

COMMUNITY BENEFIT PROGRAM

EVALUATION & RECOMMENDATIONS

September 6, 2017

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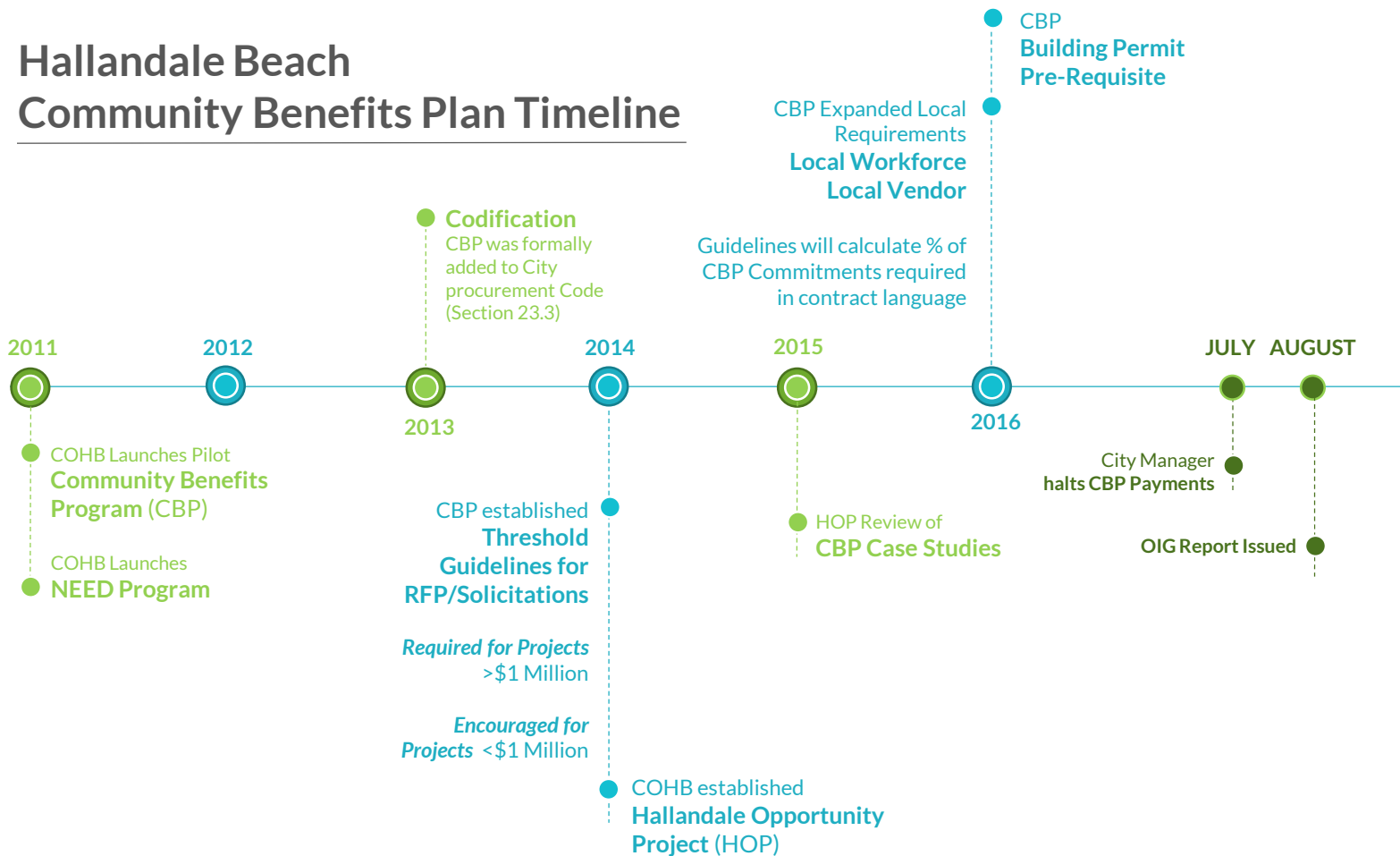
01.

HISTORY OF HALLANDALE BEACH COMMUNITY BENEFITS PLAN



History of the City of Hallandale Beach Community Benefits Plan (CBP)

Hallandale Beach Community Benefits Plan Timeline



Community Benefits: The Beginning

2010

COHB Launches **NEED Program**

In 2010, with a plethora of new developments in the pipeline, The City of Hallandale Beach (“COHB”) saw an opportunity to maximize the benefit of both private and public development being invested in the City for its residents. Organizations allied with the general community benefits movement have pressured the public sector to play a more strategic role in land use planning and urban growth, and to leverage economic development subsidies toward the creation of good jobs, affordable housing, and neighborhood services that improve the quality of life for all residents. The COHB aligned with the community benefit movement and created a pilot program called the “NEED Program” with an aim to bring measurable, permanent economic improvements to the lives of affected residents,

particularly those in low-income neighborhoods and communities of color. Unfortunately, while the NEED program had immense potential it lacked definition, structure and oversight.

In 2011, the COHB realized there was need for a more robust program and began working to create the Community Benefit Plan. While the NEED program was established for the Beach Walk project, the program then changed to the CBP. Foster Park became the first pilot program for CBP. With the financial magnitude of Foster Park, there was an opportunity to test the effectiveness of a formal community program. To address this concern, the COHB launched the new Pilot Program **Community Benefit Plan (“CBP”)**.

2011

COHB Launches
CBP Program

The History (continued)

The CBP's purpose was to provide individuals and small businesses with valuable tools, training and economic opportunities with the continued belief that these investments would create a strong, inclusive, local economy and a skilled, diverse, local workforce.

Specifically, the intent was to:

- Address Unemployment Rate
- Be a Direct Benefit for Local Residents,
- Encourage Community Involvement & Ownership

Benefits of the program would include:

- Jobs (local workforce utilization, training and development)
- Hallandale Beach Local Vendor Utilization

Procedures, formal code and measurable goals would later be put in place to ensure program success. One step in this direction was the requirement of the Community Benefits Program, ("CBP") that all commitments would be documented. A CBP is typically a contract signed by community groups/local government and a real estate developer/contractor that requires the developer to provide specific amenities and/or mitigations to the local community or neighborhood. **Addressing a range of community issues, properly structured CBPs are legally binding and directly enforceable by the signatories.** Project-specific CBPs ensure that larger projects create opportunities for local workers and communities. The project-specific agreement between a developer/contractor and local government or a broad community coalition, details the project's contributions to the community and ensures community support for the project.

CBP DEFINED "A plan that may be required for capital construction projects if it meets the feasibility threshold as established by policy. When a solicitation requires it proposers must demonstrate and provide a proposed community benefit plan which has identifiable and observable community benefits for the community surrounding the project and the city. The benefits should include the approach for ensuring that both prime and subcontractors utilize local residents in every phase of the project of the city, community outreach, mentoring, training, apprenticeships, or any other types of identifiable ancillary benefits for the community." City Procurement Code Section 23.3

2013

Codification
CBP was formally
added to City
procurement Code
(Section 23.3)

Codification: CBP was formally added to City procurement Code

In 2013, CBP was finally codified as a part of the City's Procurement Code, Section 23-3 by the City Commission. In addition, the code required that applicable Request for Proposals (RFPs) and Bid Solicitations. Per City Ordinance, a Community Benefit Plan (CBP) is defined as described above.

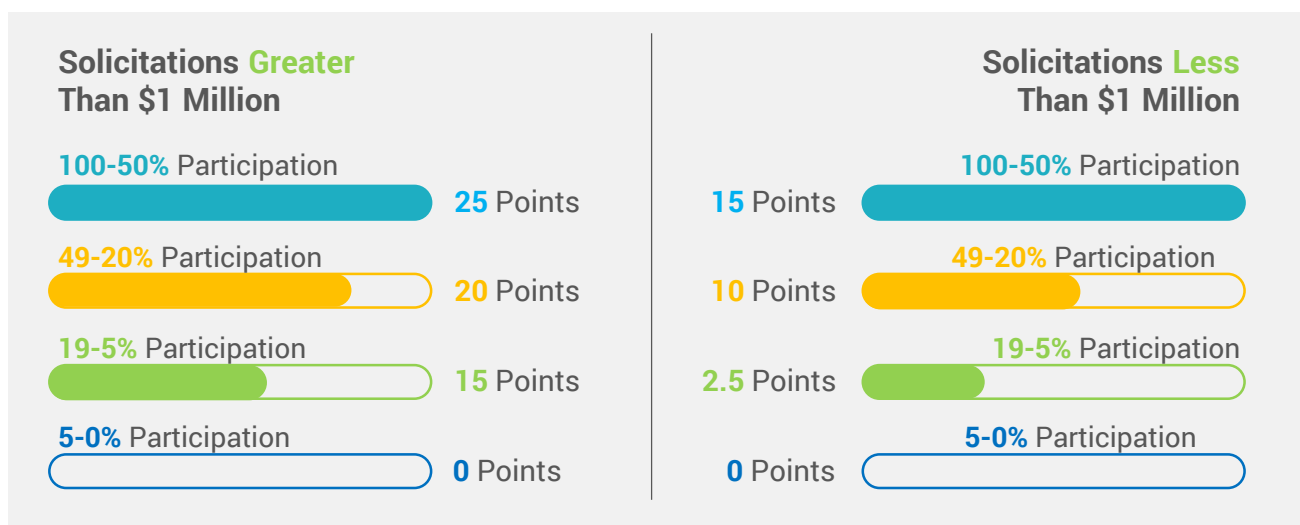
The History (continued) Codification

During the adoption of the CBP Ordinance, the City Commission established a threshold that requires the inclusion of a CBP for all Capital Improvement Projects over \$1 Million. CBPs are encouraged for all non-Capital Projects, as well as Capital Improvements Projects less than \$1 Million. In addition, the City requires all Request for Proposals (RFPs) responses to include a percentage commitment towards CBP benefits. The CBP commitment must be an overall percentage (%) of the project's total costs

CBP established Threshold Guidelines for RFP/Solicitations

Solicitation Impact: Request for Proposals: Within all Request for Proposals, the City requires all responses to include a percentage commitment toward CBP benefits. The CBP commitment must be an overall percentage (%) of the project cost (contract cost). This percent commitment was intended to create a fair and equitable assessment of the proposed CBP in the evaluation process. However, it created an unachievable and unrealistic goal with false commitments. The points assessed by the percent commitment is calculated as follows:

CBP Points Are Assessed As Follows:



ITB EXAMPLE, under the recent Fire Station ITB (est. value > \$8 Million), the COHB Commission established a 20% CBP as a minimum qualification to be eligible for consideration of the low bid response. In other words, the proposer would be deemed nonresponsive without inclusion of the CBP.

