

City of Hallandale Beach

400 S. Federal Highway
Hallandale Beach, FL 33009



Meeting Agenda

Wednesday, May 17, 2023

5:30 PM

Commission Chambers

City Commission

Mayor Joy F. Cooper
Vice Mayor Anabelle Lima-Taub
Commissioner Joy D. Adams
Commissioner Mike Butler
Commissioner Michele Lazarow

City Manager Dr. Jeremy Earle
City Attorney Jennifer Merino
City Clerk Jenorgen M. Guillen, CMC

WELCOME TO YOUR CITY COMMISSION MEETING

We are pleased that you have demonstrated an interest in the City of Hallandale Beach by attending a City Commission Meeting. The City Commission encourages citizen participation in the local government process. We hope you will attend more of these meetings in the future. The City Commission also recognizes the necessity for conducting orderly and efficient meetings in order to complete City business in a timely manner.

The presiding officer of the City Commission shall be the Mayor, or in the Mayor's absence, the Vice Mayor. In the absence of both the Mayor and the Vice Mayor, a temporary presiding officer shall be selected by seniority of Office of those Commissioners present. The presiding officer shall preserve order and decorum at all regular and special meetings of the City Commission and shall have the authority to regulate irrelevant debate, repetitious discussion, and disruptive behavior at a public meeting. However, a decision of the presiding officer may be overruled by a majority vote of the City Commission.

The City Commission recognizes the importance of protecting the right of its citizens and taxpayers to express their opinions on the operation of City government and encourages citizen participation in the local government process. The City Commission also recognizes the necessity for conducting orderly and efficient meetings in order to complete City business in a timely and proper manner.

Any individual may speak on any agenda item and/or any subject pertinent to the City. Every individual wishing to address the City Commission is encouraged to sign in with the City Clerk prior to the meeting. Public participation during all items is limited to three minutes, however, the City Commission may allow more time at their discretion. When addressing the City Commission during public participation, speakers are requested to provide their name and city of residency. Speakers shall confine their comments solely to the agenda item being discussed or to matters related to City business. Unless it is an agenda item, speakers are prohibited from discussing their own pending court cases and filed claims against the City or City personnel. Speakers may not engage in commercial advertisement or electioneering.

It is prohibited for any person to disturb or interrupt any meeting of the City Commission or otherwise fail to comport with the rules of decorum. The use of obscene or profane language is prohibited. Loud and disruptive speech is prohibited. Any physical violence or the threat thereof is prohibited. The use of words likely to cause a fight or tending to cause a breach of the peace are prohibited. Speakers should not engage in personal attacks. Remarks should be directed to the Presiding Officer or the Commission. Personal attacks against individual Commissioners, the City Manager or Staff are prohibited.

Any person declared out of order or causing a disturbance will be cautioned and may be barred from making any additional comments during the meeting. Any person who becomes disruptive or interferes with the orderly business of the Commission may be removed from the Commission Chambers.

The above represents a summarization of City Ordinance 2017-15, which establishes regulations for orderly meetings and public participation. Copies of this Ordinance are available for public inspection in the City Clerk's Office. Any person requiring auxiliary aids and services at this, or future meetings, may call the City Clerk's Office at 954-457-1340 at least two calendar days prior to the meeting.

1. CALL TO ORDER**2. ROLL CALL****3. PLEDGE OF ALLEGIANCE****4. ORDER OF BUSINESS****5. PUBLIC PARTICIPATION (Speakers must sign-in with the City Clerk prior to the start of the meeting)****6. PRESENTATIONS**

- A. FLORIDA SENATOR JASON PIZZO PRESENTATION. (STAFF: CITY MANAGER)
- B. POLICE APPRECIATION MONTH PROCLAMATION. (SPONSORED BY VICE MAYOR ANABELLE LIMA-TAUB).
- C. PUBLIC WORKS WEEK PROCLAMATION (STAFF: PUBLIC WORKS DEPARTMENT)

7. APPROVAL OF DRAFT MINUTES**8. CONSENT AGENDA (Matters on the Consent Agenda are not expected to require discussion. Items will be adopted by one motion. If discussion is desired by any member of the Commission, then that item may be pulled from the Consent Agenda by any member of the City Commission and will be considered separately. If the public wishes to speak on a matter on the Consent Agenda they must inform the City Clerk prior to the start of the meeting. They will be recognized prior to the approval of the Consent Agenda or on the separate item, if it is pulled.)**

