

SECTION 12

COMMUNITY BENEFIT PLAN

"A THING IS RIGHT WHEN IT SEEKS TO PRESERVE THE INTEGRITY, STABILITY AND BEAUTY OF THE BIOTIC COMMUNITY. IT IS WRONG WHEN IT TENDS OTHERWISE." ALDO LEOPOLD

I. Objectives

Consistent with the City of Hallandale Beach's community driven "City Wide Parks Master Plan", which sets forth as one of their goals: "maintain and enhance the tax base", we feel that it is imperative the following objectives be met in full compliance with the community's desired results.

1. MAINTAIN TAX BASE: **Maximize the amount of dollars spent in the community by buying Local.**
2. ENHANCE TAX BASE: **Leave the community better than it was before we came.**

In order to meet these objectives, it is vital that we utilize the vehicle of "collective impact" to ensure the maximum benefit to the community at large. Collective impact is a disciplined effort to bring together organizations in a city to establish a common vision, adopt a shared set of measurable goals and pursue evidence-based actions that reinforce one another's work and further those goals.¹ By partnering with one another Burkhardt and NuJak combine the strength of a General contracting firm with exceptional experience in Parks, Public Space improvements and Redevelopment projects with that of a nationally recognized successful minority-owned Construction management and development firm specializing in public redevelopment initiatives through creative partnerships with local s/wmbe firms and public agencies. Combined the companies bring 60 years experience in creating a class of satisfied customers, happier communities and empowered workforces.

II. Maintaining the Tax Base

The tax base in any area consists of the total value of all income and property present within a community. So often when capital projects are undertaken, hundreds of millions of dollars are taken out of a community to other communities when the work is performed by businesses and persons not located within that community, thereby decreasing the tax base available to fund services such as maintenance of roads, streets, and other benefits that the government provides to its citizens.

With a project of this magnitude, it is imperative that the City of Hallandale Beach ensure the following in "maintaining the tax base":

1. **Employment:** That the maximum amount of employment opportunities for persons performing be optimized for local residents. In a time when our economy struggles through recovery, with high unemployment it is unthinkable to create jobs outside of the community with community dollars. Government must take every opportunity to increase the utilization of resident constituents in the provision of services.
2. **SBE Utilization:** Not only is the provision of services important, but the supply of goods from local sources is equally important in a tough economy. Those existing businesses that provide services consistent with the project requirements should be both identified and encouraged to participate. Some of our bid strategies includes the following:
 - Seeking out SBEs for inclusion on the project bidders list.**
 - Specialized bid invitations for SBEs.**
 - Structuring the bid package and work scopes to allow SBEs to be competitive.**
 - Additional communication with the SBE bidders during the bidding process.**
 - Providing teaming opportunities for SBEs with other larger subcontractors.**
 - Utilization of SBE material suppliers and manufacturers.**
 - Compliance with SBE bid tabulation preference requirements.**
 - Mentoring firms to facilitate future stability and growth**

The Burkhardt Team also assists small business enterprises during the construction, close out and warranty phase of any given project by:

- Providing flexible insurance limit requirements for SBEs.**
- Assistance to SBEs to ensure that all safety and administration requirements are met.**
- Providing joint checks to material suppliers.**
- Providing fast and flexible payment options.**

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- Providing fast project close out and release of retainage.
- Providing references for future clients and projects.

3. **M/WBE Utilization:** Lastly, as we ensure the preservation of the existing tax base of Hallandale Beach, it is important that the distribution of capital dollars finds its way proportionately into the "underserved" communities. For that reason, partnering with local organizations that can assist the Burkhardt NuJak team in identifying M/WBEs for successful inclusion in the execution of the work is one of the highest priorities.

Community Benefit: By ensuring the utilization of local residents and business enterprises on this project the Burkhardt NuJak team will provide the community the benefit of greater than 50% of the dollars spent on this project remains in the community. By maintaining our commitment to involve local suppliers and subcontractors, including Minority and SBE firms Burkhardt NuJak will assist in enhancing community pride, increasing quality workmanship and providing for quick follow-up responses long after the project is complete.

