

BAL HARBOUR

- V I L L A G E -

OFFICE OF THE VILLAGE MANAGER

MEMORANDUM

TO: Honorable Mayor and Members of the Village Council
FROM: Jorge M. Gonzalez, Village Manager
DATE: October 13, 2025
SUBJECT: **Village Manager's Annual Report**



The purpose of the memorandum is to transmit the Village Manager's Annual Report, which provides a summary of our accomplishments over the last year.

I have asked Marie Hernandez to contact you to schedule a meeting with each of you in advance of the December Village Council meeting to discuss the report in person.

Attached for your review is the Annual Report with supporting attachments.

If you have any questions, please feel free to contact me.

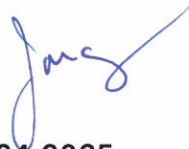
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TO: Honorable Mayor and Members of the Village Council
FROM: Jorge M. Gonzalez, Village Manager 
DATE: October 13, 2025
SUBJECT: **Village Manager's Annual Report 2024-2025**

I am very proud to present the Village Manager's Annual Report for FY 2024-2025. Over this past year, Bal Harbour Village has continued to demonstrate its commitment to delivering the *Bal Harbour Experience* through growth, service, community engagement, and financial discipline. 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, leadership, and strategic planning.

Pursuant to Section 5.3 of our employment agreement, the Mayor and Council shall evaluate the performance of the Village Manager each year. This Annual Report, summarizing the Village's areas of focus and related accomplishments, should be a helpful resource as you consider all the actions taken and goals attained throughout the year. 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 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 2017, we have focused our mission, vision, and values to help set clear goals, establish priorities, and provide for the overall direction of the Village. This strategic plan is based on our vision that Bal Harbour Village will be the safest residential community, with a beautiful environment and unparalleled destination 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. Our daily work, to achieve this vision, is focused on our mission of delivering the *Bal Harbour Experience*, creating that distinctive feeling one experiences when living in or visiting our unique, elegant, curated, and refined

community. In addition, our work is guided by our core values of service, integrity, professionalism, strategic, and inclusive. With this in mind, we revisit our priorities each year at our annual Council retreats, to ensure alignment with our mission, vision, and values, as well as consider any modifications. During our retreat in February 2025, the Council reaffirmed our top ten priorities from the previous year, including focus on Live Local efforts, the Harbourfront Park, and new Village Hall, while also requesting higher prioritization of traffic mitigation efforts. This direction, along with our first "Mini Retreat" held in August, enhanced the work underway, to focus on the identified priorities and align our resources to achieve our goals.

To highlight the past twelve (12) months, several key areas received my focus and attention. The Bal Harbour Shops (BHS) litigation remained a top focus (priority #1). In close coordination with the Village Council and legal team, I participated in multiple rounds of both formal and informal discussions, negotiations and formal mediation meetings. Through these consistent efforts, we have been able to refine the BHS proposal--significantly reducing its mass and scale as well as the phasing schedule. We are currently finalizing a tentative (non-binding) Term Sheet, which will outline the potential framework for resolution, contingent upon Council approval, and will reflect the Village's negotiation for a significantly scaled-down project scope compared to the original proposal. We have shared details with you in Executive Session and are nearing readiness for public discussion.

In conjunction with this work, the Village also played a key role during the 2025 Legislative Session, successfully advocating for important amendments to Senate Bill (SB)1730, also known as Live Local Act 2.0 (priority #1). These amendments preserved the enforceability of local development agreements, such as the Village's with Bal Harbour Shops, and protect local zoning authority from preemption. Preserving this provision proved challenging and remains essential for our defense to the pending litigation with Bal Harbour Shops. Our dedication and commitment to this legislative advocacy ensured that the unique character and land use vision of Bal Harbour remains intact through this challenge.

Another significant advancement was the continued development of the Harbourfront Park and Cutwalk Project (priority #2), now nearing the construction phase. Through diligent efforts in coordination with staff, the Village approved a transition in the design team, formally engaging Kimley-Horn & Associates as the new prime consultant in fall 2024 to lead final design and coordination efforts. In parallel, Whiting-Turner was issued a Notice to Proceed for pre-construction services and began constructability reviews. The Village continued working closely with permitting agencies—including FDOT, FDEP, DERM, and USACE—and progressed negotiations with adjacent property owners, including the State and the One Bal Harbour residential building, to secure necessary easements. With procurement nearly complete and groundbreaking

anticipated in the upcoming year, the Jetty and Cutwalk will enhance public access, expand recreational opportunities, and provide critical shoreline protection.

