



Department of Transportation
Board of Directors
Notice of Public Meeting
1263 South Stewart Street
Third Floor Conference Room
Carson City, Nevada
December 13, 2021 – 9:30 A.M.

THE NEVADA DEPARTMENT OF TRANSPORTATION BOARD OF DIRECTORS
9:30 AM, Monday, December 13, 2021

NEVADA DEPARTMENT OF TRANSPORTATION

1263 South Stewart Street
Third Floor Conference Room
Carson City, Nevada 89712

123 East Washington Avenue
Building B
Las Vegas, Nevada 89101

This meeting has been properly noticed and posted online at [Public Involvement and Information | Nevada Department of Transportation](https://www.dot.nv.gov/doing-business/public-involvement-information) (dot.nv.gov/doing-business/public-involvement-information), <https://notice.nv.gov/>, and in the following locations:

Nevada Dept. of Transportation, 1263 South Stewart Street, Carson City, Nevada
Nevada Dept. of Transportation, 123 East Washington, Las Vegas, Nevada
Nevada Dept of Transportation, 310 Galletti Way, Sparks, Nevada
Nevada Dept. of Transportation, 1951 Idaho Street, Elko, Nevada
Governor's Office, Capitol Building, 101 N. Carson Street, Carson City, Nevada

The Board will limit public comments to three (3) minutes per speaker and may place other reasonable restrictions on the time, place, and manner of the public comments based upon viewpoint.

In lieu of in-person attendance, members of the public may submit public comment utilizing NDOT's online public comment form by clicking the following link: [Public Comment Form](#). Following the three (3) minute public comment rule, on-line Public Comment Form comments will be limited to 450 words. Public Comment received by 4:00 P.M. (Pacific Time) on the business day (excluding State holidays) prior to the meeting will be provided to the Board for their review prior to the meeting and will be entered into the permanent record. Public Comment received after 4:00 P.M. (Pacific Time) on the business day (excluding State holidays) prior to the meeting and prior to 5:00 P.M. (Pacific Time) on the day of the meeting will be included in the permanent record.

Please be aware:

- Items on the agenda may be taken out of order.
- The Board may combine two or more agenda items for consideration.
- The Board may remove an item from the agenda or delay discussion relating to an item on the agenda at any time.



Department of Transportation
Board of Directors
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December 13, 2021 – 9:30 A.M.

This meeting is also available via video-conferencing at the Nevada Department of Transportation District I Office located at 123 East Washington, Las Vegas, Nevada in the Conference Room and at the District III Office located at 1951 Idaho Street, Elko, Nevada. Public comment may be provided at those locations.

Reasonable efforts will be made to assist and accommodate physically handicapped persons desiring to attend the meeting. If special arrangements for the meeting are necessary, please notify Rebecca Qualls at (775) 888-7440 or Rebecca.qualls@dot.nv.gov as soon as possible and at least two (2) days in advance of the meeting.

Copies of non-confidential supporting materials provided to the Board are available upon request. Request for such supporting materials should be made to Rebecca Qualls at (775) 888-7440 or Rebecca.qualls@dot.nv.gov. Such supporting material is available at 1263 South Stewart Street, Carson City, Nevada 89712 and, if available on-line, at www.dot.nv.gov.

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AGENDA

SEC 1. OPENING

1. Welcome / Call to Order/ Roll Call
Governor Steve Sisolak, Secretary of State Barbara Cegavske, Controller Catherine Byrne, Virginia Valentine, Stephen Ascuaga, Justin Kalb
2. Public Comment: The first public comment is limited to comments on items on the agenda. No action may be taken upon a matter raised under public comment period unless the matter itself has been specifically included on an agenda as an action item. The Chair of the Board will impose a time limit of three (3) minutes.
3. Receive Director's Report. *(Informational item only)*

SEC. 2. CONSENT AGENDA: Items No. 4 through No. 9

NOTE:

- *Consent Agenda - All matters in this section are considered by the Transportation Board of Directors to be routine and may be acted upon in one motion unless a Board member requests that an item be taken separately. For all items left on the Consent Agenda, the action taken will be staff's recommendation as indicated on the item.*
 - *Items taken separately from the Consent Agenda by Board members at the meeting will be heard in order in Section 3.*
4. Consideration of Approval of the November 8, 2021 Nevada Department of Transportation Board of Directors Meeting Minutes. *(For possible action)*

Contracts over \$5,000,000 from October 8, 2021 through November 11, 2021

The purpose of this sub-section is to present to the Board construction contracts which are over \$5,000,000 for approval. All contracts are all low-bid per statute. These construction contracts constitute all contracts over \$5,000,000 for which the bids were opened, and the analysis completed by the Bid Review and Analysis Team and the Contract Compliance section of the Department. These contracts have been executed following the Code of Federal Regulations, Nevada Revised Statutes, Nevada Administrative Code, State Administrative Manual, and/or Department policies and procedures.

5. Contract 3868-READV, Project No. SP-000M(072), on US6 and SR376, with W.W. CYDE & CO. to replace Structure B-180, on system bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt. Nye County. *(For possible action)*



Department of Transportation
Board of Directors
Notice of Public Meeting
1263 South Stewart Street
Third Floor Conference Room
Carson City, Nevada
December 13, 2021 – 9:30 A.M.

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6. Contract 3889, Project No. NHP-095-6(010), on US95, from 0.100 miles south of SR140 to Albisu Road, with Q & D CONSTRUCTION, LLC, to cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements. Humboldt County. *(For possible action)*
 7. Contract 3893, Project No. NHP-080-5(043), on I-80 from 0.82 miles east of the Wells Interchange to 1.04 miles east of the Moor Interchange, with Q & D CONSTRUCTION, LLC, to coldmill, place leveling course and plantmix bituminous surface with open grade. Elko County. *(For possible action)*

Agreements over \$300,000 from October 8, 2021 through November 11, 2021

The purpose of this sub-section is to provide to the Board of Directors Design-Build contracts and/or all agreements (and amendments) for non-construction matters, such as consultants, service providers, etc. that obligate total funds of over \$300,000, which include new agreements over \$300,000, and amendments which increase the total agreement amount above \$300,000, for approval. These agreements have been prepared following the Code of Federal Regulations, Nevada Revised Statutes, Nevada Administrative Code, State Administrative Manual, and/or Department policies and procedures.

8. Agreement 068-21-040 Amendment 1 with INFOTECH, LLC for AASHTOWare Civil Rights and Labor Module Implementation. Statewide. *(For possible action)*

General Administration

9. Report on informational Contracts, Agreements, and Settlements – *Pursuant to NRS 408.131 the Board may delegate authority to the Director which the Director may exercise pursuant to NRS 408.205. These items and matters have been delegated to the Director by the Board by resolutions in April 1990 and July 2011. (Informational item only)*

END OF CONSENT AGENDA

SEC. 3. ITEMS TAKEN SEPARATELY FROM CONSENT AGENDA

SEC. 4. ADDITIONAL BUSINESS ITEMS

Planning

10. Receive a report on Nevada Department of Transportation 2021 Performance Management Report. *(Informational item only)*



Department of Transportation
Board of Directors
Notice of Public Meeting
1263 South Stewart Street
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December 13, 2021 – 9:30 A.M.

Executive Session

11. Receive information from legal counsel regarding potential and existing litigation involving a matter over which the Transportation Board of Directors has supervision, control, jurisdiction, or advisory power and to deliberate toward a decision on the matter (Note: This item may be closed to the public pursuant to NRS 241.015(3)(b)(2) in order to discuss legal matters.). (For possible action)
12. Public Comment: A period devoted to comments by the general public about matters relevant to the Board's jurisdiction will be held. No vote may be taken on a matter not listed on the posted agenda. Comments will be limited to three minutes. Please clearly state your name and SPELL your last name for the record. If any of the Board wishes to extend the length of a presentation, this will be done by the Chair, or the Board by majority vote.
13. Adjournment (*For possible action*)



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Meeting Locations:

1263 South Stewart Street
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Carson City, Nevada 89712

123 East Washington Avenue
Building B
Las Vegas, Nevada 89101

1. Welcome/Call to Order/Roll Call

Governor Sisolak called the meeting to order on Monday, November 8, 2021. A roll call was conducted, and a quorum was established.

Present: Governor Steve Sisolak, Controller Catherine Byrne, Member Justin Kalb, Member Stephen Ascuaga, and Member Virginia Valentine. Secretary of State Barbara Cegavske was present later in the meeting.

2. Public Comment

There were no public comments regarding items on the agenda other than item 9. Public comment for item 9 was presented during the board's consideration of item 9.

3. Consideration of Approval of the October 11, 2021 Nevada Department of Transportation Board of Directors Meeting Minutes. (For Possible Action)

Motion: Approve the October 11, 2021 Nevada Department of Transportation Board of Directors Meeting Minutes

By: Member Virginia Valentine

Vote: Passed unanimously

4. Receive Director's Report (Informational Item)

Director Swallow began the director's report with a discussion on safety, informing the Board that the state has exceeded the year-end total of fatality numbers for every year of the past 10 years. Director Swallow indicated that there were 315 fatalities through October, and that in just the seven days preceding this meeting, an additional 14 Nevadans were lost. The numbers through October total 62 more fatalities than the year before, which is a 24 percent increase. Director Swallow reminded the Board of the importance of residents to work together as drivers, as pedestrians, as bicyclists, and as owners and operators and designers of the



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

infrastructure system to make the system safe for everyone. Director Swallow explained that one of the most significant contributors to the fatalities has been speed and as such, in the spring, NDOT launched its Speed Management Action Plan in the hopes of figuring out, in collaboration with partner agencies, appropriate engineering enforcement and educational countermeasures to address the speed seen on the network.

Director Swallow next informed the Board that this week is Crash Responder Safety Week and thanked the Governor Sisolak for recognizing this effort with a proclamation. Director Swallow explained that nationally 51 first responders have been lost so far this year as a result of vehicle fatalities. Director Swallow reminded the Board that traffic incident responders are critical to ensuring safe opening of roads as well as reducing secondary crashes. Director Swallow indicated that 65 percent of Nevada's first responders have been trained in Traffic Incident Management this year, which is up from 60 percent the previous year.

Director Swallow next discussed the passing of the \$1.2 trillion Infrastructure Investment and Jobs Act in the House of Representatives, explaining that this is the largest, long-term investment in infrastructure in generations and includes more than \$2.5 billion in guaranteed formula dollars for the state. Director Swallow explained that the annual allocation from the highway trust fund will jump from the current fiscal year's number of 397.5 million to 481 million, a 21 percent increase for fiscal year 2022, ultimately culminating in an annual receipt of 520.7 million by the end of fiscal year 2026, an increase of 31 percent over current funding. Director Swallow informed the Board that the bill also includes several critical pieces of legislation for which NDOT has been advocating, which will provide more flexibility on where and how freight and safety dollars will be spent. Director Swallow indicated that there are procedural processes that need to be followed to ensure that the programs and the projects are in the local Transportation Improvement Plans (TIP) as well as in the state Transportation Improvement Plan (STIP.) In addition, NDOT will need to receive all the approvals to spend the money, for which Director Swallow did not see any potential hurdles. Director Swallow explained that she will have updates for the Board come January.

Director Swallow continued her report stating that in upcoming meetings of the Advisory Working Group (AWG), they will be discussing draft principles for how to weigh funding mechanisms. The discussion will focus on whether these funding mechanisms are providing financial sustainability, whether they are flexible enough to meet the needs of the transportation system, whether they account for both user and social equity, and how they will help to achieve statewide climate goals. In addition, the AWG will be looking at two transportation funding models as directed by legislature: Utah's new road usage charts, and a concept proposed by the Natural Resources Defense Council that applies different per-mile rates based on a vehicle's mile per gallon. Director



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Swallow indicated that both of these models are pay-by-the-mile funding models. The report for this study is due by end of December 2022, but the AWG is trying to accomplish this sooner in case any legislative bills are needed.

Director Swallow informed the Board that NDOT is at 62 percent totally vaccinated as a team. Although this falls short of the state's goal, it is an increase of 10 percent since the testing policy went into effect in August of 2021. Director Swallow explained that although NDOT is lagging the goal, it is leading the effort amongst the counties, with the exception of White Pine County. Director Swallow informed the Board that NDOT team members are by and large complying with the testing policy, but for those that aren't, NDOT is working through progressive discipline.

Director Swallow provided the Board with information on job years supported by NDOT. In the month of October, 30 job-years were approved and moved forward. 4,158 job years for infrastructure construction contracts and agreements will be added if all is approved at this meeting, which does include the Tropicana project.

Director Swallow concluded her report with recognition of NDOT members who have received awards. Director Swallow informed the Board that team member, Nova Simpson, received the 2021 Leadership Catalyst Award from the International Conference on Ecology and Transportation. Ms. Simpson, who is an NDOT team biologist, works to minimize and mitigate the impacts of transportation projects on wildlife habitats across Nevada. Director Swallow explained that Ms. Simpson has been instrumental in the preservation and reconnection of wildlife in the state with her collaboration with the Nevada Department of Wildlife. Ms. Simpson's work has paved the way for a new executive order recently signed by the governor, which created the Nevada Habitat Conservation Framework. In addition, Director Kristina Swallow has been awarded the 2021 Transportation Professional of the Year at the Nevada Traffic Safety Summit. Also, the Project Neon team, with partner, Kiewit, won the national Marvin Black Partner in Excellence Award from the Associated General Contractors, which is one of the most highly coveted honors in industry paying tribute to contractors and owner partners for their achievements in partnering with stakeholders, team building, improved communication, and conflict resolution.

