CITY OF HOMESTEAD
REVENUE GENERATION
WORKSHOP MINUTES

WEDNESDAY, NOVEMBER 04, 2026 AT 2:00 PM
CITY HALL, MAIN CONFERENCE ROOM -
ROOM 335 100 CIVIC COURT, HOMESTEAD,
FL 33030 WWW.HOMESTEADFL.GOV

1. CALL TO ORDER

The meeting was called to order by Mayor Losner at 2:09 p.m.

2. ROLL CALL

Mayor Steven D. Losner, Vice Mayor Jenifer N. Bailey, Councilwoman Erica G. Ávila, Councilman Clemente Canabal, Councilman Sean L. Fletcher, Councilwoman Kimberly Konsky and Councilman Larry Roth.

3. ORDER OF BUSINESS

a. CAR 5279 - Revenue Generation/Cost Savings Workshop (TAB 1)

City Manager Dr. Ihekwaba gave an introduction.

Assistant Budget Director Dawson stated this workshop is for the purpose of gauging how the Mayor and Council feel about the recommendations being presented today. This is a City of Homestead budget workshop addressing the fiscal impact of Constitutional Amendment 3 and presenting revenue enhancement and cost-saving recommendations to address a significant budget shortfall. In addition to Amendment 3 having the exemptions, it limits what you could use property tax revenues for. Approximately 28% of every dollar is reserved for the City of Homestead.

AMENDMENT 3 FISCAL IMPACT

Year One Impact: Approximately $5.6 million loss in General Fund revenue

Year Two Impact: Approximately $9.2 million cumulative loss (additional $3.6 million beyond Year One)

Budget Reduction Percentage: Approximately 6.55% reduction across City departments funded by the General Fund

Councilman Roth asked for clarification.

City Manager Dr. Ihekwaba explained that $5.6 million will be lost in Year One and whatever amount they have in Year Two will be reduced by $9.2 million.

Finance & Budget Director Perez explained if they took $5.6 million out of fund balance, the problem would be that they needed to come up with $9.2 million. The idea would be to find recurring revenue and then only worry about the delta. If it is a one-time fix and non-recurring, they would need to figure out the $9.2 million on Year Two.

Councilman Roth mentioned raising the millage rate about a point basically covers the whole $5.6 million in Year One.

City Manager Dr. Ihekwaba stated the options are doing a millage rate adjustment increase in Year One or a combination of raising the millage rate and some of the efficiencies being identified.

Councilman Roth mentioned those who bought in the City in the last 5 years and commercials will take the brunt of this.

Councilwoman Ávila suggested the City needs more commercial to help offset.

Mayor Losner agreed with having more commercial. He asked if they took into account the new homes that came into tax roll mid-year and will not be seen in the evaluation until the 1st of next year or any big commercial projects or land sales. He asked if they have tracked that to see what the increase in taxable value would be or is this based on what they know.

Assistant Budget Director Dawson answered this is based on what they know.

City Manager Dr. Ihekwaba stated there was a breaking news this afternoon that the governor is going to call back the legislation to pass a new law before he leaves office on the 5th of January prohibiting local governments from enacting any law that would impose additional taxes to cover the short fall.

Councilman Roth asked if that would affect raising the millage rate.

Vice Mayor Bailey answered if that law passes, yes.

Finance & Budget Assistant Director Fonseca stated the current law provides that the City is allowed up to a maximum of 10 millage rate. However, given this news, they do not know how any potential new legislation would impact or override that.

GENERAL FUND REVENUE BREAKDOWN

Total General Fund Budget: Approximately $94 million

- **Fund Balance Allocation:** $9.3 million (one-time allocation)

- **Actual Recurring Budget:** Approximately $84.671 million

Revenue Sources:

- **Property Tax:** 36% of General Fund revenue (approximately $35 million)
- **Reserves/Enterprise Funds/Outside City:** 55% of General Fund revenue
    - Intergovernmental Revenues: 22%
    - Fund Balance: 10%
    - Enterprise Funds (cost allocation, transfer fees, PILOTs): 23%
- **Direct Policy Decisions:** 45% (millage rates, fines, forfeitures, charges for services, licenses, permits)

Property Tax Distribution (per resident dollar):

- Approximately 28% return to City of Homestead
- Remaining 72% distributed to other entities

Police Department Funding:

- Total Police Department cost: $43 million
- Property taxes alone cannot fund entire Police Department

