Condensed Title:

A Resolution of the Mayor and City Commission of the City of Miami Beach, Florida, Accepting the Recommendation of the Interim City Manager Pertaining to the Ranking of Firms, Pursuant to Request for Qualifications (RFQ) NO. 38-11/12, for Professional Engineering Services to provide, on an "As-Needed" Basis, Construction Management Support of Right-of-Way Capital Improvement Projects; and Further Authorizing the Mayor and City Clerk to Execute Agreements upon Conclusion of Successful Negotiations by the Administration with the Three Top-Ranked Proposers: CDM Smith, Inc., Atkins North America, Inc., and AECOM Technical Services, Inc. as the Primary, Secondary, and Tertiary Firms Respectively; and Should the Administration Be Unable to Negotiate an Agreement with Any of the Top-Ranked Firms, Authorizing the Administration to Negotiate with the Fourth-Ranked Firm of PCL/Pirtle, a Joint Venture, as the Tertiary Firm.

Key Intended Outcome Supported:

Ensure well-maintained infrastructure

Supporting Data (Surveys, Environmental Scan, etc.): The 2009 Customer Satisfaction Survey indicated that 79% of businesses rated recently completed capital improvement projects as "excellent" or "good."

Issue:

Shall the Mayor and City Commission Adopt The Resolution?

Item Summary/Recommendation:

The City's Capital Improvement Projects Office (CIP) is in the process of implementing a capital improvement program with active projects representing approximately $700 million in total value. The majority of this value is related to Right-of-Way (ROW) Improvement projects. The Construction Manager (CM) shall provide a variety of management services including, but not limited to: pre-planning, programming, design management, design review, procurement support, construction management, commissioning, and post-construction support in cooperation with CIP staff, client departments, architect-engineers, construction contractors and design build firms. Professional design services are not part of the CM services. All work will be performed based on firm, fixed price task orders issued, as needed, under the basic contract for services.

On March 21, 2012, the Mayor and City Commission approved the issuance of Request for Qualifications (RFQ) No. 38-11/12, for professional engineering services on an "as-needed" basis to provide construction management support of right-of-way capital improvement projects. RFQ No. 38-11/12 was issued on March 26, 2012, with an opening date of April 18, 2012. BidNet issued bid notices to 504 prospective proposers which resulted in the receipt of eleven (11) proposals.

On August 20, 2012, the Interim City Manager via Letter to Commission (LTC) No. 216-2012, appointed an Evaluation Committee. On August 30, 2012, the Committee convened to review and discuss the proposals and nominated David Martinez as Committee Chair. Based on the scores and rankings of the Committee members, CDM Smith, Inc. was selected as the top-ranked firm after receiving four of the five first-place votes. Atkins North America, Inc. was second based on the rankings, including a first-place vote. In regards to the third-place firm, both AECOM Technical Services, Inc. and PCL/Pirtle (JV) were tied in the rankings, however, a tiebreaker based on the total points scored by the Committee determined that AECOM Technical Services, Inc. as the third-place firm. Therefore, a motion was made by Saul Gross, seconded by Michael Phang, and voted unanimously in favor by the Committee, to recommend to the Interim City Manager for the Administration to negotiate agreements with the three top-ranked firms of CDM Smith, Inc., Atkins North America, Inc., and AECOM Technical Services, Inc. as the primary, secondary, and tertiary firms respectively.

After considering the review and recommendation of the Evaluation Committee, the Interim City Manager exercised her due diligence and is recommending that the Mayor and the City Commission authorize for the Administration to negotiate agreements with the three top-ranked firms of CDM Smith, Inc., Atkins North America, Inc., and AECOM Technical Services, Inc. as the primary, secondary, and tertiary firms respectively. In addition, the Interim City Manager recommends that the Administration negotiate an agreement with PCL/Pirtle, a Joint Venture, as the tertiary firm, in the event negotiations are unsuccessful with any of the three top-ranked firms.

Advisory Board Recommendation:

N/A

Financial Information:

Source of Funds:		Amount	Account
	1	N/A	
OBPI	Total		

Financial Impact Summary: N/A

City Clerk's Office Legislative Tracking:

Raul Aguila

Sign-Offs:

Department Director	Assistant City Manager / Chief Financial Officer		Interim City Manager
FV	JGG	PDW	KGB

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MIAMIBEACH

AGENDA ITEM C7B

DATE 9-12-12

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov

COMMISSION MEMORANDUM

TO: Mayor Matti Herrera Bower and Members of the City Commission

FROM: Kathie G. Brooks, Interim City Manager

DATE: September 12, 2012

SUBJECT: **A RESOLUTION OF THE MAYOR AND CITY COMMISSION OF THE CITY OF MIAMI BEACH, FLORIDA, ACCEPTING THE RECOMMENDATION OF THE INTERIM CITY MANAGER PERTAINING TO THE RANKING OF FIRMS, PURSUANT TO REQUEST FOR QUALIFICATIONS (RFQ) NO. 38-11/12, FOR PROFESSIONAL ENGINEERING SERVICES TO PROVIDE, ON AN "AS-NEEDED" BASIS, CONSTRUCTION MANAGEMENT SUPPORT OF RIGHT-OF-WAY CAPITAL IMPROVEMENT PROJECTS; AND FURTHER AUTHORIZING THE MAYOR AND CITY CLERK TO EXECUTE AGREEMENTS UPON CONCLUSION OF SUCCESSFUL NEGOTIATIONS BY THE ADMINISTRATION WITH THE THREE TOP-RANKED PROPOSERS: CDM SMITH, INC., ATKINS NORTH AMERICA, INC., AND AECOM TECHNICAL SERVICES, INC. AS THE PRIMARY, SECONDARY, AND TERTIARY FIRMS RESPECTIVELY; AND SHOULD THE ADMINISTRATION BE UNABLE TO NEGOTIATE AN AGREEMENT WITH ANY OF THE TOP-RANKED FIRMS, AUTHORIZING THE ADMINISTRATION TO NEGOTIATE WITH THE FOURTH-RANKED FIRM OF PCL/PIRTLE, A JOINT VENTURE, AS THE TERTIARY FIRM.**

ADMINISTRATION RECOMMENDATION

Adopt the Resolution.

KEY INTENDED OUTCOME SUPPORTED

Ensure well-maintained infrastructure.

