



TOWN OF SURFSIDE

Office of the Town Manager

MUNICIPAL BUILDING
9293 HARDING AVENUE
SURFSIDE, FLORIDA 33154-3009
Telephone (305) 861-4863

Town Manager Report

May 13, 2025

Prepared by: Mark Blumstein
Town Manager

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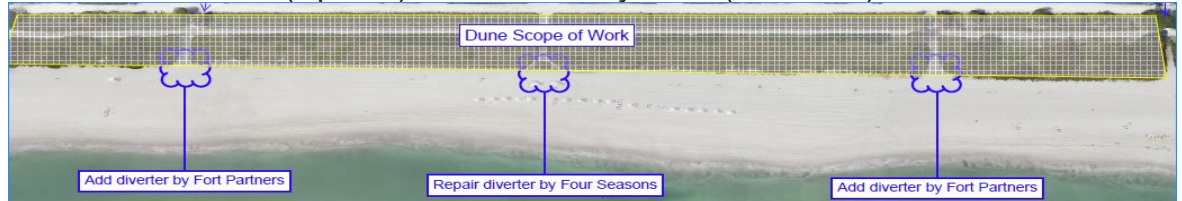


TOWN MANAGER

Team: Mark Blumstein, **Town Manager**
Ana M. Gonzalez, **Executive Assistant**

Please find below the April 2025 Highlights.

1. **Indian Creek Septic to Sewer Update** – pending legislation from the State
2. **9300 Collins / Kushner Development** – Groundbreaking May 14, 2025
3. **9333 Harding Avenue** – Future Plans
4. **Residential District Parking Plan** – Commencing May 2025
5. **Beach Renourishment** – Commencing May 2025 in Bal Harbour
6. **Freebee** – Upgraded Vehicle, Number of Vehicles, Hours, and Extended Zone
7. **UKG-Payroll / Technology Implementation** – In progress
8. **Dune Restoration (Update)**: Estimated July 2025 (90-92 ST)



9. **Town Dune Restoration Project** – Estimated Commencement October 2025
10. **Town Improvements**
 - Community Center – Pool Trellis – Completion by June 2025
 - FDOT Road Improvements – New Crosswalks – Estimated July 2025
 - Harding Avenue, between 87th Street and 87th Terrace (mid-block)
 - Harding Avenue at the north side of 90th Street
 - Harding Avenue at the north side of 89th Street
 - Collins Avenue at the south side of 89th Street
11. **Condo Recertification & Compliance Process** - Ongoing
12. **Town of Surfside Tree Program** – \$50K (\$400/25 gallon/10-12' trees)
 - Live Oak
 - Green Buttonwood
 - Silver Buttonwood
 - Japanese Blueberry
 - Pink Tabebuia
 - Gumbo Limbo



TOWN CLERK

The mission of the Town Clerk's Office is to ensure effective functioning of the Town's governance process while concurrently maintaining quality customer service to members of the public, Town Commission and Town staff by utilizing the best possible technological solutions to provide accessible information including access to the Town's official records, archives, and the Town Commission agenda.

Team: Sandra N. McCready, **Clerk**
Genesis Guevara, **Deputy Clerk**

PUBLIC RECORDS REQUESTS

<u>YEAR</u>	<u># Public Records Requests (PRR)</u>
2020	77
2021	227
2022	157
2023	913
2024	974
2025	
<u>MONTH</u>	<u># Public Records Requests (PRR)</u>
January	81
February	107
March	100
April	150

APRIL 2025

<u>ACTIVITIES</u>	<u>AMOUNT</u>
Board Meetings Attended	6
Commission Meetings Attended	3
Public Notices Issued	19
Meetings Transcribed	9
RFP/RFQ Issued	0
Ordinances Published	0
Resolutions Published	9
Elections Conducted	1
Special Master Hearings Attended	0



HUMAN RESOURCES

The Human Resources Office provides effective human resources management by developing and implementing policies/procedures, programs and services to attract, develop, motivate and retain a diverse workforce while embracing diversity and inclusiveness as a core value. The Human Resources element of the Executive Department is responsible for personnel matters such as recruitment, compensation, employee relations, benefits and labor relations.

Team: Marisol Vargas, **Director**
Ana M. Gonzalez, **HR Generalist**

OPEN POSITIONS	
Accountant	1
Executive Assistant to the Chief of Police	1
Police Officer (2)	Filled
Custodian	1
Seasonal Lifeguard P/T	4
Maintenance Worker I	1
Finance Director	1
Community Service Aide	1
Parking Enforcement Officer	1
Records Tech / Asst to Town Clerk	1



BUILDING DEPARTMENT

The Building Services Department provides a full range of services to the residents and commercial property developers of the Town with the aim of ensuring that all buildings and other regulated structures do not pose injury and/or death hazards in any reasonably predictable environment (sunshine to hurricane). In addition to reducing risks to life, the Department seeks to minimize risk to property. Reducing hazards through compliance with State of Florida Building Code and appropriate Federal agencies ensures that insurance discounts are received, and code-compliant buildings are completed.

Team:	Manuel “Manny” Salazar – Building Official Rony Jean, Supervisor – Permits Alexis McCullough, Temp Clerk Randy Courtois, Temp Clerk Sofia Valdes, Permit Clerk
Building/Roofing:	Ulises Fernandez
Building/Structural:	Daniel Dominguez
Electrical:	Candelario Martinez
Mechanical:	Jan Perez
Plumbing:	Roberto Conde
Structural/Multi-Family:	Chrome Engineering
Flood Review:	Erica Valdes
Planning/Zoning:	Scarlet Hammons, The Corradino Group

ACTIVITY	AMOUNT
Building Permits Issued	134
Inspections Performed	219
TCO/CO/CC Issued	1
Net Revenue Generated	2,752,694.76



NEW MULTI-FAMILY DEVELOPMENTS

These approved developments are expected to deliver a high-quality environment, regarding livability, visual interest, identity and sense of place, within the Town's Multi-Family Districts.

All new building construction must conform to the development standards of the zoning districts in which they are located. These projects are intended to go beyond the basic requirements of the Town's Zoning Code and deliver character and compatibility without changing existing setbacks or height limitations or regulations. In addition, these developments are expected to be in harmony with their surroundings and demonstrate a high standard of quality.

The following developments are in progress within the Town of Surfside.

