



BEST AND FINAL OFFER

Proposer Name: CSA Central, Inc.

Proposer agrees to supply the services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFQ.

Proposal – Cost Information

Construction Contract Audit Services	Firm, Fixed Project Cost
1) Las Olas Blvd Corridor Improvement Project- Garage	\$ 301,603
2) Las Olas Blvd Corridor Improvement Project – Open space	\$ 402,138
3) Aquatics Center Improvements Project	\$ 258,517

Total Project Cost **\$ 962,258**

Submitted by:

Roberto León
Name (printed)

May 25, 2017
Date

Signature

Senior VP
Title

(CSA Central, Inc.)
RFP 571-11919, Construction Contract Audit Services
Best and Final Offer

SECTION VI - COST PROPOSAL PAGE

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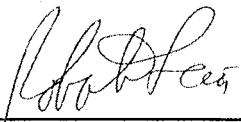
Total Project Cost \$ 962,258

NOTE: Pricing should be included in this RFQ, but it MUST be submitted in a separate SEALED PACKET/ENVELOPE. The Proposer shall label both packets/envelopes according to the requirements in Section IV of this RFQ. Sealed Pricing will be opened upon selection of short list of proposers. Should the pricing be included in the same packet as the proposal, and not be kept separate, the proposal may be deemed non-responsive. Do NOT include pricing on the Flash Drive Copies.

Submitted by:

Roberto Leon
Name (printed)

April 10, 2017
Date


Signature
Senior VP
Title

**ORIGINAL
BID**

City of Fort Lauderdale

CONSTRUCTION CONTRACT AUDIT SERVICES

Solicitation 571-11919

April 10, 2017

ORIGINAL

Submitted to:
City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue #619
Fort Lauderdale, Florida 33301

Submitted by:
CSA Central, Inc.
8200 N.W. 41st Street, Suite 305
Doral, Florida 33166-6207
Phone: (305) 461-5484
Fax: (305) 461-5494





City of Fort Lauderdale

CONSTRUCTION CONTRACT AUDIT SERVICES

Solicitation 571-11919



April 10, 2017

City of Fort Lauderdale, Procurement Services Division
Attn: Althea Pemsel, Senior Procurement Specialist
100 N. Andrews Avenue, # 619
Fort Lauderdale, FL 33301

Re: Solicitation 571-11919 - Construction Contract Audit Services

Dear Mrs. Pemsel,

In response to the City of Fort Lauderdale solicitation, CSA Central, Inc. (CSA or CSA Group) is pleased to submit our Statement of Qualifications (SOQ) package. As shown in our enclosed package, CSA has experience gained through the years working in similar projects and are very well aware of the issues that these types of project could encounter through its construction phase.

CSA is a medium size company registered in Florida and certified as a Corporate Plus Minority Business Enterprise (MBE) by the National Minority Supplier Development Council. As a local full service project delivery firm, CSA has extensive experience providing construction management services. Since **1956**, CSA has been in operation providing similar services to the City of Fort Lauderdale as well as counties, municipalities, cities and utility companies in the United States (Florida, New York, New Jersey, Maryland, Pennsylvania and Puerto Rico), Central and South America (Panamá, Argentina, Haiti, and México). CSA is known for its capability of providing our clients with full service project delivery, based on state-of-the-art technology, and the personal attention that they have come to expect.

CSA has committed to assigned **experienced staff** that have previous experience working with the City of Fort Lauderdale as well as the necessary skills to successfully audit the construction of the Projects. The cost proposal included as a separate document is valid for 120 days as requested.

We are excited to submit our credentials and look forward to the next step in the selection process. More importantly we look forward to working with the City again in providing our community with the quality work they demand!

Respectfully,

Roberto León, PE, PMP, LEED AP BD+C
Senior Vice President

Enclosures

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City of Fort Lauderdale

CONSTRUCTION CONTRACT AUDIT SERVICES

Solicitation 571-11919



CITY OF FORT LAUDERDALE
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EXECUTIVE SUMMARY

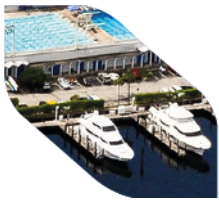


City of Fort Lauderdale

CONSTRUCTION CONTRACT AUDIT SERVICES

Solicitation 571-11919





1 Executive Summary

CSA Central, Inc. (CSA) is pleased for the opportunity to collaborate once again with the City of Fort Lauderdale in the Construction Contract Audit Services for three key projects in the Fort

BUSINESS ENTITY / RESPONSIBLE OFFICE
CSA Central, Inc.
8200 N.W. 41st Street, Suite 305, Doral, FL
33166-6207

PRIMARY POINT OF CONTACT:
Principal: Dr. Juan Melgarejo, PE
jmelgarejo@csagroup.com
Project Manager: Ernesto Marin
emarin@csagroup.com

Ph.: 305.461.5484 | F: 305.461.5494
www.csagroup.com

Lauderdale Beach Community Master Plan and the Beach Community Redevelopment Agency Plan. These projects will become key economic drivers in the area and will have an extremely high visibility. Thus, it is important that these projects be audited in a transparent manner to assure that public funds are invested in accordance with established requirements. CSA is committed to contributing to the success of these important Projects by dedicating our best professional resources.

The Construction Management services being requested for the project offer an ideal fit with CSA’s capabilities and experience. The reasons why we make such a bold statement are:

- CSA has a long history of being trusted with overseeing construction projects, providing an intricate knowledge of lessons learned that will be implemented in a proactive role to avoid issues being developed.
- CSA has a proven track record on projects of similar and greater magnitude, including with the City of Fort Lauderdale.
- CSA has a proven track record in providing construction management services throughout South Florida.
- CSA has the capability of providing in-house full-service project delivery.
- CSA has extensive experience both as designers and construction managers. This allows us to intricately understand all phases of project development.

Some key and significant projects in which we have demonstrated our abilities are, among others:

- Contract Oversight and Auditing Services for the Port of Miami Tunnel as well as the Corredor Norte in Panama City, Panama
- Entrusted by the International Olympic Committee (IOC) in the development of all phases of the Sports for Hope Olympic Centre in Port Au Prince, Haiti
- Development of preliminary studies in 2011 for the City Of Fort Lauderdale New Aquatic/Mixed-Use Development Study
- Provision of Construction Management and Engineering services to the City of Fort Lauderdale through a Continuing Contract for Civil Engineering Services
- Construction Management services to the City of Fort Lauderdale, including among others, the SR A1A Light Replacement in Fort Lauderdale and Fort Lauderdale Water Works 2011



- Entrusted by Owners and Bonding Companies to lead troubled projects to a successful completion, such as the Sonesta Hotel in Panama City, Panama; Puerto Rico Coliseum in San Juan, Puerto Rico; Texas Tech University Health & Science Center in El Paso, Texas and Sun Guide ITS Building in Doral, Florida.
- Entrusted by the Government of Puerto Rico to oversee the execution of over \$7 billion of funds by the American Recovery and Reinvestment Act.

Our proposed core staff has worked as a team for more than a decade, including in the previously presented projects. Dr. Juan Melgarejo, PE as the Principal In Charge has extensive Florida and International experience in Construction Management and Oversight. Mr. Ernesto Marin, as Senior Project Manager, has led multiple projects in the construction phase and has an in-depth knowledge of project controls. Mr. Luis Osella, as Senior Construction Manager, has over 40 years of experience providing hands-on oversight in all types of projects. This core team would be supported by a group of in-house technical support staff that includes a Certified Public Accountant (CPA), a senior Quality Control Manager certified as a Certified Construction Manager (CCM), environmental scientist, geotechnical engineers and licensed architects and engineers.

CSA feels extremely confident that our previous project experience and our fine-tuned proposed team will provide a value added service to the City of Fort Lauderdale.

QUALIFICATIONS AND EXPERIENCE



City of Fort Lauderdale

CONSTRUCTION CONTRACT AUDIT SERVICES

Solicitation 571-11919





2 Qualifications and Experience

CSA Central, Inc. (CSA or CSA Group) brings together one of the most capable and multidisciplinary teams in Florida. As a Full Service Project Delivery Firm, CSA has accumulated over 60 years of experience consistently rendering high quality consulting services in United States, Central America, and the Caribbean. Our technical personnel are selected based on their relevant experience in coastal communities, ability to work independently, problem solving capabilities and communication skills, in order to address any issues that may arise.

CSA's services are focused on the Building, Transportation, Water / Wastewater, Energy and Environmental Markets where we provide:

- Construction Management
- Architecture, Engineering, and Sustainable Design
- Program and Project Management
- Project Financial Consulting
- Ecological and Environmental Engineering
- Operations and Maintenance

CSA is registered to conduct business in Florida and is certified as a Corporate Plus Minority Business Enterprise (MBE) by the **National Minority Supplier Development Council (NMSDC)**. The **NMSDC Corporate Plus** certification recognizes companies that have the capability to do business on a national level, have a proven track record of performance and can provide top quality products and services.

CSA has the qualifications and experience to successfully execute and deliver construction management services. Moreover, CSA is a partner of the Rockefeller Foundation – 100 Resilience Cities and is committed to help cities and clients to become more RESILIENT, adapt to CLIMATE CHALLENGES, creating SUSTAINABLE INFRASTRUCTURE and ensure that all appropriate aspects of a project are considered.

The firm comprises over 300 professionals in approximately 48 technical disciplines, offering a great variety of services, including engineering, architecture, environmental, construction management, inspection, operation and maintenance, Programming/Federal Fund Management, and safety, among others. Due to the great variety of professional resources, and the interdisciplinary relationship among engineers, architects, inspectors, and scientists, CSA has the capacity of continuously providing qualified personnel to comply with the requirements and delivery dates of projects.

