

# City of Homestead *Community Redevelopment Agency*



## ANNUAL REPORT 2020

October 1, 2019 – September 30, 2020

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# OVERVIEW

What is a CRA?

Under Florida law (Chapter 163, Part III), local governments are able to designate Community Redevelopment Areas to assist in the elimination of slum and/or blighted conditions within the area. A Community Redevelopment Agency (CRA) is a dependent taxing district established by local government to administer activities within these designated areas.

What is TIF?

The redevelopment activities are funded primarily through Tax Increment Funding (TIF). TIF is calculated by “freezing” the tax base in the year the CRA was established. Taxing authorities continue to receive property tax revenues based on the frozen value. When tax revenues rise as a result of redevelopment activities, this “increment” is deposited into the CRA Trust Fund and dedicated to activities in the redevelopment area.

Homestead CRA History

The Homestead CRA was created in 1994 following Hurricane Andrew’s devastation. Its goal is to fight neighborhood deterioration and eliminate blight within the designated area. Since its inception, the CRA has implemented comprehensive strategies to promote community redevelopment in various neighborhoods within the area, including the Historic Downtown District.

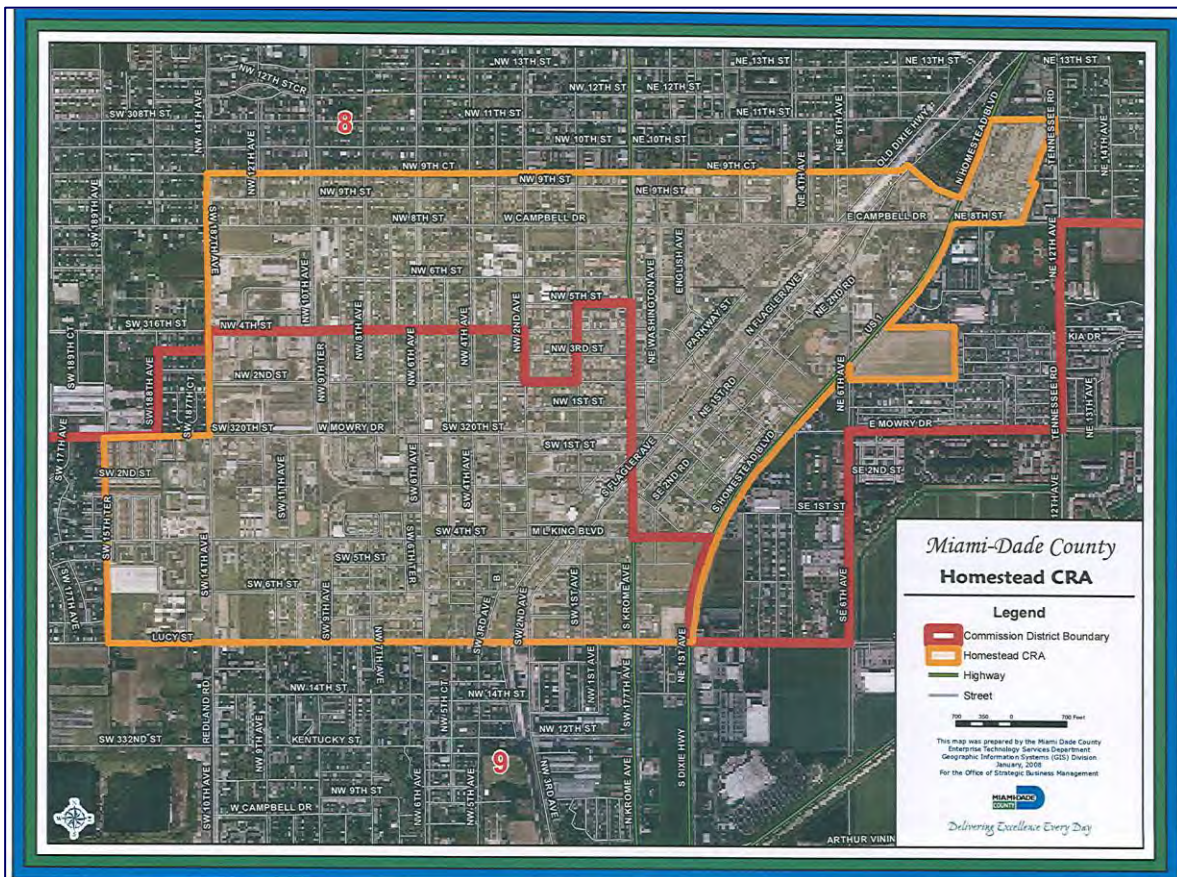
***Resolution No. 93-07-60 - Declared certain areas of the City of Homestead, Florida as slum or blighted Areas as defined in Section 163.340, Florida Statutes (1991).***

