

Minutes of Nevada Department of Transportation  
Board of Directors Construction Working Group Meeting  
June 2, 2014

Acting Chairman Frank Martin      Chairman Len Savage (Absent)  
Controller Kim Wallin  
Rick Nelson  
Jeff Shapiro  
Mario Gomez (Las Vegas)  
Reid Kaiser  
Megan Sizelove  
Jeff Freeman  
Tracy Larkin-Thomason  
Thor Dyson  
John Terry

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Martin:                    Okay, we'll call this meeting of the Construction Working Group to order. My name is Frank Martin, Acting Chair I'm told.

Wallin:                    I just put it in.

Martin:                    It was unanimous, too. So since I've not done this before, I'll count on you all to guide me through it. We're going to open up the floor now for public comment. Do we have anybody from anyplace else? I see somebody in Las Vegas. Is there anybody in Las Vegas for public comment?

Gomez:                    Not at this time. This is Mario Gomez, Assistant District Engineer for Las Vegas.

Martin:                    But there's nobody there for public comment, correct?

Gomez:                    That is correct.

Martin:                    Thank you, sir. Are we tuned in? Is Elko on board (inaudible)?

Unidentified Male:      Elko disconnected right after the previous meeting. And I told them to call me back as soon if they want to get back in.

Martin:                    Okay. So they're not there. Is there anybody here that -- in Carson City that wants to have a public comment moment? Okay. Go to Agenda Item No. 2. I think that's you, Rick.

Wallin:                    Three, comments from the Working Group -- three.\

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Unidentified Male: Three.

Martin: Three. Okay.

Nelson: For the record, Rick Nelson, Assistant Director for Operations. I just wanted to make a couple of announcements, I guess. There's been some work that's underway with respect to the NDOT Construction Industry Liaison Committee. When that committee was first formed several years ago, we had a whole series of working groups that were looking at a variety of different issues. One of those was an administrative working group and one was a materials working group.

And it was recently suggested that we reconstitute the materials working group to look at a series of materials-related issues that have been coming up on our projects, and so we've put a call out. We have a distribution list established. Reid has scheduled the first meeting of that materials working group for the 16th, I want to say.

Kaiser: 17th.

Nelson: 17th of June.

Kaiser: Yeah.

Nelson: We have an initial list of items that they're going to take a look at. But it's a very productive opportunity to get together with the industry and talk about issues that they're having and if there's any way that we can help mitigate some of those issues and make construction projects move smoother, we will. So just to let you know that that group has been reconstituted.

At the last CWG we talked about partnering and alternative dispute resolution. We've made some progress in that area. Lisa Schettler recently attended a workshop in San Francisco that talked about partnering and alternative dispute resolution and has come back with a lot of good ideas on how to take that original administrative technical working group that we had with the industry, which was focused on partnering at that time and, again, reconstitute that. bring it back up to the surface, and continue to work our way through that process. So those are some activities that we've had underway, and that's about all I wanted to bring up at this point in time.

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Martin: Okay. Let me ask you a couple of questions about the partnering situation. Question number one, during my tenure here on NDOT's Board and then with the Construction Working Group, there seems to be lawsuits flowing, things happening like that, and things get drug out for a long, long time. Is there a real desire on the part of NDOT to implement partnering and do it seriously to bring these things -- part of partnering is dispute resolution at the lowest level. And what I've been seeing since I've been on the Board and in this group is that things drag on, things drag on, things drag on and it doesn't get resolved at the lowest level. It always ends up on Jeff's desk or it ends up someplace else. And so is there really a commitment from the leadership and top management of NDOT to implement partnering and do something about it?

Nelson: When we first kicked the partnering process off, Susan was the director at the time and Susan was extremely committed to the partnering process. One of the things that we realized, as we're going to move forward with this partnering as part of a total package...

Martin: Mm-hmm.

Nelson: ...with respect to alternative dispute resolution, partnering is really the prevention phase...

Martin: It is.

Nelson: ...of that process. One of the things we realize we need to get is buy-in from our very top management. I'm committed 100 percent to partnering. And, as you know, as you go deeper in the organization, that level of commitment is higher and lower in different places. And what we want to do is get together and establish a partnering steering committee that's led by the very top. We want to get Rudy involved in that and set the tone for partnering throughout the organization.

I think there's probably a majority of individuals that see partnering as a very positive tool to use to work through disputes that always arise in a construction project. And there's -- quite honestly, there's some folks that really don't buy into it very much. And in order to change that culture, it's going to have to happen at the top. And the next step that we want to do is put together this executive steering committee. And we have some ideas about how the Construction Working Group might be involved in that process.

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Martin: Mm-hmm.

Nelson: I'm not quite ready to talk about -- to drop that on you today.

Martin: Good.

Nelson: But it is going to be coming. And I'd like to say that there is a commitment in the Director's Office to move forward with partnering.

Unidentified Female: I'm going to go in there, because I think your point is well taken. I do think the commitment's there.

Martin: Mm-hmm.

Unidentified Female: It may not be well expressed at this point, or involvement. But I think the commitment's there. Partnering has always proven to be of great value. And Rudy's got a very strong construction background. So I know that he was in on many of the beginning ones, so -- but your point is taken.

Wallin: Well, one of the things, and it was at our last CWG meeting and stuff -- and one of the things that I asked for -- I think the person was Lisa -- was going to get us some data on county contractors have been participating in the program and what their feedback from the contractors, what their experience was. So I was wondering, have we done that?

Shapiro: Madam Controller, Jeff Shapiro, Chief Construction Engineer, for the record. We are working on that. I don't think we've gotten all the feedback from the field back, so it's...

Unidentified Female: Yeah, I haven't gotten all the data.

Shapiro: Yeah, that is kind of a group effort. But...

Unidentified Female: We are working on it.

Shapiro: From my perspective, we're still going through the cultural change within the organization. We started the formal process implementation in 2009. You know, we're talking to our neighbors. Caltrans has got a little bit more established program than we've got. We're maintaining active contacts with the International Partnering Institute and the Dispute Resolution Board Foundation. Some of these folks are throughout the nation, Ohio, we're having these conversations asking for help. Because they've all gone through this. We're just in the early stages of it. But we

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do feel very strongly -- at least I feel very strongly that the steering committee is something that we need to re-inject some momentum into the process, and make sure the message is clear that this is truly our way of doing business. So I think we've hit little bit of a speed bump right now. We're trying to get things back moving forward again, so...

Nelson: And I have seen a spreadsheet put together of all the contracts, who the resident engineer is, whether they're partnering the job or not, when was the last time they've had a partnering meeting. I don't know that that's been kept up or not. But, you know, we have specifications written that require partnering, but it doesn't mean that the resident engineer and the contractor will actually get together and partner.

Martin: Right. That's my point.

Shapiro: Yeah.

Martin: And it is a cultural shift?

Shapiro: It is. Yes, sir. From my perspective, the specs are the easy part. It's the way of life, the philosophy, and it's an attitude. I think we've had conversation on that before. It's an attitude and how you approach. It doesn't matter if it's in the specs or not, we should be working as a team and doing what's best for the project. Because, ultimately, that's what's best for everybody, taxpayers, et cetera. So it's something we're still working through.

Martin: When we've had the resident engineers meeting down in Las Vegas, and I spoke to them, I spoke to them about the cost of litigation.

Shapiro: Mm-hmm.

Martin: And I don't know if anybody there got that. But given the amount of money that we spend on litigation in this organization, if we just save \$2 million a year, it's a benefit.

Shapiro: It would potentially pay for itself, so, yeah.

Unidentified Female: Mm-hmm.

Martin: Yeah.

Shapiro: Yeah.

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Martin: As I add it up, and we'll get into that in a minute, on some of the fees that we're paying and it's astonishing.

Shapiro: Mm-hmm.

Martin: It's astonishing. So that does need to become a cultural push it down, push it down, push it down. And, you know, the world I live in you either do it or I give the industry an opportunity to use your skills someplace else. I know you can't do that necessarily in this organization, but there does need to be the attention from the top. Move on. Is there any other comments on No. 3?

Shapiro: No, that's all I have.

Martin: (Inaudible) No. 4, which is the meeting minutes from the last CWG meeting. I did have -- I've got a couple of comments and I'll get to them in just a minute. But this Osterberg Load Cell thing you're going to do at 95 and 215, I think, Billy, aren't you guys doing that? Is that part of your contract? No?

Unidentified Male: (Inaudible).

Kaiser: Aggregate Industries.

Martin: Okay. I had requested last time that I be notified about that. I'm hoping it hasn't already taken place.

Kaiser: No. Reid Kaiser, Chief Materials Engineer. That job is supposed to kick off June 12th. I've been in contact with the resident engineer and they still haven't submitted their schedule, so it's still a tentative date. I was going to let you know as soon as I heard back today or as soon as I got the updated schedule.

Martin: Good. Because I want to reiterate my interest in taking a look at that.

Kaiser: Okay. And I need to know what exactly you want. Do you want somebody from the materials division to meet you out there and go out there on the job with you? What would you want?

Martin: Two things: One is I'd like to be there while it was actually being done. And if that means having the materials engineer there, that's fine.

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Kaiser: Now, do you want to be there when their drilling the shaft or when they're loading the jack in the shaft after it's been placed?

Martin: And the answer is yes.

Kaiser: Yes. Okay.

Martin: Okay. I'm very interested in this process. I work in a building in the horizontal world.

Kaiser: Mm-hmm.

Martin: But I can see how some of this in some of my other operations in other states might be a benefit to me...

Kaiser: You bet. Okay.

Martin: ...or to my clients, so...

Kaiser: Okay.

Martin: I do want to take a look at it. And NDOT, we spend a lot of money around here on shafts and...

