

**AMENDMENT NO.3
TO PROFESSIONAL SERVICES AGREEMENT FOR
PROJECT AND CONSTRUCTION MANAGEMENT SERVICES
FOR THE
SR-91 CORRIDOR IMPROVEMENT PROJECT**

1. PARTIES AND DATE

This Amendment No. 3 to the Agreement for project and construction management services is made and entered into as of this _____ day of _____, 2013, by and between the RIVERSIDE COUNTY TRANSPORTATION COMMISSION ("Commission") and PARSONS TRANSPORTATION GROUP, INC., an Illinois corporation ("Consultant").

2. RECITALS

- 2.1 The Commission and the Consultant entered into an agreement, dated October 14, 2009, for the purpose of providing project and construction management services for the State Route 91 Corridor Improvement Project (the "Master Agreement") for a maximum not to exceed ("NTE") amount of \$35,539,299. The Commission Board of Directors' ("Commission Board") approval of the relevant agenda item also included approval of a contract contingency amount of \$4,260,701 to address additional, unanticipated scope and-or costs.
- 2.2 The Commission authorized the Consultant to proceed with the Services associated with the Master Agreement, and additional unanticipated work, using Limited Notices to Proceed (LNTPs).
- 2.3 LNTP No. 5, on file at the offices of the Commission, authorized the provision of additional Services, subject to the terms of the Master Agreement, and the release of Commission Board approved contingency funds for such Services in the amount of \$3,564,378. LNTP No. 5 increased the NTE value of the Master Agreement, including all prior LNTP's, to \$39,103,677.
- 2.4 The Commission and the Consultant entered into an Amendment No. 1 to the Master Agreement, dated as of July 3, 2012, in order to amend the Master Agreement, consistent with LNTP No. 6, by amending the Scope of Services of the Master Agreement to include additional Project Management, Planning and Design, Tolling and Operations, Contracts and Procurement, Contract Administration, and Construction Management Services required to: 1) complete and issue the Request for Proposal (RFP), 2) receive, evaluate and make a recommendation for award of a

Design Build Contract, 3) and issue a Notice to Proceed for the State Route 91 Corridor Improvement Project, by including a Schedule of Services for the additional Services, and by providing compensation for the additional Services in the amount of \$18,434,545, and to include certain additional terms to the Master Agreement related to attorney-client privilege and subpoenas and court orders. Amendment No. 1 increased the NTE value of the Master Agreement to \$57,538,222.

- 2.5 The Commission and the Consultant entered in an Amendment No. 2 to the Master Agreement, dated as of March 18, 2013, in order to add services within the scope of the original procurement, including, but not limited to, right of way architectural and engineering mitigation services, to amend the indemnification provision and to provide additional compensation for the additional services in the amount of \$1,760,000. Amendment No. 2 increased the NTE value of the Master Agreement, including all prior amendments, to \$59,298,222.
- 2.6 The Commission and the Consultant now desire to amend the Master Agreement in order to extend the term of the Master Agreement, to include the Phase 2 Services, as that term is generally described in the Master Agreement, to include a new Phase 2 Scope of Services and Schedule of Services, to provide additional compensation for the Phase 2 Services, and to include certain additional terms to the Master Agreement applicable to Phase 2.

3. TERMS

- 3.1 The term of the Master Agreement, as set forth in Section 3.3 of the Master Agreement, is hereby extended through March 31, 2018.
- 3.2 The Commission hereby exercises its option, as set forth in the Master Agreement, to add the Phase 2 Services to the Master Agreement pursuant to this Amendment No. 3. Consultant shall not commence the Phase 2 Services until Consultant has complied with the insurance requirements for Phase 2, as set forth in the Master Agreement.
- 3.3 Exhibit "A" of the Master Agreement entitled "Scope of Services" shall be amended to add the following Services, as that term is defined in the Master Agreement, for Phase 2: Project management and administration, design and construction oversight and quality assurance (QA), right-of-way (ROW) acquisition and relocation, utilities coordination and oversight, contract administration, cost and schedule control and reporting, and toll systems management and operations and maintenance planning, including toll system testing and start-up. The foregoing and any additionally required Phase 2 Services are set forth in detail in Exhibit "A-2" attached to this Amendment No. 3 and incorporated herein by reference.

- 3.4 Exhibit "B" of the Master Agreement entitled "Schedule of Services" shall be amended and revised to add the Phase 2 Schedule, as set forth in Exhibit "B-2" attached to this Amendment No. 3 and incorporated herein by reference.
- 3.5 Exhibit "C" of the Master Agreement entitled "Compensation and Payment" shall be amended to include the additional costs for the Phase 2 Services, as set forth in Exhibit "C-2" attached to this Amendment No. and incorporated herein by reference.
- 3.6 The maximum compensation to be provided under this Amendment No. 3 for Phase 2 shall not exceed \$81,410,793, unless otherwise approved in writing by the Executive Director.
- 3.7 The maximum NTE value of the Master Agreement, as previously amended and as amended by this Amendment No. 3, is \$140,709,015.
- 3.8 The parties hereto acknowledge and agree that all provisions applicable to Phase 2 and the Phase 2 Services, as set forth in the Master Agreement, shall apply to the Services to be performed pursuant to this Amendment No. 3.
- 3.9 Section 3.6 of the Master Agreement, regarding key personnel, is hereby amended to include the following:

The key personnel for Phase 2 are as follows:

Jeff Fielder - Parsons (Project Manager)
Robert Ostermiller - Parsons (Deputy PM)
Cheryl Donahue - Arellano (Public Outreach Manager)
Richard Huang - Parsons (Design Manager)
Eric Glibbery - Parsons (Construction Manager)
Joey Mendoza - OPC (Right-of-Way Manager)
Vicky Cook - OPC (Right-of-Way Dep. Manager)
Ray Wright - Parsons (Tolling & Operations Manager)
Mike Wuflestad - Parsons (Contracts Manager)
Tom Bell - Parsons (Project Controls Manager)

- 3.10 The Master Agreement is hereby amended to include, as a second paragraph of Section 3.21, titled "Safety", the following provision regarding the safe operation of vehicles:

Pursuant to the authority contained in Section 591 of the Vehicle Code, the Commission has determined that the Project contains areas that are open to public traffic. Consultant shall comply with all of the requirements set forth in Divisions 11, 12, 13, 14, and 15 of the Vehicle Code. Consultant shall take all reasonably necessary precautions

for safe operation of its vehicles and the protection of the traveling public from injury and damage from such vehicles.

Any subcontract or amendment to any subcontract entered into following the effective date of this Amendment No. 3 shall include the above requirement, if applicable.

- 3.11 The Master Agreement is hereby amended to include, as a new Section 3.41, the following provision regarding claims filed by the Commission's design-build contractor:

"3.41 Claims Filed by Design-Build Contractor.

3.41.1 If claims are filed by the Commission's design-build contractor for the Project ("Design-Build Contractor") relating to work performed by Consultant's personnel, and additional information or assistance from the Consultant's personnel is required by the Commission in order to evaluate or defend against such claims; Consultant agrees to make reasonable efforts to make its personnel available for consultation with the Commission's construction contract administration and legal staff and for testimony, if necessary, at depositions and at trial or arbitration proceedings.

3.41.2 Consultant's personnel that the Commission considers essential to assist in defending against Design-Build Contractor claims will be made available on reasonable notice from the Commission. Consultation or testimony will be reimbursed at the same rates, including travel costs that are being paid for the Consultant's personnel services under this Agreement.

3.41.3 Services of the Consultant's personnel and other support staff in connection with Design-Build Contractor claims will be performed pursuant to a written contract amendment, if necessary, extending the termination date of this Agreement in order to finally resolve the claims.

3.41.4 Nothing contained in this Section 3.41 shall be construed to in any way limit Consultant's indemnification obligations contained in Section 3.19. In the case of any conflict between this Section 3.41 and Section 3.19, Section 3.19 shall govern. This Section 3.41 is not intended to obligate the Commission to reimburse Consultant for time spent by its personnel related to Design-Build Contractor claims for which Consultant is required to indemnify and defend the Commission pursuant to Section 3.19 of this Agreement.

Any subcontract or amendment of any subcontract entered into following the effective date of this Amendment No. 3 in excess of \$25,000 shall include the above requirements.

- 3.12 Consultant shall comply with the Disadvantaged Business Enterprise (“DBE”) program and with the DBE goals as set forth in the Master Agreement for the Phase 2 Services, provided that Exhibit “D” of the Master Agreement is hereby amended to delete the references to Underutilized Disadvantaged Business Enterprises or UDBEs, and all provisions related thereto. The race conscious DBE goal set forth in Exhibit “D” of the Master Agreement shall no longer exclude Subcontinent Asian and Hispanic Males.
- 3.13 The Master Agreement is hereby amended to include, as a new Section 3.42, the following provision regarding employment adverse to the Commission:
- 3.42 Employment Adverse to the Commission. Consultant shall notify the Commission, and shall obtain the Commission’s written consent, prior to accepting work to assist with or participate in a third-party lawsuit or other legal or administrative proceeding against the Commission during the term of this Agreement.
- 3.14 The Recitals set forth above are true and correct and are incorporated into this Amendment No. 3 by reference as though fully set forth herein.
- 3.15 Except as amended herein, all provisions of the Master Agreement, as previously amended, including without limitation the indemnity and insurance provisions, shall remain in full force and effect and shall govern the actions of the parties under this Amendment No.3.

[Signatures on following page]

**SIGNATURE PAGE
TO
AGREEMENT NO. 09-31-081-02**

IN WITNESS WHEREOF, the parties hereto have executed this agreement on the date first herein above written.

**RIVERSIDE COUNTY
TRANSPORTATION COMMISSION**

**PARSONS TRANSPORTATION GROUP,
INC.**

By: _____
Karen S. Spiegel, Chair

Signature

Name

Title

APPROVED AS TO FORM:

ATTEST:

By: _____
Best Best & Krieger LLP
General Counsel

By: _____
Its: Secretary

EXHIBIT "A-2"

PHASE 2 SCOPE OF SERVICES

[Attached behind this page]

EXHIBIT “A-2”

SCOPE OF WORK

Parsons Transportation Group Inc. (Parsons) Scope of Services to be performed under Phase 2 of the Project and Construction Management Services Agreement No. 09-31-081-00 (Contract) for the SR-91 Corridor Improvement Project (Project) are for activities associated with Project management and administration, design and construction oversight and quality assurance (QA), right-of-way (ROW) acquisition and relocation, utilities coordination and oversight, Contract administration, cost and schedule control and reporting, and toll system management and operations and maintenance planning, including toll system testing and start-up.

These Phase 2 services are generally scheduled to commence with receipt by the Design-Build Contractor (Design-Builder) of their Notice to Proceed #1 (NTP1) and #2 (NTP2), for final design and construction, and end following Project Completion and Project Closeout as provided under the Design-Build Contract. These dates, as currently planned, are from June 2013 to March 2018.

The Scope of Services is based on the original Agreement negotiated and executed on October 14, 2009, between Parsons and the Riverside County Transportation Commission (RCTC), and it has subsequently been collaboratively refined based on the experience and knowledge gained through the Project Development Phase of the Project. This refined Scope of Services for the Project, of which the budget estimate has been based, is presented by Project Work Breakdown Structure (WBS) Task category below.

Following the narrative WBS Task discussion of the Scope of Services are two additional presentations:

- The Scope Responsibility Matrix, which identifies the firm affiliations of the Project and Construction Management (PCM) team members that are participating in each of the Scope of Services tasks; and
- The Scope of Services Deliverables matrix, which identifies the major deliverables for each of the task categories.

I. PHASE 2 – PROJECT OVERSIGHT AND MANAGEMENT

A. Task 100 – Project Management

Provide leadership and management of all Contract responsibilities relating to the successful delivery of the Project from NTP2 through final Project Closeout. These Contract responsibilities include activities related to the overall management and administration of the Project, including oversight of the activities of the Design-Builder and Systems Integration contracts further defined as follows:

- 4.01 Project Management - provide general day-to-day management and Contract oversight of the Project. This includes the identification and allocation of staffing resources to accomplish specific tasks; the proper integration and coordination of functional disciplines and their roles and responsibilities; primary point of contact with RCTC on all Project and Contract-related matters; and attendance at meetings for coordination of Project activities and Deliverables with the Design-Builder, Systems Integrator, and stakeholder entities associated with the Project. Provide small team of senior, experienced staff to ensure a seamless, efficient, effective, and timely implementation in the first six months of the Phase 2 services.
- 4.02 Project Administration - provide administrative personnel and perform general office management and administration at the co-located office for Client personnel. Administrative responsibilities will include scheduling meetings; preparing meeting agendas, minutes, and action items; providing Project standards and templates for Project communications; instituting specific Project initiatives; coordinating and communicating Project travel requirements of Project personnel; and general office support for Client, California Department of Transportation (Caltrans), Federal Highway Administration (FHWA), and other technical and administrative disciplines.
- 4.03 Project Safety - provide oversight of the Design-Builder and Systems Integrator's design and construction practices for compliance with their Safety Plan, as well as compliance with all Federal, State, and Local agencies and jurisdictions. Oversee implementation of the safety training by the Design-Builder and Systems Integrator for all Project staff, and provide training to office staff as required; track Design-Builder and Systems Integrator's proper investigation and reporting of accidents; and monitor the provision of proper safety personnel protective equipment to all Design-Builder and Systems Integrator personnel, and other Project personnel as required. Safety oversight includes:
- Work with Caltrans to merge their budgeted safety responsibilities with RCTC and Parsons, and build one effective safety oversight program for the Project. Establish roles and responsibilities, as well as all necessary oversight and reporting requirements.
 - Provide safety, design, and construction management and personnel who will be responsible for overseeing the Design-Builder and Systems Integrator

safety practices by reviewing design and inspecting all Project construction activities for compliance.

- Monitor compliance of Design-Builder and Systems Integrator with the Occupational Safety and Health Administration (OSHA), Caltrans, RCTC, and local jurisdiction requirements.
- Regularly document or require documents by Design-Builder and Systems Integrator of safety meetings with set agenda as conducted by Design-Builder and Systems Integrator to document safety understanding and compliance.
- Oversee the investigation of accidents, report to RCTC, and recommend corrective actions to reduce risks and reoccurrence.
- Provide and implement a Project oversight site safety plan and provide safety training, as required, for all oversight and management personnel on the Project. Provide hard hats and safety vests for all construction management personnel who will be working on the Project site.

