



# CRISIS COMMUNICATION PLAN

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Final Report

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Plan submitted by Ecaterina Sura  
April 2024

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# MISSION STATEMENT



The Town of Surfside is committed to keep and strengthen its reputation as a superb family community and a premier travel destination, “by continually raising the levels of professionalism and by creating an environment of cooperation and mutual benefit with those we serve.”

## DESCRIPTION

The Town of Surfside is a beautiful pedestrian-friendly oceanfront community located in South Florida’s subtropical paradise. Surfside is home to nearly 6,000 residents and has an attractive residential neighborhood featuring multi-family condominium and apartment buildings, and a charming business district, as well as public art, award-winning restaurants, resorts, spas, and recreational facilities enjoyed by residents and visitors year-round.

Surfside, Miami’s Uptown Beachtown, has earned a reputation as both a superb family community and a premier travel destination. It encompasses the area from 87th Terrace to 96th Street, between the City of Miami Beach to the South and the Village of Bal Harbour to the North, offering a mile of pristine public beach, parks, tennis, playgrounds, and recreational facilities, including a state-of-the-art Community Center and aquatics facility.

# **1. INTRODUCTION**

The purpose of this Crisis Communication Plan is to provide a framework for effectively communicating with city residents, employees, visitors, partners, and media before, during, and after an emergency or a crisis occurs. Potential threats that can affect a city administration are related to public safety, natural disasters, accidents, and reputation crises. The Town of Surfside is committed to ensure timely, accurate, and consistent information for stakeholders, utilizing the resources that are available during an incident.

## **1.1 Crisis Communication Plan Activation**

The need to activate the Crisis Communications Plan will be determined by the activation of the Emergency Operations Center or when additional resources need to be employed to effectively communicate with stakeholders. The size of the communications team will be based on the magnitude of the incident and the available resources during the incident.

## 2. POTENTIAL THREATS

The Town of Surfside and its residents are susceptible to several types of threats. The city is placed in a high-hazard zone, therefore natural disasters are among the priority crises that need to be addressed. A list of potential hazards is mentioned below in descending order, from highest to lowest risk. However, it is not exhaustive, and it is intended to serve as a guide for probable future crises:

- **Natural disasters** - hurricanes, tropical storms, tornadoes, high winds, and flooding.

On average, two tornadoes per year are likely to affect the Town of Surfside residents and their property. Floods are most common during the rainy season, between June - October. In the summer-fall seasons, the city is also vulnerable to hurricanes and tropical storms.

- **Public safety accidents** – building collapses, boat sinking, oil spills.

Unexpected accidents, such as the condominium collapse in 2021, are exceptional situations for the Town of Surfside. However, because of its massive negative consequences and high-level risks for public safety, it must be included in the priority-list section of this plan. In addition, the city also has a history of mass migration, especially from Caribbean countries, a phenomenon which is putting public safety intervention agencies at risk. While coastal oil spills have a much lower-level risk, any potential implications must be considered.

- **Reputation** – discrimination declarations, corruption, transparency issues.

Controversial declarations, corruption scandals, and lack of transparency are classified as potential threats for the reputation of the city authorities.

### 3. CRISIS ASSESSMENT

To help the intern team categorize crisis intensity and respond appropriately, the following severity ranking system will be used:

		Impact		
		Minor	Moderate	Major
Probability	Rare		Boat sinking	Building collapse
	Moderate		<ul style="list-style-type: none"> <li>Controversial declarations</li> <li>Transparency issues</li> <li>Oil spills</li> </ul>	Corruption
	Likely		High winds	<ul style="list-style-type: none"> <li>Hurricane</li> <li>Tropical storm</li> <li>Flooding</li> </ul>

*Table 1: Crisis probability and impact table*

## 4. STAKEHOLDERS

Below is a list of people and groups to be engaged in communication, as well as partners who may aid during a crisis. A list of contacts and a brief description of communication protocols will be provided.

