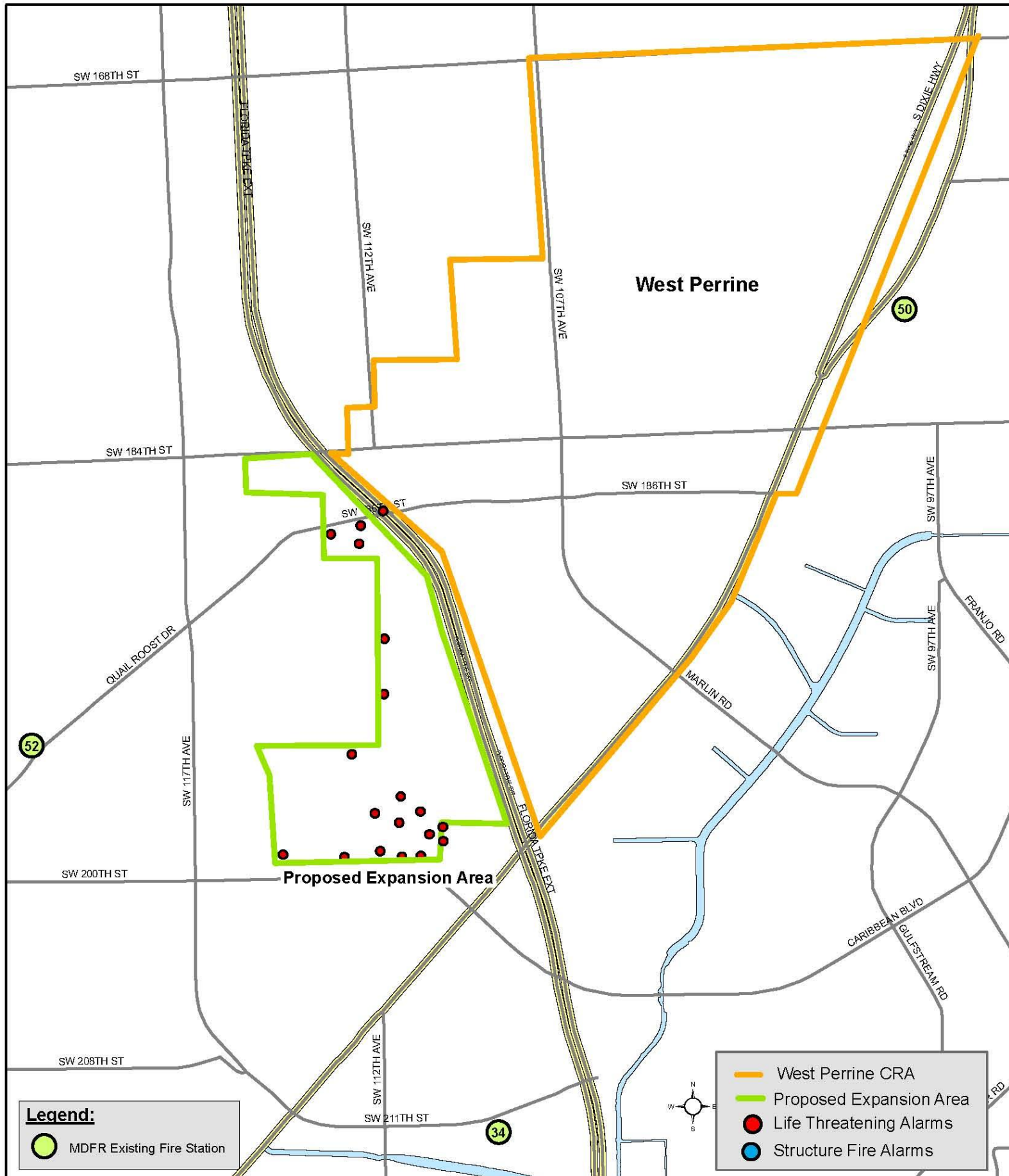
There are no planned fire-rescue stations within the boundaries of the proposed expansion area at this time.

