

MIAMI BEACH

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TO: Honorable Mayor and Members of the City Commission
FROM: Alina T. Hudak, City Manager 
DATE: July 26, 2023
SUBJECT: Annual Performance Review and Evaluation

I am pleased to highlight my performance achievements over the past year in accordance with the terms of my employment agreement.

Managing the operations of this multifaceted organization has been both demanding and rewarding. I am proud of the many accomplishments our city team has collectively achieved on a multitude of priorities during my second full year as your City Manager. As always, I remain grateful for your continued guidance and support that make our successes possible and for the contributions of my colleagues, City Attorney Rafael Paz, City Clerk Ralph Granado and Inspector General Joe Centorino.

I am delighted to report that the City is financially sound and that our reserves continue to be healthy. Both the General Fund and Resort Tax Fund reserves are fully funded, tourism has fully recovered, and our resort tax collections continue to be strong. Property values in the City spiked last year as the taxable values for the FY 2023 budget increased by 11.2%. Due to the prudent management of our reserves, the highest in the City's history, and the strategic budget balancing plans employed over the past several years, the City has been able to maintain its AA+ credit rating despite significant fiscal challenges.

I would like to share a number of the most significant accomplishments over the past year. Please note that none of these would have been possible without your individual and collective leadership.

Budget

We successfully balanced the FY 2023 Operating Budget, taking into consideration the resident feedback in last year's Community Survey that prioritized public safety and cleanliness. During the last year, we have faced urgent visitor-driven public safety issues in the Entertainment District. This budget made permanent 17 police officers previously added on a one-time basis to provide a higher level of service in the Entertainment District and added two more police officers from the Smith & Wollensky lease approved by voters in 2021 for a total of four to enhance security in South Beach.

In response to the dramatic increase in boat traffic on our waterways, the FY 2023 Budget included additional staffing for the Marine Patrol unit to provide expanded coverage seven days a week. To improve emergency response times across the city, an additional Fire Rescue unit of 14 positions was added, which will also operate the new fire boat to provide proactive patrols of our waterways from a new location in Maurice Gibb Memorial Park. This

budget included the conversion of 29 part-time Park Rangers to full-time status over three years to add coverage on Ocean Drive, the Beachwalk from 46 to 79 streets, and partial coverage for rovers in various neighborhood parks.

This budget also made permanent six code officers previously added on a one-time basis for enhanced coverage in the Entertainment District and three more officers to address short-term rentals. In addition, the budget included a new Homeless Outreach after-hours team to provide much-needed services from 7 p.m. to 3 a.m. To help enhance cleanliness, we added Sanitation crews to increase the service levels in North Beach and along the Beachwalk. The FY 2023 budget also included significant funding for enhanced security and programming for spring break, funds to increase the frequency of trolley services from 30 to 20 minutes, and several economic development initiatives to spur economic growth.

Grants

Staff has continued to ambitiously pursue grants to support City projects. In the first half of FY 2023 alone, the City received over \$12 million in additional grant funds. Notable projects awarded include Citywide Gravity Sewer Mains Replacements, Dune Enhancements, South Beach Pedestrian Priority Zone, and Chase and 34 St. Shared-Use Path. The City has also been notified of other grant awards, including a \$10 million award for the West Ave. South neighborhood adaptation project, a \$1.65 million award for the Alton Road Shared-Use Path project, and a \$445,000 award for the Collins Park Rotunda project.

More than 35 grant applications have been submitted since the start of the fiscal year, seeking funds for resilience, transportation, and public safety, as well as for parks and homeless outreach programming. Included in the 35+ grant submissions is a request for \$48.9 million from the Federal Emergency Management Agency for the North Beach Town Center project. If awarded, this would be one of the largest single awards received in City history. The Building Resilient Infrastructure Communities (BRIC) grant program is one of many opportunities the City is aggressively pursuing that have been made available under the Bipartisan Infrastructure Law and the Inflation Reduction Act.

Legislative Affairs

Over the past year, the legislative affairs team has forged strategic partnerships with key stakeholders and proactively engaged with legislators to advocate our priorities. Through persistent efforts, effective communication, and the Commission's leadership — we together successfully influenced critical legislation with the following highlights:

- Successfully secured a State appropriation of \$500,000 to fund the construction of resilient seawalls along Collins Ave. and received a favorable recommendation through the Federal Community Project process for approximately \$10 million for the North Beach Living Shoreline Neighborhood Resilience Project.
- Defeated House Bill 1317 and Senate Bill 1346, which posed a significant threat to the preservation of historic buildings and districts in coastal areas throughout the state. By preventing the passage of these bills, we safeguarded the integrity of Miami Beach neighborhoods. Ensuring that local regulations and protections for historic properties

remain intact, we are preserving the heritage and architectural significance of our community.

General Obligation Bonds

The 2018 voter-approved General Obligation (G.O.) Bond Program is in its fourth year and continues to advance in all three categories of parks, infrastructure, and public safety projects.

Of the total 57 projects in this bond, 44 commenced in Tranche 1 (some of which span multiple tranches). As of June 2023, 98 percent of all Tranche 1 projects are completed or in active status (planning, design or construction). Many Tranche 1 projects are sub-divided into smaller “subprojects.” Of the 88 total existing sub-projects, 43 have been completed and 41 others are considered “Active.” Almost \$100 million has been expended and/or encumbered thus far. Approximately \$40 million worth of projects will be commencing construction in 2023.

