



Thursday, March 12, 2026  
6:00 PM

- A. Meeting Call to Order, Roll Call** **Chairman Gilliard**
- B. Approval of March Agenda**
- C. Approval of Minutes**
1. December 17<sup>th</sup>, 2025
- D. Reasonable Opportunity for the Public to be Heard** **Chairman Gilliard**
- E. Action Items:**
1. RESOLUTION OF THE BOARD OF COMMISSIONERS, APPROVING A RESIDENTIAL REHABILITATION PROGRAM (TENANT OCCUPIED) IN AN AMOUNT NOT TO EXCEED \$35,00.00 TO FREDERICKA BANKS FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 17335 SW 107 AVENUE, MIAMI, FLORIDA 33157.
2. RESOLUTION OF THE BOARD OF COMMISSIONERS AUTHORIZING A NAME CHANGE TO THE AGREEMENT FOR LEGAL SERVICES FOR THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY FROM TAYLOR DUMA LLP TO STEVEN W. ZELKOWITZ, P.A.
3. RESOLUTION OF THE BOARD OF COMMISSIONERS APPROVING A TRAVEL POLICY FOR THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY.
4. RESOLUTION OF THE BOARD OF COMMISSIONERS APPROVING THE FISCAL YEAR 24/25 ANNUAL REPORT FOR THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY.
- F. Discussion/Updates:** **Chairman Gilliard**
1. **Bond Update**
- G. Next Meeting Dates & Adjournment** **Chairman Gilliard**
1. TBD



**Regular Board Meeting Minutes – December 17, 2025 – 6:00 P.M.**  
South Dade Government Center  
10710 SW 211<sup>th</sup> ST – Conference Room 104 – Cutler Bay, FL 33189

---

**Meeting Call to Order, Roll Call**

Chairman Gilliard called the meeting to order at 6:02 P.M. Roll Call was as follows:

- Present: Chairman Leviticus L. Gilliard, Rhonda Richardson-Comer, Kevin Richardson and Veronica Thompkins
- Absent: Vice-Chair Tyreke Spann, Willie Carpenter and Taj Echoles
- Miami-Dade County Staff Present: Vivian Cao, Assistant Director, Office of Management and Budget (OMB)
- Krystal Patterson, Executive Director of the West Perrine CRA and Steve Zelkowitz - CRA Attorney, Taylor Duma LLP

**Open Forum for Public Comments**

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

There were no participants.

**Approval of Consent Agenda**

Chairman Gilliard read the titles of three resolutions listed under the consent agenda as follows:

1. Resolution of the Board approving an agreement between Blum Consulting and the West Perrine Community Redevelopment Agency to provide public information services for the agency in an amount not to exceed \$30,000 for FY 2025-2026
2. Approval of Residential Rehabilitation Grant – Rodney Sanders for certain improvements to the property located at 18212 S.W. 102<sup>nd</sup> Place, Miami, Florida 33157
3. Resolution of the Board approving an agreement between The Amco Services Group Inc., and the West Perrine Community Redevelopment Agency for a light display in an amount not to exceed \$8,500

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

## **Action Items**

1. RESOLUTION OF THE CHAIR AND BOARD MEMBERS APPROVING AN AGREEMENT BETWEEN PFM FINANCIAL ADVISORS LLC AND THE WEST PERRINE REDEVELOPMENT AGENCY TO PROVIDE FINANCIAL ADVISORY SERVICES FOR THE AGENCY'S BOND PROCESS; AUTHORIZING THE CHAIR OF THE BOARD, EXECUTIVE DIRECTOR AND THE ATTORNEY TO EXECUTE ALL RELATED INSTRUMENTS

Chairman Gilliard stated that the agenda packet includes all the pertaining information relating to PFM staffing level, bond services and pertaining experience in Miami Dade County and throughout the United States.

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

2. RESOLUTION OF THE CHAIR AND BOARD MEMBERS APPROVING AN AGREEMENT BETWEEN BRYANT MILLER OLIVE P.A. AND THE WEST PERRINE REDEVELOPMENT AGENCY TO PROVIDE BOND COUNSEL SERVICES FOR THE AGENCY'S BOND PROCESS; AUTHORIZING THE CHAIR OF THE BOARD, EXECUTIVE DIRECTOR AND THE ATTORNEY TO EXECUTE ALL RELATED INSTRUMENTS.

Chairman Gilliard stated that the firm is known among the best doing bond counseling. He stated that retaining them will assist the Agency with being fiscally responsible with the money to redevelopment the area.

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

3. RESOLUTION OF THE CHAIR AND BOARD MEMBERS APPROVING AN AGREEMENT BETWEEN ACHIEVEMENT CONSULTING GROUP AND THE WEST PERRINE REDEVELOPMENT AGENCY TO PROVIDE BOND CONSULTING SUPPORT AND INTERNAL PROCESS ASSISTANCE TO ADVANCE THE AGENCY'S BOND EFFORTS, IN AN AMOUNT NOT TO EXCEED \$60,000; AUTHORIZING THE CHAIR OF THE BOARD, EXECUTIVE DIRECTOR AND THE ATTORNEY TO EXECUTE ALL RELATED INSTRUMENTS.

Chairman Gilliard stated that Mr. Larry Spring, CEO and founder of Achievement Consulting Group is a native to South Miami Dade area. He noted that Mr. Spring has over twenty-nine years of experiences in multiple public and private sector areas, including commercial banking, municipal government, real estate development, economic development and health care.

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

## **Discussion / Updates Items**

Chairman Gilliard stated that the CRA Board wants to achieve fabulous things for the area. He stated that his goal is for West Perrine to look like Doral, noting that Carol City in Miami Gardens is undergoing a transformation clearing out an area where they used to have horse races to soon build a city center up there.

**Next Meeting Date & Adjournment**

Chairman Gilliard stated the next meeting would be on Wednesday, February 18, 2026. The meeting was adjourned at 6:13 P.M.

**RESOLUTION NO. CRA-01-2026**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY, APPROVING A RESIDENTIAL REHABILITATION PROGRAM (TENANT OCCUPIED) GRANT IN AN AMOUNT NOT TO EXCEED \$35,00.00 TO FREDERICKA BANKS FOR CERTAIN IMPROVEMENTS TO THE PROPERTY LOCATED AT 17335 S.W. 107<sup>TH</sup> AVENUE, MIAMI, FLORIDA 33157; AUTHORIZING THE EXECUTIVE DIRECTOR AND WPCRA ATTORNEY TO NEGOTIATE, FINALIZE AND EXECUTE A GRANT AGREEMENT WITH FREDERICKA BANKS; AUTHORIZING THE EXECUTIVE DIRECTOR TO TAKE ALL ACTION NECESSARY TO IMPLEMENT THE TERMS OF THE GRANT AGREEMENT; AND PROVIDING AN EFFECTIVE DATE.**

WHEREAS, the mission of the West Perrine Community Redevelopment Agency (“WPCRA”) is to promote economic development and enhance the quality of life by eliminating and preventing blighted conditions through the facilitation of community partnerships, business growth, job creation, and neighborhood rehabilitation; and

WHEREAS, the Board of Commissioners of the WPCRA desires to approve a Residential Rehabilitation Program (Tenant Occupied) Grant in an amount not to exceed Thirty-Five Thousand Dollars (\$35,00.00) to Fredericka Banks for certain improvements to the property located at 17335 S.W. 107<sup>th</sup> Avenue, Miami, Florida 33157 and authorizes the Executive Director and WPCRA Attorney to negotiate, finalize and execute a Grant Agreement with Fredericka Banks for the Residential Rehabilitation Program (Tenant Occupied) Grant.

**NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY:**

**Section 1. Recitals.** The recitals in the whereas clauses are true and correct, and incorporated into this Resolution.

**Section 2. Approval of Grant.** The Residential Rehabilitation Program (Tenant Occupied) Grant in an amount not to exceed Thirty-Five Thousand Dollars (\$35,00.00) to Fredericka Banks for certain improvements to the property located at 17335 S.W. 107<sup>th</sup> Avenue, Miami, Florida 33157 is hereby approved.

**Section 3. Negotiation, Finalization and Execution of Grant Agreement.** The Executive Director and WPCRA Attorney are hereby authorized to negotiate, finalize and execute a Grant Agreement with Fredericka Banks for the Residential Rehabilitation Program (Tenant Occupied) Grant.