REVENUE ENHANCEMENT OPPORTUNITIES

MILLAGE RATE ADJUSTMENT

- To cover $5.6 million Year One shortfall: Millage rate increase required- 5.9604 to 6.9407 (exact calculation needed after property appraiser provides new information)
- Current maximum permitted: 10 mills (above 10 mills requires super majority vote)

PARKING REVENUE

On-Street and Off-Street Parking Program:

- **Moderate Scenario Revenue:** $210,000 net (actual gross approximately $400,000)
- **Parking Spaces:** Approximately 600 spaces
- **Implementation Area (Pilot Year 1):**
    - Krome Avenue and Washington Avenue (Downtown)
    - Surface parking lots owned by City or CRA
    - City Hall parking- (after 6 p.m., excluding Council meeting days) City Employees will have decals
    - Side streets between Krome Avenue and Washington Avenue
- **Pricing Structure:**
    - Non-residents: $2 per hour
    - City residents: $1 per hour (subsidized rate during pilot period)
- **Administration:** Miami Parking Authority (the City will look at other proposals) handles administrative costs; City receives net revenue

- **Future Expansion:** Potential expansion to other commercial areas in subsequent years
- **Employee Benefit:** Employee Decals ID cards for validation

CUSTOMER SERVICE- UTILITY LATE PAYMENT CHARGES

- **Proposed:** 1.5% monthly late payment charge
- **Projected Revenue:** $369,000
- **Current Status:** Utilities already have a one-time 1.5% late fee (non-compounding)

POLICE DEPARTMENT- OFF-DUTY SERVICES

- **Projected Revenue:** $160,000
- **Status:** Already underway/in progress

RED LIGHT CAMERA PROGRAM

- **Historical Revenue (2010-2018):** $350,000-$400,000 per year (4 cameras)
- **Scope:** Limited to State and County roads within City limits only (US-1, Campbell Drive area)
- **Rationale:** Limits impact on City residents; targets through traffic

SOLID WASTE INITIATIVES

- Franchise fees
- Contamination fees
- Increased delivery fees and retrieval fees
- Overfilled dumpster and roll-off container fees

BRANDING AND NAMING RIGHTS

- Harris Field Park
- Old City Hall Park

FIBER STRAND LEASING

- **Projected Revenue:** $50,000
- **Current Status:** City already charges fees for fiber attachments; this represents increased fees on excess dark fiber capacity

PROCUREMENT FEES

- Filing fees and administrative fees for bid protests
- Establishing contract thresholds
- Vendor rebates
- **Note:** City generally has few protests; limited revenue source

UTILITY FEES (subject to ongoing rate study)

- Water and sewer utilities or transfer to County
- Electrical power plant
- Energy hosting
- Telecommunications towers
- Municipal user fees

NEW SERVICES, PROGRAMMING, BUSINESS PARTNERSHIPS

CMO- Communications:

- Fee-based production services for City-supported non-profits
- Sponsored segments in newsletters and social media

Customer Service:

- Vendor advertising through inserts in utility bills

Finance & Budget:

- Advertising opportunities on City vehicles (non-Police related)
- **Restriction Note:** State-funded vehicles cannot have advertising; City-funded vehicles can

Parks, Recreation & Open Spaces (PROS):

- Food truck operations at City parks (Parks facility fees already implemented-revenue uptick)
- Father-daughter dance
- Dog grooming at dog parks
- Specialty fitness and recreation programs

Code Compliance:

- Special Magistrate Administrative Fees: Increase from $80 to $125 per case
- Special Assessment (Abatement) Administrative Fees
- Lien Mitigation Application Fees (non-refundable administrative application fee deducted from overall lien mitigation)

COST SAVINGS OPPORTUNITIES

OPERATIONAL EFFICIENCIES

City Clerk's Office:

- Eliminating printed agenda books to reduce recurring paper cost

Code Compliance:

- Changing special magistrate hearing times to minimize overtime costs
- Reducing frequency of special magistrate hearings from 24 to 12 annually

Development Services:

- Adopting ordinance for digital noticing

Procurement:

- Hybrid work schedules

Human Resources:

- City-wide overtime analysis (comprehensive review of overtime to identify efficiencies)
- Dependent insurance coverage audit
- Increase employee insurance contributions (adjusting from current $10-$50 to new rates)
- Early Retirement Incentive Plan (similar programs offered in 1995 and 1997)
    - Goal: Move Police from Pension Plan to FRS (lower cost)

CONTRACTS & INFRASTRUCTURE

City Clerk's Office:

- Certified mail costs- evaluate alternative mailing solutions, electronic return receipts
- Updating existing clerk fees (not updated in a while)
- **Note:** Certified mail requirements specified by state statute; cost approximately $10 per notice

Human Resources:

- Pre-Employment Screenings

Innovation & Technology:

- Telecommunication and connectivity services

Public Works:

- Advertising on Assets in the City

ADDITIONAL CONSIDERATIONS

- Increasing contributions to General Fund from Enterprise Funds
- Currently approximately 20% of General Fund comes from Enterprise Funds
- Cost allocation study in progress for FY 27-28 budget proposal

LICENSING, FEES & FINES

- Intellectual property (creating official merchandise licensing programs)
- Service fee audits

TOTAL ESTIMATED IMPACT

Estimated Net Impact of All Recommendations: Approximately $1.8 million

- **Note:** Several recommendations were not costed
- **Revised Estimate:** Likely closer to $2.5-$3 million when all items are costed
- **Shortfall Remaining:** Still approximately $3.7-$3.8 million short of the $5.6 million Year One target

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ASSET MONETIZATION DISCUSSIONS

SPEEDWAY FACILITY

- **Current Annual Lease Payment:** $1.1 million
- **Current City Tax Obligation:** Approximately $600,000
- **Current Net City Revenue:** Approximately $400,000 per year
- **Property Size:** 300 acres (250 acres usable, excluding 50 acres of water bodies)
- **Comparable Land Value:** $871,200 per acre for filled industrial land
- **Total Property Value Calculation:** 250 acres × $871,200 = $217,800,000
- **3% Lease Return Calculation:** $217,800,000 × 3% = $6,534,000 per year (first year without escalators)
- **Discussion:** Potential for sale, long-term lease purchase, or improved lease terms. Using these numbers, if the Speedway purchased the property, they would be exposed to a tax bill of perhaps upwards of whatever the taxes would be on a half a billion dollars versus a stream of lease income to the City that covers the shortfall each year.
- **Note:** Councilman Fletcher requested a real estimate on the value of the property and building.

KEYS GATE HIGH SCHOOL

- Ensure priority is being given to City of Homestead students

COMMERCIAL MIXED-USE

- Appetite from Council for more

DOWNTOWN IMPROVEMENT DISTRICT (suggested)

- Seminole Foundation (non-profit)
- City is attempting to set up a non-profit (Including Winter Wonderland)

SEMINOLE THEATRE

- Suggested: Input grease trap to make it into a restaurant

OLD TOWN HALL

- Previous discussions regarding conversion

HARRIS FIELD PARK

- Consultant Zyscovich working on reimagining project (public presentation scheduled for November 19th)
- Internal workshop with Mayor and Council requested before public presentation (scheduled for November 9th)
- Potential for revenue-generating events and activities
- Suggestion: Vistors Center including City's merch (costly)
    - Lease spaces to different adventure related businesses for tours
- Orange Bowl Committee is seeking to maintain name on facility and scoreboard
- Ongoing negotiations regarding field replacement and naming rights
- City position: Third-party funding means third-party naming rights
- Committee requesting $600,000 refund (no basis in agreement)
- No consequential clause in agreement
- City intends to move forward with project regardless

OLD CITY HALL PROPERTY

- Multiple inquiries received from potential developers
- Primarily interested in full commercial activation
- Potential for revenue sharing arrangements

POWER PLANT FACILITY

- Recommendation to bring in a consultant for real-time estimate of property value and capacity worth
- Current estimates exist but professional valuation needed

SOLID WASTE PRIVATIZATION

- Suggestion to privatize commercial solid waste collection
- City would retain residential collection (approximately 50%)
- Private entity would handle commercial collection
- City would charge franchise fees
- Benefits: Reduced risk, reduced trucks, reduced employees, revenue without expenditure

ADDITIONAL SUGGESTIONS:

- Ticketed events: concerts and festivals (Jazz was suggested)
- Viewing towers in the City's two national parks (serves as unique sculpture)

STATE REVENUE CONCERNS

Declining State Shared Revenue:

- Last two years show declining revenues from State of Florida
- State estimates provided to City have decreased from previous years
- Trend indicates ongoing reduction in State support

GOVERNOR'S PROPOSED LEGISLATION

News: Governor is planning to call legislature back before January 5th to pass law prohibiting local governments from enacting new taxes to cover Amendment 3 shortfall