Governor Sisolak asked Director Swallow what is being done and what is planned with the counties that are falling short of the vaccination rate.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Director Swallow indicated that NDOT is working with these counties to ensure that they are doing the testing. Director Swallow informed the Board that for those that are not complying with the testing, NDOT is moving forward with progressive discipline.

Governor Sisolak asked for the status of the progressive discipline.

Director Swallow explained that currently NDOT is at the written-reprimand stage of the discipline process and the next step will be short-term suspension.

Governor Sisolak asked for clarification on the length of short-term suspension.

Allison Wall, NDOT Chief of Human Resources, explained that the first period of suspension is three to five days, followed by 15 to 30, followed by termination.

Governor Sisolak asked how long it would be before NDOT moved to level 3 discipline.

Director Swallow explained that first terminations will likely take place spring of 2022, if it comes to that and further indicated that NDOT has already lost approximately 20 team members that have quit as a result of the vaccine mandate on top of its 20-30 percent vacancy rates.

Governor Sisolak indicated his steadfastness in saving the population and community health and asked if level 3 discipline could take place prior to spring.

Director Swallow indicated that she would work with the AG representative at the legalities of the request and see if it could be expedited. Director Swallow explained that NDOT team members are very focused on ensuring that the proper process that has been laid out is being followed, which prevents the skipping of steps.

Governor Sisolak requested a one-page paper on the length between discipline steps and an explanation of who made these determinations. Governor Sisolak reiterated that this is something he wants expedited as much as possible, giving people their rights, but still handling the situation.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

5. **Consideration of Approval of Contracts over \$5,000,000 (For Possible Action)**

Director Swallow informed the Board that Q&D Construction was the low and responsive bidder for a two-mile roadway project on US-50 on the east side of the city of Fallon.

Motion: Approval of Contracts over \$5,000,000

By: Member Justin Kalb

Vote: Passed unanimously

6. **Consideration of Approval of Agreements over \$300,000 (For Possible Action)**

Director Swallow informed the Board that there are three agreements for consideration at today's meeting. Aspen Aerials is working on a 12-year standard factory rebuild of NDOT's bridge inspection vehicle and the contract is for a \$114,000 amendment that will go over the \$300,000 threshold. Nelson Nygaard Consulting Associates, at \$499,000, will help NDOT conduct its first statewide transit plan to help in understanding how the rural transit community can be better served. The third agreement is for an on-call agreement for civil engineering design for NDOT's betterment projects. Three consultants will share the \$1.5 million total value agreement: Atkins North America, Horrocks Engineers, and Kimley-Horn and Associates.

Motion: Approval of Agreements over \$300,000

By: Member Controller Catherine Byrne

Vote: Passed unanimously

7. **Contracts, Agreements, and Settlements (Informational Item)**

Pursuant to NRS 408.131, the board may delegate authority to the director, which a director may exercise pursuant to NRS 408.205. These items and matters have been delegated to the Director by the Board by resolutions in April 1990 and July 2011. Director Swallow.

Director Swallow informed this is an information item only.

There were no questions from members.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

8. **Resolution of Relinquishment of Portions of SR-147 East Lake Mead Boulevard in the city of North Las Vegas, Clark County, state of Nevada (for possible action)**

This item was held over for the December meeting.

9. **Review and Ratify the Selection of Kiewit Infrastructure West Co. as the Design-Builder for the I-15 Tropicana Interchange Project and Approve the Design-Build Agreement for the I-15 Tropicana Interchange Project between NDOT and Kiewit Infrastructure West Co. (for possible action)**

Member Virginia Valentine informed the Board that because her employer, Nevada Resort Association Stations, is a member of her Board of Directors and as such, she will be abstaining from voting on this agenda item.

Nick Johnson, NDOT Project Manager, provided a brief update on the collaborations and meetings with Station Casinos. Mr. Johnson explained that NDOT and Kiewit met with Stations Casinos a total of eight times as a group. The Kiewit team developed independent traffic models for different design scenarios using the traffic numbers provided by Station Casinos and the NDOT base model. As a result of this process, Mr. Johnson explained that there were a number of items on which the group could agree:

- A signal at Dean Martin and Tropicana would be detrimental to the traffic in the area as it would create long queues, backups, and congestion.
- Improvements to better accommodate the future local traffic circulation on the west side.
 - Mr. Johnson explained that there are some right-of-way and utility processes/approvals that will need to be ironed out with local and federal partnering agencies in order to get these improvements constructed.

Nick Johnson next discussed some of the strengths of Kiewit Infrastructure West's proposal, beginning with the fact that Kiewit will complete the project three months ahead of the originally anticipated schedule, which will reduce 640 days worth of lane closures. This will provide approximately \$140 million worth of value back to the traveling public during construction. Mr. Johnson highlighted Kiewit's commitment to stakeholder engagement throughout the construction project, which included having a task force specific to the businesses and stakeholders, meeting with the stakeholders and businesses on a regular basis to work together regarding modifications, as well as to help support the circulation and access to the businesses during construction. Mr. Johnson indicated that this project would improve safety, travel time, reliability, and will help motorists to get



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

through the Tropicana interchange safely and more efficiently. The project is anticipated to bring approximately \$560 million in overall benefit to the traveling public and will create approximately 3,900 job years. Moreover, Mr. Johnson indicated that the project supports the growth and development of the resort corridor and surrounding area. Mr. Johnson explained that there is an executed PLA specific for this project, which all unions have signed. Mr. Johnson concluded his presentation by reiterating the two specific actions for consideration: to ratify the selection of Kiewit Infrastructure West as the design build contractor for the I-15 Tropicana interchange project; to approve the design build contract for a lump sum amount of approximately \$305 million.

Transcription:

JOHNSON: While we're loading the presentation here, good morning, Governor, Board members. For the record, Nick Johnson, NDOT project management. This morning I'm going to give you guys a brief update on our collaborations and meetings with Station Casinos here over the past month, and then we can jump to the agenda item and the two potential actions to ratify Kiewit Infrastructure West as the design builder and approve the design build agreement. Okay. To get started here, last month the Board asked us to spend that -- you know, between October and then November Board to meet with Stations Casinos and see if we can work together to come up with solutions or resolutions to some of the concerns they identified in September and the October Board. Kiewit's team and the NDOT team, we met with Stations Casinos a total of eight times as a group working together. The Kiewit team came in and took the traffic numbers that Station Casinos provided as well as the NDOT base model and developed independent traffic models for different design and scenarios so that we can look at it and review it as a group. This was done in a very transparent and collaborative process with Station Casinos. We brought in the Station Casino reps and their engineers at the table while we were developing these so that we can agree upon the inputs and the traffic and all the data so that we had some good models to look at and work from. As a result, and after reviewing those models, you know, a couple of things came out of them that we were able to agree upon as a group. First off, Station Casinos and NDOT both agreed, you know, to the department's original assessment that a signal at Dean Martin and Tropicana would be detrimental to the traffic in the area, creating long queues and backups and congestion, so on and so forth. So we agreed not to include that as the original plan is. However, going through the models and reviewing them together, the models demonstrated that there's a need to better accommodate the future local traffic circulation there on the west side and the local -- future local traffic movements. So as such, we agreed with Station Casinos to include some improvements that would better the local traffic circulation there on the west side into the design build process, continue to work with them, and include those in construction. Now, with that being said, you know, there's some caveats that we all understand, acknowledge that we'd have to work through some of the right-of-way



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

and utility processes and potential approvals from our local and federal partnering agencies, but assuming that we can do all that, we will include those improvements into our project and get them constructed. So, all in all, I think the last month has been a very productive environment. It's been collaborative and we've been able to work together, and we want to continue building on that momentum with Station Casinos as we move into the design build project. So, I'm going to switch gears here and jump back to the two potential actions here today, and with this slide more specifically just recapping some of the strengths of Kiewit Infrastructure West's proposal. You know, as I mentioned last month Kiewit will complete the project three months faster than was originally anticipated in the fourth quarter of 2024 but more significantly, reducing 640 days' worth of lane closures compared to the allowable closures in the RFP, and I talked a little bit last month that you look at the user costs for the motorists who are going to be traveling through this work zone. It provides approximately \$140 million worth of value back to our traveling public during construction. And another real key component to and strength of Kiewit's proposals is their commitment (inaudible) of stakeholder engagement throughout the construction of the project, and this includes, you know, having a task force specific to our businesses and our stakeholders, meeting with them on a regular basis, whether it be weekly or bi-weekly or monthly with the goal that there's no surprises and that we can work together with them for -- you know, to make modifications, to help support the circulation and access and keep the businesses going during construction. And similar to last month, just the project as a whole and the benefits that this project brings to our community in Southern Nevada. You know, doing this project will improve safety, the travel time, reliability, and help motorists get through the Tropicana interchange safely and more efficiently. You know, through our benefit-cost analysis we conducted that, you know, this project is anticipated to bring, you know, \$560 million overall valued or benefit I should say to the traveling public. As Director Swallow mentioned earlier, this job will create -- this project will create approximately 3,900 job years as a result of it. It supports the growth and development of our resort corridor and surrounding area. And we also have an executed PLA specific for this project, for which all the unions have signed and it's ready to go. The last slide here for today, there's two specific actions for consideration: one to ratify the selection of Kiewit Infrastructure West as our design build contractor for the I-15 Tropicana interchange project; and two to approve the design build contract for a lump sum amount of approximately \$305 million. Governor, Board members, that concludes my presentation.

Scott Kreeger, Station Casinos, thanked the Board for allowing the 30 days for a substantial review. Mr. Kreeger explained that Station Casinos concurs with everything that Mr. Johnson presented. Moreover, Mr. Kreeger indicated the importance of the task force continuing to study these improvements over the time of the design build. Mr. Kreeger explained that Station Casinos lends its support for the project with the respectful caveat that the eight improvements Station Casinos identified during the process be seriously considered as the design



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

build process moves forward. In addition, Mr. Kreeger respectfully requested that the Board be provided updates throughout the process regarding these eight improvements and the disposition of the improvements as they move forward.

Transcription:

KREEGER: Governor and, Board members. First of all, I'd like to thank all of you for your leadership in allowing us to take 30 days and really do a substantially detailed review of all of this. I think Nick summarized quite well the progress that we've made over the month, so I don't want to repeat myself there. We do concur with everything that was presented. Just to actually reiterate some points, we do feel that the work -- task force that would continue to look at these improvements over time as we go through the design build process is an important factor. We also lend our support for the project with the respectful caveat that these eight improvements that we identified during the process be seriously looked at and considered to be part of the design build process going forward. And then lastly, we would respectfully request that the Board be given updates through the process about these eight improvements and the disposition of those improvements as they go forward. All of that said, if we can accomplish that, we are in full support of the project.

Governor Sisolak informed Director Swallow that he would like to receive updates as the project moves forward. In addition, Governor Sisolak informed Director Swallow that he would like the agreement codified so that there are no questions in the future regarding what was spoken/written about.

Transcription:

SISOLAK: Thank you, appreciate that. Director Swallow, I want to make sure that we do get updates on this project as we move forward, but I would also like this agreement codified so that we don't have any questions two years from now or three years from now as to what was meant and what was said and what was written, so that both sides have something that they can point to that says look, this is what we talked about, this is what we spoke about. So, do you get your -- it doesn't need to be a formal, legal document, just an understanding or a memo or whatever. Can we do that?

SWALLOW: We can definitely get that. I don't know that I'm allowed to do anything without legal but -- nor do I think Stations will, but we'll get something written.

SISOLAK: I'm not saying you shouldn't have legal, but I don't need this written up that it's going to take 90 days for you to get it done.

SWALLOW: We'll get something written up.

SISOLAK: Okay.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Member Justin Kalb and Governor Sisolak asked for a breakdown of the eight items to which Mr. Kreeger referred.

Transcription:

KALB: I have a question.

SISOLAK: Please.

KALB: And you're referencing eight items. Are they -- NDOT knows of the eight items and the team's working on them?

KREEGER: Yeah, but they were the items that we chose last month where we highlighted a few areas of concern and we looked at this as a group. We confirmed that those areas are areas of opportunity for improvement and as Nick said, that may require some right-of-ways on our side.

KALB: Okay.

KREEGER: It may require additional investigation, but those items is basically everything we asked for, they're the signalized intersection at Dean Martin and Tropicana.

KALB: Okay.