Since 2021, the Village has secured approximately \$35 million in grant funding to support capital improvements, of which nearly \$25 million is allocated to the Jetty and Cutwalk Project. This does not include \$4 million in developer contributions, bringing the total to \$29 million in non-local tax funding for the jetty renovation. Additionally, during this fiscal year, the Village secured \$1 million of additional capital grants and successfully defended an \$8 million Resilient Florida grant after its status was challenged post-award. This outcome highlights Bal Harbour's effectiveness in securing and protecting critical funding, with minimal reliance on local property tax dollars, demonstrating both fiscal responsibility and strategic foresight.

Progress continued with several other key capital projects, most notably the development of the new Village Hall (priority #3). This year, a design contract was awarded to the team of Wannemacher Jensen and Wolfberg Alvarez, launching formal planning efforts that will culminate in a Basis of Design Report in early 2026. This report will lay the groundwork for programming, design, and construction of a modern facility that consolidates Village operations, serves as an Emergency Operations Center during critical events, and stands as a symbol of our long-term commitment to transparency, service, and resilience. During this time, the Village also managed the successful transfer of the Fairfield parcel from Bal Harbour Shops back to municipal control. Additionally, in alignment with Council direction, a height ordinance (priority #6) was adopted for the west side of Collins Avenue, and conceptual land-use planning was initiated for the properties adjacent to the Fairfield Parcel (priority #10). These efforts aim to preserve zoning integrity while considering opportunities for future institutional use and long-term impacts of sea level rise.

The Village also addressed a critical need for sustainable stormwater funding (priority #5). After conducting a comprehensive review of funding models—including user fees, special assessments, and hybrid approaches—the Village worked closely with financial and engineering consultants to develop a fair and forward-looking solution. The result was a new methodology based on Stormwater Assessment Units (SAUs), which allocates costs proportionately based on lot size and usage. This approach, endorsed by Council during the August 2025 mini-retreat, will provide a reliable and equitable funding mechanism to maintain and enhance the Village's stormwater infrastructure, ensuring long-term resilience in the face of climate change.

Traffic mitigation and mobility enhancements remained key priorities for Bal Harbour Village throughout this year (priority #4). In close coordination with the Florida Department of Transportation (FDOT), the Village led or supported several transportation initiatives aimed at improving traffic flow and pedestrian safety. Notable achievements included signalization upgrades and timing adjustments along Collins

Avenue, as well as the synchronization of traffic signals on 96th Street, which resulted in a measurable 9% reduction in travel times between West Bay Harbor Drive and Harding Avenue. Following a formal request by the Village, Miami-Dade County conducted a comprehensive traffic signal and loop sensor study across the 33154 ZIP code, further informing decisions and resulting in optimization strategies across Bal Harbour, Bay Harbor Islands, and Surfside.

Additional improvements included the installation of a new pedestrian crosswalk near Haulover Bridge, along with the extension of lane delineators to improve driver visibility and merging conditions, as well as traffic circulation. While FDOT proceeded with the installation of a pedestrian crosswalk at the southern intersection of Harding Avenue and 96th Street – despite Village concerns – the Village remains actively engaged in discussions for its potential removal based on updated congestion data. The Village also continued its role in the Harding Avenue Realignment Project, a key traffic component of the Bal Harbour Shops Development Agreement. Meanwhile, the resurfacing and lighting upgrades to Indian Creek Drive and Harding Avenue, completed by FDOT this year, significantly improved both safety and aesthetics at one of the Village's primary entry points.

Significant progress was also made within the gated community, particularly in addressing long-standing concerns related to construction coordination and electrical infrastructure. A Construction Operations Liaison was acquired this year to oversee construction-related activities, with a specific focus on facilitating the safe and efficient movement of large vehicles, while minimizing disruption to nearby homes. In addition, the Village responded to the Council's request for support in resolving stalled discussions with Florida Power & Light (FPL) regarding the need for a comprehensive electrical grid upgrade (priority #9). These upgrades have become increasingly necessary as new construction outpaces the capacity of existing infrastructure, particularly aging transformers. Recognizing the complexity of FPL's requirements – which included obtaining easements from individual property owners and placing full financial responsibility on residents – I identified and connected the Civic Association with an attorney who is experienced in FPL-related negotiations. This strategic support has helped move the effort forward significantly. A mutual understanding with FPL is now within reach, and a legal instrument is being drafted to formalize next steps.