4.04 Quality Assurance

- Prepare and/or maintain Project design and construction QA manuals defining the requirements of RCTC and Caltrans oversight of Design-Builder's design and construction activities and their compliance with their quality management plans.
- Provide periodic review by Parsons QA Manager auditing compliance of the RCTC QA program providing oversight of the Design-Builder's QA/quality control (QC) program. This will include coordinating with Caltrans District 8 QA oversight personnel in reviewing Project personnel compliance to the program requirements. Issue audit findings to Project management personnel.
- In addition, provide related policies, plans, procedures, and manuals necessary to meet Parsons and RCTC's obligations on the Project as required for Project management purposes, as well as for meeting the requirements of FHWA and Caltrans. These plans, procedures, and manuals include the FHWA Project Management Plan (PMP), Project finance plan support, Project administration, Contract administration, and document management, among others.

4.05 Public Outreach - provide public and government relations and communications support to RCTC during the Design-Build Phase of the Project. This support is associated with RCTC's role and responsibilities with

respect to public relations for the Project and in overseeing compliance to the public relations and communications requirements of the Design-Builder and Systems Integrator, as required. These activities include:

- Preparation and maintenance of the Public Outreach Plan, including providing orientation to Project and Commission personnel as appropriate and needed.
- Attendance at public meetings/hearings and community group speaker bureaus/presentations, including the preparation of presentation materials.
- Prepare and distribute, as directed by RCTC Project, brochures, fact sheets, branding, messaging, and other necessary communication and collateral materials to support RCTC's communications obligation and requirements with the agencies and communities.
- Lead and/or participate in regularly scheduled public outreach-specific and certain technical work group and preconstruction and construction-related meetings with RCTC and with Design-Builder and Systems Integrator personnel. Prepare for meetings, as required, to properly organize or support each meeting event.
- Coordinate and support ROW activities and communications, as warranted, to mitigate agency and public concerns in property acquisition and relocation activities.
- Oversee operations and maintenance of the Project Helpline by the Design-Builder and ensure that responses and actions required of the Design-Builder are carried out per Contract requirements. Respond to agency-directed questions and issues received through the Helpline as needed.
- Oversee, monitor, and cooperate in business support meetings by the Design-Builder, and organize and prepare for such meetings, as requested by RCTC, to support the Project's efforts to mitigate issues and disruptions to local businesses due to construction activities.
- Support RCTC in preparing and organizing for media events and governmental relations activities, including news organizations and media and elected officials.
- Prepare and organize, in support of RCTC, special events such as "ribbon cuttings" and "ground-breaking" ceremonies.
- Plan, organize, prepare, and implement in cooperation with RCTC Tolloed Express Lanes opening marketing and sales programs, including media events, marketing materials promotions, and education programs. Develop a Tolloed Express Lanes opening business plan.

- Provide reports, meeting organization materials, tables, data, and other forms of communications to present or document activities on the public outreach efforts.
- Maintain a database record of all public outreach contacts and responses.
- Provide support for, and oversee operations and maintenance of, any efforts to use emerging electronic technology and social media.

4.06 Project Support

- Participate in the review of insurance claims involving incidents as it affects RCTC and provide analyses, identify means to mitigate or resolve, and make recommendations for action by RCTC.
- Identify, arrange, and coordinate, in cooperation with the Design-Builder, a firm to provide Partnering services between the Design-Builder, Systems Integrator, RCTC, and other stakeholder agencies to best facilitate the cooperation and relations between parties in meeting the Project objectives. Partnering sessions shall be a minimum of 2 per year over a 3-year period.
- Prior to the start of final design and construction, organize, schedule, and conduct a Pre-Design and Construction Conference that includes select agencies that will be participating in the Project, as well as the Design-Builder and Systems Integrator, in communicating to them the approach and plan to design and construct the Project by the Design-Builder.
- Identify, define, and implement key Project initiatives that will benefit RCTC and the Project by improving work processes and reducing Project costs and resource requirements.
- Schedule, coordinate, and/or attend meetings, as required, and provide all necessary meeting materials (i.e., agendas, minutes, action items, reports, and documents) necessary to support the Project management activities.

4.07 Right of Way Mitigation Services

- Provide management oversight and administrative support of the A/E services for the design, permitting and construction document preparation for "complex" and "moderate" property construction mitigation.
- Provide design, specifications, permitting and procurement support for the "complex" and "moderate" property facility modifications.
- Provide design services during construction of the "complex" and "moderate" property mitigation work, including responding to field design issues and RFI's.

Deliverables	Date
Design-Build Collateral Materials	Various
Ground-Breaking Ceremony	TBD
Toll Facility Collateral Materials	TBD
Project Communications Templates	Various
Ribbon Cutting Ceremony (Toll Facility)	TBD
Project Safety Oversight Plan	July 2013
Design Quality Oversight Plan	July 2013
Construction Quality Oversight Plan	October 2013
Insurance Claims Analyses	Various
Bid Packages for ROW Mitigation Properties	Various

B. Task 200 - Design Management

Provide day-to-day management of all design review and oversight activities of the Design-Builder in complying with the technical requirements of the Design-Build Contract, including coordinating with stakeholder and affected agencies on technical issues relating to utilities, ROW acquisition, railroad coordination, and environmental mitigation. Coordinate Design-Builder design activities with those of the Systems Integrator as described under Tolling and Operations, Task 300. Design management activities are further defined as follows:

2.1 Design Management - review Design-Builder design submittals for conformance with the Contract documents and all applicable Federal, State, and Local agency requirements. Provide staff planning and resources requirements to meet schedule commitments, including highway, structural, drainage, utilities, traffic, landscape, aesthetics, and geotechnical engineers and support staff required to perform the IQA review and approvals.

2.2 Design Support

- Review Design-Builder computer-aided design and drafting (CADD) protocol and document Design-Builder compliance to Contract documents and Caltrans standards and requirements.
- Monitor compliance and take corrective actions to submittal procedures, cycles, and review time frames for the processing, review, and approval of all submittals by RCTC, Caltrans, and stakeholder agencies in compliance with the Design-Build Contract.
- Represent RCTC with Caltrans and the Design-Builder on all engineering issues and facilitate RCTC's approval. Facilitate other agency reviews/approvals of Project submittals.

- Provide CADD support, as necessary, for any technical analyses, graphical presentations, reference materials, ROW acquisition, regulatory permits, and Project documents.
- Regularly coordinate and communicate with RCTC on status and progress on design reviews and oversight of Design-Builder's submittals. Identify any technical issues with proposed solutions and make recommendations to resolve to RCTC, including necessary actions to implement proposed solution(s).
- Coordinate RCTC, Caltrans, and other stakeholder agency involvement and participation in Design-Builder technical meetings, process Design-Builder meeting minutes, and coordinate RCTC and stakeholder action items resulting from technical meetings, along with necessary agency approvals.
- Schedule, coordinate, and attend meetings, as necessary, in cooperation with the agencies and contracted parties (Design-Builder and Systems Integrator), including, in some instances, the preparation of agendas, meeting minutes, and action items.
- Participate with the construction management utility oversight personnel in providing Notices to Owners and in overseeing and coordinating the design and engineering work of the utility agencies and those of the Design-Builder, as appropriate.

2.3 Structures (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports required by the Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.
- Review and respond to Structures-related issues and activities after issuance of Release for Construction (RFC) packages.

2.4 Roadway & Drainage (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports required by the Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.
- Review and respond to Roadway & Drainage related issues and activities after issuance of RFC packages.

2.5 Maintenance of Traffic (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports, required by the Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.
- Review and respond to Maintenance of Traffic related issues and activities after issuance of RFC packages.

2.6 Geotechnical (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports required by the Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.
- Review and respond to Geotechnical related issues and activities after issuance of RFC packages.

2.7 Traffic Management (TMS) (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports required by the Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.
- Review and respond to Traffic Management Systems related issues and activities after issuance of RFC packages.

2.8 Electrical & Lighting (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports required by the Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.
- Review and respond to Electrical & Lighting related issues and activities after issuance of RFC packages.

2.9 Landscape & Aesthetics (IQA)

- Provide design management services to review Design-Builder submittals, including design plans, investigations, studies, and reports required by the

Contract, for acceptability and conformance to Contract requirements, Caltrans standards, and stakeholder agency standards.

- Review and respond to Landscape & Aesthetics related issues and activities after issuance of RFC packages.

2.10 Environmental & Permits - provide environmental oversight, compliance, and coordination of Design-Builder's environmental obligations and commitments under the Contract, including RCTC's obligations and requirements with resource agencies. This includes:

- Oversee Design-Builder's requirements in meeting the obligations and commitments in their preparation of materials and documents to secure the United States Army Corps of Engineers (USACE) 404 and 408 permits, and Out Grant Agreement; Regional Water Quality Control Board (RWQCB) 401 permit; California Department of Fish and Wildlife (CDFW) 1602 permit; and Orange County Public Works (OCPW) encroachment permit.
- Coordinate approval of the above permits and agreements with each resource agency, address any changes required of the Design-Builder by the agencies, and further the approval of the permits and agreements.
- Plan and implement RCTC mitigation measures including, but not limited to, offsite soundwalls and offsite biological.
- Analyze and assess environmental re-validation and re-evaluations required due to RCTC-directed changes and implement accordingly.
- Coordinate with Caltrans for review and commenting on all environmental activities, including agreements, permits, and exercises of re-validation and re-valuation.
- Oversee Design-Builder's acquiring of all necessary environmental permits affecting their construction activities, including stormwater permits.
- Schedule and coordinate meetings necessary to accomplish the environmental requirements of RCTC, including providing agenda and meeting minutes and action items.
- Oversee implementation of the approved mitigation monitoring plan for compliance with Caltrans and regulatory agencies permit requirements and the mitigation documented in the environmental document.

2.11 Utility Coordination & Oversight

- Coordinate all final utility agreements with private utility owners. Monitor utility relocation work and meet regularly with Design-Builder, utility agencies, Caltrans, RCTC, and other stakeholder agencies to coordinate utility relocation work.
- Oversee preparation of the Design-Builder submittals to the utility owners and coordinate with the utility owners to facilitate their timely review, engineering, procurement, and relocation activities.
- Prepare proper notices (i.e., Notice to Owners), including the Design-Builder submittals, to utility owners required to commence their (utility owner) design, procurement, and relocation activities.
- Prepare Report of Investigation (ROI) as outlined in Section 13-05 of Caltrans ROW Manual Chapter 13.
- Respond to utility owner's questions and issues as it relates to Design-Builder coordination and compliance with state (Caltrans) and Federal laws, regulations, policies, and procedures.
- Review and comment, as appropriate, on utility owner designs for inclusion into Design-Builder final design documents, and review Design-Builder's RFC documents for proper inclusion of the utility owner designs.
- Confirm that the utility agency and Design-Builder have all necessary permits and ROW clearances to allow relocation work to proceed.
- Oversee coordination between the Design-Builder and utility agencies' construction and relocation work, addressing any issues and confirming identification, protection, adjustment, removal, or relocation of the subject utility in compliance with State and Federal laws and regulations, standards, and agreements.
- Oversee and coordinate the final documentation and completion of the utility owner relocation work, and review and recommend final payments and closeout.

2.12 Survey & ROW Engineering -provide ROW engineering and surveying services during Phase 2 to provide QA of the Design-Builder's construction survey on as-needed basis and to complete post-construction Record of Survey. Phase 2 survey tasks will consist of the following:

- Field and office survey support on an as-needed basis to provide survey QA checks.

- Provide a Post-Construction Record of Survey of the new ROW limits and record a Post-Construction Record of Survey for the land net in conformance with statutory requirements and to delineate limits of the new record ROW. A record of surveys will be submitted for review and filing by the County of Riverside and County of Orange.

2.13 ROW Acquisition & Relocation

- Provide any necessary remaining ROW environmental investigations and remediation to support ROW acquisition services, including Phase 2 studies. Prepare necessary plans and effect the remediation of hazardous materials to support the Design-Builder schedule.
- Assess any proposed modifications or changes to the ROW proposed by the Design-Builder and provide investigations and analyses, propose solutions, and make recommendations to RCTC for consideration and implementation as directed.
- Provide continued ROW acquisition and relocation services under compliance with Federal, State, and Local laws and regulations, and in support of the Project's schedule. These activities include:
 - Prepare property acquisition documents required by Federal, State, and Local laws and regulations and support RCTC in the acquisition of such properties.
 - Continue to obtain appraisal and review appraisal services for all remaining properties on the Project.
 - Continue to prepare acquisition packages, including recommendation of just compensation, offer letter packages, appraisal summary statements, agreements, deeds, and recommendations of administrative settlements, including maintaining parcel negotiators log (Parcel Diary), and transmit executed acquisition agreements for acceptance.
 - Organizing, scheduling, preparing, and documenting ROW meetings to address ROW issues, status, and performance with affected Project participants and stakeholder agencies.
 - Attend public hearings and work with various stakeholders on ROW questions, issues, and solutions.
 - Continue with title clearance activities and coordinate with RCTC and their legal counsel to facilitate clearance of title conditions.
 - Coordinate with independent escrow companies, ascertain executed conveyance documents, secure reconveyances from lien holders, and deposit acquisition documents and recordation of deeds.

- Provide advisory services with displaced occupants, including conducting occupant meetings, preparing eligibility notices, and processing claim forms.
- Provide replacement site coordination, including research and preparation of replacement site referrals and coordination of occupant moves.
- Secure certification of abandonment documents, as necessary.
- Coordinate advance move planning services for complex business relocations.
- Plan and oversee business relocations, including replacement site research, coordination with agency planning, advance move planning for complex business relocations, and processing of re-establishment claims and payments.
- Monitor the contractors' activities and identify any areas where the construction and ROW acquisitions schedule conflicts and develop mitigation measures to minimize cost and schedule exposure to RCTC.
- Provide property vacation documentation for the City of Corona and the County of Riverside.
- Provide for demolition of properties, including coordination with local agencies and departments.
- Assist RCTC in achieving ROW certification, including coordinating with Caltrans regarding Design-Build process.
- If required, provide RCTC with eminent domain support and expert testimony in any court or administrative proceedings and assist, as required, in legal matters as directed by legal counsel in the litigation of cases for or against RCTC, including, but not limited to, gathering of documents and information.
- Perform all necessary Project close-out activities, including the following:
 - ROW transfer from RCTC to the various agencies, including Caltrans, City of Corona, or County of Riverside, where applicable.
 - Work with RCTC to determine the excess land disposition process.
- Continue to provide the appropriate progress/status reports, and schedule and attend meetings, as necessary, to support the acquisition, relocation, and close-out processes, and coordination with the Design-Builder.

