

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Chairman Len Savage	Cole Mortensen	Ryan Wheeler
BJ Almberg	Sharon Foerschler	Boyd Ratliff (Dist III)
Frank Martin-Absent	Stephen Lani	Mario Gomez (Dist I)
Reid Kaiser	Dale Keller	Thor Dyson (Dist II)
Bill Hoffman	Jeff Freeman	Bill Wellman, Las Vegas Paving
Tracy Larkin	Darin Tedford	Chris Koeing, Kiewit
Dennis Gallagher	Denise Inda	

Savage: Okay, let's go ahead and get started with the Construction Working Group Meeting here that's happening March 12th after the T-Board Meeting. I'd like to call it to order. Can you hear us loud and clear in Las Vegas?

Almberg: We can hear you, yes.

Savage: Thank you. Anyone from Elko, Nevada, in attendance?

Larkin: Boyd took a few days off.

D.J.: I'll call out to him.

Savage: That's okay. That's okay. We'll go ahead and get started. Is there any public comment here in Carson City? Las Vegas, any public comment?

Almberg: None here.

Savage: Let's go ahead and get started with Agenda Item No. 3. Any comments from the Construction Working Group up here in Carson City.

Claudia: I do have a comment. I would like to make sure everyone knows how to go on our website and get our agenda, because my understanding...

Savage: If you could kindly navigate through, Claudia, we'd appreciate it.

Claudia: Okay, when you get to our website, you go up to the top where it says about NDOT.

D.J.: We're getting there.

Claudia: On to the left side where it says Transportation Board of Directors. Go down where it says CWG Agenda Documents [inaudible] and then you can pick whichever year has—go down to 2012, because that's how long we've been...

Savage: Let's go to 2018.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Claudia: 2018. And there's our...

Speaker: The dates are there.

Claudia: ...dates and our agendas, our packet. Any presentations that have been given to us, we post, and that's that.

Savage: Great, thank you, Claudia.

Claudia: You're welcome.

Savage: Any questions on that from anybody here at the Working Group? Any other comments? Yes, Mr. Wellman, yes, sir.

Wellman: So, if you go back—did we just change that...

Claudia: No.

Wellman: ...in the last two months?

Claudia: No.

Hoffman: There is a new...

Wellman: Are you sure?

Hoffman: There is a new website, though, Billy.

Wellman: There you have it. My point being—I mean, if I can, how we've done it in the past, at least through December or maybe even January, or at least through December, if you go back again to the main screen...

Wellman: Yeah, give me a second.

Wellman: And I'm not very smart. That's why I'm asking questions.

Savage: I'm not very smart, either.

Wellman: Because there's three business, so I have always hit the doing business now for quite some time. Hit the button. No, you got to go...

Claudia: Go back one.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Wellman: Just go to the big box that says doing business and hit on there and go down to more. It changes all the time. Once in a while, it comes—now you go over to public involvement and information, Transportation Board Meetings, two more.
- Claudia: Right there.
- Wellman: That brings up the agenda, and that used to bring up CWG, and if you go down to the calendar on the 12th, it just says Transportation Board. Before, it used to say both.
- Claudia: It used to be connected, just so you know, but...
- Wellman: That's why I'm asking, is because I've been doing this for a long time, going back to 2012, and every time you change that, and if we don't know, we don't know. So, my question today of when was I didn't know we were having this, I assume, because it's the end of the first quarter, which is okay for me, maybe not for the rest of the Board, but you got to kind of keep it consistent or people are not going to know, especially going clear to the top of that website and saying—whatever that little line item is up at the very top. Like I said, I've been doing your website for a long time. I never thought of going up there. The other thing is, is if you go over—just out of curiosity, go to the next month up at the top righthand side of the calendar. It says next month. And scroll down. The Board Meeting is not put on the agenda there. Last year, you guys planned them down. And again, maybe the Governor doesn't know when he can meet. Usually, it's the second Monday of the month, but last year, we could put it in our calendars and plan accordingly, and sometimes they change. We know that, but there is—so, why is it different this year, why we're not putting them out the second Monday... [inaudible]
- Savage: No, I thank you, Mr. Wellman, for bringing it up, because it does need to be transparent. It has to be consistent. So, we need to work on that. There's no doubt about it. So, I appreciate you bringing it up, because I have an issue with the website in another agenda item. So, we might be on the same page. So, I appreciate it. Thank you, Mr. Wellman. Thank you, Claudia.
- Claudia: You're welcome.
- Savage: Any other comments from the Working Group here in Carson City, NDOT staff, administration?
- Kaiser: None from me.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Savage: Contractors, Project Engineers, anybody, comments? How about in Las Vegas? Any comments, Mr. Almberg?

Almberg: No, not at this point, Len.

Kaiser: I would like...

Almberg: I will have some comments for you, Len, when you talked about in our Board Meeting today that you had some other things you were going to bring up, CWG. So, I'll tag in when you bring that stuff up.

Savage: Okay, thank you, BJ. Anything from NDOT staff or either Ryan or Mario down there?

Gomez: Not at this time.

Savage: Okay.

Kaiser: I wanted to jump in real quick to make one comment. The comments that the Governor made—again, this is Reid Kaiser, Assistant Director for Operations. The comments that the Governor made at the Board Meeting today with the percentage of contracts, the change orders, and also the bid item quantities changing, that's really not anything I did. That's 100% Project Management and Roadway Design coming up with good contract plans and so forth. So, I got to give the kudos to Cole and Paul Frost and his group and probably to our constructability section and construction office for making those changes. It wasn't really me.

Savage: Well, thank you, Reid, but again, kudos, you know, from the Board here. We are very fortunate that everybody is engaged from the finance to the construction, Project Management, the Administration. Everybody is on top of it as far as I'm seeing things. So, everybody is accountable for their actions, and it's proud to serve on this Board because of everyone's passion and involvement and engaging. You know, yes, there's a lot of room for improvement, but at the same token, it takes a lot of people to get this work done, and my sincere thanks to everyone at this table and in this room and in Las Vegas I know. Thank you, Reid.

Kaiser: Yep.

Savage: So, if there are no further comments, that was discussion only, we'll move to Agenda Item No. 4 for the—and again, a correction on the agenda here. It should say for the Approval of the December 11th, 2017 Nevada Department of

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Transportation Board of Directors Construction Working Group Meeting Minutes. Are there any motions or comments or additions, deletions, corrections? I have none.

Almberg: I have none. In fact, I don't think there was really any minutes from it.

Savage: Very short. Very short, because the audio had an error, but very short.

Almberg: Correct.

Savage: I'll take a motion.

Almberg: So moved.

Savage: I'll second. All in favor say aye. [ayes around] Motion approved. Agenda Item No. 5, Presentation of the ATM Dynamic Message Signs that are going to be installed on Project NEON. This was also mentioned today at the Board Meeting. Ms. Inda.

Inda: Good afternoon, CWG Members, Chairman Savage. Reid asked me to give just a little bit of information on the ATM system. Obviously, Cole is here and Dale. Dale is there, sorry, and they can provide lots of technical specific information. I'm just giving you an overview on ATM, and when Reid and I first talked about putting this on the agenda a couple months ago, it seemed like a good little update. Little did I realize that just in the week or two prior to today's meeting, there would be a lot of updates and information about NEON. So, some of this might be repetitive, things you've seen in the media, stuff like that, but I'll go through it. I'll go through this quickly as makes sense, because I don't want to waste your time. So, here we go.

Active Traffic Management, ATM, they've been in use for a number of years in the United States, in Europe, and NDOT began looking into an Active Traffic Management system about eight years ago. We wanted to identify if it had any applicability in Nevada. So, we investigated something that at that time was newly implemented in Washington, the state of Washington by the Washington DOT. We went up to Seattle and did a site visit, a field review of their system, and then we also looked into the M25 implementation in the UK. We did not get a site visit for that one. We did some video conference and conference calls with the transportation folks in the UK as well as their consultants who were helping them with that. After we took that information in, we evaluated corridors in Nevada where ATM might improve conditions, and not surprisingly, I-15 along

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

the casino corridor really stood out. And so, traffic operations at that time began developing a project, and then as Project NEON kind of ramped up and became more firm, we decided to include the ATM project within the NEON project. And so, it made sense at the time, and I think it's a good—it's a good addition to the project. What the ATM system is going to do is it's going to enable us to provide a more effective traffic and incident management system in the busiest part of the metro area, right? It's going to include variable speed limits that are going to be used to reduce regulatory speeds in advance of crashes or other slowdowns, and that will reduce secondary crashes, which is a pretty big deal. Lane control signs, and that's kind of these little—that little arrow that you see there, that yellow arrow. They're going to provide information to drivers about lane obstructions downstream and help drivers when they're merging into other lanes. So, these two pictures are examples of what ATM looks like in other states, and they show kind of the main capabilities of the system that we're going to have here in Nevada, reducing speed for congestion, closing a lane, and adjusting the speed for a crash or some other obstruction ahead.

These are just a couple of examples of the different types of messages that you'll see up on the signs. The signs are full matrix digital signs, and they have the—which includes color. So, that means that they can meet all of the guidelines and criteria for posting regulatory and warning signs on them.

These are some renderings that were developed for Project NEON to show the different types of signs that are going to be installed. The upper right one is a bigger sign where it shows the lane controls and then some additional messages, maybe travel times or other critical information. The bottom sign is a little bit smaller—well, smaller. If you've been down in the Las Vegas area and you've driven under those signs, they are really big, but it's a little bit smaller sign. I think actually, when you drive under them, you don't realize how large they are.

This is a screenshot from one of our cameras with a construction-related message on it just kind of showing you the—you know, what it looked like in the renderings and where we're getting to now.

This is another sign going through the testing and validation process, and so you can see that they've got the lane control arrows up there and then the speed limit sign on the side. And if it were a situation where we were having variable speed limits in place, that speed limit would be, you know, adjusted accordingly.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

So, why do we want to implement ATM in Nevada. You know, I think people wonder about that. It's got some cost and effort involved, and what it does is it allows us to go smarter roads by using technology to maximize their use, right, and it's going to improve the reliability and safety on our roads as well. And we know that based on statistics from other places who have implemented ATM systems, and I won't go through this extensively, but it—for some reason, this printed up in yellow, and I'm having a hard time reading it. Let me just look at my major points here. You know, it reduces crashes, which helps—it helps with our safety. It reduces congestion and just allows more vehicles to get through there. There was an article that I read about Washington DOT system in Seattle, and they found that the greatest reduction in crashes occurs on weekends, right, which was not their expectation. They thought that it was going to be most valuable during commuter hours, but it actually—the crash reductions increased for the weekends. They attribute that to the non-commuter drivers who are out there on Saturdays and Sundays who aren't as familiar with the area and who benefit more, you could suggest, from that advanced notification system. So, I think that is relevant and valuable for Las Vegas and probably just not on the weekends, because we have so many tourists and visitors to that area, that they all could benefit from this advanced kind of information. You know, they're not familiar with the area. So, I think it's going to be very valuable, and you heard—I think even maybe today Rudy mentioned it. This corridor has the highest crash rate in the state, and there's many delays. We talked about the speeds. That was pointed out today, the difference in speeds that we expect to see once the project is complete. So, this is an area that will really benefit from it.