In addition to the efforts outlined above, the Village also played a key role in overseeing the Beach Renourishment Project (priority #7), a major coastal improvement initiative led by the U.S. Army Corps of Engineers. While the project was federally managed, the Village provided on-the-ground oversight and coordination through our Public Works and Beautification Department and our coastal engineering consultant, Cummins Cederberg, ensuring that local interests were represented throughout the process. This important effort will be detailed further in the Beautiful Environment section of this report.

While the above represents a summary of several key accomplishments, the following pages provide a more comprehensive review of the past year's progress. For ease of reference, these achievements are organized according to the core pillars of the *Bal Harbour Experience*.

SAFETY

Public safety remains the Village's foremost priority, supported by a Community Policing model that emphasizes officer visibility, proactive engagement, and access to the latest technology and training. During the first six months of the calendar year, the Bal Harbour Police Department recorded a 50% reduction in overall crime and a 30% increase in clearance rates, reinforcing its reputation as a model of effective policing in South Florida, and the Department's vigilance in preventing and solving crimes.

Operational readiness was further enhanced through the acquisition of high-water rescue vehicles to support flood and severe weather response, and through the deployment of state-of-the-art technologies, including Clearview AI facial recognition and the TASER 10 platform. Specialized training programs continued to be a hallmark of the Department, covering mental health awareness, marine patrol operations, domestic terrorism, and advanced supervisory leadership. The Department maintained its leadership in Autism Awareness training statewide, with more than 45,000 Florida public safety personnel now certified. Officers also participated in regional and national law enforcement leadership forums, with one officer continuing to serve part-time with the FBI Joint Terrorism Task Force to support regional counter-terrorism efforts.

Community outreach remained central to the Department's mission. Programs such as Coffee with a Cop, Ice Cream with a Cop, bike safety events, and a newly introduced water safety campaign during the summer months fostered stronger connections between officers and residents. The Police Legacy Foundation continued its philanthropic outreach through toy drives, school uniform donations, Thanksgiving meals, and its annual Community Heroes Gala. The Department's Women's Self-Defense Program was expanded this year to include Village staff and contractors, providing participants with practical tools to enhance personal safety.

The Village's commitment to safety extends to the built environment, where the Building Department ensures the structural integrity and resilience of properties through daily inspections, plan reviews, and oversight of major development projects. This includes the Bal Harbour Shops Expansion, an extraordinary number of individual tenant improvements and the Rivage development project. The Department also provided critical reviews of applications submitted under the Live Local Act, applying rigorous standards to preserve neighborhood character and uphold Village regulations. In addition, staff continued managing 40-year recertification cases,

conducting field inspections to identify potential hazards and ensuring compliance with state and county mandates.

A major milestone for the Building Department this year was the successful implementation of a new digital permit management system. This platform consolidates legacy databases and enables electronic plan review, submission, and archiving. The transition has resulted in greater transparency, significantly reduced processing times, and strong positive feedback from both residents and contractors. The Department has also made substantial progress in digitizing all archived permits – laying the groundwork for a fully integrated and accessible records system. To further improve customer experience, the Village introduced a new texting service that allows contractors to request inspections and receive real-time updates via text message. This streamlined communication tool has enhanced responsiveness and efficiency in managing day-to-day inspection operations.

In FYE 2025, the Department served more than 3,600 walk-in customers, processed more than 1,500 permit applications, and completed nearly 3,500 inspections—all while maintaining internal turnaround times of 14 days for commercial permits and 7 days for residential permits. The Village continues to collaborate with Miami-Dade County to support a unified “one-stop shop” approach for all permit types. These ongoing efforts reflect the Village’s commitment to operational excellence, service accessibility, and proactive regulatory oversight.

BEAUTIFUL ENVIRONMENT

The Public Works & Beautification Department plays a vital role in safeguarding and enhancing the Village’s signature environment through the meticulous maintenance of public rights-of-way, facilities, utilities, and green spaces. Their dedication ensures that the beauty of Bal Harbour is reflected in every landscaped median, beachfront amenities, and tree-lined streets. This year, their efforts were further complemented by a major coastal resiliency project, the Bal Harbour Beach Renourishment Project. As one of the most significant coastal initiatives in recent decades, this project, conducted in partnership with the U.S. Army Corps of Engineers, successfully placed approximately 220,000 cubic yards of sand along the Village’s shoreline. This effort has restored the width and stability of the beach, enhanced storm protection, and replenished the scenic beauty that defines the Bal Harbour coastal experience.