**Section 4. Implementation of Agreement.** The Executive Director is hereby authorized to take all action necessary to implement the terms of the Grant Agreement with Fredericka Banks for the Residential Rehabilitation Program (Tenant Occupied) Grant.

**Section 5. Effective Date.** This Resolution shall take effect immediately upon approval.

PASSED and ADOPTED this 12<sup>th</sup> day of March, 2026.

\_\_\_\_\_  
Leviticus L. Gilliard  
Chair

ATTEST:

\_\_\_\_\_  
Veronica Thompkins  
WPCRA Secretary

APPROVED AS TO LEGAL SUFFICIENCY

\_\_\_\_\_  
Taylor Duma LLP  
WPCRA Attorney

SPONSORED BY: ADMINISTRATION

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Vote:

Chair Leviticus L. Gilliard	_____ (Yes) _____ (No)
Vice Chair Tyreke Spann	_____ (Yes) _____ (No)
Board Member Willie L. Carpenter	_____ (Yes) _____ (No)
Board Member Lieutenant Kevin Richardson	_____ (Yes) _____ (No)
Board Member Rhonda Richardson-Comer	_____ (Yes) _____ (No)
Board Member Veronica Thompkins	_____ (Yes) _____ (No)



Date: March 12, 2026

To: Board Members of the West Perrine Community Redevelopment Agency (WPCRA)

From: Krystal Patterson, MPA, FRA-RA Executive Director  
West Perrine Community Redevelopment Agency (WPCRA)

Subject: Residential Rehabilitation & Paint Up Beautification Program (Tenant Occupied), Fredericka Banks, 17335 SW 107 Avenue, Miami, Florida

---

### **Item Summary**

Consideration of approval for funding under the Residential Rehabilitation Program (Tenant Occupied- Four Units or Less) in a total amount not to exceed \$49,625 for property improvements funded under the Residential Rehabilitation Program (Tenant Occupied) and Paint Up and Beautification (Tenant Occupied) located at 17335 SW 107 Avenue, Miami, Florida 33157, owned by Fredericka Banks.

### **Executive Summary**

The residential rehabilitation application submitted by Fredericka Banks for improvements to the property located at 17335 SW 107 Avenue, Miami, Florida has been reviewed. The proposed scope of work includes exterior painting, driveway replacement, tree removal, and related property enhancements, with contractors selected based on the lowest responsible bids. The property owner is responsible for a 25% match. The CRA will fund its portion of the project through the Residential Rehabilitation Program and Paint Up and Beautification Program. Approval of this item will authorize funding in an amount not to exceed \$35,000 under the Residential Rehabilitation Program and and \$15,000 under the Paint Up and Beautification Program for improvements to the property.

### **Fiscal Impact**

The fiscal impact to the WPCR is \$35,000 from the Residential Rehabilitation Program. An additional \$14,625 will be funded through the Paint Up and Beautification Program, bringing the total CRA contribution to \$49,625.

### **Recommendation**

It is recommended that the Board approve funding in an amount not to exceed \$49,625.

### **Attachment**

Residential Rehabilitation Program Approval Letter – Fredericka Banks



**January 20, 2026**

**Fredricka Banks**

**17335 SW 107 Avenue**

**Miami, FL 33157**

Dear **Fredricka Banks**,

**RESIDENTIAL REHABILITATION TENANT OCCUPIED 4 UNITS OR LESS APPROVAL LETTER**

After a thorough review of your residential rehabilitation application, we are pleased to inform you that our staff recommends approval of your application by the board. The below scope of work and vendor(s) have been selected based on the lowest bid:

<b>Description of Work</b>	<b>Approved Contractors</b>	<b>Amount (\$)</b>
Work Item 1: Mailbox	Branch Evans	\$ 2,500.00
Work Item 2: Permits / Disposal	Branch Evans	\$ 4,000.00
Work Item 3: Paint Exterior	Branch Evans	\$ 9,500.00
Work Item 4: Tree Removal	Branch Evans	\$ 10,000.00
Work Item 5: Driveway Replacement	Branch Evans	\$ 18,500.00
Work Item 6: Plumbing	Construction Business	\$ 20,000.00
Work Item 7: Permits	Construction Business	\$2,000.00

Based on the scope of work requested, your application qualifies for the following grant allocations based on the 75/25 match requirement on both programs:

Total REQUESTED: **\$66,500**

Paint Up and Beautification: **\$19,500**

Residential Rehabilitation (Tenant Occupied): **\$47,000**



The TOTAL AWARDED for your project is **\$49,625.00**

Paint Up and Beautification: **\$14,625**

Residential Rehabilitation (Tenant Occupied): **\$35,000**

**AWARDEE IS RESPONSIBLE FOR 25% OF THE PROJECT COST TOTALING: \$16,875.**

**Your Next Steps:**

To proceed, please provide proof of the following for **Construction Business Operations and Branch Evans:**

1. Canceled check(s) from awardee to approved vendor(s) equaling total \$16,875 or broken into (3) three even payments (\$5,625). Canceled check(s) must be submitted prior to receiving draws from the WPCRA.
2. Corporate license (State of Florida, Division of Corporations)
3. Contractor license (Department of Business and Professional Regulations)
4. A project schedule broken into three segments clarifying the order in which the scope of work will be completed.
5. Clear list of approved indicating which items require permits as per Miami Dade County.
6. Initial invoice(s) from the contractor matching the work identified in segment one of the project schedules (See item 3).
7. CRA sign placed in your front yard visible to traffic (Send photo once installed).

Once these documents are received, we will finalize your award agreement and prepare the first disbursement. Additionally, please note these funds will not cover any work performed BEFORE the first disbursement is awarded. We are thrilled about the improvements this project will bring to your property and to the West Perrine community.

Signature: \_\_\_\_\_

Fredericka Banks, Awardee

Signature: \_\_\_\_\_

Krystal Patterson, Executive Director

Signature: \_\_\_\_\_

Leviticus Gilliard, Chairman of the Board

**RESOLUTION NO. CRA-02-2026**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY, APPOINTING STEVEN W. ZELKOWITZ, P.A. AS LEGAL COUNSEL TO THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY; APPROVING A PROFESSIONAL SERVICES AGREEMENT WITH STEVEN W. ZELKOWITZ, P.A. TO PROVIDE LEGAL SERVICES TO THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY FOR A NOT TO EXCEED AMOUNT OF \$81,666.67 FOR THE REMAINDER OF FISCAL YEAR 2025-2026; AUTHORIZING THE CHAIRMAN TO EXECUTE THE AGREEMENT WITH STEVEN W. ZELKOWITZ, P.A.; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, the retention of legal counsel will facilitate the mission of the West Perrine Community Redevelopment Agency (“WPCRA”) to promote and enhance the quality of life by eliminating and preventing slum and blighted conditions in the Community Redevelopment Area through redevelopment activities and projects pursuant to Part III of Chapter 163, Florida Statutes, known as the Community Redevelopment Act of 1969 in accordance with Local, County and State Statutes; and

**WHEREAS**, pursuant to Section 163.356(3)(c), Florida Statutes, the WPCRA is authorized to employ or retain legal counsel; and

**WHEREAS**, the Commissioners of the WPCRA desire to (a) appoint Steven W. Zelkowitz, P.A. as legal counsel to the WPCRA, (b) approve the Professional Services Agreement with Steven W. Zelkowitz, P.A. in accordance with the Engagement Letter attached hereto for a not to exceed amount of \$81,666.67 for the remainder of Fiscal Year 2025-2026 and (c) authorize the Chairman to execute the Professional Services Agreement with Steven W. Zelkowitz, P.A.

**NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY:**

**Section 1. Recitals.** The recitals in the whereas clauses are true and correct, and incorporated into this Resolution.

**Section 2. Appointment of Legal Counsel.** The appointment of Steven W. Zelkowitz, P.A. as legal counsel to the WPCRA is hereby approved.

**Section 3. Approval of Professional Services Agreement.** The Professional Services Agreement with Steven W. Zelkowitz, P.A. in the form of the Engagement Letter in a not to exceed amount of \$81,666.67 for the remainder of Fiscal Year 2025-2026 is hereby approved.

**Section 4. Execution of Professional Services Agreement.** The Chairman is hereby authorized to execute the Professional Services Agreement with Steven W. Zelkowitz, P.A. in the form of the Engagement Letter.

PASSED and ADOPTED this 12<sup>th</sup> day of March, 2026.

