

Dear Mr. Curtis,

My name is Evan Fancher and I intend to be your next CRA Director. At present, I am the South Miami CRA Executive Director, reporting directly to the CRA Board. Our CRA is scheduled to sunset in June, making the timing right to move my family back to Broward.

The South Miami CRA was a stagnant mess when the Mayor and City Manager recruited me to lead the Agency. During my two-year tenure, the Agency finally developed the long-stalled flagship project of the redevelopment plan, Madison Square.

The Madison Square project was 25 years in the making. As originally envisioned, the development would have 20% affordable housing and neighborhood retail space that would start the resurrection of a defunct commercial corridor in the City.

Now that we have completed the negotiations and the project is under construction, our contract has 100% affordable housing, 50% local hire, a nationally recognized anchor tenant, and 4 new commercial spaces to be rented to local tenants at a subsidized rate (\$14 per square foot). The Agency finally has completed its original mission.

In addition to Madison Square, the Agency led the successful rezoning of our only public housing in the area, South Miami Gardens. South Miami Gardens is 399,000 square feet of land that currently has 59 public housing units that are 50 years old. We rezoned the new project to allow up to 8 stories with commercial space on bottom and up to 400 mixed-income units. The scene is set for redevelopment to take place. The zoning to enable redevelopment was a huge achievement because, the South Miami charter requires rezoning in a residential area to receive unanimous approval of the City Commission.

While completing those major projects, I eliminated seven ineffective programs while tripling the budget for our more successful programs. Our most successful programs are the home painting program and the home rehabilitation program. Both were dormant when I took over; now, they have had their budgets tripled due to their success. Other municipalities are trying to recreate our success throughout the County.

In addition to my time at the South Miami CRA, I was the Senior Policy Advisor for County Commissioner Suarez (from which I was plucked to run the South Miami CRA). I also worked at Anfield Consulting in Tallahassee. I have been successful at my roles because of a commitment to intergovernmental cooperation, relationship building, and community involvement.

My resume, experience, and sound judgement make me ready on day one. Thank you for considering my application, I hope Margate is the next place that I can make a difference.

Best,
Evan Fancher



Executive Director at
South Miami CRA
(1/15/2018- Current)

Senior Advisor to
County Commissioner
Xavier Suarez
(May 2015- Jan. 2018)

Associate at
Anfield Consulting
(Dec 2013- May 2015)

About Me: I enjoy solving structural challenges and achieving the long-thought impossible.

I specialize in economic development, housing, and board management.

Born in Birmingham, Alabama, I am looking forward to continuing to make a difference.

Redevelopment Services

- Successfully negotiated the Madison Square project after it had been stalled for 20 years. It involved the disposition of multiple parcels. (40 units, 13,000 sq. ft of commercial space).
- Initiated several Comprehensive Master Plan and zoning changes aimed to increase the stock of housing options. Advised property owners of rezoning options.
- Led several revitalization projects including a small business incubator, public art projects, and neighborhood beautification.

Program/Contract Management

- Negotiated and administered several contracts with consultants including; housing study, finding of necessity, redevelopment plan edits, land-use changes, and rehabilitation grants.
- Created a home painting program with fixed expenses and all local staff (2 homes per month). Re-invigorated the home rehabilitation program and tripled the budget.
- Designed and implemented a non-profit academy and grant match program for service providers in low income communities. Re-designed the small business grant program.

Budget Development and Administration

- Developed and administered the South Miami CRA budget (\$3.5 million). Managed a staff of three including a Program Administrator and Property Manager. Staffed 7 member board (5 elected, 2 appointed).
- Managed all staff for County Commissioner Xavier Suarez (four legislative and five constituent services). Oversaw \$1.8 million in office funds including Community Development Block Grants.
- Prepared project specific budgets for partnerships, studies, and programs.

Education:

M.S., Masters Applied American Policy and Politics, Florida State University

B.A., Political Science, University of Alabama at Birmingham

B.A., Sociology, University of Alabama at Birmingham

General Job Application

Job Title

Executive Director - Community ReDevelopment Agency

Requisition Number

56917

Personal Data

Contact

First Name

Evan

Middle Name**Last Name**

Fancher

Address

6001 sw 70th street

City

South Miami

State

Florida

Zip Code

33143

Primary Phone

2054786400

Alternate Phone**Email Address**

fancher.evan@gmail.com

Salary Requirement

What is your desired salary range?

90,000-150,000

Eligibility

Do you have a legal right to work in the U.S.?

Yes

If yes, are you able to provide documents as required by law to verify your eligibility to work in the U.S.?

Yes

Have you ever been convicted of a crime excluding misdemeanors and/or summary offenses?

No

If yes, provide the details for all such instances.

Education Information

High School

High School Name

Ramsay High School

City

Birmingham

Did you graduate?

Yes

State

Alabama

College/University

Name of College/University/Other		Start Date	End Date
University of Alabama at Birmingham		8/1/2007	12/20/2011
City		State	
Birmingham		Alabama	
Degree	Major	Did you graduate?	
Bachelors	Political Science/ Sociology	Yes	

College/University

Name of College/University/Other		Start Date	End Date
Florida State University		8/8/2013	8/1/2014
City		State	
Tallahassee		Florida	
Degree	Major	Did you graduate?	
Masters	Applied American Politics and Public Policy	Yes	

College/Graduate School

Name of College/University/Other		Start Date	End Date
City		State	
Degree	Major	Did you graduate?	

Vocational/Technical

Name of Vocational/Technical School		Start Date	End Date
City		State	
Degree	Major	Did you graduate?	

Additional Education Information

Please list any additional education below.

Employment Information

Beginning with your present or most recent employment, describe ALL periods of employment including self-employment, unemployed periods and military service. Your adult employment MUST be complete. Use the space provided below, if necessary. The City of Margate appreciates the reasons why you might prefer that your current employer not know about this application. Be advised that the City generally does not contact any employer until the latter stages of our hiring process.

Most Recent Employer

Start Date

1/18/2018

End Date

Current

Full Time

Position Title

Executive Director

Employer

South Miami Community Redevelopment Agency

Phone Number

3056687236

Address

6130 Sunset Drive

City

South Miami

State

Florida

Zip

33134

Duties

Administer budget and redevelopment plan; Manage Staff; Staff the SMCRA Board

Reason for leaving?

