

Bluesten Park Project

COMMUNITY BENEFIT PLAN



Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

Submitted by:

Kaufman Lynn & Garth Solutions, Inc.

November 18th, 2015

Community Benefit Plan

PLAN OUTLINE

PRE - CONSTRUCTION PHASE

Vendor Program

- Database Development
- Information and Prequalification Outreach Events
- Subcontractor and Emerging Business Training
- Bid Preparation Workshops
- Pre-Bid Meetings
- Matchmaking Events with non-local Contractors
- Bid Analysis Meetings
- Accountability and Contract Language
- Reporting and Monitoring

Workforce Program

- Database Development
- Grassroots Outreach
- Job Fair Events
- Apprenticeship Program
- Internship Program
- Collaboration with HOP Initiative



CONSTRUCTION PHASE

- Database Maintenance
- Subcontractor Coaching & Mentoring
- Workforce – Contractor Matchmaking
- Monitoring and Reporting
- Build Local – Buy Local Program
- Youth Education Program

Community Benefit Plan

PLAN DETAILS

The Kaufman Lynn team is committed to promoting the inclusion of local Hallandale residents and business enterprises in all aspects of the Bluesten Park project. It is our goal to implement a comprehensive outreach and development plan that will maximize participation while providing capacity building training to promote sustainable growth.

Kaufman Lynn pledges to achieve a combined 25% participation of local Hallandale vendors and residents on the Bluesten Park Project.

The following outlines our proposed approach and plan to ensure we deliver on our commitment.

PRE-CONSTRUCTION PHASE

I. LOCAL VENDOR PARTICIPATION

During the pre-construction phase of the project, our team will be focused on implementing a robust outreach program to identify and prepare local vendors to bid on upcoming work.

Program goals during pre-construction include:

- Generate awareness of the project
- Build and expand local vendor database
- Identify availability and capacity of local vendors
- Engage pre-qualify local vendors
- Educate vendors on bid process
- Develop bid package strategies to reduce barriers
- Promote interest and bidding from local vendors

Information and prequalification Outreach: outreach events will be held to inform local businesses about the subcontracting opportunities available on this project. Attendees will learn how they can pre-qualify with Kaufman Lynn and how to do business with Kaufman Lynn on this and other opportunities in South Florida. During this initiative, we will work to determine capabilities, capacity, bonding and other qualifications in order to match opportunities that best fit each contractor.

Subcontractor Training: Our training program will target local Hallandale businesses to participate in our training initiative. An emphasis will be placed on emerging small firms that most need guidance on starting and structuring their business the right way. Our small group training environment will allow more dedicated time to each firm and therefore promote more meaningful results. The goal of the program is to provide training in the fundamental areas of construction management and how to successfully sustain and grow your business.

Our team will develop a course outline addresses topics that are traditionally challenging for smaller firms. Course topics may include but not be limited to the following:

- Fundamentals of starting a successful business
- How to market and grow your business
- Field management & scheduling strategies
- Labor management
- Cash flow management
- Building Capacity

Participants will find the format to include lecture, group discussions, and hands-on demonstrations with proven business practices. Course materials will be presented by a diverse team of subject matter experts from the Kaufman Lynn team as well as relevant external resources. There will be no cost to the participants for this program and it will be implemented during the term of project.

Bid Preparation Workshops: In advance of bid process, our team will host a series of workshops to educate local vendors in detail about the upcoming bid process. The workshops will be led by the Kaufman Lynn pre-construction and estimating team. Topics will focus on understanding the bid process and specifically how to prepare a successful bid. Sample bid packages will be available to help illustrate to vendors the expectations during the bid process.

Pre-Bid Meetings: our team will ensure that local vendors are notified well in advance of upcoming bid meetings in order to optimize participation. Local vendors will be encouraged to submit a bid directly or to team with a larger firm. During the pre-bid meetings we will encourage networking between local vendor and larger subcontractors. Sign in sheets and contact information will be disseminated to promote partnering between firms.

Matchmaking with larger subcontractors: Once first-tier prime subcontractors have been identified, Kaufman Lynn will host an event to encourage partnering between prime subcontractors and local, diverse contractors. During the event, local and diverse contractors will participate in pre-scheduled, one-on-one interviews with the prime contractors that best matches their trade and services offering.

Bid Analysis Meeting: After bids have been received by Kaufman Lynn, the estimating team will perform an analysis of all bids received. The goal is to ensure that bids are complete, inclusive of scope and to identify any discrepancies amongst bidders. Results of the analysis will be captured in a bid comparison worksheet for a side-by-side comparison of bidders. The team will then conduct bid review meetings with individual bidders to confirm scope coverage and also to address any deficiencies. These meetings present an opportunity to bridge the gap between bid discrepancies that often arise among smaller versus larger firms.

Accountability and Contract Language: all trade subcontractors that bid and are awarded contracts on the Bluesten Park project will be required to pledge a specified percentage of local hires. Kaufman Lynn will impose accountability measures by adding specific language in the bid documents as well as subcontract agreements that clearly states requirements for local participations. Subcontractors that are not willing to support this initiative in good faith will not be considered. If awarded the contract, the successful vendor will be required to submit monthly reports specifying the status of local hiring along with their pay applications.

Sample language in Contracts or Bid Documents:

Kaufman Lynn requires that all subcontractors commit to supporting the City of Hallandale Community Benefit Program. Subcontractors will be required to commit TBD% of their total contract value to hiring local Hallandale vendors and residents. A list of local vendors and residents that your firm intends to hire MUST be submitted with your company's bid documents by completing Exhibit XX.