ANALYSIS

The City's Capital Improvement Projects Office (CIP) is in the process of implementing a capital improvement program with active projects representing approximately $700 million in total value. The majority of this value is related to Right-of-Way (ROW) Improvement projects.

The ROW portion of the program has been subdivided into several neighborhood projects located throughout the City that are in various stages of design, bid, award, construction and post-construction. Some of these ROW projects include City Center Bid Package 9B, Palm & Hibiscus Islands, Venetian Islands, Bayshore Bid Package A – Central, Bayshore Bid Package B – Lower North Bay Road, Bayshore Bid Package C – Lake Pancoast, Bayshore Bid Package 8D - Sunset Islands 3 & 4, Bayshore Bid Package 8E - Sunset Islands 1 & 2 and La Gorce Bid Package 5.

It is the intent of the Administration to use the RFQ process to select a primary firm to provide construction management services, on an as-needed-basis, in support of specific ROW capital improvement projects. The construction projects that may be assigned to the Construction Manager (CM) will be mostly Task Order Contracts (TOC) from the City's CIP and other City departments. Also, in the event that the primary firm has a conflict of interest for a particular task (i.e. when the firm being requested to perform a project task was the engineer of record or the design criteria professional of the same project), the City may utilize the secondary and/or tertiary firm. If for any reason, the primary's firm contract is terminated or fails to perform in a timely matter, the secondary firm will become the primary, and the tertiary firm the secondary firm.

SCOPE OF SERVICES

The CM shall provide a variety of management services including, but not limited to: pre-planning, programming, design management, design review, procurement support, construction management, commissioning, and post-construction support in cooperation with CIP staff, client departments, architect-engineers, construction contractors and design build firms. Professional design services are not part of the CM services. All work will be performed based on firm, fixed price task orders issued, as needed, under the basic contract for services.

CM firms will be encouraged to provide staff certified as construction managers by the Construction Manager Certification Institute sponsored by the Construction Management Association of America (CMAA).

The tasks to be performed pursuant to any contract issued as a result of this RFQ include, but are not limited to, the tasks described in Appendix A. Proposers were advised that tasks to be performed under a specific task order may vary from those noted and will be determined by the City on a project-by-project or task-by-task basis.

RFQ PROCESS

On March 21, 2012, the Mayor and City Commission approved the issuance of Request for Qualifications (RFQ) No. 38-11/12, for professional engineering services on an "as-needed" basis to provide construction management support of right-of-way capital improvement projects. RFQ No. 38-11/12 was issued on March 26, 2012, with an opening date of April 18, 2012. A pre-qualifications conference to provide information to the proposers submitting a response was held on April 3, 2012.

BidNet issued bid notices to 504 prospective proposers which resulted in the receipt of the following eleven (11) proposals:

- AECOM Technical Services, Inc.
- Atkins North America, Inc.
- Bermello Ajamil & Partners, Inc.
- Calvin, Giordano & Associates, Inc.
- CDM Smith, Inc.
- CIMA Engineering Corp.
- Corzo Castella Carballo Thompson Salman, P.A. (C3TS)
- Parsons Brinckerhoff, Inc.

- PCL/Pirtle, a Joint Venture
- Tamayo Engineering, LLC
- URS Corporation

On August 20, 2012, the Interim City Manager via Letter to Commission (LTC) No. 216-2012, appointed an Evaluation Committee (the "Committee") consisting of the following individuals:

- Mike Alvarez – Infrastructure Division Director, Public Works Department (alternate)
- Maria Cerna – Senior Capital Projects Coordinator, CIP Office
- Elie Fakie – Utilities Supervisor, Public Works Department
- Saul Gross – Resident, Capital Improvements Project Oversight Committee Chairman
- David Martinez – Acting Assistant Director, CIP Office
- Michael Phang - Resident, Associate Dean at the University of Miami College of Engineering

On August 30, 2012, the Committee convened to review and discuss the proposals and nominated David Martinez as Committee Chair. In determining the most qualified firms, the Committee discussed their individual perceptions of each prospective firm's qualifications, experience, and competence in order to score and rank each accordingly to develop its recommendation to the Interim City Manager based on the criteria noted in the RFQ below.

Total Points	Criteria
25	The experience, qualifications and portfolio of the Principal Firm
20	The experience and qualifications of the professional personnel assigned to the Project Team as well as their familiarity with this project and a thorough understanding of the methodology and design approach to be used in this assignment.
20	The experience, qualifications and portfolio of the Project Manager, as well as his/her familiarity with this project and a thorough understanding of the methodology and design approach to be used in this assignment.
10	Past performance based on quality of the Performance Evaluation Surveys and the Administration's due dilligence based upon reference checks performed of the Firm(s) clients.
5	Willingness to meet time and budget requirements as demonstrated by past performance, methodology and approach
5	Certified minority business enterprise participation. Either the Prime Consultant or the sub-Consultant team may qualify for proof of certification for minority business enterprise participation. Accepted minority business enterprise certifications include the Small Business Administration (SBA), State of Florida, or Miami-Dade County.
5	Location
5	Recent, current and projected workloads of the firms
5	The volume of work previously awarded to each firm by the City, with the object of effecting an equitable distribution of contracts among qualified firms, provided such distribution does not violate the principle of selection of the most highly qualified firm.
5	Local Preference – The Evaluation Committee will assign an additional five (5) points to Proposers, which are, or include as part of their proposal team, a Miami Beach-based vendor as defined in the City's Local Preference Ordinance.

5	Veterans Preference – The Evaluation Committee will assign an additional five (5) points to Proposers, which are, or include as part of their proposal team, a small business concern owned and controlled by a veteran(s) or a service-disabled veteran business enterprise, as defined in the City's Veterans Preference Ordinance.