- Monitor the overall planning of construction activities to identify critical milestones and priorities; determine budget estimates for the mitigation and demolition defined scope and schedule.
- Coordinate and conduct Pre-Construction and Pre-activity meetings with the Mitigation Design Engineer and Mitigation and Demolition Contractor(s).
- Provide engineering assessment of plans for adequacy of design, particularly with respect to suitability to actual field conditions.
- Monitor compliance with the plans and specifications by the Mitigation and Demolition Contractor(s); recommend, modify, interpret, and edit special provisions and prepare modification estimates; and keep necessary records pertaining to construction progress, budget performance, and work order balances.
- Monitor the Mitigation and Demolition Contractor(s) construction QC program, including the adequacy of capability of QC resources. Oversee and provide, as necessary, notification to the Mitigation and Demolition Contractor(s) of rejected work when it is the opinion that the work or materials do not conform to the requirements of the Mitigation and Demolition Contract documents.
- Monitor compliance of Mitigation and Demolition Contractor(s) safety plan and note concerns or deficiencies immediately to Mitigation and Demolition Contractor(s) for their implementation of corrective measures.
- Observe and identify all potential changes in scope based on Mitigation and Demolition Contractor(s) activities, and review all change orders submitted, perform required analyses, and present recommendations to RCTC for disposition. Maintain separate log and files to document all potential and actual changes.
- Ensure that all test and inspection records and noncompliance reports are satisfactorily resolved.

2.14 Property Management

- Provide property management services as required on RCTC-acquired properties in accordance with all Federal, State, and Local laws and regulations. Provide the necessary property repair and maintenance and the accounting of property management activities, including:
 - Perform rent collections and prepare and maintain rent collection documentation.

- Conduct property inspections, coordinate service calls, and provide for the contracting and coordination of maintenance and repairs.
- Coordinate with local agency departments, such as fire and code enforcement departments, for onsite activities regarding tenants and properties.
- Coordinate property demolitions with selected contractors and with local agencies, as required.
- Provide all necessary documentation and reporting on rents collected, maintenance and repairs, and other property management expenses.

2.15 Railroad Coordination

- Oversee and support RCTC’s requirements with technical review and processing for approval of Burlington Northern Santa Fe (BNSF) Construction and Maintenance Agreements based on Project schedule requirements.
- Coordinate Design-Builder and BNSF design reviews. Facilitate receipt of BNSF approvals of Design-Builder designs.
- Oversee compliance with the plans and specifications by the Design-Builder with BNSF guidelines.
- Oversee and coordinate with BNSF regarding all Project work affecting BNSF operations and the activities of the Design-Builder, including compliance with BNSF requirements for work around their track and operations.
- Prepare and submit the California Public Utilities Commission (CPUC) formal and short form applications. Monitor the CPUC approval process.
- Work with the Project ROW personnel to receive all construction right-of-entry documents, including temporary construction licenses (TCLs) and permanent easements.

Deliverables	Date
ROW Certification (by grouping)	Various
ROW Agreements and Documentation	Various
Post-Construction Record of Survey	April 2017
Submittal Packages Review/Approval Documentation	Various
(Utility) Notice to Owner for Final Design	TBD
(Utility) Notice to Owner to Relocate	TBD
(Utility) Report of Investigation (ROI)	TBD

Deliverables	Date
Utility Agreements	December 2013
Railroad Construction and Maintenance Agreements	TBD
CPUC Formal and Short Forms	TBD
USACE 404 Permit	TBD
USACE 408 Permit	TBD
USACE Out Grant Agreement	TBD
RWQCB 401 Permit	TBD
CDFW 1602 Permit	TBD
OCPW Encroachment Permit	TBD

C. Task 300 - Tolling and Operations

Provide certain toll systems management, planning, and design activities to support and integrate with Design–Builder’s design, as well as provide oversight of the Systems Integrator Contract requirements in the design, installation, and toll system startup. In addition, provide oversight of early Operator activities to support the training and startup of the Tolled Express Lanes. Toll systems and operations support services include:

3.1 Toll & Operations Management

- Provide general day-to-day management of toll system and operations and maintenance activities for the Project. This includes identification and allocation of staffing resources to accomplish specific toll system implementation and oversight activities, and planning and scheduling of toll system activities with the Design-Builder and Systems Integrator.
- Coordinate toll and operations planning activities with stakeholder agencies and coordinate with other Project functional groups on toll system design, installation, and integration matters, including toll system testing and acceptance.
- Organize and/or participate in meetings to coordinate toll system and operations planning activities and deliverables with the Design-Builder, Systems Integrator, and stakeholder entities associated with the Project.
- Provide and support Contract administration activities associated with oversight of the System Integrator Contract, including safety and quality compliance, review of progress and invoice applications, submittals, and monthly reports.

3.02 – Toll Systems Design (IQA)

- Prepare FHWA outstanding Systems Engineering Management Plan (SEMP) documents and submit for review and comment by FHWA and Caltrans, as required. Incorporate comments and finalize SEMP documents. Provide updates to SEMP documents, as necessary, to meet the requirements and commitments of FHWA.
- Finalize updates to the business rules. Prepare account reconciliation policies and procedures among stakeholder agencies and assist RCTC accounting to develop necessary general ledger requirements and entries.
- Finalize design of the Toll Operations and Customer Service Center facility layout concept plans.
- Perform additional due diligence on Federal, State, and Local toll requirements and enforcement regulations and provide, as necessary, additional procedures to support RCTC compliance. In addition, identify interoperability regulations and coordination with other toll agencies. Recommend final resolutions and prepare necessary supporting documentation.
- Investigate and present potential implementation of new tolling technologies, as well as improvements to existing technologies, for RCTC in consideration and in concert with OCTA. Provide an analysis as to the benefit and costs, as required.
- Provide the systems and tools necessary to document, track, monitor, and control activities of the Design-Builder and Systems Integrator, and their performance in meeting their Contract obligations.
- Provide RCTC with technical support, as required, in defining and providing marketing and promotional activities associated with the Tolle Express Lanes startup. Work with other functional groups and stakeholders to coordinate these activities.
- Provide RCTC with technical and administrative support, as required, for updates to financial reporting requirements and various tolling agreements associated with the Tolle Express Lanes startup.
- Review operations manuals and toll facility start-up by the Operator. Coordinate activities of the Operator and toll facility operations with the remaining construction activities of the Design-Builder and Systems Integrator.

3.2 Toll Systems Installation & Testing (OS)

- Provide oversight of the Design–Builder’s toll infrastructure work, including power and communications conduit duct banks, gantries, changeable message sign (CMS) and camera pole installation, toll utility buildings, and emergency backup generators; document compliance with the Contract requirements; and obtain signoff and acceptance by RCTC and the Systems Integrator.
- Provide oversight of the Systems Integrator work, including roadside tolling equipment, communications and power, express lane cameras, CMS signage, traffic operations, and data center buildout; document compliance with the Contract requirements; and obtain signoff and acceptance by RCTC and other stakeholder agencies, as required.
- Provide coordination between Design-Builder activities and Systems Integrator activities to address proper integration with the design, installation, testing, and startup of the toll systems.
- Provide review of Design-Builder’s design with regards to the toll system infrastructure work, including communications and power conduit duct banks, vaults and roadside equipment cabinet installations, gantries, CMS and camera pole installation, toll utility buildings, emergency backup generators, and integration of the Design-Builder requirements with the requirements of the Systems Integrator Scope of Services.
- Perform management and oversight of the Systems Integrator Contract requirements, including compliance to the safety plan, design and installation of the roadside toll equipment, communications and power installation, cameras, CMS signage, and the expansion of the existing operations and service centers to accommodate RCTC’s requirements for the Tolled Express Lanes.
- Coordinate with OCTA the facility-owner improvements to the Toll Operations and Customer Service Center to support the buildout for RCTC toll systems implementation, including traffic operations center and data center workstations, as well as associated communications and power improvements.
- Perform and coordinate the review of Design-Builder shop drawings and submittals with the Systems Integrator.
- Observe and identify all Systems Integrator potential changes in scope based on Systems Integrator and/or Design-Builder’s activities, and review all change orders submitted, perform required analyses, and coordinate potential changes, as necessary, with Systems Integrator and/or Design-

Builder. Maintain separate log and files to document all potential and actual changes.

- Perform review of Systems Integrator submittals and testing and startup plans, and provides oversight of the systems testing and startup requirements by the Systems Integrator, in compliance with the Contract. Obtain testing and acceptance signoffs by RCTC and other stakeholder agencies.

3.3 Operations Planning

- Review Systems Integrator submittals and obtain manufacturer warranties, as-built drawings, and training materials and manuals required under the Contract.
- Provide oversight and review of training manuals, coordinate training sessions participation provided by the Systems Integrator, and review attendance and training completed by the training participants.
- Review operations manuals and toll facility startup by the Operator. Coordinate activities of the Operator and toll facility operations with the remaining construction activities of the Design-Builder.

3.4 Toll Systems Design Support

- Provide overall project administration, coordination and technical review of Design-Builder's design, schedule, drawings, data and samples.
- Develop communications network infrastructure concept design.
- Provide project oversight of activities regarding project management, administration assistance and support for the Design-Builder design.
- Project oversight of technical review of roadside toll equipment infrastructure design of Design-Builder.
- Project oversight of technical review of communications infrastructure design of Design-Builder.

Deliverables	Date
Tolling Vendor Contracts (executed)	Prior to Opening Day
Caltrans Maintenance Agreement (executed)	Prior to Opening Day
California Highway Patrol (CHP) Enforcement Agreement (executed)	Prior to Opening Day
FasTrack License Agreement (executed)	January 2014
Anaheim Facility Build-Out Design	January 2014

Deliverables	Date
Corona Customer Service Center (CSC) Build-Out Design	January 2014
FHWA SEMP Document updates	As needed
FHWA Outstanding SEMP Documents	December 2013
Finalize Updates to Business Rules	August 2016
Identify Federal, State, or Local Updates to Tolling Regulations	As needed
Identify Potential New and/or Improvements to Toll Technology	As needed
Identify Potential Marketing Efforts for Express Lane Startup	March 2016
Finalize Updates to Financial Reporting Requirements	Prior to Opening Day
Design-Builder's Toll Infrastructure Signoff	June 2016
Systems Integrator's Signoff by RCTC and Stakeholders	Prior to Start of Training
Design-Builder's Contract Compliance Reports	As needed
Systems Integrator's Contract Compliance Reports	As needed
Systems Integrator Final Acceptance Test Report	No Earlier than 90 Days after Opening Day
Communications Network Infrastructure Concept Design Report	June 2013

D. Task 400 – Contracts Management

Provide Contract management and administration services to monitor performance by the Design-Builder and Systems Integrator to the requirements of the Design-Builder and Systems Integrator Contracts. This includes Disadvantage Business Enterprise (DBE) subcontracting performance, labor compliance, administration of change management processes, and claims support on behalf of RCTC. In support of RCTC, define, prepare, and administer procurement for additional Project-related design and construction activities for environmental mitigation work such as soundwalls, and other minor environmental work outside the Project limits. Contract management and administration services include:

4.02 Contracts Management

- Provide general management and Contract administration requirements for the Project. This includes identification and allocation of staffing resources to accomplish specific Contract administration tasks; integration and coordination with the functional groups on Contract matters; and attendance to meetings to coordinate Contract management-related activities and

deliverables with the Design-Builder, Systems Integrator, and stakeholder entities associated with the Project. Identify issues with regard to Design-Builder and Systems Integrator's compliance to the Design-Builder and Systems Integrator Contracts, provide analyses, and make recommendations to resolve issues for RCTC approval.

- Provide the systems and tools appropriate to track, monitor, document, and report on Design-Builder and Systems Integrator's compliance to the Contract, and timing of actions, recommendations, and approvals.
- Coordinate and manage additional RCTC Contracts in connection with the Complex ROW Mitigation and Biological Mitigation.
- Coordinate and manage Contract compliance between RCTC and Parsons, providing communications and correspondence in addressing clarifications and amendments. Monitor compliance with Federal, State, and Local agency requirements, and including:
 - Document compliance to Federal, State, and Local agency requirements, including outlining commitments and obligations contained in applicable agreements.
 - Provide regular updates to audited overhead rates as requested by RCTC, including those of Parsons and Subconsultants.
 - Provide administration and compliance to Parsons Contract commercial requirements, including invoice compliance to Contract compensation, and compliance to schedule and insurance requirements.
 - Issue subcontract agreements as necessary for new services.
- Coordinate and provide oversight over ROW demolition Contracts performed under Parsons Subcontract with ROW consultant.
- Coordinate with various Federal, State, and Local agencies to support certain Project requirements associated with the timely delivery of the Project, particularly with those commitments and obligations associated with cooperative agreements between RCTC and the respective agency. The respective agencies include OCTA, Cities of Corona and Riverside, Caltrans, and FHWA.
- Schedule, coordinate, and attend meetings to support all Project-related Contract administration activities, including, where appropriate, providing agenda, meeting minutes, and action item listings.

4.03 Contract Administration

- Establish Project correspondence and communication procedures and protocols consistent with the requirements of the Design-Builder and Systems Integrator Contracts, and monitor and track compliance to these requirements.
- Process Design-Builder and Systems Integrator correspondence under the Project requirements in a timely manner to support RCTC and stakeholder agency approvals.
- Review Design-Builder and Systems Integrator payment applications, along with Project Controls, for compliance to Contract commercial requirements. Identify areas of concern and resolve with Design-Builder and Systems Integrator and RCTC.
- Identify the amount of the final payment due to Design-Builder and assist RCTC with processing any final Contract changes and the resolution of any claims. Obtain evidence of certification of all lien releases, transfer of title to appropriate agencies, and certification of delivery of final record drawings to Caltrans. Secure and transmit to RCTC all required turn-over items, including, but not limited to, guarantees, affidavits, releases, bonds, waivers, keys, manuals, and maintenance stock.
- Prepare final Project accounting and closeout reports of all reporting and document control systems. Organize all pertinent data, purge all files, and send to document control.
- Prepare the final documentation to release all liens and recommend final payment and release of bonds and retention.
- Provide the systems and tools to provide documentation and tracking of Design-Builder and Systems Integrator and Parsons' Contract compliance.
- Prepare and issue RCTC-directed change orders in compliance with the Design-Builder and Systems Integrator Contract requirements and process with the Design-Builder and Systems Integrator for necessary approvals.
- Review and analyze Design-Builder and Systems Integrator initiated change orders for compliance with Design-Builder and Systems Integrator Contract requirements, and process for approval by RCTC and other stakeholder agencies, including Caltrans and FHWA.
- Perform regular review and documentation of Design-Builder and Systems Integrator communications for changes and claims, and report to RCTC with recommendations and actions.
- Provide reporting tools and change order logs to properly track and monitor change notices, change orders, and claims to identify trends and measure cost and schedule impacts.

4.04 Procurement Services

- Provide final coordination and administration of the solicitation and procurement of remaining Complex Property Mitigation construction work.
- Provide final coordination and administration of solicitation and procurement support for demolition of properties to support Design-Builder construction schedule.
- Provide design and construction solicitation and procurement documents, and coordinate and administer the procurement for Biological Mitigation work outside the Project limits.

4.05 Risk Management

- Perform ongoing Project risk identification and management activities by working with the various Project work groups, including the Design-Builder and Systems Integrator.
- Provide periodic updates of the Risk Register showing resolution and mitigation of defined Project risks, identification of new risks, and required mitigation measures.
- Provide all necessary reports and actions requested by RCTC to support requests of Caltrans or FHWA in documenting adherence to risk management requirements and practices.