Solicitation Impact: Invitation to Bid: An Invitation to Bid (ITB) is unlike a RFP where the proposals are evaluated and receive points based on a rating criteria. In ITBs, qualified firms are evaluated based on price. The ITB guidelines require the City to make the award to the lowest responsive responsible bidder. The ITB requires bidders to include the minimum CBP established goal if the project exceeds \$1 Million. If a the bidder fails to commit to and include the minimum CBP established goal, their Bid is deemed unresponsive and the award goes to the next lowest bidder.

The History (continued)

Hallandale Opportunity Project (HOP)

2014



COHB established
Hallandale
Opportunity
Project (HOP)

In August 2014, COHB staff performed a comprehensive review of the CBP initiative and further formalized it by forming the **Hallandale Opportunity Project (HOP)** to serve as oversight and a single point-of-contact for all matters regarding CBP including non-CBP workforce development activities. HOP is a workforce development initiative for the COHB which has oversight of the City's Community Benefits Program and manages projects and programs that support residents, prepare for them for career, and strengthen the workforce for employers.

The COHB has the role of establishing projects with CBPs (City, Private, CRA and Public-Private Partnership) that will feed opportunities into the job creation pipeline for HOP.

HOP is comprised of two full-time City staff; a HOP Administrator and a HOP Analyst to serve as liaisons for this program. In addition, two consultants, M.D. Stewart & Associates, Inc. and S. Davis & Associates, Inc. work with COHB staff in implementing specific components of the program.

The HOP program was funded by the Hallandale Beach Community Redevelopment Agency (\$303,000) and the COHB (\$50,000) for a total of \$353,000 in fiscal year 2014.

INHERENT CHALLENGE In 2014 the COHB established the Hallandale Opportunity Project. The HOP Administrator inherited the flawed CBP Program. HOP staff was met with a challenging program that lacked enforceability, structure and guidelines. From the beginning it was nearly impossible to monitor and enforce the CBP Program.

The History (continued)

CBP Expanded Local Requirements

Local Workforce: During the October 19, 2016, Commission Meeting, a presentation of the Community Benefit Plan was given several recommendations for change, including Local Workforce—that was later defined following adoption of the Community Benefit Plan Guide during this same meeting. Per City Resolution 2016-166, Local Workforce is defined below.

LOCAL WORKFORCE DEFINED *“Local Workforce shall be defined as any worker that is directly working on the project, either during construction or in operations after construction, who resides within the City as a renter or homesteaded property owner. Those classified as local workforce shall be provided with not only work directly on the project, but also provided the opportunity to generate a tangible sustainable impact after the project is complete. This may include, but not be limited to, participation in an apprentice program, mentorship program, training, long term employments beyond the term of the project, etc.”*

2016



COHB Expanded
Local Workforce
Local Vendor
Requirements

Local Vendor: The Tiered Percentage Dollar Value system was implemented during the October 19, 2016, Commission Meeting with the adoption of the Community Benefit Plan Guide. See chart under next section—Tiered Percentage Dollar Value. NOTE: There was no reference during the Commission Meeting to determine whether the Tiered Percentage Dollar Value calculation would inure to existing Community Benefit Plan Agreements. *As it stands, the Tiered Percentage Dollar Value applies only to CBP approved after October 19, 2016. The Local Vendor Dollar Value System provides a tiered system of evaluating local businesses and provides a greater benefit to Tier-1 vendors for City projects.*

LOCAL VENDOR DEFINED: *“Tier 1 local City of Hallandale Beach vendor” shall mean a resident which has a valid homestead from Broward County Property Appraiser in the City’s limits and the resident owns a business within the City limits with a valid business tax license issued by the City that authorizes the business to do business in the City and that authorizes the business to provide the goods, services or construction to be purchased. Tier 2 ... shall mean a business within the City limits that has a valid business tax license issued by the City that authorizes the business to do business in the City and that authorizes the business to provide the goods, services or construction to be purchased. The valid business tax license shall have been issued by the City at least one (1) year prior to the bid or proposal due date. Tier 3 ... shall mean a resident which has a valid homestead from the Broward County Property Appraiser in the City’s limits at least one (1) year prior to the bid or proposal due date.”*

The following tiered percentage calculation (in green) will be utilized only in calculating the CBP commitment for local vendor utilization in City funded capital projects:

TIER 1	<ul style="list-style-type: none">• HB Business Tax Receipt for 1 year• Business Address within City Limits• Homestead Exemption within HB for 1 year	TIER 2	<ul style="list-style-type: none">• HB Business Tax Receipt for 1 year• Business Address within City Limits	TIER 3	<ul style="list-style-type: none">• Homestead Exemption (owner/principal) within HB for 1 year• Non-HB Business Tax Receipt for 1 year
100% Dollar Value		75% Dollar Value		50% Dollar Value	

The History (continued)

Guidelines will Calculate % Of CBP Commitments Required in Contract Language

In 2016, CBP guidelines were established to calculate the % of CBP commitment required for a project and that calculation is required to be stated in the contract language. For projects prior to October 19, 2016, Developers would propose both a separate and distinct Workforce and Local Vendor Goal. However, with the adoption of the Community Benefit Plan Guide, the calculation of the CBP commitment became an overall percentage (%) of the contractual cost of the contract or the development.

CBP Building Permit Prerequisite

Another outcome from the October 19, 2016 meeting was the new prerequisite to obtain a building permit. Before a Developer and/or Contract obtains the first Building Permit allowing them to break ground, some developer agreements and City contracts are required to have an “approved” Community Benefit Plan (CBP). This was meant to be a check-and-balance measure to ensure the CBP is already in place prior to substantial performance of the project.

CBP Program Evolution

The CBP program has evolved quite a bit over the last seven (7) years. The program has been under the direction of three (3) different City Managers during its infancy. As a result, there have been fluctuations in the approach and guidelines for the CBP Program. In 2017, under the current City Manager and with the support of the Hallandale Beach Commission, the program was suspended and a fixed percentage of the awarded contract amount was applied. This money was to be held in an impressed fund until the future of the program was determined.

The remaining pages of this document provide a summary, findings and recommendations of the Hallandale Beach CBP Program study conducted.

GUIDELINE EXAMPLE, this could be a combination of workers and/or local vendors; only workers or only local vendors. The overall percentage (%) calculation would be the total “financial” commitment for the CBP.

2016 

COHB Added
Building Permit
Prerequisite

2017 

COHB
Reviews and
Revamps
CBP Program

August – OIG
Report Issued

July – CM halts
CBP Payments

02.

EVALUATION & FINDINGS OF EXISTING COMMUNITY BENEFITS PLAN



Evaluation of City Projects with CBP Components

The evaluation of the existing Hallandale Beach Community Benefits Program consisted to the following components:

- Review of the City’s existing program through all stages of its evolution.
- Evaluation of City projects that included CBP Programs
- Review of CBP monitoring, reporting and documentation practices
- Input from stakeholders representing the City’s resident and business communities, subject matter experts, impacted organizations and others.

A total of **thirty two (32)** COHB and HBCRA projects beginning in 2010 were identified to have a CBP component. **Twenty nine (29)** of these projects were required to include a CBP component as per the procurement code and also as part of their agreements with the COHB. The remaining **three (3)** were voluntarily offered by the vendor.

The focus of this evaluation was placed on those 29 projects with contractual requirements for a CBP program while a an informational review was conducted on the remaining 3 projects.

Of the 32 projects evaluated, eleven (11) projects have been identified as “completed”. The remaining 21 projects are either in the various stages of implementation or have yet to begin. As such, greater attention and emphasis was placed on evaluating the 11 completed projects as they offer the most comprehensive perspective on the strengths and challenges of the City’s existing CBP program.



Stakeholder Input

A facilitated stakeholder meeting was held on July 19, 2017 to obtain input from stakeholders representing the city's resident community, business community, impacted organizations and other subject matter experts.

The City staff presented the committee members with a comprehensive overview of the existing program and its evolution. Committee members were then asked for candid observations and feedback related to the strengths, weaknesses and recommendations for the program moving forward.

DIVERSE STAKEHOLDER REPRESENTATION

- Broward County Government - *Office of Economic & Small Business Development*
- Broward County Office of *Vice Mayor Beam Furr*
- School Board of Broward County
- Office of Congresswoman Debbie Wasserman-Schultz
- City of Pompano Beach
- Broward College
- Career Source Broward
- Hallandale Beach High School Principal
- Urban League of Broward County
- Community Reinvestment Alliance of South Florida
- Health Foundation of South Florida
- Broward Regional Health Planning Council – BRHPC
- Kiwanis Club of Hallandale Beach
- COHB Residents
- Business Community – *ACA/*
- City of Hallandale – *Staff (City Manager's Office, HOP, Human Services, CRA)*

Evaluation of City Projects with CBP Components

The 32 projects evaluated fall into four key categories based on how their CBP programs were defined and negotiated. There is a notable variance in the components of CBP programs across these four categories due to the differences in the nature of the projects, types of agreement, and how the projects were procured, negotiated and the project's potential for accurate monitoring.

CBP PROGRAMS VARIED DEPENDING ON THE TYPE OF PROJECT.