The Committee's final scoring was as follows:

RFQ 38-11/12 Final Ranking (Scoring)						
	Cerna	Fakie	Gross	Martinez	Phang	Total
CDM Smith, Inc.	1 (99)	1 (101)	4 (77)	1 (101)	1 (96)	8 (474)
Atkins North America, Inc.	5 (92)	2 (90)	1 (88)	2 (95)	5 (89)	15 (454)
AECOM Technical Services, Inc.	6 (91)	3 (86)	2 (79)	3 (87)	6 (88)	20 (431)
PCL/Pirtle, A Joint Venture	2 (96)	5 (80)	6 (72)	3 (87)	4 (90)	20 (425)
Corzo Castella Carballo Thompson Salman, P.A. (C3TS)	6 (91)	4 (84)	2 (79)	6 (82)	9 (80)	27 (416)
Parsons Brinckerhoff, Inc.	8 (90)	6 (78)	7 (69)	5 (84)	2 (95)	28 (416)
Calvin, Giordano & Associates, Inc.	3 (94)	8 (76)	5 (76)	8 (79)	8 (82)	32 (407)
URS Corporation	11 (87)	6 (78)	11 (56)	10 (74)	3 (94)	41 (389)
Tamayo Engineering, LLC	8 (90)	10 (74)	8 (64)	7 (80)	9 (80)	42 (388)
Bermello Ajamil & Partners, Inc.	3 (94)	9 (75)	10 (62)	11 (73)	11 (78)	44 (382)
CIMA Engineering Corp.	10 (88)	11 (71)	8 (64)	9 (77)	7 (86)	45 (386)

Based on the scores and rankings of the Committee members, CDM Smith, Inc. was selected as the top-ranked firm after receiving four of the five first-place votes. Atkins North America, Inc. was second based on the rankings, including a first-place vote. In regards to the third-place firm, both AECOM Technical Services, Inc. and PCL/Pirtle (JV) were tied in the rankings, however, a tiebreaker based on the total points scored by the Committee determined that AECOM Technical Services, Inc. as the third-place firm. Therefore, a motion was made by Saul Gross, seconded by Michael Phang, and voted unanimously in favor by the Committee, to recommend to the Interim City Manager for the Administration to negotiate agreements with the three top-ranked firms of CDM Smith, Inc., Atkins North America, Inc., and AECOM Technical Services, Inc. as the primary, secondary, and tertiary firms respectively.

COMPANY PROFILES

- ***CDM Smith, Inc.*** is a consulting, engineering, construction, and operations firm and has worked with the City for over 20 years. Several of CDM's core services are the development of comprehensive stormwater and watershed management planning; stormwater modeling and data collection for urban and rural stormwater management evaluations; the permitting, design, and construction management of stormwater management systems, including preparation and review of solicitations, cost estimating, bid assistance; and the assessment of institutional, regulatory, and financial needs for stormwater management. Previous construction management projects include:
    - Construction Engineering and Inspection Services for Conway Road Widening, Orlando, FL
    - Construction Engineering and Inspection Services for West Canal Streetscape

and Drainage Improvements, New Smyrna Beach, FL
  - Wastewater Collection and Reuse Improvements, Cape Coral, FL
  - Water and Wastewater Pump Station Upgrades, Miami Beach, FL (see Appendix B for the Past Performance Survey)
  - Waterworks 2001 Program Pump Station Rehabilitation and Services during Construction, Fort Lauderdale, FL

- ***AECOM Technical Services Inc.*** has over 25 years of construction management experience in South Florida, 13 years of which serving as a consultant to the City on various projects. Overall, AECOM has provided construction management and inspection services for over $500 million in highway, bridge, and drainage construction, $250 million in building construction, and $300 million in water and wastewater plants and infrastructure projects. AECOM has also performed several traffic impact and mobility studies for the City, as well as, environmental impact studies for the Bayshore and Normandy golf courses. Other projects include:
  - CEI Services for SR-5 from Rio Mar Drive to Midway Road – Ft. Pierce, FL
  - Doral Canal Bank Stabilization – Doral, FL
  - Government Cut Utility 54-inch Force Main Replacement Project – Miami, FL
  - South District Wastewater Treatment Plant High Level Disinfection Construction Engineering and Inspection – Miami, FL
  - Wabasso Road (SR 510) Resurfacing, Restoration, and Rehabilitation – Vero Beach, FL

- ***Atkins North America, Inc.*** has over 52 years of construction management experience in South Florida. Atkins has more than 20 certified construction managers trained to manage all facets of a capital construction project. They are currently providing resident project representative services for right-of-way improvements to Neighborhood No. 8, Central Bayshore (Package A), Lower North Bay Road (Package B), And Lake Pancoast (Package C), in addition to, providing engineering services to the City on an as-needed basis. Other projects include:
  - City of Doral Intersection Stormwater Improvements Survey, Design, and Construction Phase Services – Doral, FL
  - City of Miami Capital Program Support Services – Multiple Projects/Facilities and JOC Program Management – Miami, FL
  - Drainage and Roadway Improvements, NW 116 Way and 138 Street – Medley, FL
  - Kendall Town and Country Site Development and Roadway Widening Design and Construction Phase Services – Miami, FL
  - Miami-Dade County GSA Bicentennial Park Seawall Structural Investigation – Parcel B – Miami-Dade County, FL

INTERIM CITY MANAGER'S DUE DILIGENCE

After considering the review and recommendation of the Evaluation Committee, the Interim City Manager exercised her due diligence and is recommending that the Mayor and the City Commission authorize for the Administration to negotiate agreements with the three top-ranked firms of CDM Smith, Inc., Atkins North America, Inc., and AECOM Technical Services, Inc. as the primary, secondary, and tertiary firms respectively. In addition, the Interim City Manager recommends that the Administration negotiate an agreement with PCL/Pirtle, a Joint Venture, as the tertiary firm, in the event negotiations are unsuccessful with any of the three top-ranked firms.

CONCLUSION

The Administration recommends that the Mayor and City Commission of the City of Miami Beach, Florida accepts the recommendation of the City Manager pertaining to the ranking of proposals pursuant to Request for Qualifications (RFQ) No. 38-11/12, for professional engineering services to provide, on an "as-needed" basis, construction management support of right-of-way capital improvement projects; and further authorizing the Mayor and City Clerk to execute agreements upon conclusion of successful negotiations by the Administration with the three top-ranked proposers: CDM Smith, Inc., Atkins North America, Inc., and AECOM Technical Services, Inc. as the primary, secondary, and tertiary firms respectively; and should the Administration be unable to negotiate an agreement with any of the top-ranked firms, authorizing the Administration to negotiate with the fourth-ranked firm of PCL/Pirtle, a Joint Venture, as the tertiary firm.

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APPENDIX A – RFQ SCOPE OF WORK SPECIFIC TASKS

TASK 1 – ENGINEERING/PROJECT MANAGEMENT

1.1 PROJECT ADMINISTRATION

1.1 A. General Requirements: The CM shall prepare and administer a Project Control System to provide information and data essential to effective management for the Construction Contract as tabulated hereinbefore. The system shall provide the basis for timely managerial actions. Communication procedures are to be designed to provide a controlled flow of information to the City decision makers and those responsible for putting decisions into action. CM shall be tasked with the preparation of concise and useful Action Reports. Elements of the Project Control System are described in succeeding sections.