The following information MUST be included in Exhibit XX and submitted with the bid package:

- *Local Vendors: company name, address, phone, contact, copy of business tax license, scope of work and value.*
- *Local Residents: resident name, address, phone, copy of driver's license, scope of work, pay rate, projected hours assigned to project.*
- *Acknowledgment: an authorized company official must sign and have notarized Exhibit XX to acknowledge that you understand and commit to the requirements of the described Community Benefit Plan.*

II. LOCAL WORKFORCE HIRING PROGRAM

The Kaufman Lynn team remains committed to leveraging the Bluesten Park project to promote jobs among the residents in the city of Hallandale. Our plan is to optimize the hiring through two primary strategies; first through aggressive outreach and secondly through on-the-job training.

Grassroots Outreach

In addition to the job fairs and HOP initiative, our team will implement a grassroots outreach initiative to identify local residents that are able and willing to work on the Bluesten Park project. Our intent is to seek collaboration with local churches and community organizations that can help engage local residents interested in work opportunities.

Job Fairs

We will host a job fair and invite local residents to attend and meet with trade subcontractors anticipated to work on the project. Kaufman Lynn will require our subcontractors to ensure and prove that a pre-set percentage of their workforce on the Bluesten project are Hallandale residents. Our team will collaborate with the city and local community organizations to identify residents that are interested in working on the Bluesten Park project. We will develop a streamlined process for residents to apply for jobs and to match those residents with appropriate subcontractors.

Apprentice Program

Kaufman Lynn will pre-select specific contractors that demonstrate an interest in bidding scopes on the Bluesten Park Project. These pre-selected contractors will be encouraged to pre-hire local Hallandale residents as apprentices to develop their skills in anticipation of the Bluesten Park project. The goal is to have an already training and develop local labor pool ready to work when construction begins.

Internship Program

Kaufman Lynn is further committed to implementing an internship program that engages local Hallandale students. The internship program will target college level candidates and local residents age 18 years and up enrolled in a technical work programs. The internship will be open to candidates in all professional disciplines - both construction and non-construction. For example, consideration will be given to hiring students interested in careers in accounting, project management, law, and more. The interns will be assigned a Kaufman Lynn mentor either in our main office or on the project site.

Collaboration with HOP Initiative

Our team will also collaborate with the City's HOP initiative to identify residents that can transition into the labor force on the construction project. There is also opportunity for the Kaufman Lynn team to augment the HOP initiative with more construction related training to help prepare residents for jobs during the construction phase.

CONSTRUCTION PHASE

Subcontractor Coaching & Mentoring

Our training program during the construction phase will focus on coaching and mentoring local firms currently working on the project site. Through on going communication and surveys with the firms, we will identify class topics that can be readily applied to their current projects and also to help build capacity. Classes are typically held in a lunch & learn environment to minimize impact to daily operations of their businesses. This forum is also an opportunity to proactively identify and address “what is working/not working” related to their engagement on the project.

Workforce-Contractor Matchmaking

During the construction phase, our workforce initiative will focus on facilitating a match between contractors on the project and viable labor candidates from the community. We will facilitate this effort by hosting job fair that will require all project contractors to participate. Contractors will have pre-scheduled one-on-one interviews with candidates that match the skills needed for the contractor trade specialty. Our team will monitor and track all interviews and follow up accordingly with the contractors to encourage local hiring.

Monitoring & Reporting

A key deliverable during the construction phase will be the on-going monitoring of local vendors and labor on the job site. We will have in place a detailed process of tracking and validating participation including requiring contractors to submit monthly reports with pay applications. Our goal is to ensure accountability and transparency as we deliver measurable results.

III. BUILD LOCAL – BUY LOCAL PROGRAM

In an effort to optimize local business participation, our program will also target and involve businesses not in traditional contractor roles such as catering, on-site food services, printing, office supplies and more. We will implement an incentive program that encourages all contractors and laborers on the project to patronize local Hallandale businesses. Dollars spent in Hallandale will be tracked monthly through receipts collected in this program. We have found this program as an excellent opportunity to spread the economic impact throughout the city.

IV. YOUTH EDUCATION PROGRAM

Kaufman Lynn looks forward to collaborating with Gulfstream Middle School and Hallandale High School to implement a curriculum that educates Hallandale middle and high school students, high school seniors in particular, about the diverse career opportunities available to them in construction and how to prepare for a successful career in the industry. The program will also engage students in the project to provide them with a first-hand perspective of the construction process and related skills. Our goal will be to enlighten and empower the youth in Hallandale Beach with the knowledge to pursue a successful path in construction should they so choose.

CBP TASKS & DELIVERABLES

Local vendor program

Key tasks to implement the local subcontractor participation program include but are not limited to:

- a. Develop local Hallandale vendor program execution plan
- b. Identification of qualified local Hallandale firms to include in the bid process
- c. Development and validation of a comprehensive database of local firms
- d. Subcontractor outreach event coordination
- e. Prequalification, capacity and capability assessment
- f. Preconstruction, bid packaging strategy assistance
- g. Matchmaking facilitation between small and large subcontractors
- h. Training course development and coordination
- i. Advocacy and conflict resolution support
- j. Monitoring, tracking and reporting

Local Workforce Program

Key tasks for the workforce hiring program will include but not be limited to:

- k. Develop workforce program execution plan
- l. Coordinate job fair logistics
- m. Advertising, marketing and outreach to Hallandale residents
- n. Engage subcontractors and facilitate matching of workforce candidates
- o. Develop/design an on-the-job training program and curriculum
- p. Coordinate on-site job training workshops
- q. Develop hiring process including a job application process and referral procedure to subcontractors
- r. Monitor, track, validate and report workforce hiring on project

Youth Education Program

Key tasks for the youth education program include but are not limited to:

- s. Meet with school administration to develop a school appropriate program and curriculum
- t. Coordinate logistics of program accordingly