To date, \$3.7 million in project funds have been saved, benefiting other projects with funding gaps. The City has also received nearly \$56 million in grant funding for projects with matching funds in the G.O. Bond Program. More than \$15 million of the grant funding has been awarded directly to G.O. Bond projects to subsidize their budgets.

Adopted by voters on November 8, 2022, the G.O. Bond for Arts & Culture was shepherded by staff in concert with our cultural arts community and consists of 21 transformative capital projects. Since then, City staff has been working internally and with the cultural institutions to evaluate and refine roles and responsibilities, timing of funding needs, etc., while concurrently preparing the documents needed by bond counsel to evaluate the taxable versus tax-exempt status of each project. Closing of the bonds is expected by the end of July.

I am pleased that we have been able to maintain our strong credit ratings with Standard & Poors (S&P) and Moody's for both of our general obligation bonds through our proactive efforts to reduce risk by investing in our aging infrastructure and adapting to climate change — as we strategically implement the best available science and knowledge.

S&P Global Ratings has assigned its “AA+” long-term rating to the City's Arts & Culture bonds and affirmed its “AA+” long-term rating on the 2018 GO bonds outstanding. The “AA+” rating reflects “a very strong economy, strong budgetary performance, very strong management, very strong liquidity, and a very strong budgetary flexibility.” Moody's has assigned its “Aa2” long-term rating to the City's Arts & Culture bonds and affirmed its “Aa2” long-term rating on the City's 2018 G.O. bonds outstanding. The “Aa2” rating reflects “a strong financial position, very strong governance, an expanding economic base, strong and growing full value per capita, very strong finances, a strong tourism reliant economy, and conservative budgeting and formal policies.

Infrastructure & Key Capital Projects

We have made significant progress on a number of capital projects around the city, including the following:

- Staff is managing the progress of 32 design and 12 construction water and wastewater critical needs projects totaling \$168 million. Five construction projects were completed, including the replacement of the Dade Boulevard sewer force main from Belle Isle to Michigan Ave., the replacement of the water main under Collins Canal at Jefferson Ave., odor control improvements at various pump stations, pump station 18 rehabilitation, and valve replacement at pump station 28. The following construction projects are near completion: rehabilitation of pump station 31, replacement of water main and sewer force main between Belle Isle and Rivo Alto, and trenchless rehabilitation of gravity mains and manholes for I&I reduction at Park View, Star, Palm and Hibiscus Islands.
- As part of our Seawall Prioritization Plan, 1.2 miles of seawall rehabilitation and raising was completed over the past year and 18 additional segments are currently in progress. Three living shoreline seawall projects are currently in design.
- Citywide assessment of vehicular and pedestrian bridges and prioritization of rehabilitation needs was completed in 2022, as well as the design and permitting for the structural rehabilitation of three vehicular bridges: 77 St. (876719) over Tatum Waterway, Henedon Ave. (876721) over Biscayne Point Canal, and 73 St. (876732) over Tatum Waterway. These are currently in construction procurement. The design and permitting for the rehabilitation of the Liberty Ave. Pedestrian Bridge was completed in March 2023. Construction is underway with completion expected in August 2023.
- Ongoing drainage water quality improvement projects: pump station 10 (Middle North Bay Road) is in permitting, pump station 24 (Lower North Bay Road) is approaching design completion, and pump station 32 (West Ave. and 6 St.) is in construction procurement. Construction of the pilot bioswale project on North Bay Drive and 59 St. was completed.
- The Advanced Meter Infrastructure (AMI) project to replace approximately 14,000 water meters citywide with advanced technology that allows customers to track their consumption in real-time. This project began in spring 2022 and is now over 90% completed. The project allows the City's infrastructure to be more efficient and provides for a more accurate billing of consumption.
- Brittany Bay Park – This completed project includes the creation of a living shoreline between the existing remaining seawall and the concrete retaining seawall, an ADA-accessible overlook that allows park patrons to walk from the park to the existing seawall's edge. In addition, the project improved pathways, added site furniture, new exercise equipment and pedestrian lighting to enhance the surrounding riparian and inter-tidal environment by creating a new habitat for aquatic and terrestrial species and improving water quality via filtration of upland runoff.
- Biscayne Beach Additional Parking – Different initiatives were identified and incorporated to create over 30 additional parking spaces in the neighborhood. The project entailed the conversion of the 79 St. traffic pattern from two-way to one-way circulation, changing the existing parallel parking with 45-degree angle parking, conversion of Stillwater Drive southbound to a one-way street and conversion of 5 bus bays within the neighborhood into stop bulb outs.