INTERNAL	ADVOCATES	AMBIVALENTS
<ul style="list-style-type: none"><li>• Citizens and visitors</li><li>• City Manager</li><li>• Police Chief</li><li>• Town Clerk</li><li>• Human Resources</li><li>• Parks and Recreation</li><li>• Finance Department</li><li>• Community Services &amp; Public Communications Department</li><li>• Public Works</li><li>• Building Department</li><li>• Town Attorney</li></ul>	<ul style="list-style-type: none"><li>• Federal Agency "FEMA"</li><li>• U.S. Government Accountability Office</li><li>• Miami-Dade County</li><li>• American Red Cross</li><li>• Florida International University</li></ul>	<ul style="list-style-type: none"><li>• Greater Miami Jewish Federation</li><li>• Catholic Charities</li><li>• Volunteers</li><li>• Community Leaders</li><li>• Private Businesses</li><li>• Media</li></ul>



## 5. CRISIS TEAM MEMBERS

The communication team would be responsible for internal communication, and information dissemination to the public in any minor/moderate incident that could potentially impact residents or local businesses. Major risks require a different approach, and would be coordinated with governmental agencies, both local and federal.

The Internal Communications Team of the Town of Surfside:

#	Role	Description
1.	The Town Manager	Serves as Primary Spokesperson
2.	Mayor	Serves as Secondary Spokesperson
3.	Community Services & Public Communications (CSPC) Department Director	Serves as Public Information Officer (PIO)  The Public Information Officer (PIO) is a member of the Command Staff, responsible for developing and releasing information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.
4.	Public Information Representative	Serves as a back-up to the PIO.  Helps to gather data, monitors social media, and informs PIO of any trends or concerns. Posts approved messages to social media and the website.
5.	Captain Of Police Trained For (PIO)	Assists with research and gathering data. Helps to disseminate information, as necessary.

## **6. COMMUNICATION PROTOCOLS**

The Town of Surfside has authorized the Public Information Representative (PIR) to oversee and manage all internal communication administration, with the approval of the Town Manager or Designee.

### **6.1 Internal Communication**

The Public Communication Department is responsible for alerting employees of urgent information during a crisis. Communication is to be assured using existing channels to provide clear, timely, and efficient communication.

### **6.2 Communication with Mass-Media**

Only authorized spokespeople are permitted to speak to the press. The spokespeople for the Town of Surfside are as follows: Primary Spokesperson – Town Manager; Secondary Spokesperson – Mayor; Town Matters - Public Information Representative; Police Matters – Public Information Officer. All Town employees must contact the Town’s Public Information Officer or Public Information Representative within one hour of receiving a request via email, text message, or phone call from a journalist.

## 7. EMERGENCY COMMUNICATION PROTOCOLS

The City of Surfside coordinates the emergency response with local, governmental, and federal authorities. Collaboration with external partners encourages community engagement.

- **Citizens**

All Town of Surfside emergency and disaster-related information will be disseminated through the Public Information Officer. Response and recovery-related updates may be provided through the following mechanisms: media, Citizen's Hotline (305-933-1070), internet website, social media, Code Red, and town meetings.

- **Local, state, and federal agencies**

The Town Manager shall coordinate the Town's Emergency Operations Plan with emergency management programs established by Miami-Dade County. Communication with other governmental or federal institutions to be adjusted in accordance with the type and magnitude of the emergency.

- **Private sector**

The town of Surfside explores public-private collaboration through the established connection between Miami-Dade County and business organizations. The Community Services & Public Communications Department will be responsible for keeping informed and involving business communities in crisis response plan development.

- **Charities and local leaders**

The Community Services & Public Communications Department manages inquiries and coordinates communication with community-based charitable organizations accordingly. Communication must encourage cooperation and active participation in the crisis response plan.

## 8. EMERGENCY OPERATIONS CENTER

An Emergency Operations Center (EOC) is a central command and control facility responsible for carrying out the principles of emergency preparedness and management, disaster management functions at a strategic level during an emergency and ensuring the continuity of the operation.

### 8.1 Functions of the Emergency Operations Center:

1. Plan, coordinate, and direct protective actions, response actions, and immediate recovery of the Town of Surfside. Coordinate and direct local emergency operations with those of the Miami-Dade County Emergency Operations Center, the State of Florida Emergency Operations Center, private, non-profit, and volunteer organizations.
2. Identify, prioritize, acquire, and coordinate resource support for all response and recovery activities.
3. Coordinate the receipt, processing, and delivery of public information and emergency instructions to residents of the Town of Surfside.
4. Coordinate the activation, operation, and deactivation of other emergency facilities in the Town.
5. Obtain incident status information, potential impact on residents and property, infrastructure, and other vital information from local and county sources.