CONSTRUCTION MANAGEMENT SERVICES

CSA offers public and private sector clientele outstanding capabilities in every facet of the construction management industry. CSA's skilled and experienced engineers and technicians



strive to deliver quality, ease of operation and long-term reliability at the lowest life-cycle cost. We have been involved in \$20 Billion worth of projects for satisfied clients including Federal and State agencies, municipalities and private clients. Each Field Engineer is fully versed in construction techniques, industry standards, and applicable local and national building codes. Construction Supervision/Inspection services are provided; to ensure that construction is performed in strict compliance with the contract documents (drawings and specifications) and within the allocated construction period.

Our engineers are experienced and skilled in building construction methods, procedures, and administration. CSA's Construction Management approach recognizes that the most effective influence on a project's bottom-line cost and timely delivery occurs prior to the start of the construction phase. As a member of Construction Industry Institute (CII) since 1997, CSA has actively participated in studies and development of methodologies that measurably improve the delivery of construction projects. Statistically, the Construction Industry Institute (CII) has shown that expenditures during the Pre-Project Planning, Design, and Constructability Reviews phases have the greatest influence in reducing the overall costs, while ensuring the timely delivery of a project.

Services under construction management include:

- Contract Administration
- Change Order Management
- Project Cost and Schedule Management
- Safety Program and Performance Monitoring
- Inspection
- Quality Control and Quality Assurance
- Document Control
- Claims and Dispute Resolution

CSA Central, Inc. does not have any pending litigation related to construction project services and/or construction contracts audit and consulting services. Also, CSA Central, Inc. has not severed client relationships for reasons other than convenience.

2.1 General CSA Background

CSA Group has assembled a strong team of experienced managers, engineers, and surveyors to support the City of Fort Lauderdale's needs for this project. CSA Group prides itself in offering clients reliable service, consistent quality, and outstanding professional achievement for 60 years. CSA Group has over 300 professionals, including over 140 licensed engineers and architects, and over 20 scientists spread out in 48 technical disciplines employees providing integrated management consulting, environmental, architectural, engineering, planning, and construction,



project and program management services to the public and private sectors throughout the Americas.

CSA Group's staff of professionals includes specialists using innovative engineering approaches and high-tech computerized tools to improve design efficiency and project management principles and practices to reduce costs. The proven skills of our people and their overall knowledge of commercial, industrial and infrastructure projects are the basis for CSA Group's broad capabilities in environmental consulting, engineering and project management. The force behind the company's continuous success is its high-caliber staff, their flexibility, responsiveness, creativity, vision, and which dedication provides the best quality results in fulfilling all requirements and needs of each project.

CSA Group's interdisciplinary Project Leadership Team is the core of our system. Team members are selected from our large staff of engineers, designers, specialists, and support staff as needed. Each team works together as a cohesive unit with one purpose -- the overall success of a project.

TECHNICAL CAPABILITIES

Sustainable Design

CSA Group maximizes the building's performance through the reduction of negative environmental impacts and the promotion of health and comfort of the building's occupants and other users. We look at the big picture and the small components in order to make a building perform better, serve its occupants more reliably and provide a higher return on the client's investment. Our sustainable design approach utilizes LEED Accredited Professionals with years of experience.

We have been advising our public sector clients on approaches to sustainable design as many consider taking a green approach. For CSA Group, it begins with the design process and continues through Construction Administration with the following in mind:

- Innovation at all stages of the design & building process;
- Maximizing the site's potential;
- Minimizing non-renewable energy consumption;
- Specification and use of environmentally preferable products;
- Protection and Conservation of water;
- Control and enhancement of environmental quality;
- Optimization of operational and maintenance practices;
- Use of recycled materials whenever possible.

CAD Capabilities and Software

CSA Group currently utilizes a variety of software designed to assist the design, documentation, scheduling and quality control of its projects. CSA Group uses the latest version of AutoCAD as the primary tool for drafting and BIM/REVIT as a staple in our daily production efforts. It is augmented by other programs such as REVIT for 2D and 3D drawings, sketch up for schematic 3D design, Adobe Acrobat Professional for producing rich and useful graphics, Microsoft Project for scheduling and BST for project controls.

CSA Group's staff is constantly being trained on the latest software developments to insure its effective use of the latest technology available for project control and delivery. The use of U.S. National CAD Standard throughout the firm helps maintain uniform production and development systems for all disciplines and projects.

Building Information Modeling (BIM) is one of CSA Group's most important CAD and Software capabilities. This models the complete building system and can integrate the projects specifications and cost estimates. It also allows for optimal Quality Control and Assurance of the project information.

Quality Management and Control

CSA Group's Quality Management System as deployed and as stated in its policy, serves the purpose to provide a means to assure, verify, and document conformance to regulations, contract, and customer requirements. As part of our Quality Management System (QMS), the Quality Policy and Quality Manual (which is currently being modeled to the ISO 9000 structure) sets forth managerial responsibilities and general guidelines to develop Quality Plans for the various projects by referring to specific standards and methods. The standards procedures call for project delivery milestones during which checklists are utilized.

Project Quality Plans are developed during the Planning process as part of a Project Execution Plan and include a matrix of responsibilities (for interdisciplinary and peer reviews) as well as checklists and preliminary milestones by when these "checks" must take place. As design progresses, discipline leaders use existing procedures and checklists to verify conformance to specific requirements. Furthermore, as part of the Quality Plan, Coordination reviews, specific to the project, are scheduled and executed to assess project coordination and compliance with project objectives.

As part of the planning process, CSA Group conducts Project Definition Rating Index (PDRI) exercises to help identify those elements that require further definition or could pose a risk during the Project's life cycle. PDRIs are a tool developed by the Construction Industry Institute (CII) as part of the Front End Planning process that has been identified by CII as a best practice in the industry.



The PDRI exercise helps to better define the scope of work of projects, identify potential risks, define requirements, costs and schedules, and develop a Project Execution Plan that facilitates smooth transition from development to project delivery.

Scheduled at strategically identified tollgates, and, ideally, with the participation of all key stakeholders, the exercise follows an established protocol that is divided in three sections: (1) Project Decision, (2) Basis of Design, and (3) Execution Approach. Each of these sections is further divided in categories and elements with specific requirements.

Participants rate every element and identify action items that require further attention. The PDRI covers the entire project life cycle, thus, besides serving as a scope definition tool, it also serves as a communication tool, a means to assess risk, a measure of completeness, and a progress monitoring tool. CII research has demonstrated that project teams that follow the PDRI have a significant impact on project cost, schedule, and change orders.

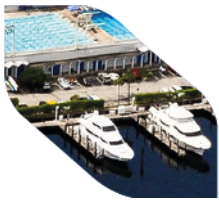
Depending on the project, CSA Group follows one of three specific PDRI protocols: Industrial, Facilities, or Infrastructure.

CSA Group is committed to and values a Continuous Improvement mentality. As part of a “Plan–Do–Check–Adjust” philosophy, results from initial PDRI are incorporated into an action items list, for subsequent project phases and are included in the agenda of future project coordination meetings. Moreover, the organization has deployed a Lessons Learned program in which best practices, ideas, and experiences are made available and transferred to the organization as part of that Continuous Improvement mentality.

Management and Integration of Clients, Processes and Suppliers


The PDRI aforementioned is a proven tool developed by the Construction Industry Institute (CII) to measure the level of scope definition in the projects. CSA Group has adopted as one of its key planning tools. It serves the purpose to serve as a common ground for all stakeholders to define, explain, and raise concerns in terms of the project decision, basis of design, and project execution. The results from this exercise may set the tone for further planning.

In addition to the PDRI, project teams engage in developing a SIPOC (Supplier, Input, Process, Output, Customer) chart to ensure all requirements are understood and appropriately communicated. With the result of the SIPOC, and depending on the complexity of the project at hand, teams execute a Full Wall Mapping exercise that will further clarify who does what, by when, and in what sequence. The Wall Map also sets clear which information/communication channels need to be defined and form the basis for developing a project schedule identifying its key dependencies.



CSA Group and CII

CSA Group is committed to continuously improve the services we provide, optimize our processes, and to provide an environment for an ever improving and learning organization.

 CSA Group has been an active member of the Construction Industry Institute (CII) for several years. CII is an organization that helps attain business effectiveness and sustainability of the capital facility projects and helps built a competitive advantage by effectively using CII Research findings to develop Best Practices for the Construction Industry.

Not only do we in CSA Group implement the tools and proven best practices published by CII, our leadership supports CII by actively participating in different implementation forums and research teams. Currently, we have representatives on the following Research Teams:

- Quality Management in the Capital Facility Industry,
- Front End Planning for Renovation/Revamp Projects
- Optimizing Engineering Value in Projects
- Sustainable Design and Construction

Moreover, our CEO, JJ Suárez, in addition to being a member of CII's Executive Committee he served as CII Chairman during 2007.

Regulatory Agency Experience

CSA Group is a full service A/E/C Firm. We have years of staff experience in complying with applicable codes and standards allowing us to facilitate the approval process. Examples include the Florida Building Code, Florida Fire Prevention Code, NFPA, ISO, OSHA, and ANSI standards. We have processed projects through all local regulatory agencies such as Building and Zoning Departments, DERM, WASD, Department of Health and Public Works.

Permitting Process Management

The permitting process management begins in the design phase and, as part of the quality control process which requires code reviews at certain milestones. These reviews include visits to the permitting agencies to review the design decisions prior to formalizing them on the construction documents. This not only avoids comments that cause rejections later, but also familiarizes the plan reviewers with the project facilitating their review when the project is submitted for permit.