Current

May we contact for reference?

Yes

Previous Employer

Start Date

05/16

End Date

01/15/2018

Full Time

Position Title

Senior Advisor

Employer

Miami Dade County- Commissioner Xavier Suarez

Phone Number

3053755680

Address

111 NW 1st Street

City

Miami

State

Florida

Zip

33128

Duties

Manage staff and policy making process on behalf of the Commissioner; Represent the Commissioner at community meetings

Reason for leaving?

New Job

May we contact for reference?

Yes

Previous Employer

Start Date	End Date	
01/13	05/16	Full Time
Position Title		
Associate		
Employer	Phone Number	
Anfield Consulting	8503297836	
Address		
201 W Park Avenue		
City	State	Zip
Tallahassee	Florida	32301
Duties		
Represent Clients before the Florida Legislature; Interpret bills so that clients understood their impact		
Reason for leaving?		
New Job		
May we contact for reference?		
Yes		

Previous Employer

Start Date	End Date	
08/14	11/14	Full Time
Position Title		
Field Organizer		
Employer	Phone Number	
Charlie Crist for Governor	0000000000	
Address		
N/A (Pompano Beach)		
City	State	Zip
Pompano Beach	Florida	
Duties		
Organize voters to vote for Charlie Crist; Manage volunteer and Get out the Vote Teams; Spearhead events		
Reason for leaving?		
Election Ended		
May we contact for reference?		
Yes		

Additional Work Experience Information

Please list any additional work experience below.

Skills & Certifications

Professional Certifications and Licenses

List all jobs skills, abilities, qualifications, and volunteer experience relevant to the position for which you are applying.

Military Experience

Branch of Service

Enlistment Date

Discharge Date

Type of Discharge

Primary Responsibilities & Duties

Applicant Statement

By my signature below, I authorize any federal, state, county or municipal governmental agency, any municipal corporation or political subdivision of this state, or any other state agency, department or division thereof, or any other public or private agency, person, firm, or corporation holding records concerning, that are considered confidential, to supply such information to the City of Margate.

By my signature below, I acknowledge that PRIOR to making a conditional offer of employment to me, the City of Margate may request information which may include, but not limited to, a history of my educational records, a history of my vocational and/or training records, criminal history, any documentation of previous or current on-the-job performance records or history, any reason, excluding any reason based on a medical condition or disability, for termination of any previous employment, any reason, excluding for discharge from military service, or any other personal information that is not medical, health, or disability related in nature which may not otherwise be obtained without prior agreement.

By my signature below, I acknowledge that SUBSEQUENT to making a conditional offer of employment to me, the City of Margate may request not only the information stated above, but also any information of what-so-ever nature regarding both my past or current job related or non-related medical/health condition(s) or disability(ies).

By my signature below, I acknowledge that any such information received by the City of Margate shall become public record pursuant to Chapter 119 of the Florida Statutes.

I Agree

Yes

Signature

Evan Fancher

Date Signed: 2/18/2020 11:22 AM

Date Submitted: 2/18/2020 11:25 AM

IP Address: 12.214.85.82

Agency Wide Questions

Do you have any relatives working for the City of Margate? If you have relatives working for the City of Margate, please enter their name and department in the space below.

No

N/A

Did you provide at least ten (10) years of work history in the Employment Information Section, or if you do not have ten (10) years of work history, did you list the entirety of your work experience in the Employment Information Section? If not, please return to the Employment Information Section to complete this information.

Yes

Yes

Where did you hear about the job opportunity you are applying to?

Please provide at least three (3) professional work-related references. Please include the following information: reference name, phone number, email address, position title. (Please note: professional work-related references are people who can speak to us about your job performance and are usually people who directly supervise you. For students, or those with limited work history: professional references may include internship/volunteer supervisors or academic teachers/professors).

Florida Redevelopment Association

Phillip Stoddard (Chairman SMRA/ City of SOuth Miami Mayor)-
305-342-0161; pkstoddard@gmail.com

Xavier Suarez (Miami-Dade County Commissioner)
305-496-8484; xaviersuarezsq@aol.com

Steven Alexander (City Manager- City of South Miami)
305-668-2510; salexander@southmiamifl.gov

Pursuant to Florida State Statute 119, all applications and materials attached are subject to public records request. Please use the space below to indicate whether or not you have any exemptions under FSS 119. If you do not have any exemptions, please write "N/A".

N/A

Executive Director - Community ReDevelopment Agency

Do you have a Bachelor's degree from an accredited college or university with a major in Public Administration, Business Administration, Urban Planning, Real Estate?

Yes

Do you have five years of experience in urban planning, real estate development, project coordination, or economic development?

Yes

Do you have at least three (3) years of supervisory experience?

Yes

FISCAL YEAR
2019
2020

SMCRA

BUDGET

Evan Fancher
Executive Director
James McCants
Program Coordinator
Lorraine Council
Property Management
Coordinator



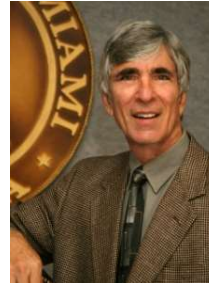
www.southmiamifl.gov



Charter Officers



Chairman
Philip K. Stoddard, Ph.D.



Vice-Chairman
Walter A. Harris



Board Member
Luis Gil



Board Member
Bob Welsh



Board Member
Josh Liebman



Board Member
Donald Jackson



Board Member
Levy Kelly

CHARTERED OFFICIALS



SMCRA Clerk
Nkenga Payne, CMC



Executive Director
Evan Fancher



SMCRA Attorney
Cynthia Johnson-Stacks, Esq.