As we were going through the development of the project, I believe we did a really thorough—put a really thorough effort together to make sure that we were moving into this new arena smartly and wisely. We put together a concept of operations, and that concept of operations was incorporated into the project. And the purpose is to ensure that the system was developed in accordance with NDOT needs as well as to meet all federal guidelines, and it also ensures that we used a systems engineering process, which makes us accountable for moving forward properly, and it also reassures the feds that we're stepping through this properly, and it makes them happy, which is always good.

Sorry, okay. So, this is just—this is a little graphic that I stole—I didn't steal it. I'm giving credit where credit is due. It came out in the Las Vegas Review Journal last week, and I thought it was a good little addition. It's a map of all 42 of the signs that are going to be included in Project NEON, and it gives those

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

same little renderings of the different kinds of signs. So, there's two types of signs. I touched on that already, different sizes that can put different amounts of information on them, and the way the system works is existing infrastructure that we have on many parts of the Vegas freeways traffic sensors, cameras, ramp meters all support and tie into the ATM system. These gantries, these big signs and software are the missing components for ATM. Once the system is complete, the corridor benefits will be measured, comparing current data with historic data through FAST. We have significant amounts of information about how the traffic flows and functions down to Las Vegas, and we'll really be able to see what kinds of improvements are made, and not just the difference between during construction and post-construction, but even before construction as well, which is really valuable. Then there's three main functions of this system. We're going to have variable speed limits, cue warning, and lane management. The VSL, variable speed limit, or speed harmonization, is an application that dynamically and automatically reduces the posted speeds approaching areas of congestion, accidents, or special events. It delays the onset of congestion under normal operating conditions, and by maintaining the traffic flow, by keeping cars moving as opposed to being at a complete standstill, it provides advanced warning to the drivers about congestion ahead, and through those things, we can reduce the risk of primary and secondary crashes, because a statistic is that for every time you have a lane closed for one minute, it takes—no, for four minutes—oh, shoot. I wish I had my—so, every time you have a lane closure for one minute, it takes 15—no, four minutes—I can't tell if it's four or 15.

Larkin: It's four minutes.

Inda: It's four minutes of time to recover, and I recently just heard a statistic that that four minutes has now increased to five minutes. So, every lane that's closed for a minute or two minutes or ten minutes or 30 minutes for a crash, you multiply that by four for the congestion and the backup and the delays to be kind of fixed and smoothed over and back to normal operations. That's a huge effect on all of those vehicles traveling on I-15. So, that will be really good. Cue Warning is an application that warns motorists of cues that are, like, kind of down ahead of them, and it directs drivers to a different lane. You know, it shows them that maybe there's a blockage or a crash on the right lanes, and it will show those arrows to move over into the left lanes and get them moved over and continue flowing through that situation more safely. Cue Warning messages are going to be posted at regular intervals, because as you can see by this graphic, there's a lot of signs that are out there, roughly every quarter-mile, and so they're going to post

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

these—the system will automatically post these messages based on the traffic detection system that's in place in advance of the backup to warn drivers, you know, that they're coming into a slowdown or some other impediment on the roadway. And then the vehicles can effectively utilize the available roadway and just get around it and through it much better. The lane management will enable the ATM to automatically populate the sign messages, the sequence of sign messages in advance of an incident once information is entered into the system by the operators at FAST. So, that's a savings for them, because we—you know, we'll have it entered into the software, and if there's a situation going on at XYZ location, it'll automatically populate messages back, and it gets the messages out up on the signs and out to the drivers much faster.

And so, just real quickly, if you're looking at this—if this is the freeway running—and the direction is running from right to left, the overhead signs, as I said, they're about a quarter-mile apart. And then as you come in on the very left of this, the signs are blank. There's nothing out of the ordinary, so you see nothing, but what's happening is there's some congestion several miles ahead. But you, as the driver, or I, as the driver, don't see the backup yet. So, then as I drive in a little closer to the situation, I see an initial sign that warns me of the delay several miles ahead, but the speed limit is still 65. And then progressively as we move forward, the overhead signs start to reduce the speed gradually, allowing drivers like me to address the congestion and reduce the potential for rear-end crashes. And then once we—all the drivers get through and past the incident, the signs will alert drivers that the speed is back to normal, and then the signs go back to blank again. So, it's fairly straightforward.

This example is just an example—same direction of travel, from right to left, showing that there's some sort of blockage kind of up there, and the lanes in that area are closed, and so in advance of that, they're, you know, trying to move—help drivers know that they should move over into the left lanes to get around that, and then there's messages posted up about a crash. And then, you know, this is just showing some lane controls, but you can also incorporate variable speed limits into this as well, which is probably likely, I would expect.

And so, then just something that we're looking at, we use what we call the central system software to control and communicate fuel devices on our roads statewide, so down in Las Vegas, in Reno, in Elko, and all the routes in between. That software is operating the cameras, the ramp meters, dynamic message signs, chain control signs, travel time signs, flow sensors, all those kinds of things. What

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

we've developed in conjunction with NEON is a new module for the ATM portion of the system, and it's going to use data from the existing systems to manage the roadway and control those signs out in the field. There's other uses for this system statewide, and this is kind of exciting to me, because we've invested a lot of time and effort in putting this down in Las Vegas, but we also have the opportunity to identify areas where components of it or parts of it might, you know, might make sense in other areas. And something that I really like is that we have the ability to look more rural or weather-based applications, and in the future, we might be using this kind of a system to reduce the speed limit when this ability in road conditions warrants that, blowing snow, ice, et cetera. So, I think that's—I think that's a—would be a valuable benefit to the Department, and, you know, once we have this in place and test it out a little bit better, we can identify with the districts and their specific needs on areas that might make sense.

And that's all I have for you guys today. If you have any questions about [inaudible] happy to expand on those, or if you have more specific questions about NEON, then, you know, Dale is your man.

Savage: Thank you, Denise, very informative, very well done. I just have a couple questions myself, and we'll open it up to Member Almberg. You touched on it briefly. FAST is the group that enters the information and excuse my ignorance. Are those NDOT people or is that outside consultants?

Inda: Oh, that's a great question, Len. In Las Vegas, we have a partnership with Southern Nevada RTC, and at the TMC building, the Traffic Management Center, there is staff collocated with Highway Patrol dispatch, and the staff there is made up of two different groups of people. There's the FAST staff, which is a subsidiary of RTC, and NDOT contracts with FAST to operate and maintain the ITS system, all of the technology. So, the primary input of all of the information regarding the freeways in Las Vegas is done by these FAST employees who are RTC employees. We also have a group of NDOT employees who function as—primarily as support for NDOT maintenance personnel just like we have in our Reno op centers and our Elko op centers. They provide that critical connection between law enforcement, emergency responders, and NDOT personnel. In Las Vegas, the NDOT personnel is staffed 24-7. FAST is not there between the hours of midnight and 5:00 AM, and so the NDOT staff covers the wee hours of the morning, and they all work—they all work together to get that in there, so both, I guess.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Savage: So, it's a joint venture between RTC and NDOT as to who enters that information, and that information is gathered by all the electronic data that we have out on the freeways. Is that a fair statement?
- Inda: Yes. Yes, there's a lot of data that comes in. There's all the sensors that detect the speeds of the vehicles out on the road. The software then automatically calculates travel times. You see those both in Reno and in Las Vegas. You know, it will calculate from, you know, if you're—like, on my commute home, I'm driving along I-580 coming from Carson into Reno. There are some signs up just before Meadowood Mall that post travel times to the junction with I-80 and a couple of other interchanges in the area, the posted travel time. So, the system automatically does that, but the people sitting in the op center, Reno staff in Reno, the Vegas [inaudible] FAST, or NDOT staff in Vegas are looking at that information. They're coordinating with Highway Patrol. If there's a crash or some other incident, they're posting the messages on the signs, maybe moving the cameras around to look a little closer into certain situations.
- Savage: Okay, and the consultant involved, is it Kimley-Horn as stated on this one concept of operations or who's responsible for the software?
- Inda: Yes, it is Kimley-Horn. Kimley-Horn is the developer of the software, and so they have been a key component of this project for developing this additional module for the existing software system.
- Savage: And is that module input online to any parts of that project to this point?
- Inda: Yes, and I'll let Dale finetune this answer. There are some early action signs that are up and functioning. You saw in the slide where they were doing some tests. So, the software is being used to—the software is ready. Now the field infrastructure is at a point where they can do the testing so that they can start putting actual project-related messages—and I don't know if you want to expand on that.
- Keller: And just to add on a little bit is, yeah, we're—the rollout has been a phase approach, so we're kind of in this initial phase. So, it's really the software side is being tested and live tested, and we have training with FAST and so forth in the next few months. So, once we have these kind of first nine that work as a system, we'll have a fully-functioning ATM that you see with speed harmonization, and so forth, but we don't anticipate that coming onboard until later this summer.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Savage: Okay, very good. Thank you, Dale. Thank you, Denise. Any other questions, Member Almberg?
- Almberg: Just a quick question. Hey, Denise, apparently, this was put in for—I'm that non-commuter that it helps the most, and so as we're looking at your examples of closing lanes and shifting people over and merging them over, those signs actually have an HOV lane, but that it also changes. Because of what conditions we're under, that HOV lane becomes a normal travel lane per these signs. Is that correct, how I'm reading it?
- Inda: That is part of the concept of—the concept of operations is that in extreme situations—or that's not the right word, but in situations where there is something going on, we can and will change those HOV lanes to general purpose lanes in an effort to move traffic through those very congested and backed up areas, yes.
- Almberg: Yeah, I mean, that's what I thought. I just wanted to verify that coming here, that it would actually would modify those lanes to get as much traffic through as you can. So, that's all for me.
- Savage: Thank you, BJ. Any other questions or comments from either Carson City or Las Vegas from anyone here... [inaudible]
- Kaiser: I got a quick question, Reid Kaiser. Is the goal to have all the message boards on NEON up and functioning three months before the end of the job, six months before the end of the job, at the end of the job, or what is the...
- Keller: So, part of the ATM is not only the physical infrastructure, but also the integration aspect of that. So, in order to achieve substantial completion of summer 2019, all of the ATMs, all 42, need to be integrated, meaning that FAST and communicate direct with them. The software is on our side to take care of, but everything should work seamlessly between that. So, summer of 2019, it will be fully functional from the contract side.
- Kaiser: Okay.
- Savage: Anybody else? Just one last comment from myself, and I didn't say anything from the T-Board Meeting, but I do sincerely want to thank Dale, your team down in Las Vegas, the consultant. The contractor, Chris, I see is here in the room. It is the largest public works project that we have, and a day doesn't go by that we don't think about it. So, I know you think about it 24-7, and I know the contractor does and the consultants. I don't know if CH2 is in the room or not or down in

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Las Vegas, but it's very much appreciated and all the work and the efforts that you guys have had to this point, and it takes everybody, because construction is not easy. And that project is open-heart right through the gut. So, we appreciate everyone's input and efforts. Thank you.