\_\_\_\_\_  
Leviticus L. Gilliard  
Chair

ATTEST:

\_\_\_\_\_  
Veronica Thompkins  
WPCRA Secretary

APPROVED AS TO LEGAL SUFFICIENCY

\_\_\_\_\_  
Taylor Duma LLP  
WPCRA Attorney

SPONSORED BY: ADMINISTRATION

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Vote:

Chair Leviticus L. Gilliard	_____ (Yes) _____ (No)
Vice Chair Tyreke Spann	_____ (Yes) _____ (No)
Board Member Willie L. Carpenter	_____ (Yes) _____ (No)
Board Member Lieutenant Kevin Richardson	_____ (Yes) _____ (No)
Board Member Rhonda Richardson-Comer	_____ (Yes) _____ (No)
Board Member Veronica Thompkins	_____ (Yes) _____ (No)

**RESOLUTION NO. CRA-03-2026**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY, APPROVING THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY TRAVEL POLICY FOR THE PURPOSE OF ESTABLISHING CLEAR PROCEDURES FOR AUTHORIZING, MANAGING, AND REIMBURSING OFFICIAL TRAVEL UNDERTAKEN ON BEHALF OF THE AGENCY; AND AUTHORIZING THE EXECUTIVE DIRECTOR OR EXECUTIVE DIRECTOR’S DESIGNEE TO IMPLEMENT THE TRAVEL POLICY AND APPROVE TRAVEL REIMBURSEMENTS, ADVANCES, AND EXCEPTIONS AS PROVIDED THEREIN; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, Section 163.356(3)(a), Florida Statutes provides that a Commissioner of a Community Redevelopment Agency shall receive no compensation for services, but is entitled to the necessary expenses, including travel expenses, incurred in the discharge of duties; and

**WHEREAS**, in order to comply with the statutory requirement, the Board of Commissioners of the West Perrine Community Redevelopment Agency (“WPCRA”) desires to (a) approve the West Perrine Community Redevelopment Agency Travel Policy (“Travel Policy”) in substantially the form attached hereto as Exhibit “A” and incorporated herein by reference, for the purpose of establishing clear procedures for authorizing, managing, and reimbursing official travel undertaken on behalf of the WPCRA and (b) authorize the Executive Director or Executive Director’s designee to implement the Travel Policy and approve travel reimbursements, advances, and exceptions as provided therein.

**NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY:**

**Section 1. Recitals.** The recitals in the whereas clauses are true and correct, and incorporated into this Resolution.

**Section 2. Approval of Travel Policy.** The Travel Policy in substantially the form attached hereto as Exhibit “A” and incorporated herein by reference, for the purpose of establishing clear procedures for authorizing, managing, and reimbursing official travel undertaken on behalf of the WPCRA is hereby approved.

**Section 3. Implementation of Travel Policy.** The Executive Director or Executive Director’s designee is authorized to implement the Travel Policy and approve travel reimbursements, advances, and exceptions as provided therein is hereby authorized to transmit the Annual Report to the listed taxing authorities.

**Section 4. Effective Date.** This Resolution shall take effect immediately upon approval.

**Section 5. Effective Date.** This Resolution shall take effect immediately upon approval.

PASSED and ADOPTED this 12<sup>th</sup> day of March, 2026.

\_\_\_\_\_  
Leviticus L. Gilliard  
Chair

ATTEST:

\_\_\_\_\_  
Veronica Thompkins  
WPCRA Secretary

APPROVED AS TO LEGAL SUFFICIENCY

\_\_\_\_\_  
Taylor Duma LLP  
WPCRA Attorney

SPONSORED BY: ADMINISTRATION

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Vote:

Chair Leviticus L. Gilliard	_____ (Yes) _____ (No)
Vice Chair Tyreke Spann	_____ (Yes) _____ (No)
Board Member Willie L. Carpenter	_____ (Yes) _____ (No)
Board Member Lieutenant Kevin Richardson	_____ (Yes) _____ (No)
Board Member Rhonda Richardson-Comer	_____ (Yes) _____ (No)
Board Member Veronica Thompkins	_____ (Yes) _____ (No)



Date: March 12, 2026

To: Board Members of the West Perrine Community Redevelopment Agency (WPCRA)

From: Krystal Patterson, MPA, FRA-RA Executive Director  
West Perrine Community Redevelopment Agency (WPCRA)

Subject: Resolution Approving the Proposed Travel Policy

---

#### Recommendation

It is recommended that the Board of Commissioners adopt the attached proposed West Perrine Community Redevelopment Agency (WPCRA) Travel Policy (Travel Policy), which establishes clear procedures for authorizing, managing, and reimbursing official travel undertaken on behalf of the Agency. It is further recommended that the Board authorize the Executive Director or Executive Director's designee to implement the Travel Policy and approve travel reimbursements, advances, and exceptions as provided herein.

#### Fiscal Impact

There is no new fiscal impact resulting from the adoption of this policy. Travel expenses are reimbursed from the WPCRA's approved annual budget and must be pre-authorized or retroactively approved in accordance with the policy and applicable Florida statutes.

#### Delegation of Authority

Upon adoption of this item, the Executive Director or Executive Director's designee shall be authorized to implement the Travel Policy and approve travel reimbursements, advances, and exceptions as provided therein.

#### Background

The Agency routinely participates in regional and statewide conferences, professional development events, and interagency site visits that require official travel. Adoption of a formal travel policy ensures transparency, accountability, and compliance with Florida Statutes §112.061, which governs public agency travel and reimbursement.

The WPCRA Travel Policy outlines:

- Pre-approval procedures and required forms (Travel Authorization Form, Travel Expense Report)
- Reimbursement standards based on the Federal GSA Per Diem rates
- Eligible and ineligible expenses
- Roles and responsibilities for staff, board members, and contractors
- Advance request protocols and reconciliation requirements
- Recordkeeping and audit standards

It serves as the official policy of record for external departments or offices that may be responsible for processing, auditing, or reimbursing WPCRA-related travel on behalf of the Agency.

**Attachment**

Proposed Travel Policy

## West Perrine Community Redevelopment Agency (WPCRA) Travel Policy

### **1. Policy Statement**

The West Perrine Community Redevelopment Agency (WPCRA) Travel Policy provides guidance for all official travel conducted on behalf of the Agency. It ensures accountability, transparency, and compliance with Florida Statutes, Section 112.061, and other applicable regulations.

This policy applies to all WPCRA Board Members, employees, and authorized representatives traveling for official WPCRA business, regardless of the funding source.

The purpose of this policy is to:

- Establish clear procedures for authorizing, managing, and reimbursing travel expenses.
- Define the roles and responsibilities of travelers and approving officials.
- Promote fiscal responsibility and consistency in the use of WPCRA funds; and
- Outline the consequences of non-compliance.

Authorized travel includes activities conducted outside the traveler's normal work location that directly support WPCRA programs, projects, or administrative operations. Personal commuting is not considered official travel.

Travel must be pre-approved and conducted in a reasonable and cost-conscious manner that supports the WPCRA's mission and operational needs. The Executive Director, or designee, is responsible for approving all staff and Board travel.

The WPCRA may update or amend this Travel Policy as necessary. All updates will be issued by the Executive Director and will take effect upon release, superseding prior versions.

### **2. Applicability and Definitions**

This policy applies to all travel funded in whole or in part by the West Perrine Community Redevelopment Agency (WPCRA), regardless of the source of funds. It covers Board Members, WPCRA employees, consultants, and other authorized persons who travel on official WPCRA business that benefits the Agency and supports its programs, projects, or operations.

Travel is considered official when it is:

- Conducted for the purpose of attending a meeting, conference, training, event, or site visit directly related to WPCRA functions.
- Approved in advance by the appropriate authority; and
- Performed outside the traveler's normal place of employment or headquarters.

Travel between a traveler's home and regular work location is not considered official travel and is not eligible for reimbursement.

Definitions:

- Agency Head – Refers to the Executive Director, who serves as the administrative head of the Agency for purposes of authorizing and approving travel, as defined under Florida Statutes §112.061.