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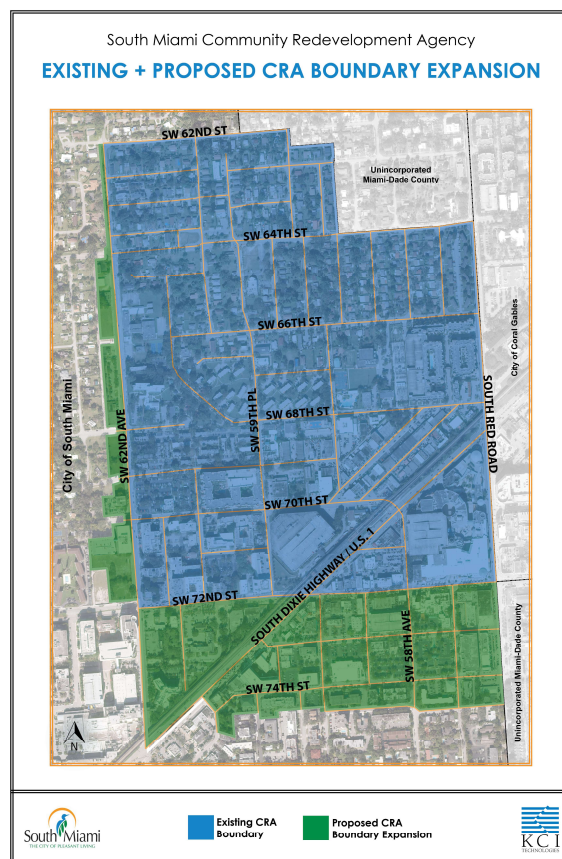
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A Brief History and Context

In 1997, through Ordinance No. 12-97-1633, the South Miami City Commission and Miami-Dade County established the South Miami Community Redevelopment Agency (SMCRA) and Community Redevelopment Area (CRA). The Agency uses the incremental increase in property tax collections within the Redevelopment Area for improvement projects within the CRA, aimed at attracting private investment. The SMCRA was extended by the Board of County Commissioners on May 3, 2005. It is currently scheduled to sunset on June 1, 2020.

During the life of the Agency, the SMCRA has completed various improvements including water and sewer connections, sidewalk installation and improvements, streetscapes, beautification projects, approximately 100 home rehabilitations, new housing projects, and various other projects that improved conditions in the area and made it a more attractive place to live. In 2020, Madison Square, a mixed-use affordable housing development being constructed on land which the CRA conveyed for development, is expected to be completed. The Madison Square project will not only return commercial activity to Church Street, it will be named after the birthplace of one of the area's founding fathers, Marshall Williamson. At present, the Agency is seeking an extension of its life and expansion of its borders to include the commercial core of the City of South Miami.





Executive Director's Budget Message

August __, 2019

Chairman Phillip Stoddard

Vice-Chairman Walter Harris

Board Members, Robert Welsh, Josh Liebman, Luis Gil, Levy Kelly, Donald Jackson

Fellow Citizens of the City of South Miami



Fiscal Year (FY) 2018-2019 was the most successful year to date for the South Miami Community Redevelopment Agency (SMCRA). The land that will become Madison Square has been conveyed and the Developer has the permits to begin construction. South Miami Gardens is being proposed to be rezoned to accommodate public housing that will make Miami-Dade County proud. The first-of-its-kind Container House Project is near completion, sparking renewed interest in the Redevelopment Area and adding diversity to our housing stock. We expect to have completed twenty home rehabilitation and painting projects. Sunset Place took first step towards transformation, the Northeast Corner of the Redevelopment Area, Progress Road and Commerce Lane, has been rezoned for affordable housing and to protect the existing businesses. Every Agency owned property is in the disposition process, meetings run professionally and with little to no controversy, we reduced our spending on social programs to near zero, and contracted for a new housing study to diagnose our housing needs citywide. Any objective observer will realize that the fresh start we sought has been achieved.

What follows is the Agency's FY 2019-2020 budget, **a roadmap for continued improvements to infrastructure and economic vitality in a neighborhood with an already vibrant affordable housing program.**

AFFORDABLE HOUSING

Madison Square construction will be complete in 2020. Presently, we are conducting a housing study to assess our long-term housing needs and opportunities. Before knowing the results, it is safe to say that the pursuit of more affordable housing is still a priority concern. We have two projects that are our next, best opportunities to do multi-family affordable and market-rate housing, South Miami Gardens and the Mango Lots.

South Miami Gardens consists of 59 units on 399,000 square feet of property. The buildings do not face the street and the entirety of the complex is an eye sore for the community. In FY 18-19, the SMCRA Board approved Resolution 01-19-1089, which authorized the Agency to hire consultants and pursue rezoning the property to a more flexible zoning category. Agency staff



and City staff met with Miami-Dade County's Public Housing and Community Development Department (PHCD) and determined that the Agency rezoning the property was the correct course of action. The County is looking for us to make this change to make the redevelopment site more attractive. We are doing just that. In FY 19-20, we will need to mail various zoning notices to residents and potentially work with an architect to facilitate the re-zoning process and nudge the County forward in releasing a competitive solicitation for redevelopment of this public housing project. A new development could yield new public housing with no displacement of current residents, more affordable and workforce housing, new commercial space, and market-rate units. This deal would yield additional housing and more property tax revenues to both the County and City due to the ability to tax certain improvements made on the land.

The **Mango Lots** are the last sizeable piece of Agency-owned property in the Redevelopment Area. The Mango Lots sit adjacent to Madison Square and are an ideal spot for townhomes. The City will present a new townhouse zoning district that will yield between 12 and 16 townhomes at the site. For some perspective, this makes possible a design that City resident and famed architect Luigi Vitalini presented to the Agency a few years ago. In FY 19-20, we expect to complete disposition procedures after having removed the plat restriction that has kept development impossible. (RESOLUTION 14-19-1102).

INFRASTRUCTURE

Put plainly, **64th Street** is where residents will see their investments come to life in 2020. On 64th Street where two vacant houses and an empty field currently sit, the non-productive land will be replaced with a small-scale development consisting of 13,000 square feet of commercial space and 40 new affordable housing units. **Madison Square** will be completed; it has already been conveyed and permitted. At the same time, if this budget is approved, 64th Street will be reconstructed with a new bike lane that should make the street safer for cyclists and calm traffic. Both projects have been permitted. If this budget is approved, we can construct both of them at the same time.

In years past, the SMCRA has not invested in its, and the City of South Miami's (COS), commercial anchor, the downtown area. Downtown South Miami is responsible for the majority of the CRA's tax increment and over 60% of the City's revenues. This year, **we will partner with the City of South Miami to invest in the southwestern corner of the Redevelopment Area, the portion of Sunset Drive that connects to Red Road and a pedestrian crossing that brings customers across US1.** We will invest in our downtown right now, even as we pursue an expansion of the boundaries of the SMCRA to more fully encompass downtown.

