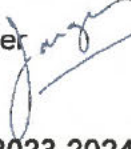


BAL HARBOUR

- VILLAGE -

OFFICE OF THE VILLAGE MANAGER

MEMORANDUM

TO: Honorable Mayor and Members of the Village Council
FROM: Jorge M. Gonzalez, Village Manager 
DATE: November 8, 2024
SUBJECT: **Village Manager's Annual Report 2023-2024**

It is with great pride that I present the Village Manager's Annual Report for FY 2023-2024. Over the past year, Bal Harbour Village has continued to demonstrate its commitment to delivering the Bal Harbour Experience, through growth, resilience, and community engagement. This report details the Village's progress in key strategic areas of the Village's mission and vision. These accomplishments, made possible through collaboration with the Village Council and dedication from staff, have positioned Bal Harbour Village as a model of excellence in governance and community leadership.

Pursuant to Section 5.3, the Mayor and Council shall evaluate the performance of the Village Manager each year. This Annual Report should be a helpful resource as you review our collective accomplishments from this past year as it summarizes the Village's areas of focus and related accomplishments. Attached is a copy of an evaluation form developed by the International City/County Management Association (ICMA) modified for use by Bal Harbour Village, which you have used before, and which may again be helpful to you as part of the evaluation process. Please be reminded that this information is subject to the Florida Sunshine Law and should be used with that consideration.

Since adopting a strategic plan for the Village in 2019, we have aligned our mission, vision, and values to help set clear goals, establish priorities, and provide for the overall direction of the Village. These goals are revisited, refined, and reaffirmed at our annual Council retreats each year, including at our last retreat in February of 2024. We continue to remain focused on our identified priorities and align our resources to achieve our goals, working collectively to ensure that Bal Harbour Village remains one of South Florida's most attractive and desirable residential neighborhoods and one of the world's most beautiful, sophisticated, and cultured destinations. Our vision is that Bal Harbour Village will be the safest residential community, with a beautiful environment and unparalleled destinations and amenities, providing uniqueness and elegance to ensure the highest quality of life for our residents, and an unmatched experience for our visitors from around the world. This vision is best reflected in our Mission Statement, which is to deliver the "Bal Harbour Experience", creating that distinctive feeling one experiences when living in or visiting our unique, elegant, curated, and refined community. In addition, we continue to be guided by our core values which are: service, integrity, professionalism, strategic, and inclusive.

In review, the past twelve (12) months presented significant challenges and achievements for Bal Harbour Village. Early in January 2023, we were presented with a new, massive and unexpected proposal by Whitman Family Development for a housing project, taking advantage of recent State legislation known as the Live Local Act. This proposal would forever dramatically transform the Bal Harbour Shops and the Village in ways we may never completely understand. In addition, while this year's active hurricane season is not quite over yet, we have already successfully handled four weather-related emergency activations this year.

Throughout the year, we have faced our challenges strategically, creatively and professionally. Regarding the Live Local Act (LLA) proposal, we were able to immediately pivot to this challenge and develop a comprehensive strategy to address the immediate, mid- and long-term issues it presented. Within 14 days of receipt of the application, the Village compiled a team of professionals (including lobbyists, litigators, public information, media, and subject-matter experts) to augment our internal capabilities. Within 30 days, we had developed a coordinated and integrated strategy to both properly and comprehensively review the application submitted in accordance with the State requirements and position the Village for the longer battle ahead.

This coordinated and integrated strategy was a multi-prong approach. Concurrently, we developed and presented a series of local ordinances to address the impacts of the LLA on the Village. We developed a media and public information strategy to respond to media inquiries as well as counter the media campaign that the applicant was waging against the Village. We developed a legislative strategy including both defensive and offensive actions for the 2024 State Legislative session to prevent further adverse impact from the LLA and flew to Tallahassee (with the Mayor) during the Florida Legislative Session to execute our plan and advocate on behalf of the Village. We conducted the Completeness Review of the application and have concluded the Technical Review. The final Disposition Letter will be delivered within days following the date of this report. We developed a litigation strategy to defend against the various legal complaints filed by the applicant and countered with our own complaints of breach of contract. Finally, we proposed, and the Village Council approved, a funding mechanism to ensure that there are sufficient funds set aside to make sure that any actions or decisions regarding this proposal are made based on what is in the best interest of the Village and not on the availability of funds.