### 8.2 Location/Supplies:

The Town of Surfside Emergency Operations Center (EOC) will be on the 2nd floor of Town Hall in the Town Manager's Conference Room. The location is outfitted with microphones, large screens, and plenty of seating, and will be used for press conferences, public meetings, and training. Additional printers and copiers are also available. If the primary EOC is rendered inoperable, a secondary site will be established at the Grand Beach Hotel, 9449 Collins Avenue, Surfside, FL 33154.

The Information Technology Department will set up the Emergency Operations Center when directed by the Police Department who additionally will maintain the general supplies needed for EOC activation and will move them to the EOC upon activation.

List of supplies should consist of:

✓ Battery operated radio	✓ Cameras/Camcorders
✓ Cell Phones and Chargers	✓ Computers/Laptops
✓ Cork boards/White boards	✓ Fax
✓ File Folders	✓ First Aid Kits
✓ Contact Lists	✓ Flashlights and batteries
✓ Forms (message/ICS/sign in)	✓ Cleaning Supplies
✓ Clip Boards	✓ Emergency Operations Plan/SOPs
✓ Emergency Purchasing	✓ Flip chart and flip chart paper

Guidelines	
✓ Heavy Duty Garbage Bags	✓ In/Out baskets (table/wall)
✓ Legal Pads	✓ Paper Towels

### **8.3 Authority:**

The Miami-Dade Department of Emergency Management & Homeland Security/Office of Emergency Management (OEM) is responsible for the coordination of all county agencies and municipalities in response to and recovery from emergencies and disasters within Miami-Dade County. The Town of Surfside has been designated as a Satellite Emergency Operational Center (EOC), under the North Miami Divisional EOC.

### **8.4 Members of the EOC:**

The Surfside Emergency Operations Center (EOC) has representatives from the following entities:

1. Town of Surfside Police Department
2. Town of Surfside Building Department
3. Town of Surfside Public Works
4. Town of Surfside Parks and Recreation
5. Any other organization deemed appropriate by the Chief of Police (IC)

### **8.5 Communication/Notification:**

During a disaster or emergency that requires activation of the Miami-Dade EOC, the Miami-Dade OEM will maintain open lines of communication with the Divisional EOCs who, in turn, will serve as a conduit of information to and from their Satellite EOCs.

Landline telephones, electronic mail (e-mail), and facsimiles are the primary method of communication from the Miami-Dade EOC to the Divisional EOCs and from the Divisional EOCs to the Satellite EOCs.

Divisional and Satellite Emergency Operation Centers (EOC's) must identify phone, fax numbers, and email addresses that are staffed 24 hours a day.

## 9. MESSAGING PROTOCOLS

During an emergency, communication with the community becomes especially critical. The following steps are important to consider when creating messages in an exceptional situation.

### 9.1 DO's:

- Present an accurate message. Keep the first messages simple and only include relevant information immediately.
- Repeat the main message: Repetition helps people remember the information, especially during an emergency.
- Use positive messages, instead of negatives (e.g., “boil drinking water,” instead of “do not drink the water”)
- Use personal pronouns. It helps to build credibility and connection (e.g., “We understand the need for...”)
- Acknowledge people’s feelings. It is helpful to say things like “It is normal to feel anxious in times like this.”
- Show empathy. People must know that local leaders care.
- Give people meaningful things to do. Encourage people to get involved in response action plan. It gives them a sense of control and helps to build trust in institutions.
- Provide facts. Reassure the public and commit to keeping people informed.
- Take accountability. Say, “We feel terrible that...” when acknowledging mistakes or failures.

### 9.2 DON'Ts:

- Avoid jargon and technical terms.
- Do not say “no comment”.
- Never lie.
- Do not speculate.
- Do not over-reassure.
- Avoid being defensive.