The ability to require and negotiate a CBP component varies depending on whether the project is a City Funded Capital Project, Private Developer Project, CRA Project or Other projects where vendors voluntarily included a CBP program. As a result the design of CBP components were inconsistent depending on the type of project.

- 1. City Funded Projects:** from the beginning, the city's existing CBP initiative was primarily intended for and applied to city funded capital improvement projects. Architects and Contractors for projects in this category were required to adhere to the City's policies and guidelines related to CBP during both the design and construction phases. The projects evaluated in this category primarily focused on local workforce and vendor hiring programs with some efforts made on training/development. Also of note was an apparent difference in programs during design vs. construction. For example, projects in the design phase involved more contributions internships, training and development efforts versus the construction projects that focused on job creation for local vendors and workforce.
- 2. Private/Developer Projects:** On October 19, 2016 the City Commission approved a resolution requiring developers to commit a percentage of their total contract value to the Community Benefit Program. This concept is feasible for developments in which the City or CRA plays a role via a CRA agreement or a Developer Agreement. As result, these CBP agreements are inconsistent from one project to the next and are entirely dependent on the outcome of the negotiations. Furthermore, most of the projects evaluated have yet to deliver on their CBP commitments due to the long lead time between the development agreement being signed and the actual mobilization of work on the projects.
- 3. CRA Projects:** similar to the City Funded projects, the City has a more direct role in the negotiation of these agreements and better positioned to apply the CBP guidelines for workforce and vendor hiring. Several of the CRA projects evaluated were complete and provided an opportunity to provide an informed perspective in this evaluation.
- 4. Other Projects with Voluntary CBP Programs:** there were several projects identified to include "voluntary" CBP programs. These are City funded projects that did not require a CBP component yet the vendors voluntarily chose to make an impact to the community through a CBP.

Evaluation of City Projects with CBP Components (continued)

Below is a synopsis of the projects evaluated in each of the four categories described on the previous page. Additionally, below is a list of the six most common components found in the CBP programs evaluated.

List of Projects Evaluated

City Funded Projects	Private/Developer Projects	CRA Projects	Other Projects w/ Voluntary CBP
<ul style="list-style-type: none"> Foster Park BF James, Scavo South City Beach Park OB Johnson – Const. OB Johnson – Design Fire Station – Design Fire Station – Const. Bluesten Park – Design Bluesten Park – Const. BODR Study General Obligation Park Bond/NV5 Beachwalk Resort* 	<ul style="list-style-type: none"> ArtSquare Gulfstream Point Optima Plaza Hallandale Beach Oasis Diplomat Golf Course Nine Hundred Optima Office North 2000 S, Ocean Drive Beachwalk Resort* 	<ul style="list-style-type: none"> Stuart & Shelby (infill housing) P1 Stuart & Shelby (infill housing) P2 Emerald (infill housing) BAND (infill housing) Foster Square Plaza Foster Square Park Foster Condominium Hallandale Beach Commons Icebox Café 	<ul style="list-style-type: none"> Affinity Resources AAAA Franchise Towing Services Hazen High Service Pumps & Transfer Pumps - Design

*Beachwalk is both a city funded and private/developer project.

The most common components found in the CBP programs evaluated include:



LABOR OR WORKFORCE PROGRAMS that focus on job creation and placement for local residents.



TRAINING AND DEVELOPMENT PROGRAMS for residents, students, and local small businesses. This includes internships, coaching, mentoring, and speaking engagements at local schools



VENDOR PROGRAMS that promote contracting opportunities for local businesses



OTHER “support services” such as grievance assistance, outreach, transportation, etc.



CONTRIBUTIONS to community programs, charities and miscellaneous community programs.



PENALTY/OPTIONAL PAYMENT An optional payment was assessed to those projects which failed to meet committed CBP goals.

SUMMARY OF 32 PROJECTS WITH CBP COMPONENTS

The following chart provides a list of the 32 projects evaluated in this report and proposed CBP elements in each. *Please note the information provided below is based on available information during this evaluation process.*

Status Key:

C = Complete A= Active PS= Pending Start
W = Workforce V = Vendor



	Project Name	Project Status	Contacted	CBP - \$	CBP - %	Workforce Program	Vendor Program	Contribution/Donation	Training Program	Other	Optional Payment
1	Foster Park	C	Yes	\$476,880		●	●				
2	BF James, Scavo	C	Yes	\$123,600		●	●				
3	South City Beach Park	C	Yes	\$65,000			●				
4	Beach Walk Resort	C	Yes		10%-W	●			●		
5	OB Johnson (construction)	C	Yes	\$400,000	50%-V	●	●	●		●	
6	OB Johnson (design)	C	Yes	\$15,900			●		●	●	
7	BODR	C	Yes	\$15,000					●		
8	Stuart & Shelby-In fill Housing 1	C	Yes	\$60,294		●	●				
9	Stuart & Shelby-In fill Housing 2	C	Yes	\$82,740		●	●				
10	Emerald -In fill Housing	C	Yes	\$224,761		●	●				
11	BAND-In fill Housing	C	Yes	\$52,768				●			
12	Fire Station (Design)	A	Yes	\$76,480			●			●	
13	Fire Station (Const.)	A	Yes	\$125,000	20%-V	●	●		●	●	
14	Bluesten (Design)	A	Yes	\$146,750			●	●		●	
15	Bluesten (Const.)	A	Yes	\$250,000	1% V/W	●	●				
16	Go Bond	A	Yes	\$81,120			●				
17	ArtSquare	A	Yes	\$5,000,000		●	●			●	●
18	Diplomat Golf Course	A	Yes	\$170,000		●	●				
19	Foster Park Plaza	A	Yes	\$185,650				CBP TBD			
20	Foster Square Park	A	Yes	\$360,000				CBP TBD			
21	2000 S. Ocean Drive	A	Yes		30%	●					
22	Gulfstream Point	PS	N/A	\$5,000,000		●	●			●	
23	Optima Plaza	PS	N/A	\$6,610,000		●	●			●	
24	Hallandale Beach Oasis	PS	N/A		10%-W	●	●				●
25	Icebox Cafe	PS	N/A		30%V/W	●	●				
26	Nine Hundred Building	PS	N/A		20%-W	●					●
27	Optima Office North	PS	N/A		10%-V		●				
28	Foster Condo	PS	N/A	\$154,029	25%V/W			CBP TBD			●
29	Hallandale Commons	PS	N/A	\$963,000	30%V/W			CBP TBD			
30	Affinity Resources	A	Yes	\$10,500					●	●	
31	AAAA Franchise Towing Services	A	Yes	\$5,000				●		●	
32	High Service Pumps & Transfer Pumps – Hazen & Sawyer	A	Yes	\$19,997				●		●	
CBP-\$ Total				\$20,673,869							

Unsubstantiated CBP Program Administration Costs (Potential for Claw Back)

The following projects were found to have paid consulting fees to vendors for services rendered to complete CBP deliverables that were committed in the project agreements. At this stage in this evaluation process, staff has found insufficient or no documentation to substantiate that services paid for were in fact rendered. The conclusion . **Without proof of services rendered, a “Claw back” is a potential consideration by the city to recoup fees expended for unsubstantiated work.**

Below is an estimate which will need more detailed analysis. The figures below should not be deemed conclusive until additional information is obtained and further analysis is conducted.

WHAT IS CLAW BACK? A claw back is an action whereby an employer or benefactor takes back money that has already been disbursed, sometimes with an added penalty. When there is a promise to perform, and money is paid to the person/entity who makes the promise, but the promise is not honored, or the performance information is flawed. In such circumstances a claw back might be possible.

\$798,580

TOTAL UNSUBSTANTIATED FEES BASED ON
PRELIMINARY EVALUATION.

Projects that Paid Consulting Fees for CBP Services **without Proof of Services Rendered**

OB Johnson
(Construction)

\$400,000
CBP \$\$ PAID

Deficiencies

Vendor monthly reports are missing along with any back-up documentation to validate the work billed and paid for was actually performed and completed.

**BF James
& Scavo**

\$123,600
CBP \$\$ PAID

Deficiencies

Vendor failed to provide proof or documentation that workers reported to meet the local hiring commitment were indeed residents of the COHB.

South City Beaches

\$65,000
CBP \$\$ PAID

Deficiencies

Vendor failed to provide proof or documentation that workers reported to meet the local hiring commitment were indeed residents of the COHB.

**Foster Park &
Community Center**

\$21,000
CBP \$\$ PAID

Deficiencies

Vendor claimed to conduct community outreach and was paid for those services. However, staff was unable to obtain documentation to prove the services were actually provided.

Fire Station
(Design)

\$76,480
CBP \$\$ PAID

Deficiencies

Vendor claimed they accepted \$25,000 in payment as contingency fee for winning the project. An additional \$30,000 was reallocated to parking revisions. The remaining \$21,480 of allocated funds is undocumented.

Fire Station
(Construction)

\$112,500
CBP \$\$ PAID

Deficiencies

Insufficient reports and documentation to prove or substantiate the work was completed.

SUMMARY OF FINDINGS

The following provides a summary of findings resulting from the evaluation conducted of the projects listed previously. The findings are based on the analysis of available data, documentation and in some cases inferences made due to lack of information. For instances where information was lacking, staff made efforts to contact those vendors directly to obtain the information in question.

Below are the key findings:

KEY TAKEAWAYS:

It is apparent the challenges and deficiencies in the existing Hallandale Beach CBP program do not address or benefit the actual needs of the community. Furthermore, it enables the developer/contractors/vendors to retain the “power” to use the CBP as a tool to benefit their interests rather than those of the community they are supposed to benefit.