- Flamingo Park Handball Courts – The project renovated the Robert Haas and Joe Rubin Handball courts.
- North Beach Oceanside Park Phase I (83 St. - 87 St.) – Park improvements now completed include expanded path networks, revitalized landscaping, new signage, cosmetic refurbishment of the existing restrooms, ornamental entrance gates, lighting and security camera infrastructure, new playground equipment, new beach showers, turtle-friendly lighting and refurbished picnic shelters.
- North Beach Oceanside Park Beachwalk – Completed the final link in the Beachwalk from South Pointe to the northern boundary of the city by extending the Beachwalk from 79 St. to 87 St.
- Surface Parking Lot at Biscayne Beach, 8100 Hawthorne Ave. (partial G.O. Bond funding) – development of a new surface parking lot in the Biscayne Beach neighborhood equipped with safety cameras and EV charging stations, and featuring a new raised seawall, and pervious pavement.
- We have completed the following Parks & Recreation projects:
 - Scott Rakow Youth Center Gymnastics Flooring (G.O. #18)
 - Scott Rakow Youth Center Patio Flooring (G.O. #18)
 - Marjory Stoneman Douglas Playground Improvements (G.O. #9)
 - Flamingo Park LED Lighting Improvements at Football, Tennis, Pool, Basketball & Soccer (G.O. #52)
 - Flamingo Park Tennis Court Resurfacing
 - South Pointe Park Fishing Pier Railing Replacement
 - North Beach Parks Restroom Restoration (Allison, Stillwater & Fairway)
 - Citywide Court Improvements
 - Conversion of 2 tennis courts to 6 pickleball courts at Miami Beach Golf Club
 - Resurfacing of courts of Polo Park to include 2 new pickleball courts
 - Resurfacing of Basketball Courts at Polo Park
 - Replacement of Miami Beach Golf Course Range Netting
 - Lummus Park – New Slack lines at Muscle Beach South Beach
 - Collins Park – New Benito Juarez pedestal and Bust
- We are nearing the completion on the following Parks & Recreation projects:
 - New Sports Lighting at Pickleball Courts, Miami Beach Golf Club
 - Allison Park Shade Structure Addition
 - 10 St. Restrooms Improvements
 - Allison Park, New Dog Park

Resilience Projects

The City continues to integrate solutions to reduce the impacts of climate change risk to protect our residents and our environment while helping to future proof our infrastructure and assets. Planning for storms, sea level rise, and extreme heat is integrated into future projects such as offshore protection and green infrastructure and through development with our new Resilience Code. Here is some of the progress we made over the last year:

- Construction is expected to be completed for the Indian Creek Drive seawall in July 2023.
- The First St. and South Pointe Stormwater Improvements Project design is well underway, progressing to 60% design completion. Public meetings were held on June 7, 2022 and November 17, 2022, at the completion of conceptual and 30% design phases, respectively.
- A \$10 million grant agreement for the design of North Shore D, known as the North Beach Town Center, was executed and negotiations for the design task are underway.
- The 2023 Citywide Stormwater Master Plan and Capital Improvement Plan is underway, with the goal of updating the prior outdated master plan, and guiding the stormwater program for the next 10 years and beyond.
- Launched the 2023 Vulnerability Assessment and Adaptation Plan to identify the impact of sea level rise on the City of Miami Beach considering 2040 and 2070 projections. The assessment is both quantitative and qualitative, including conducting hydrological modeling and evaluating the community's social vulnerability to guide adaptation strategies for critical assets.
- Beach Renourishment: Locally supporting the Army Corps of Engineers \$40 million beach renourishment project through multiagency and multidepartment coordination and communications. The project will protect our tourism economy and upland properties from storm surge and sea level rise. The project is expected to be completed in the summer of 2023 and upon completion will address erosional hotspots with 835,000 cubic yards of sand. Three dune restorations have been completed through Crime Prevention Through Environmental Design (CPTED), a multidisciplinary design approach.
- Supported the ULink Coastal Resilience Team to launch hybrid offshore reef structures to test green and grey infrastructure through reef designs and corals to reduce wave action and support diverse marine habitat.
- Flood Insurance: Miami Beach is one of three Miami-Dade County municipalities that have achieved a favorable Class 5 flood insurance rating from the Federal Emergency Management Agency — collectively saving city policyholders some 25% in flood insurance premiums. The new certification discount amounts to \$8.6 million a year in combined savings from insuring both city assets and private properties through the National Flood Insurance Program.
- Environment: With your leadership, the City has implemented ambitious environmental protection and climate adaptation ordinances, including seawall elevation and overtopping, dune protection and water quality protection through erosion control and one of the strongest ordinances in the State to reduce fertilizer use and preserve the health of Biscayne Bay. Through the proactive construction site inspection program, compliance with the Water Quality ordinance has increased from 12% to about 50% since 2022.

The City has reforested multiple neighborhoods through the G.O. Bond Program, including in North Beach and Mid Beach by planting more than 1,900 native and Florida-friendly trees, guided by the Urban Forestry Master Plan, as we seek to reach our goal to increase the tree canopy from 17% to 22% by 2040. The next planned reforestation project will be a three-phase Beachwalk reforestation to ensure our assets can be enjoyed by residents and tourists alike during all times of the day and every season. We anticipate planting 600 additional trees through this effort.