### 9.3 Communication with stakeholders:

- When developing messages for the public in an exceptional situation, the crisis team must take into consideration that non-English-speaking persons may not understand warnings that are

provided in English. Translation into Spanish must be ensured both for written and verbal communication.

- For people with special needs, a sign language interpreter or real time captioning should be considered in the informational process.

## **9.4 Message Approval**

The Town of Surfside will coordinate emergency information releases with the North Miami Divisional, Miami-Dade County Office of Emergency Management, and State/Federal agencies.

## **9.5 Delegating Roles and Responsibilities**

The Public Information Officer is responsible for developing and releasing information about the incident to the news media, to incident personnel, and to other appropriate agencies and organizations. It is the goal of the Town of Surfside to release timely and accurate emergency information to the public in a cooperative manner with the media. Therefore, the Public Information Officer would delegate responsibility to the crisis team, as necessary.

## 10. MESSAGING CHECKLIST

Use this checklist as a guide for message designing in exceptional situations:

Recommendation	Description
<b>Develop the communication response.</b>	Begin developing messages for different audiences. You will need the following: <ul style="list-style-type: none"><li>• Media statement</li><li>• Social media posts</li></ul>
<b>Review the messages.</b>	Run drafted messages through the chain of approval: <ul style="list-style-type: none"><li>• Executive decision-makers</li><li>• Legal team</li><li>• Communication team</li></ul>
<b>Monitor media and social media.</b>	Set up real-time media and social media monitoring to track mentions of keywords related to the crisis: <ul style="list-style-type: none"><li>• Pay attention to what is being said.</li><li>• Track the status of the crisis and respond accordingly.</li></ul>
<b>Correct the misinformation.</b>	If you see media reports or social media comments that are objectively wrong this is what you can do to address the situation: <ul style="list-style-type: none"><li>• Reach out to the reporter and explain the inaccuracy and to ask that a correction be made.</li><li>• On social media, be polite when pointing out any inaccuracies.</li></ul>



# 11. HOW TO WRITE A NEWS RELEASE

In order for local authorities' press releases to be picked up by the media, they must include certain information and be written in clear, simple language. A detailed guidance on best practices is provided below.

1. **The headline** should be short but capture the main news point;
2. **Lead Paragraph** should answer as many of the 5 W's as possible: Who? What? When? Where? Why/How?
3. **Following Paragraphs:**
  - Quote from an official (This could be a quote from media spokesperson who is assuring the residents and visitors of City of Surfside that all resources and efforts will be dedicated to this incident);
  - Details about coordination response with governmental and federal institutions;
  - Details about what is being done to address the situation;
  - Details about helping those affected;
4. **Tone and writing style.** The statement should follow the normal communications style of our institution and be worded so it reassures key audiences that we are on top of the crisis, and they can trust that everything will be resolved quickly.
5. **Contact details.** Include contact details of the Public Information Officer in direct media-related queries. Directing the media to one point of contact is critical to ensure story consistency.

## 12. MEDIA RELATIONS

The media are primary transmitters of risk information. They play a critical role in setting agendas and in determining outcomes. Any interaction with media representatives should follow the guidance from below:

### DO's:

- **Establish long-term trust relationships** with specific editors and reporters.

Having good relations with journalists could be critical in critical times. Seek out opportunities to meet key journalists at industry events.

- **Be proactive.** Provide information tailored to the needs of each type of media, such as sound bites, graphics, and other visual aids for television.
- **Be nice.** If you are easy and pleasant to work with, it will work in your favor.
- **Be transparent.** Have integrity in all your dealings with the media. It will earn you respect in the short run, and trust overall.

### DON'Ts:

- **Do not ask the journalist to call you back.** Get back to them at a convenient time for them or approach another reporter.
- **Do not ask to approve the article before it goes to print.** Such attempts might damage the relationship with the media.
- **Do not give any information off the record.**
- **Do not answer journalist questions before getting approval.**

## 13. MEDIA INQUIRIES VIA TOWN EMPLOYEES

When a member of the press contacts the Town of Surfside, please follow these steps:

1. Ask the journalist for the purpose of his or her call.
2. Record the journalist's name, media outlet, phone number and email address.
3. Inform the journalist that someone will follow up with him or her as soon as possible;
4. Contact the Town's Public Information Officer –or- Public Information Representative within one hour of receiving request via email, text message or phone call. Do not send journalists directly to the Town Manager or Mayor for comment.
  - If it is a police-related matter (e.g., pending investigation, arrests, murder, crimes such as a burglary or unlicensed practice), reach out to Public Information Officer;
  - If it's a Town matter (e.g., town development stories, events, ordinances, resolutions, new businesses in Surfside, etc.), reach out to Public Information Representative;
  - 5. Please do not attempt to answer the journalists' questions. Simply tell the journalist that the Public Information Officer or Public Information Representative will follow up with him or her.
  - Interactions with mass-media should be as transparent as possible. Provide journalists with honest feedback and a realistic timeline of when a specific problem or issue may be addressed.
  - Follow-up is essential, especially in government-civic affairs. Once a specific matter has been resolved, provide the resident with an update. In the case of SeeClickFix, mark the conversation "closed."

## 14. COMMUNICATION WITH THE MEDIA IN EMERGENCY

In order to create seamless communication and consistent messaging, the Public Information Officer would delegate responsibilities for media interactions during an emergency. When working with the press, the following must be considered:

1. **Providing equal access to information to all media outlets.**
  - Equal access means not discriminating between the local network affiliates and local independent TV stations.
  - Equal access means including newspapers, television, and radio stations.
2. **Give the media advance notice.** An hour is the absolute least amount of time from a notice to a conference.
3. **Schedule a regular time for media opportunities.** This will help to keep the residents informed and to avoid speculation.
4. **Send a brief media advisory about the media opportunity.** It should contain the following information:
  - Nature of the event (media opportunity or press conference);
  - Date, time, and place;
  - Contact person, and who is scheduled to appear;
  - The topics to be covered;

## 15. SOCIAL MEDIA

Social media is an important and effective communications tool and should be used as a complement to traditional media to deliver immediate information to as many stakeholders as possible.

### 15.1 Social Media Accounts

As of 2019, the Town website serves as the primary communication tool for the Town of Surfside. The Town also uses the next social media platforms:

- NextDoor ([@TownofSurfside](#))
- SeeClickFix ([@TownofSurfside](#))
- Facebook ([@TownofSurfside](#))
- Twitter ( [@TownofSurfside](#))
- Instagram ( [@TownofSurfside](#))
- LinkedIn ([@TownofSurfside](#))

### 15.2 Social Media Protocols:

- The Town of Surfside's social media presence should be limited to one account per specific platform. For example, the Parks & Recreation Department for Surfside should not have a Facebook page that is separate from the Town. Instead, the Town's Facebook 2 page should, when appropriate, incorporate information pertaining to Parks & Recreation. By doing so, important public information becomes more organized, and residents know where to find such information, thus eliminating any layer of confusion or public misinformation.
- The Town of Surfside has authorized the Public Information Representative (PIR) to oversee and manage all social media administration, including blogs, video sharing, business pages and social networking sites. The Town reserves the right to delegate to other individual(s) the authority to upload approved material to the Town's social media

### 15.3 Emergency Communications on Social Media:

- Surfside's Police Department and acting Public Information Officer are to immediately communicate with the PIR (Public Information Representative) in writing or via a phone call whenever major incidents occur that could potentially impact residents or local businesses.

- The PIR will use this information to share with residents on social media. This is in addition to various other communication channels used by the Town including CodeRed alerts, website, Town notifications, etc.

## **15.4 Content, Tone and Interactions:**

- A content calendar for the month is to be drafted by the person responsible for the Town’s social media and turned into the Assistant Town Manager for approval before posting. If more than one person oversees the social media management, the PIR is required to ensure that the team is on the same page and in-line with the social media policy.
- The Town’s goal is to maintain “one voice” when managing the social media for The Town of Surfside.
- Content must be relevant to the Town of Surfside’s mission. It can reflect current news, feature polls or open-ended questions to measure resident consensus on community issues, explain future or current Town projects, or highlight Town achievements. It can also include photos, graphics and/or videos associated with the content.
- Responses to residents on social media must always be professional, respectful, and diplomatic. Residents should be thanked for taking the time to provide their feedback or ask a question and for any positive acknowledgements in their comments. Residents’ concerns should be addressed, and/or the residents should be advised that the Town is working on finding a solution to their problems (if applicable).