- A. BUDGET PERFORMANCE REPORT THROUGH JANUARY 31,2023. (STAFF:BUDGET DIRECTOR)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Monthly Budget Performance Report for Period Ending January 31](#)

- B. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AUTHORIZING THE PURCHASE THROUGH COOPERATIVE SOURCEWELL AGREEMENT #031622 WITH FOREVERLAWN, INC. OF K-9 CLASSIC GRASS AND OTHER SERVICES AT THE CITY'S GOLDEN ISLES DOG PARK IN THE AMOUNT NOT TO EXCEED ONE HUNDRED TWENTY-THREE THOUSAND, FIVE HUNDRED, SEVENTY-TWO DOLLARS (\$123,572); AND PROVIDING AN EFFECTIVE DATE. (STAFF: PARKS AND RECREATION

DEPARTMENT DIRECTOR)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Resolution](#)
[Exhibit 2 - Cost Proposal](#)
[Exhibit 3 - Contract 031622](#)

- C. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AUTHORIZING AWARD OF BID # FY 2022-2023-007 TO REFURBISH THE CITY'S GATEWAY MONUMENT TO ACOLITE CLAUDE UNITED SIGN CO., INC. AS THE LOWEST RESPONSIVE BIDDER IN AN AMOUNT NOT TO EXCEED ONE HUNDRED TWENTY-SEVEN THOUSAND, SIX HUNDRED, NINETY-SEVEN DOLLARS (\$127,697); AND PROVIDING AN EFFECTIVE DATE. (STAFF: PARKS AND RECREATION DEPARTMENT DIRECTOR)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Resolution](#)
[Exhibit 2 - Bid FY 2022-2023-007 Refurbish City of Hallandale Beach Gateway](#)
[Exhibit 3 - Award Recommendation Memorandum Bid FY2022-2023-007 Refurbish City of Hallandale Beach Gateway](#)
[Exhibit 4 - Acolite Claude United Sign Co Inc Proposal](#)
[Exhibit 5 - Bid Tabulation Bid # FY 2022-2023-007](#)

- D. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT WITH GTECHNA US CORPORATION FOR 5 YEARS, IN AN AMOUNT NOT TO EXCEED TWO HUNDRED FIFTY THREE THOUSAND AND EIGHT HUNDRED EIGHT FIVE DOLLARS (\$253,885); AND PROVIDING AN EFFECTIVE DATE. (STAFF: POLICE CHIEF)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Resolution](#)
[Exhibit 2 - Ordinance 2021-013](#)
[Exhibit 3 - GTechna Proposal](#)
[Exhibit 4 - Revenue Breakdown](#)

- E. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AWARDED BID # FY 2022-2023-003 NE 3RD STREET DRAINAGE MITIGATION PROJECT TO BASILE USA LLC, THE LOWEST RESPONSIVE BIDDER, IN THE AMOUNT OF ONE MILLION, SEVENTEEN THOUSAND, FIVE HUNDRED SIX DOLLARS AND FORTY-SIX CENTS (\$1,017,506.46) FOR A TOTAL NOT TO EXCEED AMOUNT OF ONE MILLION, ONE

HUNDRED FOURTEEN THOUSAND, TWO HUNDRED, NINETY-SIX DOLLARS AND SEVENTY-SEVEN CENTS (\$1,114,296.77) WITH AUTHORIZED CONTINGENCY; AND PROVIDING AN EFFECTIVE DATE. (STAFF: PUBLIC WORKS DIRECTOR)

Attachments:

[Agenda Cover Memo](#)

[Exhibit 1 - Resolution](#)

[Exhibit 2 - Resolution 2020-054](#)

[Exhibit 3 - Work Authorization](#)

[Exhibit 4 - BID FY 2022-2023-003 NE 3RD ST DRAINAGE PROJECT](#)

[Exhibit 5 - Award Information Memo](#)

[Exhibit 6 - Bid Tabulation Sheet](#)

- F. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, APPROVING A CCNA CONTINUING SERVICES AGREEMENT CHANGE ORDER IN THE AMOUNT OF THREE HUNDRED EIGHTY-ONE THOUSAND AND FIFTY-FOUR DOLLARS (\$381,054) FOR CONSTRUCTION OVERSIGHT SERVICES AND PROJECT CLOSEOUT FOR THE INSTALLATION AND STARTUP OF THE NEW WATER TREATMENT PLANT REVERSE OSMOSIS SKID; AND PROVIDING AN EFFECTIVE DATE. (STAFF: PUBLIC WORKS DIRECTOR)

Attachments:

[Agenda Cover Memo](#)