4.06 DBE - Labor Compliance

- Provide oversight of DBE and labor compliance of the Design-Builder and Systems Integrator and support to RCTC, including compliance by the Design-Builder and Systems Integrator of their DBE Performance Plan, and as it relates to Federal, State, and Local requirements for prevailing wages and Davis-Bacon Act requirements. Labor compliance services also include support to RCTC's DBE and labor compliance requirements for the Project.
- Provide oversight of Design-Builder and Systems Integrator's compliance to their DBE Performance Plans, including:
 - Coordinate with Design-Builder and Systems Integrator's DBE compliance officer in their meeting of their DBE Performance Plan

requirements and commitments, including subcontracting to DBE firms, payments to DBE firms, and attainment of their subcontracting goals.

- Establish meetings on a regular basis to identify performance issues and work with them to identify means to obtain their goals through work allocation and subcontracting, and outreach of DBE business entities.
- Review and monitor eligibility of DBE firms and review subcontracts for proper language providing opportunities for DBE firms.
- Regularly collect data and oversee Design-Builder and Systems Integrator's collection of data for proper reporting to RCTC and the State.
- Provide guidance and support to RCTC, as appropriate, on Design-Builder and Systems Integrator's meeting of the program goal and reporting to Federal, State, and Local agencies.
- Coordinate with RCTC relating to their compliance with California's Department of Industrial Relations (DIR) requirements for labor compliance, including:
 - Provide technical guidance and coordinate with RCTC to establish the appropriate reporting requirements and information necessary for the DIR to perform labor compliance on the Project.
 - Provide periodic audits of Design-Builder and Systems Integrator's compliance to DIR requirements and information needed for labor compliance monitoring.
 - Support RCTC with coordinating with DIR, as necessary, on their performance of Project review audits and site interviews.
 - Periodically review with RCTC their compliance to State and Federal requirements for labor compliance.
- Observe and monitor Design-Builder and Systems Integrator's labor relations with labor organizations on behalf of RCTC, periodically review labor practices on the Project, and discuss labor issues with the Design-Builder and Systems Integrator, as appropriate, to mitigate potential for delays to Project completion. Make recommendations, as appropriate, on resolution of labor issues to RCTC.
- Monitor Design-Builder and Mitigation/Demolition Contractor(s)' compliance to labor code requirements and provisions for labor harmony on the Project.

4.07 Subcontract Administration

- Coordinate and manage subconsultant agreements; issue supplemental agreements for deliverables and budgeting of specific work tasks identified under Phase 2 consistent with subconsultant's original Scope of Work; and process supplemental agreements for internal approvals, as required. Work with discipline leads on scope developments and Project Controls for proper budget allocations.
- Monitor subconsultant agreements for compliance with terms and conditions, including current insurance requirements, updated overhead rates, scope and schedule requirements, and change management. Prepare correspondence and maintain effective communication with subconsultants.
- Review subconsultant invoices, as applicable.
- Coordinate and monitor close-out of subconsultant agreements including final submittals, releases, and reports, as required.

4.08 Document Controls Management

- Provide and maintain RCTC-Parsons document control for Project correspondence, including transmittals and letter correspondence. Oversee integration of the PCM and RCTC document control process and systems, including administration of the RCTC eRoom and InfoWorks systems, with the Design-Builder system once identified.
- Provide document management and control of all Design-Builder and Systems Integrator submittals and correspondence. Integrate the Design-Builder and RCTC document management procedures, systems, and tools in support of transmittal, submittal processing, and approval requirements. This activity will include all Project documentation for design reviews, RFIs, and submittals. Maintain the systems, tools, and the filing, storage, and retention of Project documentation.
- Provide the systems and tools for logging, tracking, reporting, and documenting all requirements and activities under Project controls.

Deliverables	Date
Biological Mitigation Contract Documents	September 2013
Complex Mitigation #3 Contract Documents	January 2014
Demolition Contract Documents	September 2013
Risk Register	Monthly
Change Order Log	Monthly
DBE and Labor Compliance Reports and Audits	Various

D. Task 500 - Project Controls

Provide Project controls management and administration services related to the cost, scheduling, estimating, and document management requirements for Parsons' Contract, and the Contract between the Design-Builder, Systems Integrator, and RCTC, including the necessary plans, procedures, tools, processes, and tasks for ongoing planning, budgeting, and control of the Project. The specific Project controls activities planned under Phase 2 include the following:

5.01 Project Controls Management

- Provide management of the budget, cost engineering, scheduling, estimating, and document controls processes and procedures. Review the monthly invoices for PCM and Design-Builder to maintain conformance with the WBS cost structure.
- Provide monthly trend registers, cost, and schedule reports on Project performance, both separate and in conjunction with, Design-Builder and Systems Integrator reporting requirements. Reporting will be provided on activities with stakeholder and third-party agencies. Provide any other necessary documentation deemed required to support Project performance monitoring.
- Update and document changes in the Project processes and procedures as provided for in the PMP and submit, as necessary, for reviews and approvals by RCTC, Caltrans, and FHWA.
- Perform periodic reviews and analyses of Design-Builder and Systems Integrator's cost performance, as appropriate, to determine trends that may result in potential claim situations, and document such analyses and monitor trends.
- Monitor and report, as necessary, RCTC program costs that are external to PCM Contract. This will include costs associated with the Project that are incurred through other agreements, in accordance with State, Federal, or Local requirements, or as otherwise defined under the PCM Contract, in a format similar to Phase 1 reporting.

5.02 Cost Engineering

- Prepare monthly invoices for Contract services with adequate budget allocation for actual costs incurred; check for compliance to Contract compensation requirements; monitor charges to established WBS codes to

support cost control and reporting; verify appropriateness of charges; and respond to RCTC questions or comments on invoicing.

- Develop budgeting for work tasks for Parsons' activities; assign tasks against the WBS; monitor labor charges and expenses for validity and proper coding; and provide progress and reporting support for internal management and client needs.
- Review monthly invoices/progress payments submitted by the Design-Builder and Systems Integrator as to compliance with Contract requirements and progress achieved on the Project.
- Coordinate development of reports related to RCTC program costs that are external and internal to the PCM Contract. Coordinate with Design-Builder to develop additional reports, as necessary.

5.03 Scheduling

- Prepare and maintain an overall Program schedule and coordinate with Project disciplines, including ROW, to schedule updates and provide monthly reporting to RCTC. Include identification and analysis of resource constraints and requirements, as appropriate, and any constraints to costs and cash flow.
- Provide schedule analyses, as required, to address schedule issues and concerns resulting from Project activities, either of Caltrans, RCTC, and/or Parsons, or of the Design-Builder or Systems Integrator. In addressing issues, determine and recommend recovery actions, including resource and cash flow requirements.
- Review Design-Builder and Systems Integrator's design and construction schedule to monitor compliance with the Design-Builder and System Integrator's Contracts, and incorporate Design-Builder's and Systems Integrator's schedule into the master program schedule. Provide analysis and document all schedule changes and their impacts to the baseline schedule, and request and analyze recommendations of Design-Builder and Systems Integrator's recovery plans.
- Participate in weekly Design-Builder and Systems Integrator's scheduling meetings to coordinate respective schedules, identify areas of schedule concern, monitor schedule performance, and track schedule alignment of weekly schedules to Project schedules.

- Schedule, coordinate, and attend meetings, as necessary, to support Project schedule activities, including preparation of agendas, meeting minutes, and action items.
- Provide monthly schedule reports on Project performance, both separate and in conjunction with, Design-Builder and Systems Integrator's reporting requirements. Provide any other necessary supports deemed required to support Project performance monitoring.

5.04 Cost Estimating

- Provide review and analyses of potential change orders submitted by the Design-Builder and Systems Integrator, including presentation of cost and schedule impacts, solutions to mitigate impacts, and recommendations to RCTC and other stakeholder agencies for approval.
- Provide estimating support, as necessary, to review and analyze Design-Builder and System Integrator's changes and value engineering proposals. Provide recommendations to RCTC.

Deliverables	Date
SR-91 Program and Baseline Schedule	September 2013
Monthly Progress and Performance Report	Monthly

E. Task 600 – Construction Management

Provide Construction Management services for construction quality oversight and compliance to Contract requirements by Design-Builder, in accordance with AB 2098, and in coordination with Caltrans independent QA and construction inspection services. These services include:

6.01 Construction Management

- Provide and implement a construction management staffing plan that integrates with Caltrans' role, responsibilities, and staffing for the Project and provides the necessary resources and capabilities to oversee and monitor the quality of construction by the Design-Builder.
- Monitor the Design-Builder's overall planning of construction activities to identify critical milestones and priorities, and to determine budget estimates and staffing requirements for the defined scope and schedule.

- Conduct progress evaluations, reviews, and analyses to assess Design-Builder and Mitigation Design Engineer and Mitigation/Demolition Contractor(s)' performance, and recommend corrective action as necessary.
- Support preparation of the monthly report of construction activity and progress that relates to Design-Builder and Mitigation Design Engineer and Mitigation/Demolition Contractor(s)' progress and compliance to Contract requirements.
- Field monitor Design-Builder and Mitigation/Demolition Contractor(s)' construction activities and compliance to their safety plan. Note concerns or deficiencies immediately to Design-Builder and Mitigation/Demolition Contractor(s) for their implementation of corrective measures.
- Develop/implement a field issue resolution program, including issue identification and resolution by the Design-Builder, Mitigation/Demolition Contractor(s), and appropriate agencies.
- Observe and identify all potential changes in scope based on Design-Builder and Mitigation/Demolition Contractor(s)' activities, review all change orders submitted, and perform required analyses and recommendations to RCTC for disposition.
- Review work status and recommend to RCTC when the Project is substantially complete. Prepare a summary of the status of the work of Design-Builder and a "punch list" of any incomplete work or work that does not conform to the Contract documents. Coordinate and assist Caltrans in conducting final inspections and oversee completion of all work. Recommend Relief of Maintenance to Design-Builder for all or portions of the Project.
- Review and recommend to RCTC when the Mitigation and Demolition work is substantially complete. Prepare a summary of the status of the work of the Mitigation/Demolition Contractor(s) and a "punch list" of any incomplete work that does not conform to the Contract documents.
- Certify the amount of the final payment due to Mitigation Design Engineer and Mitigation/Demolition Contractor(s) and assist RCTC with the processing of any final Contract changes and the resolution of any claims. Obtain evidence of certification of all lien releases, transfer of title to appropriate agencies, and certification of delivery of final record drawings to Caltrans. Secure and transmit to RCTC all required turn-over items, including, but not limited to, guarantees, warranties, affidavits, releases, bonds, waivers, keys, manuals, and maintenance stock.

- Certify the amount of the final payment due to Design-Builder and assist RCTC with the processing of any final Contract changes and the resolution of any claims. Obtain evidence of certification of all lien releases, transfer of title to appropriate agencies, and certification of delivery of final record drawings to Caltrans. Secure and transmit to RCTC all required turn-over items, including, but not limited to, guarantees, warranties, affidavits, releases, bonds, waivers, keys, manuals, and maintenance stock.

6.02 Construction Services & Administration

- Support the Construction Management and Resident Engineer Design-Builder Oversight teams with administrative support services. Complete a variety of routine and non-routine tasks and projects in accordance with the Project procedures, or as directed. Manage document control for the Construction Management team.
- Support the Construction Management and Resident Engineer Design-Builder Oversight teams as the primary liaison between other Project departments and construction management, ensuring timely and accurate distribution of information and materials.
- Support the Construction Management and Resident Engineer Design-Builder Oversight teams in researching and compiling statistical information and related data and produce special or recurring reports and complete special projects as assigned. May maintain and monitor the operating budget as directed.
- Establish and maintain document archiving and retrieval systems, prioritizing the flow of Project reports/correspondence, and ensuring timeliness in the handling, processing, and resolution of requests, requirements, or problems.
- Establish and maintain follow-up files and confidential files for Construction Management team.
- Make recommendations for additions or revisions to existing Project practices and policies. Serve as focal point for gathering newly published policies and the dissemination of materials.
- Maintain the Construction Management team meetings calendar. Assist Construction Management team in coordinating Project meetings.
- Manage project vehicle fleet, maintaining monthly inspection, maintenance and fueling records.

6.03 Property Mitigation

- Monitor the overall planning of construction activities to identify critical milestones and priorities. Determine budget estimates for the mitigation and demolition defined scopes of work and schedules.
- Coordinate and conduct pre-construction and pre-activity meetings with the mitigation design engineer and the mitigation and demolition contractor(s).
- Provide engineering assessment of plans for adequacy of design, particularly with respect to suitability to actual field conditions.
- Ensure compliance with the plans and specifications by the mitigation and demolition contractor(s). Recommend, modify, interpret, and edit special provisions and prepare modification estimates. Keep necessary records pertaining to construction progress, budget performance, and work order balances.
- Monitor the mitigation and demolition contractor(s) construction QC program, including the adequacy and capability of QC resources. Oversee and provide, as necessary, notification to the mitigation and demolition contractor(s) of rejected work when it is the opinion that the work or materials do not conform to the requirements of the mitigation and demolition Contract documents.
- Monitor compliance of mitigation and demolition contractor(s) safety plan and note concerns or deficiencies immediately to mitigation and demolition contractor(s) for their implementation of corrective actions.
- Observe and identify all potential changes in scope based on mitigation and demolition contractor(s) activities, and review all change orders submitted. Perform required analyses and present recommendations to RCTC for disposition. Maintain separate log and files to document all potential and actual changes.
- Prepare all test and inspection records and ensures that all noncompliance reports are satisfactorily resolved.

6.04 Roadway Construction Oversight

- Monitor the overall planning of construction activities to identify critical milestones and priorities. Determine budget estimates and staffing requirements for the roadway work scope and schedule.
- Coordinate and conduct pre-construction and pre-activity meetings with the Design-Builder.

- Provide engineering assessment of plans for adequacy of design, particularly with respect to suitability to actual field conditions.
- Ensure compliance with the plans and specifications by the Design-Builder; recommend, modify, interpret, and edit special provisions and prepare modification estimates; and keep necessary records pertaining to construction progress, budget performance, and work order balances for the segment.
- Monitor the Design-Builder's construction QC program, including the adequacy of capability of QC resources. Oversee and provide, as necessary, notification to the Design-Builder of rejected work when it is the opinion that the work or materials do not conform to the requirements of the Design-Build Contract documents.
- Monitor compliance of Design-Builder's safety plan and note concerns or deficiencies immediately to Design-Builder for their implementation of corrective measures.
- Oversee Caltrans performance of periodic construction inspection and QA independent oversight activities and their recording of daily progress of the Project with accurate and complete daily inspection reports, including weather conditions, work performed, number of workers, problems encountered, and other relevant data. Maintain an independent photographic log of the construction progress indexed for easy retrieval.
- Review all detour, lane closures, temporary access, signing, delineation, and traffic management and control plans for compliance with Contract Transportation Management Plan (TMP) requirements and all safety laws and regulations. Notify any deficiencies to Design-Builder for their immediate correction and compliance. Communicate any special notices to the public outreach team.
- Observe and identify all potential changes in scope based on Design-Builder's activities, and review all change orders submitted, perform required analyses, and present recommendations to RCTC for disposition. Maintain separate log and files to document all potential and actual changes.
- Perform oversight and review of laboratory, shop, and mill test reports of materials and equipment, and coordination.
- Monitor Design-Builder compliance to inspection and surveys of properties adjacent to the Project to monitor possible ground movement or structural damage to properties that may be caused by the works.
- Monitor test and inspection records and noncompliance reports for satisfactory resolution of noncomplying work.