1.1 A-1. Communications and Coordination: Establish lines of communication with the City, the Design Engineer, Contractors, and relevant agencies. Overall project communications and coordination shall be provided by the CM's Project Manager. The CM shall maintain this system throughout the life of the Project.

1.1 A-2. Progress Meetings: CM shall participate in briefings and progress meetings relative to the Project as directed by the City.

1.1 A-3. Design Engineer: Establish channels of communication and coordination with the Design Engineer, and field office personnel shall be established and maintained. All construction phase services of the Design Engineer and his/her liaison(s) shall be coordinated through the CM with the construction Contractors.

1.1 A-4. Utilities: Monitor communications and coordination of the Project Work with work done by, or for, public or private utility companies, and shall review the Construction Contractors' compliance with agreements between the City and the utility companies. The CM shall keep City informed of such transactions.

1.1 A-5. Other Agencies: Maintain communications with and coordinate the progress of the work with other agencies where the Project Work interfaces with the operations of such other agencies. The CM shall keep CITY informed of such transactions.

1.1 A-6. Government City Negotiations: Provide the City with the necessary information required to assist the City and the Design Engineer in negotiating with Contractors and governmental agencies having jurisdiction over the Project Work.

1.1 A-7. General Project Review: The CM shall conduct a gap analysis to ascertain the effect of the following on the overall Project and report to the City accordingly. Potential activities among others to be determined by the City are:

- City procedures, manuals and requirements governing consultants and construction contracts;
- General Construction Contract provisions and information available to bidders;
- Status of required permits including permits secured, stipulations, or special conditions;
- Insurance requirements;
- Construction Contract breakdown and phasing of work;

- Federal, State and local City requirements governing the Project;
- Agreements with utilities, as provided by the City
- Agreements with adjacent owners including special restrictions in agreements

1.1 A-8. Pre-Construction Conferences: Attend and assist the City in conducting pre-construction meetings with the successful Contractors to familiarize them with the following items:

- The contract requirements and provisions required by Federal, State and local governmental agencies.
- The interrelationship between the CM, the Design Engineer, the Contractor and his subcontractors, public and private utilities, other Contractors and the City.
- The Project Control and Scheduling System established by the CM and the City.
- The basis for reporting, preparing and processing progress payments and monitoring continuous coordination of construction activities.
- The submission of schedules from the Contractors for startup activities.
- City procedures which the Contractors are to follow during the course of the Contract.
- City procedures which the Contractors are to follow during the course of the Contract.

1.1 A-9. Permits and Regulatory Compliance: Assist in the preparation of post construction permit applications and support the City in obtaining approvals thereof as follows:

- Develop a list of required post-construction permits;
- Maintain liaison with government agencies;
- Prepare and assist in processing post-construction permit applications in conjunction with City and other City agencies;
- Prepare applications for and assist in the processing of these applications for the City to obtain Certificates of Occupancy or Certificates of Completion as required;
- Monitor and prepare status reports of all permit applications and identify the impact on the project schedule;
- Identify and monitor the actions of the CM, the Design Engineer, the City, and other Agencies and the contractors to obtain the permit approvals.

1.1 B. Scheduling

1.1 B-1. Construction Schedules: Completion of the Project in accordance with approved construction schedules is a matter of the highest priority. The General Conditions Section of each Construction Contract Document stresses the importance of schedule adherence and sets forth criteria to be followed. CM shall provide services as follows:

- Coordinating with Contractor during the planning and scheduling the work, monitoring and reporting progress, and updating and revising schedules as required.
- Monitoring of the Contractors' compliance with planning and scheduling requirements set forth in the individual contracts and adherence to the schedules.
- Determining compliance with all scheduling requirements by the Construction Contractors.
- Developing and updating a "Project Master Schedule" covering all the construction contracts to reflect the required milestone dates to bring the individual Construction Contracts as well as the Overall Project to scheduled completions. This "Project Master

Schedule" shall be used to monitor all subsequent Contractor individual CPM Monthly Updates.

- Reviewing and approve Contractor network diagrams to determine that they have been prepared in accordance with the requirements set forth in the Construction Contracts; and that milestone dates established for the overall Project are complied with.
- Reviewing the individual Contractor schedules to determine whether they City reasonable sequences and durations leading to the completion of the Contract work.
- Providing recommendations to the City when a Construction Contractors' schedule will be approved or what changes should be requested before approval is granted.
- Preparing and submitting to the City the following reports:
    - Schedule Analysis Report. This report shall provide a comparison of scheduled versus actual activities. This analysis will treat each Construction Contract separately, listing activities started and/or completed during the report period. Progress along the critical path for each Construction Contract shall be described in general terms with specific mention of changes since the previous report and new or continuing dependencies on other Construction Contracts. Observed deviations from planned schedules shall be highlighted and explained. Possible trends which may result in deviations during subsequent periods shall be summarized. Corrective actions underway shall be related to each deviation.
    - Executive Summary. This monthly report shall be a concise, narrative comparison of actual versus planned progress for the report period. The principle of "management by exception" shall highlight deviations from planned progress, reasons for such delays, alternative remedial actions considered, and plans for the succeeding month.
    - Cash Flow Reports. This report shall be prepared by the CM for displaying the completed relationship between actual progress and money spent by the Contractors and the CM, and to provide a forecast of the need for funds throughout the duration of the Project that shall allow the City to plan its Project funding.
    - Special Interim Reports. This report shall be prepared by the CM to discuss the impact of events which may have significant effect on the Project, i.e., unfavorable events resulting in delays in excess of 30 days or favorable events which would accelerate Project completion.
- The CM shall advise the City of instances where Construction Contractors fail to satisfy the Planning and Scheduling requirements of their contracts or to adhere to approved schedules, and shall suggest initiation of action by the City designed to bring the Contractor into compliance.

1.1 B-3. Equipment Order and Shop Drawing Schedules: The separate activities pertaining to Equipment Orders and Shop Drawings shall be extracted from Contractors' Construction Schedules and printed each month with the current information concerning delivery dates.

