

**ATTACHMENT 1****CITY OF HOLLYWOOD  
STORMWATER PROGRAM MANAGEMENT  
YEAR 1 CONSULTING SERVICES****Work Order No. 1**

The CITY selected CDM Smith Inc. (CONSULTANT) on August 13, 2025, for Stormwater Program Management RFQ-320-25-JJ.

**PROJECT BACKGROUND**

The CITY has retained CDM Smith Inc. (CONSULTANT) to provide Program Management Consultant (PMC) services to act as an extension of CITY staff and support the administration of multiple stormwater-related capital improvement projects (CIP). In accordance with the Agreement, the services of the PMC shall be for a minimum of (1) year with the CITY reserving the right to extend the contract on an annual basis for up to four (4) additional years. The CONSULTANT's Services for the first twelve (12) months are presented in this Attachment 1. In general, the CONSULTANT will provide one (1) full-time program manager that will be based out of a CITY provided office at Department of Public Utilities (DPU). The CONSULTANT services are as described below.

**SCOPE OF WORK****Summary**

The project management portion of the services will provide on-site full-time PMC services and functions to act as an extension of the CITY staff with the primary role of managing and administering multiple stormwater projects. The CONSULTANT will support and advise the CITY in project-related matters, oversee the work of other consultants, and coordinate and communicate with CITY staff, local governmental and non-governmental agencies, and residents.

The CONSULTANT will provide a full range of services, including assistance with development of project procurement and management of stormwater utility projects. These services are included as Task 1 and titled "Program Management Core Services".

The CONSULTANT will provide other related services and functions included as Task 2 and entitled "Program Management Miscellaneous Support Services". Tasks identified in this are technical review of CITY contracts, development of a procurement strategy, stormwater modeling support, project prioritization workshops, public outreach, planning-level design services, and other technical support for Capital Projects including constructability and value engineering reviews.

Specific details and assumptions regarding the individual tasks of the scope of work are included below.

**TASK 1 – PROGRAM MANAGEMENT CORE SERVICES**

CONSULTANT will provide the CITY with a program management core team that will support the overall organization and effective project execution. The CONSULTANT's Year 1 core team will be composed of a dedicated program manager to be co-located at the City of Hollywood Department of Public Utilities office and will be dedicated exclusively to this scope of work for program management services as described in the tasks below.

**Subtask 1.1 Program Management Plan and Program Initiation and Setup**

Development of Program Management Plan will include an assessment of the CITY's current processes, note any needed 'gap-filling' or process and procedure changes or additions/adaptations to accommodate specific program needs. The plan will require meetings/workshops with the CITY's liaisons and key personnel to note functions and delivery methods in place to meet program workflow requirements and align with CITY processes including interviews, review of process documents, RFPs, designs, planning budgets, schedules, permit requirements, and funding needs to determine workflows, schedules, budgets, prioritization criteria, risk management protocol, change management protocol, delivery details, etc. A Program Management Plan will be developed as follows:

- a. Program Organization and Staffing – CITY and CONSULTANT team organizational chart with roles and responsibilities for program tasks indicated
- b. Communication Plan – program communication preferences with liaison, reporting protocol (external, internal, Board meetings), public outreach protocol, staff onboarding and program training of business processes
- c. Financial Plan – requirements for architect/engineering consultants and construction contractor invoicing, requirements for financial reporting, development of program budget and budget forecasting and tracking, plus requirements funding and compliance, with consideration for audit requirements as appropriate. The financial plan will include processes and requirements for eligible grants and additional funding sources, with timelines and submittal requirements for applications plus compliance considerations.
- d. Delivery Plan – the planning, design, procurement and delivery process for implementing program efforts – permits, design projects, construction projects, and what is needed - schedule format, cost format, intake forms, RFQ/RFP scopes, review periods, and construction daily forms. Specifications and standards will be referenced in this plan, as well as review and approval processes required during delivery. These specifications and standards will be for the internal team and the requirements for outside vendors. Requirements for traditional and collaborative delivery methods and their application will be included, including the workflows and selection processes needed with appropriate procurement forms, contracts and advertisement requirements that are aligned with the best practices for each method, CITY procurement regulations and Florida CCNA requirements.