ECONOMIC DEVELOPMENT AND OTHER BUDGET HIGHLIGHTS



With so much emphasis placed on infrastructure and investing in our downtown, it is worth noting that the projects that we are pursuing will make residents more comfortable and attract newcomers, while adding a safety component.

In addition, the SMCRA will emphasize that the Redevelopment Area is as an ideal place to do business. Madison Square presents us with an opportunity to support community-owned businesses and promote economic viability of the area. In FY 19-20 we propose to hire an economic development consultant, formally establish a relationship with a Public Relations and Marketing firm; host small business workshops; and make the largest investment ever in businesses throughout the Redevelopment Area.

FY 19-20 will be the year the SMCRA creates an economic development plan that will be a roadmap to follow for the Agency. In addition, we will host a proper training for small businesses throughout the Redevelopment Area that gives them an increased chance of success and selection to occupy commercial space in the Madison Square development.

Other CRAs spend resources promoting and enhancing the businesses that exist in their Redevelopment Area. It is time that we do the same. In FY 18-19, we did a small contract with a marketing firm that resulted in the creation of marketing materials and some communications infrastructure. In FY 19-20, we propose hiring a firm that will completely re-brand the area as a small town with viable, vibrant businesses. We will do more for commerce than ever before by approving this budget.

FINAL THOUGHTS

The City's tax increment is beginning to flatten again. After 4 years of 6% and higher growth in the tax increment, FY 19-20 will see only 3% growth. For the SMCRA, 19-20 will see our tax increment grow only 1.23%, after growing 7% the past two years. We must invest in our City now or reckon with the long-term consequences.

This is the second budget that I present to you. This also may be the last. Last year, we eliminated programs that veered the Agency off mission and invested in those programs that furthered the Agency's mission. As stated earlier, it made the Agency exponentially more successful. With the Agency's future uncertain, this budget seeks to complete existing projects, further develop projects in the pipeline, and either properly wind down the Agency or prepare for the next phase of redevelopment in South Miami.

Best,

Evan Fancher
Executive Director



Budget Summary

ACCOUNT CLASSIFICATION	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	CRA RECOM FY 19/20
BEGINNING FUND BALANCE	514,860	1,161,428	1,814,928	1,814,928	172,646
TAX INCREMENT REVENUE	1,317,128	1,424,898	1,540,691	1,540,691	1,559,821
OTHER REVENUE	47,083	40,330	37,250	31,268	29,800
TOTAL REVENUES	1,364,211	1,465,228	1,577,941	1,571,959	1,589,621
Administration	159,924	165,537	186,186	172,361	189,338
Legal and Other Uses	40,422	17,781	34,027	19,615	84,177
Infrastructure	11,274	23,612	170,000	92,209	1,300,000
Economic Development	2,476	2,133	20,000	12,200	140,000
Housing Improvements	17,407	17,595	130,000	81,925	125,000
Property Management	99,189	87,507	109,432	77,906	109,703
Marketing	56,475	51,170	40,500	32,500	62,500
Community Policing	207,661	211,228	227,152	208,439	225,087
Operating Expenditures	6,337	7,402	15,500	7,564	17,750
General Fund Transfers	109,465	109,465	110,965	110,965	185,087
Redevelopment Services	7,013	118,298	2,300,218	632,518	1,046,757
TOTAL	717,643	811,728	3,343,980	1,448,202	3,485,399

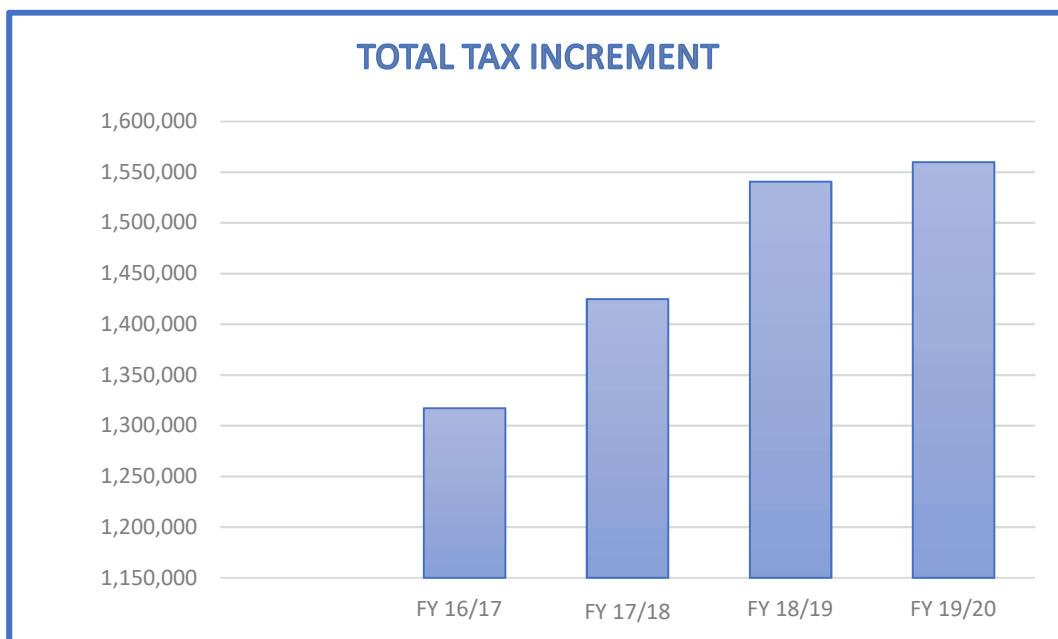


Revenues

Our revenue projections for FY 19-20 are in line with the slowed rate of tax increment increase that the City of South Miami and Miami-Dade County are experiencing. The rent revenue numbers continue to decline based on no longer receiving rent from the SMCRA-owned houses. During the last year of the Agency, the Agency continues to receive the full 50% increment from both Miami-Dade County and the City of South Miami, not a proportion based on the number of months in existence for the fiscal year.