Major materials, equipment, and fabricated items shall be listed in the master Equipment Order and Shop Drawing Schedules. Contractors shall submit time periods for preparation, reviews and approvals of shop drawings, fabrication, testing and delivery of equipment to the site. These projected time periods shall be reviewed and compared with the Construction Schedules. The CM shall recommend actions to be taken to rectify potential delays and shall submit its recommendations to the City for review and decision.

The Shop Drawing Schedules, prepared by the Contractors, will include the fabrication and delivery cycles. Specific activities to be shown on the Shop Drawing Schedules shall include:

- Approval
- Fabrication
- Testing
- Shipping

The Shop Drawing Schedules shall be utilized by the CM to, among other things, adjust the Master CPM Schedule input as required.

1.1 B-4. Occupancy Schedule: As an adjunct to the Master Schedule, in conjunction with the City, the CM shall develop a coordinated schedule for acceptances, turnover and occupancy of each major element and procedures for an orderly transition from construction to occupancy. Development of the Occupancy Schedule for each construction contract shall commence upon approval of the initial construction schedules. The schedule shall indicate the time required for the following:

- Schedule for witness shop and preliminary field tests.
- Schedule for final field testing of equipment processes and systems.
- Acquisition of manuals or bulletins of instructions, troubleshooting manuals, preventative maintenance manuals and spare parts from the equipment manufacturers.
- Training of the City's representatives by the equipment manufacturer's representatives.

1.2 FINAL COPIES OF SHOP AND WORKING DRAWINGS AND AS-BUILT CONTRACT DRAWINGS

1.2 A. Final Copies of Shop and Working Drawings: The CM shall obtain from the construction contractors the final copies of the Shop Drawings and Working Drawings prepared by the construction contractors in accordance with the requirements of the Construction Contract Documents.

The CM shall review the final copies prepared and submitted by the construction contractors for completeness, format, and conformance to the construction contract Documents.

The CM shall determine which drawings require checking to determine whether the drawings furnished are corrected to show any deviation from the previously approved drawings. The CM shall check such drawings and advise the construction contractors of the necessary revisions to be made prior to the submittal of the final copies of the Working Drawings and the Shop Drawings.

The CM shall prepare CD ROM records of all Final Copy-Working Drawings from the approved Working Drawings submitted by the Contractors. The CD's of the Final Copy Working Drawings shall be transmitted to the City by the CM after the microfilming is completed.

The work to be performed under the design contract for services during construction with regard to shop drawing review and related services are not included in this task.

1.2 B. As-Built Contract Drawings: During the course of the construction contract, the CM shall

mark-up and maintain a file of the contract drawings showing deviations from the work as approved from the contract Documents.

The CM shall revise the final Contract Drawings, including Supplementary Drawings, to show the actual construction of all of the features of the work. The CM shall provide CD ROM records of the As-Built Drawings.

1.3 CONSTRUCTABILITY REVIEW

If required by a Project Task Agreement, the CM shall review plans and other available project information and prepare a report that documents constructability issues that could potentially delay or disrupt the completion of the project. The objective of the review is to assure that contract documents are sufficiently detailed so that the project can be bid rationally and built without significant contract changes or delays. The CM shall review and comment on any aspects of the project as related to the construction and constructability, staging, permitting, site conditions and traffic plans, coordination with and among related agencies, neighborhood associations.

1.4 BIDDING SERVICES

The CM shall provide services to assist the City and the Design Engineer during the bidding process for Construction Contracts. If requested by the City, the CM shall provide a thorough and comparative bid analysis of three (3) low and responsible bidding contractors for each bidding contract.

TASK 2 - GENERAL ADMINISTRATION OF THE CONSTRUCTION PHASE

The CM may be requested to be the representative of the City at the site, and subject to review by the City or his/her duly authorized representative, shall have the power, in the first instance, to observe the performance of the work as delineated in the City Construction Contracts Documents.

The CM shall agree that it will determine that the work conforms to the Construction Contract Documents. It is the responsibility of the Construction Contractors, and not the responsibility of the CM, to determine the means and methods of construction.

It shall be the responsibility of the Construction Contractors to accomplish the work in accordance with pre-established Construction Schedules. The CM, however, shall advise the City, or his/her duly authorized representative, when a Construction Contractor's progress falls behind the pre-established and approved Construction Schedule. If required by the City, the CM shall review the adequacy of the Contractor's personnel and equipment and the availability of his necessary materials and supplies.

The CM shall submit, for the approval of the City, a table of organization of engineers and inspectors assigned to the engineering inspection of each Construction Contract, prior to the start of construction.

The CM shall provide, to the satisfaction of the City, through his/her duly authorized representative, the Chief, Resident Engineering Inspection Services from the date the CM is ordered to commence services to the completion of the Construction Contractors' operations

and acceptance of the work by the City or for the period of performance indicated herein whichever comes first. The services to be performed by the CM include but are not necessarily limited to, the following:

2.1 A. Resident Project Representation (RPR): The CM shall observe the installation of all facets of the work described in the Construction Contracts Documents for conformance.

The CM shall verify quantities and prepare estimates for payment, including extra or additional work.

The CM shall obtain from the Contractors original and final cross sections and such other measurements as are necessary to compile monthly and final estimates, reports and record plans and maintain a file of this information.

The CM, however, may be required to conduct surveys as authorized in writing by the City when needed in the Performance of the inspection services. These services may be required to verify baseline location, re-establish survey monuments and verify disputed surveys, etc.

The CM shall initiate field change order requests as required and maintain time and material records. The CM shall meet with Construction Contractors to determine necessary modifications for handling the changed conditions and shall recommend to the City action to be taken.

The CM shall monitor the coordination of the Contractors' coordination of their work with each other and with public and private utility companies and others, for the relocation, support, protection or replacement of existing utilities.
The CM shall provide inspection of and keep complete records on any City authorized extra work being conducted at the project on a time and material basis.

The CM shall verify the Construction Contractor's payment quantities in writing as substantiated by signed documents from the Construction Contractors by countersigning progress and final payment requests submitted by Construction Contractors when and to the extent approved.

The CM shall prepare draft response correspondence for the City's use to the Construction Contractors and initiate other draft correspondence, including the City's replies to formal complaints and disputed items of work.

The CM shall monitor the inventory of all the spare parts required, received, and their place of storage.

The CM shall verify that the Construction Contractors have obtained all work permits and that all required controlled inspections are satisfactorily performed with proper records maintained.