Nick Johnson described the items as such:

- The intersection at Dean Martin and Tropicana
- Additional lane along Tropicana down to Valley View
- Winding the intersection at Polaris
- A signal at the entrance of In-N-Out
- Some turning movements for the entire intersection at the entrance of In-N-Out and Station Casinos
- Evaluation of the right-turn connection from southbound Dean Martin to the Dean Martin Connector Road
- A signal and increase in term pocket capacity on the northbound Dean Martin Connector

Scott Kreeger added that Station would like to eventually widen the road in a location and allow that to flow further into the valley. Mr. Kreeger indicated that the land belongs to Station Casinos, but they are willing to concede that land in hopes that the undergrounds can align with that future project.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Transcription:

SISOLAK: Nick, do you have those eight items you can pull off?

JOHNSON: Yes. If we go back -- DJ, if you can bring up the presentation. They were on the first slide as a graphic. Let me just -- so I'm going to go -- so here they are and just to describe some of these here, you know, as Mr. Kreeger mentioned, you know, minus the intersection at Dean Martin and Tropicana, if you see some of that, I guess if it's a purple or pink area, there was some additional lane along Tropicana down to Valley View, and that also includes winding that intersection there at Polaris. And then as we move, you know, to the right and we go up towards Dean Martin, there's a signal there at the entrance of In-N-Out. If you keep going up DJ, right there, right there. And so right where that signal -- there's a signal there as well as some turning movements for that whole intersection for In-N-Out as well as the Station Casinos' property, and then if we move a little bit north where that blue area is, evaluating some of that right turn connection from southbound Dean Martin to the Dean Martin connector road. And then just to the right and below, you know, signal there as well as increasing the term pocket capacity on that northbound Dean Martin connector and, Scott, is there anything that I missed in describing some of those?

KREEGER: I think in summary, in the absence of a four-way intersection. The other piece we'd like to eventually widen the road here and continue to let that flow further into the valley. That's our land but we're willing to concede that land, but we're hoping that the undergrounds can align with that future project, which is a simple, fast -- it will probably take some of our land as an easement, but that way we don't have undergrounds that are disconnected.

JOHNSON: Okay. Does that answer your question?

KALB: Yeah.

SISOLAK: If I could have this portion of the meeting, this item transcribed more thoroughly than what you normally do for minutes and attach it to this agreement, I would appreciate that.

SWALLOW: Okay.

SISOLAK: The lawyers can look at it, but I want it back.

SWALLOW: Okay.

Bill Wellman, Nevada Economic Development Coalition, indicated that on November 9, 2020, this project was scoped out at \$187 million. Then, as of April 2, 2021, the engineering assessment was adjusted to \$224 million. Mr. Wellman further indicated that an engineering investment was redone without transparency and is now somewhere in the \$285 million range, an adjustment of \$61 million without basis. Mr. Wellman discussed NDOT's standard, in place for many years, that a project would never be awarded for over 7 percent.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Mr. Wellman next explained that three contractors submitted 65 ATCs (Alternative Technical Concepts) for this project, indicating that the value of those in the Board packet is \$26.15 million. Mr. Wellman opined that the savings are not demonstrated in the proposed \$305 million. Mr. Wellman further explained that he is not looking for this project to be cancelled; rather he is looking to set aside the award for this project under the design build process, indicating that it is not good business to spend an extra \$80 million to try and save \$50. In addition, Mr. Wellman indicated that in terms of lane closures, the project is only being compared to NDOT's numbers rather than any of the other proposals, which could provide savings. Mr. Wellman further indicated that the schedule is critical in that if this project is set aside, it could be redone as a bid-build project, which could save some 80-plus million dollars, likening it to the construction on Las Vegas Boulevard currently underway from Tropicana under the beltway. Moreover, Mr. Wellman indicated that a project scheduled to bid later this month will likely begin construction in May of 2022, the same time this particular project is due to start, creating conflicting projects for an 18-month completion at the end of January 2024. Mr. Wellman indicated that this is concerning given that in September 2013, the County Commission specifically mandated good stewardship and transparency as well as not working on parallel roads and intersections so as to minimize impact to the public. Mr. Wellman further indicated that although he supports the project, he does not support it under the circumstances provided today and feels that with good stewardship, this project could get done a year later, which would minimize conflict and save tens of millions of dollars.

There were no further Board Member or public comments.

Governor Sisolak asked for a roll call vote on item 9.

Deputy Director Jeff Lerud read the roll call.

Governor Sisolak voted aye.

Secretary of State Barbara Cegavske voted yes.

Controller Catherine Byrne votes yes.

Member Virginia Valentine abstained.



Nevada Department of Transportation

Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

Member Justin Kalb voted yes.

Member Stephen Ascuaga voted yes.

Motion: Review and Ratify the Selection of Kiewit Infrastructure West Co. as the Design-Builder for the I-15 Tropicana Interchange Project and Approve the Design-Build Agreement for the I-15 Tropicana Interchange Project between NDOT and Kiewit Infrastructure West Co.

By: Member Stephen Ascuaga

Vote: Passed. Member Virginia Valentine abstained from the vote

10. Public Comment

This public comment period is for any matter that is within the jurisdiction of the public body. No action may be taken upon a matter raised under public comment period unless the matter itself has been specifically included on an agenda as an action item. The Chair of the Board will impose a time limit of three (3) minutes.

Chris Koenig, Kiewit, thanked the Board for entrusting them with the Tropicana Interchange Project, indicating Kiewit's confidence of its understanding of the project. Mr. Koenig thanked Director Swallow for her acknowledgement of Kiewit's award win and indicated his hope in winning the award a second time. Mr. Koenig also thanked Station Casinos for their collaboration and partnership, as well as MGM, the county, and other stakeholders.

Governor Sisolak requested that MGM be included in the minutes codified in the agreement. Governor Sisolak further acknowledged that Director Valentine has numerous members that are a part of the quadrant there who wish to minimize disruption as much as possible.

There was no further public comment.

11. Executive Session

Receive information from legal counsel regarding potential and existing litigation involving a matter over which the Transportation Board of Directors has supervision, control, jurisdiction, or advisory power and to deliberate toward a decision on the matter.



Nevada Department of Transportation
Board of Directors • Meeting Minutes

November 8, 2021

9:30 A.M.

There was no executive session in this meeting.

12. Adjournment (For Possible Action)

Governor Sisolak adjourned the November 8, 2021 Nevada Department of Transportation Board of Directors meeting.

DRAFT



1263 South Stewart Street
Carson City, NV 89712
Phone: (775) 888-7440
Fax: (775) 888-7201

MEMORANDUM

December 2, 2021

TO: Department of Transportation Board of Directors
FROM: Kristina Swallow, P.E., Director
SUBJECT: December 13, 2021 | Transportation Board of Directors Meeting
ITEM #5: Contract 3868-READV, Project No. SP-000M(072), NHP-006-2(019) on US 6 and SR 376, with W.W. CLYDE & CO., to replace Structure B-180, on system bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt, in Nye county. For possible action)

Summary:

October 14, 2021, at 1:30 PM, the following bids were opened for Contract 3868-READV, Project No. SP-000M(072), NHP-006-2(019), on US 6 and SR 376, in Nye County, to replace Structure B-180, on system bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt.

W.W. Clyde & Co.....	\$9,867,845.81
Road and Highway Builders LLC.....	\$11,222,222.00
Granite Construction Company.....	\$11,910,910.00
Engineer’s Estimate.....	\$7,048,653.36

The Director recommends award to W.W. Clyde & Co. for \$9,867,845.81.

List of Attachments:

- A. Concurrence in Award Memorandum
- B. Unofficial Bid Results
- C. Bid Review and Analysis Team (BRAT) Summary Report
- D. Disclosure of Ownership and Relationships Form

Recommendation for Board Action:

Approve the Contract 3868-READV, Project No. SP-000M(072), NHP-006-2(019) on US 6 and SR 379, with W.W. CLYDE & CO., to replace Structure B-180, on system bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt, in Nye county.

Prepared by:

Administrative Services Division



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7070
Fax: (775) 888-7101

MEMORANDUM
Administrative Services

November 8, 2021

To: Kristina Swallow, P.E., Director
Sajid Sulahria, Assistant Director, Engineering
Jenica Keller, Assistant Director, Operations

From: Cori Brennan, Management Analyst – Administrative Services DS
CB

Subject: Concurrence in Award for Contract No. 3868-READV, Project No. NHP-006-2(019), on US 6 and SR 376, in Nye County, described as replace Structure B-180, on System Bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt. The Engineer's Estimate is \$7,048,653.36.

This memo is to confirm concurrence in award of the subject contract.

Bid proposals were opened on October 14, 2021. W.W. Clyde & Co. is the apparent low bidder at \$9,867,845.81 and they submitted a properly executed proposal, bid bond and anti-collusion affidavit. The second low bidder is Road and Highway Builders LLC with a bid of \$11,222,222.00.

The project is Federally funded; does not require DBE participation; and is not subject to State Bidder Preference provisions.

The subcontractor and supplier listings submitted by W.W. Clyde & Co. have been reviewed and confirmed by Contract Services. The bid is above the Engineer's Estimate Range, and a copy of the Unofficial Bid Results report is attached for your reference. The BRAT Co-Chairs have provided their recommendation to award, and the report is attached.

Your concurrence in award of this contract by endorsement hereon is respectfully requested. Upon receipt, a packet will be prepared to obtain Transportation Board approval of the award at the December 13, 2021 meeting.

Concurrence in award:

DocuSigned by:
Sajid Sulahria
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Sajid Sulahria, Assistant Director

DocuSigned by:
Jenica Keller
D4A618F26D8B447...
Jenica Keller, Assistant Director

DocuSigned by:
Kristina Swallow
C4B612FC2C1E4FB...
Kristina Swallow, P.E., Director

Enclosures:
Unofficial Bid Results Report
BRAT Report



Nevada Department of Transportation
Unofficial Bid Results
 October 14, 2021

Contract Number: 3868-READV Designer: Allisa Root Senior Designer: Allisa Root Estimate Range: R27 \$6,600,000.01 to \$7,950,000 Project Number: SP-000M(072), NHP-006-2 (019)	Bid Opening Date and Time: 10/14/2021 1:30 PM Liquidated Damages: \$7,900.00 Working Days: 160 District: DISTRICT 1
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County: Nye
Location: US 6 and SR 376
Description: replace Structure B-180, on System Bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt

	Actual Bid
Apparent Low Bidder: <u>W.W. Clyde & Co.</u>	\$9,867,845.81
Apparent 2nd: <u>Road and Highway Builders LLC</u>	\$11,222,222.00
Apparent 3rd: <u>Granite Construction Company</u>	\$11,910,910.00

Bidders:	Actual Bid Amount
1 W.W. Clyde & Co. PO Box 1898 Orem, UT 84059 (801) 802-6800	\$9,867,845.81
2 Road and Highway Builders LLC 175 Salomon Circle Ste #103 Sparks, NV 89434 (775) 852-7283	\$11,222,222.00
3 Granite Construction Company 585 West Beach Street Watsonville, CA 95076 (831) 724-1011	\$11,910,910.00



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7070
Fax: (775) 888-7101

MEMORANDUM
Administrative Services

November 4, 2021

To: Maya Bourgeois, Chief - Administrative Services Division

From: Bid Review and Analysis Team

Subject: BRAT Summary Report for Contract No.: 3868-READV

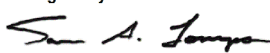
The Bid Review and Analysis Team (BRAT) met on October 26, 2021 to discuss bids for the above referenced contract. The following were in attendance:


Sam Lompa, Chief Construction Engineer	Shawn Paterson, Professional Engineer
Scott Hein, Chief Roadway Design Engineer	Perry Penafiel, Professional Engineer
Tonia Andree, Professional Engineer	Allisa Root, Associate Engineer
Trent Averett, Professional Engineer	Bianca Saavedra, Associate Engineer
Ryan Bennett, Associate Engineer	Phillip Slagel, Professional Engineer
Richard Bosch, Professional Engineer	Michael West, Associate Engineer
Cori Brennan, Management Analyst	Courtney Whitfield, Associate Engineer
Mark Caffaratti, Professional Engineer	Tyler Wood, Associate Engineer
Sean Cross, Professional Engineer	Sami Yousuf, Professional Engineer
Brian Deal, Professional Engineer	
Samantha Dowd, Professional Engineer	
David Fox, Professional Engineer	
Mario Gomez, Professional Engineer	
Shawn Hilbert, Associate Engineer	
Travis Hilbish, Associate Engineer	
Eric Macgill, Associate Engineer	
Kevin Maxwell, Professional Engineer	
Brandon Monette, Associate Engineer	
James L Moore, Professional Engineer	
Wesley Osmer, Professional Engineer	

The overall bid proposal was evaluated and determined to be acceptable. The Bid Tabulation and Price Sensitivity is attached.

The apparent lowest responsive bidder, W.W. Clyde & Co., submitted a bid which is 140% of the Engineer's Estimate. The BRAT recommends award of this contract.

Submitted:

DocuSigned by:

B55C00ABA04F48F...

