In 1992, the City of Homestead, Florida took a direct hit from one of the most destructive hurricanes in the history of the United States. Hurricane Andrew, with wind speeds of up to 165 mph, brought Homestead to its knees, destroying entire blocks of homes and leaving thousands homeless. It’s historic downtown, already a victim of suburban sprawl and regional shopping malls, was thought to have breathed its last breath on the day Andrew struck.

And while a quarter century has passed since that tragic day, new hope has emerged for a downtown renaissance. Community leaders are on an aggressive mission to restore its once charming downtown, utilizing the same building blocks to success that made its historic downtown a once thriving center for community and democratic dialogue.

Public citizenry also share a vision for a downtown reliant on rebuilding government infrastructure to create an area more livable and visually engaging, and built upon the premise of resilience, sustainability, and civic engagement.

The City’s downtown revitalization plan, currently in full swing, includes moving its civic buildings to the downtown, restoring its historic theatre, bringing back arts and entertainment, creating interactive squares and plazas, inventing and constructing a 22nd century library, and creating a rapid transit hub.

With over $100 million in public and private projects currently underway, this is the story of how one community having suffered devastating losses came together to restore its history and to build its future.
"THIS IS TOTAL DEVASTATION. I DON’T SEE A SINGLE STRUCTURE THAT DOESN’T HAVE SIGNIFICANT DAMAGE."

Florida Lt. Gov. Buddy MacKay
“It was as if the world had ended.” That’s how one witness described Homestead, Florida the day after Hurricane Andrew made landfall on August 24, 1992. Andrew, a Category 5 hurricane with wind speeds of 165 mph, tore through the city with an unprecedented ferocity. By day-break, America awoke to scenes of death, destruction, heartbreak, and desperation in a city unheard of to most Americans.

Officials surveying the damage from the air confirmed what locals were feeling from the ground. “They’re saying that Homestead is no more,” said one official. “That’s the truth. There is no more Homestead. I don’t think there’s a building I have seen that isn’t destroyed. Really destroyed. I don’t think people up north are going to really understand what people down here are feeling because there’s nothing. There’s nothing left.”

Florida Lieutenant Governor Buddy McKay reported that “This is total devastation. I don’t see a single structure that doesn’t have significant damage.” CBS evening news anchor Dan Rather traveled to Homestead to see for himself and reported that “As far as the eye can see, there are thousands of roofs blown off homes in this area.” One area newspaper published a damage assessment map of Miami-Dade County and delineated the city’s boundaries with a label: “Homestead. Exterior, roofless walls mark former city of 27,000.”

After the initial shock wore off, the nation rallied around Homestead and the surrounding region. Federal agencies assisted with cleanup and restorations efforts. Cash infusions coupled with a national housing boom led to major new developments on agricultural land on the east side of the city and a new trend in Homestead—the gated community.
BY 2010, HOMESTEAD’S POPULATION HAD DOUBLED. THE WEST SIDE OF THE CITY, WITH ITS EARLY 20TH CENTURY HISTORIC BUSINESS DISTRICT AT ITS CENTER, SAW LITTLE OUTSIDE INVESTMENT. THE TRADITIONAL DOWNTOWN, WHICH FOR DECADES HAD BEEN THE PLACE FOR LOCAL SHOPPING AND GATHERING, HAD BEEN ON A DOWNWARD SPIRAL EVEN BEFORE ANDREW STRUCK. REGIONAL SHOPPING MALLS WERE TOUGHER ON DOWNTOWNS THROUGHOUT THE NATION. SOME CITIES WERE FIGURING OUT SUCCESSFUL WAYS TO REINVENT THEIR TRADITIONAL MAIN STREETS. HOMESTEAD, HOWEVER, STRUGGLED TO SOLIDIFY A CONSensus ON HOW TO FIX ITS DOWNTOWN AND HAD DIFFICULTY CONVINCING THE PRIVATE SECTOR TO INVEST. DURING THIS POST-ANDREW HOUSING BOOM, DEVELOPERS WERE RUSHING TO BUILD GATED COMMUNITIES ON FARMLAND ON THE EAST SIDE. REINVENTING A HISTORIC DOWNTOWN ON THE WEST SIDE AND RESTORING THE HEART OF THE COMMUNITY WASN’T A CONSIDERATION.