KEY EVALUATION FINDINGS

- The intent of the program was to provide economic opportunities for the benefits for residents of the City of Hallandale Beach.
- The city made a concerted effort to encourage, and in some cases to require, the contractors and developers to include a CBP initiative as part of their projects.
- Existing CBP language and policies are vague, lack measurable metrics, clarity, definition and contain unenforceable contract language.
- Vendors/developers are at liberty to interpret language and develop CBP plans at their discretion and in many cases, to their own benefit.
- While there are a few consistent themes, the elements in each program varies dramatically from project to project.
- There are no defined standards or enforceable expectations for monitoring or reporting. Proper documentation (i.e. reports, receipts, invoices) is insufficient and incomplete, reflecting a lack of substantive content.
- The CBP needs to be redefined to a fixed percentage of project costs and the revenues used to fund the programs that were redefined by a community study.
- Staff, and primarily HOP, is at a disadvantage in their ability to enforce, monitor and report on the CBP programs due to inconsistent and unenforceable agreements.
- The existing CBP program does not align with City initiatives, lacks stakeholder and community involvement and has unrealistic deliverables.
- Any claw back “positive” results will begin with negotiations between City/CRA and contractor/developer. Legal action will be difficult, costly and may be necessary.
- There is no mechanism to catch fraud, waste and abuse.

FOSTER PARK - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF VENDOR:	Recreational Design & Construction
PROJECT VALUE:	\$1,589,600
LOCAL VENDOR GOAL:	30%

CBP Commitment

CBP commitment? Yes

CBP Results Delivered

- **CBP Plan Administrator:** Palms Community Action Coalition (PCAC)
- **Total Cost of CBP Program:** \$476,880
- \$21,000 allocation for outreach done by PCAC.
- Foster Park was the pilot program for the start of the NEED program, but no documentation of program results has been provided.

Industry Standards

- Formal good faith documentation should have been provided to demonstrate the efforts made.
- Payments should only be made upon receipt of evidence that deliverables were completed.
- Penalties are applied for not meeting commitments.

Findings

- Staff has contacted vendor for documentation but still awaiting response.

BF JAMES, SCAVO & SOUTH CITY BEACH PARK - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$6,694,349
PROJECT VENDOR:	BURKHARDT CONSTRUCTION, INC.
LOCAL VENDOR GOAL:	\$4,192,062 (60%)

CBP Commitment

CBP commitment? Yes

CBP Results Delivered

- **CBP Plan Administrator:** Palms Community Action Coalition (PCAC)
- **Total Cost of CBP Program:** \$188,600
- SBE Technical Support: \$21,600
- Workforce Development/Education \$60,200
- Workforce Utilization/Integration: \$21,600
- Utilization Monitoring \$21,600
- Economic Impact Data Collection \$21,600
- Monthly Reporting \$21,600
- Grievance Assistance \$5,400
- Reimbursable \$15,000

Industry Standards

- Formal good faith documentation should be provided on a quarterly basis to demonstrate the efforts made.
- Provide documentation for agreed upon other activities i.e. pictures, receipts etc.
- Provide formal documentation to show local vendor utilization.
- Contractual language that initiates penalties when goals are not achieved.

Findings

- The only information provided as back up are invoices and a summary of the local participation.
- Local percentage participation was 60% which equaled commitment goal.
- We have no information on the components of the CBP Program.

BEACHWALK RESORT - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$60,000,000
PROJECT VENDOR:	Perez RELATED/HALLANDALE BEACH LLC
NEED COMMITMENT:	10% LOCAL WORKFORCE

CBP Commitment

CBP commitment? Yes (Called the NEED Program)

- Commitment to use a minimum 10% Hallandale local workforce.
- Commitment to meet the 10% hiring of local Hallandale residents, if it was not found to be feasible with the existing pool, PRH agreed to fund \$1000 for training each position remaining to meet the goal.
- Quarterly Reports to be given to the City for
 - a.) Number of initial employees hired for permanent jobs.
 - b.) Number of residents retained for permanent employment.
- Successor Programs—PRH agreed to coordinate with any successor programs to the City's NEED Program.

CBP Results Delivered

- Pending - Staff has contacted the contractor to get formal documentation on results of the program.

Industry Standards

- Formal good faith documentation should have been provided to demonstrate the efforts made.
- Payments should only be made upon receipt of evidence that deliverables were completed.
- Penalties are applied for not meeting commitments.

Findings

- Pending - Awaiting documentation from Related/ Hallandale Beach, LLC for an accurate analysis.

OB JOHNSON PARK (DESIGN) - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$938,000
PROJECT VENDOR:	KIMLEY-HORN (KH)
CBP COMMITMENT:	NO QUANTIFIABLE VALUE AVAILABLE

CBP Commitment

CBP commitment? Yes

- KH will provide up to two paid internships to qualified Civil Engineering majors in Hallandale Beach.
- KH will facilitate up to three “Engineering is Fun” days and give presentations on Civil Engineering, Landscape Engineering and Building Architecture Design

CBP Results Delivered

- Paid internships – zero. Kimley-Horn received 600 resumes for interns. Of the resumes received only three were Hallandale Beach residents and none of the 3 candidates held visas that would allow them to work in the United States.
- Kimley-Horn reported via email that the firm completed 10-hours to date of mentoring and donated two (refurbished) laptops to the STEM Program.

Industry Standards

- Formal documentation should have been provided to demonstrate the effort made to find interns. (i.e. copies of the 600 resumes, names and contacts of students considered, etc.). No evidence of outreach to local high school or college.
- Penalties are applied for not meeting commitments.

Findings

- KH did not achieve either CBP deliverable that was committed to nor did they provide sufficient documentation to demonstrate their good faith effort.
- In lieu of meeting the CBP as committed, they chose to donate two refurbished laptops which arguably are not of comparable value.

OB JOHNSON (CONSTRUCTION) - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$14.8 MILLION
PROJECT VENDOR:	BURKHARDT CONSTRUCTION
CBP COMMITMENT:	\$400,000 for PCAC
	LOCAL VENDOR: 7.8M (50%)

CBP Commitment

CBP commitment? Yes

- CBP Plan Administrator: Palms Community Action Coalition (PCAC)
- CBP Program cost: \$400,000
 - Provide technical support and documentation
 - Provide education and training
 - Provide job placement for local workers with contractor
 - Monitoring of local workers
 - Assistance in resolving complaints

CBP Results Delivered

- PCAC submitted limited and incomplete monthly reports stating that technical support was provided to the project and that their office was open 3 days per week. No documentation showing what that tech support entailed was provided.
- PCAC did not place any local residents in any available positions.
- PCAC in collaboration with Reach LLC was unsuccessful in maintaining a 10 person minimum local workforce numbers per week.

Industry Standards

- Formal good faith documentation should be provided on a quarterly basis to demonstrate the efforts made.
- Provide documentation for agreed upon other activities such as grievance services, training programs, etc.
- Contractual language that accesses penalties when goal are not achieved.
- Payments are paid only upon evidence that services were delivered.

Findings

- Burkhardt did not provide formal good faith documentation on a quarterly basis.
- There is insufficient documentation to support that services paid for were delivered or to measure how much of committed services were implemented.
- Burkhardt used the Tier System to their advantage to achieve the goal by considering themselves tier 2 more than once.

FIRE STATION (DESIGN)- Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$813,750
PROJECT VENDOR:	CURRIE SOWARDS
CBP COMMITMENT:	\$76,480

CBP Commitment

CBP commitment? Yes, Currie Sowards & Aquila engaged the services of PCAC/ Mr Wright and he was to serve as the CBP administrator in providing consulting services.

CBP Results Delivered

- **CBP Plan Administrator:** Palms Community Action Coalition (PCAC)
- **Total Cost of CBP Program:** \$76,480
- CBA consulting fee: \$25,000
- Instructional services for PCAC's STEM Program: \$21,000
- Student shadow: \$8,400
- Compensation for college intern: \$22,080

Industry Standards

- Agreements include language that sets measurable goals and penalties when results are not achieved, which clearly were not incorporated into this contract.
- Documentation is typically required at time of payment to validate that work invoiced and paid for was completed.

Findings

- Full amount was paid to vendor but there is no evidence that work related to the CBP were completed. There is no supporting documentation. Vendor stated that fees were payment for "getting us the job". What he did and how it was done was not documented.

COHB CBP PROJECT

FIRE STATION (CONSTRUCTION) - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$7,743,571
PROJECT VENDOR:	WEST CONSTRUCTION
CBP COMMITMENT:	22% (\$1,703,586) LOCAL WORKFORCE & VENDORS

CBP Commitment

CBP commitment? Yes

- CBP Plan Administrator: South Florida Educational Development (SFED)
- Total Cost of CBP Program: \$125,000
- Local Vendor and Local Workforce Combined Actuals: TBD
- Technical Support (\$23.5K): Provide technical support to LBEs and assist in preparation of certified payroll. Assist new start-up or emerging construction firms in utilizing technology..
- Workforce Development / Education (\$33.5K): Provide technical education and training through Sheridan Technical School and assist with interview process
- Workforce Utilization (\$12.5K): Provide job placement for local workforce with SFED and other subcontractors.
- Utilization / Monitoring (\$25K): SFED will visit jobsite to collect data regarding the actual number of local workforce. Reports will be done on a daily basis.
- Economic Impact Data Collection (\$12.5K): SFED will collect data to determine the economic benefit of utilizing local workforce.
- Monthly reporting (\$12.5K): SFED will provide monthly reporting summaries to West Construction of work performed and results achieved.
- Grievance Assistance (\$5.5K): SFED is committed to resolving disputes and complaints related to issues around the CBP plan.
- \$1,578,586 will be spent with local vendors and hiring local workforce.

CBP Results Delivered

- Pending – staff has contacted vendor and is awaiting documentation.

Industry Standards

- Formal good faith documentation should have been provided with monthly reporting of efforts made.
- Provide formal documentation on program elements file.

Findings

- Although the city paid for the services, there is insufficient documentation to validate that CBP deliverables paid for were in fact completed.