- Board Member – An individual duly appointed to the WPCRA Board, authorized to conduct official WPCRA business, including attendance at conferences, workshops, and meetings relevant to the Agency’s mission.
- Employee – Any person employed by the WPCRA on a full-time, part-time, or temporary basis who travels for official WPCRA purposes.
- Traveler: shall mean an employee of the City who has received approval from the Agency Head or designee to travel on official WPCRA business.
- Per Diem – A daily allowance established by Florida Statutes §112.061 for lodging and meals in lieu of actual expenses.
- Subsistence Allowance – Reimbursement for actual lodging and meal expenses supported by receipts not to exceed statutory limits.
- Travel Authorization Form (TAF) – The official document submitted and approved before travel occurs outlining purpose, destination, estimated cost, and funding source.
- Travel Expense Report (TER) – The document submitted after travel detailing actual expenditures, receipts, and per diem claims for reimbursement.

### **3. Travel Authorization and Approval Procedures**

All travel on behalf of the WPCRA must be authorized in advance of departure. Authorization ensures that travel serves an official WPCRA purpose, funds are available, and all travel complies with Florida Statutes §112.061 and this policy.

A Travel Authorization Form (TAF) must be submitted and approved 20days before travel occurs. The form must include the traveler’s name and title, purpose of travel, destination and travel dates, estimated cost, funding source, and required signatures. The TAF serves as the official record of authorization and must be attached to any reimbursement request.

All travel on behalf of the WPCRA must be approved by the Executive Director or their designee prior to incurring any expense. The Executive Director has full authority to approve travel for WPCRA employees, board members, and authorized persons when such travel is deemed necessary and beneficial to the Agency’s mission. The Executive Director’s own travel shall be authorized by the WPCRA Board Chair for transparency.

Consultants, contractors, and other authorized representatives may travel on behalf of the WPCRA only with prior written approval from the Executive Director, and reimbursement will be made in accordance with this policy and Florida Statutes §112.061.

Authorized travel may include out-of-county or out-of-state activities that directly support WPCRA programs, projects, or professional development. The Executive Director may approve travel for conferences, training, meetings, or site visits that provide a direct benefit to the WPCRA’s mission.

### **4. Reimbursement and Allowable Expenses**

Reimbursement shall be made only for authorized, necessary, and reasonable expenses incurred while conducting official WPCRA business. Travelers are expected to exercise sound judgment and fiscal responsibility when expending public funds.

All reimbursement requests must be supported by original itemized receipts and submitted on a Travel Expense Report (TER) within 10 business days of return. Expenses that are not properly documented or outside the scope of this policy may be denied.

The WPCRA shall reimburse travelers for actual and reasonable travel expenses incurred in the performance of official WPCRA business. Whenever practical, travel expenses such as registration, airfare, and lodging should be paid directly by the WPCRA. When direct payment is not possible, reimbursement will be made upon submission and approval of the Travel Expense Report.

### **Allowable Expenses**

The WPCRA will reimburse reasonable and necessary travel expenses incurred in the performance of official WPCRA business, including:

- Transportation expenses, including airfare, mileage, rental vehicles, parking, tolls, and local transportation
  - The Traveler should use common sense in selecting the most economical and most practical mode of transportation, lodging and car rental. The Traveler or representative must complete the TAF and submit it for approval.
- Lodging expenses at standard single-occupancy rates
  - The limit for lodging shall be \$1,500.00 per trip. For conference travel outside the tri-county area (Miami-Dade, Broward, and Palm Beach), the employee will be allowed reasonable costs for lodging, priced at a single-occupancy standard rate, or if appropriate, the preferred rate offered by conference sponsors. The employee may, at his/her own documented cost, upgrade their room accommodations.
  - For conference travel within the tri-county area (Miami-Dade, Broward, and Palm Beach), the conference location must be more than thirty (30) miles from the point of origin and the employee must attest that the location is a high density area that is subject to excessive traffic. If less than thirty (30) miles such travel within the tri-county area requires additional written approval by memorandum from the Agency Head.
  - An itemized hotel/motel receipt is required for all lodging and must be returned with the Travel Expense Voucher.
  - During peak travel seasons, special events, or other circumstances impacting lodging availability or rates, the lodging limit may be exceeded with prior approval from the Executive Director or Board Chair, provided the next most reasonable accommodation option is selected.
- Meals incurred during official travel
  - Meal reimbursements will follow the GSA per diem rate for the travel location and be allocated as follows:
    1. Breakfast – 15% of the daily rate;
    2. Lunch – 30% of the daily rate;
    3. Dinner – 55% of the daily rate.
  - If a meal is provided as part of the conference or event registration, or if the traveler is reimbursed for a separate banquet or ticketed function, the corresponding meal portion will be deducted based on these percentages.
- Conference, training, and workshop registration fees
- Other reasonable travel-related expenses approved in advance

- Other reasonable travel-related expenses, such as ground transportation, parking, tolls, baggage fees, and internet access necessary for CRA business, are reimbursable at actual cost with supporting receipts.

### **Non-Allowable Expenses**

The following expenses are not eligible for reimbursement:

- Alcoholic beverages
- Personal entertainment expenses
- Expenses of family members or guests
- Traffic or parking fines
- Travel upgrades without prior authorization
- Any expense not directly related to official WPCRA business

The WPCRA reserves the right to deny reimbursement for any expense determined to be excessive, unsupported, or inconsistent with this policy.

### **Travel Advances**

The WPCRA may authorize travel advances to employees, Board Members, and authorized representatives to cover anticipated travel expenses. Advances may only be issued for eligible expenses identified on the approved Travel Authorization Form (TAF). The total advance shall not exceed the estimated reimbursable expenses for the trip. Within 10 business days of returning from travel, the traveler must submit a Travel Expense Report (TER) with all required receipts, documentation, and reconcile the advance against actual expenses incurred. Any unused portion of the advance must be returned promptly to the WPCRA. Failure to reconcile advances or return unused funds within the required timeframe may result in denial of future advances or reimbursements.

### **5. Travel Reporting and Recordkeeping**

Within 10 business days of returning from travel, each traveler must submit a Travel Expense Report (TER) with original, itemized receipts, proof of payment, and the approved Travel Authorization Form (TAF) to the Agency for review. The TER must match the approved TAF in purpose, dates, and expense categories, and all costs must be directly related to official WPCRA business. The Agency will review the TER for completeness, accuracy, and compliance with this policy. Once approved, the TER will be forwarded for processing and reimbursement. Reimbursements will not be processed until the TER is approved and reconciled with the Travel Authorization Form. All travel records shall be retained for a minimum of five (5) years in accordance with the Florida Department of State Records Retention Schedule and remain subject to audit and public inspection.

### **6. Exceptions and Amendments**

The Executive Director may approve minor exceptions to this policy when justified by unique circumstances and determined to be in the best interest of the WPCRA. All exceptions must be documented and maintained with the travel record. Substantive amendments require WPCRA Board approval. The Executive Director may issue administrative updates as needed to ensure compliance with Florida Statutes §112.061.

**RESOLUTION NO. CRA-04-2026**

**A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY, APPROVING THE FISCAL YEAR 2024-2025 ANNUAL REPORT OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY; AUTHORIZING THE EXECUTIVE DIRECTOR TO TRANSMIT THE ANNUAL REPORT TO THE LISTED TAXING AUTHORITIES; AND PROVIDING AN EFFECTIVE DATE.**

**WHEREAS**, Section 163.371(2), Florida Statutes, requires a community redevelopment agency to file with its governing body and publish on its website, not later than March 31 of each year, an annual report of its fiscal activities for the preceding fiscal year and other matters as required by Section 163.371(2)(a), (b) and (c), Florida Statutes; and

**WHEREAS**, in order to comply with the statutory requirement, the Board of Commissioners of the West Perrine Community Redevelopment Agency desires to approve the FY 2024-2025 Annual Report of the West Perrine Community Redevelopment Agency attached hereto as Exhibit “A” and to transmit the Annual Report to the listed taxing authorities.

**NOW, THEREFORE, BE IT RESOLVED BY THE COMMISSIONERS OF THE WEST PERRINE COMMUNITY REDEVELOPMENT AGENCY:**

**Section 1. Recitals.** The recitals in the whereas clauses are true and correct, and incorporated into this Resolution.

**Section 2. Approval of Annual Report.** The Fiscal Year 2024-2025 Annual Report of the West Perrine Community Redevelopment Agency (“Annual Report”) attached hereto as Exhibit “A” is hereby approved.

**Section 3. Transmittal of Annual Report to Listed Taxing Authorities.** The Executive Director is hereby authorized to transmit the Annual Report to the listed taxing authorities.