Understandably, this effort has consumed my full attention and effort this year. I believe we have executed our strategy effectively and are very well positioned to successfully defend the Village against what our residents have deemed an existential threat to the community and its neighborhood character.

Notwithstanding, we have continued to progress on our other strategic priorities (especially in our Capital Improvement Program) and have celebrated milestones and achievements along the way. In January 2024, we held our series of events to celebrate the grand opening of the new Bal Harbour Waterfront Park, which was very well attended and has received much acclaim. This new Village amenity has quickly become the gathering place for our community and is very much an example of the adage, "If you build it - they will come!". Earlier this year, we awarded the Construction Management at Risk contract to Whiting Turner, Construction, Inc., which was the next major milestone towards the construction of the much-anticipated

"Harbourfront" Park and Jetty / Cutwalk project. They will be developing the final Guaranteed Maximum Price (GMP) and we anticipate construction to begin early in the new calendar year. Most recently, we selected the architect/design team who will work with us to develop the program and construction documents for the planned new Village Hall.

Bal Harbour Village continues to maintain a very strong financial position in all our funds, because of our disciplined approach to resource allocation, careful management practices, and conservative fiscal policies. Through this prudent financial management, we ended FY23 with a substantial general fund operating surplus of over \$10 million and while there is still some time to audit and "close out" FY24, we again anticipate a sizable surplus. Our annual budget development process resulted in an approved Operating Budget and Five-Year Capital Plan that addresses our priorities and funds major capital investments such as the Harbourfront Park and Jetty project, while working within the funding levels provided by our historically low millage rate of 1.9654. However, as you know, this year we also recommended, and subsequently received formal approval by the Village Council, to establish a Bal Harbour Shops (BHS) Processing and Defense Fund with an additional 0.1785 millage rate to fully fund the expenses to review, process and, likely defend the Village from challenges arising from the proposed development project submitted by the Whitman Family Development group earlier this year. This increment will generate approximately \$1.1 million dollars which will be used entirely and exclusively for the purposes of reviewing and processing the proposed development and defending the Village against any litigation that has already and may ensue. Any funds not expended in the Fiscal Year would "drop" to Fund Balance and would be designated to a restricted reserve for the intended use in future years. This proactive financial strategy will help ensure the Village remains protected without depleting operational funds.

As part of our commitment to preserving and enhancing Bal Harbour Village's quality of life, we regularly review the Village's Ordinances for revisions that may be needed because of new legislation, changes in our community's needs, or environmental and technological impacts. This year, several ordinance amendments were brought forth to the Village Council to ensure that new mixed-use and affordable housing developments meet our high standards for quality and accessibility. These ordinances provide clarity and predictability in zoning regulations, helping to maintain the character and integrity of our residential areas while supporting state mandates for affordable housing. These included ordinance amendments ensuring Dignified and Respectful Housing (banning "Poor Doors"), Ocean Front & Off-Street Parking ordinance amendments, and an amendment to Chapter 11 "Nuisances," Article II "Noise" of The Code of Ordinances. As of April, the Village Council voted unanimously to adopt these ordinance amendments. More recently we proactively approved a Fair Housing ordinance and an ordinance banning the sale of marijuana in our community. These ordinances further the Village's commitment to protecting the high quality of life found in Bal Harbour.

The Village continues to seek opportunities through private and public avenues, to supplement funding for our capital projects, in particular the Harbourfront Park and Jetty project. I am proud to say that to date, we have secured over \$25 million in non-local funding. This includes \$7.5 million from the County, \$0.5 million from the State, and three grants from the Florida Inland Navigation District (FIND) totaling \$5.25 million, as well as significant voluntary contributions, including \$3 million from Rivage and a \$1-million-settlement from Oceana. In August 2024, the Village was awarded an \$8 million Resilient Florida Grant to enhance our environmental resilience efforts, specifically targeting sea-level rise and flooding.