Building on this success, the Village anticipates two additional nourishment efforts in 2026. In continued collaboration with the U.S. Army Corps of Engineers, an Operation and Maintenance project will deliver approximately 50,000 cubic yards of sand to the area south of the jetty, with work anticipated to begin in spring 2026. Separately, the Rivage development will contribute 21,000 cubic yards of cleaned, mined sand to the beachfront, further supporting shoreline stabilization and erosion control. Together,

these upcoming efforts will further reinforce Bal Harbour's coastal resiliency and protect its valuable natural assets.

The Public Works and Beautification Department also delivered a series of meaningful enhancements along the Village's coastline, further elevating both functionality and aesthetics. Key improvements included the widening of the beach access path to better accommodate its diverse users—walkers, joggers, bicyclists, and families with strollers—ensuring a more comfortable and accessible experience for all. To improve safety and wayfinding, new signage was installed throughout the beach path, providing clear guidance on shared use and reinforcing the cohesive brand identity of Bal Harbour. In addition, the Department upgraded the aging electrical infrastructure along the beach path, resulting in enhanced lighting and improved safety after sunset. Together, these investments reinforce the Village's commitment to providing a safe, welcoming, and memorable coastal experience for residents and visitors alike.

As part of the Village's ongoing commitment to environmental stewardship and education, Bal Harbour continues to host bi-annual beach cleanup events aimed at protecting and preserving our coastal environment. One event takes place each fall in partnership with VolunteerCleanup.org, while the other is held in the spring as part of the annual Spring Festival. These cleanups serve as a powerful reminder to residents, guests, and visitors alike about the importance of keeping plastics and debris off our beaches, preserving the natural habitat of coastal wildlife—including sea turtles, shorebirds, and other marine species—and sustaining the beauty and health of one of our community's most valuable natural assets.

WELL DESIGNED AND MODERNIZED PUBLIC FACILITIES AND INFRASTRUCTURE

Bal Harbour Village advanced a wide range of transformative capital projects and infrastructure initiatives in this past year, reinforcing its long-term commitment to resilience, modernization, and operational excellence. These efforts were guided by strategic planning, supported by significant external funding, and designed to enhance the systems and facilities that support daily life in the Village.

Infrastructure resilience remained a key focus area, with substantial progress on the Utility Infrastructure Improvement Program (UIIP – priority #5). During the past year, the Village completed Phases 5a and 6b and is bringing Phase 6a to near completion. Additionally, significant advancement was made on Phase 7 of the program— a \$7.5 million system upgrade, which will result in a major replacement, upgrade and refurbishment of the existing stormwater pump station and injection well system. This work, along with other stormwater system upgrades in the gated area, will be funded almost entirely through grants and non-local funds. A contract was awarded last month, notice to proceed has been issued and mobilization on site has begun. These types of investments strengthen underground infrastructure and ensure the long-term reliability and sustainability of our essential utility services.

To bolster the Village's digital resilience and operational continuity, substantial upgrades were made to our Information Technology (IT) infrastructure, including the installation of cybersecurity patches, performance optimizations, and hardware replacements. A major highlight was the completion of the Network Failover Project, supported by a \$100,000 Urban Area Security Initiative (UASI) grant. This project established a fully replicated IT environment at the Emergency Operations Center (EOC), enabling seamless continuity of government services in the event of any disruptions.

UNIQUE & ELEGANT

Bal Harbour continues to distinguish itself through elegant and enriching community experiences that celebrate art, culture, and connectivity. The Recreation, Arts & Culture Department expanded upon the successful opening of the Bal Harbour Waterfront Park, introducing programs and amenities that reflect the Village's refined character while deepening community engagement.

This year, park amenities were further enhanced with the installation of shade structures and additional seating, strategically placed near playgrounds to improve comfort and accessibility. The Village also celebrated the launch of the newest amenity at the park, the Splash Pad; a vibrant, family-friendly water feature that has become a community favorite.

The Village also introduced new wellness and recreation initiatives, including the BH Total Wellness membership, which offers residents unlimited access to fitness classes, and a Senior Discount Program that expands affordability for residents aged 60 and older. Seasonal events such as the Mother's Day Luncheon and a partnership with The Friendship Circle to host a Special Needs Prom highlighted the Village's commitment to inclusive and meaningful traditions. Partnerships with local luxury hotels were expanded, granting their guests access to Waterfront Park amenities and strengthening the connection between the Village's residential and visitor communities.