CSA also provides a group of professionals dedicated to construction administration who have decades of experience processing building permits. These CA pros are continuously involved with the projects starting at the Schematic Design Phase. They serve as reviewers for constructability as well as for code compliance.



Contractors' submittals and Request for Information Management

CSA Group understands that the success of any project depends heavily on the flow of information. For this reason Contractor's submittals and Requests for Information are given the highest priority. CSA Group's staff is trained to use logs to track submittals and RFI's. Response time is tracked on the project's schedule and is reviewed weekly to insure efficient and timely management of information flow.

Construction Contract Closeout

Construction Contract Closeout is critical to any Project's Completion. CSA Group includes this as part of our comprehensive QA/QC approach. Our procedures and checks during Construction Administration assure that along the way information is obtained and organized properly by the contractor and the design team. This helps the closeout process go smoothly.

Based on our experience with medium and large scale projects we clearly state the Contract Closeout procedures in the Contract Documents and carefully monitor items that may impact the closeout process during Construction Administration.



2.2 Relevant Project Experience

CSA is proud of our participation in some of the largest contracts in the area, and CSA’s relevant project experience for this project in the following section. But we also have unmatched experience in the administration of multiple urban projects such as the one City of Fort Lauderdale will be undertaking. CSA would like to highlight in the following pages our participation in important and successful programs and the experience we gained as a great asset, which will assure the City’s satisfaction with our services.

Consulting Services for Corredor Norte, Panama City, Panama

In 1994, Panama entered into a contract with a concessionaire for the design, construction, maintenance and operation of a toll road with limited access known as Corredor Norte. This road extending through the northern section of Panama connects to the central district with Tocumen International Airport.



After 15 years of concession, about \$340 million capital investment and the unfinished project, the Government of Panama decided to conduct a full audit of the project, which included all aspects, from design to operations.

The purpose of the audit was to evaluate the potential acquisition of the road, which currently belongs to the concessionaire, to return to the hands of the state.

Consultech, a CSA Group company, was chosen by the **Ministry of Economy and Finance to provide audit consulting services related to the acquisition of Corredor Norte**. CSA’s services included: full audit of the project, research of the engineering design, construction, maintenance, legal and financial results of the operation. The emphasis of the audit was to provide comprehensive advice of the asset and in determining the amount invested and recovered during the 15 years of operation.

After the audit and the decision to acquire the asset, the scope of our services increased to complete the due diligence process including documentation, contracts, litigation, assets, liabilities and contingent liabilities. The emphasis on the due diligence process was in order to detect potential risks to the state and to determine the total funds placed in escrow as to have security against these eventualities.

Client: Ministry of Economy and Finances • **Contact:** Jorge Dawson, Tel: + (507) 507-7443, jdawson@mef.gob.pa • **Key Services:** Engineering Audit, Accounting Audit, Traffic Studies, Revenue Projection, Financial Modeling • **Completion Date:** 2010 • **TIC:** \$340.000.000 • **Key Staff:** Juan Melgarejo, Ernesto Marin, Luis Osella

Sports for Hope Olympic Centre – Haiti, Haiti

The **International Olympic Committee (IOC)** “Sports for Hope” initiative’s mission is to provide positive sport and life style opportunities for athletes, coaches, sports administrators and underserved women, youth and children, through high quality facilities for community development and elite sport for high level sport training and competitions, and to promote the



principles and values of the Olympics. The Sports for Hope facility constructed in Haiti is the second one in the world, after originally launching the initiative in Lusaka, Zambia.

To support Sport Development, the IOC envisioned the development of a multi-purpose facility that will be available and accessible to children, sports administrators, match officials, coaches and high performance athletes. This sport facility will be suitable

for sports competitions, camps, clinics, coaches, and sport administrators seminars..

The Centre is located in the outskirts of Port-Au-Prince in a 40-acre parcel of land and includes outdoor sports fields (football, basketball, tennis, handball and volleyball), including an Olympic certified track and field facility; an indoor multi-purpose sports venue (to house competition handball, volleyball and basketball games); an indoor practice venue (to house practice areas for judo, taekwondo, karate, boxing, weightlifting, and table tennis); a number of educational support spaces (classrooms, library, internet room); and, administrative offices and general support spaces such as locker rooms, public toilets, kitchen, storage rooms, etc.

CSA was entrusted by the IOC for the complete development of this Facility. CSA initially prepared a Feasibility Study, a Pre Project Alignment Assessment and Project Definition Rating Index, an Opinion of Probable Cost, preliminary engineering design and design management for this Project in collaboration with the Project Architect Richter Dahl Rocha & Associés Architectes S.A.. Then CSA executed a **Design/Build procurement process** and aided the IOC in the selection of a Contractor. Subsequently, CSA provided **Contract Management** (including Change Order Review and Recommendation), Construction Inspection, Quality Control Review and Design Review/Approval. Construction was completed in 2015. Afterwards, CSA provided **extended start-up support** in the operation of the Center while the IOC formalized its local foundation, including auditing the operation of the facility.

Client: International Olympic Committee (IOC) • **Contact:** Christophe De Kepper, Director General IOC, Tel: 41 21 621 6111 6 • **Completion Date:** 2015 • **Key Services:** Preliminary Engineering Design, Project Management, Construction Management and Inspection of D/B contract, Procurement • **TIC:** \$ 17million • **Key Staff:** Juan Melgarejo, Ernesto Marin, Luis Osella



City Of Fort Lauderdale New Aquatic/Mixed-Use Development Study, Fort Lauderdale, Florida

CSA Group prepared a conceptual redevelopment plan for the Fort Lauderdale Aquatic Center and Hall of Fame. This complex includes two competition swimming pools and a diving well. Seen as the Southern Hub for Olympic training, the complex is elevated three stories above the street housing 600 units of public parking. The main entrance along Sea Breeze contains the main access point as an urban gesture to the Swimming Hall of Fame, the Aquatic Complex Lobby and the



Athletic Dorms/ Hotel containing about 100 rooms. This initial rendering focused on providing exceptional waterfront views from land and the sea while creating spatial features that have a buildable impact of approximately three times the land size. The feasibility of the project was under evaluation by the City of Fort Lauderdale's Department of Public Works at the time of development.

CSA provided Architectural/Engineering Design Services and a Business Plan Model intended to provide guidance to the City of Fort Lauderdale for the implementation phase. Additionally, the facility has other supporting amenities such as; corporate media complex including sky boxes and media suites, meeting/conference areas, outdoor activity terrace, 5,000 spectator seats, state of the art control rooms, locker rooms, bathroom facilities, concessionary stands and exercise area.

Client: City of Fort Lauderdale • **Contact:** Mr. Albert Carbon, P.E., Former Public Works Director, City of Fort Lauderdale, (954)630-4200, albertcarbon@bellsouth.net • **Key Services:** Architecture, Engineering Design Services, Business Plan Model • **Completion Date:** Study: 2011 • **Key Staff:** Juan Melgarejo, Jorge Luaces



Continuing Contract for Civil Engineering Service, Ft. Lauderdale

CSA Group was contracted by the City of Fort Lauderdale to provide civil engineering consultants services to include design, permitting, preparation of construction documents and participation in the implementation of various City projects.



CSA Group was directly responsible for all services as it relates to roadway and site design, neighborhood improvements and beautification, underground utility design, site grading and stormwater runoff modeling and design, erosion and sediment control design, pavement marking and signage design, maintenance of traffic (MOT), engineering analysis, cost estimation and reporting, permitting, construction observation and inspection, shop drawing review, preparation of project rendering and presentation materials, specialized training to City staff, and coordination with City staff,

consultants, utility owners and contractors.

CSA was commissioned to perform services for the following tasks:

- Task 1: Outfall design of Two Control Structures into North Fork New River
- Task 2: Lighting
- Task 3: Drainage and Tidal Flooding Problems at Riviera Isles (Phase I)
- Task 4: CEI for Harbordale Sidewalk Project
- Task 5: CEI for Commercial Boulevard Landscape
- Task 6: CEI for NE 15th Street Landscaping Improvements
- Task 7: Bridge Replacement Harborage Parkway
- Task 8: SR A1A Light Replacement Project
- Task 9: Sunrise Boulevard Landscape Improvements
- Task 10: River Oaks Preserve Drainage Master Plan
- Task 11: Aquatic Center Master Plan

Client: City of Fort Lauderdale • **Contact:** Elkin Diaz, MBA, P.E., (954) 828-6539, ediaz@fortlauderdale.gov • **Key Services:** Civil Engineering, Construction Management, Drainage, Maintenance of Traffic, Surveying & Mapping, Transportation Engineering, Landscape Architecture, Marine Facilities Design • **Completion Date:** 2012 • **TIC:** \$1,000,000 • **Key Staff:** Juan Melgarejo, Ernesto Marin, Luis Osella



Continuing Contract For Civil Engineering Services T.O.#8 SR A1A Light Replacement, Fort Lauderdale, Broward County, Florida

This project involved removing and replacement existing lamp fixtures along Ft. Lauderdale Beach Blvd., on a two mile stretch south of the Sunrise Blvd intersection.



The project included new power source centers and retrofit of existing underground circuits and power source panels. Light fixtures were selected that were ecologically sensitive to turtles in the area.