Keller: Thank you.

Savage: Thank you, Denise. Excuse me. Agenda Item No. 6, Old Business, Task List, Reid Kaiser.

Kaiser: Okay, Item No. 1 is an NDOT DB Process and Work Force Development update by Tracy Larkin.

Larkin: And we continue on. We're getting ready to enter into agreements with both the agency in the north and BCA [phonetic] in the south again on training. We've seen these agreements on [inaudible] basis. We are looking at expanding some of the training. We're working with both of them on flagging. There has been an issue on both sides. So, we have in the North, they are meeting. We have people coming from NDOT meeting with the AGC, training three of their people, also one person from the Labor Union up here. So, it's a train the trainer type of thing, and then we will apply the process through them on there. That is no longer being done by our LTAP [phonetic] program where it was being done before. So, we also [inaudible] and we're finding gaps in our own training force. Another item that just came up is also some of our OSHA classes. OSHA [inaudible] OSHA 30, and I've been talking with the districts and Thor and looking at also potentially asking them to train that also. In the South, NCA already does some of that training, and we augment and we go in with contractors for it, and on the national—I'm sorry, Nevada Contractors Association, and we partnered with them, and we pay about 25% of the training costs, and the other two pick up the rest of it. It's usually about a \$75,000 commitment on our part, and then in the North, I haven't finished negotiating on the OSHA part, so I'm not real sure what that will be, but that's coming up, same thing in the South. It's kind of a train the trainer with the flagging, and we're also looking at [inaudible] for some of the other areas [inaudible] video conferencing. We have two people in Elko that we're training, and this is also for the contractors. They can video conference into Reno or where it's being done, and then for the training—I'm sorry, for the testing, all of [inaudible] administer the test. So, that should help out. As far as the process—I just want to state that it's about time for us to actually give a formal update on the DB [phonetic] program to the Board, but when we took over this

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

program, I got to give full credit to the staff. It was taking almost six months to become a DB there's a 90-days part that it's going to be done. We now have it under three weeks.

Savage: That's huge.

Larkin: So, extremely proud. I think we [inaudible] and they've also done two mentor prototype programs [inaudible] the second one about a month ago. That's where a larger firm takes on a smaller firm and kind of probes with the first one we did a year ago, and it was very successful. The firm that did the Protégé actually has increased his available projects by about—I think it was about \$8 million. So, from [inaudible] so, very proud of the group that's taking care of us, because it's all them.

Savage: Well, Tracy, thank you for your leadership. I remember when you took it over, and it has come a long, long ways, and I think it is time, possibly—I don't know if the CWG or if the T-Board presentation, but I think it is time for...

Larkin: The Disparity Study is coming up, and we should have that back in a few months or hopefully very soon, and it's going to [inaudible] Transportation Board.

Savage: Okay.

Larkin: I think that will be a good opportunity.

Savage: That's great. That's a good idea. Thank you, Tracy. Any questions or comments? Item No. 2, As-Builts. Where's Member Martin at? [laughter]

Kaiser: Yeah. Again, this is, I guess, our beta project, our trial project, and again, I'm not a techie, so I don't know if I even used the word beta correctly there, but this project is nearing its completion. It's the first project where we had a contractor that's not a CMAR design-build complete the as-builts for us. There's been some positive items and some negative items, and the positive items are you have an extra set of eyes on the as-builts. Number two, the contractor cares what they are supplying NDOT and giving us a good product [inaudible] the potential to close out the project quicker. And on the negative side, it does require—you're going to have to go verify what the contractor is giving us is what he's—on the plans is what is actually being built in the field. And there is a few extra meetings with the contractor, and sometimes it's always not a priority. So, before we start requiring this on all of our contracts, we're definitely going to be having some

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

more discussions internally, and we'll probably start having some discussions with the AGC if that's the direction we want to go.

Savage: That's good. I think it's healthy. You know, the pros and the cons, the cons I was a little bit defensive on, because it does take time, but the time is all equal whether it's done on the front end or during the process or at the very end. So, the time is all just about equal I would think, and as busy as everybody is, it's nice to take care of things and move on. Are the payment schedules related to the contractor updating his as-builts?

Freeman: No. Jeff Freeman for the record. No, the payments are not contingent on the as-builts. This was a trial, so we put it in there. It's incidental to the whole project in general. We didn't have [inaudible] or a mechanism to associate it to anything at this time.

Savage: Thank you, Jeff. I know on the vertical side, you know, all progressive monthly payments are tied to the level of the as-builts at the time, and I don't know if it's done on other projects or not on the horizontal side. I know that the DOTs are not, but it does help. They seem to understand and timely when it's tied... [inaudible]

Kaiser: Any time you tie something to money, you get their attention.

Savage: But appreciate the Department looking at this and continuing to look at it, because I think it can be beneficial. Yes, BJ?

Almberg: Hey, I just want to say I agree with that, because if this work is not associated to payments or anything else, then you're always going to run into number three where it's not a priority of the contractor, and we need to make it a priority of the contractor. Then this wouldn't—we could at least reduce some of the negatives outlined in here, because it's part of their payment, and it's part of their required work.

Savage: Absolutely. Thank you, BJ. Any other comments on as-builts? Move on to Agenda Item No. 3, CMAR Change Orders and Agreement update.

Kaiser: Again, Reid Kaiser. There's been no changes in the last quarter to any of our CMAR contracts regarding change orders or additional agreements.

Savage: And do we have CMAR projects coming up within the Department?

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Mortensen: At this point in time, I don't believe that we've identified any CMAR projects coming up in the near future.
- Savage: Thank you, Reid. Thank you, Cole. Item No. 4, the NDOT Staff update. Who's the lucky person that gets to talk about this stuff?
- Kaiser: Well, I can mention a few things. I mean, I did a small comparison to the numbers, and some of the—some of the districts, their numbers are going down. Some of them are going up. So, there's not a lot of huge changes. That's about all I have. I mean, we're still struggling as a Department to fill a lot of these vacancies. I mean, poor Thor, you know, has got 15% vacancy rate, which is essentially—he's minus another crew in District II, and so they're struggling.
- Savage: So, let's just take District II, for example, on the recent snowstorms that we had. Just give us a little idea of how you went after that with the amount of people that you have and how many vacancies you might have, because Rudy eluded to the winter storms. I thanked you. I don't know if you were at the Board Meeting or not, Thor, but it was well done from District II's standpoint, and I'd just like to get a little more background at the CWG level as to the men and women that went out there.
- Dyson: Yeah, so, Thor Dyson, District Engineer. Thanks, Len. So, we had a series of storms, not last week, but the two, three weeks prior to last week that really unbeknownst to the public and to a lot of people, pretty much we were right on the edge as far as fully staffing people on certain roadways. So, for example, the I-80 maintenance crew—the I-80 maintenance crew has a total of 11 positions for maintenance. That includes a supervisor, and due to one guy having health issues, cancer issues, another individual some other issues, and then vacant positions, we were down to seven people. Because we went into 24-hour mode, so we had split shifts, 12-hour shift at night, 12-hour shift during the day. So, literally, we had three people on each shift for I-80. That crew runs from USA Parkway to I-80 California-Nevada state line.
- Savage: Three people.
- Dyson: Per shift.
- Savage: Per shift.
- Dyson: So, you know, we make use of what we got. We've got wing plows. We also have a tow plow, and a tow plow can, you know, plow two-and-a-half lanes—or

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

treat two-and-a-half lanes of roadway with one operator. So, you know, we were teetering on failure with really on backup, same thing with the 580 crew, which is Crew 252. That crew has 14 people, and two weeks ago last Thursday, we had, you know, quite an event, and that crew maintains roadway from the northern end of Washoe Valley all the way to the Spaghetti Bowl as well as some miscellaneous state highways in between that area. That crew has 14 people. There are six vacancies. So, the crew had eight total people. We went into 12-hour mode with that crew at the same time we did with the I-80 crew, so four at night and four during the day, and that includes the supervisor, which a lot of times we put the supervisor in the vehicle as well. We don't particularly like to do that, but if it's required, we will. So, that's just a quick synopsis of maintenance personnel dealing with snow and ice issues. You know, we're right on the edge, the cliff. We're on the edge of the cliff. Again, that crew has a tow plow as well; however, the tow plow requires a specific vehicle to—needs the right horsepower to pull it, and that truck went down. So, we were down a tow plow for the 580 crew, which made it a little bit tougher. One of the things we do a lot on these storms is we really analyze the forecast very carefully, and we'll pretreat the roads with salt brine and hope that that can mitigate some of the snow and ice issues at least early on. If a storm event comes in and it's warm and rains off—washes off, then we've lost that opportunity. So, I don't know if you want anything more. That's probably good enough.

Savage:

No, thank you, Thor. I just was interested as to the background, because, again—and I'm sure District I and District III may have some of the same issues, but, you know, we can hear from them in just a minute, but I think it's vitally important. I mean, you had made a comment there were six vacancies on the 580 crew and a half-a-dozen vacancies—or three or four vacancies on the I-80 crew, and if it wasn't for the tow plow and if it wasn't for these people really stepping up, we're right on the edge. And I think the Department has to take notice on this. For instance, I went in this weekend to try to apply for a job at NDOT just to try to navigate on the website, and I got an F, because I could not get to simply stating a Maintenance 1 entry level position. And I think the Department, if we have vacancies, we need to make every effort to have that website navigate easy, simply, because if I'm a construction worker and I want to work for the State of Nevada, we should have open doors and open arms. Then they can be promoted to different classifications and eventually drive those snow plows, whatever it might be, but we need to do a better job, I think, not just one person. But I really

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

want to review that website. I know Mr. Wellman made a comment, and I'm jumping on the bandwagon again from the HR position.

Dyson: So, one thing we do, Board Member Savage, is we've worked really hard to be creative at the districts despite the website or other issues. So, we put signs up. Our facility is right next to the DMV facility, so we take advantage of that, and we take those signs, put them up on the fence where traffic is coming in to renew their DMV license. So, we have signs up on our yard. We go to—we go to contractors. A lot of times in Northern Nevada, the trucking companies are letting their people go, but also, we also go to schools and churches, and we post up flyers, and then when people come in our building, we will help them fill out their app. I have one or two ladies that will sit down with individuals to fill out their app through the NEATS [phonetic] system, particularly if they're struggling. They'll help them out.

Savage: Thank you, Thor. I just think it's very important that we make it as easy as possible to open the door for future employees here at NDOT, and I think we need to do a better job. All of us do. I'm not pointing fingers at one person. I think we just need to all be aware of it, because if we're tinkering on the edge in an emergency situation—and I'm sure District I and District III may have the same scenarios looking at some of these vacancy rates, but we don't want to go there.