Kaiser: Mm-hmm.

Martin: ...piers, et cetera, so...

Kaiser: Yeah. Okay.

Martin: Okay. And outside of that, I didn't have any other comments on the meeting minutes. Kim, did you have anything?

Wallin: No, I didn't. No, we covered it already.

Martin: So...

Wallin: So -- oh, we need to approve the minutes.

Martin: I'll second. All in favor?

Wallin: Aye. I know.

Martin: That seems a little...

Wallin: Funny.

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Martin: Yeah. Lynn where are you? Okay. Agenda Item No. 5, the Osterberg Load Cells. You want to bring us up a little bit to date on that, please?

Nelson: Reid.

Kaiser: Okay, Reid Kaiser, Chief Materials Engineer. What an Osterberg Load Cell is. Let me give you some history, first on how we got to the point where we want to use an Osterberg Load Cell. Back in the early 2000s, the FHWA switched over their bridge design methodology from a LFD, load factor design, to a load-resistance factor design. And what that essentially did is created more factors of safety that we have to use when we design our bridges.

And we used to never use Osterberg Load Cells when we used the LFD design, because the stresses and the methodology did not have a need for it. The shafts were a reasonable size. They weren't too large that they were causing our contractors problems, so we didn't have the issues like we're having now. Because the new design, the methodology requires a super-large shaft, unless you can give information related to the soils where the bridge is going to built on the strength capacity of those soils to uphold. So one way to do that is with an Osterberg Load Cells. There's a couple of other methods, but the Osterberg is the best way for us to go.

What that entails is to go out and a drill shaft about -- at this location, I think we're drilling two of them. They're about 100 feet into the ground. And what an Osterberg Load Cell is, is a hydraulic jack. You place it down in the -- close to the bottom of the shaft, and you place some strain gauges to the reinforcing steel on the cage that sits down into the shaft. And you pour the shaft full of concrete. And so you got this jack encased in concrete in the bottom. And then you actually -- that jack will actually cause the concrete and the steel to fill. It'll start putting pressure on it, and it'll actually push up the concrete. And using those strain gauges, you can measure the strength of your soils at that location.

Martin: The shear of the soils, right?

Kaiser: The shear of the soils. And you can also place them at the bottom, to compression.

Martin: Okay.



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Kaiser: Because the way the drill shafts work is they support the bridge not only by skin friction but also by the compression at the bottom -- by the weight at the bottom.

Martin: Mm-hmm.

Kaiser: So you can have an idea of what the strength of that soil -- those soils are, using the Osterberg Load Cells. And with that in mind, you can reduce your factors of safety. So you can go from, say, a 10-foot drill shaft, like what we had on the previous contract -- 3409, in that area -- to, say, about a 7- or a 6-foot drill shaft, which is a lot easier to construct, less materials and so forth. And that's where you get your reduction in costs.

Martin: Okay.

Kaiser: So that's what this job will do. It's going to go and install two sacrificial shafts at this location, so we could measure the strength capacities of the soils.

Nelson: Can you test them both to failure?

Kaiser: Test them both to failure. Yeah. So that they can't be a production once we're done with them.

Martin: And you put that shaft someplace in close proximity to where the actual shaft would be...

Kaiser: Oh, yeah. Mm-hmm.

Martin: ...installed.

Kaiser: Yeah.

Martin: Okay. Thank you.

Kaiser: So are there any questions? Okay.

Martin: Nope. Just waiting for it.

Kaiser: Okay. Yeah, I can see where that would be a benefit in building construction.

Martin: Absolutely.

Kaiser: You got a bunch of shafts supporting your building.

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Martin: Yeah.

Kaiser: Yeah. You could reduce your shafts in size and everything.

Martin: And the number of placing the whole chutes.

Kaiser: Oh, yeah.

Martin: The whole deal. Yeah.

Unidentified Male: Can I ask you is that something you guys are looking at to make as a standard or a spec or something?

Kaiser: We would like to do that whenever possible. Again, part of the problem we've actually had in the last five or six years is, we find out these jobs are moving forward so quickly there's not time to go out and drill a sacrificial shaft to find out what the soil capacities are. With this one, we almost didn't have enough time, thanks to Boulder City, but thank goodness it's back on schedule again.

Unidentified Male: So I guess my question is, is for other projects, and I'll use NEON. As many shafts as that project will have, is that -- if you guys do that, are you going to allow something like that to be used at some point in time, when the design's (inaudible).

Kaiser: I would have to say we would. I mean we think it's a great tool. I mean, if it's...

Unidentified Male: Well, it's a fascinating tool.

Kaiser: Oh, you betcha. So I wouldn't see why we wouldn't.

Martin: It gets back to that, there's always a better way.

Kaiser: Yes. Mm-hmm.

Martin: But you said this process had been around for a long time.

Kaiser: It's been around, I believe, for about 20 years. And like I said, we just have never had the need to use it.

Martin: What has changed in the engineering that's forced the use of larger shafts?

Kaiser: You know, I couldn't give you a good answer on that. I'm not the guy who does that, but...

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Unidentified Male: Isn't a lot of it the new code and the lateral loads?

Kaiser: Well, it's the new code, yeah.

Unidentified Male: New code and the lateral loads will open the...

Kaiser: But what in the new code it is, I'm not sure.

Martin: Okay. Any other further discussion on that? Okay. Next item is the high-performance concrete.

Kaiser: Okay. Reid Kaiser again, Chief Materials Engineer. Since the early 2000s, NDOT has been using high-performance concrete in our bridge decks. And what high-performance concrete is, it's just your old concrete that we used to use in all of our bridge decks, but you add a few more constituents to it -- lower water-cement ratios -- and what you get is you get an increase in durability due to freeze-thaw and freeze-thaw problems; reduce chloride permeability, which destroys our bridge decks; reduces the shrinkage; higher strength. All sounds good. This is a big research project through the FHWA for like 10 to 15 years before we started using it.

But what we're finding out now is that even though it sounds all good, it makes your concrete pretty brittle, which is causing our bridge decks to crack (inaudible) the past. Take, for instance, when, some of the jobs I've been on in the nineties. We had a job here in Reno where we cast 13 bridge decks, you know, and very rarely were we getting any cracking in our decks. And, you know, you're using your old concrete that everybody used. The curing was way less stringent than it is today. You know, it was just you put the wax on the bridge deck and you call it good.

Martin: Mm-hmm.

Kaiser: Now, you got fog them. You got to keep them wet for 10 days. And so I've been having some discussions with some folks to find out what we could do different here in Nevada, since we are so -- it is such an arid state. You know, it's dry, it's hot, it's windy. You know, those are the worst things you can do for concrete -- the worst environment. And come to find out what they're telling me is, is this is a national problem. You know, all the 50 states are all having problems with their bridge decks now because of this high-performance concrete.

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And it is a superior product from what we used to use back in the nineties. But it's gotten so good, it take -- a contractor, to pour a good bridge deck, has to do everything perfect. If his aggs are not an SSD or if they don't keep watering the deck all the time, if one of their additives is wrong in their concrete mix, then you're going to get a lot of cracking. It's just -- there leaves no room for error while you're pouring your deck.

And so what I would like to do is put out a request for a proposal, spend about \$25,000 -- and it would come from our own budget -- and see what we need to do to modify our specs to get away from the high-performance concrete. And not -- what I'm saying is not really get away from it, but find where the happy medium is for Nevada, with our low humidity, our hot temperatures, the wind. What would work best for us, using our aggregate sources to eliminate some of that cracking.

Martin: Is this not some research that maybe somebody else in a contingent state has already done? Contiguous state.

Kaiser: The biggest problem we have is not every area has the same type of aggregates. I mean, every area has different aggregates. You have different porosity in your aggregates.

Martin: Okay.

Kaiser: And so we would prefer to get somebody here, local, who is familiar with Nevada. And we do have some very knowledgeable people in this area who are familiar with Nevada and the concrete sources that we use and everything. You know, and I don't really think it's going to be some major tweaks. It's probably just a few minor...

Martin: Mm-hmm.

Kaiser: ...revisions we need to make to our specs. Maybe reduce the strength requirements or even the permeability, increase the water-cement ratio, things like that, that are...

Martin: When do you anticipate putting the RFP out?

Kaiser: I would like to do it probably in the next couple of months.

Martin: So sometime August?

Kaiser: Yeah.

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Martin: So our next CWG meeting is...

Unidentified Male: August.

Kaiser: And I know you're going to make me -- you'll be checking with me in August to find out if I did it, won't you?

Martin: Duly noted, sir. I don't know if you were in the Board meeting earlier and when I asked Rudy not to over-commit and under-deliver. Okay? I'm not...

Kaiser: Maybe September.

Martin: ...I'm thinking an RFP in 60 or 90 days.

Kaiser: Yeah.

Martin: That's probably pretty good timing.

Kaiser: Yeah.

Martin: So I agree with the August deal. We'll just check back.

Kaiser: Okay.

Wallin: Better start working.

Kaiser: Yeah.

Martin: Any other comments on the high-performance concrete issue? Now, the high-performance concrete, I remember reading one of our cases that we have with Meadow Valley, I think, on the 580 Meadowood. They were complaining something about the concrete they were forced to pour the piers with. Is that...

Kaiser: That was...

Martin: ...similar or a different product?

Kaiser: ...self-consolidating concrete that we put in our (inaudible).

Martin: It's self-consolidating. You're right. I'm sorry.

Kaiser: Yeah. And again that's a fairly new product we're using here in Nevada. And so they had -- you've got to batch that exactly how it needs to be.

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And it's not as difficult to place as high-performance concrete. It's a lot more forgiving.

Martin: Okay.