COHB CBP PROJECT

BLUESTEN (DESIGN) - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$2,095,949
PROJECT VENDOR:	ACAI
CBP COMMITMENT:	\$146,750

CBP Commitment

CBP commitment? Yes

- \$128,050 - Local Vendor Participation
 - Hallandale Creative Printing will be contracted for printing for the project
 - South Florida Education Development Center (SFEDC) will be contracted to develop, implement and administer Public Information Officer/Outreach activities
 - ACAI will schedule its currently employed COHB resident technical staff for involvement in project
 - ACAI will hire LPLLC to provide community benefit management services
 - Craven Thompson & Associates will provide funding to further extend a COHB resident's internship
- \$5000 – Charitable Contribution
 - ACAI will make a charitable contribution totaling \$5,000 towards the Bluesten Park CBP via not-for-profit initiatives
- In-kind Services up to \$5,700 as follows:
 - ACAI will continue its mentoring program with STEM students at Hallandale Magnet HS during the design phase to implement up to 5 virtual workshops to track the project
 - ACAI will contribute \$8,000 to a scholarship fund.

CBP Results Delivered

- ACAI provided the check for vendor participation that was submitted to Hallandale Printing.
- Staff research has found that Labor Pool LLC subcontracted South Florida Educational Development Center (SFEDC) to administer the outreach activities and maintain local vendor workforce reporting.
- \$1000 commitment to Hallandale Beach HS Football Travel Assistance -reported fulfilled, however staff has received no backup documentation.
- ACAI provided three PowerPoint slides that were to be presented to Hallandale High School.
- ACAI provided documentation of Scholarships awarded to two COHB residents.
- It appears that neither the dollar value nor its committed projects have been fully achieved.

Industry Standards

- Formal good faith documentation should be provided on a quarterly basis to demonstrate the efforts made.
- Provide documentation for agreed upon other activities i.e. pictures, receipts etc.

Findings

- Project is still active. Complete findings at this time would be inconclusive.

COHB CBP PROJECT

BLUESTEN (CONSTRUCTION) - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
VALUE OF PROJECT:	\$26,000,000
PROJECT CONTRACTOR:	KAUFMAN LYNN
CBP GOALS:	25% 1% (CHANGED BASED ON THE 2017-074 RESOLUTION)

CBP Commitment

CBP commitment? Yes

Change of the CBP program to 1% of contract value. \$260,000 will go into the fund in transition of Human Services away from General Fund support.

CBP Results Delivered

- The CBP program has been suspended until assessment is complete. For the Bluesten project the goal has been changed to 1% (\$260,000). Payments will be made as the project progresses.

Industry Standards

- Funds are applied to community programs determined by needs assessment and monitored accordingly.

Findings

- The project is in the very early stages, so limited CBP information is available.
- CBP monitoring will be key in the final assessment, once the project is complete.

BODR (BASIS OF DESIGN REPORT) - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$665,000
PROJECT VENDOR:	CRAVEN-THOMPSON
CBP COMMITMENT:	\$15,000 (LOCAL RESIDENT) – 2% OF CONTRACT VALUE

CBP Commitment

CBP Commitment: \$15,000 (Local Resident) – 2% of contract value

Components:

- Craven-Thompson committed to hiring an intern for a six-month period.
 - Intern qualifications included:
 - COHB resident (verifiable)
 - Must have been currently enrolled in an accredited Civil Engineering curriculum at a college or university.

CBP Results Delivered

- One COHB student was selected for the 6-month internship
- Staff received payroll for hours worked with no further back-up documentation.

Industry Standards

- Formal good faith documentation should have been provided monthly to demonstrate the efforts made.
- Provide payroll reports that validate employment and payroll.

Findings

- Craven & Thompson fulfilled their commitment and provided sufficient documentation.

GENERAL OBLIGATION PARKS BOND - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$994,579
PROJECT VENDOR:	NV5
CBP GOALS:	\$81,120

CBP Commitment

CBP commitment? Yes

- NV5's Community Benefit Plan is based on the education of the COHB high school and college aged students with a desire to work in the design and construction industry and the goal of long-term employment.
 - 13 Seniors will be mentored by and work with NV-5 as an intern
 - 13 students x 9hrs per year x \$160/hr = \$24,960
 - College interns will continue to work with NV-5 throughout their contract with the City as they advance in the university program.
 - 13 students x 9 hrs/yr x 3yrs x \$160/hr = \$56,160

CBP Results Delivered

- Staff has contacted NV5 for documentation about the program.
- No results have been received to-date.

Industry Standards

- Outline for CBP must be very comprehensive and enforceable.
- Penalties apply for missed/incomplete goals.
- Reporting will need to be supported with backup documentation to be Effective in the monitoring results.
- Residency documentation must be verifiable
- Processes for candidate acceptance must be defined in the contract

Findings

- Incomplete documentation available for an accurate analysis at this time.
- Staff is working with NV5 to complete the program.
- Based on findings NV5 has not completed the CBP requirements and \$40,000 will be held until results have been confirmed.

STUART & SHELBY-IN FILL HOUSING PH1 - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$548,128
PROJECT VENDOR:	STUART & SHELBY
CBP GOALS:	\$60,294 (11%) - LOCAL VENDOR

CBP Commitment

CBP commitment? Yes, but no CBP Plan submitted.

- Workforce Utilization and Integration
- Contact local community organizations such as PCAC (for example) to recruit qualified local laborers and vendors to work and bid on project
- The outreach effort included informing minority-focused media about the available project opportunities and RDC's efforts to recruit local businesses.

CBP Results Delivered

- Stuart & Shelby utilized local vendors as committed. City received related documentation including invoices and checks payable to local vendors.
- Payment goal met.

Industry Standards

- Formal documentation should have been provided with monthly reporting of efforts made rather than at the end of the project.
- Provide formal documentation on program elements file.

Findings

- Upon staff research, it was determined that Stuart & Shelby did not work with PCAC on this project. However, they did utilize local vendors and provided sufficient documentation to substantiate that the project CBP goal was met.

STUART & SHELBY-IN FILL HOUSING PH2 - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$413,703
PROJECT DEVELOPER:	STUART & SHELBY
CBP COMMITMENT:	20% - LOCAL VENDOR (\$82,740)

CBP Commitment

CBP commitment? Yes, but no CBP plan submitted.

- Workforce Utilization and Integration
- Contact local community organizations such as PCAC (for example) to recruit qualified local laborers and vendors to work and bid on project
- The outreach effort included informing minority-focused media about the available project opportunities and RDC's efforts to recruit local businesses.

CBP Results Delivered

- Stuart & Shelby utilized local vendors as committed. City received related documentation including invoices and checks payable to local vendors.
- Project CBP goal was met.

Industry Standards

- Formal good documentation should have been provided with monthly reporting of efforts made.
- Provide formal documentation on program elements file.

Findings

- Upon staff research, it was determined that Stuart & Shelby did not work with PCAC. However, they did utilize local vendors and provided relevant documentation to substantiate that the project gal was met.

EMERALD – IN FILL HOUSING - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA AREA DEVELOPMENT
VALUE OF PROJECT:	\$449,523
PROJECT VENDOR:	EMERALD CONSTRUCTION
LOCAL VENDOR GOAL:	25% (\$112,380)
LOCAL WORKFORCE GOAL:	50% (\$224,762)

CBP Commitment

CBP commitment? Yes – 25% local vendor/ 50% local workforce

- No CBP plan submitted.

CBP Results Delivered

- Local vendor utilization goals were surpassed and substantiated by receipts and invoices.
- Documentation received in the form of incomplete certified payroll documents and local workforce goal was not achieved.

Industry Standards

- Formal documentation should have been provided with monthly reporting of efforts made.
- Provide formal documentation on program elements file.
- Provide documentation of residency for COHB residents.

Findings

- Emerald Construction provided Alexander & Johnson Project Management certified payroll that lacked local workforce addresses, but included emails with names and addresses. This was insufficient to verify local residency. The report from Emerald showed zero (0) local workers. This situation remains under investigation by staff.
- Local Vendor participation was by releases of liens and copies of checks paid to Alexander & Johnson Project Management and Labor Pool—both were classified “local vendors” on the project.

BAND IN-FILL HOUSING - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$263,840
PROJECT VENDOR:	BAND
CBP COMMITMENT:	\$52,768
	20% LOCAL VENDOR PARTICIPATION

CBP Commitment

CBP commitment? Yes

- Local vendor participation – 20%
- Donation to iCenter (no longer in business) – 1%
- Staff has contacted contractor to ask for any additional information

CBP Results Delivered

- BAND utilized REACH FL, Inc and paid them for the provision of trade services.
- iCenter was no longer operating in Hallandale Beach at the time of groundbreaking, therefore no donation was given to them.
- Reports received were HOP Vendor Utilization Report, contract with REACH FL, HOP Local Vendor certification form and Business Tax receipts.

Industry Standards

- Formal documentation should have been provided to demonstrate the efforts made.
- Payments should only be made upon receipt of evidence that deliverables were completed.
- Penalties are applied for not meeting commitments.

Findings

- BAND project was not properly documented. Reports are unavailable and staff has contacted the contractor and asked that project documentation be sent as soon as possible.

FOSTER PARK PLAZA - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$700,000
PROJECT VENDOR:	PIONEER CONSTRUCTION
CBP COMMITMENT:	\$185,650 (26.52% OF LOCAL WORKFORCE AND \$20,000 TO OTHER CBP ACTIVITIES)

CBP Commitment

CBP commitment? Yes

\$185,650
(26.52% of local workforce and \$20,000 to other CBP activities)

- Arts / Drawing Project - \$5,000
- Project Administrator-Facilitation & Contest Fees
Marketing & Advertisement + Community Outreach Liaison - \$5,000
- Campaign of Pioneer recognition on the Heritage wall - 5,000
- CBP management / overseeing the total project. Local involvement and reporting - \$5,000
- Local Utilization – (local vendors, suppliers, sub-contractors) - \$5,000
- Local Workforce – 145,650 (26.52%)

CBP Results Delivered

- Staff awaiting requested documents from contractor to complete report.

