

**GENERAL MEETING OF THE BOARD OF DIRECTORS
OF THE
CENTRAL TEXAS REGIONAL MOBILITY AUTHORITY**

RESOLUTION NO. 14-058

**APPROVING A WORK AUTHORIZATION WITH ATKINS NORTH AMERICA, INC.,
TO PROVIDE GENERAL ENGINEERING CONSULTANT SERVICES FOR THE SH 71
EXPRESS PROJECT.**

WHEREAS, Atkins North America, Inc., (“Atkins”) serves as a general engineering consultant to the Mobility Authority under the Agreement for General Consulting Civil Engineering Services effective January 1, 2010 (the “GEC Agreement”); and

WHEREAS, the Executive Director and Atkins have discussed and agreed to a proposed work authorization for Atkins to provide general engineering consultant services for the SH 71 Express Project; and


WHEREAS, the Executive Director recommends approval of the proposed work authorization attached as Exhibit 1.

NOW THEREFORE, BE IT RESOLVED that the proposed work authorization is hereby approved; and

BE IT FURTHER RESOLVED that the Executive Director may finalize and execute for the Mobility Authority the proposed work authorization in the form or substantially the same form as Exhibit 1.

Adopted by the Board of Directors of the Central Texas Regional Mobility Authority on the 30th day of July, 2014.

Submitted and reviewed by:


Andrew Martin
General Counsel for the Central
Texas Regional Mobility Authority

Approved:

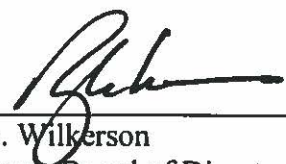

Ray A. Wilkerson
Chairman, Board of Directors
Resolution Number: 14-058
Date Passed: 7/30/2014

EXHIBIT 1 TO RESOLUTION 14-058
PROPOSED WORK AUTHORIZATION

[on the following 15 pages]

EXHIBIT D
WORK AUTHORIZATION

Work Authorization No. 11

This Work Authorization is made as of this 1st day of June, 2014, under the terms and conditions established in the AGREEMENT FOR GENERAL CONSULTING ENGINEERING SERVICES, dated as of January 4th, 2010 (the Agreement), between the **Central Texas Regional Mobility Authority (Authority)** and **Atkins North America, Inc. (GEC)**. This Work Authorization is made for the following purpose, consistent with the services defined in the Agreement:

*State Highway 71 Toll Lanes
Oversight Services*

Section A. - Scope of Services

A.1. GEC shall perform the following Services:

Please reference Attachment A – Services to be Provided by the GEC

A.2. The following Services are not included in this Work Authorization, but shall be provided as Additional Services if authorized or confirmed in writing by the Authority.

Not applicable.

A.3. In conjunction with the performance of the foregoing Services, GEC shall provide the following submittals/deliverables (Documents) to the Authority:

Please reference Attachment A – Services to be Provided by the GEC

Section B. - Schedule

GEC shall perform the Services and deliver the related Documents (if any) according to the following schedule:

Services defined herein are expected to be substantially complete within thirty one (31) months from the date this Work Authorization becomes effective. This Work Authorization will not expire until all tasks associated with the Scope of Services are complete.

Section C. - Compensation

C.1. In return for the performance of the foregoing obligations, the Authority shall pay to the GEC the amount not to exceed \$1,470,000, based on Attachment B -Fee Estimate. Compensation shall be in accordance with the Agreement.

C.2. Compensation for Additional Services (if any) shall be paid by the Authority to

the GEC according to the terms of a future Work Authorization.

Section D. - Authority's Responsibilities

The Authority shall perform and/or provide the following in a timely manner so as not to delay the Services of the GEC. Unless otherwise provided in this Work Authorization, the Authority shall bear all costs incident to compliance with the following:

Please reference Attachment A – Services to be Provided by the GEC

Section E. - Other Provisions

The parties agree to the following provisions with respect to this specific Work Authorization:

Not applicable.

Except to the extent expressly modified herein, all terms and conditions of the Agreement shall continue in full force and effect.

Authority: Central Texas Regional Mobility Authority

GEC: Atkins North America, Inc.