Larkin: We can provide an awful lot—I mean, District I certainly has [inaudible] they had people walk away from jobs due to long processing, and certainly, if you're looking for advanced steps, it's been taking six months. People can't wait that long.

Savage: No way.

Larkin: And that's bigger than NDOT.

Savage: That's state.

Larkin: But still, when we're looking at that kind, it can't... [inaudible]

Savage: No. And that's what I've been talking about. That's just absurd. I mean, in this Department or any other department or even private business, it's within five days, ten days. We have to make a decision or else we're going to lose, because it's so competitive out there.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Dyson: Board Member Savage, Thor Dyson. We have—beginning of last August, we start going to recruit temporary snow plow drivers in August. So, we backed up how we proceed by a couple of months, and then we do interviews in, hopefully, October if everything goes well, and then we try to get our snow plow operators drug tested, defensive driving, training, make sure they have a Class A CDL license, do defensive driving, and whatever else they need. We were authorized 50 positions last August by DHRM and NDOT HR, and we were only able to fill 28, and on those 28, we lost a few of those to various issues. In fact, I was on the phone earlier in this meeting, and we're moving forward to terminate a temporary employee because of some issues. So, we're down—I'm not going to fill it now because we're so close to the six-month temporary employment for that temporary snow plow driver. So, we got 50 positions. We were thrilled, and I knew that we would be lucky if we filled 30. We didn't. We filled 28, and of those 28, we're probably down to 24 or 23 right now.
- Savage: Okay, thank you, Thor. Mario or somebody from Las Vegas was going to say something.
- Almberg: Yeah, Tracy, did I understand you right, that it takes six months to hire somebody?
- Larkin: I will say when we're looking for advanced steps, in other words, when they come in, if people—if it's a good candidate, many times we can bring them in at a higher rate than the very lowest. So, they may come in at step four and step five, because often times at the first step, they won't accept it. So, if they come in at a four or five, we have to process it and request it. That has been taking up to six months.
- Almberg: Yeah, that makes it very difficult to fill these positions, and so is this also—is it a lack of applicants or is it a lack of quality applicants to fill these positions?
- Larkin: It's both.
- Almberg: Okay. Yeah, because I agree with Len. I think that, you know, to come in here, people can't wait six months for a job. If it's—you know, I guess if they want to switch jobs and transfer, that might be something they could work through their existing job, but if we're in a situation in the state with our unemployment and the growth and everything that's going on, that the majority of our employment has got to start coming from out of state, that's very difficult to get people to come here if we can't be getting their jobs in a timely manner.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Hoffman: If I may, Chairman. I know that Rudy Malfabon and Allison Wall are both members of an HR Working Group. So, it's all the state agencies are coming together. Peter Long, who's the Director of DHRM, has been holding these meetings, and they've been talking about how to improve the hiring process, how to streamline it, what new incentives they can bring forward from state government. So, the State is looking at all of this right now, they are. At Rudy's level, all the Cabinet Members are meeting and trying to come up with a new way to do HR.
- Savage: That's good, Bill.
- Hoffman: Yeah.
- Savage: It's like any construction project, Bill. What's the timeline on the answer?
- Hoffman: I think they've got a pretty short timeframe, to be honest with you. I would say 12 months, 12 to 18 months to have a plan to get...
- Savage: Weeks or months?
- Hoffman: Twelve to 18 months to have a plan put together on how—well, I'd say before that even. I'd say...
- Savage: I hope so, because we may be in a recession by 12 to 18 months.
- Kaiser: And the thing is if they want to take it to this next legislative session, it's got to be done here.
- Hoffman: Well, so, this is a long—this is a long process where a lot of things are—like, NRS changes, these are long, drawn-out changes where we're pointing the ship in a new direction, because we can't legally do what we're talking about. So, the state agencies are working on those things and on how to...
- Savage: Streamline.
- Hoffman: Yes, well, change policies, and it's at the policy level, though, Len. So, I don't—we're not going to get some notice saying you can go do this and it's going to take a week. There's a lot of issues that they're going to have to go through, but the point I wanted to make is it's positive that all state agencies know what we're currently doing is not working, and we all want to do something different and model more in the private sector than state government or federal government.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Savage: That's good to hear.
- Hoffman: Yeah.
- Savage: It's imperative that it happen sooner than later, because, you know, we have a lot of good people here at headquarters and in the districts, and if we can't have any succession, we're going to be in trouble as a DOT.
- Hoffman: Right. Well, what I think this...
- Savage: I'm selfish about the DOT part, I think we're critical in the equation throughout the state.
- Hoffman: Right, well, I think this group will make it easier for NDOT to move forward and do some of the innovative things that we need to do, because now we have the other state agencies with us. We're not the lone fish swimming ahead of everybody else, makes it a lot easier when everybody else is saying the same things and asking for the same things. It's a bigger voice. So, we're excited about that. We think those things will be talked about, just what you were talking about just a minute ago.
- Savage: Thank you.
- Almberg: Well, I think that's very important to hear that it's being worked on a much larger level than just NDOT. This isn't necessarily an NDOT problem. This is just NDOT is following through the procedures that are put in place and that they have to, but it is good to hear that they are actually talking, trying to remedy the problem, so not just for NDOT, but for the statewide in general.
- Hoffman: Yes.
- Savage: Thank you, BJ. Any other comments on this item? We will keep it on Old Business. It may be in the number one position real soon. Item No. 5, RE project assignments.
- Kaiser: Okay. Right now in District I, we have—it looks like one—everybody is pretty much in the Las Vegas Valley. There is one it looks like that's still up in Tonopah, but I think their RE—looking for an RE, and I think they're going to be building an interchange—the Star Interchange here in Las Vegas. So, I think everybody is in the Las Vegas Valley. Is that right, Mario?

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Mario: That is correct, and the contract up in Tonopah, it's wrapping up. The only thing that they had left over for work is some drill seating up there. So, yeah, everybody is in the valley.
- Kaiser: Okay.
- Savage: Excuse me, on that 902, that vacant position, is that because we're down an RE or is that just a timing issue?
- Mario: For that, we had a failed recruitment, meaning that we went through the interview process, and we could not find a candidate for that.
- Savage: So, we are down an RE in District I. Is that a fair statement?
- Kaiser: Yeah.
- Mario: That is correct. Yeah, we're down 13 positions, which is essentially a construction crew.
- Savage: Okay, thank you, Mario. Reid, continue.
- Kaiser: Okay, in District II, it looks like we have one crew out in the desert, one in Carson City, two in Reno, and one in Tahoe, and I believe we are going to still have to advertise one consultant augmentation for Ashley out at US 50 for that project and also one full administration, I believe, for the chip seal—managed chip seal projects.
- Dyson: For betterments.
- Kaiser: Betterments.
- Dyson: And then augmentation is going on for 395 North?
- Kaiser: Right.
- Dyson: And the I-80 job advertises. This week, we'll have a pretty massive contract for I-80 through Keystone to the stateline and there will be augmentation on that as well.
- Kaiser: Yeah.
- Savage: Are there other districts that are down an RE position?
- Speaker: District III.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Savage: Just District III and District I. District III is one down?

Speaker: Yes.

Kaiser: And District III is down one also.

Ratliff: Yeah, Len, Boyd Ratliff, District III Engineer. The RE in Elko, we've gone through a recruitment. We do have a candidate, but we're going through the process that Tracy was talking about to try to get this person, this very experienced person, almost 20-plus years' experience in transportation, and so to try to get them a step that's commensurate with what their experience is. We're going through that process before we can actually get them on board, and that's the process that can take up to six months. So, we're crossing our fingers that it's going to work out.

Savage: Thank you, Boyd.

Dyson: Board Member Savage, Thor Dyson, District Engineer. We had a vacancy in our permits office and couldn't get anyone on the list. Then we got a list and only had one or two people. So, then we opened it up and went nationally. We found a lady from Michigan that we really liked. She wanted to move back to Reno, closer to home. Her roots, her family were here. It took us about ten months to finally get her not only out-of-state approval travel—to pay her travel to come in and interview us, but also to get her steps, like Boyd and Tracy had mentioned, because this lady had over 20 years of experience as well, and we wanted her pretty badly. And she was in a situation where she still had a job, and she was just kind of waiting. She wanted to specifically come here, and it took us over ten months. I did the same thing with a traffic engineer from Florida, and that took us a year, and we got this individual, this guy from Florida. He has 30 years of experience. It was worth the wait. It was painful, but we got him, and we got him accelerated to the highest step, which HR and DHRM and everybody else finally approves. So, we've done that—we've got case examples of that.

Savage: Back to the RE work programs, we got a little slow on some of these—this formatting, so excuse me. Is the bid amount column the work in progress column? Is that a fair statement? The bid amount—you have the estimate column, and you have the bid amount column.

Lani: The bid amount was the amount the contract was awarded for.

Savage: Right, and so that's work in progress.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Lani: Yes.
- Kaiser: Okay, and continuing on to District III, we have crews spread out all over District III. One is in Wells. One is in Austin, and one is in Winnemucca. One is in Elko, and also, we have a consultant there who's going to be helping the Winnemucca group administer some projects in Battle Mountain.
- Savage: Okay, good.
- Kaiser: And just looking at 3R program next year, there's going to be quite a bit more desert work it appears, and so it looks like, hopefully, this next legislative session, we'll be able to get some crew, one for maybe District II and one for District I and hopefully like to put at least one of those guys in the desert if we can even have a whole crew hired by then approved by the legislature. But there is going to be a lot of desert work next year, so it might be a high consulting year also.
- Savage: So, is there any chance of having the totals at the bottom of the pages for the work in progress or the bid amounts or is it already there?
- Kaiser: It's there.
- Savage: Take District I, for example, and I don't see it.
- Kaiser: Oops, I think that was my mistake. I think it's there, just didn't make the column wide enough.
- Freeman: Didn't make—yeah.
- Freeman: Actually, second page, up above the yellow, we're talking 17, 300. There's a total for the crews.
- Kaiser: Okay.
- Freeman: It's just not down below where there's a reference issue, because it's [inaudible] because it hasn't been...
- Savage: And above that, I see a 64.
- Freeman: That's just for that—we got a decimal in the wrong place somewhere.
- Kaiser: Yeah, it should be approaching \$800 million or something, because NEON.
- Savage: Yeah. You'll fix that? Okay.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Kaiser: We'll fix that.

Savage: Any other questions or comments on the RE summaries? Move on to Item No. 6, the update on the design-build contracts.

Kaiser: Dale?

Keller: And I know Ryan is down in Las Vegas to talk about Garnet. All right, we will spend a lot of time on progress-wise. We had a lot of updates from the T-Board today. So, we'll hit the highlights here, over 61% complete overall. So, Kiew has earned roughly \$365 million. Now the total contract is just under \$600 million. ECC on the bottom right of the screen is about 52% complete, and as we all talked about the main event, it's really a project inside a project, right? So, we still have over \$250 million worth of builds here in the next year-and-a-half. So, it's still a very fast pace.