This grant complements our Vulnerability Assessment and Adaptation Plan, which was recently adopted in compliance with the Florida Department of Environmental Protection (FDEP) workplan. These contributions reflect the strong partnerships we have cultivated with local developers and stakeholders, ensuring that development aligns with the Village's long-term vision and provides tangible benefits for our community. The project will enhance the safety and accessibility of our waterfront, protecting against erosion and improving the aesthetic appeal of our coastline.

We continued to work closely with the U.S. Army Corps of Engineers and Miami-Dade County on long-term solutions to address coastal erosion and flooding. The Jetty Rehabilitation and Beach Renourishment projects are critical components of these efforts, protecting our valuable shoreline and ensuring the safety and well-being of our community. Additionally, through our advocacy this year, we have been approved for an "out of cycle" beach renourishment project, expected to begin as early as February 2025. This federally funded project is intended to replenish beach loss that occurred due to storm activity since the 2022 renourishment project was completed. This new Army Corp of Engineers project will bring 215,000 cubic yards of sand to our beaches. This would represent one of the most significant renourishment projects in our history and continue our proactive efforts to safeguard our coastline. In addition, the Village also completed a vulnerability assessment and a Resiliency and Adaptation Plan for the future. These initiatives position Bal Harbour Village as a leader in climate resilience, ensuring that our infrastructure and community are prepared to withstand the challenges of a changing environment. Our proactive planning and investments in resilience are vital to maintaining the long-term sustainability of our Village.

While the above is a summary of some noteworthy accomplishments worth highlighting, a more comprehensive recap of the successes we shared this past year follows. For ease of reference, they are aligned with the key pillars of the *Bal Harbour Experience*.

Safety

Public safety in Bal Harbour Village remains a top priority with the Police Department and the Building Department each playing an important role in keeping our community safe.

The Bal Harbour Police Department continues to focus on its primary mission of providing excellent public safety services to our residents, businesses, and visitors. The Department continues with our community policing efforts which help keep our crime rates at historically low levels. Last year, Bal Harbour Village experienced only two violent crimes, as indexed annually by the Florida Department of Law Enforcement (FDLE). While property crimes increased last year, a closer look demonstrates that the increase occurred in the Bal Harbour Shops. The property crimes outside of the the Bal Harbour Shops property actually decrease to a total of only 21 incidents which is a 28% decrease from the prior year. Arrest for all crimes increased by 31%. These rates reflect our Police Department's commitment to preventing and solving crimes in the Village. In addition, traffic and parking enforcement activity increase to a total of 34,565 citations, which represents an increase of approximately 20% from the prior year. This reflects the focus placed on traffic enforcement initiatives in our community as requested by the Council. Lastly, Code Enforcement activity resulted in 191 warnings issued, a 35% increase from the prior year and 48 violations issued, a 100% increase from the prior year.

The Department continues to have a strong focus on community outreach with the continuation of quarterly engagement events such as Coffee with a Cop, and Ice Cream with a Cop. This year, our BHPD teamed up with our Recreation, Arts, & Culture Department to host our first National Kids to Park Day where officers hosted a variety of games and skills and drills activities at the Bal Harbour Waterfront Park. These are in addition to the numerous philanthropic events led by the Bal Harbour Police Legacy Foundation such as the Thanksgiving Basket Drive, Holiday Toy Drive, and most recently the Back-to-School Uniform and Supplies Drive which helped 900 students throughout Miami-Dade County. In April, the Foundation hosted its inaugural Community Heroes Gala to celebrate our supporters and highlight the impact these drives have. These efforts foster healthy dialogue and positive relationships between the community and the police department. In the Spring, the Department hosted its first Women's Self-Defense Course; providing basic self-defense techniques to increase personal safety. The course was an overwhelming success and is now being scheduled quarterly.