***Resolution No. 94-07-57 - Declared itself to be a Community Redevelopment Agency under Section 163.356 and 163.357, Florida Statutes.***

***Ordinance No. 94-06-51 - Established a Redevelopment Trust Fund entitled “The Homestead Economic and Rebuilding Organization (“HERO”) allocating the funds appropriated thereto to finance the Community Redevelopment Plan.***

# HOMESTEAD CRA BOUNDARIES

The Homestead CRA designated area is located within the city limits of Miami Dade County's second oldest city, Homestead and encompasses the area's historic downtown district and Southwest Neighborhood. Homestead is an increasingly desirable place to live, work and raise a family by offering a unique "small-town" atmosphere with all the urban amenities. The city also boasts its proximity to two national parks. Ten miles west of Homestead is the wealth of natural beauty of the Everglades National Park. The Everglades are home to vast mangrove forests and watery saw grass plains. The Everglades are truly a subtropical wilderness that shelters alligators, ibis, eagles, manatees, and panthers. East of the city is Biscayne National Park which encompasses the bay, barrier islands, and coral reefs. Just south of the city are the Florida Key's with an abundance of recreational activities.



# CRA GOVERNMENT



## **CRA BOARD**

Steven D. Losner  
*Chairman*

Stephen R. Shelley  
*Board Member*

Patricia D. Fairclough-Staggers  
*Vice-Chairwoman*

Erica G. Ávila  
*Board Member*

Larry Roth  
*Board Member*

Jenifer N. Bailey  
*Board Member*

Sean L. Fletcher  
*Board Member*

## **City Manager's Office**

Cate McCaffrey  
*City Manager*

Assistant City Manager

Ana Alvarez

Assistant City Manager

Jerry Estrada

## **Administrative Staff**

Kametra Driver  
*CRA Director*

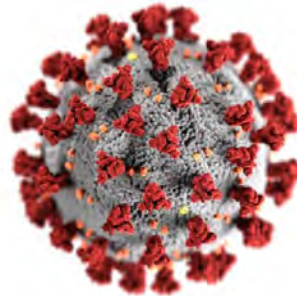
Elizabeth Mangual  
*Assistant Director*

Marie Figueroa  
*Administrative Assistant*

Maliqua Carter  
*Administrative Assistant*

# COVID-19 PANDEMIC

During Fiscal Year 2020, United States faced a challenged that changed the core of the nation, moreover, the world. The City of Homestead and the CRA, like municipalities all over the US, grappled with how to serve and assist its residents and business community during the unprecedented shut-down that was a direct result of the pandemic.



The CRA was able to make adjustments to how the community was served however, most of the projects and programs planned for this fiscal year were delayed, reduced or cancelled due to COVID restrictions and, as a result, an unforeseen surplus is reflected in the budget.