[Exhibit 1 - Resolution](#)

[Exhibit 2 - Reso 2020-054](#)

[Exhibit 3 - Reso 2021-068](#)

[Exhibit 4 - Reso 2023-025](#)

[Exhibit 5 - Work Authorization- Cost Proposal](#)

- G. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, RATIFYING A CHANGE ORDER TO THE DESIGN PROFESSIONAL CONTINUING SERVICES AGREEMENT BETWEEN CITY AND R.J. BEHAR & COMPANY IN AN AMOUNT NOT TO EXCEED THIRTY-ONE THOUSAND, TWO HUNDRED, FIFTY-FOUR DOLLARS (\$31,254) FOR THE ADDITIONAL DESIGN SERVICES SUBMITTED FOR THE PUBLIC WORKS COMPOUND STORMWATER SYSTEM MODIFICATION PROJECT, FOR A NOT TO EXCEED REVISED TOTAL DESIGN AMOUNT OF ONE HUNDRED SIX THOUSAND, NINETY FIVE DOLLARS (\$106,095); AND PROVIDING AN EFFECTIVE DATE. (STAFF: PUBLIC WORKS DIRECTOR)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Resolution](#)
[Exhibit 2 - Resolution No. 2020-054](#)
[Exhibit 3 - Work Authorization Executed 5-19-2022](#)
[Exhibit 4 - Supplemental Proposal](#)

- H. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, RATIFYING AUTHORIZATION OF THE ADDITIONAL SCOPE OF WORK AND RELATING PAYMENT IN THE AMOUNT OF FOURTEEN THOUSAND, NINE HUNDRED AND FIFTY DOLLARS (\$14,950), MADE TO OPTIMUM CONSULTING FOR ITS UPDATE TO THE COMPREHENSIVE EMERGENCY MANAGEMENT PROGRAM; AND PROVIDING AN EFFECTIVE DATE. (STAFF: PUBLIC WORKS DIRECTOR)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Resolution](#)
[Exhibit 2 - Initial Cost Proposal](#)
[Exhibit 3 - Supplemental Cost Proposal](#)

9. ORDINANCES ON FIRST READING

- A. AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AMENDING THE ADOPTED BUDGET FOR FY 2022-23 TO REFLECT THE REVENUES, EXPENDITURES, APPROPRIATIONS AND OTHER MISCELLANEOUS BUDGET ADJUSTMENTS; PROVIDING FOR CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE.(FIRST READING)(STAFF: BUDGET DIRECTOR)

Attachments: [Agenda Cover Memo](#)
[Exhibit 1 - Ordinance](#)
[Exhibit 2 - Line Item Detail](#)

10. ORDINANCES ON SECOND READING/PUBLIC HEARING

- A. AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA AUTHORIZING THE ISSUANCE OF UTILITY SYSTEM REVENUE BONDS TO FINANCE AND/OR REFINANCE THE PROJECTS; PLEDGING CERTAIN NET REVENUES OF THE UTILITY SYSTEM FOR THE PAYMENT THEREOF; PROVIDING FOR THE RIGHTS OF THE HOLDERS THEREOF; PROVIDING FOR THE ISSUANCE OF TEMPORARY BOND ANTICIPATION NOTES; PROVIDING FOR THE RIGHTS OF

THE HOLDERS; MAKING OTHER COVENANTS AND AGREEMENTS IN CONNECTION THEREWITH; REPEALING OTHER INSTRUMENTS; AND PROVIDING FOR AN EFFECTIVE DATE. (SECOND READING) (STAFF: FINANCE DIRECTOR)

Attachments:

[Agenda Cover Memo](#)

[Exhibit 1 - Ordinance](#)

[Exhibit 2 - Preliminary 2023 Bond Issuance Project Summary](#)

ITEM WAS ADOPTED ON APRIL 19, 2023 ON A 4/0 ROLL CALL VOTE.

- B. AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AMENDING CHAPTER 13, SECTION 13-40 REGARDING ABANDONED VEHICLES; CHAPTER 28 "TRAFFIC, MOTOR VEHICLES AND BOATS", SECTIONS 28-8, 28-11, 28-15, 28-17, 28-133 THROUGH 28-135, 28-137 AND CREATING SECTIONS 28-141 AND 28-142, TO OPTIMIZE PARKING ENFORCEMENT, CREATE AN ADMINISTRATIVE REVIEW PROCESS, AN APPEALS PROCESS, ADDRESS DISABLED PARKING IN PAID PARKING AREAS AND OTHER PARKING RELATED PROVISIONS; PROVIDING FOR CONFLICT; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE. (SECOND READING)(STAFF: POLICE CHIEF)

Attachments:

[Agenda Cover Memo](#)

[Exhibit 1 - Ordinance](#)

[Exhibit 2 - City Ordinances 2021-013](#)

[Exhibit 3 - Revenue Breakdown](#)

[Exhibit 4 – Presentation](#)

ITEM WAS ADOPTED ON APRIL 19, 2023 ON A 4/0 ROLL CALL VOTE.