**Section 4. Effective Date.** This Resolution shall take effect immediately upon approval.

PASSED and ADOPTED this 12<sup>th</sup> day of March, 2026.

\_\_\_\_\_  
Leviticus L. Gilliard  
Chair

ATTEST:

---

Veronica Thompkins  
WPCRA Secretary

APPROVED AS TO LEGAL SUFFICIENCY

---

Taylor Duma LLP  
WPCRA Attorney

SPONSORED BY: ADMINISTRATION

Moved by: \_\_\_\_\_

Seconded by: \_\_\_\_\_

Vote:

Chair Leviticus L. Gilliard  
Vice Chair Tyreke Spann  
Board Member Willie L. Carpenter  
Board Member Lieutenant Kevin Richardson  
Board Member Rhonda Richardson-Comer  
Board Member Veronica Thompkins

\_\_\_\_\_ (Yes) \_\_\_\_\_ (No)  
\_\_\_\_\_ (Yes) \_\_\_\_\_ (No)  
\_\_\_\_\_ (Yes) \_\_\_\_\_ (No)  
\_\_\_\_\_ (Yes) \_\_\_\_\_ (No)  
\_\_\_\_\_ (Yes) \_\_\_\_\_ (No)  
\_\_\_\_\_ (Yes) \_\_\_\_\_ (No)



Date: March 12, 2026

To: Chairman and Board Members

From: Krystal Patterson, MPA, FRA-RA Executive Director  
West Perrine Community Redevelopment Agency (WPCRA)

Subject: FY 2024-2025 Annual Report

---

### **Item Summary**

This item transmits the FY 2024–2025 Annual Report of the West Perrine Community Redevelopment Agency (WPCRA) for Board review and acceptance. The report provides a comprehensive accounting of redevelopment activities, financial performance, and statutory compliance for the fiscal year in accordance with Section 163.356(3)(c), Florida Statutes.

### **Executive Summary**

FY 2024–2025 reflects a year of strategic expansion, neighborhood reinvestment, and continued fiscal stewardship. The Agency advanced redevelopment priorities aligned with the adopted Community Redevelopment Plan while positioning the district for sustainable long-term growth.

Major accomplishments include expansion planning through the Finding of Necessity Study, advancement of significant affordable housing development, continued residential and commercial grant program implementation, strategic property assembly, strengthened community engagement, and sound financial management.

### **Redevelopment & Program Highlights**

- **Expansion & Strategic Growth:** The Agency finalized the Finding of Necessity Study documenting infrastructure deficiencies and blight conditions within a proposed 170-acre expansion area. This action strengthens the Agency’s long-term redevelopment capacity and supports future investment and infrastructure improvements.
- **Affordable Housing:** Advancement of Hibiscus Grove, a 270-unit mixed-income housing development. The Agency supported advancement of Hibiscus Grove, a 270-unit mixed-income housing development serving households at 60% and 120% of Area Median Income (AMI). This project represents one of the most significant housing investments within the redevelopment area.
- **Residential Improvements:** Through the Residential Rehabilitation Grant Program, the Agency funded critical life-safety and structural repairs, including roof replacements, exterior improvements, and code-related upgrades. These investments preserve homeownership, improve housing conditions, and stabilize neighborhoods.

**Financial Overview**

For FY 2024–2025, the WPCRA managed approximately \$8.1 million in redevelopment trust fund revenues and expenditures, consistent with the adopted budget and redevelopment plan priorities.

**Recommendation**

It is recommended that the West Perrine Community Redevelopment Agency Board receive and accept the FY 2024–2025 Annual Report and authorize its submission in accordance with statutory requirements.

**Attachment:**

FY 2024–2025 Annual Report



**WEST  
PERRINE** **C** **R** **A**  
COMMUNITY REDEVELOPMENT AGENCY

**FY 2024-2025**

**ANNUAL  
REPORT**



# Table of contents

<b>3</b>	.....	<b>Chairman's Welcome</b>
<b>4</b>	.....	<b>Mission &amp; History</b>
<b>5</b>	.....	<b>Our Team</b>
<b>10</b>	.....	<b>At A Glance</b>
<b>11</b>	.....	<b>Accomplishments</b>
<b>17</b>	.....	<b>Looking Ahead</b>
<b>18</b>	.....	<b>Statutory Reporting</b>
<b>19</b>	.....	<b>Auditor's Report</b>
<b>22</b>	.....	<b>Financial Overview</b>
<b>25</b>	.....	<b>Our Contact</b>

## Chairman's Message



Dear Friends and Esteemed Members of the West Perrine Community,

It is with great pride that I present the FY 2024–2025 Annual Report for the West Perrine Community Redevelopment Agency. This year marks another chapter of visible transformation, one fueled by determination, collaboration, and a shared vision for progress.

We continue to fulfill our mission of revitalization through community partnerships, housing advancement, and strategic investments. From the groundbreaking of Hibiscus Grove — our largest affordable housing initiative to date, to the beautification of our neighborhoods and the launch of our new brand identity, the WPCRA remains steadfast in its commitment to West Perrine's future.

Our community's strength lies in its people. Together, through unity and perseverance, we are ensuring that the promise of West Perrine continues to shine brighter than ever.

Warm regards,

Leviticus Gilliard Sr.  
Chairman, West Perrine CRA

# Mission & History

## Our Mission

The West Perrine Community Redevelopment Agency (CRA) dedicates itself to revitalizing and safeguarding the rich heritage and liveliness of West Perrine.

We are devoted to nurturing economic advancement, promoting social justice, and upholding ecological balance. By implementing thoughtful strategies and fostering strong community alliances, our aim is to cultivate an environment where all—residents, enterprises, and guests—can thrive together.

## Our Vision

The vision of the West Perrine Community Redevelopment Agency is to create a vibrant, sustainable, and inclusive community where residents thrive, businesses flourish, and public spaces are enhanced. WPCRA envisions a collaborative environment where community members actively participate in shaping their neighborhood's future.

## Our History

The West Perrine Community Redevelopment Agency (CRA) is committed to revitalizing and preserving the historic charm and vibrancy of West Perrine, while fostering economic growth, social equity, and environmental sustainability.

Through strategic initiatives and community partnerships, we strive to create a thriving and inclusive environment where residents, businesses, and visitors can flourish, ensuring a prosperous future for generations to come.

# Our Team



The Agency is guided by a dedicated team committed to the community's advancement. Under the leadership of Chair Leviticus L. Gilliard, Vice-Chair Tyreke Spann and Secretary Veronica Thompkins. The CRA Board comprises members with diverse backgrounds and expertise, including Willie L. Carpenter, Rhonda Richardson-Comer, and Kevin T. Richardson. Each member brings a wealth of experience and a shared passion for the community's progress, ensuring that the CRA's initiatives are both effective and responsive to the needs of West Perrine residents. With a clear vision, dedicated leadership, and a comprehensive redevelopment strategy, the CRA is poised to continue making significant strides in enhancing the quality of life for all West Perrine residents. The collaborative efforts of the Board and community stakeholders will ensure that West Perrine continues to thrive as a resilient and dynamic community.



### **Leviticus Gilliard Sr.** **Chairman of the Board**

Leviticus Gilliard Sr. was born in Miami Florida in 1975. He has two brothers and a sister who were raised solely by his mother, Denise Gilliard. He is currently a veteran Sergeant with the Miami Dade Department of Corrections and Rehabilitation. He has received numerous sworn and civilian honors. He has a Bachelor of Arts in organizational Leadership, and a Master of Professional Studies in Executive management. Mr. Gilliard is also the founder and CEO of the Gilliard Foundation. The Gilliard Foundation is dedicated to fostering generational change by providing minority families with tools, resources and knowledge to thrive.

On a personal note, he is a devoted Christian who attends the Church of Christ; he loves to vacation with his family and gets much joy when an underdog exceeds expectations. He is a motivator and loves to write and recite spoken word and other forms of poetry. He has a passion for helping and assisting at-risk kids and believes that he was placed in this world to serve.



### **Tyreke Spann** **Vice Chair**

Tyreke Spann, a proud native of Richmond-Perrine, is honored to serve as the Vice Chairman of the West Perrine Community Redevelopment Agency (CRA). At just twenty- four years old, Tyreke is the youngest African American vice chairman on a county CRA board. Raised in the community, Tyreke has dedicated over a decade to serving his hometown in various leadership roles, driven by his deep connection to the village that raised him. With a heart full of gratitude, Tyreke plans to give back to the community by leading with love and advocating for positive redevelopment initiatives.