6.05 Structures Construction Oversight

- Monitor the overall planning of construction activities to identify critical milestones and priorities. Determine budget estimates and staffing requirements for the structures work scope and schedule.
- Coordinate and conduct pre-construction and pre-activity meetings with the Design-Builder.
- Provide engineering assessment of plans for adequacy of design, particularly with respect to suitability to actual field conditions.
- Ensure compliance with the plans and specifications by the Design-Builder; recommend, modify, interpret, and edit special provisions and prepare modification estimates; and keep necessary records pertaining to construction progress, budget performance, and work order balances.
- Monitor the Design-Builder's construction QC program, including the adequacy of capability of QC resources. Oversee and provide, as necessary, notification to the Design-Builder of rejected work when it is the opinion that the work or materials do not conform to the requirements of the Design-Build Contract documents.
- Monitor compliance of Design-Builder's safety plan and note concerns or deficiencies immediately to Design-Builder for their implementation of corrective measures.
- Oversee Caltrans performance of periodic construction inspection and QA independent oversight activities and their recording of daily progress of the Project with accurate and complete daily inspection reports, including weather conditions, work performed, number of workers, problems encountered, and other relevant data. Maintain an independent photographic log of the construction progress indexed for easy retrieval.
- Perform oversight and review of laboratory, shop, and mill test reports of materials and equipment, and coordination.
- Monitor Design-Builder compliance to inspection and surveys of properties adjacent to the Project to monitor possible ground movement or structural damage to properties that may be caused by the works.
- Ensure that all test and inspection records and noncompliance reports are satisfactorily resolved.

6.06 Office Engineering

- Coordinate with Design-Builder for completion and submittal of final record drawings or as-built drawings. The record drawings and documents shall be prepared and submitted in conformance with the Contract requirements.
- Monitor that the Design-Builder maintains a detailed photographic history of the Project in compliance with the Design-Build Contract, and includes labels with location, direction of view, date, time, and any information of interest. Photographs shall be maintained in an indexed album or RCTC-approved software. Photographs shall include, but not be limited to, conditions prior to construction, changes to detours, barricade placement, disputed work, rejected work, and completed work.
- Coordinate between the Design Review and Construction Oversight teams to receive and distribute Project plans and documents throughout the Project term.
- Perform general construction office duties relating to administration of construction contracts, such as processing extra work invoices, preparing progress estimates, and filing documents.
- Confer with Design-Builder regarding compliance with plans and quality of work and construction activity; selection and/or use of computer-based processes to compile engineering data, horizontal and vertical alignments, and curve computations; and preparation of as-built plans.
- For schedule/work activities where the need is identified, prepare quantity calculations and quantity sheets for payment purposes and review calculations prepared by Roadway and Structures Resident Engineering teams.
- Prepare or assist in the preparation of Contract Change Orders (CCO) for the purpose of making alterations, deviations, additions to, or deletions from the plans and specifications to ensure proper completion or construction of the Contract by gathering critical information necessary and interpreting technical reports and data to determine a feasible solution.
- Coordinate between field personnel in tracking and logging all field documents, including reports and Daily Progress Reports.
- Track and document all safety procedures and reports.
- Track and document all environmental and stormwater pollution prevention related reports and inspections and coordinate with the environmental personnel on the Project.

- Track, monitor, and document all roadway closures on the Project, and document all 10-97, 10-98, and 10-22 calls on Caltrans Traffic Management Center (TMC).
- Together, with administration and the Project document control, develop, maintain, and update Project's contact matrix and assure posting and distribution to the Project's team.
- Provide the tracking and maintenance of Project work schedules, analyses, technical and production reports, and other documentation as required.
- Organize, prepare, and conduct field site investigations and visitations from Caltrans, RCTC, and FHWA personnel to confirm Project progress, conduct studies, or any other purpose.
- Schedule, coordinate, and attend meetings, as necessary, to support Project oversight and construction activities, including the preparation of meeting materials, agendas, minutes, and action item lists.

Deliverables	Date
Construction Staffing and Management Plan	October 2013
Payment Application Approval	Monthly
Inspection Reports, NCR status	Monthly
Safety Report	Monthly
Field Dispute Resolution Issues Report	Monthly
Progress Report for Design-Builder Work	Monthly
Progress Report for ROW Mitigation Work	Monthly
Progress Report for Demolition Work	Monthly
Progress Report for Biological Mitigation Work	Monthly
Photographic History of the Project	Monthly
Punch Lists for Substantial Completion, Project Completion, Final Acceptance, and other contractual milestones	TBD

Deliverables

The following list of deliverables is required under the Phase 2 scope of services:

Task 100 – Project Management

- Design-Build Collateral Materials
 - Ground Breaking Ceremony
- Various TBD
TBD

- Toll Facility Collateral Materials TBD
- Project Communications Templates Various
- Ribbon Cutting Ceremony (Toll Facility) TBD
- Project Safety Oversight Plan July 2013
- Design Quality Oversight Plan July 2013
- Construction Quality Oversight Plan October 2013
- Insurance Claims Analyses Various
- Bid Packages for ROW Mitigation Properties Various

Task 200 – Design Management

- ROW Certification (by grouping) Various
- ROW Agreements and Documentation Various
- Post-Construction Record of Survey April 2017
- Submittal Packages Review/Approval Documentation Various
- (Utility) Notice to Owner for Final Design TBD
- (Utility) Notice to Owner to Relocate TBD
- (Utility) Report of Investigation (ROI) TBD
- Utility Agreements December 2013
- Railroad Construction and Maintenance Agreements TBD
- CPUC Formal and Short Forms TBD
- USACE 404 Permit TBD
- USACE 408 Permit TBD
- USACE Out Grant Agreement TBD
- RWQCB 401 Permit TBD
- CDFW 1602 Permit TBD
- OCPW Encroachment Permit TBD

Task 300 - Tolling and Operations

- Tolling Vendor Contracts (executed) Prior to Opening Day
- Caltrans Maintenance Agreement (executed) Prior to Opening Day
- CHP Enforcement Agreement (executed) Prior to Opening Day
- FasTrack License Agreement (executed) January 2014
- Anaheim Facility Build-Out Design January 2014
- Corona Customer Service Center (CSC) Build-Out Design January 2014
- FHWA SEMP Document updates As needed
- FHWA Outstanding SEMP Documents December 2013
- Finalize Updates to Business Rules August 2016

- Identify Federal, State, or Local Updates to Tolling Regulations As needed
- Identify Potential New and/or Improvements to Toll Technology As needed
- Identify Potential Marketing Efforts for Express Lane Startup March 2016
- Finalize Updates to Financial Reporting Requirements Prior to Opening Day
- Design-Builder's Toll Infrastructure Signoff June 2016
- Systems Integrator's Signoff by RCTC and Stakeholders Prior to Start of Training
- Design-Builder's Contract Compliance Reports As needed
- Systems Integrator's Contract Compliance Reports As needed
- Systems Integrator Final Acceptance Test Report No Earlier than 90 Days after Opening Day
- Communications Network Infrastructure Concept Design Report June 2013

Task 400 – Contracts Management

- Biological Mitigation Contract Documents September 2013
- Complex Mitigation #3 Contract Documents January 2014
- Demolition Contract Documents September 2013
- Risk Register Monthly
- Change Order Log Monthly
- DBE and Labor Compliance Reports and Audits Various

Task 500 - Project Controls

- SR-91 Program and Baseline Schedule September 2013
- Monthly Progress and Performance Report Monthly

Task 600 – Construction Management

- Construction Staffing and Management Plan October 2013
- Payment Application Approval Monthly
- Inspection Reports, NCR status Monthly
- Safety Report Monthly
- Field Dispute Resolution Issues Report Monthly
- Progress Report for Design-Builder Work Monthly
- Progress Report for ROW Mitigation Work Monthly
- Progress Report for Demolition Work Monthly
- Progress Report for Biological Mitigation Work Monthly

- Photographic History of the Project Monthly
- Punch Lists for Substantial Completion, Project Completion, Final Acceptance, and other contractual milestones TBD

EXHIBIT "B-2"
SCHEDULE OF SERVICES

[Attached behind this page]

PHASE 2 SCHEDULE SUMMARY AND MILESTONES																											
TASKS		2013				2014				2015				2016				2017				2018					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
ID	Project Milestones																										
1	DB Limited Notice to Proceed (NTP1)	◆																									
2	DB Design Start (Forecast)	◆																									
3	PCM Phase No. 2		◆																								
4	DB Full Notice to Proceed (NTP2)		◆																								
5	DB Start Construction (Forecast)			◆																							
6	DB Design Complete (Forecast)					◆																					
7	DB Substantial Completion																				◆						
8	Toll Lanes Substantial Completion																				◆						
9	Project Completion																					◆					
10	Final Acceptance																						◆				
11	Project Close Out																							◆			
Task	Project/Construction Management Services																										
100	Project Management	[Gantt bar from Q1 2013 to Q4 2017]																									
	Project Administration	[Gantt bar from Q1 2013 to Q4 2017]																									
	Project Safety (Periodic Reviews and Training)	[Gantt bar from Q1 2013 to Q4 2017]																									
	Quality Assurance	[Gantt bar from Q1 2013 to Q4 2017]																									
	Public Outreach	[Gantt bar from Q1 2013 to Q4 2017]																									
200	Design Management	[Gantt bar from Q1 2013 to Q4 2015]																									
	Design Oversight	[Gantt bar from Q1 2013 to Q4 2017]																									
	Design Support During Construction	[Gantt bar from Q3 2014 to Q4 2016]																									
	RR Coordination	[Gantt bar from Q1 2013 to Q4 2017]																									
	Utility Coordination	[Gantt bar from Q1 2013 to Q4 2017]																									
300	Tolling System Management	[Gantt bar from Q1 2013 to Q4 2017]																									
	Toll Systems Design (QA)	[Gantt bar from Q1 2013 to Q4 2016]																									
	Toll System Installation & Testing (OS)	[Gantt bar from Q1 2016 to Q4 2017]																									
400	Contract Management & Administration	[Gantt bar from Q1 2013 to Q4 2017]																									
	Procurement Support Services	[Gantt bar from Q1 2013 to Q4 2014]																									
	Risk Management	[Gantt bar from Q1 2013 to Q4 2016]																									
	DBE-Labor Compliance	[Gantt bar from Q1 2013 to Q4 2017]																									
	Document Control Management	[Gantt bar from Q1 2013 to Q4 2017]																									
500	Project Controls Management	[Gantt bar from Q1 2013 to Q4 2017]																									
	Cost Engineering	[Gantt bar from Q1 2013 to Q4 2017]																									
	Scheduling	[Gantt bar from Q1 2013 to Q4 2017]																									
	Cost Estimating	[Gantt bar from Q1 2014 to Q4 2017]																									
600	Construction Management & Administration	[Gantt bar from Q1 2013 to Q4 2017]																									
	Property Mitigation	[Gantt bar from Q1 2013 to Q4 2014]																									
	Roadway & Structures Construction Oversight	[Gantt bar from Q1 2013 to Q4 2017]																									
	Project Closeout Support	[Gantt bar from Q1 2017 to Q4 2018]																									

EXHIBIT B-2

EXHIBIT "C-2"
PART 1
COMPENSATION AND PAYMENT

For the satisfactory performance and completion of the Services under this Agreement, the Commission will pay the Consultant compensation as set forth herein.

1. ELEMENTS OF COMPENSATION

Compensation for the Services will be comprised of the following elements: 1.1; Direct Labor Costs; 1.2 Fixed Fee; and, 1.3 Additional Direct Costs.

1.1 DIRECT LABOR COSTS

Direct Labor costs shall be paid in an amount equal to the product of the Direct Salary Costs and the Multiplier which are defined as follows:

1.1.1 DIRECT SALARY COSTS

Direct Salary Costs are the base salaries and wages actually paid to the Consultant's personnel directly engaged in performance of the Services under the Agreement. (The range of hourly rates paid to the Consultant's personnel appears in Section 2 below.)

1.1.2 MULTIPLIER *

The Office and (Field) Multipliers to be applied to the Direct Salary Costs to determine the Direct Labor Costs are 2.4103 and (2.1423) respectively, and are the sum of the following components:

1.1.2.1	<u>Direct Salary Costs</u>	<u>1.00</u>
1.1.2.2	<u>Payroll Additives</u>	<u>0.4749</u>

The decimal ratio of Payroll Additives to Direct Salary Costs. Payroll Additives include all employee benefits, allowances for vacation, sick leave, and holidays, and company portion of employee insurance and social and retirement benefits, all federal and state payroll taxes, premiums for insurance which are measured by payroll costs, and other contributions and benefits imposed by applicable laws and regulations.

1.1.2.3 Overhead Costs 0.9354 and (0.6674)

The decimal ratio of allowable Overhead Costs to the Consultant firm's total direct salary costs. Allowable Overhead Costs include general, administrative and overhead costs of maintaining and operating established offices, and consistent with established firm policies, and as defined in the Federal Acquisitions Regulations, Part 31.2.

1.1.2.4 Multiplier 2.4103 and (2.1423)

(sum of 1.1.2.1, 1.1.2.2, and 1.1.2.3)

*The Payroll Additives and Overhead Costs, as those terms are defined above, shall be adjusted annually to equal Consultant's audited overhead costs for the preceding year. The adjustment shall occur when Consultant has published its audited overhead rate and shall apply to Direct Salary Cost, as defined above, incurred thereafter until the rate for the following year is available upon completion of an independent audit of Consultant's indirect cost rate.

1.2 FIXED FEE

1.2.1 The Fixed Fee is the Consultant's and Consultant's subconsultants' profit. The Maximum Fixed Fee under this Agreement is increased by this Amendment No. 3 by the amount of Six Million Four Hundred Seventy Six Thousand Two Hundred Forty Four Dollars (\$6,476,244.00).

1.2.2 A portion of the Fixed Fee shall be paid on a pro-rated basis, in proportion to the monthly invoiced Direct Labor Costs and the total Direct Labor Cost compensation, as part of each monthly billing.