The Construction Management (CM) consultant shall provide adequate staffing to perform RPR services. It is the responsibility of the CM to ensure that all employees conduct field inspections in conformance with all applicable codes and possess all required licenses and certifications deemed necessary for the performance of the work under the construction contract.

2.1 B. Construction Meetings: The CM shall arrange and conduct meetings with the

Construction Contractors for each Construction Contract. During periods of active construction, these meetings shall be held monthly or as conditions mandate. Appropriate CM personnel shall attend these meetings and coordinate follow-up activities with the Design Engineer and others.

The CM shall conduct these meetings and shall assist in the resolution of disputes, review work progress and its acceptability, and shall monitor the coordination of construction activities with adjacent construction sections and agencies having jurisdiction.

Within five (5) working days after the meeting, the CM shall prepare and distribute copies of the minutes of each job meeting to the City and to each Construction Contractor and other parties who attended. The CM shall analyze job meeting minutes and recommend solutions to the City for problems raised or discussed therein.

In addition, the CM shall prepare minutes of all other job related meetings and shall prepare and distribute the minutes as hereinbefore specified. The CM shall advise all recipients of the minutes in writing of any final results of the job-related meetings.

2.1 C. Field Progress Reports and Records: The CM shall prepare, maintain and file and distribute, as appropriate the following reports, correspondence and records for each Construction Contract from award to final acceptance, payment, and close-out within the period of performance indicated herein.

The CM shall develop forms required for records and reports and submit same to the City.

The CM shall maintain daily inspection reports on each Construction Contract to indicate resident inspectors' actions, progress of work, significant occurrences, weather, problems, description of work, CPM activity number, number of contractor personnel working at activities, related adjacent work, etc.

Monthly Action Report - The CM shall prepare a monthly action report. Its primary purpose will be to provide a brief list of items requiring action. Titles of personnel categories directly responsible for each item shall be noted in the Action Report. Distribution shall be limited to those Project personnel directly responsible for significant areas of performance. The CM shall make recommendations on how to alleviate recognized problems.

The CM shall maintain daily records of each force account work or overtime, at other than normal hours, as back-up for payment for extra charges, if any.

The CM shall maintain the Contract Documents and Record Drawings.

The CM shall maintain records of all correspondence and meetings pertaining to the Construction Contracts.

The CM shall keep reports including records of materials or equipment delivered to or stored by the Construction Contractors and eligible for partial payment.

The CM shall maintain records of Contract changes.

The CM shall maintain records pertaining to the prosecution of the Project, particularly of

delays or lack of Construction Contractor's cooperation.

The CM shall, on short notice, prepare reports as required by the City.

The CM shall prepare extension of time reports and claim rebuttal reports as required by the City and shall analyze conditions causing delay as submitted by Construction Contractors.

The CM shall maintain a current, completely documented file of all design and field change orders, all disputed work items including but not limited to alleged extra work, deleted work, delay and potential claim items and monitor the resolution of these items.

The CM shall maintain a visitors log for personnel not assigned to the CM's field staff.

The above shall form a basic part of the permanent record of the Project and shall cover all of the important factors affecting job conditions and progress of the work. All reports are to be kept up to date.

2.1 D. Contractors' Progress Payments: The CM shall secure from each contractor, for review and approval, a breakdown of his awarded lump-sum price. This breakdown shall be used for the purpose of establishing partial payments and percentage complete.

As the work advances, the CM shall review the monthly estimates for payment submitted by the Construction Contractors, including material or equipment delivered or stored at the site and eligible for partial payment, including the final payment.

Upon approval, the CM shall sign the Construction Contractors' monthly estimates and forward the necessary copies to the City for processing. The CM shall maintain a complete record of all processed payment requests and supporting documents.

2.1 E. Change Orders, Contract Modifications: The Construction Manager (CM) shall manage the change order process to evaluate change order claims. In addition, the CM shall obtain a fair and reasonable price for those items determined to be bona fide extra-work. For all change orders the CM shall be required to schedule and attend a pre-collaboration meeting within one week of identification of change orders in accordance with the provided process flowcharts. For field condition change orders, a draft scope of work shall be issued within 15 days of identification schedule. The CM shall attend a collaboration meeting and finalize the scope of work for field condition change orders and assist in the finalization of the scope of work for design change orders within 30 days of identification. A cost estimate shall be prepared for negotiations within 45 days of identification. All change orders negotiations will be completed within 60 days after identification. Should the contractor be non-responsive or there has not been a full agreement in cost, the CM shall force the entire change order, force parts of the change order, or utilize allowances for parts of the change orders as appropriate. For forced or "Time and Material" change orders, the CM shall continue negotiations if requested by the contractor to reach a lump sum agreement. For design change orders, the CM shall prepare a comparative estimate if the contractor is not responsive to the request for proposal

The CM shall receive and log change order requests from the Contractor, as well as request and log change order quotations directed by the City. The CM shall review all change order logs for accuracy to ensure that change orders are identified at the correct time and that all steps are performed in compliance with the guidelines above. The CM shall be responsible for

notifying the City if any steps in the process are in variance with the standard time for that step.

The CM shall coordinate the preparation of any revised specifications and/or sketches with the Design Engineer that are needed to define the scope of the extra work. Until a potential extra work item is confirmed and executed as a change order or canceled, it is assigned a potential change order number to facilitate tracking and filing. Using this method, one or more potential change orders can be subsequently incorporated into individual contract changes. The CM shall determine entitlement of compensation for all Contractor requested changes for additional work.

The CM shall verify changes performed on a time-and-material basis using a Daily Extra Work report each day work is performed. The CM shall also perform a time impact analysis for Contractor requested time extensions that accompany a change order. The CM shall enter the duration of the extra work activities associated with the contract change into the CPM schedule to verify impacts on the critical path. If the change order is too complex such that the above time frame cannot be reasonably met, the CM shall notify the City at the time of identification and present a revised timeline. The revised timeline is subject to the approval of the City. It is important to note that the CM's performance rating shall be based on the timelines and quality of documentation.

The CM will prepare a detailed change order cost estimate with which to compare and negotiate the contractor's cost quotation. The CM will then recommend acceptance or rejection of the terms of the change order to the City and, if accepted, prepare the change order documents for signature. If there is disputed extra work, the CM will work with the City, the DE and the Contractor until the disputed items are satisfactorily resolved. If the issues are not resolved, the CM will then track the items as a potential claim to project completion. The change order status will be included in the Monthly Status Report.