DocuSigned by:

E7F2D4506AC6488...
SCOTT HEIN, BRAT Co-Chair

cc: Attendees
Dennis Gallagher, Legal
Design Admin

Bid Tabulation
October 15, 2021

Contract No.: 3868-READV
Description: replace Structure B-180, on System Bridge; RCB extensions and improvements, including new wing walls, headwalls, aprons and dirt
Location: US 6 and SR 376
Bid Opening: October 14, 2021

Project No.: NHP-006-2(019) / SP-000M(072)
Project ID: 60846 / 60885
County: Nye
Range: R27 (\$6,600,000.01 to \$7,950,000.00)
Working Days: 160

Item No.	Quantity	Unit	Description	Engineer's Estimate		W.W. Clyde & Co.		Road and Highway Builders LLC		Granite Construction Company	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
2000100	80.000	HOURL	SURVEY CREW	\$250.00	\$20,000.00	\$300.00	\$24,000.00	\$200.00	\$16,000.00	\$363.25	\$29,060.00
2020255	1.000	EACH	REMOVAL OF REINFORCED CONCRETE BOX	\$100,000.00	\$100,000.00	\$420,000.00	\$420,000.00	\$90,000.00	\$90,000.00	\$90,000.00	\$90,000.00
2020450	2.000	EACH	REMOVE END SECTION	\$600.00	\$1,200.00	\$500.00	\$1,000.00	\$1,500.00	\$3,000.00	\$650.00	\$1,300.00
2020465	12.000	EACH	REMOVE GUARDRAIL END TREATMENT	\$700.00	\$8,400.00	\$1,240.00	\$14,880.00	\$1,000.00	\$12,000.00	\$629.00	\$7,548.00
2020475	1,884.000	LINFT	REMOVAL OF GUARDRAIL	\$5.00	\$9,420.00	\$9.00	\$16,956.00	\$12.00	\$22,608.00	\$9.75	\$18,369.00
2020530	2.000	EACH	REMOVAL OF HEADWALL	\$3,000.00	\$6,000.00	\$30,000.00	\$60,000.00	\$5,000.00	\$10,000.00	\$3,438.00	\$6,876.00
2020535	4.000	EACH	REMOVAL OF PORTION OF HEADWALL	\$3,000.00	\$12,000.00	\$20,000.00	\$80,000.00	\$5,000.00	\$20,000.00	\$4,381.00	\$17,524.00
2020585	1,767.000	LINFT	REMOVAL OF FENCE	\$7.00	\$12,369.00	\$7.40	\$13,075.80	\$10.00	\$17,670.00	\$16.00	\$28,272.00
2020600	15.000	LINFT	REMOVAL OF GATE	\$25.00	\$375.00	\$1,100.00	\$16,500.00	\$50.00	\$750.00	\$126.00	\$1,890.00
2020990	48.670	SQYD	REMOVAL OF BITUMINOUS SURFACE (COLD MILLING)	\$200.00	\$9,734.00	\$130.00	\$6,327.10	\$30.00	\$1,460.10	\$96.00	\$4,672.32
2021230	102.000	LINFT	REMOVAL OF STORM DRAIN PIPE	\$150.00	\$15,300.00	\$43.00	\$4,386.00	\$90.00	\$9,180.00	\$56.00	\$5,712.00
2030160	689.900	CUYD	DRAINAGE EXCAVATION	\$75.00	\$51,742.50	\$150.00	\$103,485.00	\$80.00	\$55,192.00	\$117.00	\$80,718.30
2030170	509.100	CUYD	CHANNEL EXCAVATION	\$75.00	\$38,182.50	\$150.00	\$76,365.00	\$80.00	\$40,728.00	\$117.00	\$59,564.70
2030230	8,325.000	CUYD	BORROW EMBANKMENT	\$30.00	\$249,750.00	\$65.00	\$541,125.00	\$35.00	\$291,375.00	\$134.00	\$1,115,550.00
2060110	2,926.800	CUYD	STRUCTURE EXCAVATION	\$50.00	\$146,340.00	\$80.00	\$234,144.00	\$80.00	\$234,144.00	\$107.75	\$315,362.70
2070110	2,330.500	CUYD	GRANULAR BACKFILL	\$50.00	\$116,525.00	\$145.00	\$337,922.50	\$90.00	\$209,745.00	\$263.00	\$612,921.50
3020140	181.310	CUYD	TYPE 1 CLASS B AGGREGATE BASE	\$150.00	\$27,196.50	\$200.00	\$36,262.00	\$140.00	\$25,383.40	\$314.00	\$56,931.34
4020180	180.730	TON	PLANTMIX SURFACING (TYPE 2) (WET)	\$300.00	\$54,219.00	\$710.00	\$128,318.30	\$250.00	\$45,182.50	\$515.00	\$93,075.95
4060120	456.510	SQYD	PRIME COAT	\$10.00	\$4,565.10	\$3.00	\$1,369.53	\$5.00	\$2,282.55	\$10.00	\$4,565.10
4060210	3.590	TON	SAND BLOTTER	\$100.00	\$359.00	\$250.00	\$897.50	\$70.00	\$251.30	\$75.00	\$269.25
5020410	1.000	FA	REINFORCED CONCRETE BOX REPAIR	\$70,000.00	\$70,000.00	\$70,000.00	\$70,000.00	\$70,000.00	\$70,000.00	\$70,000.00	\$70,000.00
5020990	1,990.980	CUYD	CLASS DA CONCRETE, MODIFIED (MAJOR)	\$1,500.00	\$2,986,470.00	\$1,876.00	\$3,735,078.48	\$3,100.00	\$6,172,038.00	\$1,795.00	\$3,573,809.10
5021180	84.000	LINFT	5-FOOT X 3-FOOT PRECAST CONCRETE BOX CULVERT	\$1,100.00	\$92,400.00	\$1,100.00	\$92,400.00	\$1,800.00	\$151,200.00	\$1,159.00	\$97,356.00
5021310	208.000	LINFT	9-FOOT X 6-FOOT PRECAST CONCRETE BOX CULVERT	\$1,800.00	\$374,400.00	\$1,600.00	\$332,800.00	\$2,400.00	\$499,200.00	\$2,027.00	\$421,616.00
5050100	15,876.000	POUND	REINFORCING STEEL	\$1.50	\$23,814.00	\$2.20	\$34,927.20	\$2.00	\$31,752.00	\$3.40	\$53,978.40
5050120	270,224.000	POUND	REINFORCING STEEL (EPOXY COATED)	\$2.00	\$540,448.00	\$2.70	\$729,604.80	\$2.00	\$540,448.00	\$3.40	\$918,761.60
5050130	3,653.000	POUND	REINFORCING STEEL (EPOXY COATED) (DOWELED)	\$4.00	\$14,612.00	\$5.00	\$18,265.00	\$4.00	\$14,612.00	\$31.90	\$116,530.70
6100050	1,209.000	SQYD	GEOTEXTILE (CLASS 1)	\$5.00	\$6,045.00	\$3.00	\$3,627.00	\$5.00	\$6,045.00	\$8.25	\$9,974.25
6100170	12.000	CUYD	RIPRAP (CLASS 150)	\$500.00	\$6,000.00	\$400.00	\$4,800.00	\$290.00	\$3,480.00	\$205.00	\$2,460.00
6100190	570.000	CUYD	RIPRAP (CLASS 300)	\$120.00	\$68,400.00	\$200.00	\$114,000.00	\$290.00	\$165,300.00	\$205.00	\$116,850.00
6100200	259.000	CUYD	RIPRAP (CLASS 400)	\$120.00	\$31,080.00	\$200.00	\$51,800.00	\$300.00	\$77,700.00	\$205.00	\$53,095.00
6100470	164.400	CUYD	RIPRAP BEDDING (CLASS 300)	\$130.00	\$21,372.00	\$240.00	\$39,456.00	\$200.00	\$32,880.00	\$320.00	\$52,608.00
6100480	78.800	CUYD	RIPRAP BEDDING (CLASS 400)	\$100.00	\$7,880.00	\$240.00	\$18,912.00	\$210.00	\$16,548.00	\$320.00	\$25,216.00
6160100	3.000	EACH	MISSOURI GATE	\$2,000.00	\$6,000.00	\$2,100.00	\$6,300.00	\$2,000.00	\$6,000.00	\$3,225.00	\$9,675.00
6161000	1,577.000	LINFT	TYPE C-NV-4B FENCE	\$20.00	\$31,540.00	\$29.00	\$45,733.00	\$12.00	\$18,924.00	\$42.00	\$66,234.00
6161520	110.000	LINFT	DEBRIS FENCE	\$150.00	\$16,500.00	\$62.00	\$6,820.00	\$60.00	\$6,600.00	\$130.00	\$14,300.00
6190200	4.000	EACH	GUIDE POSTS (RIGID)	\$75.00	\$300.00	\$170.00	\$680.00	\$150.00	\$600.00	\$115.00	\$460.00
6190280	94.000	EACH	OBJECT MARKERS, TYPE 3	\$120.00	\$11,280.00	\$170.00	\$15,980.00	\$150.00	\$14,100.00	\$200.00	\$18,800.00
6240130	1.000	FA	UNIFORMED TRAFFIC CONTROL OFFICER	\$112,000.00	\$112,000.00	\$112,000.00	\$112,000.00	\$112,000.00	\$112,000.00	\$112,000.00	\$112,000.00
6240140	160.000	DAY	TRAFFIC CONTROL SUPERVISOR	\$1,000.00	\$160,000.00	\$734.00	\$117,440.00	\$1,600.00	\$256,000.00	\$2,100.00	\$336,000.00
6240190	16.000	HOURL	RENT EQUIPMENT (MOTOR GRADER)	\$200.00	\$3,200.00	\$220.00	\$3,520.00	\$180.00	\$2,880.00	\$251.00	\$4,016.00
6240280	32.000	HOURL	RENT EQUIPMENT (DUMP TRUCK)	\$200.00	\$6,400.00	\$230.00	\$7,360.00	\$160.00	\$5,120.00	\$177.00	\$5,664.00

Bid Tabulation
October 15, 2021

Item No.	Quantity	Unit	Description	Engineer's Estimate		W.W. Clyde & Co.		Road and Highway Builders LLC		Granite Construction Company	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
6240420	32.000	HOUR	RENT EQUIPMENT (BACKHOE)	\$200.00	\$6,400.00	\$220.00	\$7,040.00	\$160.00	\$5,120.00	\$213.00	\$6,816.00
6250490	1.000	LS	RENT TRAFFIC CONTROL DEVICES	\$670,000.00	\$670,000.00	\$813,000.00	\$813,000.00	\$550,000.00	\$550,000.00	\$1,679,546.32	\$1,679,546.32
6270190	1,051.980	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (METAL SUPPORTS)	\$100.00	\$105,198.00	\$120.00	\$126,237.60	\$120.00	\$126,237.60	\$88.00	\$92,574.24
6280120	1.000	LS	MOBILIZATION	\$640,271.76	\$640,271.76	\$934,000.00	\$934,000.00	\$1,034,813.55	\$1,034,813.55	\$951,128.23	\$951,128.23
6320915	287.000	LINFT	EPOXY PAVEMENT STRIPING (6-INCH SOLID WHITE)	\$15.00	\$4,305.00	\$21.00	\$6,027.00	\$10.00	\$2,870.00	\$17.00	\$4,879.00
6320990	122.000	LINFT	EPOXY PAVEMENT STRIPING (BROKEN YELLOW)	\$10.00	\$1,220.00	\$21.00	\$2,562.00	\$7.00	\$854.00	\$5.00	\$610.00
6321070	22.000	LINFT	EPOXY PAVEMENT STRIPING (DOUBLE SOLID YELLOW)	\$20.00	\$440.00	\$21.00	\$462.00	\$20.00	\$440.00	\$35.00	\$770.00
6370110	1.000	LS	TEMPORARY POLLUTION CONTROL	\$147,000.00	\$147,000.00	\$300,000.00	\$300,000.00	\$60,000.00	\$60,000.00	\$545,000.00	\$545,000.00
Totals:					\$7,048,653.36		\$9,867,845.81		\$11,222,222.00		\$11,910,910.00

Price Sensitivity
October 15, 2021

Contract No.: 3868-READV
Project No.: NHP-006-2(019) / SP-000M(072)
Project Id: 60846 / 60885
County: Nye
Range: R27 (\$6,600,000.01 to \$7,950,000.00)
Working Days: 160

RE: Don Christiansen
Designer: Allisa Root

Engineer's Estimate	W.W. Clyde & Co.	Road and Highway Builders LLC	Diff. Between Low & 2nd	Diff Between EE & Low	Low Bid % of EE
\$7,048,653.36	\$9,867,845.81	\$11,222,222.00	\$1,354,376.19	\$2,819,192.45	140%