DURING THIS PERIOD OF TIME, FLORIDA HAD SOLIDIFIED ITSELF AS A NATIONAL LEADER IN DEVELOPING GATED COMMUNITIES. WALLS, GATES, PRIVATE SECURITY, AND AMENITIES BECAME IMPORTANT SELLING POINTS FOR SOME BUYERS WHO HAD LOST HOPE IN LOCAL GOVERNMENT’S ABILITY TO KEEP THEIR NEIGHBORHOODS SAFE AND CLEAN. HOMESTEAD JOINED THE GATED COMMUNITY BANDWAGON AND, IN A SHORT PERIOD OF TIME, THE WALLS AND THE GATES WENT UP THROUGHOUT THE EAST SIDE. RESIDENTS OF THESE NEW COMMUNITIES SHARED TWO MAJOR THINGS IN COMMON: THEY WERE SEPARATED BY WALLS, AND THEY HAD NO REASON TO VISIT THE DOWNTOWN. A ONCE ACTIVE MOVIE HOUSE KNOWN AS THE SEMINOLE THEATRE HAD BEEN CLOSED FOR DECADES. ONCE POPULAR RETAIL SHOPS WERE CLOSED. EVEN THE CITY’S GOVERNMENT CENTER HAD MOVED OUT.
THE AWAKENING

After the gates went up, there was a growing sense in Homestead that without a unifying core, the City could lose its sense of oneness. Local chatter grew to full blown discussion. Discussion led to a consensus that something had to be done to fix the downtown. The thinking was that without a vibrant downtown, Homestead would end up becoming two cities: the east side with all the walls and gates, and the west side, economically stagnant and left behind after Andrew. Local leaders got involved. A plan emerged.

In order to fix a struggling downtown, the first thing any city needs is a solid plan. The plan needs to answer a very basic question—why are downtowns important to a city? Once Homestead city leaders were able to answer this question, they could move on to deciding on a strategy for development and implementation of a plan.

“WE’RE COMING UP LIKE A PHOENIX FROM THE ASHES.”

Ruth Campbell
Former Homestead Vice-Mayor

WHY ARE DOWNTOWNS IMPORTANT?

A City’s downtown is very much like a lobby in a hotel. The look and feel of a hotel lobby sets a certain tone and expectation. Is it clean? Is it inviting? Is the staff attentive? Is it hip and exciting? Does it attract and provide social opportunities? It speaks to quality, service, and overall experience. It can impact room rates and vacancy levels. A great lobby might mean that the rooms are going to be equally as good. The same goes for the amenities and services throughout the facility. A great lobby can help a hotel attract guests. A great lobby can help improve profit margin. A great lobby can draw a crowd and create memorable moments.

Lobby impressions can extend even beyond the facility and impact the entire brand. Downtowns are very similar in this regard. A city’s downtown can create the first impression. It can signal what one can expect from the city. It can impact a city’s economy, property values, and attractiveness to future visitors and residents. Great downtowns create jobs. Great downtowns boost a city’s economy. Great downtowns improve a city’s quality of life. Great downtowns provide a social experience. Great downtowns create lasting memories. Great downtowns draw diverse crowds. Great downtowns promote democratic dialogue.

Great downtowns encourage better development and smarter utilization of land and infrastructure. Great downtowns bring people together. Great downtowns unify. Great downtowns impact civic pride. In developing their plan to revitalize downtown Homestead, city leaders were able to clearly make the point that a better downtown would positively impact the community.
LEADERSHIP
Ailing downtowns generally don’t cure themselves. They need help from believers who have faith in their recovery and who understand the importance of the mission. They require good leaders who have a talent for uniting the community and who can persevere when setbacks occur. Downtown success stories don’t usually point back to just one person, but rather to a group of advocates who are inspired to pick up the mantle and run with it.

COMMUNITY CONSENSUS
Ailing downtowns usually need some money to get them on the road to recovery. If taxpayers are expected to shell out some of their own cash, they are less likely to be willing participants if they are not part of the process. If they understand what is at stake and buy into the solution, the downtown will be well on its way to recovery.

UNITED ELECTED BODY
Ailing downtowns almost always require the support of the local elected body like a Mayor and Council. The private sector is usually not enough. The more united the elected body is, the better the chances are that a downtown can be fixed. When elected officials put aside petty politics and work toward a common goal, it is amazing what can be accomplished.