ACCT NO.	ACCOUNT CLASSIFICATION	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	CRA RECOM FY 19/20
REVENUES						
6100000	3111000 COS INCREMENT	631,530	683,322	738,889	738,889	748,039
6100000	3111000 MDC INCREMENT	685,598	741,576	801,802	801,802	811,782
	TOTAL TAX INCREMENT	1,317,128	1,424,898	1,540,691	1,540,691	1,559,821
6100000	3625100 RENT REVENUES	39,683	35,606	33,000	29,000	26,000
6100000	3612100 INTEREST EARNINGS	5,335	4,724	4,250	3,768	3,800
6100000	3699201 MISCELLANEOUS	2,065	0	0	0	0
	TOTAL OTHER REVENUES	47,083	40,330	37,250	32,768	29,800
	TOTAL REVENUES	1,364,211	1,465,228	1,577,941	1,573,459	1,589,621

- ❖ After experiencing 7% increases in tax increment in FY 17/18 and 18/19, FY 19/20 will see only a 1.2% increase.





Infrastructure

The infrastructure of the Redevelopment Area is the key to continuing to attract private sector redevelopment. This coming fiscal year, the Agency will assume a portion of the cost of constructing the 64th Street bike lane project. In addition, multiple other projects can be engineered and designed to make them more attractive to the state for funding.

FY 2019/2020 Goal

Our goal is to help deliver the 64th Street bike lane project and advance the pedestrian crossing project making it eligible for state funding.

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY18/19	CRA RECOM FY19/20
6101110 5819600	PEDESTRIAN BRIDGE DESIGN	0	0	100,000	92,209	433,333
6101110 5819600	64 TH STREET & SUNSET DRIVE	4,575	23,612	70,000	0	433,333
6101110 5414670	STREETSCAPE IMPROV & DESIGN	6,699	0	0	0	433,333
TOTAL CAPITAL IMPROVEMENTS		11,274	23,612	170,000	92,209	1,300,000

INFRASTRUCTURE HIGHLIGHTS

9600 64th Street- While the project has received grant funding, the cost of construction will exceed what Miami-Dade County granted the City. This project is permitted and will be constructed at the same time that Madison Square is being constructed causing as little disruption as possible.

9600 Sunset Drive- The project along Sunset Drive from US1 to SW 57th Avenue consists of roadway and beautification improvements to provide for a complete street redesign. The improvements will consist of a symmetrical landscape mirage along this section of the corridor as well as enhancement of existing irrigation, maximization of sidewalk width, regulation of truck usage and on-street parking, and enhancement of traffic flow in the area.

9600 Pedestrian Bridge- The project will consist of funding the design phase for construction of a pedestrian crossing between the Metro Rail stations which is within the CRA area to the Sunset Place shops.



4670 and 9600- Additional streetscape and landscaping projects that the board may want to consider are as follows:

70th Street

70th street has evolved into a street that does not interact well with pedestrians well. As the Metrorail garage project proceeds, the City is currently evaluating an unsolicited proposal at the Inspection Station. The Valencia's front door is there. Progress Road and Commerce Lane have been rezoned to accommodate transit-oriented redevelopment. Each of these projects will bring new activity to the street in the form of residents, consumers, and workers. 70th Street should be made more pedestrian and bike friendly. It should be a model "Complete Street" for South Miami.

58th Avenue

58th Avenue might be the most awkward street in the City and the street most in need of redesign and reconstruction. Within one city block, it is a two-way street, a one-way street, a parking deck entrance, and a surface parking lot entrance. This block needs some continuity. It is prohibitive to the pedestrians and drivers who use it.

62nd Avenue

The container house project is near completion and it is time to really take a look at 62nd Avenue where it is located. 62nd Avenue is the westernmost border of the CRA. It is the home of our senior center, J.R.E. Lee Educational Center, and the entrance to the hospital district. 62nd Avenue looks like a home for power lines and a street that has been forgotten. The county has regraded the street, but a redesign to make it iconic could unleash the full potential of the street.

- ✓ **These projects would help spur redevelopment and investment in the Redevelopment Area. Now that Madison Square is off the table, we need to focus on attracting private sector investment.**



Economic Development

Traditionally, the SMCRA has not had a robust economic development strategy. With Madison Square set to be open in 2020, the Agency needs to establish and pursue a concerted economic development strategy for businesses to be housed at Madison Square and in other locations in the SMCRA area. In addition, the Agency must choose the tenants for Madison Square and facilitate their moving into the space. The combining of grant categories resulted in more usage of the allotted funds in FY 18-19, now we intend to invest heavier supporting commercial entities of the Redevelopment Area.

FY 2019/2020 Goal

Our goal is to develop an economic development plan that yields immediate results and engages existing and prospective businesses.

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110	5513120	PROFESSIONAL SERVICES	0	0	0	0
6101110	5515210	ECONOMIC DEV. COORD.	0	37	0	40,000
6101110	5519932	TRAINING PROGRAM	348	0	0	50,000
6101110	5519933	COMPETITIVE GRANTS	2,128	2,096	20,000	12,200
6101110	5523120	COMMERCIAL FAÇADE	0	0	0	0
TOTAL ECON		2,476	2,133	20,000	12,200	140,000

ECONOMIC DEVELOPMENT HIGHLIGHT

9932 & 9933 Small Business Competitive Training & Grants- For FY 19-20, we intend to sponsor small business training courses that will make participants eligible for priority consideration in the Madison Square tenant selection process and eligible for grants from the Agency.

5210 Economic Development Coordinator- At its core, the CRA plan contemplates a return to commercial activity in the Marshall Williamson Community. Now that we have more commercial space under construction, we need to plan for short, medium, and long-term economic development of the area. A clear economic development assessment and plan will keep the momentum going following a newly constructed commercial core.



Redevelopment Services and Land Acquisition

For FY 19/20, we may purchase some single-family, non-conforming lots that the private sector will clearly not develop. Outside of that, we may pursue doing some placemaking that the CRA Plan authorizes to attract additional consumers to the area, such as a weekend market or festival that utilizes dormant streets during an evening. In addition, expenses related to South Miami Gardens and the Mango Lots will be paid from this account.

FY 2019/2020 Goal

Our goal is to provide oversight for the Madison Square project, pursue the redevelopment of South Miami Gardens and the Mango Lots, and achieve an extension of the life of the Agency and expansion of its boundaries.

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY18/19	CRA RECOM FY 19/20
6101110 5543460	LAND ACQ & REDEV SERVICES	7,013	8,833	2,300,218	632,518	1,046,757
6101110 5819500	PROFESSIONAL SERVICES	0	109,465	0	0	0
TOTAL REDEV SERVICES		7,013	118,298	2,300,218	632,518	1,046,757

REDEVELOPMENT SERVICES HIGHLIGHTS

3460 Redevelopment Services – The increase in funding reflects prior years' savings. For FY 19-20, all costs associated with zoning, land acquisition, South Miami Gardens, and the Mango Lots will come from this account.



