

# Exhibit A



September 8, 2025

**Elisa Iglesias**

Deputy Director of Design and Construction Management  
Department of Design & Construction Management (DCM)  
City of Hollywood  
2207 Raleigh St,  
Hollywood, FL 33020

Subject: **Project Controls Support Services in Fiscal Year 2026**

Dear Ms. Iglesias:

PMA Consultants, LLC (PMA) is pleased to submit its proposal to provide project controls services for the General Obligation (GO) Bond projects and other projects outside the GO Bond program (“the Project”). This letter outlines our proposal for the work and provides information on the approach to the Project. It also outlines our understanding of the scope as generally discussed with you and based on our previous experience with multiple City projects.

We thank you for considering PMA and look forward to serving the City’s needs on this assignment. Should you have any questions or concerns, or simply wish to discuss any aspect of this proposal, please feel free to contact Richard Johnson at (321) 217-5182 or Francisco Cruz at (305) 203-2254 or via email at [rjohnson@pmaconsultants.com](mailto:rjohnson@pmaconsultants.com) and [fcruz@pmaconsultants.com](mailto:fcruz@pmaconsultants.com), respectively.

Sincerely,

Richard Johnson, PE, CVS-Life  
Managing Director

RLJ

cc: Eduardo Nazario – PMA Consultants  
Francisco Cruz – PMA Consultants  
South Florida - Proposals FILE



## 1.0 Summary

The City of Hollywood (“City”) has requested PMA to provide project controls services for the General Obligation (GO) Bond projects and other projects outside the GO Bond program that under the oversight of DCM. It is our understanding that the project controls services will be contracted on or about October 1, 2025, and will continue until September 30, 2026.

## 2.0 PMA’s Scope of Work

Our understanding is that PMA will function as staff extension to the City and work alongside the Design and Construction Management (DCM) staff. PMA’s general tasks include incorporating the schedule edits that will be provided by DCM project managers (PM), performing quality control based on defined key performance indicators, conducting a meeting with DCM PMs to validate the schedule updates, review contractors’ schedule performance, perform site walkthroughs to confirm schedule progress, and performing a schedule validation within the dashboard. PMA will maintain and update the Primavera P6 database, and the DCM dashboard. PMA will also prepare a report comparing the baseline with the latest schedule update, and will provide change order and notice of delay reviews. The schedule updates will be performed on six (6) schedules where their update frequency in the P6 database is marked as monthly. These schedules are part of the work breakdown structures related to GOB and capital improvement plan projects. PMA will provide the monthly updates by the 10<sup>th</sup> of each month under the premise that DCM will provide the schedule updates and edits by the 27<sup>th</sup> of each preceding month.

In terms of cost estimating and change order reviews, PMA follows industry standard methodologies and techniques to ensure consistent and reliable estimates. Estimates are developed using AACE’s cost estimate classification system from conceptual design and into construction, where estimates migrate from parametric to more deterministic methodologies. Estimate classifications are based on levels of project definition, end usage, methodology, and expected accuracy and guidelines for development of contingency. PMA will evaluate each potential change order to determine if the submitted scope, cost, schedule, and risk allocated to the change are reasonable. PMA will advise the City if the changes have merit.



### 3.0 Resources

PMA Consultants proposes Mr. Stephen Daly, Mr. Siavash Almasi, Mr. Ernesto Toxqui, Mr. Alejandro Lanz, Mr. Daniel Posada, and Mr. Francisco Cruz to support the schedule updates, maintain the Primavera P6 database, develop cost estimates, perform change order reviews, and update the DCM Dashboard. The PMA staff has experience with City projects and processes, industry knowledge, and recent work in the relevant market.

### 4.0 Professional Services Costs

PMA proposes to perform the above outlined scope of work but will require the City's written authorization for the said services. The project controls support services are not anticipated to require full-time engagement onsite and assume that the services will be performed virtually. PMA staff may visit the DCM offices to perform the updates live with the PMs.

The proposed costs, excluding any travel expenses, are as follows:

Tasks	Description	Est. Hours	Est. Cost
<b>2.1</b>	<i>Project Controls Support</i>		
	Project Controls Services	756	\$149,868
<b>Total</b>		<b>756</b>	<b>\$149,868</b>



**PMA Invoicing Policy**

Invoices shall be due upon receipt and shall be payable to PMA within twenty (30) calendar days after receipt of invoice. Invoices will be sent electronically to the client's designated party. Hard copies of invoices will be mailed to the client upon request.

Payment to PMA is in no way conditioned upon client's receipt of payment from any third party or source. Please remit payment via express mail to the following address:

PMA Consultants LLC  
226 W. Liberty Street  
Ann Arbor, MI 48104  
Attn: Accounting

PMA reserves the right to suspend services for invoices greater than 30 days outstanding without payment. Interest charges (accrued at a compounded rate of 1% per month) shall apply to invoices greater than 45 days outstanding without payment. Please refer questions or clarifications concerning any invoice or contract issues to Ms. Samantha Zeisler by phone at 734.418.7897.

PMA will proceed with this effort after receipt of written Authorization to Proceed.

Furthermore, it is agreed that the City of Hollywood will not solicit or hire, or employ on any basis, any PMA Consultants LLC staff until a minimum of ninety (90) days after this engagement has been satisfactorily completed or has been terminated. In the event City of Hollywood breaches this provision, City of Hollywood will reimburse PMA Consultants LLC for costs and damages actually incurred resulting from such breach.

We greatly appreciate the opportunity to develop a relationship with City of Hollywood and look forward to hearing from you shortly. If you are in agreement with the above terms, please so indicate by having an authorized individual sign below and returning a fully executed original to me. If you have any comments or questions, please feel free to contact Francisco Cruz at 305-203-2254.

I hereby agree to the terms stated herein  
And authorize PMA to proceed immediately.

Sincerely,

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Authorized Representative

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Richard Johnson, PE, CVS-Life  
Managing Director