- Launched the We Heart Biscayne Bay Water Quality campaign at a community Yappy Hour event for water quality protection specifically focusing on “Don’t Fertilize the Bay,” “Don’t Be Ruff on the Bay” and “Don’t Be Trashy.” As of mid-June, the campaign has garnered a combined 28,242,149 impressions and 225,551 website visits to the MB Rising Above website. As part of our efforts, we unveiled a temporary, mini lifeguard stand photo op at South Pointe Bark Park, where parkgoers can snap a photo of their furry friends with an important water quality message. We have also wrapped pet waste stations throughout the city with campaign creative and a QR code linking back to the website.
- In response to a recent environmental ordinance to reduce plastic pollution, we launched the #NoFilter campaign as a visual way to communicate to residents and visitors that filtered cigarettes are now banned in all our beaches and parks. Through promotion on our owned channels as well as media relations we have increased awareness in the community.
- Held the first Turtle Fest, welcoming hundreds of residents to a family friendly event in North Beach to highlight these magnificent creatures and reinforce the importance of community action and fun, educational activities for environmental protection.
- Resiliency Code and Land Development Regulations Update: Finalized the city’s first major update of land development rules in more than 30 years. The revised regulations provide much-needed clarifications to zoning requirements and for the first time incorporate a new resiliency code aimed at better positioning our coastal community to overcome the challenges of rising sea levels.
- Launched the Fight the Flood Private Property Adaptation program to incentivize resilience action, with 42 properties awarded the Phase 1 Assessment.
- Negotiated and executed a 10-year pouring rights agreement with PepsiCo and a five-year pouring rights agreement with Red Bull North America. Both agreements are completely plastic free for the water, soda, and energy drink categories and were the first of their kind. The deal also includes vending rights, where both entities are given permission to sell products on city property and within city venues, with a commission being paid back to the City of Miami Beach.
- Supported the Aspen Ideas: Climate Miami Beach Event from March 6-9. Led by the Mayor’s Office, the City of Miami Beach joined forces with the Aspen Institute to host a dynamic and multisector event to focus on solutions for climate change. The event

highlighted Miami Beach as a living laboratory for climate change and brought the city positive national and international press coverage.

Multiple departments supported this effort by coordinating transportation logistics, creating programming, providing speakers for expert panels, coordinating with nonprofits and hosting Miami Beach Rising Above Resilience Tours. The City also led communications, photography, videography and social media. The event engaged local universities, nonprofits and municipalities with a series of free temporary public art installations and performances. The event will return next spring.

Public Safety

Our public safety departments remain focused on providing the best services possible for the residents and visitors of Miami Beach. Here are some of the most notable accomplishments from the past year:

- Violent crime experienced an unprecedented double digit decline based on the data submitted to the Unified Crime Reporting Program for 2022. Violent crime in the city was down by 17.9% from 2021 (though the data is not expected to be formally accepted until the fall). There were 1,024 violent crimes in 2021 in Miami Beach compared to 849 in 2022. The overall crime rate was about the same from 2021-22.

Sexual offenses dropped from 125 to 109 incidents between 2021-22. That amounts to a 12.8% reduction while violent robberies fell 8% from 254 to 243 incidents. Aggravated assaults fell from 632 to 492 incidents — a 22.2% decrease.

- We continued our South Beach comprehensive multidisciplinary approach and increased Police, Code Compliance, Park Ranger, Fire, Homeless Outreach, Parking, Transportation and Facilities and Fleet presence in South Beach. The Police Department added a Homeless Resource squad to provide afternoon and evening coverage to the overall efforts associated with homelessness.

The combination of increased officer presence, productivity and data-driven policing initiatives led to the substantial reduction in the citywide Violent Crime Rate when so many major cities have experienced up to double-digit increases in Violent Crime.

This approach continues to reduce the number of incidents within the area and has improved collaboration among our departments.

- The Fire Department obtained the annual recommendation for reaccreditation from the Center for Public Safety Excellence in February 2023 — only 116 agencies world-wide are both accredited and ISO Class #1.
- The Public Safety Communications Division earned triple reaccreditation in Police, Fire and Medical Dispatch. There are only 14 accredited “Tri-ACE” agencies worldwide.
- Two new Ocean Rescue lifeguard towers with staffing were added at 55 St. and 62 St.

- The State of Florida EMS Matching Grant Program awarded the Fire Department \$24,936 to expand its pre-hospital EMS capability for the purchase of 18 automated external defibrillators (AEDs).
- In addition to CARES Act funding received last year, we collected \$23 million in funding under the American Rescue Plan Act and \$1,194,130 from FEMA for COVID-19 related activities. The Division of Emergency Management is also working with FEMA to recoup expenditures from the Surfside Building Collapse and brought in \$758,015 in additional reimbursement funds for Hurricane Irma this fiscal year.
- Miami Beach continues to be a Storm Ready© Community, recognized by the National Weather Service as having reached a high level of severe weather preparedness. We continue to exercise our preparedness with all departments throughout the year.
- We have implemented an “advanced” Community Emergency Response Team (CERT) program, offering additional public safety education in cooperation with the Police and Fire departments to our residents and businesses who are certified in the CERT program. This includes topics such as poison control, human trafficking awareness, extreme heat response, stop-the-bleed and much more. These additional classes keep our CERT members active and involved as volunteers. CERT classes are also now offered in Spanish.
- Our Fire, Police and Facilities & Fleet departments deployed to Southwest Florida following Hurricane Ian to provide assistance to our northern neighbors. After the floods in Broward County this April, our Public Works department also sent staff and equipment to help their community.

Short-Term Rental Team

Since the beginning of the fiscal year, Code Compliance's dedicated Short-Term Rental (STR) team of three officers, established in October 2021, have provided an additional 5,488 hours towards inspections/investigations of illegal STRs in the city. During the period of 04/01/2022 – 4/12/2023, this dedicated STR team investigated and pursued 1,480 calls for complaints of illegal short term/transient rentals. These investigations resulted in 887 violations during this period related to STR issues.

In addition, 23 violations for commercial use of a single-family home and 13 violations for filming without a permit were issued during this period by the STR Team. They have also issued 69 violations for apartments, hotels, and condos that failed to renew their main use Business Tax Receipt.