Bal Harbour's reputation as a cultural destination was reinforced during Art Basel / Miami Beach and Miami Art Week, which featured exhibitions by resident artists Andreina Ron Pedrique and Igal Fedida at both the 102 Beach Access and Waterfront Park. These showcases celebrated local talent and deepened the Village's commitment to public art. Through the Unscripted Art Access program, residents and visitors continued to enjoy exclusive access to premier South Florida museums, while guided tours, film screenings, and curated special events such as the Unscripted Culinary Chat with Adeena Sussman in February and Ruhama Shitrit in September broadened the Village's cultural reach.

The Village's creative initiatives were also recognized at the state and national level. The National Association of Government Communicators awarded Bal Harbour a Blue Pencil & Gold Screen Award for its Unscripted Art Basel brochure, and the Florida Festivals and Events Association honored the Tea & Cinema in the Garden series with a Sunsational Award. These honors validate the Village's commitment to producing thoughtful, elegant programming and communications that reflect the quality and character of the community it serves.

Together, these accomplishments affirm Bal Harbour's dedication to offering Unique & Elegant experiences. From family-friendly amenities and inclusive community programs to nationally celebrated cultural events, the Village continues to create memorable, sophisticated moments that embody the very best of the Bal Harbour lifestyle.

DESTINATION & AMENITIES

Bal Harbour continued to distinguish itself as a premier luxury destination through sustained success in tourism, strategic marketing, and curated guest experiences. Local hotels and restaurants reported continued strong demand, with several months of record-setting Resort Tax collections and year-to-date performance ranking among the highest in Village history. The Bal Harbour/Bay Harbor Islands/Surfside area again held the highest average daily room rate in Miami-Dade County, averaging \$780 with year-over-year growth exceeding 8%. During the first eleven months of FYE 2025, the Village recorded its highest-ever Resort Tax collections for the YTD ending in August with \$5.79 million collected. This represents a 3% increase over the same period in FYE 2024, this being accomplished despite the mid-year closure of two major restaurants in the Bal Harbour Shops. Lodging tax collections rose by 25% in August alone, and Food & Beverage tax receipts remained strong, even with the closure of Le Zoo and ABA in April 2025. Additionally, increased activity during the traditionally slower shoulder months is evident, with only two months this year closing below \$400,000 in total collections, compared to the four or five slower months typically seen in previous years. With one month remaining in the fiscal year, we remain on track to close another record-setting year. These figures affirm the enduring appeal of Bal Harbour's exclusive setting and curated experiences, and this steady performance reflects the Village's strategic tourism management, its global reputation as a luxury destination, and the consistent draw of its hotels, culinary & retail offerings, and waterfront amenities.

On the international stage, the Village formalized its first Sister City partnership with Hof HaCarmel, Israel, culminating in a delegation visit in May 2025 and an upcoming reciprocal visit by their mayor scheduled for the end of October. This initiative reflects Bal Harbour's growing commitment to cultural exchange, global diplomacy, and international positioning.

The Village continued executing the Tourism Strategic Plan (priority #8), which was formally adopted last year. Focus areas included data-driven marketing, international outreach, and expanded destination partnerships. Notable activations were launched in key feeder markets, including the United Kingdom and France, while recurring collaborations with the Greater Miami Convention and Visitors Bureau (GMCVB) ensured Bal Harbour maintained visibility in global luxury markets. Partnerships with local hospitality businesses also featured participation in Miami Spa Month and Miami Spice Month, aligning the Village with Miami's premier culinary and wellness promotions. Signature events elevated Bal Harbour's brand as a destination for beauty and culture. The Fleurs de Villes exhibition returned for its fifth consecutive year in March, expanding to new locations throughout the Village, including the Waterfront Park. This visually stunning floral installation drew thousands of visitors and received widespread media coverage. Digital engagement played an instrumental role in destination branding. The Village's official tourism website attracted over 346,000 visitors – a 72% increase from the prior year. Bal Harbour's Instagram community surpassed 127,000 followers, generating more than 14 million views across campaign content. These metrics demonstrate the effectiveness of targeted campaigns in building brand awareness and consumer demand across domestic and international audiences.