So, how far are we complete-wise? We have 13 bridges complete and 15 left to go. Each of the [inaudible] structures roughly about 60% complete. Kiew has got as far as they could before they have to disrupt traffic on I-15. So, you'll see that completion continue on that HOV structure. Heard about the ATMs. With Denise, there's about four teams stalled of 42 and right now about three operational, and that equates to over one million man hours to date for the project. That's just for, I believe, right, Chris, just Kiewit man hours? That does not include subcontractors. So, that's just craft, not staff time, not NDOT time, just craft time.

So, here's that HOV flyover structure in the center of the Spaghetti Bowl here. This is before the main event switch here. So, all that traffic is pushed off to the side. Len, as you stated, it is an open-heart surgery.

As we get through, we have some better pictures. This is more looking towards south-southeast. This is showing all the traffic on the outside, and we're concentrating—you see the new PCCP in the middle, and that reconstruction started here two weeks ago.

No, this is looking back north. The Spaghetti Bowl is at the top of the screen. South is to the bottom. Once again, all the PCCP, that's all new in the center, and the traffic is pushed to the outside.

So, here's all the major impacts that started for the next ten months. Really, on I-15, that's the main focus this year. We reduced traffic by one lane in each

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

direction. We talked about this past weekend. We have the US 95 weekend closure. There's six of them total. So, the first one went off without a hitch, and we got the lanes back open this morning. There's also long-term Spaghetti Bowl ramp impacts, and the major one is that one that Lieutenant Governor mentioned from the southbound US 95 to the southbound I-15. That's reduced down to one lane and detoured, and of course, around the local interchanges there's long-term impact.

So, I won't touch upon all these. I'll just shortly play some of these videos, just have a better idea what the construction zone looks like and how big the construction area is as we're attacking this very critical phase of the project. So, this is going southbound on I-15. We pushed everybody to the northbound lanes, and up here, you see how wide that our construction zone is going to be here.

Kaiser: And this lane configuration is what we had planned on...

Keller: All along.

Kaiser: ...all along.

Keller: All along.

Kaiser: It's not an oval or anything.

Keller: No, no, this was part of what we got for the design-build aspect of it, and the traffic control was set up since day one. As Rudy mentioned, we have the same schedule since we've had back in November of 2015, and so that's definitely a testament to Kiewit staying on schedule. And I know the Governor brought up are we—does that mean we're early? And it's very interesting, because we have these different components and different time periods where we can attack different areas. So, Kiewit really had to hold off and wait until after all the special events. So, after NASCAR, it attacked this area. So, we're on schedule, and I think—once again, we have these projects inside of projects.

And this is what shows what Lieutenant Governor talked about of this really funky little detour. I won't say what the name is of this detour, but it's very similar to what we saw in our first kind of branding with Carnata. [phonetic]

Koeing: I will. That's Dale's detour.

Keller: [inaudible] US 95 Southbound. Instead of getting over, which you normally get over to the right here, that's all closed, reconstruction. This is part of the change

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

order work we had, part of the ETC process, which is the alternative technical concepts that Kiewit presented, which was—at the time, we said no, but really, for an extra, roughly, \$20 million here, plus or minus, we have another complete new interchange full capacity.

Savage: How come this wasn't presented at the T-Board level?

Keller: That's something I think we talked with Rudy about and...

Savage: Maybe next time.

Keller: Yes. We spoke with both the RTC Board and City of Las Vegas, go through these presentations. They're mainly effective on the stakeholders that have high interest of how the traffic moves and flows. This is local streets impact. I know Mario and everybody down South sees those, and what does this all get us, and what does the next ten months look like? So, everything you'll see highlighted here is what's under construction, what's going to be complete here by the end of this year. They've all work on I-15 under construction, and really, when we're done here by Thanksgiving time period, all of the impacts on I-15 will be done, will be complete. We'll see some work happening with the HOV flyover structure in 2019 as well as the Charleston Interchange, but you're talking about 14 new structures all right in the southbound will be completed and open. All the general purpose lanes will be in their final configuration. So, there's, once again, a lot of work that's happening in this very condensed time period. I know it's frustrating to the traveling public, but there's definitely some bang for your buck right now.

Kaiser: So, we're 51% on construction now. What will it be at Christmas? Is it going to be 75%, 80%?

Koeing: Closer to 80.

Keller: Outreach-wise, I think we've had this proactive approach, and it's really worked. In the branding campaigns it's really worked, and we can't say enough about Tony and Adrienne and our outreach team both with the contractor side, with Atkins, and then with our side CH2M or Jacobs [inaudible] and lastly, I know this is what we—report back on CH2M performance.

There's still a lot of work that is going on in the office-wise. We see a notice of design changes or field design changes, also lane closure requests. There's a lot of tracking that continue even though the design is not 100% complete with [inaudible] and so forth, but overall, big-picture-wise, we're on schedule. We're

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

on budget. Change-order-wise, there's no really major outstanding change order at this time. We track potential change orders or issues log, and that—if you add up all the tools on our list right now, it's roughly about \$3.5 million. A lot of that has to do with part of our agreement with the City of Las Vegas, and the contingency, we're up to \$5 million. So, a lot of that is having [inaudible] to City of Las Vegas. So, with that, I'd be happy to answer any questions on NEON.

Savage: Well, thanks again, Dale, very nice report, and like I said earlier to you and your team, I did forget to mention both Tony and Adrienne like you had mentioned on the PIO as well as Atkins. So, again, it takes everybody, appreciate your...

Keller: We got a great team.

Savage: You got a great team. Thank the contractor, all the consultants. Any other comments from Las Vegas or here in Carson City on NEON?

Almberg: No, I don't, thanks.

Savage: Okay, we'll go to the next—is there another presentation with this?

Kaiser: Garnet.

Savage: Garnet?

Keller: Ryan Wheeler.

Wheeler: Yeah, so, I'll go ahead and get started. DJ, can you—I can't see the slide, so maybe just click through here together. Is that all right?

D.J.: Absolutely. There's nothing I don't do... [inaudible]

Wheeler: Let's go to the next slide. Just for your information, the project location is 21 miles north of downtown Las Vegas at the intersection of 93 and Interstate 15. Next slide, DJ.

Just a quick overview, the major components of the scope of work is to redo the interchange there at I-15 and US 93 and then upgrade a couple intersections along 93 and also upgrade 93 to a two-lane in each direction facility for five miles west of I-15. Next slide.

So, the contractor is Ames Construction. They're proposing to build this in two different work areas, as you can see there. Essentially, Work Area 1 covers the

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

interchange, and Work Area 2 covers the five miles of roadway that's being reconstructed. Next slide.

The great thing about Ames' proposal is they proposed to build the entire new facility to the north of existing US 93. This minimizes impacts to the traveling public, and then the existing 93 is also proposed to be the frontage road once it's done.

You can see on the left side, there is a storm drain channel, and this is a—if you were looking north along US 93. All right, next slide, DJ.

So, this is kind of the highlight of the interchange there. They proposed to install a modified diverging diamond interchange. The reason it's called modified is obviously US 93 is not a through street past I-15. So, it essentially terminates on the east side there of I-15. And video showing traffic flow is on the next slide. Let's see if we can work some magic, DJ.

DJ: You know what, I don't have it in PowerPoint. I have it in pdf.

Wheeler: Okay, that's fine.

DJ: I'm sorry.

Wheeler: I'll refer the Board to the website, then, if you want to look at a movie and how traffic flows.

Almberg: You couldn't find it?

Savage: Thanks, Ryan.

Hoffman: We were just talking about this, were we not?

Savage: Bill and I will work on that.

Wheeler: All right, let's go next slide, Bill. So, status, we're nearing the end of the design of the design-build process, are 80% complete. They started construction on February 5th moving major earth work, and the last segment there is schedule complete 40%. That's basically off of days elapsed. So, the \$9.1 million spent to date, we anticipate that's going to increase now that they're under construction, and the next slide will show you that as well.

This is their S-curve from their cost and schedule perspective. You can see they're down a little bit, but they'll catch that up in the next invoice that I should

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

be receiving here this week. Any questions so far before we keep moving forward?

All right. This is just another illustration that they have about six design packages, a couple early packages that the Department has partnered with the design-builder on, and we should be pretty much done with all those in the next month-and-a-half. Next slide, DJ.

Construction complete, they've got two miles of northbound US 93 to subgrade. They're working on the Grand Valley Parkway. That's that GVP shoe fly last week and this week, and then they're going to start their temporary soil nail wall at the I-15 bridges this week as well. We have a couple change orders. Most of these have been Department's directive. So, our change orders to date of the five there, three of them have been executed. So, we're about 1.2 after we have the culvert elimination. The D-duct, we're close to \$1 million in change orders so far, and number four and five we're tracking, but they have not been executed yet.

And so, I'll give you a quick explanation of these. This is Change Order 1. We decided to add about another half-mile of frontage road. So, that's showing the culvert, the line as that culvert there at the end. We added that all the way back to that intersection. Next slide is Change Order 2. Change Order 2 is for a design-only change order. It's to reconfigure the FRCL07 realignment. So, we only moved forward with the design of this because it has a Right-of-Way component, and we're working hard to try and get that Right-of-Way so we can build this part of the project, and if not, we'll do it as a separate project outside of this project.

Change Order 3 is the VECP, the Value Engineering Cost Proposal. We eliminated several culverts along US 93, which we checked with environmental, and they were good with that. Hydraulics was good with it, and also, it's less maintenance for our maintenance to maintain culverts. And that's all that I have for the update on the Garnet project. Unlike NEON, in this one is kind of a quick trigger project, and then they're slated to be completed by the end of this year. So, December 7th of 2018 is when they'll be done with this one.

Savage: Thank you, Ryan. Well done, good presentation. Glad everybody is up to speed. Were there comments or questions on Garnet?

Tedford: Get that video... [inaudible]

Savage: The video?

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Tedford: Off the website. I have it on my...
- Savage: Okay... [inaudible]
- Kaiser: A techie.
- Savage: What's that workshop? The website workshop.
- Hoffman: Yeah, the website to learn how to follow IT venue.
- Keller: Twelve to 18 months.
- Freeman: While you're waiting, the summation of the bid work in Las Vegas is \$1,192,000,000 plus [inaudible] \$1.1, almost \$1.2 billion.
- Savage: Thank you.
- Freeman: Yeah.
- Freeman: Isn't there another solar farm supposed to go on out there somewhere? Switch is going to build one?
- Speaker: I don't know.
- Kaiser: You guys hear about that? Switch was doing another solar farm out there in that area?
- Speaker: It's been a long time.
- Speaker: Yeah.
- Tedford: In the aerial picture that you saw of that solar panel, I was just telling Bill that BLM came to us because we have one, two, three, four, five material sites for material and supplied contractors in that picture that you could see. And BLM kind of forgot about them, and they started giving away space for more solar panels. So, they came back to us and said, hey, can we work a deal with you guys, because we don't have—we don't have property. We just have mineral rights from BLM. So, they could sell the property, keep the mineral rights. That's a different story, but in this whole area out there, up in the north end of the project, there's a site we've used before that's not only partially given way to solar panel area for the—they call it the solar energy zone. This is the dry lake area, solar energy zone. So, they did part of that way—away besides being a tourist highway to go up north on 93 and some over on the north end of where you saw

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

these, too. So, there's a whole bunch of solar panel sites going up there. Here's that video.