# TAX INCREMENT REVENUE COMPARISON

1993                      BASE YEAR                      \$ 85,619,084.00

YEAR	TAXABLE VALUE	PERCENTAGE INCREASE
2020	\$ 470,076,284.00	549.03%
2019	\$ 401,692,389.00	469.16%
2018	\$ 359,734,642.00	420.16%
2017	\$ 339,498,907.00	396.52%
2016	\$ 321,731,798.00	375.77%
2015	\$ 321,731,798.00	375.77%





# ECONOMIC DEVELOPMENT



The CRA continues the redevelopment of Historic Downtown Homestead. The CRA works in concert with the City of Homestead, Miami-Dade County, the State of Florida, and the federal government to increase area economic development, create jobs, develop projects and plans that improve the quality of life for CRA residents. Two (2) major Downtown projects remain, which are: Losner Park expansion that will transform a quaint pocket park into a world-class destination, and the Homestead Cybrarium, a 22nd century library that merges modern technology with traditional library services.

Construction began on the Homestead Cybrarium in 2019 and will be completed by Spring 2021. The CRA funded management consultants, professional, legal services and, part of the construction costs. The Cybrarium promises to bring excitement back to literacy and learning.

Construction on Losner Park began this year and will be completed in 2022.

# COMMUNITY EVENTS

## CRA Neighborhood Meeting



In March 2020, the Homestead CRA hosted a Neighborhood Meeting. This was an excellent opportunity for residents to meet their Councilwoman Jenifer Bailey, CRA staff, Code Enforcement Officers, and Community Police. Participants were able to express their concerns, make suggestions, asked questions and report problems that are affecting the community.

Due to COVID, the CRA was not able to host community engagement meetings in other neighborhoods.

## Martin Luther King Jr. Celebrations

CRA sponsored Homestead's Annual Martin Luther King, Jr. Celebrations which was held on Saturday, January 18, 2020. The celebrations included a breakfast, the traditional MLK day parade and a Gospel music festival.



## Holiday Light Display

The annual Holiday lights and decorations were installed along SW 4th Street. This display encourages civic pride, and increases the beauty of the neighborhood during the holidays.

# GRANT PROGRAMS

## **CRA Response to COVID-19**



The COVID-19 pandemic had a devastating impact on the small business community. Without some intervention, many of our businesses would not have survived this crisis, leading to lost jobs and vacant buildings. Recognizing that this impact may cause increased unemployment and slum and blight, the Homestead Community Redevelopment Agency (CRA) offered emergency assistance grants for small businesses located within the CRA boundaries and to residents living in the area.

Many residents were also at risk of losing their homes due to job loss. To avoid homelessness and the potential abandoned and/or blighted homes, the CRA also created a rent assistance program for residents.

### **Small Business Recovery GRANT**

The CRA created a Small Businesses Recovery Grant up to \$5,000 for COVID relief assistance. The CRA Small Business Emergency Recovery Grant was available to eligible existing small businesses located within the CRA. The purpose of this one-time grant was to serve as gap funding until the business owner was able to receive a Small Business Administration and/or Bridge Loan, Payroll Protection Program funding or funds from other sources. Also, a consultant was hired to assist small businesses with completing applications for federal assistance, to identify additional sources of relief funding, and to provide workshops geared towards understanding CARES Act and creating business strategies for surviving and growing during the pandemic.

### **Rent and Utilities Assistance GRANT**

The CRA created the COVID-19 Rent & Utilities Assistance Grant Program to provide residents who reside within the CRA boundaries with a one-time assistance of up to \$1,500 for one month's rent and/or utilities costs.

# PROPERTY ACQUISITION

Two properties were purchased for future development. The properties are located across from Homestead Station. The structure located at 51 West Mowry Drive was dilapidated and eventually demolished to make way for future development.