By: Mike Heiligenstein

By: _____

Signature: _____

Signature: _____

Title: Executive Director

Title: _____

Date: _____

Date: _____

**CENTRAL TEXAS REGIONAL MOBILITY AUTHORITY
WORK AUTHORIZATION NO. 11
Atkins
ATTACHMENT A
SERVICES TO BE PROVIDED BY GEC**

INTRODUCTION

The work to be performed by the General Engineering Consultant (GEC) will include project management and oversight services of the toll systems design and implementation and technical support and oversight services as required in support of the Project Agreement (PA) between the Texas Department of Transportation (TxDOT) and the Central Texas Regional Mobility Authority (Mobility Authority) for the SH 71 Toll Lanes Project executed on December 11, 2013. The following tasks further define the work efforts to be performed, and shall include all applicable reporting requirements.

TASK 1. PROGRAM MANAGEMENT AND ADMINISTRATIVE SUPPORT [GL Code 13720]

Administrative and project management services will be provided as necessary for the successful completion of the SH 71 Toll Lanes Project. These services may include the development and implementation of any or all of the following services for the SH 71 Toll Lanes Project:

A. PROJECT ADMINISTRATION

The GEC will perform project administrative and coordination duties which include, but are not limited to, the following:

- Progress Reports
- Meetings
- Invoicing
- File Management
- Scheduling and Progress Tracking
- General Project Coordination
- Copies of all original counterparts or, if originals are unavailable, copies of all materials prepared by or for the Mobility Authority in connection with the Project, together with any and all other items or information in the possession of the Authority and useful to or necessary for TxDOT's completion of the Project, including any Authority context-sensitive design information or materials (4.b.3 of PA). These copies to be provided to TxDOT in compliance with the PA.

B. PROJECT REPORTING

The GEC will prepare project reports which include, but are not limited to, the following:

- Prepare and issue monthly reports to the Mobility Authority on the Project's status which will document any issues, delays encountered, and corrective actions as necessary. Reports will include, but are not limited to, the following:
 - Key milestones accomplished during the preceding month

- Meetings and key activities for the upcoming month
 - Issues requiring resolution
- Prepare a Quarterly Report for the Mobility Authority with an Executive Summary that provides a summary of the monthly reports and the overall Project progress
- Update Project Reports and Dashboard on a monthly basis

C. PROJECT SCHEDULE

The GEC will provide staff to coordinate the Project scheduling activities. Specific activities include, but are not limited to, the following:

- Evaluate and monitor the Developer's Project schedule (baseline and updates)
- Catalog, and archive Baseline Schedule and schedule revisions. Evaluate time impacts and identify any potential increase in Mobility Authority costs. Report conclusions and recommendations to the Mobility Authority
- Evaluate and monitor the toll System Integrator's schedule to facilitate implementation of an operable toll system at Substantial Completion of the managed lanes, subject to correction of punch list items (8.3.b of PA)

D. COORDINATION/MEETINGS

The GEC will support the Mobility Authority in coordination activities with TxDOT, FHWA, Developer, toll Systems Integrator, and others entities as identified and as directed by the Mobility Authority. As directed by the Mobility Authority, the GEC will attend meetings throughout the project development process which include, but are not limited to, the following:

- Attend post award pre-construction meeting
- Attend progress and any other regularly scheduled meetings (Monthly/weekly)
- Attend issue resolution meetings (As Needed)
- Attend meeting pertaining to the traffic control and maintenance of traffic that are held by the Contractor or interested parties
- Attend monthly Board of Directors meetings

TASK 2. DESIGN/CONSTRUCTION GEC OVERSIGHT [GL Code 13720]

The Design/Construction GEC oversight services include oversight and inspection of the tolled lanes portion of TxDOT's construction contract for the SH 71 Toll Lanes Project. The following tasks further outline the work efforts to be performed:

A. MANAGEMENT AND GENERAL TECHNICAL SUPPORT

The GEC will provide management assistance and technical support as required by the Mobility Authority toward the successful completion of the SH 71 Toll Lanes Project. Work efforts include, but are not limited to, the following:

- Provide review of potential change orders on the Project
- Review change order cost estimates prepared by the Contractor, evaluate Contractor claims for extension of time and provide comments to Mobility Authority
- Maintain log and retain all documents associated with potential change orders
- Review Project communications and correspondence
- Advise the Mobility Authority on matters of engineering related to interpretation of design details, construction techniques and procedures, specifications, standard construction details, and construction plans prepared by the Design Engineer(s)
- Seek clarifications, through TxDOT, from the Design Engineer(s) when necessary on the intent reflect in the design plans and specifications. The Engineer of Record will remain responsible for design related services
- Assist the Mobility Authority in meeting the following requirements of the Project Agreement with TxDOT:
 - Provide technical resource and support services to Mobility Authority personnel serving on the Design and Construction Technical Committee with oversight responsibility for project design and construction issues and directives to the contractor. Specific work efforts include, but are not limited to, the following:
 - Serve as a Mobility Authority representative of the Design and Construction Technical Committee if requested by the Mobility Authority (4.b.2 of PA)
 - Respond to inquiries, resolve issues, and participate in the review of design questions, requests for information, requests for changes, change orders, design and construction deviations, noncompliance reports and notices of design change and other technical questions from the design-build contractor and toll collection system integrator
 - Attend Design and Construction Technical Committee meetings as requested by Mobility Authority which will meet no less than monthly during the design and construction of the project. (10.a of the PA)
 - Provide support as requested by TxDOT to support TxDOTs efforts to obtain the environmental clearance, permits, approvals, and agreements necessary for the project (4.b.10 of PA)
 - Acquisition of ROW if required for the operation and maintenance of the tolled lanes (6.b. of PA)
 - Support the Mobility Authority in development of requests to TxDOT for modifications to the design and/or technical specifications

B. DOCUMENT REVIEWS

- Assist the Mobility Authority in meeting the following requirements of the Project Agreement with TxDOT:
 - The GEC will perform design reviews of the following plan submittals:
 - 30% plans
 - 60% plans
 - 90% plans
 - Release For Construction plans

- Early release construction plans
- Resolve issues and participation in the review of design questions, requests for information, requests for changes, change orders, design and construction deviations, noncompliance reports and notices of design change and other technical questions from the design-build contractor and toll collection system integrator
- Review procurement documents as necessary to determine compliance with the SH 71 Toll Lanes Project Agreement between TxDOT and the Mobility Authority (4.b.7 of PA)
- Review contract documents, technical requirements, and plans and specifications, and submit comments within 3 business days (4.b.5 of PA requires Mobility Authority to respond within 5 business days)
- Review and provide plans and technical specifications related to the infrastructure design as necessary to ensure accommodation of the Mobility Authority improvements and long-term maintenance of the Project (4.b.5 of PA)

C. CONSTRUCTION OVERSIGHT INSPECTIONS OF TOLLED LANES

The GEC will perform construction oversight inspection services which include, but are not limited to, the following:

- Perform and report construction inspections
- Perform construction materials testing services on an as-needed basis
- Review and report final documentation of construction quantities in support of the Contractor's draw requests
- Maintain diaries, logs, and records of the Contractor's progress
- Provide a digital photo log of the Project are during construction with heavy emphasis on areas with potential claim items/issues and on areas of real/potential public controversy

D. REQUESTS FOR INFORMATION (RFI) AND NON-CONFORMANCE REPORT PROCESSING

The GEC will review information and reports which include, but are not limited to, the following:

- Review and comment on Project RFIs
- Prepare reports on nonconforming work affecting the tolled lanes and submit to TxDOT for resolution
- Maintain a log of RFIs and NCRs

E. SHOP DRAWING/SUBMITTALS PROCESSING AND MANAGEMENT

The GEC will be responsible for reviewing drawings and general conformance which include, but are not limited to, the following:

- Review shop drawings, erection drawings, working drawings, samples, material and product certifications, and catalog cuts and brochure submittals for general conformance with the design

plans and specifications submitted by the Contractor. Check that the Contractor has received required approvals prior to construction

- Maintain a log of shop drawings

F. MOBILITY AUTHORITY CONSTRUCTION COORDINATION SUPPORT

The GEC will support the Mobility Authority in coordination and any interlocal agency agreements including exhibit preparation and supporting document preparation and assembly with the following agencies:

- Texas Department of Transportation (TxDOT)
- Federal Highway Administration (FHWA)
- City of Austin
- Travis County
- Local Municipalities and Municipal Utility Districts
- Other Agencies as identified and as directed by the Mobility Authority

G. NOTICE OF COMPLETION

The GEC will perform project close out activities which include, but are not limited to, the following:

- Coordinate with the Contractor and TxDOT in the generation of a punch list
- Inspect completion of punch list
- Verify that there are no outstanding claims related to the Contractor's work
- Provide a Notification of Completion to the Mobility Authority
- Assist the Mobility Authority in meeting the following requirements of the Project Agreement with TxDOT:
 - Participate in site inspections and development of punch list items following substantial completion of the work (8.b.1 of PA)
 - Participate in inspections at Final Acceptance of the Project (8.b.2 of PA)