2.1 F. Testing and Material Samples: The CM shall confirm that samples are submitted pursuant to the construction contract specifications and are representative for submittal to selected testing laboratories where required, and shall obtain test results, and recommend acceptance or non-acceptance of materials to the City based on the laboratory test results for quality control.

The CM shall verify that all materials delivered to the job site have been certified in the above manner and as required in the Construction Contracts Documents before being used.

2.1 G. Certifications, Warranties and Guarantees: As soon as practicable, but no later than ten (10) calendar days after a piece of equipment or facility is put into operation, the CM shall obtain and forward to the City three (3) copies of all Construction Contractors' lists of manufacturers' installation directions, operating and maintenance manuals, materials specifications, certifications, warranties and guarantees.

2.1 H. Equipment, Material, Shop, Preliminary and Final Field Tests: The CM shall monitor equipment, material, shop, preliminary and final field tests. The CM shall also review the proposed field test procedures submitted by the Contractors, attend and monitor the field tests, analyze the results and determine acceptability of field tests in conformance with the Construction Contract Documents.

2.1 I. Acceptance Inspection: The CM shall inspect the work on the completion of each Construction Contract and shall prepare complete punch lists detailing omissions or deficiencies. Upon correction of all omissions and deficiencies, the CM shall report to the City on the completion of the Project, recommend its acceptance, and approve final payment to the Construction Contractors.

If, before the final completion of all the work contemplated herein, it shall be deemed necessary by the City to take over, use, occupy or operate any part of the completed or partly completed work, the CM shall inspect that part of the work and shall compile punch lists detailing any and all omissions and deficiencies. The CM shall report to the City upon the correction of all omissions and deficiencies.

2.1 I (a) Shop and Working Drawings: The CM shall be responsible for monitoring the shop drawing submittal process to determine if the submittal, review, and approval process will impact the construction schedule and if necessary suggest and coordinate and facilitate the implementation of actions to mitigate the impacts. All submittals from the contractors will be submitted to the Design Engineer ("DE") for approval in accordance with the General Requirements of the Detailed Specifications. The DE will be responsible for the review and distribution of all submittals. The CM shall have the following responsibilities in regards to Shop and Working Drawings:

The CM shall review (along with the DE) the schedule of working drawings prepared and submitted by the construction contractors in accordance with the General Requirements of the Detailed Specifications for completeness and to ascertain if the submittal dates support the overall project schedule.
The CM shall ascertain that key submittal dates from the schedule of working drawings are incorporated into the baseline CPM schedule.

The CM shall monitor the Contractor's submittal of working drawings and report on a monthly basis the progress of the submittal process based on the schedule of working drawings as part of the monthly CPM update process.

The CM shall monitor the DE's review period and report on a monthly basis the average review period as well as any shop drawings that are outstanding more than 21 days.

The CM shall review the project schedule on a monthly basis and determine the shop drawings that are required to perform the work scheduled for the next 120 days. The CM shall ascertain if all required submittals have been submitted and approved. The CM shall prepare a report of all outstanding shop drawings required.

The CM shall receive a copy of all working drawings submitted by the Contractors to the DE.

The CM shall review the drawings for any field conditions or issues that may affect the approval of these drawings. The CM shall transmit in writing any comments resulting from this review to the DE for incorporation into the DE's review of the submittal.

The CM shall assist the DE in enforcement of the working drawing submittal procedures contained in the General Requirements of the Detailed Specifications. Specifically the CM shall assist in enforcing provisions dealing with the incomplete submittal packages and excessive number of re-submittals.

The CM shall review all shop drawings returned with comments from the DE to determine if the comments to the shop drawings will have a potential schedule or cost impact to the Construction Contracts. The CM shall establish a tracking system for such potential impacts from working drawing that involves extra work so that it is properly tracked.

2.1I (b) RFI and Design Clarification Processing: The CM shall be responsible for managing the Requests for Information ("RFI") and Clarification process, managing the flow of information between the DE and the contractors. Specifically, the CM shall:

The CM shall log and track all Contractor RFI. The CM shall respond to all RFI not requiring DE interpretation of design intent. The CM will forward a copy of its reply to the DE for confirmation of the CM's response. The CM shall forward all other RFI requiring interpretation of design intent to the Design Engineer for its response. The CM will review all RFI responses for cost or schedule impact, as well as technical accuracy, prior to issuing a response.

The CM shall prepare and track Requests for Clarification ("RFC") to resolve technical questions identified by the CM team. The CM shall prepare all RFC and forward to the DE for review and clarification. The CM shall review all RFC responses for cost and schedule impact.

The CM shall receive from the DE all Design Clarifications ("DC") to be issued to the contractors. The CM shall review all DC for cost or schedule impact, as well as technical accuracy, prior to issuance to the contractors.

The CM shall establish a tracking system for all potential change orders with number and file for each RFI, RFC, or DC that involves extra work so that it is properly tracked. The CM shall also monitor the DE's review period for RFI and RFC and report on a monthly basis average turnaround times as well as RFI and RFC outstanding for more than 14 days.

TASK 3 - PROJECT OPERATION SUPPORT SERVICES

CM may be requested by the City to provide some or all of the following services:

3.1 SUMMARY OF IMPLEMENTATION SCHEDULE DATES

The CM shall review various construction schedules, contract completion dates, details of final plan of operation and prepare an implementation schedule. Major construction phases and details of facilities under each construction phase shall be identified with specific dates for progress. Action required under the plan of operation shall be listed and target dates for each action start and finish shall be included in the schedule of dates.

3.2 PLAN OF OPERATION

Staffing Plan: The CM shall develop a staffing plan for routine operation, scheduled maintenance and preventive maintenance including job categories, level of skills required, staffing needs, staff structure and organization, and staff certification requirements for the facilities provided under the Construction Contracts listed in the General Scope. This work shall be accomplished by utilizing the following data:

Review of the Facility Plan: A zero based staffing study of the plant equipment, process and

operating location. Comparison of staffing levels at other centrally supported plants of similar size in other locations.

Training Plan: The CM shall develop a training plan for the vendor training, process systems training, and safety training for the new facilities provided under the Construction Contracts, including video taping of training sessions and supervisor and manager training as described herein:

Vendor training shall be provided by the Contractors under the Construction Contracts. The CM shall coordinate all vendor training. Video taping of training sessions may be performed by the CM for use in future training.