1.2.3 The Fixed Fee may be adjusted upon written approval of the Commission's Executive Director, as further set forth in Section 6.

1.3 ADDITIONAL DIRECT COSTS

Additional Direct Costs directly identifiable to the performance of the services of this Agreement shall be reimbursed at the rates below, or at actual invoiced cost.

Rates for identified Additional Direct Costs are as follows:

ITEM

REIMBURSEMENT RATE

Per Diem	Actual Cost
Car mileage	0.55 or current IRS rate
Rental Car	Actual Cost
Travel	Actual Cost
Photocopies (Black & White)	Actual Cost
Photocopies (Color)	Actual Cost
Photographs/ other reprographic Services	Actual Cost
Postage/Shipping	Actual Cost
Courier Service	Actual Cost
Other Rentals, supplies, purchases	Actual Cost

Travel by air and travel in excess of 100 miles from the Consultant's office nearest to the Commission's office must have the Commission's prior written approval to be reimbursed under this Agreement.

2. DIRECT SALARY RATES

Direct Salary Rates, which are the range of hourly rates to be used in determining Direct Salary Costs in Section 1.1.1 above, are given below and are subject to the following:

- 2.1** Direct Salary Rates shall be applicable to both straight time and overtime work, unless payment of a premium for overtime work is required by law, regulation or craft agreement, or is otherwise specified in this Agreement. In such event, the premium portion of Direct Salary Costs will not be subject to the Multiplier defined in Paragraph 1.1.2 above.
- 2.2** Direct Salary Rates shown herein are in effect for one year following the effective date of the Agreement. Thereafter, they may be adjusted annually to reflect the Consultant's adjustments to individual compensation. The Consultant shall notify the Commission in writing prior to a change in the range of rates included herein, and prior to each subsequent change.

POSITION OR CLASSIFICATION

RANGE OF HOURLY RATES

Senior Program Director	67.55 - 148.19
Program Director	58.37 - 105.05
Construction Director	58.37 - 105.05

Construction Manager	43.27 - 87.88
Principal Construction Eng/Spec	40.19 - 70.38
Construction Engineer/Specialist	22.21 - 59.40
QA Manager/Supervisor	48.41 - 87.16
Principal QA Engineer/Specialist	35.48 - 72.12
QA Engineer/Specialist	25.87 - 55.29
QC Manager/Supervisor	40.19 - 80.38
Principal QC Inspector	30.77 - 63.85
QC Inspector	22.21 - 48.85
Safety Manager/Supervisor	40.19 - 80.38
Safety Engineer/Specialist	22.21 - 48.85
Principal Project Manager	53.89 - 97.02
Project Manager	43.27 - 77.88
Engineering Manager	48.41 - 97.16
Supervising Engineer	40.19 - 80.38
Principal Engineer	35.48 - 62.12
Sr. Engineer	30.77 - 53.85
Engineer	17.20 - 49.50
Principal Project Engineer	43.27 - 77.88
Project Engineer	35.48 - 62.12
Architect	31.29 - 63.65
Sr. Project Planner	43.27 - 77.88
Project Planner	25.70 - 70.38
Supervising Designer	40.19 - 70.38
Project Designer	35.48 - 62.12
Principal Designer	30.77 - 53.85
Designer/Drafter	17.12 - 42.50
Landscape Architect	19.76 - 44.57
Landscape Planner	25.87 - 55.29
Principal Environmental Planner	30.77 - 63.85
Environmental Planner	19.76 - 44.57
Project Controls Manager	40.19 - 102.74
Project Controls Engineer	22.21 - 58.85
Document Control Supervisor	30.77 - 57.85
Document Control Coordinator	19.76 - 40.57
Chief Estimator	40.19 - 80.38
Principal Estimator	35.48 - 72.12
Estimator	22.21 - 58.85
Contracts Manager	43.27 - 87.88
Procurement Manager	35.48 - 72.12
Contracts Administrator	32.21 - 58.85
Subcontracts Administrator	22.21 - 55.05
Procurement Specialist	19.76 - 44.57
Field Office Manager	25.87 - 45.29
Executive Secretary/Assistant	22.21 - 42.85
Administrative Assistant	17.23 - 33.65
Technical Writer/Editor	25.19 - 48.30

Graphics Supervisor/Designer	28.30 - 48.40
Financial Specialist	36.35 - 79.13
Systems - IT Supervisor	30.77 - 53.85
Systems-IT Specialist	25.87 - 45.29
Market Analysts/Specialists	32.25 - 85.15
Principal Technical Consultant	75.00 - 175.00

2.3 The above rates are for the Consultant only. All rates for subconsultants to the Consultant will be in accordance with the Consultant's cost proposal.

3. INVOICING

3.1 Each month the Consultant shall submit an invoice for Services performed during the preceding month. The original invoice shall be submitted to the Commission's Executive Director with two (2) copies to the Commission's Project Coordinator.

3.2 Charges shall be billed in accordance with the terms and rates included herein, unless otherwise agreed in writing by the Commission's Representative.

3.3 Base Work shall be charged separately, and the charges for each task and Milestone listed in the Scope of Services, shall be listed separately. The charges for each individual assigned by the Consultant under this Agreement shall be listed separately on an attachment to the invoice.

3.4 A charge of \$1,000 or more for any one item of Additional Direct Costs shall be accompanied by substantiating documentation satisfactory to the Commission such as invoices, telephone logs, etc. Consultant shall maintain files and documentation, for auditing purposes, substantiating all Additional Direct Costs charged to the Commission.

3.5 Each copy of each invoice shall be accompanied by a Monthly Progress Report and spreadsheets showing hours expended by task for each month and total project to date.

3.6 Each invoice shall indicate payments to DBE subconsultants or supplies by dollar amount and as a percentage of the total invoice.

3.7 Each invoice shall include a certification signed by the Consultant's Representative or an officer of the firm which reads as follows:

I hereby certify that the hours and salary rates charged in this invoice are the actual hours and rates worked and paid to the employees listed.

Signed _____
Title _____
Date _____
Invoice No. _____

4. PAYMENT

- 4.1** The Commission shall pay the Consultant within four to six weeks after receipt by the Commission of an original invoice. Should the Commission contest any portion of an invoice, that portion shall be held for resolution, without interest, but the uncontested balance shall be paid.

- 4.2** The final payment for Services under this Agreement will be made only after the Consultant has executed a Release and Certificate of Final Payment.

**EXHIBIT "C-2"
PART 2
APPROVED SUBCONSULTANTS
AND
APPROVED BILLING RATES**

APPROVED SUBCONSULTANTS

Firm	Direct Salary Cost	Salary Additive	Overhead	Multiplier	Fee / Profit Rate	Total Multiplier
Arellano Associates	1.00	0.00	0.71	1.71	0.10	1.88
Group Delta Consultants, Inc.	1.00	0.54	1.25	2.79	0.10	3.07
HDR, Inc. (Office)	1.00	0.31	1.34	2.65	0.10	2.92
HDR, Inc. (Field - Co-located)	1.00	0.34	0.85	2.19	0.10	2.41
Overland, Pacific & Cutler, Inc.	1.00	0.46	1.20	2.65	0.10	2.92
Psomas (Psomas Office)	1.00	0.35	1.48	2.84	0.10	3.12
Psomas (Psomas Field)	1.00	0.42	1.23	2.65	0.10	2.91
Southstar Engineering (Field - Co-located)	1.00	0.32	0.76	2.08	0.10	2.29
TEC Management Consultants, Inc.	1.00	0.53	0.86	2.39	0.10	2.63
GCAP	1.00	0.00	0.89	1.89	0.10	2.08
Cofiroute USA	1.00	0.24	0.32	1.56	0.10	1.72

[Rates used are approved and effective as of January 2013]

**Sub-Consultant Reimbursable
Other Direct Cost**

<u>ITEM</u>	<u>REIMBURSEMENT RATE</u>
Per Diem	\$ Actual IRS Rate
Car mileage	\$ Actual IRS rate for date traveled
Travel	\$ Actual Cost
Photocopies	\$ 0.15/copy
Blueline	\$ 1.50/sheet
LD Telephone	\$ included in burdened rate
Fax	\$ included in burdened rate
Computer Charges	\$ included in burdened rate
Photographs	\$ included in burdened rate

Other Direct Costs Permitted under the FAR and not listed above are reimbursed at Cost

ARELLANO ASSOCIATES**POSITION OR CLASSIFICATION****RANGE OR HOURLY RATES**

Outreach Principal In Charge	\$115.00 - \$150.00/hour
Outreach Project Director	\$100.00 - \$135.00/hour
Public Outreach Manager	\$90.00 - \$120.00/hour
Public Outreach Coordinator	\$55.00 - \$85.00/hour
Public Outreach Support	\$35.00 - \$55.00/hour
Project Support	\$20.00 - \$35.00/hour
Administrative	\$15.00 - \$40.00/hour

GROUP DELTA CONSULTANT INC.**POSITION OR CLASSIFICATION****RANGE OR HOURLY RATES**

Principal Engineer	\$53.13 - \$91.95/hour
Associate Engineer/Geologist	\$45.67 - \$60.10/hour
Senior Engineer / Geologist	\$34.74 - \$ 45.67/hour
Project Engineer / Geologist	\$28.85 - \$41.35/hour
Staff Engineer / Geologist	\$20.00 - \$27.88/hour
Technician	\$17.00 - \$39.96/hour
CAD	\$19.00 - \$24.52/hour
Project Admin / Support	\$15.00 - \$28.85/hour

HDR, INC.**POSITION OR CLASSIFICATION****RANGE OR HOURLY RATES**

Project Engineer	\$45.00 - \$61.96/hour
Sr. Project Engineer	\$58.67 - \$105.00/hour
Structures Lead	\$60.23 - \$63.24/hour
Sr. Structures Engineer	\$83.01 - \$93.40/hour
Assistant Roadway RE	\$50.00 - \$74.58/hour
Project Manager	\$74.52 - \$78.25/hour
Roadway Office Engineer	\$36.22 - \$38.03/hour
Railroad Coordinator	\$66.29 - \$69.60/hour

OVERLAND, PACIFIC & CUTLER, INC.**POSITION OR CLASSIFICATION****RANGE OR HOURLY RATES**

Principal	\$68.93 - \$91.35/hour
Principal Consultant	\$47.04 - \$80.48/hour

Senior Project Manager	\$39.66 - \$57.69/hour
Project Manager	\$28.84 - \$47.36/hour
Analyst	\$16.83 - \$42.23/hour
Project Support Specialist	\$14.43 - \$32.96/hour
Secretarial/Clerical	\$13.00 - \$24.49/hour
Principal Appraiser	\$75.00 - \$95.00/hour
Staff Appraiser II	\$40.00 - \$40.00/hour
Sr. Appraiser	\$60.00 - \$60.00/hour
Property Management Supervisor	\$40.86 - \$45.67/hour
Senior Agent/Consultant	\$24.04 - \$39.42/hour
Agent/Consultant	\$17.83 - \$27.63/hour
Property Services Supervisor	\$26.44 - \$31.25/hour
Crew Member I	\$8.00 - \$11.00/hour
Crew Member II	\$11.00 - \$15.00/hour
Crew Member III/General Contractor	\$15.00 - \$55.00/hour

PSOMAS

POSITION OR CLASSIFICATION	RANGE OR HOURLY RATES
Project/Manager/Technical Manager	\$68.17 - \$85.91/hour
Sr. Project Surveyor/Sr. GIS Specialist	\$49.98 - \$70.29/hour
Project Surveyor/GIS Specialist	\$37.00 - \$49.95/hour
Staff Surveyor	\$28.12 - \$43.42/hour
Survey Tech/CADD Tech	\$28.12 - \$40.85/hour
Project Administrator	\$28.12 - \$38.40/hour
LS Party Chief	\$44.96 - \$50.00/hour
Certified Chief	\$44.26 - \$50.00/hour
Party Chief	\$42.21 - \$50.00/hour
Instrument Man	\$39.71 - \$50.00/hour
Chainman	\$39.13 - \$50.00/hour
Apprentice A-G	\$16.43 - \$31.30/hour
Field Supervisor	\$42.21 - \$45.00/hour

SOUTHSTAR ENGINEERING AND CONSULTING, INC.

POSITION OR CLASSIFICATION	RANGE OR HOURLY RATES
Project Manager	\$90.00 - \$110.00/hour
Senior Project Engineer	\$65.00 - \$80.00/hour
Project Engineer	\$50.00 - \$65.00/hour
Administrative Assistant	\$22.00 - \$30.00/hour
Document Control Specialist	\$35.00 - \$50.00/hour

TEC MANAGEMENT CONSULTANTS, INC.

