

# **EXHIBIT 1**

## **EXAMPLES OF COMMUNITY BENEFIT PLAN FOR CIP PROJECTS OVER \$1 MILLION**

CITY OF HALLANDALE BEACH  
City Clerk's Department - Executive Offices  
400 South Federal Highway - 2nd Floor  
Hallandale Beach, FL 33009



# 13

## COMMUNITY BENEFIT PLAN



## COMMUNITY BENEFIT PLAN - EXHIBIT B

At ACAI, we understand that residents and visitors to the City of Hallandale Beach ultimately will define the success of this project based on level of quality delivered, operational efficiency during and after construction, long-term durability and financial value. It is our job as your Consultant to make sure the community you serve is well-informed and an integral part of this project -- so they too can take pride and ownership upon its completion.

ACAI understands the importance of giving back to the Community and investing in its citizens and businesses as evidenced in our support and use of Hallandale Creative Printing, a local vendor, for this project. More importantly, however, we believe in devoting our efforts toward endeavors that will have a lasting impact on the City of Hallandale Beach for many years to come. To that end, our community benefit plan for this project focuses on the future leaders of Hallandale Beach - **the City's youth.**

Through partnership with schools in the Hallandale Beach area, ACAI has a unique opportunity to reach the City's next generation and to educate these youth on the wealth of opportunities that are available to them in the Architecture, Engineering and Construction (AEC) industry. By engaging students in every phase of a project - from programming through construction administration - they will gain invaluable insight into the activities performed by professionals in the AEC industry, the skills required to perform these jobs and operating in a work environment. The mentoring relationships as well as contacts that these youth will be able to establish while interacting with ACAI and its sub-consultants will have long-term benefits as these youth transition from the educational and technical skill environment in pursuit of their personal career aspirations.

ACAI has selected Hallandale Magnet High School (HMHS) to partner with in this initiative. HMHS' curriculum program encompasses Business Management & Administration, Design, Law, Public Safety & Security and Engineering; all of which are professional and technical areas for which complementary roles and mentoring opportunities exist within ACAI. Working closely with Marilyn Santiago, Magnet Coordinator, and the rest of the HMHS faculty and staff, we will be defining opportunities and organizing activities around the project work for the City of Hallandale Beach thereby getting these students and their families vested and excited about the work being done in their community.

We have already been actively engaged with HMHS for the past three months including an ACAI Introduction and Technology Demonstration to the school's S.T.E.M. (Science, Technology, Engineering and Mathematics) students in January followed by a special visit to our ACAI offices in February by 22 HMHS students to educate the students on the built environment and use of animation, clash detection and coordination on design and construction projects. ACAI also participated in the Saturday, March 1st S.T.E.M. Day at Colbert Elementary. ACAI's participation in the S.T.E.M. Day event, coordinated by the Hallandale K-12 STEM Innovation Zone Program, created an additional opportunity for ACAI's outreach to other elementary through high school students in the Hallandale area thereby broadening the local impact of ACAI's involvement in the Community.



ACAI OFFICE VISIT

Cindy Baldwin, ACAI Associates, Inc. COO  
 H. Alix Loiseau, ACAI Associates, Inc. Associate Principal  
 HMHS Students and Attending HMHS Staff



ACAI OFFICE VISIT

HMHS Students and Attending HMHS Staff



S.T.E.M. DAY

Adolfo Cotilla, ACAI Associates, Inc. President  
 Laticia Adams, ACAI Associates, Inc.  
 HMHS Students



## COMMUNITY BENEFIT PLAN - EXHIBIT B

As the project work for the City becomes better defined so will ACAI's program of specific activities to be facilitated around the project in partnership with HMHS. We believe these initial efforts have provided a great opportunity for ACAI and HMHS to get to know one another better and to develop a cadence for working together. As in the past, we will continue to build on these efforts in the coming months.

We have also developed this plan with the ability of tracking and reporting progress on a weekly and monthly basis as required with the City.

ACAI understands that investments made in the City of Hallandale Beach's youth today -- your future leaders tomorrow -- will equip and prepare them for the Community and other leadership roles that they will assume in the future. We are excited about the opportunity, as your Consultant, to play a role in shaping and molding the youth in your City in benefit to Hallandale Beach and society overall.



S.T.E.M. DAY

Laticia Adams, ACAI Associates, Inc.  
Elementary Student Event Attendees



S.T.E.M. DAY

Victor Caban and Charles Wilson, ACAI Associates, Inc.  
Event Attendees at the ACAI Booth

## 13. Community Benefit Plan (Exhibit B)

Throughout its history, Atkins has developed a corporate culture that encourages the passion of individual employees for service to their local communities. This desire to give back to the communities in which we live and work has been a hallmark of our company for many years.

To evolve, elevate, and focus our philanthropic efforts, The Atkins Foundation was established. Since 2005, we have given more than \$1.5 million to local community agencies and universities across the United States. Through our 501(c)(3) foundation, Atkins and its subsidiaries are provided the tools and ability to promote and support education initiatives, public programs focused on supporting those impacted by all types of disasters, and the interests and welfare of other public charities championed by our employees.

### The Atkins Foundation

As professionals committed to improving life for generations, it's not surprising that many of Atkins's employees around the nation are also passionate supporters of charitable causes within their local communities. That's why at the heart of every donation presented by The Atkins Foundation, Inc., there's an employee who wants to make a difference.