Client: City of Fort Lauderdale • **Contact:** Elkin Diaz, MBA, P.E., (954) 828-6539, ediaz@fortlauderdale.gov

• **Key Services:** Construction Engineering and Inspection • **Completion Date:** 3/2012 • **Key Staff:** Juan Melgarejo, Ernesto Marin, Luis Osella

Puerto Rico Coliseum, San Juan, Puerto Rico



Consul-Tech was contracted by the bonding company upon default of the contractor to provide Construction Audit, Oversight and Management services. Our services included overall responsibility for the completion of the contract, direction and supervision of subcontractors, scheduling, quality control, fiscal oversight, cash-flow projections and financial reporting. The Coliseum is a 20,000-seat multi-use arena.

Client: Chubb Insurance Group • **Contact:** Walter Maxwell, (908) 903-3182 • **Key Services:** Construction Audit, Oversight and Management • **Completion Date:** 2003 • **TIC:** \$140 million • **Key Staff:** Ernesto Marin, Luis Osella



Texas Tech University Health & Science Center

Since 1973, Texas Tech University Health and Science Center El Paso campus has played an important role in El Paso’s health care history through education, research and patient care. Texas Tech University Health Sciences Center at El Paso has close to 1,400 faculty and staff members. It is a flourishing health sciences and medical center with offices located in east, central and northeast El Paso. The project consisted of a third floor addition and numerous renovations

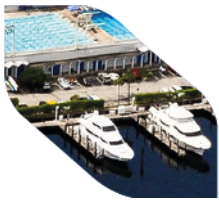
Chubb Insurance Group, as the bonding company of the Project, took over construction. **Chubb entrusted in CSA the responsibility of providing CM services to bring the project back in schedule and to control the cost overruns.**



Consultech, a CSA Group company, provided CM services in the addition of a new third floor containing new clinics, nurses stations, auditorium, classrooms, conference rooms, offices with cabinetry, tile work, operable partitions, acoustical ceiling panels, wood solid core doors, fire alarm system, sprinkler system, carpeting, vinyl tile, vinyl base, wallpaper, onto the

existing clinic building. The work also included renovations to the interior and exterior of the existing building, consolidating the heating and cooling equipment into a new central plant; adding vertical chases at each corner of the building; replacement of the existing HVAC system including fresh air ductwork, hydronic piping, and fan coil units; replacing an existing stair with a new elevator, extending existing elevators and dumbwaiters to the new third floor; and modifications to the site irrigation and utilities. Renovations on the lower floor consisted of the demolition of the existing HVAC system and the construction of the new system in a very tight schedule. Throughout construction, tenants were being relocated to allow the renovation a floor by floor basis.

Client: Chubb Insurance Group • **Contact:** Walter Maxwell, (908) 903-3182, wmaxwell@chubb.com • **Key Services:** Construction Management; Inspection Services • **Completion Date:** 2005 • **TIC:** \$7,523,400 • **Key Staff:** Ernesto Marin, Luis Osella



Sonesta Hotel – Supervision and Construction Administration Services

This privately owned 30-story building with a large HVAC system with digital controls, generators, elevators, CCTV, access control systems, UPS, and other various support systems is



located in the city of Panama at "Calle Ricardo Arias". **After multiple issues during construction, CSA was brought in under a construction management contract to provide the services required to complete construction;** startup of all Mechanical Electrical and Plumbing systems; ensure building equipment was running efficiently in normal operational conditions, and provide 1 year of maintenance support.

The hotel building has 30 floors with guest rooms, restaurants, parking areas, casino, executive offices, health club, and conference rooms. At the time CSA was contracted the construction was only partially complete with significant remaining effort to complete the guest rooms, suites, kitchen and Skybar areas. The client requirement was to have a "soft opening "as soon as possible" which put much of the work on a fast track schedule.

CSA’s Scope of work/services included:

Phase I – Assessment (Assessment of current construction conditions):

- Audit current contracts with subcontractors, payments and remaining budgets
- Prepare a preliminary schedule of completion based on current information
- Prepare a punch list items for work in place
- Prepare a report with findings, recommendations and a preliminary budget for completion

Phase II-Implementation (On site administration):

- Prepare a final construction schedule and final budget estimate
- Monitor subcontractors for work to be performed as per schedule and review payment requests.
- Prepare final punch list of items and identify long lead purchases.
- Commissioning/Testing of all critical MEP systems
- Coordinate and monitor any clarifications required on site by subcontractors
- Organize weekly progress meetings with subcontractors and design team

Phase III - Project Close out/Work Completion:

- Review and approve final work in place
- Review and approve final request for payments
- Close contracts with suppliers and subcontractors



Client: Ritz Plaza Suites, Inc. • **Contact:** Mr. Jack Dushey, Principal, (212) 889-6405, jd@jenel.net • **Key Services:** Construction Administration/ Supervision • **Completion Date:** March 2013 • **TIC:** \$85MM • **Key Staff:** Juan Melgarejo, Ernesto Marin, Luis Osella

Port of Miami Tunnel Operations & Maintenance Performance Monitoring Consultant, Miami, Florida

In 2014, the ¾ mile long, 4 lanes , Port of Miami Tunnel (POMT) was open to traffic. This engineering marvel has become the primary point of access from the interstate highway system to



Port Miami. The Florida Department of Transportation (FDOT) chose the Public Private Partnership (P3) project delivery method, with Miami Access Tunnel (MAT) as the selected Concessionaire to finance, design, build, operate and maintain the facility with a 30-year term for Operation and Maintenance (O&M).

The operation of the POMT calls for operational control, maintenance, utilities and flood gate buildings located on Dodge and Watson Islands. A third remote control center is located at the FDOT D6 Traffic Management Center. Other critical infrastructures include the tunnel stand-by-generators and the Drainage Transfer Station (DTS) that work in conjunction with a Low Point Pump Station (LPPS) as the primary drainage system located at the mid-point of the tunnel. The backbone of the operation, maintenance and incident management of the POMT is managed by a Supervisory Control and Data Acquisition (SCADA) system and the Traffic Surveillance and Control System (TSCS).

During the construction phase, CSA Group participated in the process, as part of the team that provided Construction Engineering Inspection services, as well as Construction Management services for the owner. Since operation of the Tunnel started, the **FDOT contracted CSA for Operation and Maintenance Oversight and Audit phase in a 5-year contract.**

The CSA Team provides the following contract oversight support to the FDOT: Weekly Inspections (Operations and Maintenance), Document Reviews, Incident Audits, 100's Audits and/or Inspections, CMMS Monitoring, HSEQ Monitoring, CA Compliance

Review of Monthly Invoices and Quarterly Adjustments, including Non-Compliance Notifications, Unavailability Events Analysis, Performance Points Review, Performance Points Assessment as well as 3rd Party Field work coordination.



In addition, CSA is a key point of contact assisting with FDOT with other key stakeholders such as Emergency Response Agencies, Port Miami, MDX, FDOT TMC, City of Miami, City of Miami Beach and others.

Client: Florida Dept. of Transportation District 6 • **Contact:** Leonard Salazar, P.E., FDOT District Six, (305) 470-5498, leonard.salazar@dot.state.fl.us • **Key Services:** Operations & Maintenance Oversight/Auditing, Contract Administration, Technical Consulting • **Completion Date:** Estimated May 2019 • **TIC:** \$1.7 billion • **Key Staff:** Juan Borrero, Ernesto Marin, Luis Osella, Felix Fuentes

Fort Lauderdale Water Works 2011, Fort Lauderdale, FL

CSA Group, in conjunction with CMTS, was awarded a contract to provide utility construction inspection to the City of Fort Lauderdale Waterworks 2011 Program.



The purpose of the water and wastewater program is to improve the City of Fort Lauderdale’s water and wastewater infrastructure to provide the most up-to-date, cost-efficient water service and to improve the quality and reliability of the City's drinking water system.

The primary goal of the Water Works 2011 initiative was to complete a water and wastewater system by 2011 that complies with state and federal regulations and will withstand continuous usage over time.

CSA provided construction inspection services for water and sewer installation and roadway reconstruction as well as a gravity sewer installation and roadway reconstruction project.

The scope of work for the project includes:

- Schedule materials testing by City's contract test lab and witness testing.
- Monitor Contractor’s CPM schedule & activities for compliance to schedule and progress.
- Review and approval of monthly progress payments.
- Coordination with other City departments

Project Highlights

- Construction inspection services to water and sewer installation and roadway reconstruction.
- Gravity sewer installation and roadway reconstruction project.



- Coordination with stakeholders.
- Schedule and compliance monitoring.
- Monthly progress payments review and approval.

Client: CMTS, Inc. • **Contact:** Liz Dukes, (904) 739-9804 • **Key Services:** CEI • **Completion Date:** 2011 • **TIC:** \$2.5 million • **Key Staff:** Ernesto Marin, Luis Osella

Sun Guide ITS Building

Consultech, a CSA Group Company, was contracted by the **FDOT District 6** after multiple



construction defects surfaced post construction completion to manage the repair process of the Sun Guide ITS Building. Consultech performed an assessment of the defects, including specialized forensic testing, to develop a scope of work for repairs. Subsequently, Consultech managed the Design consultant team as well as provided Feasibility Study Management, Cost Management and Schedule Management. In addition, CSA provided support for D6 contracts department in document preparation, assisted department in contractor selection process, bid reviews, technical panel reviews, contractor/vendor

management/coordination, and assisted with litigation support FDOT Legal Department as part of the Districtwide General Engineering Consultant Services Contract

The project consisted of a 200,000 sq. ft. roof tear out and replacement, the repair of all expansion joints, exterior stucco delamination, structural repairs, window replacements, FA repairs, HVAC repairs, interior drywall and finish work, site drainage and ADA compliance. The work took place on an active site with the central Florida Highway Patrol (FHP) dispatch, Florida Department of Law Enforcement (FDLE) ITC division and 17 law enforcement agencies as tenants. The Sun Guide TMC is a 32,000 square foot facility featuring a multi-screen wall and eight console workstations where staff monitor and control closed-circuit television cameras, dynamic message signs, and vehicle detectors- staffed 24/7.