### **Veronica Thompkins**

#### **Secretary**

Veronica Thompkins, a proud Miami-Dade County native who has dedicated her life to serving her community both on and off duty. Since her youth, Veronica has been actively involved in numerous community service programs and projects, embodying a spirit of altruism and compassion. In 2009, she embarked on a career as a correctional officer for Miami-Dade County, where she continues to uphold the values of integrity, discipline, and justice. With her unwavering commitment to public service, Veronica remains a pillar of strength and support in her community; inspiring others to make a positive difference wherever they go.



### **Kevin T. Richardson**

#### **Board Member**

Kevin T. Richardson is a dedicated public servant with a strong commitment to his community. Raised in the West Perrine Area, Kevin's journey of service began with his graduation from Miami Southridge Senior High School. He continued his education at Lynn University earning a bachelor's degree in criminal justice. Kevin's sense of duty led him to enlist in the United States Army, where he rose to the rank of Chief Warrant Officer 2.

During his time in the military Kevin demonstrated leadership and dedication to his country. Transitioning to civilian life, Kevin found a new way to serve his community by joining the Miami Dade Police Department, currently serving as a Police Lieutenant, Kevin is honored to give back to the community that shaped him. His passion for service and dedication to making a difference in his community.

## Our Team

### **Willie Carpenter** Board Member



Willie Carpenter is a seasoned leader in finance and banking, known for his servant leadership approach and goal-oriented mindset. He has held senior positions at institutions like South State Bank and Citibank F.S.B., managing regional branches and driving successful outcomes. Beyond his professional achievements, Willie has excelled in sports, earning recognition in baseball and football, including induction into multiple athletic halls of fame. He has also pursued continuous education, completing programs at esteemed institutions such as Southern Methodist University and Louisiana State University. In addition to his professional and athletic endeavors, Willie is deeply committed to community service. He serves on several boards, including the Orange Bowl Committee and the Dade County Fair & Exposition Board. Notably, he brings his wealth of experience and leadership to his role as a Board Member of the West Perrine CRA, where he continues to drive positive change and development in the community.

### **Rhonda Richardson - Comer** Board Member

Rhonda Richardson was born as a twin on October 11th, 1973. She loves traveling and spending time with her family. She is a dedicated health care professional who has truly flourished in her field at Homestead Baptist Hospital. As a single mother, she has faced one of the most heartbreaking experiences any parent can endure – the loss of a child to gun violence. Despite this devastating tragedy, Rhonda has risen above her pain and has committed herself to being a beacon of hope and inspiration to others.

Her outstanding contributions to the community have not gone unnoticed. Rhonda was honored with the district 9 Volunteer of the Year award at the Annual Artz305 Festival at the Homestead- Miami Speedway. She has also been named, Woman of the Year by the Women’s club of Homestead in 2024 and the Baptist Health Sunflower award in September 2023. These prestigious recognitions are a testament to her countless hours of volunteer work with various Community Based Organizations that focus on promoting youth activities to benefit at-risk children.



In addition to her work in the healthcare sector and her dedication to community service, Rhonda is also a successful small business owner of Pryde and Joy, a food truck and catering service. Through her business, she actively supports and sponsors numerous community events in South Dade, further exemplifying her commitment to giving back and making a positive impact. Rhonda Richardson stands as an incredible example of resilience, passion, and motivation. Her unwavering dedication to her work, her community, and her family serves as an inspiration to all who have the privilege of knowing her.

## Our Team



**Krystal Patterson, MPA, FRA-RA**

Executive Director



**Steven W. Zelkowitz**

General Legal Counsel

# At A Glance

This year, the West Perrine CRA expanded its grant programs, advanced major redevelopment projects, and strengthened community engagement through branding, events, and strategic investments. Key achievements are outlined below:

## Grant Programs & Residential Improvements

- **4 Residential Rehabilitation Grants Funded**
  - Supporting essential home repairs that enhance safety, structural integrity, and quality of life for residents.
- **3 Commercial Rehabilitation Grants Approved/Funded**
  - Assisting local businesses with improvements that support retention and commercial revitalization.

## Strategic Property Acquisitions & Expansion

- **Acquisition of one parcel:**
  - 17620 SW 100<sup>th</sup> Avenue - Strengthened the CRA's land assembly for future mixed-use and housing projects.
  - Secured a 170-acre district expansion via the 2025 Finding of Necessity (FON) to scale future housing investments.

## Affordable Housing Development

- Major milestone achieved with the Hibiscus Grove Groundbreaking, a 270-unit mixed-income development at 9948 West Hibiscus Street.
  - 216 units for households earning  $\leq 60\%$  AMI
  - 54 units for households earning  $\leq 120\%$  AMI
- Represents one of the largest affordable/workforce housing investments in West Perrine.

## Community Engagement

- Hosted the Holiday Lights at Wilbur Bell Park, enhancing public space activation while enhancing lighting in the community to promote safety and awareness.
- Launched Greater Miami Service Corps (GMSC) partnership to provide local youth with workforce training through neighborhood beautification.

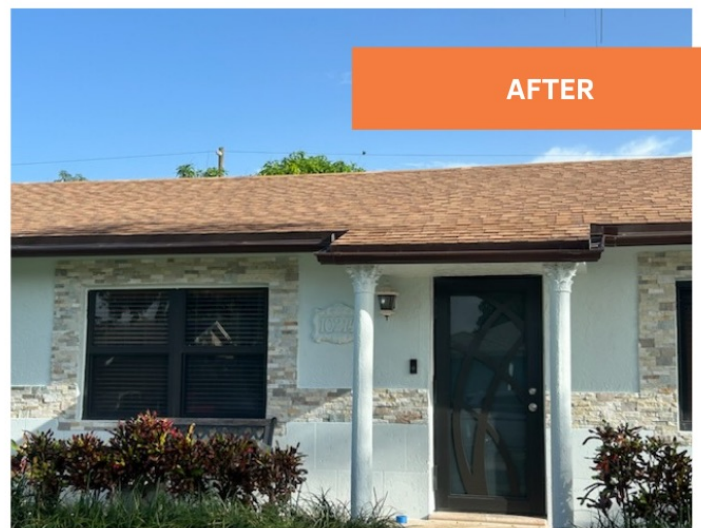
## Branding, Communications, & Oversight

- Completed a full CRA rebranding, including a new logo, updated visual identity, and expanded digital presence.
- Launched the official website and social media platforms to improve access to CRA information, grant applications, and project updates.
- Strengthened transparency and community engagement through consistent communication.
- Onboarded Steven W. Zelkowitz as General Legal Counsel to ensure statutory compliance and transparency during the Agency's expansion.

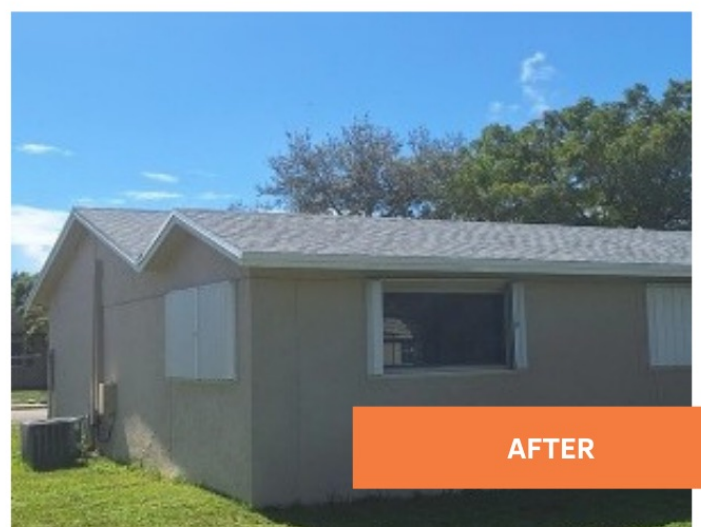
# Accomplishments

## Grant Programs and Residential Improvements:

- Building on the CRA's mission to strengthen neighborhoods, the Agency funded multiple grant programs designed to improve the physical and economic environment for residents and business owners.
- Provided financial support for property improvements that addressed life-safety, exterior appearance, and community pride.
- Strengthened small-business retention through the Business Expansion & Attraction Program (BEAP).
- **Residential Rehabilitation Grant Funded: 4**
- **Commercial Rehabilitation Grant Approved/Funded:**



Residential Rehabilitation Grant Funded Home Repair



Residential Rehabilitation Grant Funded Roof Repair

## Accomplishments (Continued)

### Property Acquisitions and Redevelopment Preparation

- Strategic land acquisition remains a cornerstone of the CRA's long-term redevelopment plan.
- One property acquired: 17620 SW 100th Avenue.
- Each parcel aligns with the Agency's goal to assemble land for future mixed-use or housing redevelopment projects.
- The West Perrine CRA successfully completed demolition for the three of its properties immediately eliminating slum and blight in the main corridor.
- Acquisition strengthens the CRA's ability to guide and attract private-sector investment in the corridor.