Spring Break 2023

I want to thank you for your leadership that authorized the funding and expanded programming during spring break. All our departments were involved in addressing the challenges of the six-week period that began Feb. 27 through April 2, 2023.

Returning for a second year, we produced Miami Beach Live!, which presented more activations with a fitness focus for our residents' and visitors' enjoyment. Staff engaged

large scale national and international events such as the Association of Volleyball Professionals (AVP), which celebrated their 40th Anniversary on our sands after years of being in Ft. Lauderdale, and hailing from the Netherlands, the King and Queen of the Courts international volleyball tournament celebrated its inaugural event in the U.S. in Miami Beach. We also engaged the long-standing local not-for-profit organization, Kiwanis of Little Havana, which created Art on the Drive as part of their Carnaval Miami Experience events. Local business Crunch Fitness and the Nike Lincoln Road flagship store also programmed smaller ancillary events each weekend in March. The month wrapped with the Miami Beach Fitness Festival powered by Hyrox, hosting over 600 athletes competing in a series of high impact intervals. The Miami Beach Live! marketing campaign had a total of 43.5 million impressions.

The city continued using its award-winning public safety campaign “Take Care of Our City” during the month of March,” which highlighted local laws in a welcoming manner. It featured more than 30 local influencers and achieved over 5.7 million unique impressions.

From a public safety perspective, there were 573 arrests made over the course of the six-week period (a decrease of 7% from the previous year) and 109 firearms were confiscated. Despite extensive police visibility throughout South Beach, which included support from outside agencies and extensive programming — we experienced two tragic fatalities as a result of gunfire on the weekend of March 18-20.

Based on Commission direction, I look forward to implementing changes to next year’s peak spring break period as we continue to evolve our plan and prioritize the safety of residents and visitors.

Memorial Day Weekend 2023

We hosted thousands of visitors this past Memorial Day weekend as we successfully implemented a comprehensive and coordinated major events plan to ensure the safety and enjoyment of residents and visitors, which included the return of the popular Hyundai Air & Sea Show.

North Beach Community Redevelopment Agency (CRA)

In its inaugural budget year (FY 2023), the North Beach CRA saw tax increment growth of 11.6% over the base year. The CRA has begun providing for enhanced community policing, code compliance and sanitation services. We are in the process of creating façade programs to promote residential and commercial beautification in the Normandy Fountain area. My administration also delivered on establishing the North Beach CRA office, introducing concierge services for district residents and businesses. Additionally, private development is underway in the North Beach Town Center area, which will serve to encourage additional development and enhance the tax increment in future years.

Miami Beach Convention Center Hotel – Grand Hyatt Miami Beach

The work associated with the Early Access Agreement with MB Mixed Use Investment, LLC commenced in June of 2022 and is targeted for completion in July 2023. The demolition of

the annex building and Jackie Gleason Theater rehearsal room is complete and construction of the back of house improvements to the theater and other infrastructure is underway and nearing completion. The developer's loan closing, site possession and construction commencement of the hotel tower is anticipated in fall 2023.

Workforce & Affordable Housing Fee Exemption Ordinance

Housing affordability is an integral component of developing and maintaining a vibrant community and welcoming business climate. My team prepared legislation to exempt affordable and workforce housing projects from certain development-related fees. The Administration believes that the legislation will serve to support the growth of accessible housing options to benefit Miami Beach residents and workers.

Collins Park Artist Workforce Housing Project

On November 16, 2022, the City Commission authorized a revision to the Ground Lease with the developer to strengthen the financial viability and appeal of the Project to potential investors by committing a capital contribution of \$2.85 million and \$4 million from the Arts and Culture General Obligation Bond. With Miami City Ballet's sublease for the dormitory space already executed, the developer has worked to secure bond financing to fund project construction and pay all costs related to the building permit and County impact fees. Note: The Project achieved financial closing on June 15, 2023 thanks to the leadership of the City Commission with approval of an additional \$3 million contribution on May 17, 2023, which will enable this \$42 million critical project to break ground.

Transportation & Parking

We continued to expand the availability of supplemental transportation services, looked for ways to ease congestion and improved parking services. Here are some of the highlights from the past year:

- Enhanced the Mid Beach On-Demand Transit (Freebee) service with the introduction of two Tesla Model X vehicles replacing the golf-type vehicles.
- Obtained FDOT approval of southbound dual right turn lanes at the intersection of Indian Creek Drive and 41 St. to improve traffic flow at this critical juncture.
- Secured \$320,000 under the grant program USDOT Safe Streets for All for the development of a Miami Beach Vision Zero Implementation Plan.
- Secured \$1.25 million grant award under the FDOT Transit Service Development Program for the South Beach Trolley service.
- Commenced build-out of a real-time Transportation Management Center (TMC) (co-located at the FDOT District Six SunGuide TMC) as part of the Intelligent Transportation System project construction.

- Completed design of a tactical urbanism project on Española Way East, Española Way West, and 14 Place alleyway as part of the South Beach Promenade project.
- Completed design of the South of Fifth St. Neighborhood Traffic Calming (interim) project.
- Initiated design of the Flamingo Park Neighborhood Slow Streets 2.0 pilot project.
- Deployed a pilot project on the beachwalk to enhance pedestrian safety.
- Executed the contract to install security cameras in all city garages — and have completed the 17 St. garage with the City Hall garage underway. We expect four additional garages to be completed this year
- The citywide valet agreement was awarded and negotiated with greater financial terms for the city.
- Launched a real-time parking dashboard that provides quick access to parking permit data and allows employee productivity to be tracked.
- The Collins Park Garage, with its unique crossword puzzle design, was selected by the International Parking and Mobility Institute to receive the organization's award of excellence in mixed-use parking and mobility facility design. As the world's largest association of professionals in parking, transportation and mobility, IPMI deemed the Collins Park Garage to have achieved excellence through "creative, innovative and sustainable programming and design" that ultimately enhances the user experience.