Summary:

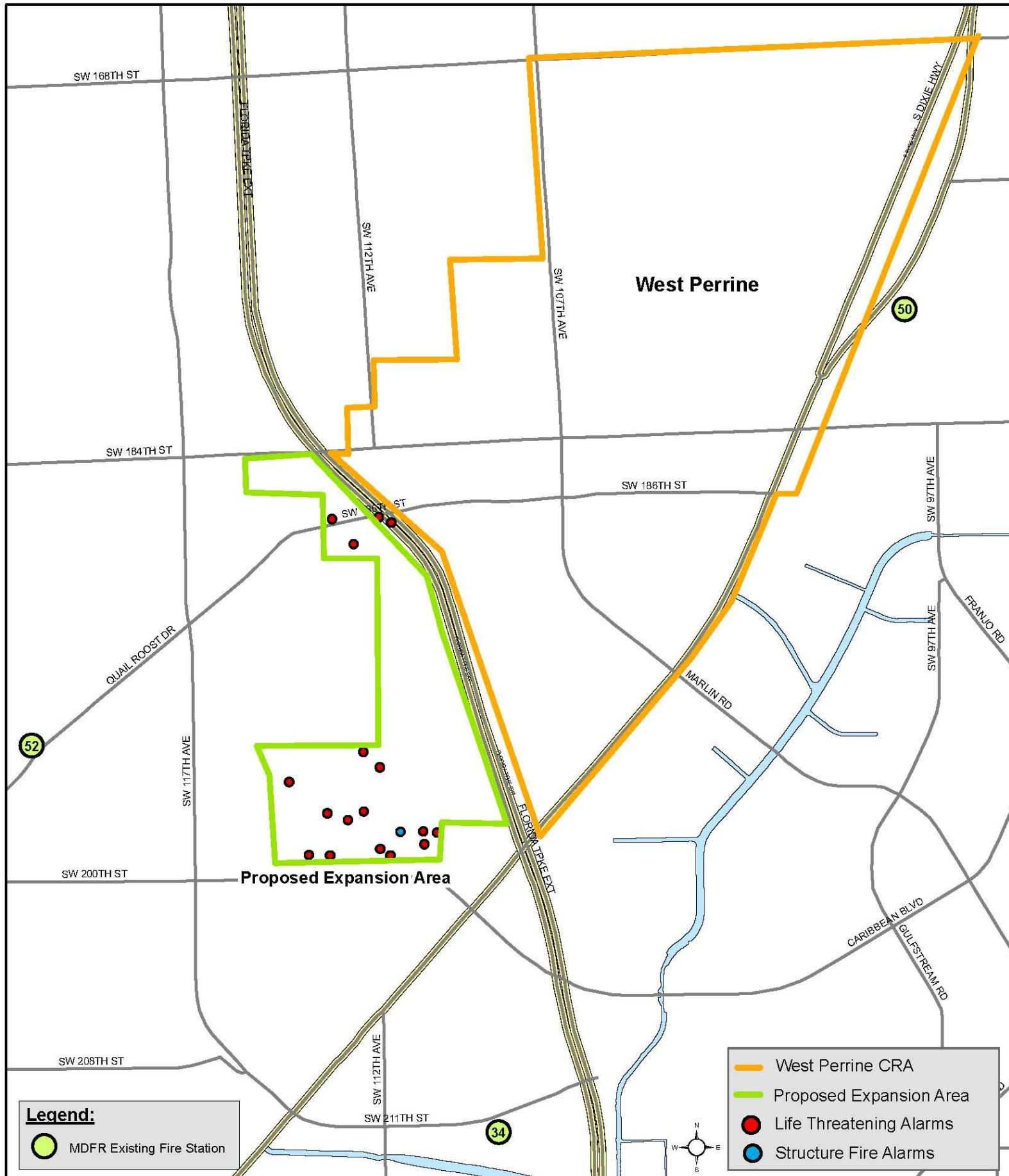
The proposed expansion will not impact MDFR's service delivery and/or response time. Currently, the area is served as part of the Unincorporated Municipal Service Area (UMSA). If the expansion is approved, fire protection and emergency medical services will continue to be provided by Miami-Dade County, and the area will continue to be served by the same stations and resources within the Fire District in an efficient and effective manner.

Should you have any questions or require further information, please contact Jenna Lugonja, Planning Division Manager, at 786-331-5254 or via e-mail at jennal@miamidade.gov.

Incidents 2021



MDFR Service Delivery to the Proposed Expansion Area, West Perrine
Incidents 2022



MDFR Service Delivery to the Proposed Expansion Area, West Perrine

Incidents 2023