Savage: So, you charge them rent for that?

Tedford: We have a couple of thousand applications of the BLM across the state for material site Right-of-Way, and half of them aren't great. They were just picked out, like, hopscotch down every road 40 years ago, and then they're also a spot where people like to develop or isolate it because the railroad property.

Hoffman: Well, that's how she'll run, huh?

Savage: So, this is the end product we're looking at?

Speaker: Yeah.

Wheeler: This is Ryan. This is just to illustrate the traffic flow patterns. So, it doesn't show the final improvements. We're actually having a separate 3D model video being created that will show the final improvements, and it will have a little bit better 3D graphic animation. This is, essentially, taken off of a traffic software. So, it just shows how the movements handle through the diverging diamond interchange. The new video will have music and sound and voice.

Savage: In all seriousness, no, on the emergency response vehicles, I think it would be interesting to see when there is an emergency response vehicle, how it gets through the diverging diamond and what happens.

Wheeler: That's a good point. I received a call from NHP, and we're actually meeting with them here next week. They had a couple questions about the project, so we're going to make sure that they're included in these improvements and the construction schedule as well.

Savage: Thank you, Ryan.

Wheeler: You're welcome.

Savage: Any other presentation on Item No. 6 for design-build contracts?

Kaiser: No, sir.

Savage: I just have one comment. I would like to see if we could get a summary of design-build contracts. Those were very good presentations, and I would like to

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

see a summary in the pamphlets that we have, like, on some [inaudible] projects. Item No. 7, continuing discussions with Unbalanced Bidding.

Kaiser: Excuse me. Right now, we're working with the AGC to form a task group to do two things. One is to look at our specifications as it deals with unbalanced bidding. Again, we don't think we have a problem with unbalanced bidding, but, you know, we have specifications to deal with it, and if there's any way to improve on them, you know, we're going to—always looking for improvement. And the other area that this task force is going to look at is see if we can reduce the number of bid items we have. That way—you know, you look at the 623, which is our electrical items, there must be over 100 or 200 bid items associated with that area. You know, so, we're going to see if there's ways that we can reduce the number of bid items we have.

Savage: Thank you, Reid. Do you also meet with—was it NAC from the south, or who was the AGC in the south?

Wellman: NCA.

Savage: NCA. Do you also meet with them?

Kaiser: They're invited to our meetings. Do they show up... [inaudible]

Savage: Or who—I don't know—who's the group in...

Kaiser: Shawn Stewart is the guy that spearheads that group down there.

Wellman: They were an invited number, hadn't been for... [inaudible]

Savage: But it's an AGC meeting in the south? Is that what it is?

Wellman: NCA, Nevada Contractors Association.

Savage: Oh, NCA. I'm sorry.

Wellman: It's a little different, but technically the same.

Savage: It's just important we get this done and feedback is my point.

Kaiser: Yeah, we ask them, and we don't get much contact.

Savage: Because I know you commented before on it.

Wellman: We created the group, our side. I've got it right here.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Kaiser: Okay.

Speaker: [inaudible]

Kaiser: Yeah, I just got it yesterday, got—or the email last week.

Wellman: So, that's the participants on our side of the AGC, and then [inaudible] some together shortly.

Kaiser: Yeah, I'll put together the—we'll all get together and set some guidelines and grounds where we're going to want to go and start moving forward. Sharon will be spearheading it for NDOT. She found that out this morning.

Foerschler: I didn't have time to say thank you.

Savage: Thank you, Reid. Make sure you get that on the record. Okay, moving on to Agenda Item No. 8, List of active agreements for the Construction Division as well as Project Management Division.

Kaiser: Okay, and for those who have a printed copy, I apologize, but I emailed these out to the Construction Working Group members two weeks ago and asked them if I could just put one sheet page in the hard copy, because there's so many. And if they had questions, they could take a look at it on the computer that way. So, if you wanted to get a copy on your computer, I believe it's on our website. Is that right, Claudia? Yeah, these are on our website. So, are there any questions related to the construction consultant spreadsheet or the project management spreadsheet?

Savage: Just a comment. Again, as we all know, it's really hard to read it, because it's so small. It has a lot of information, and why does it go back five years? Can we just have the last couple years? Would that help things out?

Kaiser: Yeah. I think it would. That's up to you guys. We tried to give as much information as possible. If you want to just keep going, only go back—follow-up the previous two years, you know, it would be easier to read, or three years, whatever you guys would like.

Foerschler: These are what we have that's active. So, if you want us to take some of the inactive agreements off.

Savage: Oh, these are all active even though it's five years. Okay, and this is for consultants. We're looking at Item No. 6A8 attachment; is that correct,

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

construction consultant agreement calendar? Because, again, what's—I don't know. From the business side of things, it's nice to know what is paid to date and what is the consultant agreement amount, and maybe the information is there.

Foerschler: Look at the top one here.

Kaiser: No, it is there. It's there.

Savage: Is it left and right?

Foerschler: So, agreement total...

Kaiser: It's up and down.

Savage: It's up and down. I didn't see that. Okay. My apologies.

Kaiser: Yeah, the agreement total is there. The paid to date is there, and the consultant...

Savage: Where's the paid to date?

Kaiser: Paid to date is the—it's the last row before you get the actual list of consultants.

Savage: [inaudible] Okay. That's helpful, Sharon. I didn't realize that. Much easier electronically.

Foerschler: Yes.

Savage: Okay. I should get a computer one of these days.

Kaiser: That's why I emailed them to you.

Savage: I got it. Any other questions on or explanations on this consultant?

Kaiser: So, we continued to look for ways or opportunities to involve more consultants. Something that we are looking at is seeing if we can make these consultant agreements paid with State money, which would allow us to, I think, divvy up the money a little bit early. So, we are looking into that.

Savage: All right, thank you, Reid. I know it's been a concern at the T-Board level, and it's important, I think, from the state taxpayer level as well to ensure that we have good coverage. I'm a little concerned about the whole infrastructure, Washington, DC, federal versus state percentages. So, we may have to see how that falls out, because that could really affect us if it's—I think right now it's [inaudible] reversed now.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Kaiser: Right.

Savage: So, it could be a major financial [inaudible] I'm glad to hear the Department is looking into how do we have more consultants involved with NDOT work.

Kaiser: And just one more comment also. I don't hear or have problems with any of our existing consultants, either. I think they're giving us a good job. You know, they're meeting our needs and supplying us—meeting the terms of the agreement. But again, you know, at the same time, we would like to get more consultants involved.

Savage: Well, that's good. It's great to hear the consultants are supporting NDOT. They're being timely and supporting NDOT in all aspects and very much appreciated. Any comments, BJ Alberg?

Alberg: I do. Reid, I appreciate what you're saying there, trying to see how we can get some additional consultants on board right here. Len probably didn't see this because he didn't take the electronic version of these printouts here, but one of the things that was very evident on the electronic that I did download and look at is you had a graph that was in there. That graph was very non-bell-shaped. That graph looked like you put the Empire State Building in Ely, and what I mean by that is we have all these little bumps of small awards to different consultants, and then all of a sudden, the vast majority, we got this thing that sticks way up that is substantially lopsided to the company. It's not spread very evenly, and I understand—I'm not concerned so much about the exact spread on there, because some of these, obviously, are very large projects, and so some of those very large projects will obviously skew that graph as far as the money that goes out to there. So, I appreciate what you just said about trying to spread this about. I do want to recognize Tracy for—Tracy looked into some stuff for me. She did a tremendous job. Tracy, thank you for that, and what Tracy had done was go back in and look at another consultant agreement, and she actually dug deeper into their—along the whole process, and that process included basically the selection committee, the review of their scorings. She compiled a whole bunch of information that I—she actually reached out to the unsuccessful consultants in there, had meetings with them, discussed, you know, things that they could possibly do in the future to score better in the review process. She did a tremendous job, and so I want to thank you for that, Tracy. The only thing that I do want to say is of the summary that you provided back, I agree with the summary very much. There's a few things that—one, I want to say is it wasn't specifically about that specific work. It

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

was—what I wanted you to look at was—sure, that project was great, but we could also pull out any other project and look at any one of them. It's the consultant process of the selection process that I wanted you to specifically look at and not necessarily just on that one that you did look at. I also did reach out to those same consultants that you had those meetings with, and they were extremely appreciative of NDOT reaching out and having those conversations with them. They thought it was very proactive, very forthcoming to come in here and have those type of things. And so, again, I wanted to commend you on the work that you did right there. I just—the few things that you did summarize and come back in that came to there, one of the problems was the—some of the lopsided scoring that was going involved. You expressed back in here that you believed that some of it was extremely harsh scoring in there, and you were going to go back and look into there, and I appreciate you going back in there, and I do think that it was extremely harsh scoring, and some of that stuff was going on. And so, I don't know if that just happened to be this project specific or if this is in general that's going on, but my request is that on any future consultants agreements that we come in front of the Board, that the Board Members are provided the score breakdown so that if there's any irregularities, we can actually ask questions about those scorings and bring those scores to the table to have that discussion of why they may have been lopsided, and what I mean by lopsided, during that ones that you went back and reviewed of your four or five scores that were, all the four or five scores are scoring the same general range, everything in the 80 and the 90 range, and all of a sudden, one score is down to 30. And it's pretty hard to understand how one score can score that same thing a 30 when all the other four to five are scoring it in the same 80 to 90 range. And so, I think that was—I don't know what went on right there, but I do want the ability that if that—if we see that come to the Board Meeting, that we have the ability to ask those scores, those questions of why were you lopsided. And also coming back to—not so much about the scoring system or anything else, but when it comes to here is—on the last ones, Reid did provide me the information on our last Board Meeting, the actual rates that was approved or they were working under as far as their hourly rates. Currently, I don't believe that we are getting those hourly rates for our consultant agreements, but I believe that all Board Members should be provided what the consultant rates—our hourly rates are going to be as a part of our package also.