Client: FDOT – District Six • **Contact:** Mario Cabrera, 305-640-7443, Mario.Cabrera@dot.state.fl.us • **Key Services:** CEI, Design Management • **Completion Date:** 2001 • **TIC:** \$2.5 million • **Key Staff:** Ernesto Marin, Luis Osella



In addition, CSA has extensive experience providing services in Fort Lauderdale and Broward County. Below is a summary of our project experience:

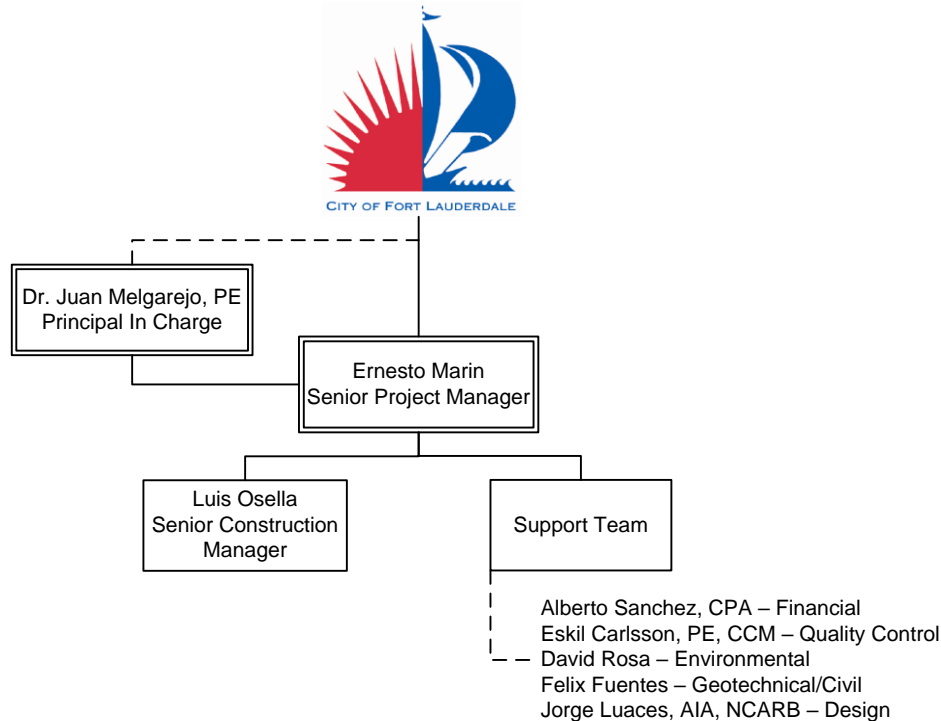
- Select Ft. Lauderdale projects:
 - City of Fort Lauderdale New Aquatic/Mixed-Use Development
 - Fort Lauderdale Water Works
 - Sawgrass Expressway From Sunrise Blvd. To Atlantic Blvd
 - Sawgrass Expressway Deerfield Mainline Toll Plaza Modifications
 - KC Wright Board Offices – Hurricane Repair Project
 - Fort Lauderdale/Hollywood International Airport
 - Imperial Point Medical Center Emergency Department Expansion

- Select Broward County projects:
 - FDOT D4 Districtwide Architectural Services
 - City of Fort Lauderdale Continuing Contract for Civil Engineering Services
 - Riveroaks Preserve Conceptual Stormwater Facilities
 - Florida National Guard Miramar Readiness Center
 - South Florida Water Management District Operation and Maintenance Contract S-151 Replacement
 - FDOT D4 S.R. AIA (Ocean Drive) from south of Seacrest Parkway (MP 0.870) to Azalea Terrace (MP 2.011), Hallandale Beach
 - FDOT D4 S.R. 820 Hollywood Boulevard
 - FDOT D4 Miscellaneous Right of Way Mapping Service
 - I-75 Express Lanes Segment E from North of Griffin Road to I-595
 - Central Broward Water Control District Professional Surveying Services
 - Cleveland Clinic New Emergency Department and Intensive Care Unit Project and Neurology Institute/Cancer Institute Building Project
 - Hollywood Park Elementary School
 - Lauderdale Manor Early Learning and Resource Center
 - Central Park Elementary School
 - Riverglades Elementary School Parkland 24 Classroom Addition



2.3 Proposed Team Structure and Staff

CSA has assembled an experienced team to provide the services required by the City. Below is the proposed team structure. Please note that due to CSA’s full project delivery capacity, we have assembled a team to provide time to time support to the Construction Audit team. This capacity provides an added-value proposition to the City by having this technical time available at a moment’s notice to support the project.



Below is an overview of the experience and capacity of our proposed team.

- Juan A. Melgarejo, Ph.D., P.E., Principal In Charge.** Dr. Melgarejo has over 33 years of experience in planning, project and program management, contract negotiations, financing and start-up for turnkey infrastructure projects, with a cumulative value of more than \$8.8 billion USD, in the U.S.A. and Latin America. He has been responsible for the development of contract documents for the states of Michigan, Louisiana, and Arizona. He provided expert consulting for construction claims, change order analysis and award, as well as project planning and scheduling for multiple project types. He has served as Principal In Charge for the projects that CSA previously provided support to the City of Fort Lauderdale. In addition, he has led various projects that Ernesto Marin and Luis Osella (our proposed construction audit team) have participated, including the International Olympic Committee (IOC) Sports for Hope program in Haiti. Mr. Melgarejo will serve as



the Principal In Charge for this Project and is fully authorized to represent the firm in this Project.

- **Ernesto Marín, Senior Project Manager.** Mr. Marín has over 28 years of experience in construction management, bidding, contract management and administration, inspection, estimating, scheduling, project management, and project engineering. His experience includes holding a position of Vice President of a Construction firm and providing Construction Management services for projects that are in trouble during construction as well as representing owners in all aspects of construction and operation. He has worked in multiple projects for the City of Fort Lauderdale. Mr. Marin will serve as Senior Project Manager for this Project.
- **Luis Osella, Senior Construction Manager.** Mr. Osella has over 40 years of experience in construction projects, large industrial facilities, hospitals, industrial housing, correctional facilities, air traffic control facilities, buildings and roadways. In his extensive professional career, Mr. Osella has held the positions of Project Superintendent, Design Engineer and Construction Project Manager. Mr. Osella's experience includes multiple projects for the City of Fort Lauderdale as well as projects that are in trouble during construction. Mr. Marin will serve as Senior Construction Manager for this Project.
- **Support Team:**
 - **Alberto Sanchez, CPA.** Mr. Sánchez is a Certified Public Accountant with over 20 years of experience in financial audits to various industries such as construction, retail, government and service. He has performed Internal Quality Control Review to the Internal Audit Departments of major governmental agencies. This work included the review of the internal audit operations and the submittal of the final quality review report in accordance with the standards set forth by the Institute of Internal Auditors. Mr. Sánchez has prepared financial statements, financial projections, managed several auditing processes, and managed internal controls and systems documentation procedures. Mr. Sanchez will provide financial support to the CM team on an as-needed basis.
 - **Eskil Carlsson, P.E., CCM, QA/QC.** Mr. Carlsson has over 30 years of diversified experience in program and project management, construction management, geotechnical and environmental engineering, training, quality control, site remediation, feasibility studies, subsurface investigations, and geotechnical instrumentation. Throughout his career he has demonstrated his skills in various roles including: construction and project management; construction claims evaluation; civil and geotechnical engineering; dam and tunnel engineering; landfill engineering; quality assurance; and environmental geotechnology. Mr. Carlsson is



- a Certified Construction Manager (CCM). Mr. Carlsson will provide Quality Assurance/Quality Control Support on an as-needed basis to the CM team.
- **David Rosa, Environmental.** Mr. Rosa has over 17 years of experience in the environmental field including permitting, environmental impact studies, wetland delineations and wildlife studies. He has served as Sr. Environmental Scientist on large scale public and private sector projects, including projects in the City of Fort Lauderdale and Broward County. Mr. Rosa will provide environmental support to the CM team on an as-needed basis.
 - **Felix Fuentes, Geotechnical.** Mr. Fuentes has over 20 years of experience in Project Engineering and Construction Management with advanced knowledge in areas of Geotechnical and Transportation Engineering. His capabilities include development of quality processes and procedures addressing and coordinating all project phases and expeditiously providing feedback to project key personnel. He is experienced in delivering projects to meet client requirements, is capable of engaging and managing teams, resolving conflicts and effectively transferring knowledge. Mr. Fuentes will provide geotechnical support to the CM team on an as-needed basis.
 - **Jorge R. Luaces, AIA, NCARB, Architect.** Jorge R. Luaces is a recognized professional with a national reputation in the architectural design and construction. His career, spans a period of 30 years, includes the design and construction of more than 200 projects. His work has won major national design awards and has been featured in books, magazines and newspapers. Mr. Luaces has served as Principal of two nationally known award winning architectural firms in the northeast. Mr. Luaces led the conceptual design of the Aquatic Center for the City of Fort Lauderdale and will be available to the CM team to provide design support on an as-needed basis.

Resumes for key staff are included in this response. As you will see, our proposed team has all required certifications to provide the services, including Construction Training Qualification Program (CTQP) from FDOT, Certified Construction Managers (CCM) from the Construction Management Association of America (CMAA) and Certified Public Accountants (CPA), among others.