<u>PROJECT</u>	<u>ADDRESS</u>	<u>DEVELOPERS / PROJECT MANAGER</u>	<u>STATUS</u>	<u>Proffers</u>	<u>Resolution</u>
DAMAC	8777 Collins Avenue	James Galvin	Foundation June 2025	\$2,500,000	2023-Z-3209
Seaway	9133-9149 Collins Avenue	Tom Evans Fort Partners	TCO	\$250,000	2018-2489 2021-2782 2024-Z-3246
Hillcrest	9165 Collins Avenue	Tom Evans Fort Partners	Under Construction	\$180,000	2022-2870
Surf House	8995 Collins Avenue	Tom Evans Fort Partners	Foundation Ongoing	\$686,050	2019-2661
Kushner Development	9300 Collins Avenue	Rafael Schwartz 9300 Collins Ave. Owner LLC	Groundbreaking May 14, 2025	\$5,900,000	2024-Z-3255 2024-Z-3338 2024-Z-3339
Ocean House	9309-9317 Collins Avenue	Marcelo Kingston MTP Oceanside LLC	Under Construction	\$380,000	2022-Z-2955
303 Surfside	303 Surfside Blvd 9116 Harding Ave	Nelson Fernandez 303 Surfside Blvd LLC	Pre- Construction	\$70,000	2023-2971
Surf Row	8809 Harding Avenue	Carli Koschel, Esq. 8800 Collins Owner LLC	Pending Commission Approval	Pending Town Commission	N/A
La Linda Surfside	8851-8873 Harding Avenue	Vanessa Madrid Pampa Sunbelt 19 LLC	Pre- Construction	\$31,525.87	2023-Z-3236



CODE COMPLIANCE DIVISION

The Code Compliance Division's mission is to fairly and consistently enforce the Town of Surfside Code of Ordinances. The Division strives to promote and protect the health, safety, welfare, and quality of life for residents and businesses of the Town of Surfside.

Team: Carmen Santos-Alborna, **Director**
Kimberly Ruvin, **Code Officer**
Emmanuel Santana, **Code Officer**

APRIL 2025

STATUS	AMOUNT
OPENED APRIL 2025	69
CASES SCHEDULED FOR HEARING BEFORE SPECIAL MAGISTRATE	0
POST HEARING	3
RECORDED LIENS	66
TOTAL	135

Inspections: 133

<u>MONTH</u>	<u># CASES</u>	<u>FEES COLLECTED</u>
JANUARY	28	\$43,364.34
FEBRUARY	15	\$10,492.37
MARCH	18	\$14,555.66
APRIL	5	\$3,000.81

YTD FEES COLLECTED - FY24/25: \$148,409.07



PARKS & RECREATION

We Make Memories

The Town of Surfside Parks & Recreation Department is where the fun happens. Where Surfside's families learn to swim, brush up on their tennis skills, meet new friends and get to know their neighbors.

Mission Statement

Provide recreational and leisure opportunities to build a strong sense of community while increasing the social, cultural, and physical well-being of the residents and to be innovative in the programming needs of the community.

Team: Tim Milian, **Director**
Adrian Hernandez, **Assistant Director**

STAFF DIRECTORY

4 Coordinators/Supervisors/CSR

13 Lifeguards / **9** Recreation Leaders / **4** Custodians/Maintenance

Aquatics	Recreation
Marianella Luces–Aquatics Supervisor	Carlos Malvarez – Supervisor
Anibal Modica – Head Lifeguard	Virginia Agramonte – Asst to Director
Tanya Friedman – FT Lifeguard	Jorge Galdo JR – Coordinator
Barbara Vasallo – FT Lifeguard	Shawn Walker - CSR
Fidel Martinez – FT Lifeguard	Carlos Vina – Maintenance Worker II
Leoner Reus – FT Lifeguard	Matthew Castrorao – Recreation Leader II
Vacant – FT Lifeguard	Alexander Villeda - Recreation Leader II
Carlos Agon – PT Lifeguard	Lucas Feinstein - Recreation Leader II
Jorge Cortes - PT Lifeguard	Kerline Fertil – FT Custodian
Lena Hernandez - PT Lifeguard	Pierre Prophete – FT Custodian
Flor Hernandez - PT Lifeguard	Phillibert Joseph – PT Custodian
Alejandro Zamora - PT Lifeguard	Vacant – PT Custodian
Daniel Cantero - PT Lifeguard	Alan Portaluppi – Recreation Leader I
Enzo Rodriguez - PT Lifeguard	Carolina Paz – Recreation Leader I
Fernando L. Pons – PT Lifeguard	Logan Brennan – Recreation Leader I
	Jorge Almaguer – Recreation Leader I
	Veronica Martinez – Recreation Leader I
	Addel Aguilar – Recreation Leader I

Facilities Overview

Parks & Recreation oversees the following facilities:

- Community Center & Aquatic Facility
- 96th Street Park
- Kayak Launch
- Tennis Center
- Beach Lifeguard Tower
- Beach Chair Service
- Hawthorne Tot Lot
- Paws Up Dog Park

Facility Updates

- **Tennis Center:** Operates by reservation only. The new program session commenced Monday, April 29th and runs through the month of May.
- **Pickleball:** Programming hours are in place and have been adjusted to optimize availability alongside tennis.
- **Aquatic Facility:** The pool continues to operate with lap swimming registration required during all operating hours. Pool hours are adjusted monthly to maximize daylight. For May, the pool is open from 7:00 a.m. to 8:00 p.m.
- **Beach Lifeguard Tower:** Operational from 10:00 a.m. to 6:30 p.m. in May.
- **96th Street Park:** Now open daily from 8:00 a.m. to 9:00 p.m.
- **Kayak Launch & Playground:** Open daily from 8:00 a.m. to sunset.

Beach Chair Service: The daily Beach Chair Service is operated through Beach Time Max in alignment with the Beach Lifeguard Tower hours (10:00 a.m. to 6:30 p.m. in May). This service is available exclusively to Surfside residents. Residents must check in at the Community Center front desk to receive wristbands. Each household is eligible for 2 chairs and 1 umbrella per day.

Town School (Ruth K. Broad Bay Harbor K-8) Shuttle: Parks & Recreation continues to manage the Town School shuttle. In April, the average daily ridership was 25 in the morning and 26 in the afternoon.

Community Center Improvements

- **Shade Structures:** Installation is underway. Portions of the pool lounge area are temporarily closed while Public Works and Atlantic Awnings complete the work, expected to finish by early June.
- **LED Outdoor Screen:** The new outdoor LED screen is now operational and displays all upcoming Parks & Recreation events and programs.