THE FORMULA
Many cities have learned the hard way that fixing a downtown is not easy. The task requires hard work and determination, a combination of public and private investment, and policy decisions that can quickly turn political without the right discipline. Homestead learned from the successes and failures of both its own history and the history of other cities to develop its own “secret sauce.” The Homestead recipe included the following:

TOP OF THE LEGISLATIVE AGENDA
Ailing downtowns need to be on the top of the priority list. Most cities have their fair share of issues and problems. Reducing crime, improving firefighter response times, repairing roads and bridges, expanding programs for youth and seniors—just some of the laundry list of issues that cities face. If a city wants to fix its downtown, it needs to make that downtown a top priority and not get distracted.

COMPETENT BUREAUCRACY
Ailing downtowns get fixed quicker when the local government functions with a high level of competency and commitment. A good plan to fix a downtown likely has a list of desired projects, and if those projects are to be completed on time and on budget, success or failure will surely depend on government employees.
Things didn’t start to happen in Downtown Homestead until a small group of leaders started getting attention. They came from different segments of the community: elected officials, members of non-profits and civic organizations, and the private sector. They didn’t come all at once. They emerged gradually. But they got noticed. One thing led to another. Ideas were discussed.

Soon, the elected body reached consensus on their first big decision—to move the City Hall to the downtown. It was a bold decision that involved building a new, first class building in a part of the city that hadn’t seen any new development in decades. It was a politically risky choice for the City Council at that time in that it is very easy for someone to make political hay over spending taxpayer money on new offices for bureaucrats. But they recognized that they had a better chance of accomplishing their goal if they reached out to the community, shared the overall vision for the project and its significance in the larger plan for downtown revitalization, and incorporated the input that they received. The formula worked well enough to get them to 100 percent construction drawings, a competitive bidding process, and a short list of contractors. Politics set in as local elections were approaching, and cold feet led to a shelving of the plan at the eleventh hour. The project sat dormant for five years. The downtown got progressively worse. The discovery of dangerous levels of radon in the existing City Hall drove the issue back onto the agenda. And this time, Homestead was ready. Costs for remediation didn’t make sense. Even more importantly, residents were quickly losing faith in the prospect of a downtown renaissance. By a unanimous vote of the City Council, the decision was made to dust off the plans, bid out the project as originally designed, and get shovels in the ground. With that began the launch of a larger plan to fix the downtown.

The overall plan recognized that great downtowns have numerous reasons that draw people to them and that make them the core of the City. Great downtowns have government buildings. Great downtowns have arts and entertainment. Great downtowns have interesting retail and restaurants. Great downtowns have parks and plazas. Great downtowns are accessible by different forms of transit. Great downtowns are designed and managed in a way that attract all types of people.
Placing City Hall in the downtown served a variety of purposes. It made government services available in a central location that is easily accessible. It brought people to the downtown. City employees and visitors to the City Hall would become the first wave in building the critical mass needed to attract private sector investment. New retailers won’t invest in a downtown unless they feel that they can make money, and they can’t make money without foot traffic. Moving the City Hall to the downtown also sent the message to the private sector that Homestead had skin in the game and the downtown was a high priority. Governments can’t expect the private sector to invest in the downtown if they are not willing to invest as well. Also, by attracting government employees, elected officials, and residents to the downtown every day, the symptoms of an ailing downtown are much more difficult to ignore.

Miami architects Rodriguez and Quiroga designed the new City Hall combining the strong image of iconic U.S. Federal buildings with contemporary materials and methods. The architects found historical precedents in the work of two outstanding 20th Century architects: James Taylor Knox (1857-1929) and Auguste Perret (1874-1954).

James Taylor Knox was the Supervising Architect for the U.S. Department of the Treasury from 1897 to 1912. During his tenure, dozens of Federal buildings were completed. Chief among these are: the United States Courthouse Building in Tampa, Florida in 1905; the United States Post Office in Fernandina Beach, Florida in 1912; and the United States Post Office in Des Moines, Iowa in 1910.