APPROACH TO SCOPE OF WORK



City of Fort Lauderdale

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3 Approach to Scope of Work

The City of Fort Lauderdale proposes the construction of three critical projects for redevelopment based on Fort Lauderdale Beach Community Master Plan and the Beach Community Redevelopment Agency Plan. These projects are summarized below:

- **Las Olas Boulevard Corridor Improvement Project – Phase 1: Parking Garage.** Budget: \$21 million. Construction Start Date: April 2017 and Construction End Date: April 2018. The project is being done in two phases; first, the construction of a 663 space public parking garage with a fifth floor amenity deck located north of the Las Olas Bridge along the Intracoastal Waterway.
- **Las Olas Boulevard Corridor Improvement Project – Phase 2.** Budget: \$28 million. Construction Start Date: April 2018 and Construction End Date: April 2019. The second phase of the project will focus on creating a pedestrian-oriented Promenade along the Intracoastal Waterway, an Intracoastal park located south of the Las Olas Bridge along the Intracoastal Waterway, an Oceanside plaza with various amenities including a security/monitoring office, restrooms, raising the roadway to create a festival street, new landscaping, turtle-compliant light fixtures and seating areas.
- **Aquatics Center Improvements.** Budget: \$18 million. Design Start Date: August 2017, Construction Start Date: Early spring 2018 and Construction End Date: Summer 2019. The project will be done as a design-build and include the removal and expansion of the main competition and diving pools as well as other related pool structures. The grandstand building and bleachers will be removed and replaced while the existing training and instructional pools will undergo repair and the pool deck will be raised. It should be noted that **CSA prepared a conceptual plan for the City of Fort Lauderdale for this project.**

As indicated in the RFP, the City Auditor for the City of Fort Lauderdale (CAO) will provide construction audit services for these three projects. The CAO is entrusted to review and approve all pay applications and/or other related contract issues for the duration of the construction contract. Also, the CAO will evaluate all additions, substitutions and changes prior to implementation.

As indicated, the CAO requires support to have an audit presence throughout the construction process to ensure that contract terms are fulfilled, that the City receives exactly what it is paying for as well as to mitigate against cost overruns and unidentified risks and potential fraud. The support services are not meant to provide inspection services nor to determine quality of materials or design but rather to provide a constant oversight presence during the construction phase.

To provide the requested services, CSA proposes to be on site regularly, attend all contractor and city construction meetings, inspections and all other construction events, review the “pencil copy”



monthly pay estimates as well as the supporting source documents at contractors' offices for all pay estimates. As such, CSA proposes to have a team of one (1) Senior Project Manager (Mr. Ernesto Marin) as well as one (1) Senior Construction Manager (Mr. Luis Osella) to provide the services on a Full Time Basis ramping up in the initial months of the overall project timeline and ramping down towards the end of the projects. This team would be overseen by our proposed Principal In Charge and supported by a multi-disciplinary team of professionals available on an as-needed basis for which an allowance fee has been included in the cost proposal. The preliminary timeline of the proposed projects is presented below:

2017			2018				2019			
Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Las Olas Boulevard Corridor Improvement Project – Phase 1: Parking Garage										
			Las Olas Boulevard Corridor Improvement Project - Phase 2							
Aquatics Center Improvements (Design-Build)										

CSA expects the City to provide a working office in the Construction Project in order to have a daily physical presence in the Project by our Proposed Senior CM.

It should be noted that the CSA Proposed Core Team has over a decade of experience working together in complex construction projects and over three decades of individual experience. Their experience gained in distressed construction projects will provide an added value to the City of Fort Lauderdale.

Through our years of experience providing similar services to various public agencies, CSA has developed a process that has resulted in excellent results for our clients. The two main ingredients of our process are planning and communication; and we believe these two ingredients, coupled with our experienced and proactive project management team, will result in the successful completion of all audit work assigned to our care.

CSA proposed services are summarized as follows:

- Construction Audits
 - Cost management
 - Risk identification and management

- Financial control
- Identify and minimize overcharges on the project
- Reduce litigation risk through better project control and information
- Other Audit Processes (for design as well as construction contracts)
 - Test and monitor controls per the base contract and applicable amendments
 - Review payment applications
 - Test for contract compliance
 - Test and evaluate change orders
 - Identify potential overcharges and recommend action to the Owner
 - Recommend control improvements during the audit process
 - Site visits
 - Payment application, processing and administration
 - Labor hours, wages and/or stipulated rates charged to the project
 - Labor burden costs including benefits, unemployment insurance, workers' compensation and other elements charged to project
 - Accounting systems (e.g. payroll audits, rates, cost segregation and overhead)
 - Overhead rates and/or labor multipliers
 - Materials and equipment costs
 - Procurement of subcontractors
 - Subcontractors' cost charged to project
 - Contingency usage
 - Change order processes and controls
 - Contractor owned equipment rentals/small tools and other construction costs
 - General liability, commercial auto liability and other insurance costs
 - Home office overhead costs
 - Fees and mark-ups of any kind
 - Bond expenses
 - Permit expenses
 - Verification of proper sales and use tax charges
 - Allowable and unallowable cost reviews
 - Project closeout
- Provide construction oversight since day one of each construction contract
- Support during the procurement process
- Evaluation of Quality Assurance/ Quality Control processes from the Contractor
- Oversight of services provided by the City's Inspection Team
- Validate that all environmental considerations of the Project(s) are executed according to plans
- Validate that all Maintenance of Traffic (MOT) of the Project(s) are executed according to plans

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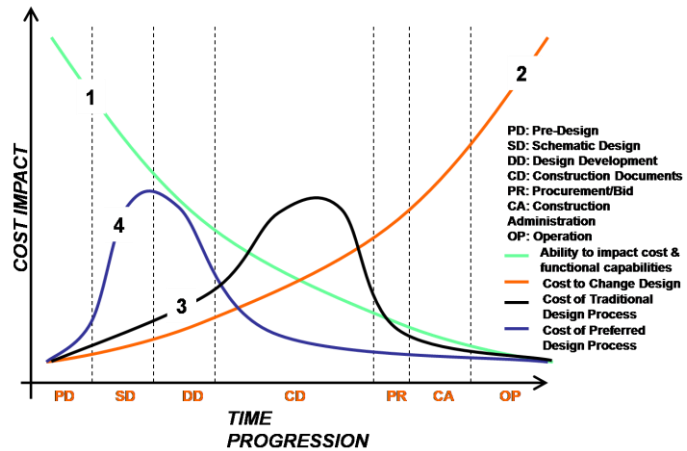
- Compliance with Critical Path Method (CPM) schedule by the Contractor on a Monthly Basis. In case of deviations, discuss with the Contractor remedial action plans
- Evaluation of Construction Change Orders along with CAO, Inspector and Design Architect/Engineer
- Risk Analysis for the execution of the Project(s). Based on CSA's proposed team experience, a Risk Analysis Matrix would be developed at the onset of the Project(s) to identify mitigation procedures with the CAO and the Contractor.

Possibly the most important component necessary for any firm to succeed in the execution of these Project(s) is the possession of a high level of empathy toward the community. CSA understands and shares the City's goal of delivering projects for the benefit of its citizens, while simultaneously controlling quality and costs. We have put into practice this understanding while executing our previous services to the City, and it is precisely our understanding and empathy toward the community that has led us to identify several key elements necessary to the success of this program. They include:

- **Quality of Construction:** the quality of construction translates directly into satisfactory services, durability, and low maintenance costs. Our proposed team has the necessary skills and direct hands on knowledge that will allow the application of quality standards on all the proposed projects. Our track record reflects consistent enforcement and the achievement of an exceptional level of quality in the design and construction projects we have delivered to the City.
- **Safety to the Community:** the safety of anybody entering the construction area is and always will be the team's top priority. Our Core Team will provide oversight to the Contractor and Inspection Team to have proven mastery of all work zone traffic and construction safety procedures. This expertise is vital, and will promote a proactive role in avoiding risks to the public, as well as to all workers involved in the program.
- **Minimal Impact to the Public:** the public demands efficient solutions with minimal inconvenience and impact to their daily lives. Whether it's our sensitivity to the tourism population, our ability to help minimize disruption to the flow of traffic, or our strict adherence to all security and safety regulations, we know that the improvements to the community must take place with the most minimal impact and inconvenience to the public. Balancing the economy and quality of any public construction project, maintaining safety and security, and minimizing disruptions to public life is a challenge that should not be left to the Contractor and A/E team to tackle.
- **Communication:** We know that the proper way to address these key elements is through effective team work and clear communications... and we've already put into practice this knowledge on past projects throughout the City of Fort Lauderdale, and for municipalities across the US and Latin America. Our experience tells us that the success of any project cannot rely on the individual actions of the auditor, designer, CEI Consultant, City's



representative, or Contractor alone, but on the effective teamwork approach to the project and in the advance problem solving capabilities that come from an experienced team of professionals. Only through this joint effort, are we able to ensure safety, quality and the timely completion of all projects. the decision making process must be sound and swift, and CSA Group will build on the already existing working relationship between our firm, the City, and any additional contractors through open lines of communication, prompt and candid discussion of challenges, and clear leadership for conflict resolution.



CSA is actively involved in advancing best practices within the construction industry, and adheres to the principles and standards of the Construction Industry Institute (CII), a consortium of leading owner, engineering-contractor, and supplier firms from both, the public and private arenas. These organizations have joined together to enhance the business effectiveness and sustainability of the capital facility life cycle through CII research, industry alliances, and related initiatives. CII is unique in the engineering and construction industry, providing a wealth of state of the art knowledge, best practices, and professional standards and procedures to its engineering and construction professionals and organizational membership. CSA offers its clients a select group of professionals that allows CSA to provide a one-stop, turnkey solution to clients' needs, or any other configuration of staff expertise and services needed.