Administration

The general makeup of the SMCRA staff is not expected to change this year. Staffing levels are where they should be at this time although another staffer could be useful. We successfully shrunk the roles and responsibilities of the Agency staff, so as to focus the Agency on its core functions. This year, all CRA staff will receive the same cost of living adjustment (COLA) that City staff receives.

From an operational standpoint, SMCRA staff has shifted its focus from solving social issues to executing our capital improvements focus. We are still here to help on social issues; however, we moved towards referring individual cases to specialized entities.

With the Agency slated to end in June of 2020, staff will be supported and encouraged to seek out other opportunities within the City and outside the City. If the Agency is extended and expanded, we will evaluate staffing needs beyond June of 2020.

FY 2019/2020 Goal

Our goal is to promote community revitalization while achieving a new level of professionalism.

ACCT NO.	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	Actual FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110	5131210 REGULAR SALARIES	133,471	132,954	143,945	132,606	148,265
6101110	5132110 FICA	9,834	10,193	11,012	10,064	11,342
6101110	5132210 PENSION	2,337	1,441	1,633	1,167	1,682
6101110	5132220 DEFERRED COMPENSATION	2,233	5,654	7,960	7,229	8,199
6101110	5132310 INSURANCE	11,984	12,287	17,194	17,194	15,276
6101110	5132410 WORKERS COMP	65	245	432	444	445
6101110	5132460 AUTO ALLOWANCE	0	2,763	4,010	3,657	4,129
TOTAL ADMINISTRATION		159,924	165,537	186,186	172,361	189,338



Legal Services and Other Services

This amount proposed to be budgeted in FY 19/20 for professional legal services includes funding for general counsel services, property title related legal work, and any additional legal services requested by the SMCRA Board. It is anticipated that this funding will help position the Agency to be proactive and forward-looking.

ACCT NO.	ACCOUNT CLASSIFICATION	ACTUAL FY 16/17	ACTUAL FY 17/18	BUDGET FY 18/19	ESTIMATE FY 18/19	CRA RECOM FY 19/20
6101110 5543120	PROFESSIONAL LEGAL SERVICES	22,500	0	10,000	3,000	60,000
6101110 5549920	GENERAL CONTINGENCY	833	2,039	5,000	542	5,000
6101110 5549925	BOARD MEMBER DISCRETIONARY	6,805	4,618	7,000	4,046	7,000
6101110 5549915	MDC 1.5% ADMINISTRATIVE FEE	10,284	11,124	12,027	12,027	12,177
TOTAL LEGAL SERVICES & OTHER		40,422	17,781	34,027	19,615	84,177

Community Policing

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110 5211210	SMCRA AREA OFFICERS (2)	123,627	125,803	134,591	126,905	139,412
6101110 5211410	OVERTIME	1,725	0	0	0	0
6101110 5212110	FICA	9,963	10,701	10,296	9,843	10,665
6101110 5212210	PENSION	16,926	16,938	20,323	13,674	14,220
6101110 5212310	INSURANCE	14,594	14,249	17,194	13,086	15,276
6101110 5212410	WORKERS COMP	1,251	3,420	6,176	6,357	6,397
6101110 5691210	SMCRA COMM. OUTR COORD	28,798	31,910	30,236	30,236	31,141
6101110 5692110	FICA	2,203	2,441	2,313	2,313	2,382
6101110 5692210	PENSION	3,896	1,441	1,633	1,633	1,682
6101110 5692310	INSURANCE	4,666	4,279	4,299	4,299	3,819
6101110 5692410	WORKERS COMP	12	46	91	93	93
TOTAL COMMUNITY POLICING		207,661	211,228	227,152	208,439	225,087



Residential Improvements

Maintaining the housing stock of the Redevelopment Area and improving its curb appeal is our goal for the 19-20 fiscal year. It is easier to attract private capital into our community if they see the area as well-maintained. We will pursue beautifying the Redevelopment Area and making the community a desirable place to invest and to live.

FY 2019/2020 Goal

Our goal is to paint two houses per month and vigorously pursue preservation of the naturally occurring affordable housing stock in the Redevelopment Area through rehabilitation of homes in the SMCRA area.

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY18/19	CRA RECOM FY19/20
6101110 5643120	CREDIT COUNSELING	0	0	5,000	0	0
6101110 5649935	DOWN PAYMENT ASSISTANCE PROGRAM	0	0	25,000	25,000	25,000
6101110 5649930	RESIDENTIAL REHABILITATION	17,407	17,595	100,000	56,925	100,000
TOTAL RESIDENTIAL IMPROVEMENTS		17,407	17,595	130,000	81,925	125,000

Residential Improvements

9930 Residential Rehabilitation Program- The budget for this program is remaining unchanged due to the success of the residential painting program and the need to focus on the preservation of naturally occurring affordable housing in the Redevelopment Area.

9930 Residential Rehabilitation Program- We have a potential partnership with the Green Corridor, an interlocal Agency funded with a surcharge on Property Assessed Clean Energy (PACE) customers, which has allocated money towards improving insulation in single-family homes throughout the Redevelopment Area. We intend to match their investment with a grant and with our own rehabilitation program.



Marketing

This year the SMCRA will not fund social programs. We intend to spend our resources rebranding the Redevelopment Area and promoting the Area as an ideal place for investment while highlighting the history, culture, and businesses of the area. No effort has ever been made to promote the Redevelopment Area's businesses.

FY 2019/2020 Goal

Our goal is to inform the public about the SMCRA and promote SMCRA businesses.

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110 5593120	PROFESSIONAL SERVICES - ELDERLY	19,500	19,500	0	0	0
6101110 5593450	BOWMAN COLLEGE SCHOLARSHIP	14,999	15,000	15,000	15,000	15,000
6101110 5599931	SUMMER YOUTH AND AFTER SCHOOL	9,900	4,500	0	0	0
6101110 5743120	PROFESSIONAL SERVICES - MARKETING	12,076	12,170	15,000	7,000	40,000
	PROFESSIONAL SERVICES –EVENTS			7,500	7,500	7,500
	MADISON SQUARE GROUNDBREAKING			3,000	3,000	
TOTAL MARKETING		56,475	51,170	40,500	32,500	62,500

MARKETING HIGHLIGHTS

3120 Marketing- The budget for this program is attempting to separate event funding from money needed to better inform the public about the Agency. This year, we acknowledge that marketing cannot be done with the current staffing levels. Thus, hiring an agency that brands governments is imperative.