Kaiser: But, yeah, that was what they were using.

Martin: Okay. Because I think -- didn't Capriati have to use that same concrete down at the 95 bridges?

Unidentified Male: Yes, sir.

Unidentified Male: Yeah.

Kaiser: Yeah, and LVP used it on the Design-Build South. Did a great job with it. No problems at all down there.

Martin: Oh, okay.

Kaiser: So it is doable, but...

Shapiro: Member Martin, Jeff Shapiro. We are working with the drilled-shaft industry to try to fine-tune that process, because the self-consolidating concrete is another high-tech type concrete that, if it doesn't go just right, sometimes you can have some issues. So we are trying to fine-tune that as well.

Martin: Okay. Any other discussion on that issue, on the high-performance concrete? Hearing none.

Update on eDocumentation. One thing I need a point of clarification. I should have asked it during the Board meeting. You mentioned DocuSign earlier today and the utilization of that. Is that strictly on an internal basis, or is it for documents across-the-board? What's the vision?

Unidentified Male: Well, most of the documents are internal. But we have some that go external, like contracts.

Unidentified Male: Change orders.

Unidentified Male: Change orders. So we're trying to expand it. We set up a list of, I'm going to think, like six key documents that we did for a first trial. And those have been so well received that I think we're now going to expand it to more instead of going all documents eDoc'd right off the bat. So I think

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it's more than six now. But the only ones I know of that go outside this department are contracts and change orders.

Unidentified Male: Actually, Megan, weren't you part of the development team to roll out DocuSign to the department? Can you...

SizeLove: Correct. Specifically just for the construction division, which is the -- the process we decided to target for the construction division was the change-order process, so that one has kind of been vetted out to the contracting community as well. And they've been utilizing that.

Unidentified Male: But we've got...

Shapiro: Yeah, Member Martin, we've got three REs using it right now for change orders, one in each district.

Martin: Okay.

Shapiro: Haven't quite fully vetted it out with FHWA yet, so that's a work-in-progress.

Unidentified Male: Yeah.

Shapiro: But we are moving forward on that on all our documents, internal as well as external.

Martin: I know that several of my private clients in the Las Vegas market are using DocuSign for everything. The Las Vegas Sands, most notably.

Unidentified Male: Mm-hmm.

Martin: And they -- when they do a change order, it's documents like that.

Unidentified Male: Yeah.

Martin: And they want initial on everything. But they're using it on everything. They no longer submit a piece of paper to you to sign. Everything is DocuSign. And they're having really, really good luck with it. It results in a much faster turnaround of documents for some reason. People don't want to go through 75 pages, but they'll read it on the computer faster, it seems like.

Unidentified Male: Plus it tracks it. And there's a lot...

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Martin: Yes, and it tracks it. Absolutely.

Unidentified Male: We started internally with a lot of documents that require multiple signatures.

Martin: Mm-hmm.

Unidentified Male: So then you don't have to go from desk, to desk, to desk.

Martin: Right.

Unidentified Male: And we found that does speed up the ones that require multiple signatures, because they can be at the same time and tracked.

Martin: Is there more information than is on that screen, or...

Nelson: This is a -- this Item...

Unidentified Male: This is different.

Nelson: ...7A...

Martin: Oh, this is different?

Unidentified Female: Mm-hmm.

Nelson: ...is an old-business update...

Martin: Okay.

Nelson: ...on where we are with eDocumentation...

Martin: Got you. Okay.

Nelson: ...which is being rolled out to the construction crews.

Shapiro: Right. Member Martin, Jeff Shapiro again. This is a different system than the DocuSign. This is a system we're going to use to track quantities and process payments and whatnot. We did start training field crews last month and we are actually using it in parallel with our current system. All the complex testing has been done, including for the Controller's Office, Madam Controller. So now we're just using it out in the field, so to speak. And actually Megan's got a presentation, so I don't want to...

Martin: Okay.



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Shapiro: ...steal too much of her thunder. So take it away, Megan.

Sizelove: Okay. We've put together a presentation for the RE meeting which was held in Las Vegas back in March. And in the interest of trying to update you guys on electronic documentation in general, kind of, we've previously in the Construction Working Group meetings we've talked about the benefits and a little bit about electronic documentation. But this presentation goes more into depth on the software itself. And so I thought we could just briefly go through the presentation. Some of it probably goes too far into the weeds for your interest or the time that we have allotted today, but I thought we can just use the same presentation that we did for the RE meeting, just to give you a brief overview of what the project's all about.

Martin: Okay.

Sizelove: So, electronic documentation. Today, I'll talk quickly about the history of it, the benefits, our implementation to date, who's on the team, the software and there's various applications, and then kind of where we're at today in terms of the implementation and into the future where we plan to go.

So, in regards to the history, back in fall of 2010, we essentially received the budget approval to move forward with the project to convert all of our documentation to electronic field documentation. In the summer of 2012, we solicited for a vendor, and we received four responses on our proposal request and made a selection. The firm that we did select ultimately in February 2013, we signed an agreement with InfoTech. And InfoTech is a prime contractor to AASHTO. And AASHTO provides a suite of software applications in the construction management field.

The primary benefits, it's a laundry list of items, but I just wanted to capture some of the primary ones. Certainly there's a huge increase in efficiency, which relates to cost directly. Reduction of errors, there will be a lot less manual inputting, multi-level real-time reporting, so we'll have opportunities for various individuals to be able to log in at any given time to be able to see exactly where the quantities are and the status of various contracts. A lot more consistency statewide, since everybody will be utilizing the same software and the same processes. A reduction of claims, which is key for us certainly. Expediting our closeout process. This will hugely impact the closeout procedures. And then improved

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inter-department and contractor relations. What we mean by that is we'll have -- and I'll go into more depth here in a bit -- an application where the contractor can actually get in and view -- not necessarily real-time, but every two weeks we'll be able to update their application so that they can log in and identify what the current quantities are for that point in time and be able to track some of the reports that the field crews have written and be able to have a lot more transparency from the department level for them.

Just quickly wanted to go over who all we've had involved with our team so far. Certainly our champion has been Jeff Shapiro. He's been very, very involved with that project. Ann Conlin in IS has spearheaded the project itself, and I've been the assisting project manager from the construction standpoint. As you can see there on the left-hand side, we have a whole slew of folks from the construction division that have been very involved and we couldn't have done it without their support. We've also reached out to the districts to get some district and field feedback and input. And then there's been a lot of support from some of the other divisions within NDOT from a technical standpoint. Lots of folks up in IS, accounting certainly has had to be involved because this will impact the flow of the contractor payments. And then we have IT, Dave Wooldridge has been a big supporter of the project as well. So it was important to us to get a well-versed or good variety of knowledge and background of the team.

So, as I mentioned, we selected an AASHTOWare software. It's called FieldManager, and it's what they refer to as a commercial off-the-shelf. So it did allow for us to have some customization for the software, but we weren't able to specifically target all of NDOT's business practices, but incorporate some of the most critical ones. But then also the nice part about it is 45 other transportation agencies within the U.S. and Canada also utilize this software. And so it's kind of a proven software, if you will, and it's been able to meet their needs. And so we figured by taking a COTS system, or a commercial off-the-shelf, customizing it, incorporate some of NDOT's most important business practices, that it would be a good fit for us. What it does is -- we purchased four different applications. Or we're -- we purchased three. We're in the process of looking at the fourth, and that includes FieldBuilder, which essentially is the contract setup that we'll utilize here and set up the contracts -- when I say here, as

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in, headquarters construction admin will set up the contracts in FieldBuilder.

FieldManager, that's the primary contract administration application. And that will be utilized by the resident engineers, their office people and then headquarters construction will also be involved with that application. FieldBook, that's the application where the inspectors will document their daily activities in the field. And at this point, we're looking at providing them laptops to be able to do that. And then the fourth is the one I mentioned that we're in the process of doing a -- oh, what do they refer to it as? I just lost the word. Help me out here, Jeff. With field, the contract read-only we're piloting, but...

Shapiro: Oh, the contract to read-only?

Sizelove: Yeah. We're just reviewing it to determine if that's something that we want to ultimately request the contractor's purchase and utilize as well.

Shapiro: The plan is, remember, we're going to list that in the specifications. We're not going to require that contractors buy it. But I think some of the bigger contractors working in other states might already have the software.

Martin: Mm-hmm.

Shapiro: But we're going to recommend it. That way they'll be able to talk to us and we'll be able to transfer data and whatnot.

Sizelove: So currently we haven't reached out to any contractors at this point in time to ask them (inaudible) and see if it would benefit them, but we see a lot of value in it. And during our pilot process or pilot program that we're currently in, with the implementation phase, we see a lot of value to them as well. So that's the fourth application.

Here's a quick overview of our workflow process again. I won't bore you with the details, but essentially this workflow, which you have in your packet here, will kind of walk you through the different steps and how it gets from design through project accounting, financial management, into our applications and then ultimately how it walks you through the contractor getting paid. So it's the entire workflow, beginning to end.

The FieldBook application, again I mentioned this is just going to be utilized specifically by the field inspectors. This will replace the orange

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book that we've previously held up and shown you. That will completely go away. No more orange books. And it will also take care of their construction working or construction...

Martin: That was one of my questions, if that eliminates the book.

Shapiro: It does.

Sizelove: It does. It does indeed, which is very exciting. Yes.

Shapiro: And I would like to offer...

Martin: Or apprehensive for some.

Sizelove: Well...

Shapiro: But they also have a mobile app right now that they're beta testing right now. It's laptop based, but the mobile app looks like this. You're more than welcome to take a look at it, if you want. If it goes to sleep, I can't tell you what my password is.

Nelson: Don't worry about breaking it.