- e. Quality Management Plan – a plan with consultant requirements that recognizes and aligns with CITY Quality Assurance/Quality Control Procedures tailored to the stormwater program. Lessons learned assessments and records will be performed as part of quality control.
- f. Change Management Plan – a plan that details how to assess changes needed, what is an accepted change, change tracking protocol, records of decision, for planning, permitting, design, budget and construction phase changes – to be tracked in program management information system (PMIS) such as e-Builder, Procore or similar system
- g. Program Controls and Reporting Protocol – tracking and key performance indicators (KPI's) for performance metrics, including defined metrics for success, monitoring, parameters for program health to be integrated in PMIS software and document control protocol, progress meeting and reporting templates.
- h. Risk Management Plan – a plan that identifies risk exposure for full program and includes risk identification for individual projects, risk reduction strategy and mitigation measures, plus a risk register template
- i. Data Management Plan – a plan that develops an approach to overall program data management including GIS and system integration, internal and external dashboard development, KPI tracking, technology integration, data visualization, and related program management functions. Short and long-term data management goals will also be defined and the types of data to be tracked, organized, integrated, and visualized will be identified. CITY requirements for data analysis and visualization, stakeholder engagement, integration, mapping, data warehousing, quality review, and asset management will also be evaluated to support plan development.

A draft Program Management Plan will be presented to the CITY for review and comment, then any changes due to comments or procedures will be incorporated into a final Program Management Plan, which will be a living document to be used through the duration of the program to execute program tasks.

Deliverables:

- Draft Program Management Plan
- Draft Milestone schedule
- Budget and schedule templates
- Reporting templates – for executive level, stakeholders, internal team, and external parties
- Change control templates – RFIs, change control format and templates for design changes, construction field changes, scope changes for full program, acceptance criteria for changes (approvals/denials)
- Risk register template, risk assessment protocol, risk mitigation template
- Program controls/PMIS needs assessment and recommendation for software platform plus tracking parameters and reports
- GIS data intake protocol, data validation and verification format, GIS model format with input parameters (data entry and full-scale model development will occur in future tasks.)

- Construction management templates – daily reports, RFIs, change management templates, submittal review forms, construction closeout forms, field test protocol, and non-conformance reporting.

### **Subtask 1.2 – Initial Program Assessment**

The CONSULTANT will conduct an Initial Program Assessment to evaluate and understand the CITY's processes and procedures, and to provide recommendations for enhancing and improving the CITY's project and program management capabilities. This task will focus on the program setup and development of the resource-loaded scheduling tools and a risk management template for capital improvement tracking.

CONSULTANT will coordinate and facilitate a kick-off meeting with CITY staff to discuss the existing processes and procedures and understand the CITY's needs and concerns. Following the kick-off meeting and during a period of ninety (90) days, CONSULTANT will review existing information and the status of previously-initiated projects. CONSULTANT will give a presentation to CITY staff with findings and obtain CITY's input. The Initial Assessment Task will be documented in a Technical Memorandum.

CONSULTANT's Initial Program Management Assessment will be focused on the following topics:

- Program Goals and Objectives
- Project Execution Tools (including Resource-Loaded Scheduling)
- Internal Processes Review
- Key Performance Indicators (KPIs)
- Roles and Responsibilities of CITY Staff and the Consultant
- Change Management Procedures

CONSULTANT will provide continuing program management services throughout the program duration to maintain the intent and findings of the Initial Program Management Assessment. Continued services will be related to:

- Monitoring and driving compliance by CITY project managers with developed program procedures.
- Monitoring performance and implementing KPIs.
- Maintaining and updating project-specific scheduling tools for capital projects.
- Maintaining a program risk register.