POSITION OR CLASSIFICATION	RANGE OR HOURLY RATES
Planner/Scheduler	\$55 - \$85/hour

GCAP

POSITION OR CLASSIFICATION	RANGE OR HOURLY RATES
DBE/LC Project Manager	\$64.90 - \$74.52/hour
DBE Compliance Manager	\$48.08 - \$59.69/hour
Senior Labor Compliance Specialist	\$38.46 - \$43.27/hour
Labor Compliance Analyst	\$26.44 - \$31.25/hour
Senior DBE Outreach Specialist	\$34.62 - \$38.46/hour
DBE Administrator	\$26.44 - \$31.25/hour
Contract Compliance Analyst	\$35.99 - \$40.87/hour

COFIROUTE USA

POSITION OR CLASSIFICATION	RANGE OR HOURLY RATES
Project Director	\$65.00 - \$85.00/hour
Assistant Project Manager	\$35.00 - \$50.00/hour
VP Information Technology	\$50.00 - \$65.00/hour
IT Manager	\$45.00 - \$60.00/hour
Technical Consultant	\$95.00 - \$110.00/hour
Operations Manager	\$40.00 - \$55.00/hour
On-Road Customer Service	\$18.00 - \$28.00/hour
ETTM Supervisor	\$25.00 - \$40.00/hour
Subject Matter Analyst	\$14.00 - \$20.00/hour
Customer Service Manager	\$30.00 - \$45.00/hour
Violations Processing Manager	\$30.00 - \$60.00/hour
Administrative	\$25.00 - \$35.00/hour

EXHIBIT "C-2"
PART 3

BASELINE BUDGET
SPREADSHEETS ATTACHED

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY TASK
 FINAL

WBS Number	Activity Description	Hours	Parsons	Arellano	GCAP	HDR	Southstar	OPC	TEC	Pomas	Group/belta	Cofiroute	Total Cost/Rev 5	Total Cost by Task
TASK 100 - Project Management														
10102	Project Management	11,220	\$ 3,109,875										\$ 3,109,875	
10202	Project Support	2,650	\$ 418,850										\$ 418,850	
10302	Project Administration	23,363	\$ 2,042,089										\$ 2,042,089	
10402	Project Safety	960	\$ 194,336										\$ 194,336	
10502	Quality Assurance	960	\$ 211,957										\$ 211,957	
11002	Right of Way A/E Mitigation Services	15,004	\$ 2,266,479										\$ 2,266,479	
11502	Public Outreach	10,360	\$ 1,436,715										\$ 1,436,715	\$ 9,660,300
	TOTAL TASK 100													
TASK 200 - Design Management														
20102	Design Management	9,240	\$ 1,684,101										\$ 1,684,101	
20202	Design Support	15,760	\$ 2,059,486										\$ 2,059,486	
20302	Structures (ICA)	19,350	\$ 3,763,198										\$ 3,763,198	
20402	Roadway & Drainage (ICA)	1,906	\$ 314,408										\$ 314,408	
20502	Maintenance of Traffic (ICA)	1,410	\$ 232,590										\$ 232,590	
20702	Traffic Management System (TMS) (ICA)	1,410	\$ 232,590										\$ 232,590	
20802	Landscape & Aesthetics (ICA)	3,130	\$ 318,751										\$ 318,751	
21002	Environmental & Permits	7,580	\$ 967,994										\$ 967,994	
21402	Electrical & Lighting (ICA)	1,410	\$ 232,590										\$ 232,590	
23102	Survey & ROW Engineering	9,970					\$ 943,237						\$ 943,237	
23202	ROW Acquisition & Relocation	36,785						\$ 5,336,800					\$ 5,336,800	
23302	Utility Coordination & Oversight	5,730											\$ 1,566,746	
23502	Geotechnical (ICA)	4,028									\$ 770,433		\$ 770,433	
23602	Roadway & Drainage (ICA)	20,460	\$ 3,791,223										\$ 3,791,223	
23702	Railroad Coordination	1,840	\$ 380,553										\$ 380,553	
23802	Property Management	7,485											\$ 686,182	
25102	Structures (ICA)	17,490	\$ 4,142,633										\$ 4,142,633	
25202	Maintenance of Traffic (ICA)	3,050	\$ 1,550,424										\$ 1,550,424	
25302	Landscape & Aesthetics (ICA)	3,640	\$ 769,448										\$ 769,448	
25402	Utility Coordination & Oversight	3,800	\$ 761,483										\$ 761,483	
26602	Traffic Management System (ICA)	3,800	\$ 1,070,973										\$ 1,070,973	
26702	Electrical & Lighting (ICA)	5,400	\$ 1,014,429										\$ 1,014,429	
	TOTAL TASK 200												\$ 32,150,281	
TASK 300 - Tolling and Operations														
30102	Toll & Operations Management	8,554	\$ 1,315,136										\$ 1,315,136	
30202	Toll Systems Design (ICA)	2,456	\$ 350,574										\$ 350,574	
30302	Toll Systems Installation & Test (OS)	3,672	\$ 1,426,547										\$ 1,426,547	
30402	Operations Planning	736	\$ 106,845										\$ 106,845	
31002	Toll Systems Design (ICA)	0				\$ 210,000							\$ 210,000	
31402	Toll Systems & Design Support	1,166											\$ 337,280	
	TOTAL TASK 300												\$ 3,746,382	
TASK 400 - Contracts Management														
40102	Contracts Management	6,580	\$ 1,301,843										\$ 1,301,843	
40502	Contract Administration	9,490	\$ 1,256,470										\$ 1,256,470	
40602	Procurement Services	1,615	\$ 275,390										\$ 275,390	
40702	Subcontract Administration	2,100	\$ 220,315										\$ 220,315	
40802	Risk Management	1,440	\$ 196,967										\$ 196,967	
40902	Document Controls Management	18,150	\$ 1,893,484										\$ 1,893,484	
41402	DBE - Labor Compliance	5,732											\$ 520,049	
41502	Document Controls Management	18,630											\$ 1,636,725	
	TOTAL TASK 400												\$ 7,401,462	

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY TASK
 FINAL

WBS Number	Activity Description	Hours	Parsons	Arellano	GCAP	HDR	Southstar	OPC	TEC	Pcoms	GroupDelta	Cofroute	Total Cost Rev 5	Total Cost by Task
TASK 500 - Project Controls														
5002	Project Controls Mgt.	7,520	\$ 1,109,353										\$ 1,109,353	
5002	Cost Engineering	15,995	\$ 1,494,762										\$ 1,494,762	
5002	Cost Estimating	2,140	\$ 302,578										\$ 302,578	
5502	Scheduling	8,415							\$ 1,768,006				\$ 1,768,006	
	TOTAL TASK 500													\$ 4,675,499
TASK 600 - Construction Management														
6002	Construction Management	8,745	\$ 1,818,602										\$ 1,818,602	
6002	Construction Services & Administration	9,735	\$ 843,866										\$ 843,866	
6002	Property Mitigation	3,700	\$ 523,836										\$ 523,836	
6002	Roadway Construction Oversight	9,075	\$ 1,783,938										\$ 1,783,938	
6002	Structures Construction Oversight	22,770	\$ 3,828,210										\$ 3,828,210	
6002	Office Engineering	9,240	\$ 1,212,417										\$ 1,212,417	
6502	Roadway Construction Oversight	19,965				\$ 3,200,035							\$ 3,200,035	
6502	Office Engineering	8,250				\$ 1,010,493							\$ 1,010,493	
6502	Structures Construction Oversight	6,270							\$ 988,150				\$ 988,150	
	TOTAL TASK 600													\$ 15,209,894
TASK 700 - Other Direct Cost														
	ODC's		\$ 4,547,756	\$ 48,280	\$ 2,907	\$ 43,335	\$ 39,389	\$ 23,350	\$ 15,690	\$ 161,260	\$ 56,500	\$ 10,000	\$ 4,948,467	
	TOTAL TASK 700													\$ 4,948,467
	Sub Total		\$ 43,718,420	\$ 1,484,995	\$ 522,956	\$ 17,944,956	\$ 2,619,351	\$ 6,046,381	\$ 2,772,947	\$ 1,528,006	\$ 826,933	\$ 347,280	\$ 77,812,226	
	Escalation												\$ 2,375,052	
	Sub Mark-Up (4.0% on ODC, 3.5% on others)		\$ 1,223,515										\$ 1,223,515	
	TOTAL SUB MARK-UP												\$ 1,223,515	
	TOTAL Contract Value by Firm	478,641	\$ 44,941,935	\$ 1,484,995	\$ 522,956	\$ 17,944,956	\$ 2,619,351	\$ 6,046,381	\$ 2,772,947	\$ 1,528,006	\$ 826,933	\$ 347,280	\$ 81,410,793	\$ 81,410,793

Total Fixed Fee = \$6,476,344

DBE Participants:

Arellano = \$1,484,995
 GCAP = \$522,956
 TEC = \$2,772,947
 Total DBE = \$4,780,898
 Total Cost = \$81,410,793
 DBE % = 5.87%

Note: Parsons reserves the right to change the allocation of assigned work included in the Phase No. 2 budget between Parsons and/or the Subconsultants when necessary. In the event of subconsultants inability to perform, Parsons will address and review the actual performance and forecast Parsons' ability to successfully meet the Project's safety, quality, cost and schedule objectives and conduct the necessary budget reallocation adjustments for RCTC's review and approval.

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT (CIP)
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Parsons										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management	11220	\$ 117.62	\$ 1,319,684	\$ 1,907,475	\$ 282,716	\$ 3,109,875			\$ 3,109,875
10202	Project Support	2480	\$ 59.82	\$ 157,907	\$ 222,776	\$ 38,077	\$ 418,850			\$ 418,850
10302	Project Administration	25963	\$ 34.17	\$ 886,586	\$ 989,878	\$ 135,644	\$ 2,042,089			\$ 2,042,089
10402	Project Safety	960	\$ 76.36	\$ 73,307	\$ 103,362	\$ 17,567	\$ 194,236			\$ 194,236
10502	Quality Assurance	960	\$ 83.29	\$ 79,954	\$ 112,735	\$ 19,260	\$ 211,957			\$ 211,957
11002	Right-of-Way A/E Mitigation Services	15004	\$ 56.98	\$ 854,952	\$ 1,203,483	\$ 206,044	\$ 2,266,479			\$ 2,266,479
15502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management	9240	\$ 65.86	\$ 608,565	\$ 695,164	\$ 130,373	\$ 1,434,101			\$ 1,434,101
20202	Design Support	15760	\$ 55.03	\$ 867,290	\$ 1,004,971	\$ 187,226	\$ 2,059,486			\$ 2,059,486
20302	Structures (IDA)	19480	\$ 76.23	\$ 1,475,112	\$ 1,943,977	\$ 442,100	\$ 3,768,198			\$ 3,768,198
20402	Roadway & Drainage (IDA)	1906	\$ 70.00	\$ 133,420	\$ 152,406	\$ 28,583	\$ 314,408			\$ 314,408
20502	Maintenance of Traffic (IDA)	1410	\$ 70.00	\$ 98,700	\$ 112,745	\$ 21,145	\$ 232,590			\$ 232,590
20702	Traffic Management System (TMS) (IDA)	1410	\$ 70.00	\$ 98,700	\$ 112,745	\$ 21,145	\$ 232,590			\$ 232,590
20802	Landscape & Aesthetics (IDA)	2130	\$ 83.37	\$ 134,974	\$ 163,891	\$ 29,886	\$ 328,751			\$ 328,751
21002	Environmental & Permits	7380	\$ 55.68	\$ 411,771	\$ 469,223	\$ 87,999	\$ 969,094			\$ 969,094
20402	Electrical & Lighting (IDA)	1410	\$ 70.00	\$ 98,700	\$ 112,745	\$ 21,145	\$ 232,590			\$ 232,590
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (IDA)									
25602	Roadway & Drainage (IDA)									
25702	Railroad Coordination									
25802	Property Management									
26102	Structures (IDA)									
26202	Maintenance of Traffic (IDA)									
26302	Landscape & Aesthetics (IDA)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (IDA)									
26702	Electrical & Lighting (IDA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management	8564	\$ 65.17	\$ 558,082	\$ 637,487	\$ 119,558	\$ 1,315,136			\$ 1,315,136
30202	Toll Systems Design (IDA)	2486	\$ 60.57	\$ 248,767	\$ 369,937	\$ 51,570	\$ 670,274			\$ 670,274
30302	Toll Systems Installation & Test (DS)	9872	\$ 63.32	\$ 603,258	\$ 697,502	\$ 129,686	\$ 1,426,547			\$ 1,426,547
30402	Operations Planning	735	\$ 61.60	\$ 45,340	\$ 51,792	\$ 9,713	\$ 106,845			\$ 106,845
35402	Toll Systems Design (IDA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management	8580	\$ 64.39	\$ 552,440	\$ 631,053	\$ 118,349	\$ 1,301,843			\$ 1,301,843
40502	Contract Administration	9490	\$ 56.19	\$ 533,186	\$ 609,069	\$ 114,225	\$ 1,256,470			\$ 1,256,470
40602	Procurement Services	1815	\$ 64.39	\$ 116,962	\$ 133,492	\$ 25,025	\$ 275,390			\$ 275,390
40702	Subcontracts Administration	2100	\$ 44.38	\$ 93,176	\$ 108,087	\$ 20,947	\$ 222,210			\$ 222,210
40802	Risk Management	1440	\$ 58.05	\$ 83,592	\$ 95,487	\$ 17,908	\$ 196,987			\$ 196,987
40902	Document Controls Management	18150	\$ 46.61	\$ 845,940	\$ 966,218	\$ 181,226	\$ 1,993,484			\$ 1,993,484
45402	DBF - Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.	7920	\$ 59.44	\$ 470,757	\$ 537,746	\$ 100,850	\$ 1,109,353			\$ 1,109,353
50202	Cost Engineering	16985	\$ 37.32	\$ 634,306	\$ 724,568	\$ 135,887	\$ 1,494,762			\$ 1,494,762
50502	Cost Estimating	2140	\$ 60.00	\$ 128,400	\$ 146,671	\$ 27,507	\$ 302,578			\$ 302,578
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management	8745	\$ 88.25	\$ 771,729	\$ 881,546	\$ 166,327	\$ 1,819,602			\$ 1,819,602
60202	Construction Services & Administration	5735	\$ 36.78	\$ 348,057	\$ 409,054	\$ 76,715	\$ 833,866			\$ 833,866
60302	Property Mitigation	3300	\$ 67.36	\$ 222,791	\$ 253,923	\$ 47,621	\$ 524,335			\$ 524,335
60402	Roadway Construction Oversight	9075	\$ 83.42	\$ 757,927	\$ 864,752	\$ 162,178	\$ 1,784,958			\$ 1,784,958
60502	Structures Construction Oversight	22770	\$ 71.34	\$ 1,624,512	\$ 1,855,680	\$ 348,019	\$ 3,828,210			\$ 3,828,210
60602	Office Engineering	9240	\$ 55.68	\$ 514,492	\$ 587,705	\$ 110,220	\$ 1,212,417			\$ 1,212,417
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
70102	Vehicles and Maintenance						\$ 1,938,750			\$ 1,938,750
70202	Travel and Transportation						\$ 721,156			\$ 721,156
70302	Office Systems						\$ 1,887,880			\$ 1,887,880
70402	Permits						\$ 200,000			\$ 200,000
	Parsons Total Cost	269,275		\$ 16,343,448	\$ 19,266,247	\$ 3,560,969	\$ 39,170,664	\$ 4,547,756	\$ -	\$ 43,718,420
	Markup on Subs (4.0% on ODC, 3.5% on other)									\$ 1,211,960

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Arellano Associates										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
11502	Public Outreach	10360	\$ 65.63	\$ 679,975	\$ 483,666	\$ 116,364	\$ 1,280,005		\$ 156,710.00	\$ 1,436,715
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (ICIA)									
20402	Roadway & Drainage (ICIA)									
20502	Maintenance of Traffic (ICIA)									
20702	Traffic Management System (TMS) (ICIA)									
20802	Landscape & Aesthetics (ICIA)									
21002	Environmental & Permits									
21402	Electrical & Lighting (ICIA)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (ICIA)									
25602	Roadway & Drainage (ICIA)									
25702	Railroad Coordination									
25802	Property Management									
26102	Structures (ICIA)									
26202	Maintenance of Traffic (ICIA)									
26302	Landscape & Aesthetics (ICIA)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (ICIA)									
26702	Electrical & Lighting (ICIA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (ICIA)									
30302	Toll Systems Installation & Test (OS)									
30402	Operations Planning									
35102	Toll Systems Design (ICIA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
75702	ODC's							\$ 48,280		\$ 48,280
Arellano Total Cost		10,360		\$ 679,975	\$ 483,666	\$ 116,364	\$ 1,280,005	\$ 48,280	\$ 156,710	\$ 1,484,995
Parsons Markup on Subs (3.5%)										\$ 51,978