Commitment: The Burkhardt-NuJak team has a proven track record of identifying and utilizing LBE, SBE and M/WBE firms in the execution of its work, not because we have to but because it is the right thing to do. In fact, NuJak has provided leadership in this area by crafting and creating working and mentor-protégé relationships with qualified local, small and minority firms time and time again. The Burkhardt-NuJak team is committed to not only meeting but exceeding all of the small business enterprise (SBE) and local business enterprise (LBE) goals as set forth by the City of Hallandale Beach.

III. **Enhancing the Tax Base**

In good housekeeping most of us are taught to "**leave an area better than you found it**". This is core to our collective philosophy of being good partners. That is why it is important that we identify vendors that may have not been able to make the leap into a sustainable Business Enterprise, and help them build capacity by creating teaming arrangements, mentor-protégé relationships and bonding lines. Burkhardt-NuJak understands the need to increase capacity for local, small and local businesses. Core to our philosophy is not only "*providing fish, but teaching to fish*". It is not only imperative that opportunities be extended to local firms, but it is also vital that these firms are bettered by these relationships, in that; they develop the ability to pursue future opportunities as prime contractors. One of NuJak's roles, as a byproduct of mentor-protégé relationships, is to ensure successful compliance and delivery of this model.

In order to enhance the tax base, there must be economic development. This economic development should include the development of both human capital and business enterprises:

1. **Human Capital:** In the development of human capital, it is important that the skill set of the existing local workforce be improved. While this project will certainly not improve the entire workforce, there are opportunities to do so in the following areas:
 - a. Development of employability skills
 - b. Improvement of existing trade skills unique to the project, through apprentice level participation and training.
 1. *Being able to provide employment and apprenticeship opportunities to the youth, un-employed and even to ex-offender in the community helps increase the intellectual capacity of the neighborhood.*
 - c. On the Job training for Ex-offenders:
 1. *We have found that by extending opportunities for the re-employment of this underserved demographic, we have been able to provide meaningful re-engagement of a workforce that overflows into more stable families in the community.*

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2. **Business Enterprise:** By improving the existing capacity of local business enterprises impacted by the project each local enterprise reaches a higher level of self-sufficiency and sustainability. This is core to the enhancement of the existing tax base and is core to the philosophy shared by both Burkhardt and NuJak. Unfortunately, even through our best efforts not all local SBEs are prepared for every contracting opportunity. For this reason, Burkhardt-NuJak utilize a number of strategies to help each small business enterprise (SBE) succeed during the bidding process.

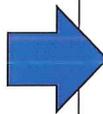
We understand the issues inherent with these firms in advancing their firms to the next level of procurement opportunities. One of the major issues facing SBEs are their inability to provide bonding compatible with their interests. That is why we have a unique methodology of assisting your local and SBE firms in obtaining bonding and being able to participate on large bonded projects such as this. We have developed a partnership with Wells Fargo, bond division, which assists these firms in obtaining SBA and other guaranteed bond programs. Wells Fargo works with each subcontractor individually to develop the program that best suits their needs

Community Benefit: By ensuring the development of human capital and the employment readiness of the existing workforce, the community will benefit directly from an increase in wages, sales tax revenue and a decrease in unemployment claims. Capacity building for existing and new business enterprises impacted by the project will result in a net increase in the number of new businesses and transactional tax revenues from such business..

Commitment: The Burkhardt-NuJak team is committed to the development of both the existing work force and the existing local business enterprises in the betterment of the City of Hallandale Beach community.

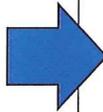
As seen below our combined commitment to local and minority participation and development on every project is weaved into the fabric and corporate commitment of our organizations. It is the way we do business, every project, every time. It is this commitment that we bring to this project and community that will have a long lasting impact on the community at large.

BURKHARDT
CONSTRUCTION, INC.



- General Contractor
- Cost Estimating
- SBE/LBE Utilization
- Scheduling
- Quality Control
- On-Site Supervision

NUJAK
CONSTRUCTION



- General Contractor
- SBE/LBE Stimulation
- Quality Control
- On-site Supervision
- Partnerships Liason

- IV. **Partnerships:** In an effort to meet the same levels of success that both firms have experienced time and time again as well, meet the objectives mentioned above, we chose reach out to the following local agencies and firms:

- **Palms Community Action Coalition (PCAC),** *Murvin Wright, Chair*
- **West & Associates.** *Jeaneen West, President*

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- **Broward Urban League**
- **Adams Consulting Group, Inc.** *Pamela A. Adams, President*
- **Wells Fargo Surety and Contract Bonds Division**, *Checree Bryant, Director of Surety*
- **Labor for Hire Inc.**