The following administrative services will be provided on a monthly basis:

- Construction administration (preparation of invoices and monthly status reports)
- Program communications (program meetings, Commission/ Board presentations)

### **Subtask 1.3 Specific Action Plan – Interim Projects**

#### **Subtask 1.3.1 Review of Current Interim Projects**

During the initial startup following the Notice to Proceed (NTP), CONSULTANT will lead a structured and phased approach to prepare the interim projects. The initial phase will focus on the review of all current Interim Projects and modifications in urgency. This includes evaluating a project's stage of development,

assessing the CITY's prioritization at the time of NTP, and identifying discrepancies or opportunities for priority adjustment. The outcome of this phase will be a Project Review Matrix that documents project status, priority level, and relevant notes, along with assessment for any necessary priority adjustments.

Deliverables:

- Project Review Matrix
- Interim Project Assessment Report

Subtask 1.3.2 Baseline Schedule Development for Near-Term Interim Projects

Development of a baseline schedule for near-term projects scheduled for delivery within 6 months to 1-year post-NTP. This schedule will include planning, design preparation, and construction timelines, and will be formatted as a Gantt chart or equivalent visual tool. A summary of schedule assumptions and constraints will also be prepared to support CITY review and decision-making.

Deliverable:

- Baseline Schedule Document (Gantt chart or equivalent) will include Schedule Assumptions and Constraints Summary

Subtask 1.3.3 Document Review Workshop

During this phase, CONSULTANT will conduct a workshop with the CITY to review the proposed schedule, assess its feasibility, and provide feedback to support finalization and alignment with delivery goals to develop the final Interim Project Schedule.

Deliverables:

- Final approved Baseline Schedule Document (Gantt chart or equivalent) will include Schedule Assumptions and Constraints Summary
- Workshop meeting summary notes

Subtask 1.3.4 Program 6-Month Specific Action Plan

CONSULTANT will develop a targeted action plan for projects scheduled within the first 6 months post-NTP. This plan will outline specific action items for each project, addressing key requirements such as compliance with the CITY's delivery protocol, identification of design data needs, permitting requirements, scoping status, procurement preparation, and necessary CITY approvals. Deliverables will include individual project action plans, a consolidated summary of all actions, and a kickoff readiness checklist to ensure each project is positioned for timely execution.

Deliverables:

- Program Action Plan
  - Consolidated Action Plan Summary
  - Kickoff Readiness Checklist

**Subtask 1.4 Program Year 1 Specific Action Plan**

This subtask will include the development of the full Year 1 program schedule with milestones, actions and sequencing plan. After the adoption of the Program Management Plan and the initiation of the business processes, a full program schedule and budget for the first year with future annual costs will be developed to communicate the long-term budgeting of the program needs to the CITY. Draft staffing plans, schedules, budgets and detailed action plans will be developed during this subtask. Urgent interim projects will be included into the master schedule by priority level, along with some critical capital projects to plan for the longer-term work. Draft forecasts will be developed for discussion with the CITY. The draft schedule and budget documents prepared in this phase will allow the team to begin source funding and future budget planning. The schedule will include forecasts for the first year, years 2-7, and years 7 through the future as deliverables.

**Deliverables:**

- Specific Action Plan – Year 1
  - Year 1 budget and milestone schedule
  - Master Schedule
  - Specific Action Plan (Technical Brief with detailed actions)

**Subtask 1.5 Ongoing On-Site Program Coordination and Reporting**

CONSULTANT's on-site program manager will maintain ongoing coordination and reporting in the format defined in the Program Management Plan, including monthly planning meetings, regular status updates to management, and thorough documentation of all findings, decisions, and deliverables. This structured approach ensures that all interim projects are reviewed, prioritized, and scheduled with clarity and alignment to CITY expectations, setting the foundation for efficient and successful delivery.


The CONSULTANT's on-site program manager will focus on providing project delivery and tracking services throughout a project's life cycle including planning and scope development, design management and bid support (for designated projects), and construction management (for designated projects).