96th Street Park Enhancements

- **Kayak/Paddleboard Kiosk:** We are currently working with a vendor to establish a rental kiosk at 96th Street Park that will offer kayaks and paddleboards for patrons to enjoy at their convenience. The contractor will handle all maintenance and operations, while the Town will receive 50% of the revenue. We anticipate installation to take place in early summer.

- **Vending Machines:** Two new vending machines will be added to the park—one dedicated to ice cream and the other offering a combination of snacks and beverages. These are expected to be installed and operational in the coming weeks.

Recent Events & Activities

- **April Senior Trip:** A group of 37 enjoyed a performance of *Waitress* at Miracle Mile Theater—a delightful afternoon of music, laughter, and great company.
 - **Splash into Spring:** A water-themed version of our traditional egg hunt featured pool games, egg dives, and family fun. Attendance: 253.
 - **Spring Egg Hunt:** Held at the newly renovated 96th Street Park. Families enjoyed the updated layout and a festive day of egg hunting and outdoor play. Attendance: 553.
 - **Bayanza Event:** This shoreline cleanup brought together 103 participants committed to environmental stewardship and community pride.
 - **April Senior Brunch:** A well-attended gathering of 22 seniors enjoying food, conversation, and camaraderie.
 - **Earth Day Event:** A celebration of sustainability featuring interactive activities and educational booths. Attendance: 173.
-

Upcoming Events & Activities

- **May Senior Brunch:** Scheduled for Friday, May 16th, from 11:00 a.m. to 1:00 p.m., featuring Bingo and light refreshments.
- **May Senior Trip:** A visit to the Superblue Miami Museum is planned for Tuesday, May 21st, from 11:00 a.m. to 4:30 p.m.
- **Memorial Day Event:** Taking place on Monday, May 26th, from 10:00 a.m. to 11:30 a.m. at Veterans Park. Open to the entire community.



COMMUNICATIONS DEPARTMENT

Team: Cindy Reyes Arboleda, **Acting Director**

The Communications Department's mission is to build strong connections between Surfside residents, elected officials, and the broader community through strategic communication and innovative marketing initiatives. Its objective is to enhance the quality of life in Surfside by providing timely, informative content that educates, engages and empowers residents. As the primary bridge between Town Administration and its citizens, the department ensures transparency, accessibility, and unity within our community, promoting active civic engagement and celebrating Surfside's unique heritage. Through innovative partnerships and implementing forward-thinking strategies, the department strives to position Surfside as a model of effective governance and vibrant community participation.

April 1 Special Election Outreach – The Department has consistently promoted the Special Election on April 1 leading up to election day with weekly eblasts and reminders on Nextdoor and social media in addition to months of coverage in the Gazette. The election results were also promptly announced to the community once the outcome was determined.

Collection of Ballots / Public Outreach Campaign for 9333 Harding Avenue: The department launched a comprehensive public outreach campaign regarding the subject property. This campaign included clear, informative materials disseminated via social media, e-newsletters, and the Town website, guiding residents through the voting process. The campaign also emphasized the importance of participation and provided timely reminders about deadlines. After the vote was completed, the department tallied and effectively communicated the results to the community through a video and dedicated flyer posted on the Town's social media channels, followed by e-newsletters and additional social media updates, ensuring transparency and active engagement.

Collaboration with Police Department: The department worked closely with the Police Department to promote key community events and initiatives, including:

- **Pizza with Police Event:** Aimed at strengthening community relationships, this event encouraged residents to meet with officers in a relaxed, informal setting.
- **Mobile DMV at Town Hall:** Promoted through social media and e-newsletters, this initiative made essential DMV services more accessible to Surfside residents.

- **Shred-A-Thon Event:** Promoted alongside the Police Department and other local agencies, encouraging residents to participate in this community-wide event to safely dispose of sensitive documents.
- **Scooter Safety Video:** Produced in collaboration with the Surfside Youth Council, the video highlighted important scooter safety tips and was shared across multiple platforms to raise awareness among residents, particularly youth.

May Gazette and 90th Anniversary Celebration: The department produced the May Gazette, which prominently highlights the 90th anniversary of the Town of Surfside. The issue was delivered in resident mailboxes one week prior to the start of the month, ensuring timely delivery of important updates and celebration details.

Sargassum Seaweed Season Campaign: As part of ongoing environmental efforts, the department launched a Sargassum Seaweed Season campaign to inform residents about the expected influx of seaweed on the beaches. This campaign included tips on how to manage seaweed debris, public health reminders, and updates on the Town's efforts to mitigate the impact on beachgoers. Communications were shared via social media and the Town website.

Turtle Nesting Season Awareness: In collaboration with local wildlife organizations, the department initiated a Turtle Nesting Season awareness campaign. This included a series of posts on social media and a special feature in the Town Gazette to educate residents about the importance of protecting nesting turtles and their eggs. The department also provided guidelines on how to safely interact with nesting sites to minimize disturbances and support conservation efforts.

Community Engagement on Social Media: In April, the department continued to grow Surfside's social media presence, with Instagram hitting a milestone of over **2,000** followers. Efforts focused on resident engagement through targeted posts, polls, and event promotions. This included awareness campaigns surrounding Earth Day events, such as the Earth Day Resource Fair and Plastic Fishing Festival, which had strong participation from the community.

Website and Digital Presence Enhancements: Work on the Town website and the department's digital presence continued in April. Efforts included regular updates to the website, ensuring all event and program details were accurate and easily accessible. The team also continued preparing for the upcoming website platform upgrade, focusing on user experience improvements and more streamlined access to information.

New Video Production Initiatives: The department is working on a weekly video series to highlight key Town Commission initiatives, starting with the new Community Center pool trellis and another video regarding the dune restoration project. These videos will be shared on the Town's digital platforms to keep residents informed about ongoing and upcoming developments. Additionally, the department is currently producing two police-related videos, including a PSA about rip currents and a highlight feature on Deputy Chief Flaherty for Police Week in May. These videos will be distributed via social media, Town website, and e-newsletters to raise awareness and promote the administration's work.

Hurricane Preparedness Messaging: As the hurricane season approaches, the department is launching proactive communication regarding general hurricane preparedness, including vegetation trimming and bulk collection. Residents are encouraged to prepare for the season by removing damaged or hazardous vegetation. These efforts aim to mitigate storm risks while reinforcing the Town's commitment to public safety and preparedness.