## **15.5 DO’s:**

The following provides an outline for recommended steps to respond to residents on social media:

- Inform the residents that the Town of Surfside is more than happy to address the problem. Identify the steps taken to fix the problem and (if applicable) clearly and professionally explain why a specific problem cannot be fixed and/or refer the resident to a Town administrator who may be able to help.
- The tone on the Town’s social media should never be dramatic, sarcastic, condescending, or defensive.
- Interactions with residents on social media should be as transparent as possible. Provide residents with honest feedback and a realistic timeline of when a specific problem or issue may be addressed.

- Follow-up is essential, especially in government-civic affairs. Once a specific matter has been resolved, provide the resident with an update. In the case of SeeClickFix, mark the conversation “closed.”

## **15.6DON'Ts:**

- Employees may not use the Town’s logo, seal, slogan or trademarks of their personal blog or social media site or page in a manner that suggests that the posts express the opinions of the Town.
- Refrain from the use of ethnic slurs, profanity, threats of violence, material that is harassing, defamatory, fraudulent, or discriminatory.
- Refrain from the use of sexually explicit images, cartoons, jokes, messages, or other material that violates the Town’s policy or any federal, state, or local law prohibiting sexual harassment.
- Refrain from posting material which contains confidential information that compromises the security of Town networks or information systems. Such confidential information includes, but is not limited to, information that is protected under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) or other federal, state, or local laws and regulations (except as permitted under such laws and regulations), as well as social security numbers and other personally identifiable information.
- Refrain from circulating or posting commercial, personal, religious or political solicitations, chain letters, spam, or promotion of outside organizations unrelated to Town operations are also prohibited [unless otherwise protected or required by law].



**FOR IMMEDIATE RELEASE**

**Contact:**

**DATE:**

Public Information Officer  
Marian Cruz (305)-861-4862

### **TOWN OF SURFSIDE BUILDING COLLAPSE**

FLORIDA, TOWN OF SURFSIDE-- On June 24, 2021, Champlain Towers South, a 12-story 136-unit beachfront condominium in Surfside, Florida, partially collapsed. Police officers worked with firefighters who arrived from throughout Miami-Dade. At this time, 97 victims have been identified, including 96 victims recovered from the collapse and one victim who passed away in the hospital.

Mayor Charles W. Burkett expressed solidarity with the victims and their families and expressed gratitude to the intervention forces for a prompt response: "We rang the alarm bell, and we have got all the necessary resources. We will do our best to help as many people as possible. Now, all our thoughts are with victims of this tragedy and their families."

The cause of the collapse is still undetermined, and federal and local investigations are underway. The National Institute of Standards and Technology (NIST), part of the U.S. Department of Commerce, is the federal agency with principal authority for the technical investigation into the cause of the accident.

Given the magnitude of the incident, state and local emergency responders requested, through the governor, federal assistance. For survivors of the Champlain Towers South building collapse, FEMA assistance may include funds to rent temporary housing.

We continue to receive applications for unmet needs through the online portal created to support families, [Surfside Assistance](#).

For more details, please visit the Town official website or contact the Public Information Officer, Marian Cruz at (305)-861-4862) or email address [mcruz@townofsurfsidefl.gov](mailto:mcruz@townofsurfsidefl.gov).

###

*The Town of Surfside is a pedestrian-friendly oceanfront community located in South Florida. Surfside is home to 6,000 residents and has an attractive residential neighborhood featuring multi-family condominium and apartment buildings.*





**FOR IMMEDIATE RELEASE**

**Contact:**

DATE

Public Information Officer  
Marian Cruz (305)-861-4862

**RESIDENTS AND BUSINESSES SHOULD PREPARE NOW FOR TROPICAL STORM**

*As of Thursday's forecast, the storm is expected to begin to impact South Florida by late Friday night and into Saturday with occasional wind gusts and storm force winds.*

FLORIDA, TOWN OF SURFSIDE-- On June 30, 2024, As the Miami-Dade County Emergency Operations Center (EOC) continues to prepare for Tropical Storm, residents and businesses are urged to monitor the storm and to stay informed by frequently checking the [Town's website](#) for updates.