CONSULTANT will assist the CITY with the following services for designated projects in connection with Planning and Scope Development, as appropriate, including:

- Support CITY in developing the general scope of services and procurement of design consultants in accordance with CCNA and the CITY's procurement of professional A&E services.
- Support CITY in developing monthly project status reports.

CONSULTANT will assist the CITY with the following services for designated projects in connection with Design Management and Bid Support, as appropriate, including:

- Prepare the scope of services and negotiate fee, schedule and deliverables to contract CITY design consultants for design services.
- Oversee and coordinate CITY's design consultant design contracts and track project expenditures.
- Oversee and coordinate CITY's design consultant activities. Conduct cursory review of preliminary and final designs and cost estimates for conformance with CITY standards.
- Conduct project design kick-off and periodic progress review meetings with CITY's design consultants.

- Oversee and coordinate the CITY's design consultant issues and make recommendations to the CITY.
- Coordinate CITY's design consultant projects with other utilities and regulatory agencies, as needed, and review right-of-way requirements.
- Coordinate and track CITY's design consultant permitting activities.
- Monitor CITY's design consultant performance, review invoices and recommend progress payments.
- Coordinate projects within the CITY and stakeholders, with other utilities and regulatory agencies.
- Perform site visits and attend meetings of the CITY's design consultant.
- Oversee and coordinate CITY's design consultant bid documents and addendums (plans, specifications and other required documents) 

CONSULTANT will assist the CITY with the following services for the overall program performance as CITY's representative, as appropriate, including:

- Status reporting for budgets, schedules and activities as per the Program Management Plan stated deliverables and KPIs

CONSULTANT will assist the CITY with the following services for designated projects in connection with Construction Management as CITY's representative, as appropriate, including:

- Manage and coordinate services during construction. Monitor CITY's design consultant shop drawings, RFIs, and submittals. Support the CITY's design consultants in cursory review of shop drawings and RFI responses.
- Review CITY's design consultant construction change orders, review pay applications, and evaluate risk to the project budget and schedule.
- Perform project monitoring, as appropriate, including CITY's design consultant project control activities, monthly reporting, and QA/QC activities.
- Perform site visits and attend meetings of the CITY's design consultant.

## **TASK 2 – PROGRAM MANAGEMENT MISCELLANEOUS SUPPORT SERVICES**

### **Subtask 2.1 On-Call Stormwater Consulting Engineering Support**

CONSULTANT will undertake the following general activities as requested by the CITY services:

#### Subtask 2.1.1 Progress Meetings and Quality Management

1. Prepare and attend periodic project progress meetings with the CITY and provide meeting minutes and presentation materials in email format.
2. Prepare and attend coordination meetings with other internal departments and outside agencies to discuss and coordinate the Stormwater Master Plan (SWMP) activities, needs, progress, and other requirements.
3. Perform the activities required to maintain the on-call work on schedule, within budget, maintain the quality of the work products consistent with Engineer's quality standards, manage subconsultants, direct field work, internal coordination meetings and management activities.

#### Subtask 2.1.2 Field Data Collection and Evaluation

1. Perform field investigations for required data collection or site inspection.

#### Subtask 2.1.3 Stormwater Model Updates, Analyses, Design Reviews, and CIP Development

1. Perform citywide SWMP model updates as CIP is installed in the CITY's system to keep the model current and relevant to existing conditions and provide a metric for LOS improvement over time.
2. Perform model analyses for partial or phased proposed stormwater projects.
3. Perform technical reviews of proposed consultant projects for conformance with the SWMP.
4. Provide stormwater model results, coordination, and guidance to other CITY departments and outside consultants for use in their designs or studies.
5. Provide technical assistance and coordination for Joint Participation Agreements (JPA) with other entities for shared costs and implementation of CIP.
6. Provide technical presentations on the SWMP or related stormwater projects and issues at CITY meetings and other public meetings.