Hurricanes and natural disasters significantly impact the safety of our community. We take the time before each hurricane season to ensure our facilities, infrastructure, and staff are prepared for any storm, including hosting meetings for Village staff as well community members. This preparedness rolled into action early this hurricane season when a fifty-year rain event brought 16 inches of rain affecting Bal Harbour in less than 72 hours. The three-day rainstorm caused significant impacts throughout Miami-Dade County. I am proud to say that our infrastructure responded as needed and our community quickly returned to normal operations before 10 p.m. on the first evening (June 12) while other surrounding communities remained flooded into the next day. The response by our staff, especially the Police and Public Works and Beautification Departments was outstanding. We took this unprecedented event to learn and identify potential weaknesses in our plan. This included identifying a need for highwater vehicles for our Police Department which we will begin to purchase in the new fiscal year as vehicles reach their replacement schedule.

The Bal Harbour Building Department plays an important role in ensuring that our community is safe and structurally sound with all the construction that takes place in the Village. The continued investment in technology and streamlining forms has allowed the Building Department to provide for more efficient processes. Improvements and service enhancements by our Building Department have been well-received by our customers.

The Building Department continues providing inspections and plan reviews over four days each week. Requests have significantly increased over the last year. To date, the Building Department has assisted 3,341 walk-in customers, received 1,359 permits, issued 1,037 permits, finalized 858 permits, performed 3,526 inspections, and conducted 21 ARB submittals and 13 ARB hearing items. All of which require the support of multiple staff members across the Department and detailed attention.

Most recently, we launched a new building permit management software to better serve the community. Hosted by Central Square, the new permit software allows for easier access to information and facilitates electronic plan review. We have received an overwhelmingly positive response from the community and have witnessed the immediate impacts. All plans and permits are being scanned and archived digitally, improving accessibility and efficiency. The new permitting system, which integrates legacy systems, will streamline access to

information and facilitate electronic plan reviews.

The most significant accomplishment has been the Department's involvement with the review of the Bal Harbour Shops application and the impacts of the Live Local Act. Their expertise has been invaluable in ensuring that the quality of life of our residents is preserved. Despite the countless hours required for this unexpected proposal, the Building Department has not only continued to follow their established internal turnaround time and upkeep of requests but has effectively increased their output as requests have increased.

Forty-year recertification processes continue, with careful noticing and inspection of new state and Miami-Dade County regulations. Many properties are currently performing repairs as part of their recertification, and staff is performing visual field inspections to ensure the proper upkeep and safe conditions. Our efforts in our Building Department are also critical in ensuring the safety and integrity of our built environment.

Lastly, the Village successfully revised its Noise Ordinance to include additional enforcement measures on weekends and federal holidays within the Business District. This measure aims to minimize disruptions and enhance the quality of life for residents, visitors, and businesses.

Beautiful Environment

Ensuring that Bal Harbour Village is an aesthetically beautiful setting, fusing casual elegance with tranquil coastal living, set across our secluded beaches, lush landscaping, and serene public spaces, is a key contributor to the *Bal Harbour Experience*. Our efforts this past year continued to focus on maintaining this beautiful environment for Bal Harbour Village.

An exquisite feature of our beautiful community is the Bal Harbour Beach Path, to include both the walking and jogging path. These areas are utilized daily by hundreds of residents and visitors and are a key element in ensuring the *Bal Harbour Experience*. As such, we have made significant refurbishments to the jogging path this year, to enhance the beauty, safety, and convenience of the path. This included clearing the beach vehicle access road to provide a wider space for pedestrians, refurbishing the coquina sand in both areas, replacing lighting and safety bollards throughout, and replenishing landscaping in deficient areas.

Over the last several years, the Village Council has prioritized capital projects such as the Bal Harbour Waterfront Park, the Harbourfront Park - Jetty/Cutwalk, and a new Village Hall. These projects exemplify the Council's commitment to the *Bal Harbour Experience* and the enhanced quality of life in our community. In December 2023 we proudly opened the doors to the Bal Harbour Waterfront Park. The park features a variety of amenities for our community, including an open lawn, performance area, fitness stations, basketball court, water feature area, and two outdoor playgrounds, as well as a state-of-the-art community center. The community center consists of multi-purpose spaces that can be utilized for events and recreation programming, an indoor playground for toddlers, and is home to the administrative offices for the Recreation, Arts & Culture Department. This long-awaited venue provides a unique and elegant space to host recreation and athletic programs, concerts, lectures, social activities, and special events. It is vision and foresight that brought this facility to fruition. We are proud of the final project and that it has become the heart of our community.