- **Impact:** Would prevent millage rate increases and other tax measures
- **Status:** Uncertain if legislation will pass; limited time available

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SPECIAL EVENTS & PROGRAMMING

WINTER WONDERLAND

- **2026 Budget:** $100,000
- **2026 Actual Spending:** Approximately $300,000
- **Sponsorship Challenges:**
  - Approval occurred October 1st (only 4 weeks and 19 days to execute event)
  - Difficult to secure sponsorships with short timeline
  - Future Recommendation: Decide by January for July events to allow year-long sponsorship campaign
- **Specific Costs:**
  - Govee (custom logo stencils): $500 each for custom logos; 3-week lead time
  - Ferris wheel rental: $600,000 for season
  - Carousel rental: $125,000 for season (venetian)
- **Sponsorship Strategy:**
  - Yearlong sponsorship campaign and consider hiring a consultant to raise sponsorship dollars (percentage-based compensation)
  - Ask vendors to write a check to showcase their name (spotlight on ice)

- **Note:** The Youth Fair is not run by Miami-Dade County; it is a non-profit. They hire at an off-duty rate (not overtime rate). If it is a City event, by contract it is required to be overtime (more costly).

ORANGE BOWL TURKEY GIVEAWAY

- **Event Date:** November 21st 9 a.m. to 2 p.m.
- **Conflict:** Same day as City tree lighting
- **Turkey Count:** 1,000 turkeys
    - Orange Bowl Committee purchasing: 800
    - City asked to cover: 200 turkeys
    - **Cost to City:** $6,386 total for 200 turkeys
    - **Per Council Member Cost:** $910 (Councilwoman Ávila committed to same amount as last year)
- **Turkey Cost:** $1.99 per pound (through Farm Share)
- **Consideration for Next Year:** Box of goods and sides with gift card instead of whole turkeys

GIVE MIAMI DAY BUS INITIATIVE

- **Purpose:** Transport non-profits to Give Miami Day event in Miami
- **Bus Rental Cost:** $1,350
- **Participation Cost per Elected Official:** $225
- **Participating Non-Profits:** 55 organizations including:
    - MUJER
    - SOS
    - Kristi House
    - Be Strong International
    - Miami Bridge
    - En Familia
- **Benefit:** Miami Foundation matches donations on Give Miami Day
- **Proposed Cancellation Fee:** $50 per person to prevent no-shows

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HEALTH INSURANCE

- **Current Employee Contribution:** $10-$50
- **Proposed Increase:** Adjustment to new rates (specific amounts not detailed)
- **Constraint:** Changes must go through collective bargaining agreements
- **Timeline:** Must begin negotiations now; agreements expire within 36 months
- **Context:** Taxpayers absorbed $625,000 premium increase last budget cycle with zero passed to employees

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CHARTER AND LEGAL RESTRICTIONS

AMENDMENT 3 RESTRICTIONS

- Limits permitted uses of General Fund money
    - Suggestion: Education on implications for programs like fireworks, Christmas programs, buses for fund raising events, etc.

DIVERSITY, EQUITY & INCLUSION (DEI)- RELATED RESTRICTIONS

- New state statute effective January 1st restricts government creation/funding of DEI-related entities
- **Potentially Affected Programs:**
    - Community Relations Board (CRB)
    - Asian Heritage
    - Commission for Women
- **Seminole Theatre:** Potentially ineligible for CBO dollars due to name containing "Seminole" (Stated by District 9)
- **Note:** Programs can exist independently but cannot be created by or funded through government ordinances

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NEXT STEPS

- **10% Reduction Exercise Workshop**
- **Budget Calendar Release:** Must be released publicly by January 30th by State Law
- **Follow-up Workshop:** Reconvene in 3-4 weeks to discuss Council priorities and recommendations
- **Staff Focus Areas:** Prioritize monetizing assets and infrastructure, then new services/programming, then fees to residents
- **Contract Reviews:** Analyze Keys Gate Charter School lease and Speedway operating agreement for compliance and optimization
- **Harris Field Workshop:** Internal workshop before November 19th public presentation
- **Tourism/Hotel Tax Lobbying:** Include in legislative priorities
- **Park Impact Fees:** Lobby Miami-Dade County for park impact fees from Districts 8 and 9

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4. ADJOURNMENT

The meeting was adjourned by Mayor Losner at 3:58 p.m.

Respectfully submitted,

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Liz Palau, Administrative Assistant/Deputy City Clerk

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Steven D. Losner, Mayor