BEFORE



AFTER

## Accomplishments (Continued)

### Hibiscus Grove Affordable Housing Development

- The WPCRA achieved a major milestone with the groundbreaking of Hibiscus Grove, a 270-unit mixed-income development located at 9948 West Hibiscus Street.
- 216 units designated for households earning  $\leq 60\%$  AMI; 54 units for households  $\leq 120\%$  AMI.
- Represents one of the largest affordable housing investments in West Perrine history.
- Project brings quality housing, local jobs, and new commercial amenities to the area.

#### HIBISCUS GROVE GROUND BREAKING CEREMONY



BEFORE



AFTER

## Accomplishments (Continued)

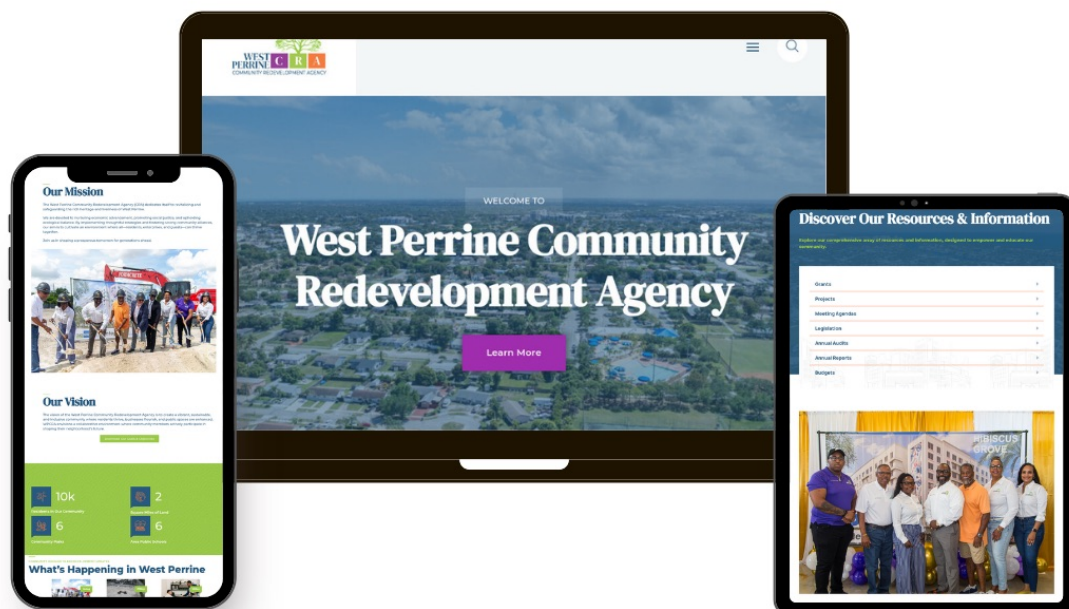
### Holiday Lights at Wilbur Bell Park

In collaboration with community partners, the CRA activated Holiday Lights at Wilbur Bell Park to increase visibility, enhance safety and promote awareness during the holiday season. This second annual installation has become an added value and enhancement to the community.



### CRA Rebranding and Community Engagement

- To better connect with residents and stakeholders, the Agency launched a comprehensive rebranding initiative.
- Introduced a new logo and visual identity representing renewal and growth.
- Launched the official website ([www.westperrinecra.com](http://www.westperrinecra.com)) and active social media channels (Instagram and Facebook).
- Enhanced public access to information, grant applications, and event updates.
- Improved transparency and community trust through consistent communication and storytelling.



## Accomplishments (Continued)

### Greater Miami Service Corp (GMSC) Partnership

The WPCRA has partnered with the Greater Miami Service Corps (GMSC) to implement a \$150,000 comprehensive workforce and beautification program. This strategic collaboration provides young adults (ages 18–24) with paid job training, industry certifications, and case management, equipping them with the tools for long-term economic independence. Simultaneously, GMSC teams serve as a frontline defense against community blight, performing essential services including lot clearing, debris removal, and landscape maintenance across the district. By integrating youth mentorship with physical neighborhood restoration, the CRA is building a more resilient workforce while ensuring a cleaner, safer West Perrine.



### Legal Counsel & Statutory Oversight

To support the Agency’s expansion and the increasing complexity of its intergovernmental partnerships, the WPCRA welcomed Steve Zelkowitz as its new Legal Counsel. Bringing extensive expertise in municipal law and community redevelopment, Mr. Zelkowitz provides the specialized legal and land-use guidance necessary to navigate the interlocal agreements and legal frameworks required to transform the West Perrine corridor.

## Accomplishments (Continued)

### Finding of Necessity & Expansion Area

In 2025, the WPCRA successfully completed a comprehensive Finding of Necessity (FON) study, a critical statutory milestone. The report identifies a 170-acre expansion area characterized by infrastructure deficits and underutilized land. This study provides the legal justification to extend CRA boundaries, allowing the Agency to modernize public infrastructure and stimulate economic growth in South Miami Heights.



EXPANSION AREA: 170 ACRES +/-

- 1 Inadequate Street Layout, Parking Facilities, or Public Transportation Facilities.
- 2 Unsanitary and Unsafe Conditions.
- 3 Faulty lot layout in relation to size, adequacy, accessibility, or usefulness.
- 4 Deterioration of Site or Other Improvements.

BUSINESS  
FLARE®

## Looking Ahead

The WPCRA remains committed to its strategic vision of creating a thriving, inclusive, and economically vibrant West Perrine.

Priorities for the upcoming fiscal year include:

- Advancing redevelopment on the Homestead Avenue acquired sites.
- Continuing funding for residential and commercial improvement grants.
- Supporting construction of Hibiscus Grove and other housing projects.
- Expanding partnerships for infrastructure and workforce development.
- Hosting recurring community events that celebrate local heritage and foster unity.

Through collaboration and strategic investment, the West Perrine CRA continues to transform potential into progress—ensuring a brighter, more prosperous future for its residents.



## Statutory Reporting & Goal Achievement

In accordance with Florida Statute 163.371, the West Perrine 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 commitment to transparency and the strategic revitalization of the West Perrine community.

- **Total Projects Started and Completed:** The Agency reached a major milestone with the completion of the 2025 Finding of Necessity (FON), justifying a 170-acre expansion. Hibiscus Grove, an affordable housing project, successfully broke ground and is expected to be complete in Q4 of 2026.
- **Redevelopment Trust Fund Expenditures:** For the FY 2024–25 cycle, the Agency managed a total budget of \$7,731,883. Strategic allocations included \$3,532,317 for land acquisition and site readiness, and \$1,457,100 for total district operating expenses, including community policing and corridor maintenance.
- **Original Assessed Real Property Values (Base Year):**
  - Original Area (2006 Base Year): **\$431,319,597**
- **Current Total Assessed Real Property Values:** The redevelopment area has seen continuous growth. As of the 2025 Roll, the taxable value reached **\$1,030,880,669**.
- **Affordable Housing Expenditures:** The Agency has aggressively moved to address housing needs, allocating \$1,000,000 toward the Hibiscus Grove project and maintaining dedicated funding for residential rehabilitation grants to support long-term residency for income-eligible residents.
- **Summary of Plan Goal Achievement:** Through strategic land acquisition and the preparation of development-ready sites, the Agency has met its primary goals of strengthening the local tax base and fostering long-term economic stability.

### References & Data Sources:

Taxable Value Data: Miami-Dade County 2025 Preliminary Tax Roll

Statutory Compliance: Florida Statutes Section 163.371 and 163.387.