Item No.	Quantity	Unit	Description	Engineer's Est. Unit Price	Low Bid Unit Price	2nd Low Bid Unit Price	Qty Chg Req'd to Chg Bid Order	% Change in Qty Req'd	Low % of EE	Significantly Unbalanced	Price & Quantity Check Comments
2020255	1.000	EACH	REMOVAL OF REINFORCED CONCRETE BOX CULVERT	\$100,000.00	\$420,000.00	\$90,000.00	4.10	410%	420%	Yes	EE OK / QTY OK
2020530	2.000	EACH	REMOVAL OF HEADWALL	\$3,000.00	\$30,000.00	\$5,000.00	54.18	2709%	1000%	Yes	EE OK / QTY OK
2020535	4.000	EACH	REMOVAL OF PORTION OF HEADWALL	\$3,000.00	\$20,000.00	\$5,000.00	90.29	2257%	667%	Yes	EE OK / QTY OK
2030160	689.900	CUYD	DRAINAGE EXCAVATION	\$75.00	\$150.00	\$80.00	19,348.23	2804%	200%	Yes	EE a little low, could have been higher due to remote locations of work. / QTY OK
2030170	509.100	CUYD	CHANNEL EXCAVATION	\$75.00	\$150.00	\$80.00	19,348.23	3800%	200%	Yes	EE a little low, could have been higher due to remote locations of work. / QTY OK
2030230	8325.000	CUYD	BORROW EMBANKMENT	\$30.00	\$65.00	\$35.00	45,145.87	542%	217%	Yes	EE a little low, could have been higher due to remote locations of work. / QTY OK
2060110	2926.800	CUYD	STRUCTURE EXCAVATION	\$50.00	\$80.00	\$80.00	N/A	N/A	160%	Yes	EE a little low, could have been higher due to remote locations of work. / QTY OK
2070110	2330.500	CUYD	GRANULAR BACKFILL	\$50.00	\$145.00	\$90.00	24,625.02	1057%	290%	Yes	EE a little low, could have been higher due to remote locations of work. / QTY OK
4020180	180.730	TON	PLANTMIX SURFACING (TYPE 2) (WET)	\$300.00	\$710.00	\$250.00	2,944.30	1629%	237%	Yes	EE OK / QTY OK
5020990	1990.980	CUYD	CLASS DA CONCRETE, MODIFIED (MAJOR)	\$1,600.00	\$1,876.00	\$3,100.00	-1,106.52	-66%	125%	No	EE OK / QTY OK
5021180	84.000	LINFT	5-FOOT X 3-FOOT PRECAST CONCRETE BOX CULVERT	\$1,100.00	\$1,100.00	\$1,800.00	-1,934.82	-2303%	100%	No	EE OK / QTY OK
5021310	208.000	LINFT	9-FOOT X 6-FOOT PRECAST CONCRETE BOX CULVERT	\$1,800.00	\$1,600.00	\$2,400.00	-1,692.97	-814%	89%	No	EE OK / QTY OK
5050120	270224.000	POUND	REINFORCING STEEL (EPOXY COATED)	\$2.00	\$2.70	\$2.00	1,934,823.13	716%	135%	No	EE OK / QTY OK
6100190	570.000	CUYD	RIPRAP (CLASS 300)	\$120.00	\$200.00	\$290.00	-15,048.62	-2640%	167%	Yes	EE OK / QTY OK
6100200	259.000	CUYD	RIPRAP (CLASS 400)	\$120.00	\$200.00	\$300.00	-13,543.76	-5229%	167%	Yes	EE OK / QTY OK
6240140	160.000	DAY	TRAFFIC CONTROL SUPERVISOR	\$1,000.00	\$734.00	\$1,600.00	-1,563.94	-977%	73%	Yes	EE OK / QTY OK
6250490	1.000	LS	RENT TRAFFIC CONTROL DEVICES	\$670,000.00	\$813,000.00	\$550,000.00	N/A	N/A	121%	No	EE OK / QTY OK
6270190	1051.980	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (METAL SUPPORTS)	\$100.00	\$120.00	\$120.00	N/A	N/A	120%	No	EE OK / QTY OK
6280120	1.000	LS	MOBILIZATION	\$640,271.76	\$934,000.00	\$1,034,813.55	N/A	N/A	146%	No	Fixed Percentage 6%
6370110	1.000	LS	TEMPORARY POLLUTION CONTROL	\$147,000.00	\$300,000.00	\$60,000.00	5.64	564%	204%	Yes	EE OK / QTY OK

Additional Comments: The Bid Review Analysis Team has reviewed and checked the engineer's estimate and quantities; no quantity errors were found. Price increases due to material supply and remote location may have been a factor in the higher than anticipated bids. Recommend to Award.

Purpose and Need of Project: This is a district betterment project located on US 6 and SR 376 in Nye County. The project consists of replacing the B-180 structure, RCB extensions and improvements, including new wing walls, headwalls, aprons and earthwork. Extending existing culverts to allow for the construction of clear zone on US 6 and SR 376, which will provide for a safer US 6 corridor to the travelling public.

DISCLOSURE OF OWNERSHIP/PRINCIPALS

1. Business Entity Type (Please select one)

- Sole Proprietorship
 Partnership
 Limited Liability Company
 Corporation
 Trust
 Non-Profit Organization
 Other

2. Are you a publicly-traded corporation? Yes No

3. Number of Nevada Residents Employed (Do Not Leave Blank):

4. Corporate/Business Entity Name (Include d.b.a., if applicable):

w.w. clyde & co.

5. Corporate/Business Entity Street Address:

Street Address: 869 N. 1500 W.	Website: wwclyde.net
City, State and Zip Code: Orem, Utah 84057	Point of Contact Name: John K. Thompson
Telephone and Fax No. 8015922073	Email: jthompson@wwclyde.net

6. Nevada Local Business Street Address (If different from above):

Street Address: N/A	Website:
City, State and Zip Code:	Point of Contact Name:
Local Telephone and Fax No. 8015922073	Email:

6. List of Owners/Officers

All business entities*, with the exception of publicly-traded and non-profit organizations, must list the names of individuals holding more than five percent (5%) ownership or financial interest in the business entity.

Publicly-traded entities and non-profit organizations shall list all Corporate Officers and Directors in lieu of disclosing the names of individuals with ownership or financial interest.

Full Name	Title	% Owned (Not required for Publicly-Traded Corporations/Non-profit Organizations)
Dustin Olson	President	0
John Thompson	Vice President	0
Jeffery Cochran	Vice President	0
Randy Blount	Vice President	0
Dave Smith	Treasurer	0
Brandon Hale	Secretary	0

*Business entities include all business associations organized under or governed by Title 7 of the Nevada Revised Statutes, including but not limited to private corporations, close corporations, foreign corporations, limited liability companies, partnerships, limited partnerships, and professional corporations.

DISCLOSURE OF RELATIONSHIP FORM

*****This section is not required for publicly-traded corporations*****

Purpose:

1. Disclose any individual members, partners, owners or principals involved in the business entity that is a NDOT full-time employee(s) or appointed/elected official(s).

In accordance with NRS 281A.430.1, a public officer or employee shall not bid on or enter into a contract between a government agency and any private business in which he has a significant financial interest, except as otherwise provided in that statute.

2. Disclose any individual members, partners, owners or principals involved in the business entity with a first or second degree of consanguinity, or affinity relation to a NDOT full-time employee(s) or appointed/elected official(s) (reference the ***Definition*** section below).

Definitions:

Consanguinity is a relationship by blood.

Affinity is a relationship by marriage.

First and Second degree of consanguinity applies to the candidate's first and second degree of blood relatives as follows:

- First Degree: Spouse – Registered Domestic Partners – Children – Parents – In-laws
- Second Degree: Brothers/Sisters – Half-Brothers/Half-Sisters – Grandchildren – Grandparents – In-laws

Disclosure of Relationship:

If "YES" is selected for any of the following questions, the Disclosure of Relationship form must be completed (see Page 5).

1. Are any individual members, partners, owners or principals involved in the business entity a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No

2. Are any individual members, partners, owners or principals have a first or second degree of consanguinity related to a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No

List any disclosures below (mark N/A, if not applicable.):

NAME OF BUSINESS OWNER/PRINCIPAL	NAME OF NDOT EMPLOYEE/OFFICIAL AND JOB TITLE	RELATIONSHIP TO NDOT EMPLOYEE/OFFICIAL	NDOT EMPLOYEE'S/OFFICIAL'S DEPARTMENT/DIVISION
NA	NA	NA	NA

I certify under penalty of perjury, that all of the information provided herein is current, complete, and accurate. I also understand that NDOT may not take action on contract and agreement approvals without the completed disclosure form.

DocuSigned by:
John Thompson
Signature _____ John Thompson
Print Name _____

Vice President of Construction 11/11/2021

Title _____ Date _____

For NDOT Use Only:

If any Disclosure of Relationship is noted above, please complete the following:

- Yes No Is the NDOT employee(s) noted above involved in the contracting/selection process for this particular item?
- Yes No Is the NDOT employee(s) noted above involved in any way with the business in performance of the contract?

Notes/Comments: _____

DocuSigned by:
Cori Brennan
Signature _____
A19884C9DA9E6C3

Cori Brennan

Print Name _____
 Authorized NDOT Representative



1263 South Stewart Street
Carson City, NV 89712
Phone: (775) 888-7440
Fax: (775) 888-7201

MEMORANDUM

December 2, 2021

TO: Department of Transportation Board of Directors
FROM: Kristina Swallow, P.E., Director
SUBJECT: December 13, 2021 | Transportation Board of Directors Meeting
ITEM #6: Contract 3889, Project No. NHP-095-6(010), on US 95, from 0.10 miles South of SR 140 to Albisu Road, with Q & D CONSTRUCTION, LLC, to cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements, in Humboldt county. (For possible action)

Summary:

October 14, 2021, at 2:30 PM, the following bids were opened for Contract 3889, Project No. NHP-095-6(010), on US 95, from 0.10 miles south of SR 140 to Albisu Road, in Humboldt County, to cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements.

Q & D Construction LLC.....	\$18,700,000.00
Road and Highway Builders LLC.....	\$19,292,292.00
W.W. Clyde & Co.....	\$20,472,294.59
Sierra Nevada Construction Inc.	\$21,398,007.00
Engineer’s Estimate.....	\$18,063,871.48

The Director recommends award to Q & D Construction LLC for \$18,700,000.00.

List of Attachments:

- A. Concurrence in Award Memorandum
- B. Unofficial Bid Results
- C. Disadvantaged Business Enterprise (DBE) Goal
- D. Bid Review and Analysis Team (BRAT) Summary Report
- E. Disclosure of Ownership and Relationships Form

Recommendation for Board Action:

Approve Contract 3889, Project No. NHP-095-6(010), on US 95, from 0.10 miles South of SR 140 to Albisu Road, with Q & D CONSTRUCTION, LLC, to cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements, in Humboldt county.

Prepared by:

Administrative Services Division



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7070
Fax: (775) 888-7101

MEMORANDUM
Administrative Services

November 8, 2021

To: Kristina Swallow, P.E., Director
Sajid Sulahria, Assistant Director, Engineering
Jenica Keller, Assistant Director, Operations

From: Cori Brennan, Management Analyst – Administrative Services DS
CB

Subject: Concurrence in Award for Contract No. 3889, Project No. NHP-095-6(010), on US 95, from 0.100 miles South of SR 140 to Albisu Road, in Humboldt County, described as cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements. The Engineer's Estimate is \$18,063,871.48.

This memo is to confirm concurrence in award of the subject contract.

Bid proposals were opened on October 14, 2021. Q & D Construction LLC is the apparent low bidder at \$18,700,000.00 and they submitted a properly executed proposal, bid bond and anti-collusion affidavit. The second low bidder is Road and Highway Builders LLC with a bid of \$19,292,292.00.

The project is Federally funded; required 5.00% DBE participation; and is not subject to State Bidder Preference provisions.

The subcontractor and supplier listings submitted by Q & D Construction LLC have been reviewed and confirmed by Contract Services. The DBE information submitted by Q & D Construction LLC has been reviewed and certified by the External Civil Rights office. Q & D Construction LLC has met the required DBE participation with a 5.02% commitment. The bid is within the Engineer's Estimate Range, and a copy of the Unofficial Bid Results report is attached for your reference. The BRAT Co-Chairs have provided their recommendation to award, and the report is attached.

Your concurrence in award of this contract by endorsement hereon is respectfully requested. Upon receipt, a packet will be prepared to obtain Transportation Board approval of the award at the December 13, 2021 meeting.

Concurrence in award:

DocuSigned by:
Sajid Sulahria
5ABEA62360D14C4...
Sajid Sulahria, Assistant Director

DocuSigned by:
Jenica Keller
D4A618F26D8B447...
Jenica Keller, Assistant Director

DocuSigned by:
Kristina Swallow
C4B612FC2C1E4FB...
Kristina Swallow, P.E., Director

Enclosures:
Unofficial Bid Results Report
DBE Sub Approval
BRAT Report



Nevada Department of Transportation
Unofficial Bid Results
 October 14, 2021

Contract Number: 3889	Bid Opening Date and Time: 10/14/2021 2:30 PM
Designer:	Liquidated Damages: \$6,000.00
Senior Designer: TYLER WOOD	Working Days: 130
Estimate Range: R32 \$16,500,000.01 to \$20,000,000	District: DISTRICT 3
Project Number: NHP-095-6(010)	

County: HUMBOLDT
Location: US 95, from 0.100 miles South of SR 140 to Albusu Road
Description: cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements

	Actual Bid
Apparent Low Bidder: Q & D Construction LLC	\$18,700,000.00
Apparent 2nd: Road and Highway Builders LLC	\$19,292,292.00
Apparent 3rd: W.W. Clyde & Co.	\$20,472,294.59

Bidders:	Actual Bid Amount
1 Q & D Construction LLC 1050 South 21st Street Sparks, NV 89431 (775) 786-2677	\$18,700,000.00
2 Road and Highway Builders LLC 175 Salomon Circle Ste #103 Sparks, NV 89434 (775) 852-7283	\$19,292,292.00
3 W.W. Clyde & Co. PO Box 1898 Orem, UT 84059 (801) 802-6800	\$20,472,294.59
4 Sierra Nevada Construction, Inc. PO Box 50760 Sparks, NV 89435 (775) 355-0420	\$21,398,007.00



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7497
Fax: (775) 888-7235

MEMORANDUM
Contract Compliance

November 5, 2021

To: Maya Bourgeois, Deputy Chief – Administrative services

From: Paulita De La Cruz, DBE Specialist

DocuSigned by:

9A647C8047694B9...