TASK 3. TOLL SYSTEMS INTEGRATOR OVERSIGHT [GL Code 13720]

The GEC shall support the Mobility Authority as necessary with the development and implementation of the SH 71 Toll Lanes electronic toll collection system. These services include, but are not limited to, the following:

A. DESIGN AND CONSTRUCTION OVERSIGHT

- Coordinating the design and installation of the toll systems in a manner to avoid any delays in Project development and opening of the project (4.b.8 of PA)
- Provide GEC oversight of the Systems Integrator through design, construction, installation, testing, and commissioning

- Facilitate coordination efforts between the Systems Integrator and TxDOT's roadway construction contract

B. FINAL ACCEPTANCE

- Oversee final system acceptance and readiness testing for toll collection operations
- Coordinate development and submittal of Mobility Authority's written notification to TxDOT of substantial completion by the SI within 1 business day (8.b.4 of PA - Mobility Authority has to submit to TxDOT in 2 business days)
- Prior to deployment of toll collection equipment or technology, coordinate development and submittal of certification to TxDOT that toll systems technology complies with the interoperability rules that are in effect on the date of issuance of the request for proposals for the toll systems integrator contract (8.b.6 of PA)
- Coordinate development and submittal of letter to TxDOT acknowledging final acceptance of the toll collection system (8.b.7 of PA)

TASK 4. TOLL LANE MAINTENANCE AND OPERATIONS [GL Code 62854]

The GEC will provide technical support to the Mobility Authority as necessary to facilitate the completion of an agreement with TxDOT to provide the services and/or contractor(s) necessary to maintain and operate the SH 71 Toll Lanes roadway and emergency response items. This effort will include, but is not limited to, the following:

A. FINAL ACCEPTANCE

- Coordinate with TxDOT to identify maintenance limits and roles and responsibilities
- Coordination with TxDOT to identify a mutually agreed upon location in the corridor for maintenance operations and storage of materials needed for maintenance (7.b.4 from PA)

B. CONTRACT AND BUDGET DEVELOPMENT

- Support for the development of contracts to perform traffic management and safety operations upon final acceptance, including:
 - Police services in a manner consistent with the Mobility Authority's system
 - Wrecker services in a manner consistent with the Mobility Authority's system
 - Lane closures in a manner consistent with the Mobility Authority's system (9.b.12 of PA)
- Preparation of a detailed maintenance work element budget and annualized cost estimates.

TASK 5. COMMUNITY OUTREACH [GL Code 13750]

The GEC shall support the Mobility Authority as necessary with the Community Outreach program for the SH 71 Toll Lanes project. These services include, but are not limited to, the following:

A. AGENCY SUPPORT

- Coordinate with and support TxDOT with their Community Outreach program

B. PROJECT WEBSITE SUPPORT

- EITHER Support the Mobility Authority in the development and maintenance of the Project Website OR coordinate with TxDOT to maintain or update project website

C. MISCELLANEOUS SUPPORT

- Support the Mobility Authority in the development of miscellaneous communications activities
- Support the Mobility Authority in activities necessary for road operations

**Attachment B - Fee Estimate
Summary**

Mobility Authority General Engineering Consultant
Atkins - Man-hour Breakdown & Fee Estimate
SH 71 Toll Lanes Project

ATKINS - Work Authorization #11

SH 71 Toll Lanes Project

TASK	<u>SUBTOTAL</u> Labor + Overhead + Profit	<u>SUBTOTAL</u> Direct Expenses	<u>TOTAL</u>
SH 71 Toll Lanes Project			
1 Program Management and Administrative Support [GL Code 13720]	\$ 157,894	\$ 3,000	\$ 160,894
2 Design/Construction GEC Oversight [GL Code 13720]	\$ 785,657	\$ 14,500	\$ 800,157
3 Toll Systems Integrator Oversight [GL Code 13720]	\$ 63,883	\$ 1,200	\$ 65,083
4 Toll Lane Maintenance and Operations [GL Code 62854]	\$ 116,515	\$ 2,100	\$ 118,615
5 Community Outreach [GL Code 13750]	\$ 148,593	\$ 167,600	\$ 316,193
Subtotals	<u>\$ 1,272,542</u>	<u>\$ 188,400</u>	<u>\$ 1,460,942</u>
	TOTAL (rounded)		\$ 1,470,000