CSA has a comprehensive in-house Project Controls unit, including schedulers and cost estimators, thus having professional staff dedicated to assisting construction managers in maintaining projects on time and within budget. The CSA team is knowledgeable of the project controls requirements from chartering a new project, cost tracking, Primavera schedules and resources tracking, to change control procedures.

For the audit of these Project(s), CSA proposes to use Primavera software to monitor the Contractor's schedule, Microsoft Sharepoint with online access to the City of Fort Lauderdale to perform all document management support and AutoCAD/Revit 2017 to review design plans.

Our proposed Core Team (Dr. Melgarejo, Mr. Marin and Mr. Osella) are currently completing a previous assignment and would be completely available to start on these projects once a Notice to



City of Fort Lauderdale

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Proceed (NTP) is received. Our support team is generally approximately 60 to 80% utilized. Thus, they would be available to provide support on an as-needed basis once the NTP is received.

CITY OF FORT LAUDERDALE



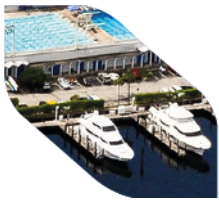
REFERENCES



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4 References

Reference No. 1 - Port Of Miami Tunnel Operations & Maintenance Performance Monitoring Consultant

- CLIENT INFORMATION:
Leonard Salazar, P.E.
Asset Maintenance Project Manager
Florida Department of Transportation
District 6 – Maintenance Office
1000 NW 111th Avenue
Miami, Florida 33172
(305) 470-5498
Email: Leonard.Salazar@dot.state.fl.us

Reference No. 2. Sun Guide ITS Building

- CLIENT INFORMATION:
FDOT District 6
Mario Cabrera
District Construction Engineer
Florida Department of Transportation
District 6
1000 NW 111th Avenue
Miami, Florida 33172
305-640-7443
Mario.Cabrera@dot.state.fl.us

Reference No. 3. Sports For Hope Olympic Centre - Haiti

- CLIENT INFORMATION:
Christophe De Kepper
Director General
IOC
1007 Chateau d Vidy
Lausanne, Switzerland
Tel: 41 21 621 6111
Fax: 41 21 621 6216

MINORITY/WOMEN (M/WBE) PARTICIPATION



City of Fort Lauderdale

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5 Minority/Women (M/WBE) Participation

CSA Central, Inc. (CSA) is registered to conduct business in Florida and is certified as a Corporate Plus Minority Business Enterprise (MBE) by the National Minority Supplier Development Council (NMSDC). The NMSDC Corporate Plus certification recognizes companies that have the capability to do business on a national level, have a proven track record of performance and can provide top quality products and services.

SUBCONTRACTORS



City of Fort Lauderdale

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6 Subcontractors

CSA is a full service project delivery firm and has the capabilities to provide all services for this contract in-house. At the City’s discretion, our team is ready and able to coordinate sub-consultant agreements with those firms which the City feels would bring value to this effort.

CONSTRUCTION CONTRACT AUDIT SERVICES



REQUIRED FORMS

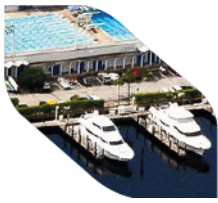


City of Fort Lauderdale

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7 Required Forms

7.1 Proposal Certification

STATEMENT OF QUALIFICATION CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) CSA Central, Inc.

Address: 8200 NW 41st Street, Suite 305, Doral, FL 33166

City: Doral State: FL Zip: 33166

Telephone No. 305-461-5484 FAX No. 305-461-5434 Email: rleon@csagroup.com

Does your firm qualify for MBE or WBE status: MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued
1	March 27, 2017		

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. If this section does not apply to your bid, simply mark N/A. If submitting your response electronically through BIDSYNC you must click the exception link if any variation or exception is taken to the specifications, terms and conditions.

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, hereby agrees that in no event shall the City's liability for respondent's indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of five hundred dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Roberto Leon, P.E.
Name (printed)


Signature

April 10, 2017
Date:

Senior Vice President
Title

Revised 4/15/15

ADDENDUM NO. 1

RFP No. 571-11919

TITLE: Construction Contract Audit Services

ISSUED: March 27, 2017

This addendum is being issued to make the following change(s):

1. Section 3.2 Scope of Services: 1st paragraph has been replaced and shall now read:

The CAO is the contract manager for this construction services audit engagement; as such, the CAO contract manager will review and approve all pay applications and/or other related contract issues for the duration of the contract for the selected firm. Additionally, the Scope of Services does not delineate every detail and minor work tasks required to be performed; any and all additions, substitutions and changes must be discussed with the CAO contract manager prior to implementation.


The concept for this engagement is to have an audit presence throughout the construction process to ensure that contract terms are fulfilled, that the City receives exactly what it is paying for, to mitigate against cost overruns, unidentified risks and potential fraud, it is not to determine quality of materials or design, etc. The selected firm will be required, at a minimum, to be on site regularly, attend all contractor and city construction meetings, inspections and all other construction events, review the "pencil copy" monthly pay estimates as well as the supporting source documents at contractors' offices for all pay estimates.

All other terms, conditions, and specifications remain unchanged.

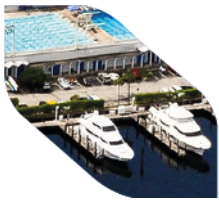
AnnDebra Diaz, CPPB
Senior Procurement Specialist

Company Name: CSA Central, Inc.

(please print)

Bidder's Signature:  _____

Date: 4-10-2017



7.2 Non-Collusion Statement

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

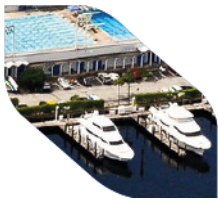
3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
_____	_____
_____	_____
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.



7.3 Local Business Preference (LBP)

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

- (1) _____
Business Name is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
- (2) _____
Business Name is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
- (3) _____
Business Name is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
- (4) _____
Business Name requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
- (5) _____
Business Name requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
- (6) CSA Central, Inc.
Business Name is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.

BIDDER'S COMPANY: CSA Central, Inc.

AUTHORIZED COMPANY PERSON: Roberto Leon, P.E. [Signature] April 10, 2017
NAME SIGNATURE DATE

October 25, 2013



7.4 Contract Payment Method

CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.

Please indicate which credit card payment you prefer:

Master Card

Visa Card

Company Name: CSA CENTRAL, INC.

FREDERICK BIRFORD
Name (printed)

[Handwritten Signature]
Signature

4/6/12
Date:

ENP
Title

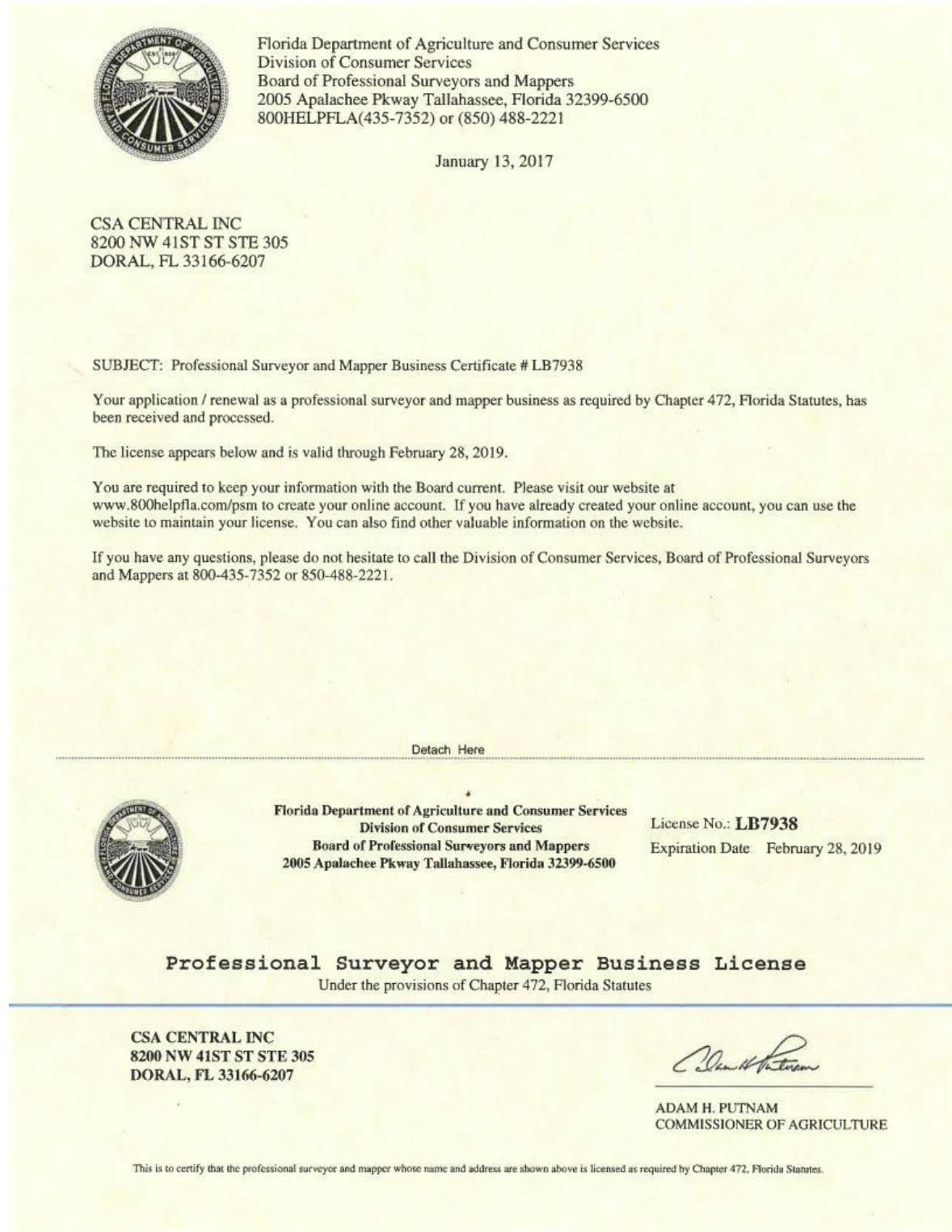


7.5 Sample Insurance Certificate

ACORD®		CERTIFICATE OF LIABILITY INSURANCE		DATE(MM/DD/YYYY) 3/15/2017		
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER Hub International Northeast Limited -NY 1065 Avenue of the Americas/ 5 Bryant Park New York NY 10018			CONTACT NAME: PHONE (Int. No. Ext.): 212-338-2000 FAX (Int. No.): 212-338-2100 EMAIL ADDRESS: info@hubinternational.com			
INSURED CSA Holdings, Inc. CSA Central, Inc. 8200 NW 41st Street, Suite 305 Doral, FL 33166-6207			INSURER(S) AFFORDING COVERAGE INSURER a: Hartford Casualty Insurance Company 29424 INSURER b: Trumbull Insurance Company 27120 INSURER c: The Hartford INSURER d: Market American Insurance Company 28932 INSURER e: INSURER f:			
<p>COVERAGES CERTIFICATE NUMBER: 933047168 REVISION NUMBER:</p> <p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>						
DESCRIPTION	TYPE OF INSURANCE	AUTO SUBR (INSR) (VDR)	POLICY NUMBER	POLICY EFF. (MM/DD/YYYY)	POLICY EXP. (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> COEJL <input type="checkbox"/> GEN. AGGREGATE LIMIT APPLICABLE PER POLICY <input type="checkbox"/> COEJL <input checked="" type="checkbox"/> COEJL <input type="checkbox"/> OTHER:		00UNJ40262	2/23/2016	7/2/2017	ENG. OCCURRENCE \$1,000,000 CONTRACTORS \$300,000 MED. EXP./Anyone present \$5,000 PERSONAL & ADV. INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMPROMISE \$2,000,000 \$
B	<input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS <input checked="" type="checkbox"/> IRRED. AUTOS <input type="checkbox"/> SOLELY OWNED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		00UNJ40262	2/23/2016	7/2/2017	COMBINED SINGLE LIMIT (Per accident) \$1,000,000 BODILY INJURY (Per accident) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB <input checked="" type="checkbox"/> COEJL <input checked="" type="checkbox"/> CLAIMS MADE <input checked="" type="checkbox"/> COEJL \$1,000,000		00XHUH28191	2/23/2016	7/2/2017	ENG. OCCURRENCE \$1,000,000 AGGREGATE \$1,000,000 \$
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/OWNER EXCLUDED? (Mandatory in NJ) YES, describe under DESCRIPTION OF OPERATIONS below <input type="checkbox"/> Y/N <input checked="" type="checkbox"/> N/A		00WBAS1662	2/23/2016	7/2/2017	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER EMP. ACCIDENT \$1,000,000 EMP. DISEASE - EMPLOYEES \$1,000,000 EMP. DISEASE - POLICY LIMIT \$1,000,000
D	PROFESSIONAL LIABILITY		MAXA7PL0001315	7/2/2016	7/27/2017	Limit: \$5,000,000 Aggregate: \$5,000,000 Retention: \$50,000
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) FOR EVIDENCE PURPOSES ONLY						
CERTIFICATE HOLDER FOR EVIDENCE PURPOSES ONLY				CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 		



7.6 Business License



Florida Department of Agriculture and Consumer Services
Division of Consumer Services
Board of Professional Surveyors and Mappers
2005 Apalachee Pkway Tallahassee, Florida 32399-6500
800HELPFLA(435-7352) or (850) 488-2221

January 13, 2017

CSA CENTRAL INC
8200 NW 41ST ST STE 305
DORAL, FL 33166-6207

SUBJECT: Professional Surveyor and Mapper Business Certificate # LB7938

Your application / renewal as a professional surveyor and mapper business as required by Chapter 472, Florida Statutes, has been received and processed.

The license appears below and is valid through February 28, 2019.

You are required to keep your information with the Board current. Please visit our website at www.800helpfla.com/psm to create your online account. If you have already created your online account, you can use the website to maintain your license. You can also find other valuable information on the website.

If you have any questions, please do not hesitate to call the Division of Consumer Services, Board of Professional Surveyors and Mappers at 800-435-7352 or 850-488-2221.

Detach Here



Florida Department of Agriculture and Consumer Services
Division of Consumer Services
Board of Professional Surveyors and Mappers
2005 Apalachee Pkway Tallahassee, Florida 32399-6500

License No.: **LB7938**
Expiration Date: February 28, 2019

Professional Surveyor and Mapper Business License

Under the provisions of Chapter 472, Florida Statutes

CSA CENTRAL INC
8200 NW 41ST ST STE 305
DORAL, FL 33166-6207

ADAM H. PUTNAM
COMMISSIONER OF AGRICULTURE

This is to certify that the professional surveyor and mapper whose name and address are shown above is licensed as required by Chapter 472, Florida Statutes.



Florida Board of Professional Engineers
2639 North Monroe Street, Suite B-112
Tallahassee, FL 32303-5268

CSA Central, Inc.
8200 NW 41ST STREET
DORAL, FL 33166

Each licensee is solely responsible for notifying the Florida Board of Professional Engineers in writing the licensee's current address.

Name changes require legal documentation showing name change. An original, a certified copy, or a duplicate of an original or certified copy of a document which shows the legal name change will be accepted unless there is a question about the authenticity of the document raised on its face, or because the genuineness of the document is uncertain, or because of another matter related to the application.

At least 90 days prior to the expiration date shown on this license, a notice of renewal will be sent to your last known address. If you have not yet received your notice 60 days prior to the expiration date, please call (850) 521-0500, or write, Florida Board of Professional Engineers, 2639 North Monroe Street, Suite B-112, Tallahassee, FL 32303-5268 or e-mail: board@fbpe.org. Our website address is <http://www.fbpe.org>.

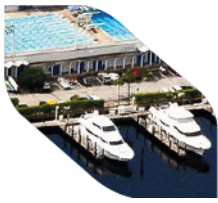
State of Florida
Board of Professional Engineers
Attests that
CSA Central, Inc.




Is authorized under the provisions of Section 471.023, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.

Expiration: 2/28/2019
Audit No: 228201900406 R

CA Lic. No:
28096



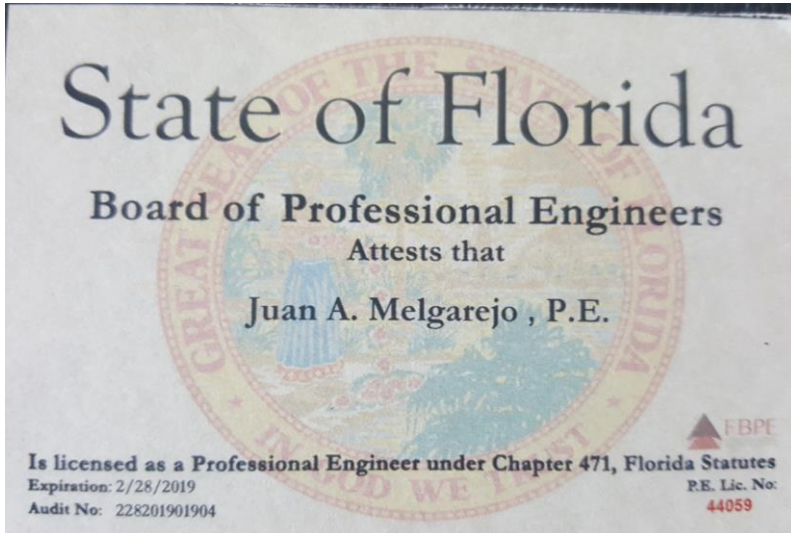
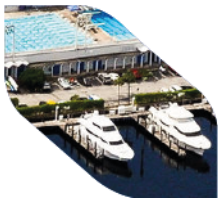
Print all related licenses.

Licensee

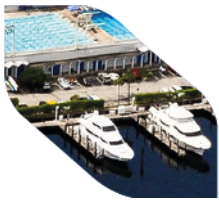
Name: **CSA CENTRAL, INC.** **License Number:** **26001629**
Rank: **Architect Business** **License Expiration Date:** **02/28/2019**
Primary Status: **Current** **Original License Date:** **05/29/2008**

Related License Information

License Number	Status	Related Party	Relationship Type	Relation Effective Date	Rank	Expiration Date
93912	Current, Active	LUACES, JORGE R	Responsible Supervisor	01/10/2013	Architect	02/28/2019
93912	Current, Active	LUACES, JORGE R	Qualifying Architect	01/10/2013	Architect	02/28/2019



2017 CONSTRUCTION CONTRACT AUDIT SERVICES



7.7 Cost Proposal

As indicated in the RFP, the cost proposal is submitted in a separate sealed packet/envelope.



CSA Group supports
all green initiatives.
Please recycle.