Shapiro: Yeah, (inaudible).

Nelson: The best tried.

Sizelove: So the FieldBook application will -- in the event that we choose to move forward with utilizing laptops, they would run FieldBook. And it's just -- essentially it's a more robust version of what you're looking at there. That's the Mobile Inspector and that essentially will help them track daily activities on the job site, so everything from temperature, contractors that were on site, work performed. And then they'll be able to insert what we refer to as postings. And so postings is essentially the quantities that were completed for that day, which in turn is how the contractor will get paid.

Martin: One question.

Sizelove: Yes.

Martin: Part of the closeout process is reaffirming the book. Does this eliminate reaffirming the book?

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Sizelove: Well, the way I view it, and we haven't quite nailed down our closeout procedures yet. One of the benefits in going through this process is it's forced us to look at absolutely every process that is involved in the construction phase. And I would say, and Jeff chime in here, but this will allow us the opportunity to be able to monitor it as we go -- as the contract goes along, and also receive feedback, if you will, from the contractor, since he'll also potentially have access to the quantities. And so in terms of having to review the books --

Shapiro: Well...

Sizelove: ...we won't have that process anymore.

Shapiro: ...the computer does that now for us...

Martin: Great. And...

Shapiro: ...so we won't be doing that just (inaudible)...

Martin: ...so then what happens is, Las Vegas Paving and Agate Industries, Granite, they can all can take a look on a daily basis to see what was entered in the book...

Sizelove: Correct.

Martin: ...and...

Shapiro: Member Martin, we still encourage them, the foremen and the inspectors, to get together and talk about quantities and work done daily...

Martin: Yeah.

Shapiro: ...to make sure everybody's on the same page.

Martin: And I know that doesn't happen.

Shapiro: I know it doesn't either. But we try. It's part of that culture. But this program will allow them to go in and see what numbers are in there. And we do recommend that the resident engineers and the contractors also sit down biweekly, before we run a pay estimate, to make sure everybody's on the same page regarding pay quantities and whatnot. But we won't have to be checking orange field books anymore by hand, as far as math. The computer will do that already for us. There's also overrun controls in here, which will stop payments on any overruns until somebody has to do

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something specific, i.e., like write a change order to modify something. And -- now I just lost my train of thought on the other item I wanted to point out. But it's definitely a step in the right direction. It's going to make us more efficient, more accurate, and it's going to be a good thing for Nevada.

Sizelove: But you referred to the closeout process in general, which is performed by the construction admin section out of headquarters here in our office. And that process will essentially be, like Jeff says, completed by the software itself. So we won't have to go through anymore and check the math and look for errors and that kind of stuff. The software will catch that for us.

Shapiro: I just remembered what I was going to say. Some of the -- this system is going to replace some things that we've been doing for literally 40 years. And what's been fun about this process -- it's required us to ask ourselves, why are we doing some of these things. And my mandate to Megan and her staff was, we've got to use this as an opportunity to become more efficient, and if we don't need to do something, we should stop doing it. So I've asked them to look at literally everything, all these forms that do all these kind of documentation-type products. And take a look at every one. See what we need and what we don't need, and let's get rid of what we don't need.

Wallin: Well, I was glad to hear that you weren't making a lot of customizations to the software, because then you're going to have the same garbage you have now.

Sizelove: Sure.

Shapiro: That's the risk. Yes, ma'am.

Wallin: And if other DOTs are using this, then maybe they've adapted to better best practices.

Shapiro: And...

Wallin: And like you said, you're having to go and look at everything that you're doing and make changes, and that's the only way you're going to improve. Because if you customized it so you keep doing the same old thing, well, you didn't need the system anyway.

Martin: Yeah.

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- Shapiro: And the nice thing about this program, with the other DOTs that are using it, we can literally get on the phone and call users in Iowa or Wisconsin or Maine or wherever and say, "Hey, we found this problem. What's going on here? How do you guys handle it?" So it's nice to have that support group as well out there.
- Wallin: That's good.
- Sizelove: Yeah. That's been a very beneficial part of this process --
- Shapiro: Mm-hmm.
- Sizelove: ...is to reach out to other states and see how they, over the years, have made things more efficient as well.
- Wallin: So you guys would be ahead of the game, because we're going to be replacing Advantage here in the near future. And before we do, we're going to do a whole reprocess engineering, because we're not going to customize the software to do what we do. So you guys will have been the poster child of how to do reprocess engineering.
- Shapiro: If it's not a wanted poster like in the post office.
- Wallin: Yeah. You can only hope.
- Martin: What are the top three things you've discovered you want to stop doing?
- Sizelove: Stop doing? Oh, goodness. The over review of the closeout process, I would think. That's way more extensive than it needs to be.
- Shapiro: We kind of knew going in that we -- and part of the problem with our closeout process is everybody checks these documents and then they get checked again and they get checked again, and it's surprising there's any lead left on the paper so many people (inaudible).
- Martin: Yeah, we'll get to that part in a little bit.
- Shapiro: So that's probably one of the few things. But there's just -- I don't know, prorating we're not going to be able to do like we did. So we've got to revise some specs for those type of items. We're doing some double counting for the sake of accuracy on some minor things that we really don't need to be doing, like double counting -- or I shouldn't say double counting, but double calculating fuel escalation as a check every two

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weeks. You know, things like that that we're -- it's just not an efficient way to do it for a couple, you know, tens of thousands of dollars a year, you know.

Martin: Okay. Go ahead. I'm sorry, Megan.

Sizelove: Thank you. No, that was a great question. Thank you. So just to wrap up FieldBook, I have a quick example of what it looks like within the software. And then ultimately this will be the -- they refer to it as an IDR, the inspector daily report. So the FieldBook software, as well as the Mobile Inspector application that you saw there from Jeff's iPad, will create this form, and this will replace our current, like I say, orange books, and then also the construction daily reports.

Martin: And this is a contractor-visible report as well?

Sizelove: Yes.

Shapiro: It could be. We haven't gotten quite that far.

Sizelove: It is. It is. The item on here that could be -- what's nice about the read-only version is we, as an agency, can determine which fields we don't want...

Martin: Sure.

Sizelove: ...to be visible to the contractors. And essentially, in the IDRs, what we've learned from other states is they turn off like the comments section. So that the contractor can still go in and see what we're reporting on that daily report, but they won't be able to see the comments.

Martin: Stupid comments aren't taken personal.

Sizelove: Correct. That's...

Shapiro: Well, but we have heard from other states that these type of systems, because other people can look at them, have a tendency to get rid of the stupid comments, because people know that...

Martin: That's true, yeah.

Shapiro: ...we're looking out.



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Sizelove: Okay. Moving on. FieldManager. Again, I mentioned this is kind of the meat and the potatoes of the whole software suite that we purchased. This is a contract administration application. It's where the RE will enter -- the RE will also do a daily diary, and they'll have to do one each day, and that's how they'll track working days, establish working days. And then the pay estimates will be processed through FieldManager, as well as tracking stockpiles, contract modifications, which is our new fancy term for change orders, and then there will be some inquiry reports that we can pull at any given time to be able to give people the most current information on that contract. And again, FieldManager is the application that the field office person, resident engineer, assistant resident engineer, will be working in as well as construction headquarters.

A little bit of detail again. I won't take too much time here, but the REs will complete a daily diary, again, recording any of the pertinent information that -- or activities that happened in the field that day. They'll be able to transfer information from the inspector's daily report into their daily report. They'll record their working days, so one diary equals one working day, essentially. And then be able to attach any kind of important photos or, you know, any email correspondence, meeting minutes, that kind of thing, will be able to be attached to these daily diaries.

Shapiro: And the photos we've actually tested with the mobile app. It works really slick, right straight into the system, so...

Sizelove: Yeah, for the inspectors...

Shapiro: ...it works real well.

Sizelove: ...to be able to use in the Mobile Inspector application, it's pretty slick. They can just take a picture with the iPad...

Shapiro: Right.

Sizelove: ...upload it automatically and then it gets processed and tracked as part of the contract. So here's a quick snapshot of what the software looks like for the daily diary. Again, you can see the front page here is the general tab. It allows you to track the temperature, the weather, again, track any kind of comments. This is where they would record the time charges. And then a quick printout of what their daily diary report looks like.

Unidentified Male: Can I ask a question on that?

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- Sizelove: Yes.
- Unidentified Male: So on the one diary/one working day, does the RE or whoever is doing it have the ability to say no working day?
- Shapiro: Mm-hmm.
- Sizelove: Yeah. They can do -- we've set it up...
- Unidentified Male: Well, you do a diary because...
- Sizelove: Correct.
- Unidentified Male: ...we still went to work, but it rained...
- Sizelove: Correct. Absolutely.
- Unidentified Male: ...or whatever.
- Sizelove: And what you'll be able to see...
- Unidentified Male: And we can agree that, at that moment, (inaudible)...
- Shapiro: Well, the inspectors at the FieldBook level can put in if they think it was a working day or not. And say you have a big job with multiple inspectors, the resident engineer can decide which one he wants to use, because, you know, some might say it's a working day, some might not.
- Martin: Right.
- Shapiro: Or the resident engineer, themselves, might be able to do it. It's -- yeah, there's a lot of different ways this can be handled.
- Unidentified Male: So it's just not -- not automatic.
- Shapiro: No, it's not automatic.
- Sizelove: Correct. They'll have the opportunity to put in -- we set it up as one of our configurations of an agency to say, minus one, zero, or one. So those are the three options they can track for that day. And then there's an opportunity to say if the contractor was working, yes or no. What was the reason for the delay, if there was one, and any additional comments.
- Unidentified Male: Okay.