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

GCAP Services										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODCs	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
15502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (QA)									
20402	Roadway & Drainage (QA)									
20502	Maintenance of Traffic (QA)									
20702	Traffic Management System (TMS) (QA)									
20802	Landscape & Aesthetics (QA)									
21002	Environmental & Permits									
21402	Electrical & Lighting (QA)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (QA)									
25602	Roadway & Drainage (QA)									
25702	Railroad Coordination									
25802	Property Management									
26102	Structures (QA)									
26202	Maintenance of Traffic (QA)									
26302	Landscape & Aesthetics (QA)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (QA)									
26702	Electrical & Lighting (QA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (QA)									
30302	Toll System Installation & Test (DB)									
30402	Operations Planning									
33102	Toll Systems Design (QA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance	5,792	\$ -43.64	\$ 250,144	\$ 222,628	\$ -47,277	\$ 520,049	\$ -	\$ -	\$ -520,049
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODCs)										
76102	ODCs							\$ 2,907	\$ -	\$ 2,907
GCAP Total Cost		5,792		\$ 250,144	\$ 222,628	\$ -47,277	\$ 520,049	\$ 2,907	\$ -	\$ 522,956
Parsons Markup on Subs (3.5%)										\$ 18,303

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

HDR Engineering Inc.										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10802	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
15802	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (IC/A)									
20402	Roadway & Drainage (IC/A)									
20502	Maintenance of Traffic (IC/A)									
20702	Traffic Management System (TMS) (IC/A)									
20802	Landscape & Aesthetics (IC/A)									
21002	Environmental & Permits									
21402	Electrical & Lighting (IC/A)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (IC/A)									
25802	Roadway & Drainage (IC/A)	29460	\$ 65.57	\$ 1,930,591	\$ 2,345,975	\$ 344,657	\$ 3,791,223	\$ -	\$ -	\$ 3,791,223
25702	Railroad Coordination	1340	\$ 66.29	\$ 121,974	\$ 201,286	\$ 32,223	\$ 355,553	\$ 25,000,000	\$ -	\$ 389,583
25802	Property Management									
26102	Structures (IC/A)	17490	\$ 81.25	\$ 1,421,144	\$ 2,344,887	\$ 376,603	\$ 4,142,633	\$ -	\$ -	\$ 4,142,633
26202	Maintenance of Traffic (IC/A)	8050	\$ 66.07	\$ 531,881	\$ 877,604	\$ 140,949	\$ 1,550,434	\$ -	\$ -	\$ 1,550,434
26302	Landscape & Aesthetics (IC/A)	3340	\$ 68.74	\$ 263,967	\$ 435,537	\$ 69,950	\$ 769,498	\$ -	\$ -	\$ 769,498
26402	Utility Coordination & Oversight	3300	\$ 68.74	\$ 261,212	\$ 431,000	\$ 69,221	\$ 761,433	\$ -	\$ -	\$ 761,433
26602	Traffic Management System (IC/A)	3800	\$ 63.34	\$ 367,401	\$ 606,211	\$ 97,361	\$ 1,070,973	\$ -	\$ -	\$ 1,070,973
26702	Electrical & Lighting (IC/A)	5400	\$ 64.45	\$ 348,003	\$ 574,205	\$ 92,221	\$ 1,014,429	\$ -	\$ -	\$ 1,014,429
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (IC/A)									
30302	Toll Systems Installation & Test (OS)									
30402	Operations Planning									
35102	Toll Systems Design (IC/A)			\$ -	\$ -	\$ -	\$ -	\$ 210,000,000	\$ -	\$ 210,000
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight	19965	\$ 66.52	\$ 1,328,072	\$ 1,581,069	\$ 290,914	\$ 3,200,055	\$ -	\$ -	\$ 3,200,055
65302	Office Engineering	8050	\$ 50.83	\$ 409,348	\$ 495,233	\$ 91,858	\$ 1,010,439	\$ -	\$ -	\$ 1,010,439
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
75102	ODC's							\$ 43,335		\$ 43,335
HDR Total Cost		94,895		\$ 6,363,586	\$ 9,696,978	\$ 1,606,056	\$ 17,666,621	\$ 43,335	\$ 295,000	\$ 17,944,956
Parsons Markup on Subs (5.5%)										\$ 428,173

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Southstar Engineering and Consulting, Inc.										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
13502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (ICQA)									
20402	Roadway & Drainage (ICQA)									
20502	Maintenance of Traffic (ICQA)									
20702	Traffic Management System (TMS) (ICQA)									
20802	Landscape & Aesthetics (ICQA)									
21002	Environmental & Permits									
21402	Electrical & Lighting (ICQA)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight	5730	\$ 71.85	\$ 411,680	\$ 445,818	\$ 85,749	\$ 497,429	\$ -	\$ -	\$ 497,429
25502	Geotechnical (ICQA)									
25602	Roadway & Drainage (ICQA)									
25702	Railroad Coordination									
25802	Property Management									
26102	Structures (ICQA)									
26202	Maintenance of Traffic (ICQA)									
26302	Landscape & Aesthetics (ICQA)									
26402	Utility Coordination & Oversight									
26502	Traffic Management System (ICQA)									
26702	Electrical & Lighting (ICQA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (ICQA)									
30302	Toll Systems Installation & Test (OS)									
30402	Operations Planning									
35102	Toll Systems Design (ICQA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
45502	Document Controls Management	18630	\$ 38.34	\$ 714,256	\$ 773,576	\$ 148,793	\$ 1,636,625	\$ -	\$ -	\$ 1,636,625
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
75302	ODC's							\$ 39,389	\$ -	\$ 39,389
Southstar Total Cost		24,360		\$ 1,126,036	\$ 1,219,384	\$ 234,542	\$ 2,579,962	\$ 39,389	\$ -	\$ 2,619,351
Parsons Markup on Subs (3.5%)										\$ 91,677

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Overland, Pacific & Cutler, Inc.										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
15502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (ICQA)									
20402	Roadway & Drainage (ICQA)									
20502	Maintenance of Traffic (ICQA)									
20702	Traffic Management System (TMS) (ICQA)									
20802	Landscape & Aesthetics (ICQA)									
21002	Environments & Permits									
21402	Electrical & Lighting (ICQA)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation	29785	\$ - 40.37	\$ - 1,484,958	\$ 2,457,822	\$ 394,259	\$ 4,336,851		\$ 1,000,000	\$ 5,336,851
25302	Utility Coordination & Oversight									
25502	Geotechnical (ICQA)									
25602	Roadway & Drainage (ICQA)									
25702	Railroad Coordination									
25802	Property Management	7485	\$ - 31.39	\$ 234,954	\$ 388,848	\$ 62,380	\$ 686,182		\$ -	\$ 686,182
26102	Structures (ICQA)									
26202	Maintenance of Traffic (ICQA)									
26302	Landscape & Aesthetics (ICQA)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (ICQA)									
26702	Electrical & Lighting (ICQA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (ICQA)									
30302	Toll Systems Installation & Test (OS)									
30402	Operations Planning									
35102	Toll Systems Design (ICQA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
75302	ODC's							\$ 23,350		\$ 23,350
OPC Total Cost		44,270		\$ 1,719,922	\$ 2,846,470	\$ 456,639	\$ 5,023,031	\$ 23,350	\$ 1,000,000	\$ 6,046,381
Parsons Markup on Subs (4.0%)										\$ 241,855

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

TEC Management Consultants, Inc.										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	DOC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
15502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (Q/A)									
20402	Roadway & Drainage (Q/A)									
20502	Maintenance of Traffic (Q/A)									
20702	Traffic Management System (TMS) (Q/A)									
20802	Landscape & Aesthetics (Q/A)									
21002	Environmental & Permits									
21402	Electrical & Lighting (Q/A)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (Q/A)									
25602	Roadway & Drainage (Q/A)									
25702	Railroad Coordination									
25802	Property Management									
26102	Structures (Q/A)									
26202	Maintenance of Traffic (Q/A)									
26302	Landscape & Aesthetics (Q/A)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (Q/A)									
26702	Electrical & Lighting (Q/A)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (Q/A)									
30302	Toll Systems Installation & Test (OS)									
30402	Operations Planning									
35102	Toll Systems Design (Q/A)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling	8415	\$ 80.00	\$ 673,200	\$ 834,808	\$ 140,801	\$ 1,768,809			\$ 1,768,809
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight	6270	\$ 60.00	\$ 376,200	\$ 522,351	\$ 89,859	\$ 988,450			\$ 988,450
TASK 700 - Other Direct Costs (ODC's)										
75402	ODC's							\$ 15,690		\$ 15,690
TEC Total Cost		14,685		\$ 1,049,400	\$ 1,457,197	\$ 250,660	\$ 2,757,257	\$ 15,690	\$ -	\$ 2,772,947
Parsons Markup on Sube (5.5%)										\$ 152,094

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Psomas										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10802	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
13502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (ICA)									
20402	Roadway & Drainage (ICA)									
20502	Maintenance of Traffic (ICA)									
20702	Traffic Management System (TMS) (ICA)									
20802	Landscape & Aesthetics (ICA)									
21002	Environmental & Permits									
21402	Electrical & Lighting (ICA)									
25102	Survey & ROW Engineering	4766	\$ 44.50	\$ 212,098	\$ 349,749	\$ 56,185	\$ 618,032	\$ -	\$ -	\$ 618,032
25102	ROW Acquisition & Relocation	5104	\$ 46.89	\$ 239,834	\$ 440,815	\$ 68,065	\$ 748,714	\$ -	\$ -	\$ 748,714
25202	Utility Coordination & Oversight									
25302	Utility Coordination & Oversight									
25502	Roadway & Drainage (ICA)									
25502	Railroad Coordination									
25702	Property Management									
25802	Structures (ICA)									
26102	Maintenance of Traffic (ICA)									
26202	Landscape & Aesthetics (ICA)									
26302	Utility Coordination & Oversight									
26402	Traffic Management System (ICA)									
26602	Electrical & Lighting (ICA)									
26702	Electrical & Lighting (ICA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (ICA)									
30302	Toll Systems Installation & Test (OS)									
30402	Operations Planning									
35402	Toll Systems Design (ICA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
43302	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt.									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
75502	ODC's							\$ 161,260		\$ 161,260
Psomas Total Cost		9,870		\$ 451,932	\$ 790,565	\$ 124,250	\$ 1,366,746	\$ 161,260	\$ -	\$ 1,528,006
Parsons Markup on Subs (3.5%)										\$ 53,480

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Group Delta Consultants Inc.										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way A/E Mitigation Services									
15502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (ICA)									
20402	Roadway & Drainage (ICA)									
20502	Maintenance of Traffic (ICA)									
20702	Traffic Management System (TMS) (ICA)									
20802	Landscape & Aesthetics (ICA)									
21002	Environmental & Permits									
21402	Electrical & Lighting (ICA)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (ICA)	4028	\$ 62.83	\$ 251,037	\$ 449,357	\$ 70,039	\$ 770,433	\$ -	\$ -	\$ 770,433
25802	Roadway & Drainage (ICA)									
25702	Railroad Coordination									
25902	Property Management									
26202	Structures (ICA)									
26202	Maintenance of Traffic (ICA)									
26302	Landscape & Aesthetics (ICA)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (ICA)									
26702	Electrical & Lighting (ICA)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll systems Design (ICA)									
30302	Toll Systems Installation & Test (DS)									
30402	Operations Planning									
35102	Toll Systems Design (ICA)									
35402	Toll Systems & Design Support									
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
75602	ODC's							\$ 56,500		\$ 56,500
GroupDelta Total Cost		4,028		\$ 251,037	\$ 449,357	\$ 70,039	\$ 770,433	\$ 56,500	\$ -	\$ 826,933
Parsons Markup on Subs (8.5%)										\$ 22,648

RIVERSIDE COUNTY TRANSPORTATION COMMISSION (RCTC)
 SR-91 CORRIDOR IMPROVEMENT PROJECT
 PARSONS (PCM)
 PHASE 2 COST ESTIMATE DETAIL SUMMARY BY FIRM
 FINAL

Cofiroute USA										
WBS Number	Activity Description	Hours	Rate	Labor	Overhead	Fixed Fee	Total Labor Cost	ODC's	Vendor	Total Cost
TASK 100 - Project Management										
10102	Project Management									
10202	Project Support									
10302	Project Administration									
10402	Project Safety									
10502	Quality Assurance									
11002	Right of Way/A/E Mitigation Services									
15502	Public Outreach									
TASK 200 - Design Management										
20102	Design Management									
20202	Design Support									
20302	Structures (IC/A)									
20402	Roadway & Drainage (IC/A)									
20502	Maintenance of Traffic (IC/A)									
20702	Traffic Management System (TMS) (IC/A)									
20802	Landscaping & Aesthetics (IC/A)									
21002	Environmental & Permits									
21402	Electrical & Lighting (IC/A)									
25102	Survey & ROW Engineering									
25202	ROW Acquisition & Relocation									
25302	Utility Coordination & Oversight									
25502	Geotechnical (IC/A)									
25602	Roadway & Drainage (IC/A)									
25702	Railroad Coordination									
25802	Property Management									
26102	Structures (IC/A)									
26202	Maintenance of Traffic (IC/A)									
26302	Landscaping & Aesthetics (IC/A)									
26402	Utility Coordination & Oversight									
26602	Traffic Management System (IC/A)									
26702	Electrical & Lighting (IC/A)									
TASK 300 - Tolling and Operations										
30102	Toll & Operations Management									
30202	Toll Systems Design (IC/A)									
30302	Toll Systems Installation & Test (IC)									
30402	Operations Planning									
35102	Toll Systems Design (IC/A)									
35402	Toll Systems & Design Support	116R	\$ 51.05	\$ 40,577	\$ 33,893	\$ 9,447	\$ 103,918		\$ 233,362.00	\$ 337,280
TASK 400 - Contracts Management										
40102	Contracts Management									
40502	Contract Administration									
40602	Procurement Services									
40702	Subcontract Administration									
40802	Risk Management									
40902	Document Controls Management									
45402	DBE - Labor Compliance									
45502	Document Controls Management									
TASK 500 - Project Controls										
50102	Project Controls Mgt									
50202	Cost Engineering									
50502	Cost Estimating									
55202	Scheduling									
TASK 600 - Construction Management										
60102	Construction Management									
60202	Construction Services & Administration									
60302	Property Mitigation									
60402	Roadway Construction Oversight									
60502	Structures Construction Oversight									
60602	Office Engineering									
65202	Roadway Construction Oversight									
65302	Office Engineering									
65402	Structures Construction Oversight									
TASK 700 - Other Direct Costs (ODC's)										
78002	ODC's							\$ 10,000		\$ 10,000
Cofiroute Total Cost		1,166		\$ 60,577	\$ 33,893	\$ 9,447	\$ 103,918	\$ 10,000	\$ 233,362	\$ 347,280
Parsons Markup on Sub (3.5%)										\$ 12,158