Facilities and Fleet

The Facilities' construction team completed over 75 capital renewal and other projects, including the installation of 14 new electric vehicle charging stations for city vehicles, in accordance with our city's Green Fleet Initiative. We were also recognized by the National Association of Fleet Administrators (NAFA) as one of the 100 Best Fleets in North America, ranking at #32 among 38,000 public fleets.

Asset Management Division staff executed three new lease agreements (Taste Bakery Café, Open Vision One, LLC and Lime Tree Café, LLC) and renewed six lease agreements for city properties. In addition, Moonlighter FabLab opened in February 2023 at a city property, providing a local STEAM program and various public benefits to Miami Beach residents. The team has also worked closely with the Edens team (owner/developer) of the Fifth St. and Alton Road property to ensure the venue's cleanliness, day-to-day operations and presentation are reflective of our stringent standards. We engaged in similar meetings with the Suntex Marina to address the needed repairs and maintenance deficiencies observed to ensure a first-class marina standard.

A new and much needed Asset Software package RFP was executed to streamline consistent and real-time leases, billings, receivables, insurance and other tracking.

All vehicles in the Building Department fleet have been replaced with environmentally friendly hybrid and electric vehicles.

Building

The city has implemented new building recertification processes that are in line with recent State laws, including creating databases of buildings and sending advanced notification of impending recertification to over 2,000 Miami Beach buildings. 100% of the Building inspection staff have become safety damage assessment certified. We also created a building inspection log to help condominiums track repairs, comply with Grand Jury recommendations, and provide education on best practices for building maintenance.

The Building Department hosted various trainings, informational meetings, and provided electronic information throughout the year to improve the public's understanding of the building permitting process.

Procurement

Over the last year, Procurement generated approximately \$2.5 million in savings and cost avoidance through competition and negotiations.

The department implemented a registry of small and disadvantaged businesses, as certified by Miami-Dade County and LGBT owned businesses, as certified by the National Gay and Lesbian Chamber of Commerce. The City's spend with small, disadvantaged and LGBT owned business during the last fiscal year was nearly \$12 million.

Procurement is currently undergoing an accreditation review in hopes of achieving the National Institute of Governmental Procurement's (NIGP) Quality Public Procurement Departments Accreditation. This accreditation is awarded to public procurement departments that are incorporating best practices into its operations. The department hopes to be accredited by the end of 2023.

Collective Bargaining

The City's negotiation team bargained with all five unions (American Federation of State, County and Municipal Employees Local 1554; Communications Workers of America Local 3178; Fraternal Order of Police William Nichols Lodge No. 8; Government Supervisors Association of Florida; International Union Local 100; and International Association of Fire Fighters Local 1510) and successfully reached an agreement with each collective bargaining unit.

Community Services

We continue to offer a variety of housing and community development programs to address the specific needs of low- and moderate-income residents, including:

- The Homeless Outreach Services Division expanded specialized outreach services for mental health and co-occurring disorders to 7 days a week from 7 p.m. to 3 a.m.
- The Community Services division prepared an estimated 380 tax returns for income-eligible residents, assisted one income-eligible household through the First-Time Homebuyer's Program to purchase a Miami Beach property, and assisted one household with homeowner rehabilitation.
- The 2022 All-Stars Program Summer Camp successfully increased the enrollment of children with special abilities from 10% to 21.3%.
- The city referred 50 households to Legal Services of Greater Miami for legal assistance for housing-related issues, such as evictions, rent increases, and substandard housing from Jan.- May 2023.
- The city's Community Services division assisted over 200 households on a monthly basis with onsite Department of Children and Families Access Services, including Supplemental Nutrition Assistance Program (SNAP) benefit applications and recertifications.
- The Community Services division started a partnership with Feeding South Florida in November 2022. Food has been distributed to over 1,250 (Nov.- May 2023) low-income residents experiencing food insecurity.

Support of Miami Beach Education

Supplemental education programs remain a top priority and we have achieved the following over the past year:

- Expanded Pre-K Scholarship Program to 158 Miami Beach families for the 2023-24 school year and fully automated the application process to ensure ease of participation
- Sustained dual-enrollment offerings at Miami Beach Senior High and Miami Beach Nautilus Middle through a partnership with Florida International University (FIU), Miami Dade College and the University of Florida — saving Miami Beach families an estimated \$2.81 million since program inception.
- Partnered with multiple local universities and several Ivy League colleges to expand our paid internship program providing needed support to departments across the city.
- Created a virtual tour for each Miami Beach public school to help market City developed and funded programs.
- Developed and implemented the First to College Miami Beach Scholarship program that provided approximately \$2,400 to 44 Miami Beach residents who are first generation college students through a partnership with FIU, Miami Beach Chamber Education Foundation, and the Miami Beach Police Athletic League.

- Hosted youth and community job fairs in partnership with CareerSource South Florida to bring approximately 40 employers on-site to job seekers at Miami Beach Senior High and Miami Beach Adult & Community Education Center.