Through careful investment, strategic marketing, and signature event activations, Bal Harbour continues to thrive as a premier global destination. Its Destination & Amenities pillar remains central to the *Bal Harbour Experience* – offering elevated, elegant, and memorable encounters for all who visit, live, or stay in Bal Harbour Village.

FISCAL STEWARDSHIP & ADMINISTRATION

The 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 prudent financial management, we ended FYE 2024 with a substantial general fund operating surplus of \$7.6 million. As of the beginning of FYE 2025, the undesignated fund balance as a percentage of the FYE 2025 Adopted Operating Budget was approximately 81% (which exceeds the 75% General Fund Reserve Policy goal). While there is still some time to audit and "close out" FYE 2025, we again anticipate a year end surplus.

The Village also successfully advocated against a proposed 2% commission on all taxes collected by the Miami-Dade County Tax Collector on behalf of Bal Harbour, avoiding nearly \$200,000 in annual increased costs. Additionally, the Village negotiated a phased implementation of the approved Miami Beach sewer surcharge increase, easing the burden on local ratepayers.

The Finance Department continued to provide the fiscal backbone that supports all capital and operational initiatives. In this past year, the Village received the Certificate

of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the tenth consecutive year. The Department also launched a new online Lien Search Request system with integrated payment functionality—enhancing efficiency, accessibility, and transparency - and has begun the process to implement an automated Accounts Payable system to streamline and modernize our payment process, as well as provide better security.

From an administrative standpoint, the Village executed a new Collective Bargaining Agreement with the Police Benevolent Association (PBA) which was overwhelmingly approved by the members, and we resolved a related labor grievance with the PBA. We also filed a professional negligence claim related to architectural services for the Waterfront Park project which is presently being negotiated.

As part of our ongoing commitment to innovation and operational efficiency, the Village has initiated a partnership with Prophecy Gov to pilot a customized artificial intelligence (AI) database that centralizes historical information dating back to incorporation. This platform will serve as a powerful internal resource, enabling staff to efficiently access and review Council meetings, agenda items, minutes, reports, contracts, and other key documents using the power of AI. As one of the first municipalities to participate in this pilot initiative, Bal Harbour has the unique opportunity to help shape and refine the platform's functionality to better serve the needs of local government. By streamlining research and simplifying the preparation of reports and memos, the system will reduce redundancy, highlight past solutions, and surface patterns in recurring issues. Most importantly, it will preserve institutional knowledge across staff transitions—ensuring continuity, improving decision-making, and reinforcing the Village's long-term strategic capacity.

CONCLUSION

As I look back on the past 12 years serving as Village Manager, I am struck by how quickly the time has passed and how far we have come as a community. It has been a privilege to lead our organization as it continues to evolve, grow stronger, and leaves a meaningful impact on the lives of our residents. Throughout this journey, I have remained committed to my own professional development and active involvement in organizations that support excellence in local government. Later this month at the Annual Conference in Tampa, I will complete my service on the Executive Board of the International City/County Management Association (ICMA), the premier association for local government management in the world. Since the conference this year is being held in the Southeast U.S. region, I will be leading the main General Session and will play a prominent role in the various key sessions throughout the event. In addition, the Florida managers, as well as the Local Government Hispanic Network, are hosting dinners in honor of my service on the ICMA Board and for my 35 years of service to the profession. As the ICMA Vice President, it has been my honor to represent my

colleagues and Bal Harbour Village on the world stage - the *Bal Harbour Experience* has been shared nationally and internationally over the past three years and is now very well recognized in the profession.

I also maintain active roles with the Florida City/County Management Association (FCCMA) and the Miami-Dade City/County Management Association (MDCCMA). This year, I was again honored to be named a "Home Rule Hero" by the Florida League of Cities for the sixth consecutive year, in recognition of my work on legislative advocacy. Additionally, I continue to serve on the Executive Board of the Greater Miami and Beaches Convention and Visitors Bureau (GMCVB), which remains a vital driver of our region's thriving tourism industry.

The progress we have made as a Village is a direct result of a shared commitment to professionalism, innovation, and transparency. With the Council's ongoing leadership and the direction set through our strategic retreats, we have built a resilient, forward-looking organization—ready to navigate challenges and seize opportunities. This year's accomplishments, from legislative successes to operational milestones, reflect the collective strength of our team and our dedication to delivering exceptional public service. Together, we continue to shape a Village that not only meets the highest standards of governance but also serves as a source of pride for all who call Bal Harbour home.

Thank you for the privilege of serving as your Village Manager over the past 12 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*!