Budgetary Authority: Adopted FY 2024-25 WPCRA Budget (August 28, 2024)

## Independent Auditor's Report

Board of Commissioners  
West Perrine Community Redevelopment Agency

### Report on the Audit of the Financial Statements

#### **Opinions**

We have audited the financial statements of the governmental activities and the major fund of the West Perrine Community Redevelopment Agency (the CRA), a component unit of Miami-Dade County, Florida (the County), as of and for the year ended September 30, 2024, and the related notes to the financial statements, which collectively comprise the CRA's basic financial statements as listed in the table of contents.

In our opinion, the accompanying financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities and the major fund of the CRA, as of September 30, 2024, and the respective changes in financial position for the year then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Opinions**

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States (*Government Auditing Standards*). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the CRA and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

#### **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for 12 months beyond the financial statement date, including any currently known information that may raise substantial doubt shortly thereafter.

**THE POWER OF BEING UNDERSTOOD**  
ASSURANCE | TAX | CONSULTING

RSM US LLP is the U.S. member firm of RSM International, a global network of independent assurance, tax, and consulting firms. Visit [rsmus.com/aboutus](https://rsmus.com/aboutus) for more information regarding RSM US LLP and RSM International.

### ***Auditor's Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we

- 
- Exercise professional judgment and maintain professional skepticism throughout the audit.
  - Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the CRA's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events considered in the aggregate, that raise substantial doubt about the CRA's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

### **Required Supplementary Information**

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and budgetary comparison information be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

**Other Reporting Required by Government Auditing Standards**

In accordance with *Government Auditing Standards*, we have also issued our report dated June 16, 2025, on our consideration of the CRA's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the CRA's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the CRA's internal control over financial reporting and compliance.

*RSM US LLP*

Miami, Florida  
June 16, 2025

## Tax Increment Revenues

The following analysis illustrates the sustained appreciation of the West Perrine 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 within the redevelopment area. By comparing current rolls against the 2006 base year, 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	\$431,319,597 (2006)	\$800,897,835	\$900,333,591	\$99,435,756	12.4%

The taxable values within the West Perrine Community Redevelopment Area increased by \$99,435,756, representing a 12.4 percent increase. This growth is indicative of improved market conditions and continued confidence in the West Perrine area.

*Data Source: Miami-Dade County Property Appraiser 2025 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	\$ 5,115,263	\$ 4,222,697
Capital assets	1,206,851	48,488
<b>Total assets</b>	<b>6,322,114</b>	<b>4,271,185</b>
Current liabilities	\$ 32,206	\$ 16,500
<b>Total liabilities</b>	<b>32,206</b>	<b>16,500</b>
Net position:		
Net investment in capital assets	1,206,851	48,488
Restricted for redevelopment projects	5,083,057	4,206,197
<b>Total net position</b>	<b>\$ 6,289,908</b>	<b>\$ 4,254,685</b>
	2024	2023
General revenues:		
Tax increment financing revenues	\$ 2,266,768	\$ 1,628,099
Investment and other income	214,721	122,644
<b>Total revenues</b>	<b>2,481,489</b>	<b>1,750,743</b>
Expenses:		
Community redevelopment	446,266	233,242
<b>Totalexpenses</b>	<b>446,266</b>	<b>233,242</b>
<b>Change in net position</b>	<b>2,035,223</b>	<b>1,517,501</b>
Net position beginning of year	4,254,685	2,737,184
Net position end of year	<b>\$ 6,289,908</b>	<b>\$ 4,254,685</b>

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 West Perrine Community Redevelopment Agency’s Fiscal Year 2024–2025 Budget totaling \$7,731,883. The budget includes \$1,986,277 in County TIF, \$829,206 in UMSA TIF, and \$4,816,401 in carryover funding from the prior period. These revenues support the Agency’s core redevelopment programs, infrastructure readiness, and housing initiatives throughout the district.

### Revenues (FY 2024–2025 Adopted Budget)

Carryover	\$4,816,401
Taxes (Original Area – Countywide & UMSA)	\$2,815,482
Interest Income	\$100,000
<b>Total Revenues</b>	<b>\$7,731,883</b>



**WEST  
PERRINE** **C** **R** **A**  
COMMUNITY REDEVELOPMENT AGENCY

# OUR CONTACT



**H.E.R.S Consulting LLC**

**ATTN: Ms. Krystal Patterson, MPA, FRA-RA, CRA Executive Director**



**Email: [info@westperrinecra.com](mailto:info@westperrinecra.com)**



**Website: [www.westperrinecra.com](http://www.westperrinecra.com)**



**Instagram: [WestPerrineCRA](https://www.instagram.com/WestPerrineCRA)**



Achievement Consulting Group  
Helping you achieve success!

March 5, 2026

West Perrine Community Redevelopment Agency  
c/o HERS Consulting  
Stephen P. Clark Center  
111 NW 1<sup>st</sup> Street Suite 2200  
Miami, FL 33128

### **Status Update on the WPCRA Bond Transaction**

This report provides an update to the West Perrine CRA Board regarding the status and anticipated timeline for the Community Redevelopment Agency (CRA) Bond transaction.

#### **Status of the CRA Bond Transaction**

At present, the CRA Bond transaction is progressing according to the planned schedule. All the professionals approved at your last meeting have been formally engaged and are working. We have analyzed all the agency creation documents and developed a cashflow and bonding capacity for the transaction. Based on the calculation prepared by PFM the available cash TIF cash flow can be leverage between \$17.5 million to \$20 million depending on the debt service coverage requirements that maybe imposed on the transaction.

Our next critical step will be to identify qualifying projects that would be funded from the bond proceeds. After review of the last adopted redevelopment plan, eligible projects categories would generally include funding affordable and workforce housing (single family and multi-family). Typically, this would direct grants to developers that are building housing, purchasing land for redevelopment, and funding infrastructure improvements that support housing development. The other category of projects would be those that support expansion of the businesses and job creation within the commercial and industrial areas in the CRA. Typically, that would include business grants for purchase of equipment and build-out of commercial use spaces.

The remaining critical steps, will include obtaining bids from banks and other qualifying financial institutions to underwrite the borrowing, present a formal bond resolution approving the debt to the CRA board and the Board of County Commission, completing a bond validation for the debt<sup>1</sup>, obtaining a credit rating, and final closing on the debt. Ongoing due diligence including will proceed concurrently with the other steps, to ensure all statutory requirements are met.

---

<sup>1</sup> Bond validation is a court approval process that validates that the CRA has been properly created and vested with the right to issue debt in accordance with applicable laws



Achievement Consulting Group  
Helping you achieve success!

### **Anticipated Timing**

Based on the current project timeline, it is expected that the bond offering will be finalized by July 2026. Please see the attached calendar for more precise dates. We remain committed to transparency and will provide timely updates as the bond transaction advances through each phase.

## WEST PERRINE CRA Tax Increment Revenue Bonds, Series 2026

March						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

May						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

June						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

August						
Sun	Mon	Tue	Wed	Thu	Fri	Sat
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

<u>Date</u>	<u>Event</u>	<u>Responsibility</u>
<b>March 12</b>	<b>CRA / Meeting – Report to Board</b>	<b>CRA</b>
<b>March 16</b>	<b>File Validation Complaint</b>	<b>BC</b>
March 17	Send Request for Trustee/Paying Agent	PFM
March 20	Receive proposals for Ancillary Services and Selection	CRA/PFM
March 23	Circulate Request for Proposals	FA
March 26	Circulate Series Resolution Draft	BC
April 13	Request for Proposals Due	FA
April 20	Circulate final Resolution	BC
<b>April 29</b>	<b>Deadline to Submit for County’s June Committee Cycle (if needed)</b>	<b>PFM</b>
May 6	Submit documents to agenda coordinator for 05/20 CRA meeting	CRA
<b>May 8</b>	<b>Submit to County’s OMB Intergovernmental Affairs for June 16 BCC</b>	<b>CRA</b>
<b>May 20 (est.)</b>	<b>CRA / Meeting – Approve financing documents</b>	<b>CRA</b>
<b>June 1 (est.)</b>	<b>Validation Hearing / Record Validation Judgement</b>	<b>BC</b>
<b>June 16</b>	<b>County BCC Meeting Approval</b>	<b>CRA</b>
<b>July 1</b>	<b>Validation Appeal Period Ends</b>	<b>-</b>
July 2	Mail notices of intent to issue bonds to County if needed <i>(Fla. Stat. 163.346 requires notices to be mailed at least 15 days prior to the date bonds are issued)</i>	CRA
July 7	Circulate Closing Documents	BC
July 20 & 21	Pre-closing and Closing	ALL