Collaboration with Parks and Recreation Department: The department continued its collaboration with Parks and Recreation to promote spring programs and upcoming summer activities. Materials for events, such as the Memorial Day Ceremony and YMCA Summer Camp, were prominently featured in the Gazette, with QR codes linking to more information online.



TOURISM DEPARTMENT

Team: Frank Trigueros, **Director**

Surfside is one of only three municipalities in Miami-Dade County currently eligible by Florida State Law to impose a Resort Tax of four percent (4%) on accommodations and two percent (2%) on food and beverage sales as a source of revenue. Miami Beach and Bal Harbour are the other two municipalities with the same capability. This unique revenue-generating opportunity is also defined in the Town's Charter in Sec. 69-A.

Resort Tax. The Tourist Resort Tax Fund is a special revenue fund within the budget of the Town of Surfside. This means that the funds, like all special revenue funds, are collected from specific sources and dedicated to specific allowable uses. The Resort Tax Board Members, appointed by the Town's Commission, oversee the legal and appropriate use of these funds through the Tourism Director and the operations of the Tourist Bureau. The Tourist Bureau is responsible for promoting the Town's dining, shopping, lodging, recreation and beach to visitors nationally, internationally, and within the State of Florida. Attracting visitors from within the State of Florida, the nation, and internationally, including from Latin America, Canada, United Kingdom, and Israel.

Fourth Thursday, Underwater Dreams – On April 24, the Resort Tax Board held its third 'Thursday' block party event of the season with 'Fourth Thursday: Underwater Dreams.' The aquatic themed evening featured a live reggae/calypso music band, ocean-inspired performers and acrobats, complimentary food including freshly made paella, as well as giveaways and vendors for visitors and residents to enjoy. Join us for the final event of the season, Fifth Thursday, the Art Affair on May 29.

Plastic Fishing Festival a Success – On April 27, the Resort Tax Board sponsored the Plastic Fishing Festival at 93rd Street beach behind the Community Center. Positioned alongside Parks and Recreation's 'Earth Day Resource Fair' to illustrate the Town's commitment to sustainability, the event featured more than 200 attendees who used their creative powers in the name of art and sustainability. More than 85 pounds of trash was collected from Surfside's beach, marking another successful iteration of this popular annual event.

Resort Tax Board Hosts Paddletopia! – On May 3 and 4, the Resort Tax Board presented Paddletopia, a family-friendly celebration of Surfside's 90th Anniversary that included complimentary paddleboarding and kayaking, custom giveaways, free fitness and yoga classes, vendors and more. Held at 96th Street Park, the two-day event highlights Surfside's unique waterfront lifestyle and commitment to health and wellness. The Community Relations Board (CRB) hosted a Yard Sale and Clothing Swap at the event, which also sparked the interest of curious attendees.

90th Anniversary Evening Celebration Set for May 18 –On Sunday, May 18, Surfside's anniversary day, the Resort Tax Board will be hosting a beautiful Evening Celebration event to commemorate the Town's 90th Anniversary. This adult oriented event will offer an elegant, warm setting to celebrate Surfside. Attendees (must be Surfside residents with ID) will enjoy the anniversary presentation, complimentary food stations, hors d'oeuvres, bar with 2 comp drinks per person (21 and over), live music entertainment, a photo station, and special giveaways (while supplies last).

ACTIVITY	AMOUNT
Food & Beverage Tax	\$753,725.76
Hotel Tax	\$2,904,446.24
Interest Earnings	\$122,947.70
Registration Fees	\$3,640.00
Gross Revenue Generated	\$3,785,722.62 (Year to Date)



POLICE

The Surfside Police Department has adopted a proactive policing philosophy and embraces its approach to developing community partnerships and problem solving. Our employees are extremely proud of our tradition and are committed to public service and to ensuring the safety of our residents and visitors. We are dedicated to provide quality police service to our residents, businesses and tourists.

Team: Enrique “Henry” Doce, **Chief**
 Arley Flaherty, **Deputy Chief**
 Charles “Chuck” Press, **Consultant**

STAFF: 7 Sergeants / 2 Detectives / 19 Officers / 4 Dispatchers / 2 CSA /
 3 Admin / 3 Parking / 1 Accreditation Manager

Rory Alberto – Sergeant	Craig Lovelette – Officer
Loxley Arch III – Officer	Bryant Luke – Officer
Tammy Campbell – Officer	Jose “Jay” Matelis – Sergeant
Ana Chamorro – Dispatcher	Joseph Matthews – Officer
Frank Colonna – Sergeant	Ruben Ravelo – Officer
Marian Cruz – Sergeant	Joshua Rosario – Officer
Jose Dardon – Dispatcher	Lesmes Ruiz – Officer
Ronald Donoso – Detective	Donovan Saffo – Officer
Felix Fermin – CSA	Maria Sierra – Dispatcher
Bobby Gabriel – Officer	Jill Smith – Accreditation Manager
Kemuel Gambirazio – Detective	Michah Smith – Officer
John Gentile – Officer	Susie Sperbeck – Dispatcher
Diana Hernandez – Officer	Julio Torres – Sergeant
Alberto Knight – Officer	Jose Valino – Officer
Ariel Lage – Officer	Samuel Villegas – Officer
Donald Laurent – CSA	Sharon Perez, – Officer (new)
Diana Leon – Sergeant	Rafael Gomez, Jr. – Officer (new)
Alejandro Lorente – Sergeant	PARKING (3)
Stephanie Kamer – Admin Aide	Christian Acosta – Parking Officer
Teresa Fernandez – Admin Aide	Josue Castro – Parking Officer
	William Perez – Parking Officer

Parking Enforcement – The Parking Department is intensifying enforcement of on the Collins and Harding Corridors. Focus is on violations near Fire Department connections, which have been misused by construction workers and residents, posing a public safety risk. Enforcement of double parkers and jaywalkers along Harding Avenue is also underway, as well as permit-parking in our Town parking lots.

Recruitment Efforts – The Police Department is actively recruiting new officers. Recently, two new hires successfully completed the background check process and are now undergoing training as part of their onboarding.

A message from Chief Charles “Chuck” Press to our Surfside Family:

Press On!



“Individual commitment to a group effort – that is what makes a team work, a company work, a society work, a civilization work,” and “People who work together will win”.

— **Vince Lombardi**

Pizza with the Police – April 23, 2025



Shread-A-Thon - April 26, 2025



Upcoming Events in May:

Pizza with the Police: This popular, ongoing event is a great opportunity to meet your local officers, ask questions, and discuss community concerns—all while enjoying a slice of pizza. *Pizza with the Police* will now be held every other month. The date for the June event will be announced soon.