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Sizelove:

Good question. When it comes to pay estimates, the software itself will basically take all the items that were posted from the inspector daily report and use that to calculate what the contractor pay will be in the system. Again, this is an area where our process will be hugely -- well, just more efficient in general and a lot less opportunity for errors.

Pay estimates, again, we'll still run them every two weeks. We'll stay on the same cycle that we're currently working off of. And then the field crew will do all the semi-monthly payments, and then headquarters will still get involved on the final payment, just like we do today.

And there's a variety of reports that are available once we do an estimate every two weeks. This one is probably the most common for the contractors. This mirrors the CMO2s, which identifies each individual item, what was paid to date, what was paid in this round, authorized quantity, et cetera. So we tried to mirror some of the current reports that we print out today in this application. This was one of the customization areas that we incorporated into our project.

For stockpiles, I'll just briefly run through it. Essentially they -- there's a Stockpile Wizard that's built into the software and it allows us to -- it's very intuitive. It just steps you right through the whole process, allows us to increase/decrease the rate of recovery through the estimates. We can pay automatically when there's a bid item. Here's a snapshot of what the Stockpile Wizard is. And, again, it's really -- it's nice how detailed they get there. Because I think this was one of the commonly confused areas, and so it'll help the field personnel to be able to walk through it.

Contract Modification. As I said, that's kind of our new fancy term for change orders. This allows us to modify terms of the original agreement. We can add -- or increase/decrease items, add new items, allow for time extensions. And the crew will be more actively involved with the contract modifications. But headquarters will still be involved from a review process to make sure that we meet all the Federal Highway's requirements and then assist in routing it through for internal approvals and such.

Ultimately, long term, we are excited to incorporate DocuSign into this. And so we can build in even more efficiencies to keep it routed. But just off the bat, we're just going to continue with our paper processing. We don't want to overwhelm the REs too much by throwing too many new processes at them.

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Shapiro: Well, this part, they'll only have to print this contracts modification out and route it for signatures and execution by the Director's Office...

Martin: Yeah.

Shapiro: ...just like we normally do. But this is one of the few pieces of paper that you'll actually see from the system that'll have signatures on it, until we get it incorporated in a DocuSign.

Sizelove: So, again, a quick screenshot of the software and the contract modification area. This is just a general tab that allows us to identify the description of the change order, the amount, when it was created, when it was revised, if it was, et cetera. And so there's a lot of nice tracking mechanism built into the software. You can see the second tab over is if you want to increase or decrease an item, you go to that screen. I'm not sure if I have that. No. Adding a new item, doing time extensions, again, you have the option of adding attachments and then ultimately to view the contract modification. This is a snapshot of the contract mod in the view phase, just what the new report will look like. So the software is pretty intuitive. We've received a lot of good, positive feedback from the users so far.

I mentioned that inquiries will be a nice tool for the crews, as well as the contractors and headquarters to be able to utilize. And at any point in time they can log in, look at the contract, run various reports or inquiries, if you will, to get up-to-date statuses of the contracts. Some of the inquiries that we found that we think will be useful when we start going live with this, is there's a contract modification summary, an item history to-date, an item status, over-authorized quantities at the contract level, material history, et cetera. So there's a lot of very useful inquiries or reports that we can pull at any given time for any contract. Here's just a screenshot of different inquiries. Some of them, I think there's 42, 43, some...

Shapiro: Something like that.

Sizelove: ...a large number of inquiries to use. So our next steps, and again this was the next steps as of when we reported to the RE's meeting back in March. But some of the feedback that we got from the REs was there was a huge interest in trying to utilize like a pilot program, if you will. So that's where we're at right now. We have five contracts. Two contracts in District 2, two in District 1, and then one out in District 3. So we've been able to start training and working with some of the field crews on gaining

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some experience. It's going to benefit everybody, I think. It'll allow us, as headquarters, to gain some experience in training people, get feedback from them on the software itself, the capability of it, figure out how we can improve upon processes, if you will. And we've tried to select contracts that were short in duration and not very complex, and so a limited number of bid items. The goal is to wrap up those pilot contracts by the end of August and then be able to implement in this fall.

So, essentially, the way the system is, how it ties into our existing processes or legacy programs is, once we flip that switch to say we're going to go live, we have to go live...

Shapiro: Yes.

Sizelove: ...on all contracts. And so we won't be able to implement slowly, if you will, and so we need to make sure that everybody's on board and all systems are a go and that we have good buy-in from the districts and great feedback from them. And so far they've been very cooperative and have given us some good feedback. So that's where we stand today.

Martin: Okay. Run through those dates with me. Because I may do the same thing to you that I did to this gentleman over here.

Sizelove: Okay.

Martin: Implementation by August...

Sizelove: Well...

Martin: ...and on the January CWG meeting we'll have a report on how many jobs are doing it and...

Sizelove: Yes. I think that's very reasonable to do. So we're hoping to wrap up our pilot program. So, essentially, right now pilot means we've got five contracts out there that we're running in parallel with our current processes, and so -- with the exception of documentation. We're not requiring the field crews to do the orange books in parallel to FieldManager. We're saying, dive in, use Field Manager from a documentation standpoint.

Martin: Throw away the orange books.

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Sizelove: But the payments and all that are still being run as they are today in our systems with CMS. And so that's the parallel. And that gives us a chance to kind of double check everything and make sure that FieldManager is processing the payments as they should be currently -- in our current process.

Martin: Mm-hmm.

Sizelove: So that's just another one of the many checks that we have set in place. So we're hoping to wrap up those five contracts by the end of August, assuming everything goes well out in the field, as planned. And then once those are wrapped up, we have about a month that we think to kind of start the cutover -- or complete the cutover from our legacy processes into our FieldManager process. And then we're targeting October.

Martin: (Inaudible).

Sizelove: So -- no, (inaudible). I mean we've kind of pushed, pushed, pushed a little, but...

Shapiro: Is that a one-month delay, right? What'd you say, no?

Martin: No.

Sizelove: One month to tie up all the loose ends.

Shapiro: Member Martin, Madam Controller, Jeff Shapiro. I'm confident the system's going to work. We've tested the you-know-what out of it. Other states are using it and I have no -- I'm ready to go live right now. It's just staff wanted a little bit more time...

Martin: Sure.

Shapiro: ...to see how works out in the field. So they're going to use it to do everything. It just doesn't talk to the Controller's Office yet. But once we push that button, then it's no going back.

Wallin: It's a little (inaudible) talk to the Controller's Office.

Shapiro: I'm confident it's going to work. And it's actually going to provide us better cost overrun controls...

Martin: Mm-hmm.

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Shapiro: ...and some things that we don't have right now, which is nice. Which is -- we need to go there.

Martin: Yeah. In my world, whenever something becomes a legacy, it's time to get rid of it.

Sizelove: We've teased about that throughout this whole process, yeah.

Martin: So, I had one other question. You all do a lot of work in rural areas. Is this thing going to be hooked up cellular, satellite phone? What's the connection so everything comes back here when the field engineer does his work?

Shapiro: You got it?

Sizelove: Well, throughout this pilot process we're testing two different approaches. When we first started off, we wanted to make sure that at a minimum the laptop process would work. And what that means is the field users will use FieldBook via laptops. And then they will transfer the contract files, if you will, through what I call a nerd stick or a flash drive.

Martin: Okay.

Sizelove: And they'll transfer that into the field offices. And so as long as that process works, I think we're comfortable going live, like I say, in the fall.

With that in mind, we also want to test the mobile device, which we need WiFi connection for that. And so we actually have a contract out in District 3 where the project will be ran out of the Ruby Valley Maintenance Station, which is completely out in the middle of nowhere. And we've had a lot of great support from the IS division to get WiFi connection out there. We're going to attempt to do iPads in that pilot contract. And there's a lot of moving parts to that contract, and I feel like if anything can go wrong, it will go wrong there. So we're going to pilot it and see how it goes. But, ultimately, this process, the FieldManager software will go web based in 2015.

Martin: Okay. That was my next question. If it was web based or it's laptop based.

Sizelove: Right now it's laptop based, if you will.

Shapiro: Right.

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- Sizelove: But it will go web based in 2015. Now, that doesn't necessarily mean that we plan on going web based in 2015, because it will essentially -- it'll be a lot of work to convert our current -- this FieldManager process to the web-based process, but I think that's ultimately our direction that we'll go.
- Shapiro: And it also -- AASHTO is combining two packages. They're combining Field Manager, which is what we purchased, with SiteManager and coming out with a web-based version called ProjectManager.
- Martin: Mm-hmm.
- Shapiro: So we're working with AASHTO right now. My fear is that they're going to price us out of the market, because sometimes this AASHTO software can get kind of expensive. But a lot of states, like Nevada, are saying not to AASHTO, but don't price us out when you do that. But we've actually tested this through the WiFi through laptops at places like Starbucks, McDonald's, my apartment.
- Martin: Mm-hmm.
- Shapiro: It works great remotely. So we know it can work.
- Martin: Yeah.
- Shapiro: It's just -- and all the crews have...
- Sizelove: Mm-hmm.
- Shapiro: ...routers and service at their offices. I envision you're going to see a lot more WiFi from us. A lot more of these things. This is the future, that's what I'm telling my staff.
- Martin: Mm-hmm.
- Shapiro: And the WiFi connection, and it will be pretty seamless if we get to that point.
- Martin: Billy, are you guys involved in any of this? Any of your jobs?
- Billy: Not that I know of.
- Shapiro: I don't think you and (inaudible)...
- Billy: Clearly we do these type of things on other projects.