Subject: NDOT Bidder DBE Information – Contract no. 3889, US 95, from 0.100 miles south of SR 140 to Albisu Road, in Humboldt County; Cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements

Apparent low bid: \$18,700,000.00

The DBE information for Benson Construction and Trucking, Inc., T and S DVBE, Inc., submitted by the apparent low bidder, Q & D Construction LLC, has been received by the DBE Program office and we have concluded:

Benson Construction and Trucking, Inc. and T and S DVBE, Inc. hold active State of Nevada business licenses and are Nevada certified DBE firms. Additionally, both firms are clear of State disqualification and Federal exclusion.

The DBE goal of 5.00% has been met with a 5.02% DBE committed participation by the apparent low bidder, Q & D Construction LLC.

The DBE firms are approved for this contract.

cc: Contract Services
Contract Compliance
Teri Lewis, Title VI/DBE Manager
Julie Boyster, Asst. Title VI/DBE Manager



1263 South Stewart Street
 Carson City, Nevada 89712
 Phone: (775) 888-7070
 Fax: (775) 888-7101

MEMORANDUM
Administrative Services

November 3, 2021

To: Maya Bourgeois, Chief - Administrative Services Division

From: Bid Review and Analysis Team

Subject: BRAT Summary Report for Contract No.: 3889

The Bid Review and Analysis Team (BRAT) met on October 26, 2021 to discuss bids for the above referenced contract. The following were in attendance:

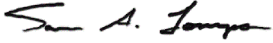
Sam Lompa, Chief Construction Engineer	Shawn Paterson, Professional Engineer
Scott Hein, Chief Roadway Design Engineer	Perry Penafiel, Professional Engineer
Tonia Andree, Professional Engineer	Allisa Root, Associate Engineer
Trent Averett, Professional Engineer	Bianca Saavedra, Associate Engineer
Ryan Bennett, Associate Engineer	Phillip Slagel, Professional Engineer
Richard Bosch, Professional Engineer	Michael West, Associate Engineer
Cori Brennan, Management Analyst	Courtney Whitfield, Associate Engineer
Mark Caffaratti, Professional Engineer	Tyler Wood, Associate Engineer
Sean Cross, Professional Engineer	Sami Yousuf, Professional Engineer
Brian Deal, Professional Engineer	
Samantha Dowd, Professional Engineer	
David Fox, Professional Engineer	
Mario Gomez, Professional Engineer	
Shawn Hilbert, Associate Engineer	
Travis Hilbish, Associate Engineer	
Eric Macgill, Associate Engineer	
Kevin Maxwell, Professional Engineer	
Brandon Monette, Associate Engineer	
James L Moore, Professional Engineer	
Wesley Osmer, Professional Engineer	

The overall bid proposal was evaluated and determined to be acceptable. The Bid Tabulation and Price Sensitivity is attached.

The apparent lowest responsive bidder, Q & D Construction LLC, submitted a bid which is 104% of the Engineer's Estimate. The BRAT recommends award of this contract.

Submitted:

DocuSigned by:


 B55C00ABA04F48F...

DocuSigned by:


 E7F2D4506AC6488...
 SCOTT HEIN, BRAT Co-Chair

cc: Attendees
 Dennis Gallagher, Legal
 Design Admin

**Bid Tabulation
October 15, 2021**

Contract No.: 3889
Description: cold mill and place plantmix bituminous surface with open grade, hydraulic and safety improvements
Location: US 95, from 0.100 miles South of SR 140 to Albisu Road
Bid Opening: 10/14/2021

Project No.: NHP-095-6(010)
Project Id: 61005
County: Humboldt
Range: R32 \$16,500,000.01 to \$20,000,000
Working: 130

Item No.	Quantity	Unit	Description	Engineer's Estimate		Q & D Construction LLC		Road and Highway Builders LLC		W.W. Clyde & Co.		Sierra Nevada Construction, Inc.	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
2000100	10.000	HOURL	SURVEY CREW	\$300.00	\$3,000.00	\$150.00	\$1,500.00	\$200.00	\$2,000.00	\$300.00	\$3,000.00	\$200.00	\$2,000.00
2010120	1.300	ACRE	CLEARING AND GRUBBING	\$15,000.00	\$19,500.00	\$50,000.00	\$65,000.00	\$5,850.00	\$7,605.00	\$1,500.00	\$1,950.00	\$15,000.00	\$19,500.00
2020285	1,004.000	LINFT	REMOVAL OF CULVERT PIPE	\$50.00	\$50,200.00	\$34.25	\$34,387.00	\$50.00	\$50,200.00	\$64.00	\$64,256.00	\$45.00	\$45,180.00
2020300	300.000	LINFT	CLEAN CULVERT PIPE	\$100.00	\$30,000.00	\$25.50	\$7,650.00	\$100.00	\$30,000.00	\$127.00	\$38,100.00	\$120.00	\$36,000.00
2020350	146.000	SOYD	REMOVAL OF CONCRETE ISLAND PAVING	\$50.00	\$7,300.00	\$26.50	\$3,869.00	\$20.00	\$2,920.00	\$44.00	\$6,424.00	\$65.00	\$9,490.00
2020450	27.000	EACH	REMOVE END SECTION	\$750.00	\$20,250.00	\$350.00	\$9,450.00	\$300.00	\$8,100.00	\$650.00	\$17,550.00	\$425.00	\$11,475.00
2020455	23.000	EACH	RESET END SECTION	\$800.00	\$18,400.00	\$415.00	\$9,545.00	\$400.00	\$9,200.00	\$950.00	\$21,850.00	\$1,000.00	\$23,000.00
2020530	4.000	EACH	REMOVAL OF HEADWALL	\$2,000.00	\$8,000.00	\$1,200.00	\$4,800.00	\$1,500.00	\$6,000.00	\$4,000.00	\$16,000.00	\$4,000.00	\$16,000.00
2020585	294.000	LINFT	REMOVAL OF FENCE	\$5.00	\$1,470.00	\$5.00	\$1,470.00	\$3.00	\$882.00	\$2.00	\$588.00	\$7.00	\$2,058.00
2020990	797,142.570	SOYD	REMOVAL OF BITUMINOUS SURFACE (COLD MILLING)	\$2.00	\$1,594,285.14	\$1.25	\$996,428.21	\$3.90	\$3,108,856.02	\$1.30	\$1,036,285.34	\$1.25	\$996,428.21
2020995	23,825.330	SOYD	REMOVAL OF BITUMINOUS SURFACE	\$1.50	\$35,738.00	\$0.50	\$11,912.67	\$1.00	\$23,825.33	\$2.20	\$52,415.73	\$1.70	\$40,503.06
2021025	13.000	EACH	REMOVAL OF BOLLARD	\$500.00	\$6,500.00	\$365.00	\$4,745.00	\$500.00	\$6,500.00	\$55.00	\$715.00	\$450.00	\$5,850.00
2021040	4.000	EACH	REMOVAL OF DROP INLET	\$3,000.00	\$12,000.00	\$500.00	\$2,000.00	\$1,500.00	\$6,000.00	\$4,800.00	\$19,200.00	\$1,000.00	\$4,000.00
2021230	737.000	LINFT	REMOVAL OF STORM DRAIN PIPE	\$40.00	\$29,480.00	\$13.50	\$9,949.50	\$50.00	\$36,850.00	\$80.00	\$58,960.00	\$30.00	\$22,110.00
2021255	300.000	LINFT	REMOVAL OF TEMPORARY PORTABLE PRECAST CONCRETE BARRIER RAIL	\$30.00	\$9,000.00	\$34.00	\$10,200.00	\$10.00	\$3,000.00	\$18.00	\$5,400.00	\$40.00	\$12,000.00
2030140	28,276.300	CUYD	ROADWAY EXCAVATION	\$25.00	\$706,907.50	\$14.50	\$410,006.35	\$7.00	\$197,934.10	\$7.00	\$197,934.10	\$25.00	\$706,907.50
2030160	1,417.800	CUYD	DRAINAGE EXCAVATION	\$30.00	\$42,534.00	\$15.85	\$22,472.13	\$20.00	\$28,356.00	\$12.00	\$17,013.60	\$50.00	\$70,890.00
2030230	656.700	CUYD	BORROW EMBANKMENT	\$40.00	\$26,268.00	\$7.50	\$4,925.25	\$25.00	\$16,417.50	\$72.00	\$47,282.40	\$60.00	\$39,402.00
2030360	353.000	SOYD	BASE PREPARATION	\$10.00	\$3,530.00	\$3.00	\$1,059.00	\$5.00	\$1,765.00	\$10.00	\$3,530.00	\$10.00	\$3,530.00
2060110	1,422.700	CUYD	STRUCTURE EXCAVATION	\$50.00	\$71,135.00	\$16.00	\$22,763.20	\$30.00	\$42,681.00	\$130.00	\$184,951.00	\$40.00	\$56,908.00
2070110	680.800	CUYD	GRANULAR BACKFILL	\$75.00	\$51,060.00	\$54.00	\$36,763.20	\$80.00	\$54,464.00	\$80.00	\$54,464.00	\$70.00	\$47,656.00
2110160	1,303.000	SOYD	SEEDING	\$13.00	\$16,939.00	\$10.50	\$13,681.50	\$10.00	\$13,030.00	\$6.00	\$7,818.00	\$6.00	\$7,818.00
3020140	8,023.760	CUYD	TYPE 1 CLASS B AGGREGATE BASE	\$55.00	\$441,306.80	\$0.01	\$80.24	\$6.00	\$48,142.56	\$56.00	\$449,330.56	\$15.00	\$120,356.40
4020100	13,316.000	SOYD	PLANTMIXING MISCELLANEOUS AREAS	\$15.00	\$199,740.00	\$5.00	\$66,580.00	\$12.00	\$159,792.00	\$16.00	\$213,056.00	\$13.00	\$173,108.00
4020180	93,498.290	TON	PLANTMIX SURFACING (TYPE 2) (WET)	\$80.00	\$7,479,863.20	\$84.00	\$7,853,856.36	\$69.00	\$6,451,382.01	\$94.00	\$8,788,839.26	\$100.00	\$9,349,829.00
4030100	121.470	MILE	MILLED RUMBLE STRIPS	\$1,100.00	\$133,617.00	\$585.00	\$71,059.95	\$500.00	\$60,735.00	\$733.00	\$89,037.51	\$800.00	\$97,176.00
4030110	30,443.500	TON	PLANTMIX OPEN-GRADED SURFACING (3/8-INCH)	\$110.00	\$3,348,785.00	\$140.00	\$4,262,090.00	\$138.00	\$4,201,203.00	\$125.00	\$3,805,437.50	\$130.00	\$3,957,655.00
4060120	15,934.270	SOYD	PRIME COAT	\$1.50	\$23,901.41	\$1.50	\$23,901.41	\$1.00	\$15,934.27	\$1.00	\$15,934.27	\$0.75	\$11,950.70
4070190	9.550	TON	EMULSIFIED ASPHALT, TYPE SS-1H (DILUTED)	\$900.00	\$8,595.00	\$500.00	\$4,775.00	\$1,000.00	\$9,550.00	\$550.00	\$5,252.50	\$300.00	\$2,865.00
4070240	95.910	TON	SAND BLOTTER	\$40.00	\$3,836.40	\$0.01	\$0.96	\$30.00	\$2,877.30	\$39.00	\$3,740.49	\$10.00	\$959.10
5020750	9.080	CUYD	CLASS AA CONCRETE (MINOR)	\$2,750.00	\$24,970.00	\$4,200.00	\$38,136.00	\$5,000.00	\$45,400.00	\$3,200.00	\$29,056.00	\$5,400.00	\$49,032.00
5020760	14.000	CUYD	CLASS AA CONCRETE (ISLAND PAVING)	\$600.00	\$8,400.00	\$720.00	\$10,080.00	\$2,000.00	\$28,000.00	\$900.00	\$12,600.00	\$1,300.00	\$18,200.00
5022050	3.000	EACH	CONCRETE PIPE COLLAR	\$2,000.00	\$6,000.00	\$1,950.00	\$5,850.00	\$1,500.00	\$4,500.00	\$2,650.00	\$7,950.00	\$2,200.00	\$6,600.00
5050100	348.000	POUND	REINFORCING STEEL	\$8.00	\$2,784.00	\$2.25	\$783.00	\$7.00	\$2,436.00	\$4.00	\$1,392.00	\$7.00	\$2,436.00
5060900	13.000	EACH	BOLLARDS	\$1,500.00	\$19,500.00	\$1,200.00	\$15,600.00	\$1,200.00	\$15,600.00	\$1,200.00	\$15,600.00	\$1,000.00	\$13,000.00
6030170	734.000	LINFT	18-INCH REINFORCED CONCRETE PIPE, CLASS III	\$150.00	\$110,100.00	\$68.00	\$49,912.00	\$50.00	\$36,700.00	\$370.00	\$271,580.00	\$95.00	\$69,730.00
6040205	35.000	LINFT	12-INCH CORR. METAL PIPE (16 GAGE)	\$200.00	\$7,000.00	\$84.00	\$2,940.00	\$260.00	\$9,100.00	\$320.00	\$11,200.00	\$85.00	\$2,975.00
6040235	31.000	LINFT	15-INCH CORR. METAL PIPE (16 GAGE)	\$250.00	\$7,750.00	\$95.00	\$2,945.00	\$270.00	\$8,370.00	\$320.00	\$9,920.00	\$100.00	\$3,100.00
6040280	196.000	LINFT	18-INCH CORR. METAL PIPE (16 GAGE)	\$150.00	\$29,400.00	\$83.00	\$16,268.00	\$280.00	\$54,880.00	\$320.00	\$62,720.00	\$90.00	\$17,640.00
6040390	517.000	LINFT	24-INCH CORR. METAL PIPE (16 GAGE)	\$150.00	\$77,550.00	\$87.00	\$44,979.00	\$290.00	\$149,930.00	\$320.00	\$165,440.00	\$80.00	\$41,360.00
6040470	7.000	LINFT	30-INCH CORR. METAL PIPE (16 GAGE)	\$200.00	\$1,400.00	\$350.00	\$2,450.00	\$500.00	\$3,500.00	\$530.00	\$3,710.00	\$200.00	\$1,400.00
6040545	53.000	LINFT	36-INCH CORR. METAL PIPE (16 GAGE)	\$250.00	\$13,250.00	\$160.00	\$8,480.00	\$200.00	\$10,600.00	\$390.00	\$20,670.00	\$130.00	\$6,890.00
6041010	27.000	LINFT	17-INCH X 13-INCH CORR. METAL ARCH PIPE (16 GAGE)	\$200.00	\$5,400.00	\$110.00	\$2,970.00	\$350.00	\$9,450.00	\$340.00	\$9,180.00	\$130.00	\$3,510.00
6041070	15.000	LINFT	28-INCH X 20-INCH CORR. METAL ARCH PIPE (16 GAGE)	\$250.00	\$3,750.00	\$195.00	\$2,925.00	\$360.00	\$5,400.00	\$340.00	\$5,100.00	\$180.00	\$2,700.00
6042440	24.000	EACH	24-INCH METAL END SECTION	\$900.00	\$21,600.00	\$1,100.00	\$26,400.00	\$2,200.00	\$52,800.00	\$1,270.00	\$30,480.00	\$1,100.00	\$26,400.00
6042460	1.000	EACH	30-INCH METAL END SECTION	\$1,200.00	\$1,200.00	\$2,500.00	\$2,500.00	\$2,400.00	\$2,400.00	\$950.00	\$950.00	\$1,400.00	\$1,400.00
6042475	1.000	EACH	36-INCH METAL END SECTION	\$1,500.00	\$1,500.00	\$2,700.00	\$2,700.00	\$2,600.00	\$2,600.00	\$1,000.00	\$1,000.00	\$1,700.00	\$1,700.00
6042505	2.000	EACH	42-INCH METAL END SECTION (SAFETY TYPE)	\$4,500.00	\$9,000.00	\$12,300.00	\$24,600.00	\$4,500.00	\$9,000.00	\$1,300.00	\$2,600.00	\$12,000.00	\$24,000.00