Coffee with the Cops – We are also hosting *Coffee with the Cops* this upcoming month. It's another opportunity to speak with the Chief about town safety concerns and enjoy some coffee and treats while having a friendly chat. The date for this event will be announced soon.

APRIL 2025 – MONTHLY REPORT

<u>Calls for Service</u>	<u>Reports</u>	<u>Arrests</u>	<u>Traffic & Parking Citations</u>	<u>Checks</u>	<u>Double Parking</u>
251	69	1	1,768	1,121	28



PUBLIC WORKS

The Public Works Department provides for the effective management and maintenance of the Town's roadways, infrastructure systems, and buildings as well as the management and supervision of the solid waste collection operation and the storm water, water/sewer utilities. The Department also responds to and assists other Town departments in emergencies and instances of severe weather preparation and recovery.

Team: Andre Eugent, **Director**
 Frantza Duval, **Assistant Director**
 Felix Alvarez, **Operations Manager**

STAFF DIRECTORY

14 Solid Waste
8 Facilities/Maintenance
3 Water & Sewer

Solid Waste	Facilities and Maintenance
<i>Silace Petitcar – Supervisor</i>	<i>Josvani Iglesias – Supervisor</i>
Jose Acevedo - Coordinator	Tamara Capote – General Service Worker
Jean Cerene – Refuse Collector	Phillibert Joseph - Custodian
Martinez Saintilmond – Refuse Collector	Carlos Duarte – Maintenance
Pierre Desamour – Refuse Collector	Gustavo Gonzalez – Maintenance
Donovan Johnson – Refuse Collector	Derick Scott – Maintenance Worker
Claude Jean – Refuse Collector	Jose Nodarse – Mechanic
Harold Jean Baptiste – Refuse Collector	Guillermo Osorio – CDL Heavy Eqpt
Harry Saintil – Refuse Collector	WATER & SEWER
Esdyani Puentes – Refuse Collector	<i>Wayne Taylor, Jr. – Acting Supervisor</i>
Sanel Cazeau – Refuse Collector	Rigoberto Chaviano – Maintenance
Mitch Michel – Truck Driver	Curtan Turner – Maintenance
Albert Noel – Truck Driver	
Bernardo Cordova – Truck Driver	

ACTIVITY	VOLUME	COST
Garbage Collected	806.47	\$41,821.64
Recycling Collected	31.18	\$3,131.70
Bulk Pick Ups	108.64	\$9,521.50
Sewer Backups	1	Internal
Water Leaks	1	Internal



FINANCE

The Finance Department provides for the effective, lawful, and efficient management of the Town's financial matters. The Department manages and maintains the Town's financial records in conformity with generally accepted accounting principles and in compliance with State and Federal laws. The Department develops and runs effective, efficient financial planning and reporting, and supports the operating departments in achieving their program objectives.

Team: Christopher Wallace, **Director**
Andria Meiri, Budget Officer
Manuel "Manny" Carta, Accountant
Cindy Alvarez, A/P and Payroll Specialist
Damaris "Didi" Montes de Oca, Customer Service Representative

Attachment "A": **Budget Report Group Summary for Fiscal Year 2025 for the period ending April 30, 2025**
Revenue and Expenses

NOTES:

1. Revenues depicted in the attachment are subject to accounting adjustments to the period when earned.
2. Expenses depicted in the attachment are subject to year-end accounting adjustments, including but not limited to non-cash transactions such as depreciation and bond principal payments.



GRANT ADMINISTRATOR

A Grant Administrator is responsible for managing the full life cycle of grants in alignment with the priorities established by the Town Commission and leadership. This includes pre-award activities such as supporting the identification of funding opportunities based on strategic direction, assisting departments in developing project scopes, preparing and submitting grant applications, and ensuring proposals meet eligibility and compliance criteria. Once awarded, the post-award responsibilities include monitoring project progress, tracking expenditures, managing grant compliance, coordinating with departments and funding agencies, and submitting timely financial and performance reports. The Grant Administrator serves as the central point of contact for all grant-related matters, ensuring accountability, transparency, and effective use of funds across the Town of Surfside.

Team: Kristina Brown, **Grant Administrator**
Email: progrant@townofsurfsidefl.gov

NAME OF GRANT	FUNDER	\$ AWARDED
Resilient Florida Grant Program - Abbott Avenue Stormwater Improvements	FDEP	\$2,000,000.00
Resilient Florida Grant Program - Collins Avenue Water Main Replacement Design	FDEP	\$217,731.00
State Appropriations Project Request - Surfside Boulevard Improvements	FDOT	\$250,000.00
State Appropriation's Request - Surfside Memorial Design and Construction	Fla. Dept. of State	\$1,000,000.00
Resilient Florida Grant Program - Vulnerability Assessment and Adaptation Plan	FDEP	\$300,000.00
Beach Management Grant Program - Coastal Dunes Rehabilitation	FDEP	\$470,800.00
General County Funds - Surfside Memorial	MDC	\$250,000.00
State Appropriations Request - Transforming and Reformulating the Surfside Downtown Alleyway	Fla. Dept. of Commerce	\$750,000.00
AARP Flagship Grant Program - ADA Beach Mobi Mats	AARP	\$18,000.00



CAPITAL IMPROVEMENT PROJECTS

The Town's Capital Improvement Projects Services provides for the effective management and maintenance of the Town's capital improvement projects as well as the management and supervision of these projects.

Improving our community's quality of life for generations to come is a priority for all Town residents. Several Projects are currently underway to make the Town of Surfside safer, more enjoyable, and more resilient long term.