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- Shapiro: But we might have to look at some remote locations where we literally do have to use some sort of satellite uplink or something.
- Martin: Right. Okay.
- Shapiro: It can get pretty remote out there.
- Martin: Any questions, Kim?
- Wallin: No, I think this is a good thing.
- Martin: Yeah.
- Sizelove: We have one of the projects in District 1 is based out of the Alamo Maintenance Station. And so for that particular project, we're approaching it from the standpoint of using laptops and then transferring the information via email. And so, again, we're trying to think of all the potential scenarios, trying to anticipate what could go wrong and test them out during the pilot process. So I think -- I'm sure we don't, but I think we have almost every area covered, and so we'll test that out during this phase.
- Shapiro: Well, we'll find out if we don't.
- Sizelove: Yeah. That's what this will test. So that's all I have for the presentation. And we've kind of gone through some of the questions. If there's...
- Martin: Any other questions, comments? I applaud you for doing this...
- Wallin: Mm-hmm.
- Martin: ...because, like I said, legacy programs means they need to die.
- Sizelove: It's time. I think reviewing our processes as a whole from the construction division is long overdue. So it's been a good project for us.
- Martin: Right.
- Shapiro: But like what Megan showed, we started this process in 2010. And, you know, thanks to her staff and for the district staff for all the testing that's been going on, because we couldn't do without them all, so -- and we'll get her done.

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- Martin: Yeah, I noticed that started in 2010 and going to be implemented by August 2014.
- Sizelove: Yeah, it's on the fast track.
- Wallin: October.
- Shapiro: Huh?
- Sizelove: Fast rack.
- Nelson: There's a lot of legacy. You know, really, one of the hardest decisions we've had to make was, do we have to keep this piece of paper that we've always used for all these years, or can we do something different, you know.
- Martin: Stop buying paper, Rick.
- Nelson: That was -- well, that could do it. But I'm an awfully nice guy when it comes to things like that.
- Martin: What's the little orange book supplier going to do? I mean, there's a huge...
- Sizelove: They're going to miss us.
- Martin: Yeah. Okay. Agenda Item No. 7B is -- Rick you were on this one, it's the FHWA DBE review process.
- Nelson: Yes, sir. Of all the tasks that we've had on the task list, this one is still outstanding. I reached out to Yvonne Schuman, our civil rights officer. She's still trying to work the final recommendations of the DBE process review. And, Tracy, I don't know if you have any updates on this or not.
- Larkin-Thomason: I can tell you that with the Civil Rights Office right now of about four or five different areas, and all of them are under considerable review, looking through (inaudible) basically all aspects. We're trying to really basically funnel down and move forward and we are moving forward. I'm talking about the whole program in different areas.
- Martin: Mm-hmm.
- Larkin-Thomason: But with that we are certainly -- you know, we've been talking to industry. We've been talking to advocates. We've been talking to union members,

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trying to get a feel and talking to the union C-Board, basically on the whole certification process. And we're also right now taking care of outstanding items.

My top priority -- I've got three top priorities. One is taking care of outstanding items with FHWA, make sure that we get our stuff up there. The second thing is that -- on our DBE goals thing, on that, we are very severely understaffed right now and we're filling positions. But we're making sure that projects are not held up because we don't have a DBE goal. Try to make sure that projects are not being held up because we're not doing the DBE verification after those come in. So those two are very top, because that affects not only NDOT, but basically all of our partner agencies.

Martin: Right.

Larkin-Thomason: And then the last thing is, we did do, at least on there, we did another reconsideration process and we're in the middle of writing it down. But at this point, all the reconsiderations are kept within NDOT, and at this point, I'm doing all the reconsiderations. So the first order of business was to make sure that business is still moving forward. And the second one is to make sure that, as we move forward, we are addressing all the concerns. You know, not everybody likes the answers that are coming at the end. But we're trying to make sure that we're, one, educating, and that's a big portion of it, the education part. And the next part is there are some process parts that do need to be reviewed. So it's still outstanding.

Martin: Okay.

Larkin-Thomason: But those are where the top priorities are.

Martin: In this process, have you received any input from any of the -- at one of our Board meetings there was a couple of people there, I can't remember.

Larkin-Thomason: Ken Evans and then...

Wallin: From the Urban...

Larkin-Thomason: ...yeah, Ken Evans.

Martin: Urban Chamber.

Larkin-Thomason: Mm-hmm. Yeah.

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- Martin: Okay.
- Larkin-Thomason: He is in several different (inaudible).
- Martin: Because I attended a meeting on I-11 with Steven Horsford, and in fact, you were there. And those same gentlemen were there, and on two different occasions, I offered to sit down and talk with them about what their -- gave them my business card and my cell phone number and I've gotten nothing back from them. Zero communication. So I was wondering if they were being involved.
- Larkin-Thomason: And in conjunction with this, just because as you also know that, you know, that Tom Skancke is looking into things...
- Martin: Yeah.
- Larkin-Thomason: ...at the direction of the Governor. So we're also staying in the loop on it.
- Martin: Okay.
- Larkin-Thomason: Believe me, this is a top discussion (inaudible).
- Nelson: And then, lastly, with respect to task-list items, we do have a meeting scheduled with you, Member Martin...
- Martin: Right.
- Nelson: ...on the 11th of June to go over the overpayment issue, so...
- Martin: Yeah. Okay. Next one is the NDOT Industry Liaison meeting.
- Nelson: Yeah, there's five sets of minutes that were included in the Board packet. Two of these are for the last two meetings, the NDOT Construction Industry Liaison that occurs in Northern Nevada. There's also two sets of meeting minutes from the NDOT RTC Industry Liaison meeting that occurs in Southern Nevada. We've got parallel tracks running there. And then the last set of meeting minutes are from the NDOT AGC Committee that occurs about quarterly. So they're there just for your information.
- Martin: Okay.
- Nelson: You had asked to be made aware of those documents.
- Martin: So is Kyle Larkin (sp?) a relative?

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- Larkin-Thomason: No.
- Martin: I just thought I'd ask, that's all.
- Larkin-Thomason: I get asked that a lot. You should find a lot of similarities between the North and South of the different ones. When we started the meetings in the South, we are sharing the minutes from each other's -- the North and South meetings at each one.
- Martin: Okay. At the RTC meeting, I see your agenda here and then the minutes. No, I didn't see the minutes. As a matter of fact, I've seen the agenda, unless it was in the -- anyway, kind of give me a -- I'm talking about RTC of Southern Nevada, since that's where I'm from. Give me a sense for what went on.
- Larkin-Thomason: When we started the meetings down there and, actually, you know, Rudy went, but I pitched the idea to Tina is when they were starting to do the fuel-tax indexing. When we had these meetings in the North, and then it started a dozen years ago, 10, anyway...
- Martin: Mm-hmm.
- Larkin-Thomason: ...that's who's -- Las Vegas Paving actually represented the South and came up each time. But it was basically the seven people from the front office. And it's slightly (inaudible) four of us, and then there was the seven main contractors from the area.
- In the South, with it coming up with the fuel-tax indexing and looking at also some DBE things on there, we put forward the idea is why don't we combine down here. It's starting to pick up. You're going to have more construction out there.
- Martin: Mm-hmm.
- Larkin-Thomason: And a lot of it's also the same type of issues. So we basically held a -- Tina came up to one meeting, and we looked at it and then started in the South. AGC in the South has been very supportive, as has AGC in the North, so -- and it's kind of played in the South. So we chose basically the seven top contractors that we primarily did work with it in the South. And in that case, Kyle Larkin actually goes down and represents the North and the South, so we've got pretty good coverage in both areas.

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Primary discussion has been on DBE issues on there. But, again, other things that have been coming up are like materials. Things that are brought up in one meeting we try to make sure they're brought up in the other. And in both cases, we try to make sure that both AGC's at any time -- if Craig Madole calls me up and gives me a couple of assignments that he wants me to look at, I also make sure whatever I get is then spread back to both of them. And usually they're kind of minor details, but it's like, can we look at the processing of this? It's a little specification on here. Some of them are really just informational. Can you get me the information on this?

Martin: Mm-hmm.

Larkin-Thomason: So far, other than the fact it's very hard to keep track of every single meeting where I'm supposed to be each month, but...

Nelson: And when we formed the Materials Group, it originally spun out of the...

Larkin-Thomason: North.

Nelson: ...industry meeting up North...

Martin: Right.

Nelson: ...but we reached and were including those Southern Nevada contractors as well, so -- we don't want to have two of them going on. One's enough.

Martin: I understand.

Larkin-Thomason: And I should point out on that is, you know, with the AGC industry, they do like a lunch quarterly that comes in, and it reaches a different group, and we'll be starting those in the South. Sean Stewart of the AGC is supporting it down there, and they should have the first one coming up in July.

Martin: Okay. I think that takes us -- well, I think we bypassed one here.

Nelson: I think we're at 8A.

Martin: Yeah, 8A.

Wallin: Yeah.

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- Martin: But it was a sheet that I was seeing back here. Yeah. This was -- and I don't know under what format, this thing was with Fisher here on I-580.
- Nelson: Mm-hmm.
- Martin: Can we talk about that here for just a few minutes?
- Nelson: It would better if we talked about it in the closed session, since it's an ongoing complaint.
- Martin: Okay.
- Wallin: Okay.
- Martin: Because I've got some pretty specific questions about that.
- Billy: I'd like to hear.
- Martin: Huh? Yeah. Don't abuse me, Billy. Okay? This is my first time, all right? Take it easy on me. Okay. Item 8A, NDOT's Internal Resource Five-Year Plan.
- Terry: John Terry, Assistant Director. I don't know if anything's changed since the last one we gave you. I guess the only issue is of course we gave the Board a presentation in May about an alternate plan, should the fiscal cliff occur. And really, other than those two versions, not much has really changed on there. Just an ongoing informational item.
- Martin: Is the fiscal cliff any more of a reality now or...
- Terry: I just got back. Rudy and I went to the spring AASHTO meeting and there was a lot of discussion about it there, but certainly not a whole lot of optimism that they're going to settle it anytime soon. I mean, just like Rudy presented today...
- Martin: Yeah.
- Terry: ...at the Board meeting, I mean, there's various versions out there.
- Larkin-Thomason: They did pass some (inaudible) resolution basically kicking it past the elections...
- Martin: Mm-hmm.
- Larkin-Thomason: ...and into the new Congress.