**37 West Mowry Drive**



**51 West Mowry Drive**



# PUBLIC SAFETY

## Code Enforcement Official

In further efforts to eliminate slum and blight, the Code Enforcement Department cited 344 CRA residents during FY 2020. Some of the most frequent violations were:

- Overgrown Grass
- Minimum Housing Violations
- Non-Permitted Work
- Improper garbage disposal
- Improper Landscape Maintenance
- Littered Condition
- Business Storing Materials Outside of Walls
- Business License Violation
- Abandoned Vehicles
- Fence no Permit
- Accumulation of Garbage, Trash, & Junk
- Structure in need of paint
- Tampering with Utilities
- Commercial Vehicle Stored in Residential Zone
- Maintaining an Unpaved Parking Lot
- Use Inconsistent with District Zone
- Fence in Need of Repair
- Unpaid False Alarms

## Community Policing Officer

The Community Policing Unit reported the following activity within the CRA:

- 1 community events
- 75 business were contacted
- 83 primary calls were received from the CRA Area
- 39 backup calls were responded
- 3 arrests were made
- 10 field interview reports
- 4 incident reports were generated

# CRA FINANCES

## Homestead Community Redevelopment Agency

Florida Department of Economic Opportunity Special District Accountability Program ID 493

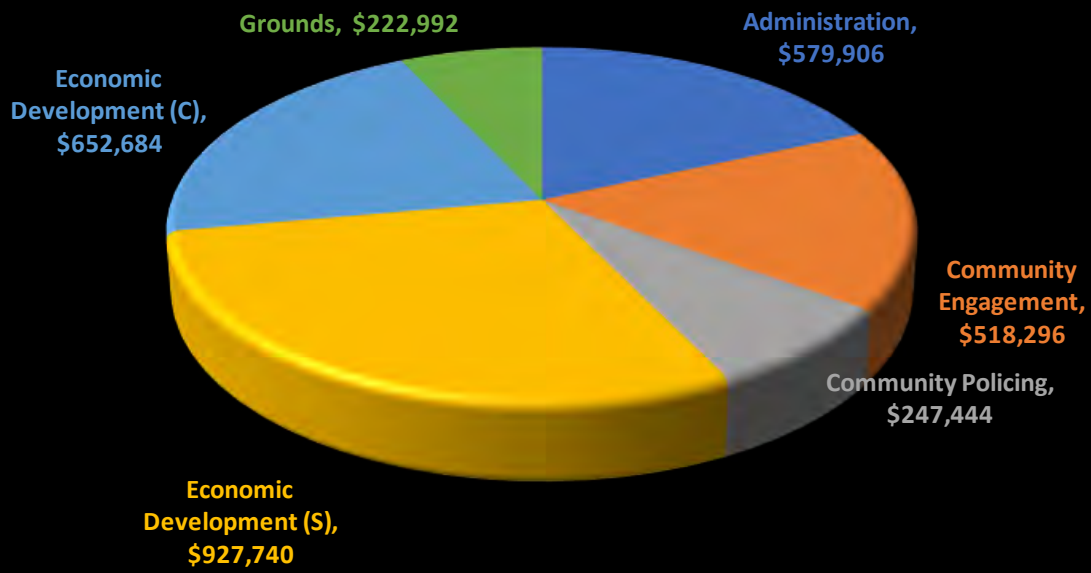
Registered Agent	Kametra Driver
Mailing Address	100 Civic Court, Homestead, FL 33030
Office Address	212 NW 1st Avenue, Homestead, FL 33030
Telephone	(305) 224-4480
Fax	(305) 224-4489
Email	kdriver@cityofhomestead.com
Website	cityofhomestead.com
County(ies)	Miami-Dade
Local Governing Authority	City of Homestead
Date Created / Established	Thursday, September 16, 1993
Creation Documents	County Ordinances 93-07-69 and R93-06-66; City Ordinance 2007-03-07; City Code Section 2-2200
Board Selection	Identical to Local Governing Authority
Authority to Issue Bonds	Yes
Revenue	Tax Increment Financing
Most Recent Update	Tuesday, February 16, 2021

Total number of Activities started	1
Total number of Activities completed	5
Current Year Taxable Value in CRA	\$ 470,076,284.00
Actual expended increment revenue	\$ 3,149,062.00
Base Year Taxable Value in CRA	\$ 85,619,084.00
Current Year Tax Increment Value	\$ 384,457,200.00
Total amount expended for low and middle income affordable housing	\$ -

The following is a summary of this community redevelopment agency's achievement of its redevelopment plan's goals.