Team: Andre Eugent, **Director**
Attachment "B"

<u>PROJECTS</u>
96 Street Park
Townwide Utilities Undergrounding
Surfside Memorial
Abbott Avenue Drainage
Collins Avenue Watermain
Dune Restoration
Townwide Vulnerability Assessment



Town of Surfside, Florida

Budget Report

Group Summary

For Fiscal: 2024-2025 Period Ending: 04/30/2025

Account Type	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 001 - GENERAL FUND						
Revenue	25,128,996.00	25,128,996.00	20,410.53	20,483,580.90	-4,645,415.10	18.49%
Expense	24,860,065.00	25,209,639.02	1,080,317.68	9,909,949.25	15,299,689.77	60.69%
Fund: 001 - GENERAL FUND Surplus (Deficit):	268,931.00	-80,643.02	-1,059,907.15	10,573,631.65	10,654,274.67	13,211.65%
Fund: 102 - TOURISM FUND						
Revenue	5,492,557.00	5,492,557.00	1,727,489.70	3,785,722.62	-1,706,834.38	31.08%
Expense	4,790,775.00	4,790,775.00	240,854.48	2,194,990.11	2,595,784.89	54.18%
Fund: 102 - TOURISM FUND Surplus (Deficit):	701,782.00	701,782.00	1,486,635.22	1,590,732.51	888,950.51	-126.67%
Fund: 105 - POLICE FORFEITURE FUND						
Revenue	55,943.00	55,943.00	0.00	0.00	-55,943.00	100.00%
Expense	41,243.00	41,243.00	70.89	444.00	40,799.00	98.92%
Fund: 105 - POLICE FORFEITURE FUND Surplus (Deficit):	14,700.00	14,700.00	-70.89	-444.00	-15,144.00	103.02%
Fund: 107 - TRANSPORTATION SURTAX FUND						
Revenue	310,183.00	310,183.00	0.00	-35,925.00	-346,108.00	111.58%
Expense	310,183.00	310,183.00	0.00	70,372.00	239,811.00	77.31%
Fund: 107 - TRANSPORTATION SURTAX FUND Surplus (Deficit):	0.00	0.00	0.00	-106,297.00	-106,297.00	0.00%
Fund: 150 - BUILDING FUND						
Revenue	1,388,167.00	1,388,167.00	69,078.29	3,480,061.52	2,091,894.52	150.69%
Expense	1,361,231.00	1,534,985.89	131,524.51	727,366.76	807,619.13	52.61%
Fund: 150 - BUILDING FUND Surplus (Deficit):	26,936.00	-146,818.89	-62,446.22	2,752,694.76	2,899,513.65	1,974.89%
Fund: 301 - CAPITAL PROJECTS FUND						
Revenue	769,200.00	6,216,037.00	0.00	769,200.00	-5,446,837.00	87.63%
Expense	3,740,000.00	10,144,432.02	110,937.73	903,429.26	9,241,002.76	91.09%
Fund: 301 - CAPITAL PROJECTS FUND Surplus (Deficit):	-2,970,800.00	-3,928,395.02	-110,937.73	-134,229.26	3,794,165.76	96.58%
Fund: 401 - WATER & SEWER FUND						
Revenue	4,462,651.00	4,462,651.00	818,173.98	3,112,352.20	-1,350,298.80	30.26%
Expense	4,462,651.00	4,593,561.98	1,133,226.55	2,752,559.18	1,841,002.80	40.08%
Fund: 401 - WATER & SEWER FUND Surplus (Deficit):	0.00	-130,910.98	-315,052.57	359,793.02	490,704.00	374.84%
Fund: 402 - MUNICIPAL PARKING FUND						
Revenue	2,174,719.00	3,774,719.00	202,355.90	1,680,009.30	-2,094,709.70	55.49%
Expense	2,174,719.00	3,774,719.00	54,598.42	512,291.01	3,262,427.99	86.43%
Fund: 402 - MUNICIPAL PARKING FUND Surplus (Deficit):	0.00	0.00	147,757.48	1,167,718.29	1,167,718.29	0.00%
Fund: 403 - SOLID WASTE FUND						
Revenue	2,078,911.00	2,078,911.00	8,385.00	1,071,336.98	-1,007,574.02	48.47%
Expense	2,075,561.00	2,075,561.00	126,494.50	1,041,386.50	1,034,174.50	49.83%
Fund: 403 - SOLID WASTE FUND Surplus (Deficit):	3,350.00	3,350.00	-118,109.50	29,950.48	26,600.48	-794.04%
Fund: 404 - STORMWATER UTILITY FUND						
Revenue	3,962,151.00	3,962,151.00	141,230.15	729,896.70	-3,232,254.30	81.58%
Expense	3,961,151.00	13,027,200.21	278,715.65	2,702,926.48	10,324,273.73	79.25%
Fund: 404 - STORMWATER UTILITY FUND Surplus (Deficit):	1,000.00	-9,065,049.21	-137,485.50	-1,973,029.78	7,092,019.43	78.23%
Fund: 501 - FLEET MANAGEMENT FUND						
Revenue	1,633,870.00	1,633,870.00	0.00	569,130.00	-1,064,740.00	65.17%
Expense	1,630,870.00	1,630,870.00	43,878.45	320,285.24	1,310,584.76	80.36%
Fund: 501 - FLEET MANAGEMENT FUND Surplus (Deficit):	3,000.00	3,000.00	-43,878.45	248,844.76	245,844.76	-8,194.83%
Report Surplus (Deficit):	-1,951,101.00	-12,628,985.12	-213,495.31	14,509,365.43	27,138,350.55	214.89%

Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
001 - GENERAL FUND	268,931.00	-80,643.02	-1,059,907.15	10,573,631.65	10,654,274.67
102 - TOURISM FUND	701,782.00	701,782.00	1,486,635.22	1,590,732.51	888,950.51
105 - POLICE FORFEITURE FUND	14,700.00	14,700.00	-70.89	-444.00	-15,144.00
107 - TRANSPORTATION SURTAX F	0.00	0.00	0.00	-106,297.00	-106,297.00
150 - BUILDING FUND	26,936.00	-146,818.89	-62,446.22	2,752,694.76	2,899,513.65
301 - CAPITAL PROJECTS FUND	-2,970,800.00	-3,928,395.02	-110,937.73	-134,229.26	3,794,165.76
401 - WATER & SEWER FUND	0.00	-130,910.98	-315,052.57	359,793.02	490,704.00
402 - MUNICIPAL PARKING FUND	0.00	0.00	147,757.48	1,167,718.29	1,167,718.29
403 - SOLID WASTE FUND	3,350.00	3,350.00	-118,109.50	29,950.48	26,600.48
404 - STORMWATER UTILITY FUNI	1,000.00	-9,065,049.21	-137,485.50	-1,973,029.78	7,092,019.43
501 - FLEET MANAGEMENT FUND	3,000.00	3,000.00	-43,878.45	248,844.76	245,844.76
Report Surplus (Deficit):	-1,951,101.00	-12,628,985.12	-213,495.31	14,509,365.43	27,138,350.55

Attachment "B"

96th Street Park

Scope:

The project is a full park re-development with a 2-story multi-use structure, natural grass field, and playground area. A kayak launch component has also been incorporated.