Destination and Amenities

Bal Harbour continues to be a sought-after destination, with our secluded beach and beautiful amenities, including varied culinary experiences. Resort Tax Collections have remained strong throughout the year, and our year-to-date (YTD) is just under our collections from last year and represent the third highest collections in our history. During the year, we had the opening of the second phase of the Beach Haus Bal Harbour boutique hotel, as well as Avenue 31 Cafe, a new European-style all-day cafe at Bal Harbour Shops. Both have been exciting additions to our amenities, and we look forward to the full completion of Beach Haus Bal Harbour within the coming year.

Spearheaded by council direction, we revived our beach path exhibition with the unveiling of the "History of Sports in South Florida" exhibit in November 2023. This exhibit includes forty (40) panels displayed on the Bal Harbour Beach Path which highlight the history of sports in South Florida, exploring the impact and successes of sports on our community over the last 100+ years. The Village hosted an *Unscripted* Art Chat on December 14 with Dr. Paul George, to formally open the exhibit, and has received overwhelming response in favor of this new addition to the beach path.

Highlighting the Village's commitment to Art in Public Spaces, a temporary art installation was created along the 102 Beach Access path, just south of Oceana. The exhibit, titled "The Power of Words", was an original installation by local artist (and resident) Tania Esponda Aja blending nature, art, and technology into one immersive experience. Over 50 residents and visitors attended the opening reception on December 3, and while the installation was intended to remain open for a short period in conjunction with Art Basel Miami, the feedback received was so overwhelmingly positive, that we extended the exhibit through mid-December. The exhibit received state-wide attention when the Florida League of Cities recognized the Village in their Quality Cities Magazine in March. The online magazine, qualitycities.com, features stories that spotlight Florida cities and celebrate their impact on quality of life while inspiring city leaders. Additionally, the Village received three Sunsational Awards from the Florida Festivals & Events Association (FFEA) recognizing our excellence in communication and event management for "The Power of Words" event. These awards celebrate our innovative approach to engaging residents and visitors through cultural programming and events that highlight the unique character of Bal Harbour.

To ensure that we are keeping current with successful methods and tactics for promoting the destination throughout the world, we worked closely with Ernst & Young (EY) to develop a Tourism Strategic Plan for Bal Harbour Village. This process required in-depth review of current strategies along with thoughtful conversations with stakeholders to consider current successes, limitations, and future goals. The final plan, which was presented and approved by Council in June of 2024, recognized the successful strategies already in place (with special events and marketing efforts) and made specific recommendations for areas of focus moving forward. These recommendations included a focus on data analytics, additional marketing with area representatives, and pursuing Sister City partnerships to further develop international markets. We have begun research and development in all of these areas and are budgeting accordingly to dedicate funds towards these strategies in the coming year. The Council has approved and we anticipate formalizing our first Sister Cities agreement with Hof HaCarmel, a beautiful coastal destination in Israel, by the end of the year.

An additional recommendation that came out of the Tourism Strategic Plan was to consider expanding amenities available to our hotel guests by including access to the new Bal Harbour Waterfront Park. With approval and direction from the Council, we have developed a process for hotel guests to register for a "day pass" to the park to visit and enjoy the amenities. This new process launched in July and is receiving positive feedback from both hotel management and guests. The new Bal Harbour Waterfront Park is a beautiful asset which has become well known in the surrounding areas, and making this available to our hotel guests provides another tool to promote Bal Harbour as a destination.

Unique and Elegant

As mentioned earlier, we proudly opened the Bal Harbour Waterfront Park at the end of 2023 and celebrated this momentous occasion with two Grand Opening Celebrations. The first celebration, our Grand Opening Debut, was held on Sunday, January 14, and included the formal ribbon-cutting ceremony, along with activations in the various spaces throughout the facility. Guests enjoyed tango demonstrations in the Emerald Room, fitness classes in the Jade Room, video gaming tournament in the Topaz Room, and painting stations in the Sapphire Room. Even the poor weather could not dampen this exciting occasion as over 150 guests were in attendance.