ACHIEVEMENT	CRA PLAN PAGE
Administration	34
Community Engagement	33
Community Policing	33
Economic Development (S)	33
Economic Development (C)	33
Grounds	33

ACTIVITIES DISTRIBUTION (\$3,149,062)



# FINANCIAL REPORT

## Revenues

City Tax Increment Revenue  
 County Tax Increment Revenue  
 Approp/Retain Earnings  
 Interest on Investment  
 Miscellaneous Revenues

### Revenues Total

	FY 19-20 Budget Adopted	FY 19-20 Budget Actuals
	\$1,757,814	\$1,757,814
	\$1,383,820	\$1,383,820
	\$545,970	\$0
	\$24,000	\$44,036
	\$0	\$36,115
<b>Revenues Total</b>	<b>\$3,711,604</b>	<b>\$3,221,785</b>

## Expenditures

### Administrative Expenditures:

Employee Salary and Fringe  
 Contractual Services  
 Insurance  
 Audits and Studies  
 Printing and publishing  
 Marketing  
 Advertising and Notices  
 Travel & Training  
 Rent/Lease Costs  
 Equipment (Other than Office)  
 Office Equipment and Furniture  
 Other Administrative Expenses

### **Subtotal Admin. Expenses**

County Administrative Charge at 1.5%

### **(A) Total Adm Exp & County Charges**

### Operating Expenditures:

Employee Salary and Fringe  
 Contractual Services  
 Insurance  
 Audits and Studies  
 Printing and Publishing  
 Marketing  
 Legal Services/Court Costs  
 Architect/Engineer Fees  
 Land/Building Acquisitions  
 Infrastructure Improvements  
 Building Construction & Improvement  
 Debt Service Payments  
 Grants Programs  
 Public Safety  
 Other Operating Expenses

### **(B) Total Operating Expenses**

### **(C) Reserve/Contingency**

### **Expenditures Total (A+B+C)**

### **\*\*Cash Position**

	\$283,103	\$283,697
	\$50,000	\$34,905
	\$23,737	\$23,469
	\$0	\$0
	\$1,000	\$578
	\$0	\$0
	\$5,000	\$2,841
	\$25,000	\$34
	\$3,000	\$2,893
	\$0	\$0
	\$0	\$0
	\$213,348	\$210,732
<b>Subtotal Admin. Expenses</b>	<b>\$604,188</b>	<b>\$559,149</b>
County Administrative Charge at 1.5%	\$20,757	\$20,757
<b>(A) Total Adm Exp &amp; County Charges</b>	<b>\$624,945</b>	<b>\$579,906</b>
	\$188,736	\$189,131
	\$337,500	\$240,142
	\$29,995	\$30,679
	\$0	\$0
	\$0	\$0
	\$60,000	\$13,299
	\$50,000	\$96,010
	\$0	\$0
	\$250,000	\$439,711
	\$350,000	\$18,750
	\$500,000	\$927,740
	\$0	\$0
	\$575,000	\$69,391
	\$267,293	\$247,444
	\$461,159	\$296,859
<b>(B) Total Operating Expenses</b>	<b>\$3,069,683</b>	<b>\$2,569,156</b>
<b>(C) Reserve/Contingency</b>	\$16,976	\$0
<b>Expenditures Total (A+B+C)</b>	<b>\$3,711,604</b>	<b>\$3,149,062</b>
<b>**Cash Position</b>	<b>\$0</b>	<b>\$72,723</b>

NOTE: NOT AUDITED





*Community Redevelopment Agency*  
212 NW 1<sup>st</sup> Avenue, Homestead, FL 33030