**Bid Tabulation
October 15, 2021**

Item No.	Quantity	Unit	Description	Engineer's Estimate		Q & D Construction LLC		Road and Highway Builders LLC		W.W. Clyde & Co.		Sierra Nevada Construction, Inc.	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
6090250	3.000	EACH	ADJUSTING MANHOLE COVERS (METHOD A)	\$1,500.00	\$4,500.00	\$1,100.00	\$3,300.00	\$800.00	\$2,400.00	\$1,600.00	\$4,800.00	\$2,500.00	\$7,500.00
6090380	1.000	EACH	TYPE 1 MANHOLE (MODIFIED)	\$10,000.00	\$10,000.00	\$5,300.00	\$5,300.00	\$6,000.00	\$6,000.00	\$11,000.00	\$11,000.00	\$14,000.00	\$14,000.00
6091030	550.000	POUND	CASTINGS	\$5.00	\$2,750.00	\$4.00	\$2,200.00	\$5.00	\$2,750.00	\$9.00	\$4,950.00	\$2.15	\$1,182.50
6091040	1,224.000	POUND	STRUCTURAL STEEL GRATES	\$3.00	\$3,672.00	\$4.00	\$4,896.00	\$5.00	\$6,120.00	\$9.00	\$11,016.00	\$4.00	\$4,896.00
6091705	1.000	FA	PIPE REPAIR	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
6091730	135.000	LINFT	18-INCH PIPE LINER	\$300.00	\$40,500.00	\$345.00	\$46,575.00	\$250.00	\$33,750.00	\$340.00	\$45,900.00	\$370.00	\$49,950.00
6091742	1,232.000	LINFT	24-INCH PIPE LINER	\$200.00	\$246,400.00	\$279.00	\$343,728.00	\$270.00	\$332,640.00	\$280.00	\$344,960.00	\$260.00	\$320,320.00
6091755	168.000	LINFT	30-INCH PIPE LINER	\$200.00	\$33,600.00	\$320.00	\$53,760.00	\$300.00	\$50,400.00	\$320.00	\$53,760.00	\$313.00	\$52,584.00
6100050	1,930.000	SQYD	GEOTEXTILE (CLASS 1)	\$3.00	\$5,790.00	\$1.75	\$3,377.50	\$5.00	\$9,650.00	\$2.00	\$3,860.00	\$3.70	\$7,141.00
6100190	588.000	CUYD	RIPRAP (CLASS 300)	\$150.00	\$88,200.00	\$110.00	\$64,680.00	\$260.00	\$152,880.00	\$230.00	\$135,240.00	\$60.00	\$35,280.00
6100200	205.000	CUYD	RIPRAP (CLASS 400)	\$150.00	\$30,750.00	\$155.00	\$31,775.00	\$280.00	\$57,400.00	\$230.00	\$47,150.00	\$125.00	\$25,625.00
6100210	197.000	CUYD	RIPRAP (CLASS 550)	\$150.00	\$29,550.00	\$120.00	\$23,640.00	\$300.00	\$59,100.00	\$230.00	\$45,310.00	\$145.00	\$28,565.00
6100470	249.000	CUYD	RIPRAP BEDDING (CLASS 300)	\$150.00	\$37,350.00	\$320.00	\$79,680.00	\$100.00	\$24,900.00	\$120.00	\$29,880.00	\$100.00	\$24,900.00
6100480	64.000	CUYD	RIPRAP BEDDING (CLASS 400)	\$150.00	\$9,600.00	\$165.00	\$10,560.00	\$200.00	\$12,800.00	\$120.00	\$7,680.00	\$150.00	\$9,600.00
6100490	49.000	CUYD	RIPRAP BEDDING (CLASS 550)	\$100.00	\$4,900.00	\$200.00	\$9,800.00	\$220.00	\$10,780.00	\$120.00	\$5,880.00	\$200.00	\$9,800.00
6130390	196.000	LINFT	CLASS AA CONCRETE GLUE DOWN CURB (TYPE B)	\$4.00	\$7,840.00	\$5.00	\$9,800.00	\$3.00	\$5,880.00	\$75.00	\$14,700.00	\$62.00	\$12,152.00
6160720	294.000	LINFT	TYPE A-4B FENCE	\$30.00	\$8,820.00	\$16.00	\$4,704.00	\$10.00	\$2,940.00	\$20.00	\$5,880.00	\$33.00	\$9,702.00
6180250	300.000	LINFT	REMOVE AND RESET GUARDRAIL	\$12.00	\$3,600.00	\$6.75	\$2,025.00	\$12.00	\$3,600.00	\$7.00	\$2,100.00	\$6.50	\$1,950.00
6180540	300.000	LINFT	GALVANIZED GUARDRAIL	\$30.00	\$9,000.00	\$50.00	\$15,000.00	\$60.00	\$18,000.00	\$53.00	\$15,900.00	\$50.00	\$15,000.00
6190200	1,410.000	EACH	GUIDE POSTS (RIGID)	\$50.00	\$70,500.00	\$58.00	\$81,780.00	\$70.00	\$98,700.00	\$67.00	\$94,470.00	\$57.75	\$81,427.50
6190260	3.000	EACH	OBJECT MARKERS, TYPE 2	\$200.00	\$600.00	\$150.00	\$450.00	\$300.00	\$900.00	\$165.00	\$495.00	\$150.00	\$450.00
6230226	7.000	EACH	NO. 3-1/2 PULL BOX, MODIFIED	\$1,150.00	\$8,050.00	\$1,050.00	\$7,350.00	\$700.00	\$4,900.00	\$1,900.00	\$13,300.00	\$1,015.00	\$7,105.00
6230232	3.000	EACH	NO. 5 PULL BOX, MODIFIED	\$1,800.00	\$5,400.00	\$1,350.00	\$4,050.00	\$1,000.00	\$3,000.00	\$2,400.00	\$7,200.00	\$1,320.00	\$3,960.00
6230537	7.000	EACH	SOLAR POLE	\$16,700.00	\$116,900.00	\$8,500.00	\$59,500.00	\$10,000.00	\$70,000.00	\$10,000.00	\$70,000.00	\$8,125.00	\$56,875.00
6230775	12.000	EACH	LOOP DETECTOR	\$700.00	\$8,400.00	\$1,200.00	\$14,400.00	\$600.00	\$7,200.00	\$3,000.00	\$36,000.00	\$1,120.00	\$13,440.00
6231600	7.000	EACH	SOLAR PHOTOVOLTAIC ARRAY	\$3,000.00	\$21,000.00	\$6,800.00	\$47,600.00	\$2,500.00	\$17,500.00	\$10,000.00	\$70,000.00	\$6,600.00	\$46,200.00
6231805	290.000	LINFT	2-INCH CONDUIT	\$24.00	\$6,960.00	\$15.00	\$4,350.00	\$30.00	\$8,700.00	\$66.00	\$19,140.00	\$15.25	\$4,422.50
6231820	90.000	LINFT	3-INCH CONDUIT	\$45.00	\$4,050.00	\$21.00	\$1,890.00	\$40.00	\$3,600.00	\$82.00	\$7,380.00	\$21.40	\$1,926.00
6231975	2,472.000	LINFT	NO. 6 CONDUCTOR	\$1.50	\$3,708.00	\$2.00	\$4,944.00	\$2.00	\$4,944.00	\$5.00	\$12,360.00	\$2.00	\$4,944.00
6232220	4.000	EACH	STEEL POST, 20-FOOT	\$8,750.00	\$35,000.00	\$7,700.00	\$30,800.00	\$15,000.00	\$60,000.00	\$5,800.00	\$23,200.00	\$7,800.00	\$31,200.00
6232225	3.000	EACH	STEEL POST, 30-FOOT	\$11,500.00	\$34,500.00	\$11,000.00	\$33,000.00	\$20,000.00	\$60,000.00	\$9,200.00	\$27,600.00	\$10,700.00	\$32,100.00
6232550	2.000	EACH	SIGNAL HEAD 1W1C, POST TOP	\$1,150.00	\$2,300.00	\$1,000.00	\$2,000.00	\$1,500.00	\$3,000.00	\$1,300.00	\$2,600.00	\$985.00	\$1,970.00
6232680	118.000	SQFT	TRAFFIC SIGNAL SIGNS	\$50.00	\$5,900.00	\$65.00	\$7,670.00	\$60.00	\$7,080.00	\$80.00	\$9,440.00	\$65.00	\$7,670.00
6232685	32.000	SQFT	ILLUMINATED TRAFFIC SIGNS	\$175.00	\$5,600.00	\$220.00	\$7,040.00	\$100.00	\$3,200.00	\$370.00	\$11,840.00	\$220.00	\$7,040.00
6232688	3.000	EACH	INTELLIGENT TRAFFIC SIGN	\$8,000.00	\$24,000.00	\$6,000.00	\$18,000.00	\$20,000.00	\$60,000.00	\$8,700.00	\$26,100.00	\$6,000.00	\$18,000.00
6240130	1.000	FA	UNIFORMED TRAFFIC CONTROL OFFICER	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
6240140	130.000	DAY	TRAFFIC CONTROL SUPERVISOR	\$1,000.00	\$130,000.00	\$1,200.00	\$156,000.00	\$800.00	\$104,000.00	\$680.00	\$88,400.00	\$1,205.00	\$156,650.00
6240280	8.000	hour	RENT EQUIPMENT (DUMP TRUCK)	\$150.00	\$1,200.00	\$120.00	\$960.00	\$130.00	\$1,040.00	\$165.00	\$1,320.00	\$135.00	\$1,080.00
6240420	16.000	hour	RENT EQUIPMENT (BACKHOE)	\$150.00	\$2,400.00	\$120.00	\$1,920.00	\$130.00	\$2,080.00	\$175.00	\$2,800.00	\$175.00	\$2,800.00
6250490	1.000	LS	RENT TRAFFIC CONTROL DEVICES	\$390,000.00	\$390,000.00	\$525,000.00	\$525,000.00	\$600,000.00	\$600,000.00	\$333,000.00	\$333,000.00	\$1,080,780.21	\$1,080,780.21
6270100	1.000	LS	INSTALL STATE FURNISHED SIGNS	\$5,000.00	\$5,000.00	\$1,100.00	\$1,100.00	\$5,000.00	\$5,000.00	\$1,100.00	\$1,100.00	\$1,055.00	\$1,055.00
6270190	2,747.150	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (METAL SUPPORTS)	\$100.00	\$274,715.00	\$115.00	\$315,922.25	\$60.00	\$164,829.00	\$120.00	\$329,658.00	\$110.00	\$302,186.50
6270200	72.000	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (SPECIAL METAL SUPPORTS)	\$120.00	\$8,640.00	\$115.00	\$8,280.00	\$200.00	\$14,400.00	\$120.00	\$8,640.00	\$110.00	\$7,920.00
6270220	20.720	SQFT	PERMANENT SIGN PANELS (PANELS ONLY)	\$60.00	\$1,243.20	\$59.00	\$1,222.48	\$50.00	\$1,036.00	\$59.00	\$1,222.48	\$55.20	\$1,143.74
6270240	2,256.830	SQFT	PERMANENT SIGNS, REMOVE	\$8.00	\$18,054.64	\$7.00	\$15,797.81	\$6.00	\$13,540.98	\$7.00	\$15,797.81	\$6.50	\$14,669.40
6270250	20.720	SQFT	PERMANENT SIGNS, REMOVE (PANEL ONLY)	\$10.00	\$207.20	\$7.00	\$145.04	\$20.00	\$414.40	\$7.00	\$145.04	\$6.50	\$134.68
6280120	1.000	LS	MOBILIZATION	\$1,022,228.57	\$1,022,228.57	\$1,772,112.99	\$1,772,112.99	\$1,587,199.53	\$1,587,199.53	\$1,950,000.00	\$1,950,000.00	\$2,100,000.00	\$2,100,000.00
6320920	84.300	MILE	EPOXY PAVEMENT STRIPING (6-INCH SOLID WHITE)	\$2,000.00	\$168,600.00	\$3,650.00	\$307,695.00	\$2,400.00	\$202,320.00	\$3,600.00	\$303,480.00	\$3,450.00	\$290,835.00
6320980	34.900	MILE	EPOXY PAVEMENT STRIPING (BROKEN YELLOW)	\$1,000.00	\$34,900.00	\$550.00	\$19,195.00	\$800.00	\$27,920.00	\$590.00	\$20,591.00	\$550.00	\$19,195.00
6321060	4.400	MILE	EPOXY PAVEMENT STRIPING (BROKEN YELLOW W/SOLID YELLOW)	\$2,000.00	\$8,800.00	\$2,800.00	\$12,320.00	\$3,000.00	\$13,200.00	\$2,800.00	\$12,320.00	\$2,650.00	\$11,660.00
6321080	3.100	MILE	EPOXY PAVEMENT STRIPING (DOUBLE SOLID YELLOW)	\$3,000.00	\$9,300.00	\$4,500.00	\$13,950.00	\$3,500.00	\$10,850.00	\$4,500.00	\$13,950.00	\$4,300.00	\$13,330.00
6341030	360.000	LINFT	THERMOPLASTIC PAVEMENT MARKING (24-INCH SOLID WHITE)	\$20.00	\$7,200.00	\$11.00	\$3,960.00	\$15.00	\$5,400.00	\$11.00	\$3,960.00	\$10.50	\$3,780.00