Attachment B - Fee Estimate

Mobility Authority General Engineering Consultant
 Atkins - Man-hour Breakdown & Fee Estimate
 SH 71 Toll Lanes Project

ATKINS - Work Authorization #11
SH 71 Toll Lanes Project

SH 71 Toll Lanes Project

TASK / WORK DESCRIPTION	(Estimated Average Labor Rates)						TOTAL HRS
	A	B	C	D	E	F	
1.0 Program Management and Administrative Support [GL Code 13720]							
A Project Administration					120	120	240
B Project Reporting	120	120					240
C Project Schedule				120			120
D Coordination Meetings	60	240					300

TOTAL DIRECT LABOR	180	360	0	120	120	120	900
% Total by Classification	20.00%	40.00%	0.00%	13.33%	13.33%	13.33%	
Labor Costs	\$ 14,400	\$ 25,200	\$ -	\$ 5,400	\$ 4,200	\$ 3,000	\$ 52,200
Overhead Costs	1.7007 \$ 24,490	\$ 42,858	\$ -	\$ 9,184	\$ 7,143	\$ 5,102	\$ 88,777
Profit	12.0% \$ -4,667	\$ 8,167	\$ -	\$ 1,750	\$ 1,361	\$ 972	\$ 16,917
Total Loaded Labor	\$ 43,557	\$ 76,225	\$ -	\$ 16,334	\$ 12,704	\$ 9,074	\$157,894

Direct Expenses	
Plotting and Reproduction	\$ 1,000
Mail and Deliveries	\$ 500
Misc Expenses	\$ 500
Travel and Field Expenses	\$ 1,000
Total Direct Expenses	\$ 3,000

Total \$ 160,894

Attachment B - Fee Estimate

Mobility Authority General Engineering Consultant
 Atkins - Man-hour Breakdown & Fee Estimate
 SH 71 Toll Lanes Project

**ATKINS - Work Authorization #11
 SH 71 Toll Lanes Project**

SH 71 Toll Lanes Project

TASK / WORK DESCRIPTION	(Estimated Average Labor Rates)							TOTAL HRS
	A \$ 80.00	B \$ 70.00	C \$ 60.00	D \$ 45.00	E \$ 35.00	F \$ 25.00		
2.0 Design Construction GEC Oversight [GL Code 13720]								
A Management and General Technical Support		480		480	480			1680
B Document Reviews	240	480		480	480			1680
C Construction Oversight Inspection of Tolled Lanes				960		120		1080
D Requests For Information (RFI) and Non-Conformance Report Processing				120		60		180
E Shop Drawing Submittals Processing and Management		120		120				240
F Mobility Authority Construction Coordination Support	60	60						120
G Notice of Completion				32				32

TOTAL DIRECT LABOR	540	1140	0	2192	960	180	5012
% Total by Classification	10.77%	22.75%	0.00%	43.74%	19.13%	3.59%	
Labor Costs	\$ 43,200	\$ 79,800	\$ -	\$ 98,640	\$ 33,600	\$ 4,500	\$ 259,740
Overhead Costs	1700% \$ 73,470	\$ 135,716	\$ -	\$ 167,757	\$ 57,144	\$ 7,653	\$ 441,740
Profit	12.0% \$ 14,000	\$ 25,862	\$ -	\$ 31,968	\$ 10,889	\$ 1,458	\$ 84,178
Total Loaded Labor	\$ 130,671	\$ 241,378	\$ -	\$ 298,365	\$ 101,633	\$ 13,612	\$785,657

Direct Expenses	
Plotting and Reproduction	\$ 2,000
Mail and Deliveries	\$ 500
Misc Expenses	\$ 3,000
Travel and Field Expenses	\$ 9,000
Total Direct Expenses	\$ 14,500

Total \$ 800,157

Attachment B - Fee Estimate

Mobility Authority General Engineering Consultant
 Atkins - Man-hour Breakdown & Fee Estimate
 SH 71 Toll Lanes Project

ATKINS - Work Authorization #11
SH 71 Toll Lanes Project

SH 71 Toll Lanes Project

TASK / WORK DESCRIPTION	(Estimated Average Labor Rates)						TOTAL HRS
	A	B	C	D	E	F	
	\$ 80.00	\$ 70.00	\$ 60.00	\$ 45.00	\$ 35.00	\$ 25.00	
3.0 Toll Systems Integrator Oversight [GL Code 13720]							
A Design and Construction Oversight			288				288
B Final Acceptance			64				64