Foerschler: Sharon Foerschler for the record. I want to be clear that I understand what you're asking for, BJ, because there is a confidentiality aspect of the review process and

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

how the team comes to consensus, and they don't review on a score. They review an adjectival, and then Admin Services turns that adjectival scoring into a numerical scoring to come up with the final score of the consultant's complete proposal on all the criteria that they're evaluating. I would be very apprehensive to put any of those review team members under scrutiny and/or have open discussions in the transportation or even Construction Working Group platform, because it puts those staff members, in my opinion, in a very risky situation or position to start explaining why the groups score the way that they score. So, our current process is that those consensus meetings are confidential. All team members sign a confidentiality agreement so that we don't have consultants starting to form—I'm trying to be politically correct here—form biases against team members who are reviewing the proposals and/or knowing which team members are scoring the way that they're scoring so that all the team members get the proposals; they evaluate them independently, and then they come together as a group to discuss the proposals and to come to a consensus adjectival rating. And from that point, it then goes to Agreement Services, who puts that into a numerical value. So, I don't know if that helps you understand maybe my concern, but I'm not sure if that's exactly what you were asking for.

Kaiser: I think, BJ, also, the agreement that you looked at, as we just started doing this in the construction agreement was what, a year, two years ago? And I think that that agreement that you're looking at, BJ, was handled either through our geotechnical section or through the District I process, which is handled differently than the construction.

Mario: District I is the same.

Kaiser: Pardon?

Mario: I'm sorry, Reid. District I for construction is the same as Sharon's program.

Kaiser: No, I'm talking District I geotechnical. I think geotechnical work that BJ is referring to, that was a geotechnical proposal.

Almberg: No, no, but wait a minute. You missed what I also said. This isn't about the geotechnical work. This is about all of our consultant work and all of our projects. I just have to—yes, I discussed about that one, but it wasn't about that. In general, it is about us as a whole. And so, to go back now and ask Sharon, my understanding of your scoring and your rating system is how—the rating thing that I had seen based on that information that Tracy got back to me, it basically

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

said scores one, two, three, four, and five, and it had all the different aspects that they rated. So, every single one of them had a score. So, I did not see what you're saying, that they come in and talk about a consensus and said here's what they get as consensus scoring. They each went and reviewed it themselves. They each had their own score on there, because it definitely wasn't a consensus, because you had four of the five that were in the 80 to the—70, 80, 90 range, whatever, but they were very close to each other. And all of a sudden, we had one that was extremely low over here, and so I'm not sure how that could be a consensus.

Savage: So, what I'd like to do, BJ—you have a very good point, valid point. Sharon has got some good points. Tracy has actually left about 45 minutes ago, so she has not been able to hear what you said.

Almberg: Okay. Okay.

Savage: So, in all fairness, I think we should take this offline to have further discussion between yourself, possibly Tracy, and Sharon another time, because Tracy is not here.

Foerschler: Well, we don't rate the—we don't evaluate the proposals in that fashion anymore.

Kaiser: Right.

Foerschler: We haven't for a couple years for the Construction Division. I can't speak for other divisions, but the Construction Division has not scored proposals that way for a couple of years.

Mortensen: If I may, we are consistent across the board as to how we score various proposals. This is Cole Mortensen, Assistant Director of Engineering. I know coming out of the Project Management Division, over probably the last five to six years, I think we've basically gone to where we're doing a consensus on every one of the engineering contracts that we advertise, although that isn't consistent across the board. I know that with some—like, for example, the on-call lists, and those are a little bit tougher to do a consensus scoring when you have 12 proposals come in. And so, it's kind of back to the scoring that Board Member Almberg is concerned with. From what I've heard from the industry, there's been a pretty positive feedback when we do, do the consensus scoring, because it doesn't do the things—not only does it make sure that the entire room is aware of maybe issues that one person knows or good things that one person knows when they sit down

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

and they're scoring those proposals. The one issue that I think we need to maybe work on a little bit more, maybe, you know, the ACEC is an environment we could do that is making individuals or the teams that are proposing on these aware of when we are using consensus scoring and notifying them of the general score ranges for each of the adjectival terms that we're using, because generally speaking, we'll go in, and we use either four terms to define the adjectival scoring, and some contracts we'll do plusses and minuses, and some we won't, but basically, what it boils down to is if you answer all the requirements of the RFP, you get an acceptable score. Now, an acceptable score, you know, we're all used to, you know, a C being, like, a 70%. When you do the consensus scoring, we have to have room to go up from there to a good or an excellent. So, generally, you might see an acceptable proposal being between 25% and 50% of the total score being allotted to it, and that kind of sets off some alarms for some people, because if you get only 25% to 50% of the score, it looks like you failed on your proposal, right? And then if you didn't answer all the questions appropriately or provide all the information, you might only get zero to 25% of that score. But if you go above and beyond, we have to have the ability to differentiate that. So, then for a good, you might get between 50% and 75%. An Excellent might be between 75% and 100%, but the feedback that I've gotten is all of a sudden here over the last few years, they've started getting lower scores. Well, it's not because they're turning in an inadequate proposal or a bad proposal. It's just that the metrics that we're using to define those scores and what it means have changed. And so, I think we need to get—do a better job of getting out to the community, let them know that even though you got 50% of the score, it doesn't mean it was a bad proposal. It may have been a good minus, for example, but we're making sure that each proposal is being scored on the same plane, whereas with the scoring system that BJ is talking about, you may have somebody that scores five proposals, and all five of those proposals, they may get a score between 80% and 90%. You might have another person that scores those same five proposals, and they might use 40% to 90%, and what we've done in the past to try to avoid that sort of offsetting is to just score the teams based on a rank. So, you and I are looking at five proposals. We score them one, two, three, four, five. You maybe score it a little differently, but at the end of the day, the person that has the lowest ranking is the team that gets awarded the contract. That way, you don't have any of that influence from the range that somebody may use in their scoring. But really, I think at the end of the day, I think we need to kind of push, and it's a little bit harder on our staff, because it takes a little bit more time to push towards that consensus approach, because it also helps the proposers focus on those areas

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

where we felt they needed to improve, whereas if nobody in the room is agreeing on the comments that are being made, you might say one team has a great project approach, and I might say their project approach was terrible, and they get those comments back, and they not—that's not a useful comment, whereas if we sit down, I go, well, I think it was a terrible approach because XYZ, you might go, well, I didn't see that, but yeah, I agree with you. So, rather than giving it a good, you might go, hey, but I'll do an acceptable. So, we might agree on an acceptable. So, it's just a way of trying to ensure that there isn't that influence in the scoring process.

Savage: Thank you, Cole, and BJ, I thank you for bringing it up. It sounds like there needs to be some work done and try to align the scoring consistent with construction as well as project management I think really is a goal that we need to have, because it's about the consistency and the trust. We've talked about this in the past. That's what we have as a Department. We have to reassure the contractors and the consultants and everybody that it's consistent across the board and it's trustworthy. So, we have some internal work to do. I'm glad we're talking about it, and we can make it better amongst everybody, and BJ, I thank you for bringing it up.

Almberg: And thank you, and I agree with it. I think it is the consistency, because that just doesn't look very consistent when it's all aboard, and all of a sudden, there's one down there. And so, if they got to come back and modify and do some type of consensus or whatever, because exactly what Cole said is maybe he had a little different approach and this is why, and then have that discussion with everybody so that everybody can come back to a consensus and do it. I do think it would be better, but also, one last thing, not so much about the scoring, but what you had mentioned today earlier, Len. I'm not sure when you were talking about bringing that up, but the overhead rates. I personally would like to see, whether it's in a consultant agreement, a construction assistance agreement, augmentation, whatever it is, I want those consultants' hourly rates attached to all Board Members' packets. I don't care if it comes in—I've heard a comment come in and say, well, we want that to be confidential. They don't want to see their rates out, or whatever it is. I don't care if it comes to me as confidential. At least I know that information, because as I've always said from day one, overhead rates being presented to me as a Board Member means nothing.

Kaiser: Okay. We can do that on the construction side.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Foerschler: This is Sharon Foerschler. Keep in mind you're not going to see overhead rates on the construction agreements because we negotiate hourly rates. We don't negotiate overhead rates.
- Kaiser: And that's what he wants.
- Foerschler: So, all you're going to see is the hourly rate for that...
- Almberg: And that's perfect. That's all that I want—and that's all that I want, and again, maybe because we're the construction group here, I want to get to the point where we see that in the consultant group also.
- Kaiser: Okay.
- Almberg: Thank you.
- Savage: Thank you, BJ. Any other comments on that Agenda Item, Item No. 8? Healthy discussion. Agenda Item No.—I'm sorry, that was six, wasn't it?
- Kaiser: Yeah, we're now on 6B.
- Savage: 6B. I got ahead of myself.
- Kaiser: Okay, we have two AGC meetings. One was a general committee meeting, and the other one was a liaison committee meeting, and the minutes are submitted there, you guys have any questions. There is a liaison meeting tomorrow, and we did have a committee meeting last Friday.
- Savage: No questions from myself. Any questions from yourself, BJ? Comments or thoughts here on that? Carson City, no. Next item, Reid Agenda Item No. 7, Projects Under Development.
- Kaiser: Cole, you're up.
- Mortensen: All right, well, we got the five-year plan in there, and I don't recall how we generally presented this, but there's a lot of information in there. Were there any questions from the room?
- Savage: Cole, since it was your first meeting, we're going to take it really easy on you, because we know you just got up to speed, and John Terry is probably out skiing the hills here, but I didn't have any specific items. Well, I did have one, and this might be missing this, but I'm not sure. Let me pull—on Page 10 of 11 under freight projects, the first item was an [inaudible] seek improvement, Eastern

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Truckee Canyon [inaudible] traffic study. And I know that a couple Board Meetings ago, we talked about traffic study.

Mortensen: I don't believe that that one is up to date, because I believe that those IE safety improvements that this is referring to with freight funding are actually going to be improvements at USA Parkway, including an intersection—signalized intersection at that interchange as well as lengthening and constructing auxiliary lanes leading up to the interchange. So, I believe that that's—that probably the descriptive there probably needs to be changed.

Savage: Okay, so, my question is that \$5 million is slotted for 2018?

Mortensen: Yes.

Savage: And if it's not used on that specific item, what happens to that \$5 million?

Mortensen: Now, that is a question that I would have to defer to planning on, because I don't—I'm not familiar with how this federal freight funds are allocated. I don't know if that rolls over into the next year or if it disappears.

Savage: I guess that was my concern. I didn't want—if it was federally...

Mortensen: That was actually part of the reason why we wanted to use it on that specific project, was so that we could utilize those freight funds.

Savage: That's fair.

Kaiser: Member Savage, I can talk to Sandra and let you know.

Savage: Okay.

Tedford: From the other perspective of that being mentioned, there's [inaudible] to advertise that project this year, because we're doing Geotech investigation of everything that needs to be investigated and for the design and the signals and the poles and the lengthening the overhead sign. So, it's all going right now.

Savage: Okay. Thank you, Darin. Any other comments on Agenda Item No. 7 or questions?

Almberg: Just a quick question. Reid, I know you passed this information on to Cole, and I actually—Cole, I did talk to you about this project, but that was the intersection of Highway 6 and 318, and I know it's not on here, but I obviously would, based on

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

discussions that we had in the past with Ricky and John Terry, I would like to see if we can't get that worked into this schedule.