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Martin: Handy.

Terry: But that was passed by the House, but not by anybody else.

Martin: Right.

Terry: Maybe to follow up, I mean, I don't know. We really didn't report on it at today's Board meeting, but at the previous Board meeting, you know, we went through this whole exercise of writing the letter to Congress about, you know, this is what would happen if it went through. And that did go out, not as quickly as we thought. It took some wordsmithing by us and some wordsmithing through the Governor's Office and whatever. So that activity that started in the May Board meeting, it did go out. And I think at the AASHTO meeting they said something like 20 other states have already sent to their congressional delegation a similar type thing. So, I can't give you much more. I don't know.

Larkin-Thomason: I think push (inaudible) grow, which is GROW AMERICA. That's the one that was put out by the President part.

Martin: Right.

Larkin-Thomason: Now it shows like a 30 percent increase in funding out there. Again, but the funding source is undefined. If you looked at what the Senate has marked out, it shows basically at the same levels with a slight increase for inflation on there. And it's been marked up. And I know that I've been reading that, when I read the one with all the different amendments. So it's on loop. It's gone through two committees, still has a couple more before it goes there. I have not seen the House version. I have not seen a copy of it yet, so I'm waiting to see how that actually compares.

What I would expect to see in the long run is the House version and the -- the Senate version and the House version and then some part of that. Watching very carefully some of the amendments. I've been kind of forwarding them to Rudy and that, if there's ones that we'd need to be careful of. But just some of the things that come out, like changing -- they seem pretty minor, but it just kind of seems like they chip away at things, like changing how a rural state is defined. Instead of its 50 per, whatever, per capita, whatever, to 75. What that effectively does is add another 10 to 12 states for us to compete against in certain categories, those type of things.



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Martin: Hmm.

So we're trying to just kind of keep an eye on the different areas. In the long run, I'd expect at best that we're going to hit -- at best, I would expect that we would hit curtain levels. I would not be surprised in the long run to see a reduction down to whatever, until we find an alternative source or funding source to make up the difference. And if that does go through, you are looking at a 30 percent cut.

Martin: Okay. Item No. 9.

Nelson: All right. Again, Rick Nelson, Assistant Director of Operations. Item 9A, B, C, and D cover the process associated with closing jobs out. 9A is the status sheet of projects that are currently being tracked through the closeout process. 9B is a summary of the nine projects that we've closed out so far. And 9C are the detailed sheets associated with each project that has closed out. And Megan would be happy to answer any questions that you might have about those.

Martin: Really?

Sizelove: Yes, I am.

Nelson: On top of the eDocumentation project. We're keeping her awfully busy.

Martin: I went through and did a kind of a recap in my own head about where we are with closeouts and so on. And what I found was a case for higher degrees of retention. I found a high number of prime contractors for my vision of the (inaudible) does.

One of the easiest closeout documents that should be able to be produced is a set of as-builts. And yet there is a huge number of contracts where you don't even have that, that have basically been done a year and a half. I went through and tried to do a count of contracts that have been done in excess of a year. I don't know if you know how many has gotten Ns all the way across everything -- that nothing, nothing has been done from the closeout standpoint.

And, like I said, when I take a look -- I know when I build a vertical building on a 25-acre site how difficult the as-builts are, because I've got all the architectural details, I've got all that stuff to take care of. Doing a set of as-builts for us that, in my world of vertical and I do a little bit of

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horizontal, the easiest piece is the horizontal as-built, because everything should be tracked via GPS, et cetera. And yet I find a huge number of jobs that don't even have the doggone as-builts filed yet. Don't have the labor reports, the EEOC reports. Why is that?

Shapiro: Member Martin...

Martin: No, that was your -- ou assigned it to Megan. I'm listening...

SizeLove: Can I delegate that up?

Martin: Huh?

Shapiro: But I'm willing to jump on the landmine, so to speak, or the hand grenade. Member Martin, there's a lot of aspects to this that we're not satisfied with the time frames either, and we're trying to fix it. A lot of moving parts here. And I don't want to give you a kind of a B.S. answer here. But, you know, FieldManager's going to help us with some parts of this with the checking. Plant establishment period, which, I don't know, doesn't get mentioned a lot. Plant establishment periods keep the contracts open for one to two to --

Dyson: Three.

Shapiro: I'm hearing now they're talking three years after construction is complete.

Martin: Why?

Shapiro: And I've got my staff on -- because we need to find a better way to do it, I guess, is what -- is the only way I can answer that, Member Martin. I've got my staff looking into either warranties or some type of bond to replace the plant establishment periods. Because we're literally keeping these contracts open for three years, as Thor said.

Martin: What's this plant establishment period? What is that?

Shapiro: It's basically a warranty that we monitor the contractor. And at the end of this year or two or three years, they've come out and replaced the dead plants. There's better ways to do that, I would...

Dyson: Yeah, Member Martin, Thor Dyson, District Engineer, District 2. We're required to spend a certain amount of money on each contract for landscaping, and some of that landscaping has plant establishment in it.

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Plant establishment essentially is forcing the contractor or sub-contractor and us to keeping the contract open to ensure that those plants survive, that the grass, the landscape features from a plant standpoint, not just rocks and other things, but they survive, they grow.

If they die, they've got to come back. If they -- you know, Nevada's a very arid state. And so sometimes there is certain types of landscaping that has water that's required to get it established. And then the water goes away. So like bags or what do they call them, bladders, I guess.

Martin: Mm-hmm.

Dyson: Contractors, subcontractors are required to make sure they survive one, two, three years. And we have, like one project up at Tahoe, I think, has one to two years.

Unidentified Female: Three.

Dyson: Three years, excuse me.

Shapiro: Yeah, that's been relatively new, actually, so...

Dyson: It's got to make it. It's got to survive. So that's the specification. That's what's in the contract. Like Mr. Shapiro said here, Jeff said that we could look at warranties and some other aspects and tighten up the...

Martin: In my world, I got to do exactly the same thing, guys. Exactly the same thing. But my closeouts are done 90 days after the job's done.

Freeman: For the record, Jeff Freeman. Plant establishment is also used on hydroseeding, which is your stormwater prevention permit. And that's tying us up with NDEP and being able to get out of that permit or, you know, transfer the liability on that permit. So it's also hydroseeding for erosion purposes.

Martin: Yeah, I got to do the same thing.

Shapiro: Yeah. And that's -- no, that's part of it. It's (inaudible)...

Martin: Stormwater prevention is a big deal for me.

Shapiro: It's not a very -- in my personal opinion, it's not a very efficient way to do business. If I hire a landscaper at my house, they give me a warranty. They don't hang around for a year and make sure everything's alive.

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Martin: Right.

Shapiro: And I don't see why we can't do that. We just need to figure that out.

Martin: Well, we have an issue in Twentynine Palms where I've got to provide a five-year warranty and maintenance program on all the mechanical systems on a \$156 million project. We just simply issued a warranty bond, and we get all of our money paid to us. The project is 100 percent closed out right now. And I just got my last BOD three weeks ago. But it's 100 percent closed out. I'll have all my money and project over and done with on a \$156 million. And it's done within three weeks of my last BOD, beneficial occupancy date. And I just submitted a bond to NAVFAC, Naval Facilities, for the maintenance. We got paid all our money, closed the job out, they got all our as-builts, they got everything. And this project site covered 30-some-odd acres.

Wallin: Frank, you know, I'm looking at these contracts that haven't, you know, been closed out. One thing I notice, okay, Las Vegas Paving isn't one of these. All right?

Martin: Right.

Wallin: He obviously gets his stuff in. Okay? And then also...

Shapiro: I wasn't going to mention any names.

Wallin: No, no. No, but it's like, you know, so why isn't Las Vegas Paving on here, okay? And then the other thing to make note of is that Matt is like 11 of these...

Martin: And Rob is a bunch more.

Wallin: ...and Deanna, or Dina.

Martin: Dina.

Wallin: Dina is the other one. So Dina is 9, Matt is 11 out of all these.

Martin: Yeah.

Wallin: So do we have a problem there? And I can't imagine that all of these would be because of landscaping stuff.

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Shapiro: Well, Matt and Dina work for us -- Jeff Shapiro, for the record, Madam Controller -- at the Construction division. And they're just the people -- I shouldn't say just -- but they're the staff that are closing it out from our office. I would...

Wallin: Yeah, why, you know, it's...

Shapiro: I don't -- like I said, there's a lot of aspects to it. And you literally can't close out the books if they're no books to close, if I could just -- because those people are still working on it. But I don't want to -- we are trying to fix the system and make it more efficient. Because you're right, anything more than about 90 days is way too long.

I would like to offer that the items in blue in the closeout schedule are really the critical items that we need those columns to closeout a contract, and they include EEO clearance. That's to make sure the certified payrolls and the prevailing wages have been met. And unfortunately with the plant establishment period, we can't close it out because we've still got payrolls being generated until they're done, so that could hold things up.

The lab clearance -- usually Reid Kaiser and his folks are pretty good about it. But if they don't have the certificates of compliance from the contractors, they can't close out the job and certify to FHWA. The column entitled "WC," that's wage complaints. Of course, we can't really close it out.