Based on the storm's current track, we may experience some tropical storm force winds, however, it is more likely that we will experience occasional wind gusts from Tropical Storm. Currently, residents are urged to:

- Check that all your emergency equipment is in working order, including shutters, generators, and radios.
- If you live in a surge zone, you must have evacuation plans ready in advance.
- Gather any required supplies, considering your family's needs. It is always wise to have water for at least three days and non-perishable food in case you lose power during or after a storm.

All residents are urged to stay tuned to radio and television broadcasts of the storm's movement. Town of Surfside officials are closely monitoring the situation and will issue further advisories as they become necessary.

For more details, please visit the Town official website or contact the Public Information Officer, Marian Cruz at (305)-861-4862 or email address [mcruz@townofsurfsidefl.gov](mailto:mcruz@townofsurfsidefl.gov).

###

*The Town of Surfside is a pedestrian-friendly oceanfront community located in South Florida. Surfside is home to 6,000 residents and has an attractive residential neighborhood featuring multi-family condominium and apartment buildings.*

## **SAMPLE HOLDING STATEMENT**

We have recently been informed that a two-thousand gallons of cooking oil spilled on a roadway in West Miami-Dade, Monday night. Miami-Dade Fire Rescue closed off streets around Northwest 127th Avenue and 17th Street, as Hazmat crews cleaned up the mess. The spill is not a danger to the environment or a fire hazard. The area is no longer a concern for drivers and the roadway has been reopened. The incident is under investigation and more information is forthcoming.

# Appendix 1

## INTERNAL COMMUNICATION MEMBERS

The following are the contact details of internal communication members. Due to limited human and logistic resources, additional external support might be needed in a higher risk crisis.

NAME	ROLE	PHONE	EMAIL
Shlomo Danzinger	Mayor	305.861.4863	<a href="mailto:sdanzinger@townofsurfsidefl.gov">sdanzinger@townofsurfsidefl.gov</a>
Hector Gomez	Town Manager	305.861.4863	
Jay Matelis	Captain of Police	305.861.4862	<a href="mailto:jmatelis@townofsurfsidefl.gov">jmatelis@townofsurfsidefl.gov</a>
Frank Trigueros	Community Services & Public Communications (CSPC) Department	305.586.8427	<a href="mailto:ftigueros@townofsurfsidefl.gov">ftigueros@townofsurfsidefl.gov</a>

## Appendix 2

### EXTERNAL COMMUNICATION

The following are contact details of local officials, federal agencies, and partnering organizations. Ongoing communication protocols will be provided, depending on the type of crisis.

NAME	ROLE	PHONE	EMAIL
Pete Gomez	Director Miami-Dade Emergency Operations Center	305-468-5400	<a href="mailto:eoc@miamidade.gov">eoc@miamidade.gov</a>
Chris Currie	Director, Homeland Security and Justice, GAO	404) 679-1875	<a href="mailto:CurrieC@gao.gov">CurrieC@gao.gov</a>
Valeria Espina Stevenson	Assistant Vice President, Florida International University	(305) 348- <u>2111</u>	<a href="mailto:vespina@fiu.edu">vespina@fiu.edu</a>
Nicole Erdfrocht	Director, Philanthropic Engagement, Greater Miami Jewish Federation	786.866.8406	<a href="mailto:information@jewishmiami.org">information@jewishmiami.org</a>

## Appendix 3

### MASS-MEDIA CONTACT LIST

The following are the contact details of mass-media representatives. Ongoing communication protocols will be provided.

JOURNALIST/ OUTLET	MEDIA	PHONE	EMAIL
JewishMiami.TV		786.866.8403	<a href="mailto:community@jewishmiami.org">community@jewishmiami.org</a>
Ciara LaVelle -General Assignment Reporter-Miami New Times		(305) 576- 8000	
CBS News Miami (Breaking News)		(305) 639- 4500 / (954) 463-6397	<a href="mailto:wfornews@cbs.com">wfornews@cbs.com</a>
NBC 6 South Florida		954-622-6111	<a href="http://www.nbc.com/contact-us">www.nbc.com/contact-us</a>