#### Subtask 2.1.4 Funding and Financial Planning Assistance

1. Prepare technical and other information for CITY's grant funding applications.
2. Provide assistance with or other technical services for joint project agreements with other agencies or entities.

### **Subtask 2.2 – Public Involvement and Communication Services**

Public Involvement activities, led by Brizaga as a subconsultant and supported by the CONSULTANT, will include the development of a Public Involvement Plan for CITY engineering design and construction projects as well as on-going, as needed, public involvement and communication services. CONSULTANT will facilitate and coordinate an initial kick off meeting with CITY to discuss prospective public involvement activities and services such as:

- Identification of target audiences, key leaders, organizations, interested citizens, community groups, environmental groups, for project-specific information dissemination throughout the program.
- Development and delivery of positive messages to CITY and community leaders, the media, stakeholders and the general public regarding CITY efforts.
- Development of collateral materials to support outreach efforts related to the design and construction of CITY projects.
- Development and implementation of a media relations program to include press releases, media kits, and press conferences.
- Utilization of social media to provide project status photographs and taglines on a consistent basis.
- Meetings with stakeholders and public meetings related to the design and construction of CITY projects.
- Ancillary Services such as Email Marketing, Website Design, Graphic Design, Strategic Planning, Market Research, Branding, Event Production, Advertising, Promotional Items, and Press Release Distribution.

### **Subtask 2.3 Digital Solutions and Data Management System Evaluation**

CONSULTANT will implement an initial data management solution based on primary requirements identified in the Data Management Plan. This will include organization of existing GIS and program information, designing program data tracking databases, and implementing initial internal and externally-facing dashboard solutions to allow the public and program stakeholders to visualize program data, project locations, and project details. Tools like Esri's ArcGIS Online, ArcGIS Portal and/or Microsoft PowerBI may be used to support this effort. Additional data management solutions will be developed as the program evolves.

#### Deliverables:

- Assessment Technical Memorandum with recommendations for data management
- Cloud Program Management Environment establishment of a data environment to support program data management
- Initial dashboard and related App to support initial program

### **Subtask 2.4 –Technical Support for Capital Projects**

CONSULTANT and subconsultants will provide technical support to the CITY for capital projects on an as requested by the CITY services basis. Support may include detailed scope development, preliminary design reports, technical specialist review, third-party opinion of construction costs, constructability reviews, and value engineering. Technical staff augmentation and coordination for technical support will be as requested by the CITY.

#### **DATA TO BE PROVIDED BY THE CITY**

The CITY will provide CONSULTANT with:

- CITY's Ordinances, Rules and Regulations
- CITY's Policies, Forms and Procedures
- Available requested project information - documents, plans, specifications, permit deadlines, and existing processes and protocol
- Available water and wastewater hydraulic models or data, as necessary, if overlap stormwater project boundaries
- Latest approved Five-Year CIP and budget information
- Available Risk Prioritization and Matrices
- Software/hardware for CITY use to purchase, maintain, update: CONSULTANT will assist in the assessment and selection of program management or other software needed for the program, including customizing, rollout and training. The CITY will be responsible for the purchase and procurement of software, including required maintenance, upgrades and cloud or other necessary storage requirements, internal I/T coordination, and implementation of desired security protocols.
- Office space for Program Management use at DPU

**ASSUMPTIONS**

CITY will provide review comments within two weeks of a draft deliverables and make its staff available for workshops, meetings, and timely decisions.

**ATTACHMENT 1-A****COMPENSATION FOR SERVICES**

The CONSULTANT will provide services listed herein for a not-to-exceed fee of \$999,843.96. A breakdown of the fee by subtask task is detailed on the compensation breakdown sheet, **Attachment 1-B**. The fee estimates by subtask and subconsultants are dependent on actual assignments and final costs for each subtask may vary, but the total invoiced shall not exceed the total estimate for the proposal budget.