Miami Beach Convention Center

The past 12 months have been a major success for the Miami Beach Convention Center (MBCC). In 2022, the MBCC, South Florida's premier convention center, hosted approximately 560,000 guests at 67 regional, national, and international events, creating significant economic impact for the City of Miami Beach and the region.

Last year, the MBCC earned five prestigious industry recognitions: the "Silver Stella 2022" (Northstar Meetings Group), the "Centers of Excellence Award" (Exhibitor Magazine), "Smart Stars 2022" (Smart Meetings Magazine), "Prime Site Award" (Facilities & Destinations), and "Reader's Choice Award" (ConventionSouth). MBCC has become the go-to venue for large-scale events in South Florida. In 2022, it hosted the first-ever VIVE conference, a combination tech/medical event that aims to facilitate business transformation in healthcare, followed by the world's largest Bitcoin event, Bitcoin 2022.

Highlights of the 2023 calendar include the return of Art Basel Miami Beach, Discover Boating Miami International Boat Show, eMerge Americas, Bitcoin 2023, Expoverse, Swim Show 2023, America's Food & Beverage Show 2023, FIME 2023 (the largest medical device and equipment trade show in the Americas), Aspen Ideas: Climate, and the exciting opening of the Rum Room and Venu in the former Carl Fisher Clubhouse. In March 2023, Seatrade Cruise Global, the preeminent cruise industry conference, announced its return to the MBCC for 2024.

Events, Trade Shows and Conferences

Our team is leveraging partnerships and resources to cultivate relationships with and attract the technology and financial services industries to Miami Beach by attending and participating in events that offer opportunities for staff to showcase current programs, incentives and engage with business owners. The City participated in iConnections Global Alternative (Global Alts) Investments Conference, Money2020, SXSW, TheVentureCity, Tech Beach Retreat, eMerge Americas, Bitcoin, Florida International Medical Expo, as well as a host of local community events in partnership with Business Improvement Districts, GMCVB, Chambers, Beacon Council and neighborhood business associations.

Business Attraction Marketing and Public Relations Campaign

The Make A Bold Move campaign, launched in May 2022, focuses on small and medium sized businesses in the technology and financial services industries who are looking to adapt their business to the changing priorities of top-tier talent. The campaign was developed to entice business leaders and entrepreneurs to relocate to Miami Beach and/or expand their existing operations, with the goal of attracting technology and financial service businesses, creating high-skilled and high-wage jobs for new and existing residents, and filling vacant office spaces.

The campaign showcases Miami Beach as a location like no other, highlighting the city's unique lifestyle assets including arts and culture, health and wellness, warm weather, and family friendly neighborhoods. Make A Bold Move is a call to companies to recognize that their teams want to live a full life outside of work, and companies that don't adapt their work culture and workplace will be left behind. In addition to realizing over 6 million unique impressions, the campaign was recognized by the American Marketing Association (AMA) of South Florida as best digital marketing campaign in 2022. Our new trade show booth was inspired by the campaign and was first unveiled at the eMerge Americas conference in April 2023.

Business Assistance Programs

The Community Development Block Grant Coronavirus (CDBG-CV) funds provided \$660,000 to assist 33 small businesses and microenterprises with up to \$20,000 for reimbursement of eligible business expenses through the Emergency Small Business Reimbursement Grant Program. Financial services firms Starwood Capital, PennantPark Investment Advisers, Siebert Financial, and Pretium Partners participated in our Expedited Plan Review and Permitting Program focused on providing concierge services to targeted industries.

41 St. Business Improvement District Formation

Our team worked with the 41 St. Business Improvement District (BID) Steering Committee to prepare the necessary documentation for authorization, by the City Commission, to conduct a special mail ballot election for summer 2023. The mission of the BID is to support the vitality of the corridor by augmenting and improving services and increasing the vibrancy and quality of outcomes of businesses, residents, and visitors.

Prioritizing Arts, Health & Wellness and Family Fun

We produced 57 citywide family-friendly community events and initiatives through the Parks and Recreation Department with a total participation of 17,000, which included Winter Wonderland, Spring Eggstravaganza, Black History Night Celebration, Hispanic Heritage Festival and Pride at the Pool. We also funded the second season of Miami Beach OnStage! that was comprised of 59 culturally diverse performances across the city, which included music, dance, art and movies. Through these various events, free programming was provided to nearly 5,000 residents. Most recently, we partnered with the Miami Marlins to program monthly community activations from May through December 2023 at the temporary "Sandy's Beach" in Lummus Park — commemorating Marlins' pitcher Sandy Alcantara's Cy Young Award win and creating a community gathering place.

Over the past year, staff has overseen the donation and installation of *Minna* by Jaume Plensa, a monumental sculpture which opened in Pride Park during Art Week Miami Beach 2022. Through our Legacy Purchase Program, we acquired an installation by multi-disciplinary Afro-Cuban artist Juana Valdes, which was installed in the East Lobby of the Miami Beach Convention Center. We also presented a series of temporary public art installations, including 12 works for No Vacancy, Miami Beach and the 40-foot steel sculpture commission *Starchild* by the artist duo FriendsWithYou. Since the *Starchild*

sculpture received such overwhelmingly positive feedback by the community, it is being added as a permanent piece to our city's Art in Public Places collection. In addition, Tobias Rehberger's "obstinate lighthouse (2011)" located in South Pointe Park underwent a major renovation.