Phase	Construction
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Status Update

The Town took possession of the park on December 13, 2024.

The park furniture had small scratches, and the manufacturer is scheduled to repair same on Monday May 28th. Lunacon to meet with Town staff regarding liquidated damage settlement. Field to be fertilized in May as routine maintenance

Finance

	Construction Closeout	Amount Paid to Date
Contract Amount	\$7,243,838.63	\$6,881,647

Invoice #	Payment	Balance
1	296423.67	6,947,414.96
2	555260.9	6,392,154.06
3	344778.93	6,047,375.13
4	189737.12	5,857,638.01
5	189283.73	5,668,354.28
6	333216.27	5,335,138.01
7	336669.22	4,998,468.79
8	441817.45	4,556,651.34
9	120989.15	4,435,662.19
10	365918.31	4,069,743.88
11	445465.92	3,624,277.96
12	319167.1	3,305,110.86
13	617190.91	2,687,919.95
14	324494.76	2,363,425.19
15	309086.54	2,054,338.65
16	212707.38	1,841,631.27
17	216919.26	1,624,712.01
18	378175.59	1,246,536.42
19	233438.98	1,013,097.44
20	290626.07	722,471.37
21	221558.47	500,912.90
22	52252.98	448,659.92
23	86467.98	362,191.94

Townwide Utilities Undergrounding

Scope:

The project consists of the undergrounding of all current above ground utilities throughout Town. These utilities include electrical mains, feeders, communications and residential drop connections.

Phase	Construction
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Status Update

Kimley Horn is preparing phase 3 design construction and specification documents. Area 2 design is 30% complete for data gathering including survey and analyzing Utility records. Kimley Horn expects to receive the Binding Cost estimate (BCE) from FPL this month and will then prepare the final Opinion of Probable cost.

Whiting Tuner is in the process of sending out bids for different elements of the project to aid in the preparation of the GMP (Guaranteed Maximum Price), which should be ready in June 2025.

The town continues to acquire the requisite easement that is needed by the affected businesses, including The Shul and Publix.

FINANCE	Design Phase Area 3 & 2	Design	Project Management	Paid Design to Date	Paid PM to date
Contract Amount		2,431,400.00	290,700	805467	120156
Invoice #	Design Payment	Design Balance	PM Payment	PM Balance	
1	5789	2,425,611.00	3228	287,472.00	
2	46312	2,379,299.00	3555	283,917.00	
3	52101	2,327,198.00	8721	275,196.00	
4	46312	2,280,886.00	1938	273,258.00	
5	11578	2,269,308.00	8721	264,537.00	
6	68079	2,201,229.00	7752	256,785.00	
7	69468	2,131,761.00	7752	249,033.00	
8	41403	2,090,358.00	7752	241,281.00	
9	82297	2,008,061.00	7752	233,529.00	
10	27047	1,981,014.00	7752	225,777.00	
11	108835	1,872,179.00	7752	218,025.00	
12	40014	1,832,165.00	9690	208,335.00	
13	56999	1,775,166.00	9690	198,645.00	
14	49715	1,725,451.00	9690	188,955.00	
15	67029	1,658,422.00	8721	180,234.00	
16	32489	1,625,933.00	9690	170,544.00	

Schedule

ID	Task Name	Start	Finish
1	Town of Surfside Undergrounding	Wed 11/1/23	Tue 12/9/25
2	Area 2 - Central	Tue 10/1/24	Tue 12/9/25
3	Design	Tue 10/1/24	Fri 11/21/25
4	Outside Resources	Tue 10/1/24	Fri 11/21/25
5	Utility Provider Coordination	Tue 10/1/24	Fri 11/21/25
6	ATT Preliminary Design	Tue 10/1/24	Tue 12/31/24
7	Breezeline Preliminary Design	Tue 10/1/24	Tue 12/31/24
8	FPL Binding Cost Estimate and Final Design	Mon 9/29/25	Fri 11/21/25
9	ATT Final Design	Mon 10/13/25	Fri 11/21/25
10	Breezeline Final Design	Mon 10/13/25	Fri 11/21/25
11	Easements	Mon 3/31/25	Fri 8/29/25
12	Acquisition	Mon 3/31/25	Fri 8/29/25
13	Permitting	Mon 9/29/25	Fri 11/21/25
14	FDOT Applications	Mon 9/29/25	Fri 10/10/25
15	FDOT Permit Review	Mon 10/13/25	Fri 11/21/25
16	Kimley-Horn Resources	Tue 10/1/24	Fri 11/14/25
17	Data Collection	Tue 10/1/24	Fri 6/27/25
18	Obtain and Review Record Information	Tue 10/1/24	Wed 10/30/24
19	Site Visit and Meter Locations	Mon 10/14/24	Fri 11/8/24
20	Survey	Mon 10/14/24	Fri 2/28/25
21	Geotechnical Investigation	Mon 3/31/25	Fri 5/30/25
22	Subsurface Utility Exploration	Wed 4/30/25	Fri 6/27/25
23	Construction Documents	Mon 3/31/25	Fri 11/14/25
24	Base Map	Mon 3/31/25	Tue 4/29/25
25	Development	Mon 3/31/25	Tue 4/29/25
26	Conduit Routing and Equipment Placement Plan	Wed 4/30/25	Fri 8/29/25
27	Development	Wed 4/30/25	Fri 8/29/25
28	Commercial/Customer-Owned Service Design	Wed 4/30/25	Wed 7/30/25
29	Technical Specifications	Thu 7/31/25	Fri 8/29/25
30	Development	Thu 7/31/25	Fri 8/29/25
31	Quality Control	Mon 9/1/25	Fri 9/26/25
32	Town Review	Mon 9/29/25	Fri 10/10/25
33	OPC	Mon 10/27/25	Fri 11/14/25
34	Development	Mon 10/27/25	Fri 11/14/25
35	Bid Phase	Mon 10/13/25	Tue 12/9/25
36	Procurement	Mon 10/13/25	Tue 12/9/25
37	Area 3 - North	Wed 11/1/23	Fri 5/30/25

Surfside Memorial

Scope: The Town is seeking to create the Surfside Memorial to honor and remember the lives lost in the tragic event that occurred on June 24, 2021, when the CTS Building collapsed. The Surfside Memorial will serve as a permanent remembrance of the immense loss suffered by the Surfside community and will offer a place for families, friends, and visitors to reflect, understand the truth of that day, and find solace through the peace and serenity conveyed through this site.