TOTAL DIRECT LABOR	0	0	352	0	0	0	352
% Total by Classification	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	
Labor Costs	\$ -	\$ -	\$ 21,120	\$ -	\$ -	\$ -	\$ 21,120
Overhead Costs	1.7007	\$ -	\$ 35,919	\$ -	\$ -	\$ -	\$ 35,919
Profit	12.0%	\$ -	\$ 6,845	\$ -	\$ -	\$ -	\$ 6,845
Total Loaded Labor			\$ 63,883				\$ 63,883

Direct Expenses	
Plotting and Reproduction	\$ 100
Mail and Deliveries	\$ 100
Misc Expenses	
Travel and Field Expenses	\$ 1,000
Total Direct Expenses	\$ 1,200

Total \$65,083

Attachment B - Fee Estimate

Mobility Authority General Engineering Consultant
 Atkins - Man-hour Breakdown & Fee Estimate
 SH 71 Toll Lanes Project

ATKINS - Work Authorization #11
SH 71 Toll Lanes Project

SH 71 Toll Lanes Project

TASK / WORK DESCRIPTION	(Estimated Average Labor Rates)	A	B	C	D	E	F	TOTAL
		\$ 80.00	\$ 70.00	\$ 60.00	\$ 45.00	\$ 35.00	\$ 25.00	HRS
4.0 Toll Lane Maintenance and Operations [GL Code 62854]								
A Develop Maintenance Plan		24	48		120			192
B Contract and Budget Development		48	96		384			528

TOTAL DIRECT LABOR	72	144	0	504	0	0	720
% Total by Classification	10.00%	20.00%	0.00%	70.00%	0.00%	0.00%	
Labor Costs	\$ 5,760	\$ 10,080	\$ -	\$ 22,680	\$ -	\$ -	\$ 38,520
Overhead Costs	1.7007 \$ 9,796	\$ 17,143	\$ -	\$ 38,572	\$ -	\$ -	\$ 65,511
Profit	12.0% \$ 1,867	\$ 3,267	\$ -	\$ 7,350	\$ -	\$ -	\$ 12,484
Total Loaded Labor	\$ 17,423	\$ 30,490	\$ -	\$ 68,602	\$ -	\$ -	\$116,515

Direct Expenses	
Plotting and Reproduction	\$ 500
Mail and Deliveries	\$ 100
Misc Expenses	\$ 500
Travel and Field Expenses	\$ 1,000
Total Direct Expenses	\$ 2,100

Total \$ 118,615

Attachment B - Fee Estimate

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 SH 71 Toll Lanes Project

ATKINS - Work Authorization #11
SH 71 Toll Lanes Project

SH 71 Toll Lanes Project

TASK / WORK DESCRIPTION	(Estimated Average Labor Rates)						TOTAL HRS
	A	B	C	D	E	F	
	\$ 80.00	\$ 70.00	\$ 60.00	\$ 45.00	\$ 35.00	\$ 25.00	
5.0 Community Outreach [GL Code 13750]							
A Agency Support				100	200	200	500
B Project Website Support				75	150	300	525
C Miscellaneous Support				100	200	200	500

TOTAL DIRECT LABOR	0	0	0	275	550	700	1525
% Total by Classification	0.00%	0.00%	0.00%	18.03%	36.07%	45.90%	
Labor Costs	\$ -	\$ -	\$ -	\$ 12,375	\$ 19,250	\$ 17,500	\$ 49,125
Overhead Costs	1.7007 \$ -	\$ -	\$ -	\$ 21,046	\$ 32,738	\$ 29,762	\$ 83,547
Profit	12.0% \$ -	\$ -	\$ -	\$ 4,011	\$ 6,239	\$ 5,671	\$ 15,921
Total Loaded Labor	\$ -	\$ -	\$ -	\$ 37,432	\$ 58,227	\$ 52,934	\$ 148,593

Direct Expenses	
Plotting and Reproduction	\$ 500
Mail and Deliveries	\$ 100
Misc Expenses	\$ 1,000
Travel and Field Expenses	\$ 1,000
Advertising	\$ 75,000
Direct Mailers	\$ 25,000
Toll Bill Insert/PBM Support	\$ 15,000
Grand Opening	\$ 50,000
Total Direct Expenses	\$ 167,600

Total \$ 316,193