3120 Special Events- FY 18-19 was the first year the SMCRA produced no special events. Instead, we sponsored events that were produced by our community partners. This year is no different.



Other Operating Expenditures

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110 5543210	AUDITS	5,000	5,000	8,000	5,000	8,000
6101110 5544070	TRAVEL & CONFERENCE	53	5	1,300	1,224	3,000
6101110 5544631	TELEPHONE LINE SERVICE	786	767	1,250	555	800
6101110 5544850	LEGAL NOTICE & ADVERTISING	0	0	0	0	1,000
6101110 5544710	COPY MACHINE	0	0	1,200	250	1,200
6101110 5545210	OPERATING SUPPLIES	323	680	2,500	450	2,500
6101110 5545410	MEMBERSHIPS	175	950	1,250	85	1,250
TOTAL OPERATING EXPENDITURES		6,337	7,402	15,500	7,564	17,750

General Fund Transfers (SOMI)

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110 5819500	FUEL - FIELD INSPECTION CAR	800	800	800	800	880
	INSURANCE - FIELD INSPECTION CAR	500	500	500	500	650
	PROCUREMENT SERVICES	1,850	1,850	1,850	1,850	2,500
	PRINTING & MAIL-OUT SERVICE	1,910	1,910	1,910	1,910	2,101
	PD CLOTHING ALLOWANCE	0	0	0	0	800
	PROTECTIVE SERVICES FUEL & EQUIP	1,733	1,733	1,733	1,733	1,467
	SMCRA SECRETARY/CITY CLERK	7,096	7,096	7,096	7,096	9,800
	FINANCE DEPARTMENT	4,490	4,490	4,490	4,490	7,000
	PLANNING DEPARTMENT	3,800	3,800	3,800	3,800	11,000
	MAPPING & PRINTING SERVICES (GIS)	7,945	7,945	7,945	7,945	8,740
	HUMAN RESOURCES SERVICES	3,050	3,050	3,050	3,050	4,355
	GENERAL COUNSEL LEGAL SERVICES	26,291	26,291	26,291	26,291	0
	EVENT CONTRIBUTION	0	0	1,500	1,500	1,500
	PUBLIC WORKS PROJECT MANAG	0	0	0	0	19,294
	CITY TROLLEY CONTRIBUTION	0	0	0	0	15,000
	MARSHALL WILLIAMSON SIDEWALK	0	0	0	0	50,000
	COMMUNITY POOL OPERATING	50,000	50,000	50,000	50,000	50,000
TOTAL GENERAL FUND TRANS		109,465	109,465	110,965	110,965	185,087



Property Management

The SMCRA continues to own and operate the Marshall Williamson Condominium Association's Small Business Incubator located at 5825 SW 68th Street, a building owned by the SMCRA. During the FY 18/19, the SMCRA Board approved the beginning of disposition procedures and authorized negotiations with Branches, Inc. to lease the building to carry out services authorized by the CRA Plan. While those negotiations are ongoing, we still need to keep the building in working order. We imagine that there will be additional cost savings from this portion of the budget. It should be noted that we may need to terminate the condominium association at some point.

FY 2019/2020 Goal

Our goal is to keep the Small Business Incubator functioning and continue disposing of all CRA properties.

ACCT NO	ACCOUNT CLASSIFICATION	ACTUAL FY16/17	ACTUAL FY17/18	BUDGET FY18/19	ESTIMATE FY 18/19	CRA RECOM FY19/20
6101110 5833120	PROFESSIONAL SERVICES	4,090	4,475	0	0	0
6101110 5836110	BLIGHTED PROPERTY ACQUISITION	6,850	0	0	0	0
6101110 5833125	PROPERTY EXPEND.	36,360	27,918	40,000	35,000	40,000
6101110 5833455	PROPERTY MAINTENANCE & REPAIRS	19,557	22,936	40,000	10,482	40,000
6101110 5541210	PROPERTY MANAG COORD (50% Op. Duties)	24,983	25,432	21,864	25,601	22,517
6101110 5542110	FICA	1,911	1,946	1,673	1,959	1,723
6101110 5542220	DEFERRED COMPENSATION	500	509	1,530	497	1,576
6101110 5542310	INSURANCE	4,928	4,254	4,299	4,299	3,819
6101110 5542410	WORKERS COMPENSATION	10	37	66	68	68
TOTAL PROPERTY MANAGAEMENT		99,189	87,507	109,432	77,906	109,703



SMCRA Redevelopment Plan Goals

Goal 1 - Work with City to improve quality of life	Partner with the City to construct a \$4M multi-purpose center	Completed
Goal 1 - Work with City to improve quality of life	Partner with the CAA to provide skill training and job placement	Completed
Goal 1 - Work with City to improve quality of life	Facilitate employment for residents (56 local unemployed residents)	Ongoing
Goal 1 - Work with City to improve quality of life	Restore the Marshall Williams Tennis Courts	Completed
Goal 1 - Work with City to improve quality of life	Purchase of the Mobley Property and attraction of service provider tenants	Completed
Goal 1 - Work with City to improve quality of life	Establishment of Madison Square Fridays and Saturdays	Completed
Goal 2 - Collaborate to facilitate maximum private investment	Award of \$22,500 matching grant for renovation of Sunset Prof. Bldg.	Completed
Goal 2 - Collaborate to facilitate maximum private investment	Award of \$21,316 grant for renovation of Pool Hall Corporation	Completed
Goal 3 - Work and communicate with interested community groups	Participate in the Black Democratic Caucus, "People to People Bus Tour"	Not Complete
Goal 3 - Work and communicate with interested community groups	Recognize neighborhood pride through the "Spirit of the Season" award	Completed
Goal 4 - Redevelopment Plan serves as primary vehicle and tool for City's redevelopment effort	Update the "Finding of Necessity" to determine true CRA boundaries	Completed
Goal 5 - SMCRA developments shall comply with goals, objectives, and guidelines of the City's development review boards	All SMCRA development plans are subject to compliance with the goals, objectives, and guidelines of the development review boards	Completed
Goal 6 - Leverage of the maximum amount of non-tax increment financing resources	Leverage \$40k in SMCRA cash incentives into over \$350k of private investment with development of 4 new Habitat homes	Completed