Each of these firms may provide consultation for our team in helping us to meet those goals as established by the City of Hallandale Beach for maximizing the community benefit. Their unique roles are as follows:

- **PCAC** will be our lead partner in assisting us to ensure that we achieve the optimum community benefit consistent with the goals established by the community and the City. PCAC will do this by:
 - Establishing a community outreach effort to inform and recruit City of Hallandale Beach Local Business Enterprises (LBE) about contracting opportunities made available by Burkhardt-NuJak. The outreach effort will include informing minority-focused media about the available opportunity and the Burkhardt-NuJak's efforts to recruit local businesses.
 - Setting up a registration and screening system to pre-qualify local businesses prior to referring them to the Burkhardt-NuJak for bidding opportunities. The screening and vetting process will determine whether subcontractors have the requisite licenses and insurance to perform on the prospective contract.
 - Recommending at least three potential LBE subcontractors to Burkhardt-NuJak for each trade or subcontracting specialty sought.
 - Tracking the number of LBEs engaged in the project procurement and provide our team compliance reports.
 - Identifying any areas for collaborative apprenticeships.
 - Identifying food vendors who can provide food services to workers on-site.
 - Providing oversight and liaison with Labor for Hire, Inc. when needed in the hiring of temporary workers and managing the labor pool.
 - Providing monthly reports to the Burkhardt-NuJak team to support the reporting requirements for the City of Hallandale with respect to its goals for hiring and utilizing local subcontractors.
 - The record keeping and reporting system will indicate:
 - a. The number of LBE subcontractors and suppliers used by Burkhardt NuJak during the reporting period.
 - b. Identify the work, materials and services provided by LBEs.
 - c. Document the community outreach provided to expand LBE participation.
 - Assisting the Burkhardt NuJak team in monitoring the contracted skilled and unskilled workers and local subcontractors.

*"There is a spirit of unity, a sense of belonging" said a resident about the opening of the new Foster Park building which was recently built with community partnership. This type of community partnership brings a sense of community which creates the best community benefit.
Palms Community Action Coalition*

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- **WEST** –Per project requirements and constraints, will assist us with the establishment of employment readiness for potential hires. It is not enough to provide employment opportunities, but we must teach the candidates how to make themselves employable by understanding:
 - Job skills 101
 - Resume preparation
 - Interviewing skills
 - Overcoming the Fear of Success.These skills will be taught through a 1 day workshop made available to all interested persons.
- **BROWARD URBAN LEAGUE** may assist at the circulation of employment as well Workshop opportunities to their existing user group located in the Hallandale Beach area.
- **LABOR FOR HIRE** may assist with providing incidental day labor for the project success
- **ADAMS** Per city approved project requirements, will be the lead consultant for compliance with the City's SBE utilization program. In order to accomplish and ensure compliance Adams will:
 - Provide a proactive program for subcontractor engagement related to the Small Business Enterprise (SBE) compliance.
 - Coordinate a "Business 2 Business" workshop along with PCAC and WELLS to assist SBEs in meeting the solicitation goals and building capacity.
 - Assist with the development of meaningful reports ensuring that the program goals are met.
- **WELLS FARGO** will work in conjunction with Adams in providing information at the Business 2 Business workshop on bonding and how it is obtained. Additionally, Wells will analyze prospective SBEs for inclusion in a creative bond program crafted uniquely for this project, thereby, building future capacity for existing LBE/SBEs.

V. **Technical Training**

In addition to these steps Burkhardt-NuJak will offer a program coordinated through PCAC to provide one workshop each month to Minority, Women, Small and Developing Business Enterprises for issues relating to the construction business. These seminars led by NuJak's **Frank Kendrick**, will cover such topics as estimating, blue print reading, contracts and other construction related issues.

VI. **Conclusion**

By using the power of collaboration and partnerships, coupled with expertise, the Burkhardt NuJak team provides the perfect blend of skill, passion, experience and leadership to accomplish the greatest possible "**collective impact**" and "**community benefit**" for the City of Hallandale Beach in implementing its park's revitalization master plan. "

It is our teams' strong desire to furnish all of the above listed services in the "Community Benefit Plan", and will do so given the overall project requirements and budgets allow, to the maximum extent possible.