- C. AN ORDINANCE OF THE CITY OF HALLANDALE BEACH, FLORIDA, AWARDED RFP FY#2022-2023-001, FRANCHISE TOWING SERVICES, TO WESTWAY TOWING, INC. TO PROVIDE CITYWIDE TOWING SERVICES; AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE A FRANCHISE AGREEMENT WITH WESTWAY TOWING, INC.; PROVIDING FOR CONFLICT; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE. (SECOND READING)(STAFF: POLICE CHIEF)

- Attachments:** [Agenda Cover Memo](#)
[Exhibit 1 – Ordinance](#)
[Exhibit 2 – RFP FY# 2022-2023-001 Franchise Towing Services – Scope of V](#)
[Exhibit 3 – RFP FY# 2022-2023-001 Franchise Towing Services - Addendum](#)
[Exhibit 4 – RFP FY# 2022-2023-001 Franchise Towing Services - Addendum](#)
[Exhibit 5 – RFP FY# 2022-2023-001 Franchise Towing Services - Addendum](#)
[Exhibit 6 – Award Information Memorandum](#)
[Exhibit 7 – Summary Rating Sheet](#)
[Exhibit 8 – RFP Response - Westway Towing Inc](#)

ITEM WAS ADOPTED ON MAY 3, 2023 ON A 5/0 ROLL CALL VOTE.

- D. AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AMENDING CHAPTER 32, ZONING AND LAND DEVELOPMENT CODE; AMENDING ARTICLE IV, DEVELOPMENT STANDARDS; DIVISION 20, TEMPORARY USES, REMOVING CARGO CONTAINERS AS A PRINCIPAL TEMPORARY USE STRUCTURE; AMENDING REFERENCES TO THE FASHION ART DESIGN SUBDISTRICT WITHIN DIVISION 20 TO THE “DISTRICT 8” SUBDISTRICT; PROVIDING FOR CONFLICT; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE. (SECOND READING)(STAFF: SUSTAINABLE DEVELOPMENT DIRECTOR)

- Attachments:** [Agenda Cover Memo](#)
[Exhibit 1 - Ordinance](#)
[Exhibit 2 - Planning and Zoning Board Cover Memo dated January 25, 2023](#)
[Exhibit 3 - Planning and Zoning Board Minutes of January 25, 2023](#)
[Exhibit 4 - Presentation](#)

ITEM WAS ADOPTED ON APRIL 19, 2023 ON A 4/0 ROLL CALL VOTE.

- E. AN ORDINANCE OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, AMENDING CHAPTER 32, ZONING AND LAND DEVELOPMENT CODE; AMENDING DIVISION 1. – SECTION 32-8. – DEFINITIONS; AMENDING DIVISION 3. – FORM-BASED ZONING DISTRICTS; SUBDIVISION I. – CENTRAL RAC DISTRICT; AMENDING SECTION 32-193. – ALLOWABLE USES IN THE CENTRAL RAC SUBDISTRICTS; RENAMING THE FASHION ART AND DESIGN SUBDISTRICT TO THE DISTRICT 8 SUBDISTRICT; AMENDING SECTION 32-199. –

RELATIVE TO DIMENSIONAL AND PARKING REQUIREMENTS FOR EXISTING AND NEW DEVELOPMENT WITHIN THE DISTRICT 8 SUBDISTRICT; AMENDING REFERENCES TO THE FASHION ART AND DESIGN SUBDISTRICT IN CHAPTER 32, ZONING AND LAND DEVELOPMENT CODE SECTIONS 32-524, SECTION 32-192, SECTION 32-203, SECTION 32-205 AND SECTION 32-201 TO THE NAME "DISTRICT 8" SUBDISTRICT, PROVIDING FOR CONFLICT; PROVIDING FOR CODIFICATION; PROVIDING FOR SEVERABILITY; AND PROVIDING AN EFFECTIVE DATE. (SECOND READING) (STAFF: SUSTAINABLE DEVELOPMENT DIRECTOR)

Attachments:

[Agenda Cover Memo](#)

[Exhibit 1 - Ordinance](#)

[Exhibit 2 - Planning and Zoning Board Cover Memo dated January 25, 2023](#)

[Exhibit 3 - Planning and Zoning Board Minutes of January 25, 2023](#)

[Exhibit 4 - Presentation](#)

ITEM WAS ADOPTED ON APRIL 19, 2023 ON A 4/0 ROLL CALL VOTE.