Industry Standards

- Formal documentation should be provided on a quarterly basis to demonstrate the efforts made.
- Provide documentation for agreed upon other activities i.e. pictures, receipts etc.
- Provide formal documentation to show local workforce and vendor utilization including releases of lien, drivers license, local utility bill, etc.

Findings

- No conclusions can be reached until documentation has been provided and verified. The Foster Park Plaza project is still under construction.

FOSTER SQUARE PARK - Complete

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$1,200,000
PROJECT DEVELOPER:	CBV, LLC
CBP GOALS:	\$360,000 – 30% COMBINED LOCAL VENDOR & LOCAL WORKFORCE PARTICIPATION

CBP Commitment

CBP commitment? No plan submitted yet.

- Establish a community outreach effort
- Local Workforce commitment—10% of the total number of jobs on the project.
- Local Vendor commitment -- 10% of total contract value.

CBP Results Delivered

- Staff has contacted contractor for additional documentation.

Industry Standards

- Formal documentation should have been provided to demonstrate the effort made to identify and hire 10% local workforce.
- Formal back up documents for each invoice given to the city.
- Monitoring of all documentation before payment of invoices.
- Penalties are applied for not meeting commitments.

Findings

- Incomplete documentation available for an accurate analysis at this time. Project is still active.

FOSTER CONDO - Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$616,117
PROJECT DEVELOPER:	MEGA DEVELOPERS, LLC
CBP COMMITMENT:	YES
CBP GOALS:	25% TOTAL COST – LOCAL WORKFORCE

CBP Commitment

CBP commitment? 25%, but no CBP plan submitted.

CBP Results Delivered

- This project is not underway, no approved CBP plan submitted at this time.

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.
- CRA involvement is essential in planning stage.

Findings

- The project is pending start. No CBP information is available at this time.
- The contract should be revisited to assure contractual benefits / penalties are in the best interest of the City and the CBP program.

HALLANDALE COMMONS- Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$3.2 MILLION
PROJECT DEVELOPER:	DONALD-WEST VENTURE LLC
CBP COMMITMENT:	\$963,000 (30%)
TOTAL COST – LOCAL WORKFORCE	

CBP Commitment

CBP commitment? 30%-, but no CBP plan submitted.

CBP Results Delivered

- This project is Not Active, no CBP plan approved at this time.

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.

Findings

- The project is not active, so no CBP information is available.
- The contract should be revisited to assure contractual benefits / penalties are in the best interest of the City and the CBP program.

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
VALUE OF PROJECT:	\$50,000,000
PROJECT DEVELOPER:	Hallandale Land Ventures (HLV)/ I INTEGRA
CBP GOALS:	\$5,000,000
LOCAL VENDOR GOAL:	15% (\$3,000,000)
LOCAL WORKFORCE GOAL:	10% (\$2,000,000) estimate

CBP Commitment

CBP commitment?

- Local Workforce = 22 jobs (15%) of initial construction jobs, based on staff estimate of 150 total workers.
- Local Vendors = 10% of direct hard construction costs.
- Collaboration with HOP.
 - HLV will provide timeline to include bidding schedule and trade /disciplines.
 - HLV will identify qualified employees for pool of qualified residents to meet CBP goals.
 - 30-days after building permit issuance, HLV's GC will provide a list of various jobs and qualification that will be needed and contact local labor staffing firms to assist in finding local residents to fill those positions.
 - Job Fair. HOP and the COHB Chamber of Commerce will coordinate a job fair for residents and subcontractors in June 2017.
 - Local Workforce & GC/ Subcontractor Matchmaking. Throughout the project and as the need arises an initiative will focus on facilitating a match between General Contractors/subcontractors on the project and viable labor candidates from the community.
 - Ease of Hiring. HLV will interview and identify a 3rd party local labor staffing firm for HLV's GC/Subcontractor, who will serve as the "employer of record" to hire local labor and help to streamline the local resident hiring process by eliminating the concerns for insurances and worker's compensation requirements.

Training:

- Non-paid on-the-job internships for those student residents that the HOP Administrator refers.
- HLV will help to supplement the pool of resident candidates by implementing a training program to achieve the goal.
- Per the Development Agreement, HLV agrees to fund the \$1,000 training expense for each position remaining to reach the 15%.
- After 12 months of construction, HLV will meet with the HOP Administrator and determine if the local workforce goal has been achieved. Payment to be provided to the City within 30 days of HOP certifying an insufficient pool of qualified resident candidates.
- Identify effective strategies for meeting local vendor goals.
- Capacity building through subcontractor coaching, internships and mentoring
- Build Local, Buy Local Program
- CBP Reporting & Monitoring
- Partnership Building with the City

CBP Results Delivered

- The project is nearing completion, there is very little data to base CBP results at this time. However, the program outline encompasses the most important issues in development of a successful Community Outreach Plan.
- Adequate documentation has not been submitted timely.

Industry Standards

- Detailed CBP should be part of the agreement with enforceable language.
- Substantive penalties for not meeting commitment should be included in agreement.
- Documentation and reports should be required and included in payment applications.

Findings

- The project is nearing completion, however limited CBP information is available.
- Most likely, the CBP will have to settle for the penalty amount of \$22,500.
- Penalty is included in the agreement but is disproportional in relation to the value of the project.

COHB CBP PROJECT

GULFSTREAM POINT - Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
VALUE OF PROJECT:	\$50,000,000
PROJECT DEVELOPER:	HALLANDALE FIRST, LLC
CBP COMMITMENT:	15% OF INITIAL EMPLOYEES (LOCAL WORKFORCE) 10% OF THE PROJECT HARD COSTS DEDICATED TO CITY LOCATED CONTRACTORS AND VENDORS (\$5,000,000).

CBP Commitment

CBP commitment? Yes

- Commitment to use a minimum 15% Hallandale local workforce as initial construction employees.
- Provide HOP with information about employees to prove local residency.
- Circulate and solicit job opportunities
- Coordinate meetings with HOP Administrator and GC/CM to review job opportunities.
- To meet these requirements, the Developer agreed to:
 - Coordinate with HOP to advertise to the COHB through various forms of media.
 - Job site office will have signage advertising work when available and conduct interviews within the city.
- Developer will participate and coordinate Job Fairs with HOP, other developers, community workforce, the Hallandale Beach Chamber of Commerce and seek other community organizations to advertise available jobs.
- In addition to working with HOP the developer will use CareerSource Broward (CSBD) to find viable candidates.
- The GC/CM will identify and create an on the job program for residents to learn basic construction work.
- Hallandale First and HOP will work together to create a requisition format to fund training expense up to \$1,000 for each position remaining to be filled.
- Quarterly Reports to be given to the City for
 - a.) Number of initial employees hired for permanent jobs.
 - b.) Number of residents retained for permanent employment.
- Hallandale First and GC/GM will utilize data provided by COHB to identify licensed businesses in the city. Outreach will be by mail, email, social media and website advertising.
- GC/CM will work with businesses to achieve the ability to contact for goods and services.

CBP Results Delivered

- This project is pending development agreement amendment, plan amendment, permit and construction. No CBP plan approved at this time. .

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.

Findings

- The plan does include documentation requirements
- The plan includes a penalty of \$1000 per person if the 15% local workforce goal is not achieved.
- The plan does not address penalty for not meeting local vendor 10% goal.
- The CBP requirement should be a percentage of the project cost or a fixed dollar contribution to the fund.

OPTIMA PLAZA – Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$6,610,000
PROJECT DEVELOPER:	OPTIMA INTERNATIONAL NORTH, LLC
LOCAL VENDOR GOAL:	10% (\$661,000)
LOCAL WORKFORCE GOAL:	10% (Total project workforce)

CBP Commitment

CBP commitment? 10% local vendor and 10% local workforce, no CBP plan has been submitted.

CBP Results Delivered

- This project is pending construction, no CBP plan approved at this time.

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.

Findings

- The project is not active, so no CBP information is available.
- The development agreement should be revised to assure contractual benefits / penalties are in the best interest of the City and the CBP program.
- The CBP requirement should be a percentage of the project cost or a fixed dollar contribution to the fund.

HALLANDALE BEACH OASIS – Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$115,000,000
PROJECT DEVELOPER:	ROMAGNOLE INVESTMENTS
CBP GOALS:	<p>\$11,500,000 (10%) – Local Vendor</p> <p>LOCAL WORKFORCE – 10% OF CONSTRUCTION JOBS OR UP TO \$20K AND 20% OF PERMANENT JOBS OR UP TO \$50K</p>

CBP Commitment

CBP commitment? No CBP plan has been submitted.

- 10% of construction jobs or up to 20K and 20% of permanent jobs or up to 50K. 70,000 penalty if they don't reach their CBP goal of hiring local workforce and using local vendors.
- CBP program document have not been submitted by Romagnole Investments at this time.

CBP Results Delivered

- This project is Not Active, no CBP plan approved at this time.

Industry Standards

- A measurable CBP commitment should be included in the development agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.

Findings

- This project is not active, so no CBP plan is available.
- CBP is required for this project and needs to be submitted for proper monitoring.
- **Penalty - \$70K will be assessed if the CBO goal of local workforce (10%/20%) and the Local Vendor \$11.5M is not achieved.**
- The CBP requirement should be a percentage of the project cost or a fixed dollar contribution to the fund.

DIPLOMAT GOLF COURSE - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
VALUE OF PROJECT:	\$650,000,000
PROJECT DEVELOPER:	DIPLOMAT GOLF COURSE VENTURE, LLC
CBP COMMITMENT:	10% LOCAL WORKFORCE 10% LOCAL VENDOR

CBP Commitment

CBP commitment? Employment Goal: Developer 20% of the 600 permanent employees will be residents.