Our Grand Opening Finale event took place on Saturday, January 27, with over 300 guests enjoying an elegant cocktail hour on the third-floor covered terrace, followed by live musical entertainment on the great lawn. Guests of all ages enjoyed an evening filled with sweet and savory delights, crafts, music and dancing with family, friends and neighbors. The evening ended with a spectacular fireworks display from the community center rooftop, announcing to everyone the official opening of the new Bal Harbour Waterfront Park and creating excitement among the community for all that was and is to come.

To highlight the beauty of this new amenity, the promotional materials for the grand opening celebrations featured a watercolor illustration of the playgrounds and building. It is evident that the appreciation for the beauty of the new park is not limited to our community, as these promotional materials were recognized by the National Association of Government Communicators (NAGC). The Village received third place nationally, for the Blue Pencil and Gold Screen Award, in the category of Graphic Arts.

The park has quickly become the heart of our community with families gathering, children playing, and residents participating in our many new recreational programs. Since opening, we have registered over 1,800 residents for the *All Access Card*, which is the complimentary card providing access to the park, as well as to the many programs and activities available to residents to enjoy.

In January, the Recreation, Arts & Culture Department hosted *DISCOVER* Recreation, a complimentary schedule of classes for residents to learn about the different types of offerings available and meet the various instructors now teaching at the new Bal Harbour Waterfront Park. The series hosted over 40 classes, with almost 250 participants. Since then, we have launched our permanent schedule of programming, *EXPERIENCE* Recreation, with a variety of options, to include art for adults, basketball, bingo, dance, Pilates, soccer, strength & resistance, Tae Kwon Do, tai chi, yoga, and Zumba. We will continue to survey the community

to ensure that we are making the necessary adjustments in offerings to meet the needs and desires of our residents.

We have also developed low-cost enhancements to meet the needs and requests of our community such as the deployment of mobile pickleball nets to create multi-use courts and the addition of exercise equipment to our fitness room.

Public Facilities & Infrastructure

The fiscal integrity of the Village and ensuring the functionality of our infrastructure is a daily priority. We continue to focus our efforts to establish appropriate controls and further improve the Village's internal processes while planning for the future and developing a more resilient community. The Finance Department operations continue to improve the Village's financial and internal control environment to deliver financial services to stakeholders and policy makers so they can make informed decisions to achieve results that align with the Village's strategic plan. The Village also received its ninth consecutive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA), a testament to our dedication to financial transparency and accountability.

The Public Works & Beautification Department works diligently to support the continued maintenance of the Village's infrastructure. This includes monitoring and servicing water-related systems, such as fire hydrants, and backflow prevention devices; cleaning and rehabilitation of sewer and storm-water manholes and catch basins throughout the Village; and monitoring and servicing pumps at all Village pump stations. Over the last year, we have completed the connection of a newly constructed 12" water main to Miami-Dade County water source meters, establishing a redundant water supply point for added reliability. Additionally, we have restored 3,122 linear feet of jogging path, repaired 530 square feet of decorative granite sidewalk along Collins Avenue, and upgraded web-based electronic monitoring systems for continuous off-site monitoring of both sanitary pump stations.

Almost all of the phases of our Utility Infrastructure Improvement Project are nearing the completion and have made great progress over the last year. All curbs, gutters, milling, and paving were completed in phases 3A, 3B and 3C as of December 2023. Additionally, water main and water services work in phase 5A started in early May 2024 with completion expected by the end of this year along with curb and gutter replacements and milling and paving. Phases 5B and 5C water mains and water services have been completed with a few sanitary sewer improvements scheduled for later this year. Phase 6A will begin next year and phase 6B is already underway with estimated completion by the end of 2025.