Through funding from both employee contributions and The Atkins Corporation, the Foundation proudly supports worthy charitable causes ranging from scholarships to youth education and development programs. Below are just a few of our most recent grant commitments in Florida:

- School Board of Broward County - Academy Programs – Saturday Summer Science Academy (Broward County, Florida)
- Broward Center for the Performing Arts – Math and Science through the Arts (Broward County, Florida)
- Kidsclass – Kidsclass (Fort Lauderdale, Miami, Tampa, Tallahassee, Orlando, Florida)
- The Education Fund, Inc. – Impact II - Science & Math through Architecture and Engineering (Miami, Florida)
- Indian River Lagoon Envirothon, Inc. (Brevard, Indian, River, Martin, and Miami-Dade Counties, Florida)
- UCF Foundation, Inc. - STC-UCF Melissa Pellegrin Memorial Scholarship (Orlando, Florida)
- WJCT Public Broadcasting – Ready to Learn School Workshop (Jacksonville, Florida)
- Florida State University Foundation – SciGirls (Tallahassee, Florida)
- EXCITED (Extracurricular Computer Information Technology Education) – EXCITED with Godby High School (Tallahassee, Florida)

- Terry Parker High School – Academy of Coastal and Environmental Studies (ACES) (Jacksonville, Florida)
- ITS Florida – ITS Florida Scholarship Program (Florida)
- The Foundation for Osceola Education, Inc. – Take Stock in Children Scholarships Program (Osceola County, Florida)
- University of West Florida – LEED for Youth Program (Northwest Florida)
- Tallahassee Museum of History and Natural Science – Summer Adventure Camp Scholarship Program (Tallahassee, Florida)
- Bay Education Foundation, Inc. – Take Stock in Children Scholarship Program (Bay, Gulf, Franklin & Walton Counties, Florida)
- J.P. Hall, Sr. Children's Charities – J.P. Hall Scholarship (Clay County, Florida)

Today, The Atkins Foundation is the umbrella under which our primary philanthropic programs operate in the US. The Atkins Foundation also supports the company's long-running scholarship program for minorities in engineering programs and numerous other deserving scholarship programs sponsored by industry associations and universities across the US.

### How it works

All requests for Foundation grants must originate with a passionate champion from within the ranks of Atkins employees. Each employee champion must submit a three-page proposal for grant funding following the guidelines provided on the company's intranet.

The Atkins Foundation Board reviews proposals on a quarterly basis, but encourages submissions at any time.

Specifically, we look for programs that:

- Make communities a better place to educate children in the areas of engineering, mathematics, science, and technology.
- Work toward a fundamental improvement in the quality of life.
- Are structured for sustainable impact.
- Demonstrate a track record for success.
- Give priority to community-based 501(c)(3) organizations.

Employees may donate to The Atkins Foundation, Inc. through payroll deduction or one-time donations, and may choose to give in memory or recognition of a special person or event (e.g., memorials, weddings, or birthdays). Contributions are tax deductible, and donors will receive an acknowledgement at the beginning of each calendar year for their prior year contribution.

## Our community benefit plan

Atkins commits to giving back to the City of Hallandale Beach and has developed an achievable community benefit plan that uses The Atkins Foundation to help the community.

### Sponsorship

Our project management team (Kristin Caborn, Larry Levis, and Victor Herrera) commits to being employee champions of an application for a suitable community benefit program that meets the City of Hallandale Beach's needs. We would like the opportunity to work with City staff to identify a specific need.

### Activities

The Atkins Foundation has sponsored several activities throughout Broward and Miami-Dade Counties over the years and commits to continuing this opportunity through the City of Hallandale Beach. Our sponsorship program can include a kidsclass<sup>SM</sup> session, local beach cleanup opportunity, educational outreach mentorship, or minority scholarship program.

### Amount

Atkins commits to meeting a 1% overall contract value goal toward the City's mentoring and training of K-12 students (minimum of \$5,000).

## Kidsclass<sup>SM</sup>

In addition to sponsoring local charities, Atkins has established a long-range goal of mentoring minorities in the architectural-engineering field by encouraging minorities to enter our industry through our kidsclass (Computer Lab Adventure for Super Students) program. Students are selected based on aptitude, desire to learn, interest in the fields of science and technology, and lack of computer access at home. The program typically runs for six weeks and partners students with volunteer employee mentors to learn how engineering professionals use computers in various engineering disciplines. At the program's completion, the students are given the computers they used during training to take home.

This program may be a suitable option for affording local Hallandale Beach students the opportunity to learn valuable computer skills, while also exploring the possibility of a future career in STEM (science, technology, engineering, or math). Atkins would like to explore adding this program at the OB Johnson Teen Center.

## 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*

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### 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.<sup>1</sup> 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.

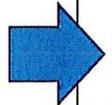
As seen below our combined commitment to local and minority participation and development on every project is weaved into the fabric and corporate commitment of our organizations. It is the way we do business, every project, every time. It is this commitment that we bring to this project and community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

All terms and conditions are subject to review and approval by the City of Hallandale Beach, and are subject to requirements of The State of Florida's CCNA section 287.055 Florida Statutes 2012.