- Developer will use reasonable efforts to provide the City with a list of eligible positions and qualifications.
- Local Workforce and Vendors:
 - 10% of construction jobs to be filled by COHB.
 - 10% of direct hard construction costs to be performed by Local Vendors
- CBP Employment Report to include:
 - Total number of Employees within each facility during the Quarterly period.
 - Total Local Workforce for each facility
 - Local Vendor Utilization for each facility
- Quarterly Reporting of Operating CBP Employment report:
- On-Site Documentation of Employee Data to include:
 - Employee Facility, Activity Center, and/or Operating Department
 - Employee Name, Address and Hire Date
 - Documentation used to validate COHB residency.
- Developer will use branding, job fairs and advertising when appropriate geared toward the hiring needs of the Diplomat Project

CBP Results Delivered

- The Diplomat Golf Course Project is pending potential plan amendment, permit, and construction. No CBP results submitted.

Industry Standards

- Formal good faith documentation should be provided on a quarterly basis to demonstrate the efforts made.
- Provide documentation for agreed upon other activities i.e. pictures, receipts etc.
- Provide formal documentation to show local vendor utilization.
- Contractual language that establishes penalties when goal are not achieved.

Findings

- No conclusions can be assessed until documentation has been verified.
- The Diplomat Golf Course project may be sold.
- The CBP requirement should be a percentage of the project cost or a fixed dollar contribution to the fund.

ICEBOX CAFÉ – In Permitting

PROGRAM BACKGROUND

TYPE OF PROJECT:	CRA
VALUE OF PROJECT:	\$5,560,000
PROJECT DEVELOPER:	ICE BOX, LLC
LOCAL VENDOR AND LOCAL	
WORKFORCE COMBINED GOAL:	30% (\$1,668,000) & 144 Permanent Jobs

CBP Commitment

CBP commitment? Yes, but CBP plan has not yet been submitted

144 Permanent Jobs will be generated once establishment is fully operational . No, formal CBP Program approved or process to ensure a percentage of the jobs go to Hallandale Beach residents.

CBP Results Delivered

- This project is in permitting, no CBP plan approved at this time.

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be negotiated for not meeting goals and enforceable contract language to that effect should be added.

Findings

- The project is just entering the permitting phase, so no CBP information is available.
- The development agreement should be revisited to assure contractual benefits / penalties are in the best interest of the City and the CBP program
- The contractor has reaffirmed his commitment to both the hiring and construction goals and does not want to make a fixed percentage of construction cost payment. Therefore the details of the CBP must be negotiated to ensure compliance and proportionate penalties for not meeting the goals.

NINE HUNDRED - Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
PROJECT DEVELOPER:	HALLANDALE OFFICE TOWERS
LOCAL WORKFORCE GOAL:	20%

CBP Commitment

CBP commitment? Yes, but CBP plan has not yet been submitted

- Commitment for a minimum 10% of the construction workforce must be Hallandale Beach residents.
- If unable to meet 20% goal of Hallandale Beach residents, fund permanent local workforce or \$2,000 per unmet position (In Kind) 10% or \$20,000 less \$2,000 / resident hire; 20% HBB resident or \$2,000 per unmet position up to \$50,000

CBP Results Delivered

- This project is Not Active, no CBP plan approved at this time.

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.

Findings

- The project is not active, so no CBP information is available.
- The development agreement should be revisited to assure contractual benefits / penalties are in the best interest of the City and the CBP program.

OPTIMA OFFICE NORTH – Pending Construction

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
VALUE OF PROJECT:	\$65,000,000
PROJECT DEVELOPER:	I & A MIAMI
LOCAL VENDOR GOAL:	\$6,500,000
LOCAL WORKFORCE GOAL:	10% Construction workforce must be Hallandale residents

CBP Commitment

CBP commitment? Yes, but CBP plan has not yet been submitted

- Commitment for a minimum 10% of the construction workforce must be Hallandale Beach residents.
- Owner will have the option of contributing \$5,000 less \$500 to the City for each resident hired for a construction job for the Project to either fund training programs for Hallandale Beach residents seeking employment in the construction industry or to fund an apprenticeship program at the Project to pay for Hallandale Beach residents selected by the Owner to work on construction of the Project or similar program to be mutually agreed upon by City and Owner.

CBP Results Delivered

- This project is pending construction, no CBP plan approved at this time.

Industry Standards

- A measurable CBP commitment should be included in the final agreement.
- Penalties should be applied for not meeting commitment goals and enforceable contract language to that effect should be added.
- Building permits and TCO/CO should only be issued when requirements have been met or penalties paid.

Findings

- The project is pending construction, so no CBP information is available.
- The development agreement or contract should be revisited to assure contractual benefits / penalties are in the best interest of the City and the CBP program.

2000 SOUTH OCEAN DRIVE - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	PRIVATE
VALUE OF PROJECT:	\$140,000,000
PROJECT VENDOR:	KAR Properties
NEED COMMITMENT:	15% LOCAL WORKFORCE

CBP Commitment

NEED commitment? Yes (Called the NEED Program)

- Commitment of having a minimum 15% of the initial employees hired for construction and permanent jobs to be the Hallandale local workforce.
- Identify residents meeting the initial qualifications or NEED can work with potential candidates to obtain the necessary training for available positions.
- Developer will work with NEED to formulate and implement a training program so that the 15% goal is achievable.
- Developer shall use best efforts to contract with companies that are owned by City residents or located within the City for goods and services. In order to promote job growth in the City.
- Developer agrees to coordinate with any successor program to the City's NEED program and with any additional programs that may be designated by the City for hiring and contracting.

CBP Results Delivered

- Pending – No approved CBP has been submitted at this time.

Industry Standards

- Formal good faith documentation should be provided to demonstrate the efforts made.
- Penalties are applicable when goals and commitments are not met. Penalties are in favor of the City.
- Building permits and TCO/CO should only be issued when requirements have been met or penalties paid.

Findings

- Pending – renegotiation of contract language to ensure requirements are met and appropriate penalties are included.

AFFINITY RESOURCES - Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$70,000 per year (3 years)
PROJECT VENDOR:	AFFINITY
VOLUNTARY CBP GOALS:	5% (\$10,500)

CBP Commitment

CBP commitment? Yes, 5% overall

- 5% of overall budget towards training and workshops each budget year
- Host 4 community workshops that provide technical skills to local constituents.

CBP Results Delivered

- Staff has contacted the contractor to get formal documentation on results of the program.

Industry Standards

- Reporting will need to be supported with backup documentation to be effective in the monitoring results.

Findings

- This is a voluntary commitment from the contractor
- Findings awaiting documentation from contractor for a complete analysis.
- No conclusions can be drawn at this time because project is in the middle of the second year of a 3 year contract to provide grant monitoring services.

AAAA FRANCHISE TOWING SERVICES- Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$260,000 per year (5 years)
PROJECT VENDOR:	AAAA CROSSTOWN TOWING & RECOVERY
VOLUNTARY CBP:	\$5000 (\$1000 per year for 5 years)

CBP Commitment

CBP commitment? Yes

AAAA Crosstown Towing & Recovery has presented a voluntary CBP plan. They will pay a \$260,000 total franchise fee that is paid every year for 5 years once the contract has been signed.

- AAAA will make donations totaling at least \$1000/yr to PAL.
- AAAA will aid the Police and Fire departments by providing salvage vehicles to them for training, including towing services to and from training venue. The value of this service is estimated to be \$1000/per vehicle.

CBP Results Delivered

- The size of this voluntary commitment will allow a letter of agreement to be sufficient with quarterly monitoring.

Industry Standards

- Reporting will need to be supported with backup documentation to be effective in the monitoring results.

Findings

- This is a voluntary commitment from the contractor
- A letter of agreement will be developed by staff to ensure that its commitment is met.

HAZEN HIGH SERVICE PUMPS AND TRANSFER PUMPS – Active

PROGRAM BACKGROUND

TYPE OF PROJECT:	CITY
VALUE OF PROJECT:	\$399,949 Design Fee
PROJECT VENDOR:	HAZEN AND SAWYER (HAZEN)
VOLUNTARY CBP:	5% (\$19,997)

CBP Commitment

CBP commitment?

- \$3,000 - Annual \$1000 sponsorship of COHB's Greenfest for up to three years
- \$1,800 - Annual participation in Greenfest, by providing engineers to participate in the COHB's Greenfest for up to three years.
- \$3,200 - Hazen staff participation in Coastal Cleanup
- \$1,800 - Patronage of City of Hallandale Beach businesses for Hazen sponsored functions for three years.
- \$3,200 - 1 paid summer internship for a college bound high school graduate from either 2017 or 2018.
- \$1,600 - Career Day presentations about the Engineering field at local COHB schools for three years.

****Values provided by Table 1 in Hazen agreement.**

CBP Results Delivered

- Vendor has been contacted by COHB staff to obtain proper documentation for committed activities.

Industry Standards

- Include commitment in agreement with enforceable language.
- Require sufficient monthly reports and back up documentation to validate deliverables were met.

Findings

- Hazen has agreed to participate in a voluntary program and should be applauded for their community service participation.
- Project is in very early stage and findings are TBD.

03.

BEST PRACTICES STUDY



BEST PRACTICES

A comparative analysis of Community Benefit Agreements was conducted for projects and initiatives nationally as well as those based locally in the State of Florida. In evaluating these programs, **the goal was to identify CBA elements that make these programs unique, effective, and consistent in their intent to promote a meaningful impact** to the communities they benefited.

Six (6) national programs and three (3) Florida based programs were evaluated. While the nine (9) total programs were diverse in size, value and type of project, and structure of the CBA's, there was an apparent consistency in the goal that the impacted communities leverage these projects for the economic benefit of the surrounding communities.