As a result of the success of the temporary art installation "Little Cloud Sky" created by FriendsWithYou, which enhanced the Española Way corridor and encouraged pedestrian connectivity to Ocean Drive, the program *Elevate Española* was launched this year as a dedicated art presentation site that commissions installations suspended above the historic Española Way corridor. Featuring two projects annually, *Elevate Española* plays an important role in bringing contemporary art to one of the most publicly visible areas of Miami Beach. In November 2022, Edouard Duval-Carrié debuted the inaugural installation titled "Trapeze Contortionists" and in May 2023, Miami-born artist Jillian Mayer presented "Very Moving," featuring a system of mobiles to create a kinetic sculpture and painting installation.

In partnership with the Greater Miami Convention & Visitors Bureau, we launched the city's first annual marketing campaign known as "Find Your Wave," which promotes Miami Beach across various verticals including tourism, health and wellness, arts and culture, business attraction and residents/community. The campaign is being promoted across multiple paid media channels including digital, social, responsive search ads, search engine optimization, print, targeted newsletters and out of home and will run through this fiscal year. The campaign's full promo video highlights various iconic locations across the city and was released at the Mayor's State of the City with much positivity and has been featured on CNN, Bravo, ESP, MTV and CNBC. As of May 2023, the campaign has realized 32 million impressions, with over 2.7 million impressions targeted to the business sector — being featured in media such as the Wall Street Journal, the South Florida Sun Sentinel, Shermans Travel and City & Shore magazine.

We also installed a Miami Beach sign to act as a temporary photo installation in Lummus Park between 5 and 6 streets, with the intent of encouraging residents and visitors to snap a photo and share across their social channels. Since the sign's installation, we have seen a steady stream of people posing with the structure and helping to amplify the Miami Beach brand.

Expanded Community Engagement

Transparency, clear information and access to government remains a top priority for me and it's what our community deserves. I am proud of the resource our Neighborhood Affairs Division (NAD) has become and view them as an extension of the City Manager's office. The NAD team plays a critical role in fostering strong and vibrant relationships with our residents and stakeholders by encouraging dialogue with our community, sharing updated project information for a myriad of initiatives and participating in community activities across the city. NAD project webpages have been recently upgraded for a better user experience.

Forty one residential committees are currently being supported through considerable staff efforts to increase community engagement and feedback. In addition, staff is requested to attend the meetings of approximately 35 existing homeowner and neighborhood associations to provide updates and gather additional input from residents.

This spring, the Police Department's Community Affairs Unit (CAU) planned and executed a Mid Beach block party. Several departments participated, including Code, Economic

Development, Fire's Emergency Management Division, Housing and Community Services, Capital Improvement Projects, Facilities and Fleet Management, Parks and Recreation and Public Works. The Police Department also participated in several outreach initiatives both locally and across Miami-Dade County to further enhance their relationship with the community.

Innovative Technology

The IT Department developed a new Resort Tax application that modernized the city's revenue system, which has provided a significantly better resident experience. The team has also developed an additional 115 dashboards to enhance city department's operational needs, as well as open data initiatives. An analytics program was created for the Fire Department, which led to an additional 34 dashboards for operations and accreditation. These critical additions have increased the city's analytics capacities and total library of dashboards to 166.

The city website is undergoing a major overhaul, including updates to the homepage layout, design, content and imagery. The "Resident", "Visitors" and "Business" tabs were updated with the same treatment to ensure consistency across the site and to offer users a seamless experience. The icons and their layout were designed based on back-end reporting, which indicated the most searched terms, clicked icons and visited webpages within the site. Various department pages have also been updated during this process and this effort will continue through the year. We also streamlined the "Events Calendar" on the homepage to include all meetings and events in one place with the ability to filter by topic (Arts & Culture, City Government, Parks & Recreation, etc.).

Numerous citywide upgrades were implemented to continue to enhance features, security, and availability for critical systems. The city's financial, human resource, timekeeping, licensing, and permitting systems were all updated to provide internal efficiencies as well as improve the resident experience.

The city's cybersecurity team continued to develop our robust security and compliance program. These changes allowed IT to defend against evolving and increasing threats to the city's assets and data. Enhanced staff training, phishing exercises, and proactive penetration testing complement our existing cyber systems and staff development.

The Police Department continues working on expanding the CCTV network throughout the City and in City facilities. We currently have over 1,300 camera views in our system with many additional projects coming online. These cameras have proven their value in not only providing situational awareness to public safety departments, but also to investigators in solving crimes.

The Police Department also initiated its Uncrewed Aviation System (UAS) drone program in January 2023. The Department operates its program under stringent guidelines established by the Federal Aviation Administration. Each pilot is dually certified by the Miami Beach Police Department and obtained their FAA Part 107 – Remote Pilot Certificate. Dual certification of each pilot holds our personnel to a higher level of proficiency and competency. The Miami Beach Police Department has 12 certified pilots and 7 State of Florida-approved aircrafts.

This year, the Code Compliance field operations achieved moving to a completely paperless environment. From call for service inception, evidence gathering, report writing and photographic documentation, all case information is now paperless. This accomplishment reduced space allocation for physical office files and offsite storage costs for archived records.

I appreciate the opportunity to provide you with a summary of accomplishments from the past year as your City Manager. Please note that this is not meant to be an exhaustive summary of our many day-to-day operational activities. Once again, I thank each of you for your leadership and continued support — and welcome your feedback.

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