Auguste Perret was a French architect who used reinforced concrete as an architecturally significant material. Among Perret’s many notable buildings of the 1920s and 1930s were Paris’ École Normale de Musique (1929) and the Palais D’Iena (1937). The Palais D’Iena is executed in Perret’s signature material: reinforced concrete. Perret, whose works were an important influence upon the International Style of the 1920’s in Europe, was nevertheless an admirer of Greek architecture. Perret designed an elegant modern adaptation using high quality concrete with a polished craftsman-like finish.
The Homestead City Hall exterior is executed in Architectural Precast Concrete. Its panels were cast in a yard off-site to guarantee quality control of their texture and color. The Palais D’Iena and the Homestead City Hall are each built on a triangular site. The buildings each include hemicycles and each have three equally detailed facades.

The City Hall Main Plaza includes a grove of oak trees that offers a hospitable place for citizens to sit on benches under the mottled shade of the oak canopy. The plaza is well-lit for nighttime use. The architects also designed a colonnade to bridge the scale from the three story City Hall to the one story retail shops across the street. The colonnade can be host to farmers and/or flower markets.

BUILD A NEW POLICE HEADQUARTERS

The City constructed an $18 million, three-story, 55,000 square foot police headquarters on time and on budget. The project was made possible after voters were asked in a bond referendum if they would be willing to pay slightly more in property taxes in order to provide their police department with a new facility.

The old headquarters was not adequate to meet the operational needs of the police department and had dangerous levels of radon, a radioactive gas that causes lung cancer. The referendum was approved by a landslide, with 74% of the voters approving the project. The City had fully engaged with the public before the election, conducting numerous informational meetings throughout the City and providing information not only about the facility needs of the police department, but the problems with the ailing downtown and the prescription to fix it. Interestingly enough, residents of the east side of the city were among the greatest supporters of the plan to fix the downtown—expressing their desire to see a united city and lamenting the lack of a vibrant downtown.

The new facility, with its 80-foot tower, keeps a watchful eye on a downtown park that is slated for a major renovation. The building has become a landmark in the downtown and creates an additional sense of safety.
The City restored and reopened a historic 1921 theater, known as the Seminole Theatre, which had been sitting closed and in disrepair for nearly 40 years. The project was completed on time and on budget. The Theatre had served as a downtown spot for movies and other events for over 50 years. If there was any doubt as to the Theatre’s viability, Hurricane Andrew definitively resolved the uncertainty by destroying the roof and effectively ending the Seminole Theatre’s life. The theatre sat vacant and in disrepair for decades, a reminder to all who drove through the historic downtown of the catastrophe of the past.

Funding for the project was approved by 64% of voters in a bond referendum. The Theatre underwent a full renovation, not just restoring the damage but renovating the historic building to add a stage, rigging system, dressing rooms, classrooms and concessions areas. Now open as a multicultural performing arts center, the 418-seat Seminole Theatre presents great performances from internationally acclaimed artists and serves as a venue for local artists, civic organizations, schools, and more. The building and the programming have brought renewed interest in the downtown, drawing over 25,000 patrons in the first year alone.

The Seminole Theatre serves as more than just another venue for the City. As a historic venue with a marquee on the main road in the historic downtown, the Seminole Theatre is an icon. Community groups have rushed to make use of the Seminole Theatre and there is a tremendous variety of programming taking place regularly. Community events include everything from community theatre, art shows, and local stand-up comedians to school graduations, religious services, and more. Theatre programming of international artists such as Art Garfunkel, Jon Secada, and the Shanghai Acrobats has drawn in patrons from several counties away who wanted to see these artists in an intimate historic venue.
Successful movie theaters have traditionally attracted large and diverse crowds to downtowns. Homestead recognized this and proactively recruited movie theater operators. The City manufactured an exhibitor booth and traveled with City staff and elected officials to RECon, the global retail real estate convention held by the International Council of Shopping Centers (ICSC) in Las Vegas. The conference averages about 37,000 attendees from the retail world who are there to make deals and scout out new locations for retail and development.

Homestead’s downtown revitalization plan was brought to life through its exhibitor booth with full-color renderings of the proposed projects for the downtown. A movie theater exhibitor passed by the City’s booth, noticed the rendering of a movie theater, and was soon convinced by City staff and elected officials to travel to Homestead for a tour of the downtown. In less than six months, the operator agreed to operate a 65,000 square foot family entertainment facility that will include ten (10) movie screens, fourteen (14) lanes of bowling, a next generation video arcade, and other amenities. The City incentivized the project by offering City land as part of a creative Public-Private Partnership (P3) that involved an outside developer who has agreed to finance the construction of the entertainment component. Demolition is currently underway and the project is scheduled to open in Summer 2018. The entertainment complex alone is expected to attract between 400,000 and 600,000 visitors to the downtown annually.
Miami-Dade County operates a commuter bus that utilizes a dedicated busway to take passengers from Homestead to a rail station 20 miles north called Dadeland Station. Dadeland Station connects bus passengers to commuter rails that take them to downtown Miami.