Goal 6 - Leverage of the maximum amount of non-tax increment financing resources	Acquire \$81k in economic development funds through NANA	Completed
Goal 7 - Purchase and or redevelopment of vacant or abandoned properties	Partner with Greater Miami Neighborhoods	Completed/Ongoing
Goal 7 - Purchase and or redevelopment of vacant or abandoned properties	Requested County to demolish unsafe structures at 6350 SW 60th Avenue	Completed
Goal 7 - Purchase and or redevelopment of vacant or abandoned properties	Transferred vacant lots to housing developers to construct affordable homes	Completed/ Ongoing
Goal 7 - Purchase and or redevelopment of vacant or abandoned properties	Conveyed vacant lots for SMCRA Single-Family Housing Program (5)	Completed
Goal 7 - Purchase and or redevelopment of vacant or abandoned properties	Initiated foreclosure on vacant lots to acquire for SMCRA Single-Family Housing Program (8)	Completed
Goal 8 - Pursue successful Quick Victory projects in the earliest stages	Install new public trash receptacles	Completed
Goal 9 - Develop partnerships toward achievement of goals to maximizing leverage	Partnership with Habitat for Humanity (new homes)	Completed
Goal 10 - Identify and rehabilitate significant historical and cultural community elements	Church Street Project landscaping improvements	Completed
Goal 11 - Encourage and facilitate an integrated pedestrian circulation, parks and open space; emphasis on access to commercial activity east of US1	Church Street Upgrades to sidewalks	Completed



Goal 12 - Support and participate in provision of an efficient parking system	On-street parking provided in conjunction with the Church Street Project	Completion
	Additional parking provided in conjunction with the Multi-Purpose Center	Completed
Goal 13 - Encourage infrastructure that can accommodate present and future	Redevelopment Area-wide infrastructure	Completed/ Ongoing
Goal 14 - Participate in environmental clean-up	There are no known environmental concerns in the area. The City will determine how to address any further issues, including potential Brownfield sites, as they arise.	None Identified
Goal 15 - Encourage development of new housing and rehab existing units	Work with the County on facilitating the South Miami Gardens project	Ongoing
Goal 15 - Encourage development of new housing and rehab existing units	With Habitat for Humanity, completed 4 new infill homes	Completed
Goal 15 - Encourage development of new housing and rehab existing units	Single-Family and Multi-Family Rehabilitation Programs (approved 90)	Completed/Ongoing
Goal 15 - Encourage development of new housing and rehab existing units	Develop a Multi-Family Housing Plan	Completed/ Ongoing
Goal 15 - Encourage development of new housing and rehab existing units	Fund a Landscape Program to improve landscaping and architecture (25 homes)	Not Started/ Ongoing
Goal 15 - Encourage development of new housing and rehab existing units	Contract Greater Miami Neighborhoods to build affordable homes (7 complete)	Completed
Goal 15 - Encourage development of new housing and rehab existing units	Seek Waiver of permit fees for rehabilitation projects	Completed
Goal 16 - Give home purchase priority to SMCRA residents and then to City residents	Homeowners Assistance Program	Completed



Goal 17 - give local business and financial entities priority in all housing programs	Development of Pre-Apprenticeship program (through implementation of the Wounded Healers Program) to prepare neighborhood youth for employment in the construction industry.	Completed/Ongoing
Goal 18 - Implement programs that increase and valorem value of non-residential property	Commercial Rehabilitation Program (approved 3 grants)	Completed
Goal 19 - With assistance, preserve and enhance existing areas to provide a variety of housing opportunities for all income levels.	Transferred vacant lots to housing developers to construct affordable homes	Completed
Goal 20 - Undertake annual continuous improvement programs and other activities designed to prevent the recurrence and spread of negative conditions	Organize the August Black to School Giveaway Program (supplies 100+ students)	Completed/ Ongoing through Parks Department
Goal 20 - Undertake annual continuous improvement programs and other activities designed to prevent the recurrence and spread of negative conditions	Organized and supervised the Students Work Initiative Program (65 youth)	Completed
Goal 20 - Undertake annual continuous improvement programs and other activities designed to prevent the recurrence and spread of negative conditions	Implemented the "Dress for Success" clothing drive	Completed
Goal 20 - Undertake annual continuous improvement programs and other activities designed to prevent the recurrence and spread of negative conditions	Conducted a local job fair and established partnerships for job placement	Completed



Goal 20 - Undertake annual continuous improvement programs and other activities designed to prevent the recurrence and spread of negative conditions	Hire a Community Outreach Coordinator to promote events (i.e. Semi-Annual Town Hall Meeting)	Completed
Goal 20 - Undertake annual continuous improvement programs and other activities designed to prevent the recurrence and spread of negative conditions	Implement a Marketing Plan developed by B. Mumford & Company and team	Ongoing
Goal 21 - Work with Public Safety to create a safe quality environment	Fund police officer, code officer, and social worker positions	Completed
	Operation of a Police Workstation in SMG Public Housing Complex	Completed
	Traffic Calming Project (SW 64th Street)	Ongoing
Goal 22 - Work with citizen groups and the School Board to identify additional educational opportunities	Award of \$12,500 grant for expansion of Princeton Preschool	Not Complete
Goal 23 - Promote alternative modes of transportation and maximize transit	Implement a Trolley System on Fridays and Saturdays	Complete
Goal 24 - Implement programs that help remove financial obstacles for redevelopment	Create a 501©3-support corporation to access additional grant funds	Not Initiated
Goal 24 - Implement programs that help remove financial obstacles for redevelopment	Commissioners' Special Needs Program (financial resources to provide new roof for medically disabled homeowner and bike track to St. Alban's Child Enrichment Center)	Completed
Goal 25 - Work in concert with goals of the State, County, and City Agencies and Plans	Selected as a "case study" for revitalization and affordable housing by Federal HUD	Completed
Goal 25 - Work in concert with goals of the State, County, and City Agencies and Plans	Increased Admin Cap to 20%	Completed