Employee development and cross-training continue to be a priority. Our Public Works & Beautification staff all received training this past year to maintain existing and newly constructed Village Facilities and Infrastructure, with courses and certifications related to occupational safety, utilities, backflow testing, stormwater inspection, and stormwater NPDES. Our Information Technology Department officially transitioned to a fully contracted IT services provider. This provides our staff and facilities with enhanced support and 24/7 access to technicians. As such our provider, Lansight Technology, has been instrumental in the development of strategic solutions to support our digital infrastructure. In the past year, they transitioned all Village employees from an on-premises Microsoft Exchange server to a Microsoft 365 Government cloud solution, offering enhanced continuity and mobility. Additionally, they have deployed a new Apple device management software to better oversee assets in the field and have made great strides to strengthen our cybersecurity. This includes the addition of various software solutions awarded through the Florida Cybersecurity Grant, which will enhance the Village's response and monitoring of cybersecurity threats to the

network.

Most notably, we have completed the procurement of hardware related to the Urban Areas Security Initiative (UASI) Grant award of \$100,000 to replicate the Village's network environment at the Emergency Operations Center. This will allow for redundancy and a seamless transition between networks during an emergency. Completion of the project is slated for fall 2024.

Solutions to Ensure a Resilient and Sustainable Community

Implementing smart policies and strategic solutions to address the challenges of today and to ensure that we remain a resilient and sustainable community able to protect our future are critical and several projects completed this year contributed to this goal.

In 2023 the Village Council adopted an ordinance regulating discharges to the storm drainage system and establishing mechanisms to monitor and enforce procedures necessary to ensure compliance. The 2023-2024 budget reflected an additional position to support the Public Works & Beautification Department, Building Department, and Police Department in ensuring compliance with these requirements. This position was quickly filled and has been an asset to the community. In addition to continuing to meet the NPDES permit requirements annually, this position has had a positive impact on ensuring our sites are clean, compliant, and safe.

In a proactive approach to preserving our natural environment, we have hosted various eco-driven events and activities. This included a Household Hazardous Waste Recycling Day providing residents with a safe way to dispose of paints, oils, and more. We also hosted our annual Spring Festival which included a beach cleanup led by Plastic Fisherman with various educational stations in partnership with local organizations such as Pelican Harbor. This past September, we hosted another beach clean-up in partnership with [volunteercleanup.org](https://www.volunteercleanup.org) for International Coastal Clean-up Day and had over 40 volunteers and corporate partners in attendance. These events aim to educate our community on ways to live more sustainably and the small improvements we can make to conserve our natural environment for generations to come.

The Village also laid out a five-year strategy to develop a flood vulnerability and adaptation plan for the community. The strategy began in 2019 and through several grants, we have worked with environmental engineers to perform vulnerability studies and complete a vulnerability assessment. The Council recently adopted the product of this effort, our Bal Harbour Adaptation Plan.

Conclusion

As I reflect on my past 11 years as Village Manager, I am both honored and humbled by how swiftly the time has passed and how profoundly our Village has progressed. Our journey has been marked by substantial achievements that have strengthened our organization and fostered a lasting impact on our community. Personally, I remain committed to professional growth and am actively engaged in several organizations that support my role as Village Manager, including the Miami-Dade City/County Management Association (MDCCMA), the Florida City/County Management Association (FCCMA), and the International City/County Management Association (ICMA). Serving on the ICMA Executive Board as Vice President for the Southeast Region, where I am currently completing the second year of a three-year term, has been a deeply rewarding experience. I was recognized as a "Home Rule Hero" for the fifth

year in a row, by the Florida League of Cities for my work on advocacy and advice during the year, though most importantly during the legislative session. I am also honored to contribute to the Greater Miami and the Beaches Convention and Visitors Bureau (GMCVB) Executive Board once again, following an invitation to rejoin after a decade's hiatus. The GMCVB continues to excel as one of the nation's most successful tourism agencies, further enhancing our region's profile.

Through our dedication to accountability, professionalism, and innovation, our organization has evolved significantly. With your continued guidance and the outcomes of our strategic Village Council retreats, we have created an organization poised to meet any challenge, as was demonstrated this year through the various weather activations and the BHS LLA application. Together, we have built a Village that embodies the highest standards of public service—one we can all be proud of.

Thank you for the privilege of serving as your Village Manager over the past 11 years. I look forward to leading our organization forward as we work toward our shared priorities and aspirations in the coming year and beyond. I welcome the opportunity to speak with each of you individually to reflect on our achievements and discuss how, together, we can continue delivering the *Bal Harbour Experience*!