Mortensen: When I spoke with Paul Frost about that, my understanding is that they do have it in the group of projects for their 3R projects, but it's competing against the other projects, and it sounds like they're aware of it. They're making sure that they include that in the evaluations when they're looking at projects moving forward.

Almberg: Thanks, Cole.

Savage: Thank you, BJ. Thank you, Cole. Let's move on to Agenda Item No. 8, Briefing on the Status of Projects under Construction, discussion only for Item A, Project Closeout Status.

Kaiser: Okay, Item 8A is your Project Closeout Status. Are there any questions related to the Project Closeout Status spreadsheet?

Savage: Since Member Martin is not here, I just wanted to ask a couple questions on that. I just got a little tick in my ear. [laughter] But underneath the retention columns, there's a couple zero amounts. Is that a type of [inaudible] error or is that an actual—for example, on Fisher Industries, out of the \$83 million, then a zero... [inaudible]

Foerschler: That would be a typo.

Kaiser: That would be a typo.

Savage: I mean, there's not a lot difference between the zero and the \$50,000 on an \$83 million job. I will tell you that.

Kaiser: I did send Dennis the BDR request to have that changed.

Savage: Yes.

Kaiser: So, it is in the AG's Office now, and I'm sure they're hard working on it.

Savage: I think it's—I think it's important that we have that BDR.

Foerschler: Definitely a typo.

Savage: Contractors may not like it, but from the Department's standpoint, we have to have something.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Kaiser: And when I get something back from the AG's Office, I will be approach the AGC, and so they'll be aware. They may not like it, but they'll be aware of it, and we'll then enter it into discussion.
- Savage: It has to be up for discussion.
- Kaiser: Yeah, it has to be up for discussion.
- Savage: So, of all the items that say zero retention, there is retention.
- Kaiser: Yeah.
- Savage: Thank you, Frank. [laughter]
- Foerschler: Let me correct myself. Retention kicks in when they're at 85%. So, when it says construction ongoing, but they haven't hit the threshold retention [inaudible] because we still have enough money in the contract.
- Savage: That makes sense.
- Foerschler: So, there is some threshold.
- Savage: Okay. Any other questions or comments on 8A, Project Closeout Status?
- Almberg: None here.
- Savage: 8B, Summary of Project Closeout. Great, this is my favorite simple chart. Personally, I can see that we saved \$1.6 million. Compliments to the Department, the contractors, and consultants.
- Kaiser: Any questions?
- Savage: The only question I had was the one change order of 3595. The percentage of change orders was quite high there.
- Kaiser: That was the Carson River job.
- Savage: Yeah.
- Kaiser: Yeah. Steve could probably give a little...
- Lani: Most of the over-under quantities and the change order elements were work items for the bridge deck super structure and substructure repair as we started into the older structures. It's a force account item, so it's T&M with—the estimated

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

amounts were not even close. We were several hundred thousand over in each of them because of the amount of deterioration and to find competent concrete radically overran what's necessary. As a result of the overrun and the amount of time that it took, it also forced us to extend the river diversion for a longer period of time, which pushed to some issues. Work also happened to coincide with a fairly wet winter last year, so it complicated the overall—but the biggest cost was simply the fact that the force account item for the substructure, super structure repair overran.

Savage: Okay, thank you, Stephen. Is that—out of curiosity, is that force account item part of the contractor's contract?

Lani: Yes.

Savage: And then it's set aside and is utilized as necessary, and then you have to add or deduct out of that force account? That's part of the—that's part of the—

Lani: Partially, yeah. So, we set the dollar amount that we estimate it to be, but we pay based upon actual force account work that's accomplished. So, for this instance, they estimated \$50,000 for a particular substructure repair. The amount of T&M that was necessary to perform that work, if it was \$150,000, we're going to pay \$150,000. Contractor doesn't actually get to bid the value of that work. We have a predetermined amount we estimate, but it's an actual accumulation... of T&M that gets paid.

Savage: No, I understand how the force account works. My question is if it's \$1 million contract and the force account is \$200,000, is that contract to the contract \$1.2 million or is it \$1 million?

Kaiser: It's \$1 million.

Savage: It's \$1 million.

Lani: It's part of the \$1 million, yes.

Savage: It's part of the \$1 million, and that 200 is the contingency that the Department has over here for force account purposes.

Lani: It's actually—that 200 is already in the million, and if we overrun it, we overrun it.

Kaiser: Yeah.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Savage: Oh, it's in the million.

Kaiser: It's a bid item.

Savage: It's a bid item, okay, okay.

Kaiser: And the contractor doesn't get to bid it, essentially.

Savage: Okay.

Lani: But it's a risk. So, it's not fair to us to do it by square yards or cubic yards or whatever. It's a risk. We're going to—we're going to pay you what it takes to fix. We don't know any better than you do to fix it.

Savage: It's a line item.

Lani: Yes.

Savage: Okay. Thank you. Thank you, Stephen. Any other questions on 8B? Again, kudos to the Department for saving \$1.6 million on those five projects. 8C, again, more details on the Project Closeout items, pretty self-explanatory, again, very thorough, very informative.

Foerschler: I would like to mention in the June, we are going to lose two out of our three staff in our officer to retirement that do the closeout.

Kaiser: Who?

Foerschler: Nina and Matt. But you may see a trickle effect if we can't get staff on board in a timely manner.

Savage: Okay. Well, thank you for the heads up, Sharon.

Hoffman: Start working on it now.

Foerschler: We are. We are. We have the paperwork. We're cutting greens.

Hoffman: Good, good, good.

Savage: And I'm wondering if you could add to this 8C, the consultant. You have the contractor, resident engineer. Is it asking too much if we put the consultant...

Foerschler: It's included in the construction engineering, but would you like to see it separated? So, you're talking on the cost breakdown, right?

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Savage: No, no.
- Kaiser: You see down at the bottom, like, the third line up it says construction engineering?
- Savage: Yeah, I see that, but who is it?
- Kaiser: Well, we break out...
- Foerschler: We can break that out.
- Savage: In fact, I didn't know if it's internal or external with the consultant.
- Foerschler: We can break that out.
- Wellman: So, in construction engineering, they zero if you didn't have any augmentation?
- Kaiser: No.
- Foerschler: No. You would still have construction engineering getting coded to the same—to the appropriate number for tracking.
- Hoffman: Right.
- Foerschler: And that includes our consultants so we can break that out.
- Kaiser: So, construction crews and consultants.
- Savage: [inaudible] Sharon. Just put the name.
- Foerschler: You want to see consultant name as well?
- Savage: I just want to see a consultant name or if it's internal, NDOT.
- Foerschler: Okay, but sometimes it's both.
- Savage: If it's both, let's list both, then.
- Foerschler: Okay.
- Savage: I mean, it's just to transparency that we see who is accountable for different change orders [inaudible] thank you. Any questions on 8C?
- Almberg: Only quick question I would have on 8C, page four or five, it just talks—the change order is 32% [crosstalk] was that what he was just talking about?

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Savage: Yeah, that was on the...
- Almberg: Okay. I just wanted to make sure.
- Savage: [inaudible]
- Almberg: Okay, I missed that part. Sorry about that.
- Savage: That's why we love having you up here in Carson. [laughter] I'm teasing, BJ.
- Almberg: Mario talks to me too much down here.
- Hoffman: Stop it, Mario.
- Savage: Okay, let's move on to Agenda Item No. 8D, Active Projects.
- Kaiser: Okay, any questions in regards to our active contracts?
- Savage: I have one question on Contract 3615. Who's the consultant on that project?
- Lani: The consultant for the construction management? Is that what you're asking?
- Savage: No, the design consultant.
- Kaiser: That was an in-house, wasn't it? Yeah.
- Tedford: Except for the arch if that's what you're asking. It depends on...
- Savage: Well, I don't know any specifics about anything. I'm just trying to find out...
- Kaiser: You got an hour? [laughter]
- Tedford: Steve, go ahead.
- Savage: I'm on overtime right now.
- Lani: It was an—it was internal design for the main structure; however, the contractor selected type, it went out as a wildlife crossing. It is a metal arch structure with MSE wells and as a result of this metal arch from the contractor was designed by the contractor's supplier as was the MSE well system that goes with it. So, our external engineering element is that the contractor is responsible for their proprietary systems.
- Savage: Okay.

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

- Lani: I don't know if that answered your question. We did have a construction management consultant for part of the beginning of the project, but that agreement has been terminated.
- Savage: Okay. That project [inaudible] any other questions, BJ, or anybody else in the room, any comments?
- Almberg: None from me, thanks.
- Savage: Okay, Item 8E, Partnering Update. Do we have a partnering lead?
- Kaiser: I failed to remind them, so I'm sure they're not prepared. Can we skip this one for this time?
- Savage: You bet.
- Kaiser: Okay.
- Foerschler: This is Sharon Foerschler for the record. I can tell you, though, that we did receive partnering awards, and we got six—Tonya is our Manager over the partnering program. We received six, right? Six awards. They're just about done with the evaluation and scoring and will be going in front of the Transportation Board probably in two months for recognition.
- Savage: Nice.
- Foerschler: And it will include an award that got missed last year and addressed at the Board Meeting.
- Savage: That's good to hear. Thank you, Sharon. It all equals less litigation at the end of the day. So, I know it's not easy, but I thank you.
- Kaiser: Try to keep Dennis... [inaudible]
- Gallagher: I need a little bit of litigation. [laughter]
- Foerschler: Be careful what you wish for.
- Savage: It's [inaudible] Nevada this time. Let's enjoy it while we can. Okay, on to Agenda Item No. 9, any more Public Comment here in Carson City or Las Vegas? No public comments? Mr. Gallagher, closed session, is there any reason to have a closed session at this time?

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Gallagher: No, sir. I'm happy to report—Dennis Gallagher for the record. I'm happy to report currently the Department has no construction-related litigation on which to report. You may recall from your meeting earlier today, in the litigation report, there is one case that involves a bid protest that's pending, and there's really nothing to report on that, either.

Savage: Okay. Thank you, Dennis, and we'll call for adjournment, Agenda Item No. 11. BJ?

Almberg: So moved.

Savage: I'll second. This meeting is adjourned. Thank you, everyone.

Almberg: Thank you, see you guys.

[end of meeting]

Transcript of Nevada Department of Transportation
Board of Directors - Construction Working Group Meeting
March 12, 2018

Gallagher: No, sir. I'm happy to report—Dennis Gallagher for the record. I'm happy to report currently the Department has no construction-related litigation on which to report. You may recall from your meeting earlier today, in the litigation report, there is one case that involves a bid protest that's pending, and there's really nothing to report on that, either.

Savage: Okay. Thank you, Dennis, and we'll call for adjournment, Agenda Item No. 11. BJ?

Almberg: So moved.

Savage: I'll second. This meeting is adjourned. Thank you, everyone.

Almberg: Thank you, see you guys.

[end of meeting]



Representative