And probably the two critical areas are district engineer's acceptance, because they're going to maintain it, and the Director's acceptance. So those blue columns, we will close out on job, if we've got the blue columns affirmatively filled and things like as-builts are lagging. And we'll wait to get the as-builts later. But our staff compiles the as-builts on most of our jobs. It's not the contractor's responsibility, so...

Martin: Really?

Shapiro: Yes, sir. So I would have to say if we're slow on as-builts, it's because we need to look in the mirror. It's not very -- the contractors on most electrical jobs, they provide the as-builts. But we can't -- it's our staff that are doing the as-builts on the rest of them, so. But, like I said, that's not highlighted in blue because we can always get that later. We don't hold up a closeout for that.

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- Wallin: Well, I mean, like the very first one, Contract 3400, I mean the Director accepted on 12-12, or 12-21 of 2012, right? Am I reading that right?
- Shapiro: Well, I'm showing --
- Dyson: Page 2 of 3400, District...
- Shapiro: I've got to...
- Unidentified Male: It's Carson Freeway.
- Wallin: I mean, one after that, with U.S. 395 from Moana to I-80. The Director accepted that on 5-9-13, so...
- Nelson: Megan, what does the comment mean that says, "No pickup requested to date"?
- Sizelove: That's means that the field crew is not ready for headquarters to come in and pick up the contract to start our closeout process.
- Nelson: We haven't seen the books yet.
- Martin: For two years? Three years?
- Dyson: Thor Dyson, District Engineer. Is this contract 3401?
- Wallin: 3400.
- Kaiser: 3400.
- Wallin: And 3401 as well.
- Martin: And 3401.
- Dyson: Well, that particular resident engineer has also been working on 3389, which is Meadowood Mall, Meadow Valley. So, you know, I will talk with the resident engineer. I'm not here to make excuses. We will put pressure on him to get it closed out and so -- call the construction office to come pick up the books. I do know that person -- that resident engineer has been extremely busy. The Carson Freeway is the other project?
- Sizelove: That's 3400, correct. And currently that RE, and not just (inaudible) you, Thor, but is working on closing out 3327, which was a huge...
- Dyson: Right.

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- Sizelove: ...headache of a job. And so 3327 is that crew's priority. And then we have a commitment from them to move on to 3400. So we do anticipate pickup for 3400 within the next few months.
- Martin: Remember the legacy thought that I had a little bit ago?
- Wallin: Mm-hmm.
- Shapiro: Yes, sir.
- Martin: We've been talking about this since I became a member of the Board. And that's -- Kim reminded me the other day -- that's almost eight years ago we've been talking about closeout. And just drags on and on and on. I'm...
- Wallin: Well, to me it's like, okay, how is it that the Director has accepted it if you guys don't have the books? I mean, wouldn't the Director be the final thing? I mean...
- Shapiro: That's -- the checking of the books, Madam Controller -- Jeff Shapiro -- is really just an accounting check. Or I've heard some people say it's an engineering check. It's not an audit, per se, like a professional audit would do. But it is -- we are checking pay quantities with the books.
- Wallin: Right.
- Shapiro: The Director's acceptance is more based on the district engineer's acceptance. If the district engineer goes out and inspects the job and acceptance for maintenance, the district engineer will write a memo to the Director's Office recommending acceptance.
- Dyson: Which we do and we're very timely on that. Again, Thor Dyson, District Engineer for District 2. We're very timely on reviewing the project for (inaudible) maintenance, get the contractor off -- yeah, you've done the job appropriately. We accept and NDOT will maintain that particular facility or that particular item from that contract. And then on district acceptance, the same thing. I feel we're quite good on accepting projects that are complete and to the satisfaction of the district.
- Shapiro: We also do a 30-day -- I think this is per law -- a 30-day notice of release to creditors, which is required before the Director will accept the project.

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But the actual pick up with the orange books, literally, right now, we can't go pick that stuff up until we're -- or they're ready to come pick up.

Dyson: What's the total number of projects in District 2 -- and I need to look -- that we've done in this time frame and then how many are still not picked up? So I need to look at that and I need to ask questions of each RE, why is it taking so long? And I know in my head already some of the reasons. They're difficult jobs in some cases. Some of them have plant establishment. Some of them are due to the individual being quite busy, the particular resident engineer. Some of the resident engineers I need to lean on harder. There's one or two, we all know them in this room, that need some prodding to get these books closed. I get that.

Shapiro: But the FieldManager will help streamline that process, because the computer's going to do a lot of this stuff for us, instead of these literally -- checking these books and recapping and et cetera.

Martin: Yeah, I picked up on the same thing you did, about the number of projects that each one of these -- it seems like this Rob guy, he gets all the big ones. I don't know who he is, but he's doing I-580 and one other project right below that one.

Shapiro: Member Martin, Jeff Shapiro. He's actually a senior member of the section there. So we give him the tough ones.

Sizelove: Well, and he's honestly not performing too many of the closeout. He's working with some of the other staff members to assist them. So there's -- on some of the larger jobs, like 3292.

Martin: I notice that in March, Rob was listed on several projects. Now, Rob's got help.

Sizelove: Yes. Rob is very involved with FieldManager implementation.

Martin: He's what?

Sizelove: He's very involved with the FieldManager implementation of electronic documentation. So we've had to kind of reshuffle workload and priorities within our staff.

Shapiro: And I would be remiss if I didn't point out to the Working Group that I did give the admin section guidance that from a priority standpoint,



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FieldManager had priority over closeouts. So they have been focusing the bulk of their efforts on the FieldManager to get that up and running, because we need that desperately. And if something had to slide, you know, good, bad or otherwise, the closeouts could. So I did do that.

Martin: So you're going to take the bullet for them.

Shapiro: Yes, sir. But once we get FieldManager up and running, it's back to closeouts, right, Megan?

Sizelove: Expect is. We've actually been working with staff on trying to split their time 50-50. So within their week, if you will, 50 percent of their time goes to eDocs and 50 percent goes to closeouts.

Martin: Okay.

Sizelove: Just because we see the benefit and the value in getting both of them -- working on both.

Martin: You satisfied with this?

Wallin: Yeah.

Nelson: And, Member Martin, just one last comment with respect to retention. We are limited by the Nevada Revised Statute on what we can retain on projects. And it would take legislative law, a bill, to make that change. Based on the conversations that we've had around here getting ready for the next legislative session, changing the retent hasn't been one of those things that we've talked about.

Martin: Yeah, that's another one of those legacy programs.

Unidentified Male: And Chapter 338 is actually retention is going the other direction from 10 percent to 5 percent, and then you could even not have retention in the second half of the job. There's a lot of changes. It's moving the other direction.

Nelson: Yes, except we're covered by retention under 408.

Unidentified Male: I know.

Martin: Yes. I know, I'm familiar with 238. And 238 is all based -- that's all discretionary, it's not legislated. You got to be on schedule. You got to meet all kinds of performance criteria before you get your retention. I

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know about that one. You got to make performance criteria. And part of that is your closeout, before it goes to zero. That's what the motivation is in a vertical world to get these things closed out, so we get our money.

Shapiro: And I would also like to offer that there's also federal regulations under 23 CFR, through the FHWA program and federal aid that we have -- they're prompt-payment clauses that we have to keep in mind, too, and be in compliance with.

Martin: Yeah. Okay. There are ways, when you set up your specification, it's like every specification I have to work under, it values -- in other words, the job I just got finished up with in San Antonio, put \$180,000 value on the as-builts.

Nelson: Mm-hmm.

Martin: I didn't get \$180,000 until I turned in my as-builts.

Nelson: Sure.

Marti: So you could set up your specifications to have those kind of values in your schedule of values. So there's -- for every cat that needs to be skinned, there is a way to hang that bugger up and skin him. And it's -- for me, it's got to be a huge source of frustration for some folks within the NDOT that constantly get banged on the head about this. Because, if you've noticed, I haven't given up. And I know Len Savage, if he was here and he looked at the same stuff, he'd be on the same plate.

Shapiro: It does seem like Groundhog Day.

Martin: Yeah. Okay. Let's see where are we at here. 9C, what is that? Oh, this is the...

Nelson: Actually I think the next one is D.

Martin: Really?

Nelson: 9C are the...

Martin: Are the ones that's...

Nelson: ...individual summaries for each project that gets closed out.

Wallin: Yeah, the ones that are closed out.

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Martin: Yeah. Okay. These are the ones that said on schedule or got issues, right?

Nelson: Yeah, 9D is the current status of...

Wallin: Current (inaudible).

Martin: Yeah. Current jobs.

Nelson: ...current jobs. We'll be happy to answer any questions. On the second page of this -- we've started posting the contractor pays. So you can sort of get a feel for how the pay has been flowing to the contractors for each pay cycle.

Martin: Yeah, I find that graph to be really informative. Anything from...

Wallin: It did.

Martin: Pardon me?

Wallin: Yeah. No, I thought (inaudible) it, too.

Martin: Yeah. There's no 9E?

Wallin: That's it.

Martin: Okay. Can we go into a closed session so we can talk about 580 for a minute?

Nelson: It would be best if we did public comment.

Martin: Oh, okay.

Nelson: So if there's anybody in the audience that's interested in making public comment, they have an opportunity. They don't have to hang around until we re-adjourn.

Martin: Anybody in Las Vegas got public comment yet?

Gomez: There is no public person here yet.

Martin: Anyone in Carson City? And Elko didn't join us, right? I don't see them. Okay. Move for adjournment.

Wallin: Move to adjourn.

Martin: Second?

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Nelson:                   Actually...

Wallin:                   Oh, move to go into closed session.

Martin:                   Closed session.