Homestead currently does not have a central station where passengers can easily park their cars and hop on the bus. A transit study conducted by the City showed that a central station with a parking facility will significantly increase the number of riders. The City decided to fund the construction of a 1,500 space transit center garage in the historic downtown utilizing a revenue bond paid for with transit dollars generated by the County sales tax.

The garage will be lined with approximately 65,000 square feet of retail, and the garage will be stepped back to minimize the height impact on the downtown. The City is working with Miami-Dade County on a plan to eventually convert the busway into a rapid transit system, utilizing either Bus Rapid Transit (BRT), Light Rail, or Heavy Rail, which will reduce commute times to Miami by 30-40%. The County plans to make a decision on the new rapid transit system by early 2018.

The City expects that with the new downtown transit center and a new rapid transit system, there will be a significant increase in commuters who will utilize the downtown for their daily commute, which in turn reduces the amount of cars on the highways, reduces pollution, reduces commute times, and improves quality of life for residents.
THE HOMESTEAD PLAN

REINVENT THE LIBRARY

Libraries are important to cities for a variety of reasons, such as providing access to information and technology, providing gathering spaces for learning and debate, and stimulating personal growth and cultural awareness.

Because they are free and open to all, libraries attract a diverse audience. Done right, they draw a crowd. Libraries can be a great way to add foot traffic to a downtown. That’s one of several reasons why Homestead decided to move its current public library to the downtown.

Its current library is 40 years old and has suffered from years of neglect. Homestead has completed 100 percent construction drawings for a 22nd Century library concept called the “Cybrary.” The City expects the Cybrary to redefine the library experience by merging cutting-edge technology with traditional principles of the library. This ultra-modern public library will bridge that gap between literacy and technology using innovations like augmented and virtual reality, texture mapping, and interactive robots. Visitors wearing a headset might suddenly see the Cheshire Cat come to life as they browse past Alice in Wonderland. A Virtual Reality Cube will fully immerse guests in history, foreign lands, or even the human body.

Cybrary visitors will also have access to Homestead’s Mariachi Academy, the only one of its kind east of the Mississippi River. It will provide a place for students to practice and perform this traditional Mexican music style. A maker-space will provide access to technology and training, such as 3D printing and coding workshops. Other flexible-use spaces, such as a pop-up children’s theatre and event space, will further activate the Cybrary for community use.
THE HOMESTEAD PLAN

REIMAGINE THE DOWNTOWN PARK

An underutilized park in the heart of the downtown will be expanded and redesigned. The new Losner Park will be a significant public gathering space for Homestead and the region. This much-needed green space for the community is at a strategic location along Krome Avenue, Homestead’s main corridor.

The redesigned park is planned to be beautiful and usable for daily visitors, as well as for performances and events throughout the year. Landscape architects from Sasaki and Associates worked with the City and other event organizers at the existing Losner Park to understand how these regularly scheduled events were staged. The new design expands event spaces to accommodate more gatherings on a larger scale at the park. Supporting infrastructure for events, including restrooms, stages, media, power, lighting, and water, is built into the new park design. The layout for the park is welcoming for both residents and visitors, especially families. The park takes advantage of the distinctly urban environment along Krome Avenue and also creates a shaded green landscape as it extends westward toward the new landmark Police Headquarters.

The park is designed to attract families with an interactive water feature and monumental sculptural alligator for older children, as well as a sculptural play area for young children. Programming of many special events at the park will also be appealing to families. Senior citizens will be attracted to the park and its event programming on a daily basis. There is a universally accessible walking circuit in the park and a wide range of seating options from movable chairs to fixed sculptural seating along the edges of planting areas.