Phase	Design			
Status Update				
Keith Engineering has started the CAD drawing development for the design phase, looking also into facts /figures/timeline/narrative for the victims. They are also coordinating with FDOT for pre-Application permitting. The design time continues to coordinate with the memorial committee members and the town regarding design efforts.				
Schedule:				
<ul style="list-style-type: none">Detailed Design (30% by July 2025); (60% by August 2025); (90% by September 2025); Final (by November 2025)Site Plan, Permitting and Opinion of Probable Cost (by November 2025)Contractor Bidding and Award: January 2026Construction Start: First Quarter of 2026				
Finance			Design	FL State Grant
Contract Amount			246,000.00	1,000,000
Invoice #	Design Payment	Design Balance	Total Paid to Date	
1	4300	241,700.00	204806.72	
2	5900	235,800.00		
3	11200	224,600.00		
4	11279.29	213,320.71		
5	5879.29	207,441.42		
6	23737.01	183,704.41		
7	10205	173,499.41		
8	5600	167,899.41		
9	12772.02	155,127.39		
10	46500	108,627.39		
11	23737	84,890.39		
12	7750	77,140.39		
13	15375	61,765.39		
14	20572.11	41,193.28		

Abbott Avenue Drainage

Scope:

The construction will entail the addition of Two new pump stations with respective force mains to alleviate flooding on Abbott Avenue from 90th Street to 94th Street.

Phase	Construction
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Status Update

Ric Man has drilled the wells needed for this project. A DERM approval is pending approval, requesting to use the wells for dewatering then commission after the project is completed. Ric Man's updated schedule is hinged on the approval date from DERM and FDEP for the dewatering permit, which is expected by May 20. CIP continues to engage with DERM to have same expedited.

Finance	
Appropriation	9,066,049.20
Contract Amount	8,769,704.00

Invoice #	Payment	Balance	Paid to Date
1	101732.18	8,667,971.82	335849.63
2	64305.52	8,603,666.30	
3	169811.93	8,433,854.37	

Collins Avenue Water Main

Scope:

Nova Consulting was chosen to design this project, that would replace the current undersized water main on Collins Avenue. The existing water main is past its use life and requires up-sizing and requires for same to be replaced. The Town sought and obtained a grant for design services for the project. The water main currently services all the facilities along the Collins Avenue corridor.

Phase	Design
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Status Update

Nova Consultant completed the design for the Collins Avenue main water replacement. FDOT Right of Way and MOT permit have been submitted for approval. The permit effort continues for this project with Nova submit to other jurisdictions for approval. This project is scheduled to start the 4th quarter of 2025 with open Bid procurement process to select a contractor. CIP has submitted for \$1,000,000 state appropriation funds to offset construction cost.

Finance		
		Amount paid to Date
Contract Amount	\$ 340,455.76	\$236,661.02

Invoice #	Payment	Balance
1	2137.95	338,317.81
2	16180.86	322,136.95
3	26983	295,153.95
4	64648.44	230,505.51
5	20148.85	210,356.66
6	11904.96	198,451.70
7	21137.42	177,314.28
8	10231.81	167,082.47
9	20778.68	146,303.79
10	38426.22	107,877.57
10	4082.83	103,794.74

Dune Restoration

Scope:

The Commission tasked Town administration to promote both dune beautification and resiliency improvements. Kimley Horn was tasked to design the required resiliency improvements and beautification of the Town's dunes.

Phase	Design
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Status Update

Kimley Horn informed the Town that FDEP approval was granted awaits the permit to be sent and is now awaiting the Army Corps of Engineering permit approval. Army Corps is in the process of reviewing their approval, issuing Kimley Horn an RFI of which they have responding to. Kimley Horn anticipates that the project could start after Turtle Season ends in **October 2025**. DEP is in the process of issuing the Joint Coastal Permit.

Finance		Amount Paid to Date	
Contract Amount	141,215.00	115,865.00	
Invoice #	Payment	Balance	
1	5325	135,890.00	
2	3125	132,765.00	
3	6450	126,315.00	
4	4975	121,340.00	
5	1250	120,090.00	
6	4225	115,865.00	
7	22000	93,865.00	
8	13475	80,390.00	
9	6250	74,140.00	
11	4225	69,915.00	
12	10000	59,915.00	
13	10690	49,225.00	
14	3125	46,100.00	
14	5325	40,775.00	
15	2200	38,575.00	
16	13225	25,350.00	

Townwide Vulnerability Assessment

Scope:

The Town of Surfside was awarded a grant for \$300,000.00 from the Florida Department of Environmental Protection to conduct a Vulnerability Assessment and an Adaptation Plan as well as the development of the Town Halls Emergency Operation Center EOC Adaptation Plan.

Phase	Study
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Status Update		
Kimley Horn has finalized draft submittal for Sensitivity analysis, this maps out the town's level of sensitivity for all critical assets and the report for adaptation plan for the Town all as EOC. Kimley Horn is preparing the final report, which is expected in June 2025 .		
Finance		Grant Funded \$300,000
		Paid to Date
Contract Amount	300,000.00	160,500

Invoice #	Payment	Balance
1	6000	294,000.00
2	14000	280,000.00
3	16000	264,000.00
4	21000	243,000.00
5	24000	219,000.00
6	28500	190,500.00
7	33000	157,500.00
8	18000	139,500.00

Surfside Comprehensive Vulnerability Assessment and Adaptation Plan for Town Hall EOC - Project Schedule - Effective December 9, 2024																																																																		
Task	July 2024			August 2024			September 2024			October 2024			November 2024			December 2024			January 2025			February 2025			March 2025			April 2025			May 2025			June 2025			July 2025																													
	7/2	7/9	7/16	8/5	8/12	8/19	8/26	9/2	9/9	9/16	9/23	9/30	10/7	10/14	10/21	10/28	11/4	11/11	11/18	11/25	12/2	12/9	12/16	12/23	12/30	1/6	1/13	1/20	1/27	2/3	2/10	2/17	2/24	3/3	3/10	3/17	3/24	3/31	4/7	4/14	4/21	4/28	5/5	5/12	5/19	5/26	6/2	6/9	6/16	6/23	6/30	7/7	7/14	7/21												
Project Management																																																																		
Kickoff Meeting																																																																		
Acquire Background Data																																																																		
Project Status Meetings																																																																		
Exposure Analysis																																																																		
Sensitivity Analysis																																																																		
Final Vulnerability Assessment Report																																																																		
Adaptation Plan for Town Hall EOC																																																																		
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