The CM shall review and update the training documentation at the end of the first year of operation for use in future training of new personnel.

The CM shall obtain or provide a concise description of the design assumptions, major system components, and a functional description for each of the systems provided under the Construction Contracts listed in the General Scope.

Supervisors and Manager training shall be provided by the CM for the complete treatment systems, including process monitoring and control, emergency response procedures, supervisory techniques, public relations, employee and Union relations, etc.

Safety Training: The CM may provide training necessary for its staff to monitor, oversee or otherwise inspect the work shown in the construction contract documents. The City shall provide any supplemental Environmental Health and Safety policies and procedures which are unique to the CITY or specific to that particular construction project.

Emergency Operations Program: The CM may develop a program that addresses emergency operations for the new facilities provided under the Construction Contracts.

Operation and Maintenance (O&M) Manual and Standard Operating Procedures (SOP): Provide assistance to the City in preparation of the O&M Manuals and SOPs.

Maintenance Management System and GIS Support Services: Assist the City with their Infrastructure Management Systems (IMS), including the entry inputting of data furnished by the Contractors and GIS data and features. The CM shall enter input additional data furnished by the City to develop an operating maintenance management system for items such as maintenance scheduling, inventory control, GIS support services, etc.

3.3 FIRST YEAR PROJECT PERFORMANCE PERIOD ASSISTANCE

Coordinate and monitor the first-year operation.

- Work with the City staff to initiate the events defined in the Plan of Operation and all process optimization procedures. Advise the City operations staff in the day-to-day process control activities that will lead to the establishment of a stabilized cost effective operation.

- Provide monthly written progress reports detailing the facility operations and problems encountered, solutions offered, and actions required of the City or other appropriate parties for all components.
- Attend public meetings, prepare diagnostic evaluation and reports for problems such as odor complaints, noise, traffic, etc. and develop remedial short-term and long-term solutions.
- Conduct evaluation of the instrumentation and control system, provide assistance in debugging the system and/or modifications of the control logic, etc. to assure reliable and trouble free operation of the instrumentation and control system.
- Provide Follow-up Training of Operating Personnel with general training, including classroom instruction and shall incorporate any adjustments in the process resulting from operational experience.

Updating of Training Material

- Develop updates for the instructional training material for site specific training of on-site facility personnel.
- Process theory/process control.
- Preventive maintenance/corrective maintenance.
- Mechanical, Electrical, Instrumentation, and HVAC component function and interface.
- Safety.

TASK 4 – SUBCONTRACTED EXPERT SERVICES, LIAISON SERVICES AND OTHER DIRECT COSTS SUBCONTRACTED EXPERT SERVICES

At the direction of the City, the CM may retain with the "Not-to-Exceed Costs" such other experts or subconsultants as may be required hereunder, in which event the names of the proposed experts or subconsultants shall be submitted in writing to the City for the City's approval before employment of such expert subconsultant. The CM shall pay the designated expert(s)/subconsultant(s) monies commensurate with the professional services rendered by them.

All experts and subconsultants hired for this Project by the CM shall be fully and completely informed in writing of all terms and conditions of this Agreement relating either directly or indirectly to the Services to be performed. The CM shall stipulate in each and every subcontract with the expert(s)/subconsultant(s) that all Services performed and materials furnished hereunder shall strictly comply with the requirements of the subcontract as well as this Agreement. The CM shall furnish the City with copies of all subcontracts with such experts and subconsultants.

The Consultant shall provide liaison and support personnel for the City on an as-needed and as-directed basis. Qualifications of submitted personnel shall be consistent with the supplementary needs of the City. These services will be reimbursed by the City with provisions for overhead and fee.

Under this Task, the Consultant may provide the following major services including, but not limited to:

- Providing professional engineering services to assist City In-House Staff on various in-house projects and providing specialty manpower support when required.
- Identifying and preparing permit applications and approvals for In-House construction when directed.
- Completing Fixed Assets survey submittals for In-House managed construction contracts.
- Submitting Color Flow Diagrams and electronic scans of As-built drawings as directed.
- CPM Analysis.
- Providing personnel to support the Change Order Unit when directed.
- Providing personnel support for the Payment Processing Unit when directed.
- Providing personnel support for the Contract Procurement Unit when directed.
- Providing Environmental, Health and Safety Support.
- Providing clerical support.
- Providing special expertise during all phases of construction.

The price and terms for the contract will be negotiated after the City Commission approves authorization to negotiate and shall be negotiated on an "as-needed" project by project basis. The proposed contract shall be for a two (2) year term, with two (2) one-year renewal options at the City's option.

Under this Agreement, activities or tasks will be quoted as a not-to-exceed sum based on the estimated hours to complete the task. Detailed hourly rates will be negotiated for all personnel classifications for the firm.

APPENDIX B –PERFORMANCE EVALUATION SURVEY FOR CDM SMITH, INC.

MIAMIBEACH

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139, www.miamibeachfl.gov
PROCUREMENT DIVISION
Tel 305.673.7000 ext. 6588, Fax: 786.394.4002

PERFORMANCE EVALUATION SURVEY

Date: August 30th, 2012
Company Name: CDM Smith
Point of Contact: Jason Johnson
Phone and Email: JohnsonJA@CDM.com

Please evaluate the performance of the company (1 – poor; 10 – excellent).

NO	CRITERIA	UNIT	SCORE
1	Ability to perform scope of work	(1-10)	10
2	Ability to communicate effectively and efficiently	(1-10)	10
3	Ability to provide services within the required timeframe	(1-10)	9
4	Quality and accuracy of work	(1-10)	9
5	Professionalism	(1-10)	10
6	Overall customer satisfaction based on performance and quality of services	(1-10)	9.5
7	Demonstrated success in provide resident project representative services for right-of-way improvement projects	(1-10)	9.5
8	Comfort level in hiring again or referring to another municipality	(1-10)	10

Overall Comments:

CDM Smith ~ an excellent company providing engineering and project management services. A professional engineering staff...

Company providing Referral: City of Miami Beach - Public Works Dept.
Contact Name: Mike Alvarez, Infrastructure (Operations) Director
Contact Phone and Email: Mikealvarez@miamibeachfl.gov
Date of Services: Water & Sewer Pump Station Upgrades (2005 ~ 2008)
Dollar Amount for Services: $23.0 Million

RESOLUTION TO BE SUBMITTED

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