- F. AN ORDINANCE OF THE CITY OF HALLANDALE BEACH, FLORIDA, INCREASING ALL LOCAL BUSINESS TAX RECEIPT FEES BY FIVE PERCENT; PROVIDING FOR CONFLICT; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE. (SECOND READING)(STAFF: SUSTAINABLE DEVELOPMENT DIRECTOR)

Attachments:

[Agenda Cover Memo](#)

[Exhibit 1 - Ordinance](#)

[Exhibit 1A - Propsoed Fees](#)

[Exhibit 2 - Florida Statute 205.0535](#)

ITEM WAS ADOPTED ON APRIL 19, 2023 ON A 4/0 ROLL CALL VOTE.

11. RESOLUTIONS/PUBLIC HEARING

12. RESOLUTIONS/CITY BUSINESS

- A. A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF HALLANDALE BEACH, FLORIDA, SETTING AND AMENDING FEES AND CHARGES FOR CITY SERVICES, APPLICATIONS, LICENSES AND PERMITS FOR FISCAL YEAR 2022-2023; AND PROVIDING AN EFFECTIVE DATE. (STAFF: BUDGET DIRECTOR)

- Attachments:** [Agenda Cover Memo](#)
 [Exhibit 1 - Resolution](#)
 [Exhibit A - Amended FY22-23 Fees and Changes](#)
 [Exhibit 3 - Summary of Changes](#)

13. COMMISSIONER COMMUNICATIONS - Items not on the Agenda

- A. COMMISSIONER ADAMS
- B. COMMISSIONER BUTLER
- C. COMMISSIONER LAZAROW
- D. VICE MAYOR LIMA-TAUB
- E. MAYOR COOPER

14. CITY ATTORNEY COMMUNICATIONS - Items not on the Agenda

15. CITY MANAGER COMMUNICATIONS - Items not on the Agenda

16. INFORMATIONAL ITEMS: (No Action Required)

17. ADJOURN

THIS MEETING IS OPEN TO THE PUBLIC. IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, ALL PERSONS THAT ARE DISABLED; WHO NEED SPECIAL ACCOMMODATIONS TO PARTICIPATE IN THIS MEETING BECAUSE OF THAT DISABILITY SHOULD CONTACT THE OFFICE OF THE CITY CLERK AT 954-457-1340 NO LATER THAN TWO DAYS PRIOR TO SUCH PROCEEDING.

AGENDA ITEMS MAY BE VIEWED AT THE OFFICE OF THE CITY CLERK, CITY OF HALLANDALE BEACH CITY HALL, 400 S. FEDERAL HIGHWAY, HALLANDALE BEACH, FL 33009. ANYONE WISHING TO OBTAIN A COPY OF ANY AGENDA ITEM SHOULD CONTACT THE CITY CLERK AT 954-457-1340. A COMPLETE AGENDA PACKET IS ALSO AVAILABLE ON THE CITY WEBSITE AT www.hallandalebeachfl.gov

ALL INTERESTED PERSONS MAY APPEAR AT THE MEETING AND MAY BE HEARD WITH RESPECT TO THE PROPOSED MATTER. SHOULD ANY PERSON DESIRE TO APPEAL ANY DECISION MADE BY THE BOARD, AGENCY, OR CITY COMMISSION WITH RESPECT TO ANY MATTER TO BE CONSIDERED AT SUCH MEETING OR HEARING, THAT PERSON SHALL ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH RECORD INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

TWO OR MORE MEMBERS OF CITY COMMISSION OR OTHER CITY BOARDS MAY ATTEND AND PARTICIPATE AT THIS MEETING.

THESE MEETINGS MAY BE CONDUCTED BY MEANS OF OR IN CONJUNCTION WITH COMMUNICATIONS MEDIA TECHNOLOGY, SPECIFICALLY, A TELEPHONE CONFERENCE CALL. THE LOCATION 400 S. FEDERAL HIGHWAY, HALLANDALE BEACH, FL 33009, WHICH IS OPEN TO THE PUBLIC, SHALL SERVE AS AN ACCESS POINT FOR SUCH COMMUNICATION.