Summary of Best Practices

GOALS/INTENT OF MODEL CBA PROGRAMS

- Sustainable economic impact in surrounding communities
- Job creation for local and/or disadvantaged residents
- Contract opportunities for local and/or disadvantaged businesses
- Funding for social services and community programs
- Improved access to community services

TYPICAL CBA PROGRAM ELEMENTS "BEST PRACTICES"

- Measurable program goals
- Local or disadvantaged vendor utilization
- Local or disadvantaged workforce/labor utilization
- Job placement
- Job training and development for workforce
- Training and development for vendors
- Living wage requirements
- Legally binding agreements with incentives/penalties
- Defined reporting and documentation requirements
- Community or social services initiatives
- Youth programs
- Stakeholder involvement in CBA development and administration
- Programs based on needs analysis

NATIONAL CBA PROGRAMS

Grand Avenue CBA, Los Angeles, CA



PROGRAM BACKGROUND

- CBA signed in 2007
- The development consists of 3.6 million square feet and cost approximately \$2 billion.
- The development includes: entertainment facilities, a hotel, restaurants, 400,000 SF of retail space, 532 units of residential housing, and parking areas.
- The developer received \$95 million in public subsidies
- Development project expected to be completed by 2018
- The development will create over its life 29,000 construction jobs and 6,000 permanent jobs

CBA PROGRAM ELEMENTS

- Affordable housing available in 20% of the planned residential complexes
- \$1.5 million in no-interest loans available to nonprofits seeking to increase affordable housing in the downtown area
- \$50 million donation to construct a new public park
- Streetscape improvements to increase the number of trees, public benches, trash cans, and newly paved roads.
- 25% minority-owned contracting requirement
- 30% local hiring requirement for construction and permanent jobs,
- Living wage requirement for all construction jobs and those employed by businesses this developer has leased to or contracted with.
- \$1 million donation to support job training programs
- Funding of public art

Kingsbridge Armory CBA, New York, NY



PROGRAM BACKGROUND

- CBA signed in 2013
- Agreement signed with the developer for the Kingsbridge National Ice Center and the Kingsbridge Armory Redevelopment Alliance, a coalition of several Bronx, NY community groups.
- Developer plan is to convert a former military armory into a hockey sports complex.

CBA PROGRAM ELEMENTS

- Guaranteed living wage
- 51% of non-construction jobs to local workers
- Developer funded scholarships for residents to learn to install and maintain the developer's geothermal and solar power systems.

NATIONAL CBA PROGRAMS

One Hill CBA, Pittsburgh, PA



PROGRAM BACKGROUND

- CBA signed in 2008
- This was Pittsburgh's first CBA, and had immense support across the community, local government, and the mayor's office.
- The CBA took a year to negotiate, and negotiations were said to be very contentious at times. However, all parties continue to express approval of the entire process.
- Developer sought the construction of a new Pittsburgh Penguins (hockey) Arena.

CBA PROGRAM ELEMENTS

- \$2 million donation for the creation of a large grocery store, which has been lacking in the Hill District area for years
- Creation of a multi-purpose center for youth, families, and seniors with reduced/no fee membership for low-income residents
- First source hiring for construction jobs and all those employed by businesses contracted or leased with the Penguin's Arena
- Construction of a first source employment center
- Creation of the "Neighborhood Partnership Program," which provides up to \$6 million to support economic development, drug treatment and mental health services and youth program.
- Outreach for minority contractors.
- Requirement that all jobs abide by the wage standards for each designated industry and include health benefits.

Peninsula Compost Company, Wilmington, DE



PROGRAM BACKGROUND

- CBA signed in 2008
- The development project was small, involving the construction of a 20,000 square foot organic waste composting facility on a 25 acre site.
- The project created 30 construction jobs and approximately 12 other full time jobs.

CBA PROGRAM ELEMENTS

- 20% local hiring requirement
- 20% minority hiring requirement
- Creation of a 24-hour community hotline for residents to file complaints against any element of the construction process
- Ban on construction trucks using local residential roads
- Funding for a job training program
- Requirement to employ only local contractors
- Neighborhood parking lot.

Oakland Army Base, Oakland, CA



PROGRAM BACKGROUND

- CBA signed in 2012
- Formerly abandoned Army base was converted to an \$800 million high-tech trade and logistic complex.
- The \$1.2 billion plan was expected to create 1500 construction jobs and about 1800 permanent jobs in warehousing and goods logistics.
- A coalition of 30 organizations including residents, nonprofits, businesses and labor created a jobs policy and other community benefits.

CBA PROGRAM ELEMENTS

- CBA secured living wages for all workers.
- Required 50% of construction jobs and permanent jobs be filled by Oakland residents.
- 25% of the jobs were reserved for disadvantaged workers
- Ex-offender program removed eligibility barriers.
- Restricted use of temporary workers in warehousing facilities.
- Established monitoring and oversight board with community representation to enforce the agreement.

Delray Beach CRA, Delray Beach, FL



PROGRAM BACKGROUND

- CBA signed 2014
- Process was inclusive of all impacted stakeholders - The Delray Coalition consisting of the West Atlantic Redevelopment Corporation (WARC), NW/SW Atlantic Neighborhood Alliance, SEIU Florida Public Service Union (FPSU) and the Village Elders executed a Community Benefits Agreement (CBA) with Equity Enterprises USA.
- The agreement applies to a \$35 million project that is intended to remove urban blight and to stimulate economic development within a quadrant of the City.

CBA PROGRAM ELEMENTS

- First Source/Local Hiring
- Apprenticeship Program
- Small Business Development Program
- Post-Construction and Permanent Jobs Placement
- Livable Wage
- Workforce Housing
- Investment in Critical Community Services (e.g. Preservation of Arts and African-American History)
- Clearly defined monitoring, reporting and oversight requirements included in agreement.

Miami WorldCenter, Miami, FL



PROGRAM BACKGROUND

- Economic Incentive Agreement (EIA) signed in 2014
- The Miami Worldcenter Development is a privately-owned project that is slated to be built in the blighted area of the Park West Community Redevelopment Area. The multi-phase project will feature approximately 765,000 square feet of retail space, 300 hotel rooms, 2,000 apartments and condominiums and a mall with 50,000 square feet of retail space.
- The Southeast Overtown/Park West Community Redevelopment Agency (CRA) approved an Economic Incentive Agreement (EIA) with the developers of the Miami WorldCenter. This agreement provides an estimated \$105 to \$175 million in tax increment financing to Miami WorldCenter.
- In exchange for a tax rebate/Tax Increment Financing Agreement, the Southeast Overtown/Park West Community Redevelopment Agency (CRA) and Miami WorldCenter Developers agreed to an Economic Incentive Agreement.

CBA PROGRAM ELEMENTS

- Hire 20% of construction subcontractors utilizing companies that have their principal place of business in Miami-Dade County
- Provide an “enhanced” living wage to construction workers
- Coordinate job training and placement services
- Coordinate job fairs, including the electronic posting of job opportunities in established outreach websites and local newspapers prior to the start of construction
- Pay stiff penalties to the CRA if they fail to comply with labor and subcontractor participation requirements
- Award firms certified with Miami Dade County as CBE-A/E not less than 7.5% of the professional services agreements for soft costs, including, but not limited to design, engineering, and survey, and inspection, job monitoring requirements testing and legal.
- Award small business enterprise firms certified by Miami Dade County as SBE Construction Services firms not less than 10% of the contractual agreements for construction and construction related materials, supplies and fixtures.

04.

OPPORTUNITIES & RECOMMENDATIONS



The Community Benefits Movement

The community benefits movement is centered on the proposition that public and private sector investment in economic development should bring measurable, permanent improvements to the lives of affected residents, particularly low-income communities of color, through the creation of good jobs, affordable housing, and neighborhood services.

- Kathleen Mulligan-Hansel, *Community Benefits Movements and the Race to the Top.*

The Opportunity for the COHB

A well-structured and administered CBP program can lead to a meaningful benefits for communities impacted by development or capital improvement projects. Given the magnitude of development initiatives underway and those anticipated in the City of Hallandale Beach, a strategically crafted CBP can be a valuable tool for delivering widespread benefits to the community-at-large.

The opportunity exists to create a meaningful community benefit program that is:



Built on a strong foundation of collective goals and buy-in of the community, policy makers, developers, contractors and other partners.



Shaped by a “public conversation” or community input and maximizes gain from public support beyond adding to taxes.



Reflects and represents the demonstrated needs of the community



Specific with clearly defined deliverables and expectations



Measurable and based on quantifiable metrics



Legally binding with enforcement mechanisms and proportionate penalties



Defined monitoring procedures and reporting requirements



Administered with sufficient staff and budget resources



Transparent and ensures accountability



Built to deliver sustainability, careers not jobs, and to improve access to community services

Recommendations

In conclusion, it is recommended the City commit the time and resources to implement a follow up phase to this analysis for the purpose of conducting a needs assessment in order to deliver a factual and informed recommendation for a meaningful program built on community buy-in and that is positioned for success.

The following are recommended actionable next steps:

Conduct a thorough community needs assessment



The COHB to conduct a thorough Community Needs Assessment to measure the social, economic and program needs of the diverse stakeholders in the City. This will tie the CBP to fulfilling these needs.

Promote a public conversation



Promote a public conversation that is inclusive, transparent and results in a prioritized list of community-focused programs that address the actual needs of the City's constituents and provides financial means to evolve funding these programs with ad valorem tax dollars.

Re-define "Community Benefit Program"



Re-define "Community Benefit Program" based on an informed perspective and by drafting a specific, clearly defined program that is legally binding, enforceable, and measurable. This will include renegotiation of existing agreements where appropriate.

Establish goal setting methodologies



Establish goal setting methodologies that take into account available resources and capacity of the business and workforce communities in relation to the anticipated investment of capital/development projects. When the local companies or workforce are not available, use other inputs to develop the CBP plans.

Establish a sufficient funding structure and mechanism



Establish a sufficient funding structure and mechanism to support the proposed programs as well as the resources to administer the program effectively, whether in-house or outsourced.

Promote accountability and transparency



Report frequently to recipient communities and the City Commission regarding project commitments and goal attainments. Take remedial action when necessary.

Review all agreements with legal counsel and begin recovery effort where fraud, waste and/abuse is apparent for current agreements.