“Eyes on the Street” expresses a concern about safety in urban environments with the idea being that the visibility of the street from surrounding buildings enhances safety. The redesigned Losner Park extends and is defined on the western end by the City’s new landmark Police Headquarters. What better eyes on the street than the eyes of safety and security personnel on the park?
The City of Homestead is surrounded by significant natural treasures: Biscayne National Park to the east, Everglades National Park to the west, and the Florida Keys to the south. Annually, over 3 million people pass by Homestead to get to these destinations. Convinced that downtown Homestead could draw an eco-tourist crowd with the right attraction, a small proof of a concept project was created in partnership with the National Park Service.

Finally, the new park should be a catalyst for attracting new development to Downtown Homestead. This development should be at a comfortable and compatible urban density and at a human scale for Homestead.

The new park design will also reclaim public space. The existing park was 36,350 square feet. The new park is expanded to 119,275 square feet, nearly tripling the size of the public space. It will also strengthen the social immune system and social networks. The ambitious and regular event programming will have positive effects in building community social interactions and networks. The park, with its daily attractions and regularly scheduled events, will be the center of community and civic life in Homestead.

The new park includes public squares and plazas that support social interaction, which strongly influenced the design of the park, including these considerations: create a variety of places to sit in both the sun and shade; make public spaces open and visible to the street; create places to people watch; make the space a crossroads of intersecting paths; bring food and beverage to the edges of the space; and create interesting and distinctive focal points with water and public art. The new park will have market days with vendors and food trucks adjacent to the new Police Headquarters.

Finally, the new park should be a catalyst for attracting new development to Downtown Homestead. This development should be at a comfortable and compatible urban density and at a human scale for Homestead.
THE HOMESTEAD PLAN

The City of Homestead, designated as the “Gateway to Everglades and Biscayne National Parks,” created the Homestead National Parks Trolley to offer free public transportation to Everglades and Biscayne National Parks. The Homestead National Parks Trolley is the only public transportation available to these nearby natural treasures, and it’s one of the first programs of its kind in the nation. Riders can board the National Parks Trolley at Losner Park in Downtown Homestead every weekend, winter through spring, to get free transportation, a free guided tour, and free admission to both national parks. Now finished with its fourth season of operation, it has drawn thousands of eco-tourists to the downtown and has received numerous awards including the National Park Service Director’s Partnership Award and the City-County Communications and Marketing Association Savvy Award.

The City is currently pursuing larger, Everglades-oriented attractions to be built in the downtown to expand on this now-proven concept that with the right attraction, eco-tourists will come.

ATTRACT COLLEGE STUDENTS

Miami Dade College’s Homestead Campus is located in the historic downtown and has approximately 10,000 enrolled students. The campus is inward in its design, with its commuting students parking inside the campus, attending classes, and often leaving with little to no interaction with the downtown.

The City believes that making the College more visible and finding ways to draw the students off the campus and into the downtown will add another dimension to its efforts to create a more vibrant downtown.
THE HOMESTEAD PLAN

The City has contributed land and right of way across from City Hall at the downtown’s entrance, enabling the college to construct a Student Advancement and Entrepreneurial Education Center to expand its footprint and offer innovative programs and services for the small business community and Miami Dade College students. This new center would have a specialized focus on entrepreneurship and economic community development, ultimately enabling students to obtain workforce and business skills training to either enter the labor market or become successful entrepreneurs.

The new facility will sit on the corner of the campus in a highly visible location and will encourage social interaction between the students and other visitors to the downtown.

DEVELOP RESIDENTIAL HOUSING

The City believes that the new rapid transit system and other downtown projects will serve as a catalyst for the development of transit-oriented, mixed-use projects in the downtown. Many cities have proven that these types of downtown projects create a live, work, and play dynamic to help to improve quality of life while reducing dependence on driving and fossil fuels.

The City will be reaching out to the development community and seeking out a variety of tax credit programs to encourage transit-oriented development projects as it enters into the next phase of its downtown improvement plan.
HOMESTEAD IS A CITY ON THE RISE.

THE WORLD DID NOT END IN 1992, BUT RATHER A NEW ERA BEGAN—AN ERA THAT HAS BROUGHT PEOPLE TOGETHER TO CREATE A UNIFIED, VIBRANT, AND DETERMINED COMMUNITY.

HOMESTEAD STILL HAS A LONG WAY TO GO, BUT, LIKE A PHOENIX, HOMESTEAD IS RISING FROM THE ASHES.