The CITY will be invoiced for actual work completed by the CONSULTANT in accordance with the following:

- The CONSULTANT will provide Task 1 services listed herein for a lump sum of \$629,867.23 Task 1 will be invoiced monthly on a percent of completion basis over a 12-month period.
- The CONSULTANT will provide the Task 2 services, subconsultant allowances, and reimbursables for a not-to-exceed fee of \$369,976.73. Not-to-exceed invoices will be submitted monthly for the CONSULTANT's actual labor hours at contractual billing rates plus other direct costs and subcontractor fees in accordance with the terms of the Agreement.

The CITY will be invoiced monthly for the work completed. Written monthly status reports will be provided with each monthly invoice.

FEE PROPOSAL  
 STORMWATER PROGRAM MANAGEMENT - YEAR 1 CONSULTING SERVICES

STORMWATER PROGRAM MANAGEMENT - YEAR 1 CONSULTING SERVICES		LABOR CATEGORIES														PRIME TOTALS	
TASK	DESCRIPTION	Senior Officer	Senior Technical Expert / Lead Engineer	Associate / Sr Program Manager	Principal	Senior Engineer	Engineer	Senior GIS Specialist	Staff GIS Specialist	Construction Manager	Construction Inspector	Senior Support Services / CADD Designer / Technician	Contract Administrator / Project Administrator	Document Controls Specialist	Hours	Cost	Contract Type
1	<i>PROGRAM MANAGEMENT CORE SERVICES</i>														2402	\$ 629,867.23	LUMP SUM
1.1	Program Management Plan and Program Initiation and Setup	8	16	90	16	0	0	0	0	0	0	0	8	0	138	\$ 38,078.50	LUMP SUM
1.2	Initial Program Assessment	2	16	80	16	0	0	0	0	0	0	8	8	0	130	\$ 34,635.80	LUMP SUM
1.3	Specific Action Plan - Interim Projects	2	8	32	16	16	0	0	0	0	0	16	8	0	98	\$ 24,153.11	LUMP SUM
1.4	Program Year 1 Specific Action Plan	2	4	60	8	0	0	0	0	0	0	16	8	0	98	\$ 24,644.75	LUMP SUM
1.5	Ongoing On-Site Program Coordination and Reporting	0	4	350	1560	0	0	0	0	0	0	0	0	24	1938	\$ 508,355.06	LUMP SUM
2	<i>PROGRAM MANAGEMENT MISCELLANEOUS SUPPORT SERVICES</i>														1040	\$ 282,476.73	NTE
2.1	On-Call Stormwater Consulting Engineering Support	8	200	0	0	380	0	0	16	0	0	0	0	0	604	\$ 162,773.37	NTE
2.2	Public Involvement and Communication Services	0	8	8	0	0	0	0	0	0	0	0	0	0	16	\$ 4,704.67	NTE
2.3	Digital Solutions and Data Management System Evaluation	60	4	8	0	0	0	24	0	0	0	0	8	0	104	\$ 30,423.27	NTE
2.4	Technical Support for Capital Projects	2	140	2	0	140	0	0	8	8	0	0	0	16	316	\$ 84,575.43	NTE
	<i>Total Hrs</i>	84	400	630	1616	536	0	24	24	8	0	40	40	40	3442	\$ 912,343.96	
	<i>Total Cost</i>	\$28,518.90	\$123,729.80	\$175,618.17	\$421,355.03	\$133,678.40	\$0.00	\$5,432.17	\$5,130.58	\$1,541.60	\$0.00	\$6,909.73	\$5,765.42	\$4,664.16			

CDM Labor Cost (Lump Sum)	\$629,867.23
CDM Labor Cost (NTE)	\$282,476.73
Reimbursibles Allowance (per Contract)	\$10,000.00
<u>Subcontracts</u>	
Brizaga (Allowance) Public Information	\$50,000.00
CMA (Allowance) Civil/Stormwater	\$20,000.00
CTA (Allowance) Civil/Survey	\$7,500.00
<b>Total NTE</b>	<b>\$999,843.96</b>