**Bid Tabulation
October 15, 2021**

Item No.	Quantity	Unit	Description	Engineer's Estimate		Q & D Construction LLC		Road and Highway Builders LLC		W.W. Clyde & Co.		Sierra Nevada Construction, Inc.	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
6341060	124.000	SQFT	THERMOPLASTIC PAVEMENT MARKING (VARIES)	\$20.00	\$2,480.00	\$19.00	\$2,356.00	\$20.00	\$2,480.00	\$19.00	\$2,356.00	\$18.00	\$2,232.00
6370110	1.000	LS	TEMPORARY POLLUTION CONTROL	\$70,517.43	\$70,517.43	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$30,000.00	\$30,000.00
Totals:					\$18,063,871.49		\$18,700,000.00		\$19,292,292.00		\$20,472,294.59		\$21,398,007.00

Price Sensitivity
October 15, 2021

Contract No.: 3889
 Project No.: NHP-095-6(010)
 Project Id: 61005
 County: Humboldt
 Range: R32 \$16,500,000.01 to \$20,000,000
 Working: 130

RE: Trent Averett
 Designer: Tyler Wood

Engineer's Estimate	Q & D Construction LLC	Road and Highway Builders LLC	Diff. Between Low & 2nd	Diff Between EE & Low	Low Bid % of EE
\$18,063,871.49	\$18,700,000.00	\$19,292,292.00	\$592,292.00	\$636,128.51	104%

Item No.	Quantity	Unit	Description	Engineer's Est. Unit Price	Low Bid Unit Price	2nd Low Bid Unit Price	Qty Chg Req'd to Chg Bid Order	% Change in Qty Req'd	Low % of EE	Significantly Unbalanced	Price & Quantity Check Comments
2010120	1.300	ACRE	CLEARING AND GRUBBING	\$15,000.00	\$50,000.00	\$5,850.00	13.415	1032%	333%	Yes	EE OK/ QTY OK
2020285	1004.000	LINFT	REMOVAL OF CULVERT PIPE	\$50.00	\$34.25	\$50.00	-37,605.841	-3746%	69%	Yes	EE OK/ QTY OK
2020990	797142.570	SQYD	REMOVAL OF BITUMINOUS SURFACE (COLD MILLING)	\$2.00	\$1.25	\$3.90	-223,506.415	-28%	63%	Yes	EE OK/ QTY OK
2030140	28276.300	CUYD	ROADWAY EXCAVATION	\$25.00	\$14.50	\$7.00	78,972.267	279%	58%	Yes	EE OK/ QTY OK
2060110	1422.700	CUYD	STRUCTURE EXCAVATION	\$50.00	\$16.00	\$30.00	-42,306.571	-2974%	32%	Yes	EE OK/ QTY OK
2070110	680.800	CUYD	GRANULAR BACKFILL	\$75.00	\$54.00	\$80.00	-22,780.462	-3346%	72%	Yes	EE OK/ QTY OK
3020140	8023.760	CUYD	TYPE 1 CLASS B AGGREGATE BASE	\$55.00	\$0.01	\$6.00	-98,880.134	-1232%	0%	Yes	Tons were quantified in plans, CUYD bid item was used in estimate with TON quantity. Should be 8023.76 Tons or 4290.76 cuyd
4020100	13316.000	SQYD	PLANTMIXING MISCELLANEOUS AREAS	\$15.00	\$5.00	\$12.00	-84,613.143	-635%	33%	Yes	EE OK/ QTY OK
4020180	93498.290	TON	PLANTMIX SURFACING (TYPE 2) (WET)	\$80.00	\$84.00	\$69.00	39,486.133	42%	105%	No	EE OK/ QTY OK
4030100	121.470	MILE	MILLED RUMBLE STRIPS	\$1,100.00	\$585.00	\$500.00	6,968.141	5737%	53%	Yes	EE OK/ QTY OK
4030110	30443.500	TON	PLANTMIX OPEN-GRADED SURFACING (3/8-INCH) (WET)	\$110.00	\$140.00	\$138.00	296,146.000	973%	127%	No	EE OK/ QTY OK
6030170	734.000	LINFT	18-INCH REINFORCED CONCRETE PIPE, CLASS III	\$150.00	\$68.00	\$50.00	32,905.111	4483%	45%	Yes	EE OK/ QTY OK
6040390	517.000	LINFT	24-INCH CORR. METAL PIPE (16 GAGE)	\$150.00	\$87.00	\$290.00	-2,917.695	-564%	58%	Yes	EE OK/ QTY OK
6091742	1232.000	LINFT	24-INCH PIPE LINER	\$200.00	\$279.00	\$270.00	65,810.222	5342%	140%	No	EE OK/ QTY OK
6091755	168.000	LINFT	30-INCH PIPE LINER	\$200.00	\$320.00	\$300.00	29,614.600	17628%	160%	Yes	EE OK/ QTY OK
6100190	588.000	CUYD	RIPRAP (CLASS 300)	\$150.00	\$110.00	\$260.00	-3,948.613	-672%	73%	Yes	EE OK/ QTY OK
6100470	249.000	CUYD	RIPRAP BEDDING (CLASS 300)	\$150.00	\$320.00	\$100.00	2,692.236	1081%	213%	Yes	EE OK/ QTY OK
6190200	1410.000	EACH	GUIDE POSTS (RIGID)	\$50.00	\$58.00	\$70.00	-49,357.667	-3501%	116%	No	EE OK/ QTY OK
6230537	7.000	EACH	SOLAR POLE	\$16,700.00	\$8,500.00	\$10,000.00	-394.861	-5641%	51%	Yes	EE OK/ QTY OK
6240140	130.000	DAY	TRAFFIC CONTROL SUPERVISOR	\$1,000.00	\$1,200.00	\$800.00	1,480.730	1139%	120%	No	EE OK/ QTY OK
6250490	1.000	LS	RENT TRAFFIC CONTROL DEVICES	\$390,000.00	\$525,000.00	\$600,000.00	N/A	N/A	135%	No	EE OK/ QTY OK
6270190	2747.150	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (METAL SUPPORTS)	\$100.00	\$115.00	\$60.00	10,768.945	392%	115%	No	EE OK/ QTY OK
6280120	1.000	LS	MOBILIZATION	\$1,022,228.57	\$1,772,112.99	\$1,587,199.53	N/A	N/A	173%	Yes	Fixed Percentage 6%
6320920	84.300	MILE	EPOXY PAVEMENT STRIPING (6-INCH SOLID WHITE)	\$2,000.00	\$3,650.00	\$2,400.00	473.834	562%	183%	Yes	EE OK/ QTY OK
6370110	1.000	LS	TEMPORARY POLLUTION CONTROL	\$70,517.43	\$50,000.00	\$50,000.00	N/A	N/A	71%	Yes	EE OK/ QTY OK

Additional Comments: The Bid Review Analysis Team has reviewed and checked the engineer's estimate and quantities; one bid item error was found. Bid Item 3020140 Type 1 Class B Aggregate Base, tons were quantified in the plans but the cubic yard bid item was used in the estimate with the ton quantity. The correct bid item should be 3020130 for Type 1 Class B Aggregate Base with tons as the unit, or the quantity for bid item 3020140 should be converted to 4290.76 cuyd. Correcting the quantity does not change the bidding order. The engineers estimate is accurate for the CUYD bid item and updated quantity. No other errors were identified. Recommend to Award.

Purpose and Need of Project: This project is located on US 95 from just south of SR 140 north to the Nevada/Oregon Stateline. The purpose and need of this project is to preserve the existing pavement on US 95 utilizing a cold mill and overlay of the roadway pavement. This project also includes a new sign package, ITS speed feedback signs, new paved approaches and drainage improvements. These improvements will reduce maintenance efforts through the corridor. The enhanced rideability and signage will increase safety and driver comfort.

DISCLOSURE OF OWNERSHIP/PRINCIPALS

1. Business Entity Type (Please select one)

- Sole Proprietorship
 Partnership
 Limited Liability Company
 Corporation
 Trust
 Non-Profit Organization
 Other

2. Are you a publicly-traded corporation? Yes No

3. Number of Nevada Residents Employed (Do Not Leave Blank):

550

4. Corporate/Business Entity Name (Include d.b.a., if applicable):

Q&D Construction LLC

5. Corporate/Business Entity Street Address:

Street Address: 1050 S 21st Street	Website: qdconstruction.com
City, State and Zip Code: Sparks, NV 89431	Point of Contact Name: Jeff Bean
Telephone and Fax No. 7757862677	Email: jbean@qdconstruction.com

6. Nevada Local Business Street Address (If different from above):

Street Address:	Website:
City, State and Zip Code:	Point of Contact Name:
Local Telephone and Fax No. 7757862677	Email:

6. List of Owners/Officers

All business entities*, with the exception of publicly-traded and non-profit organizations, must list the names of individuals holding more than five percent (5%) ownership or financial interest in the business entity.

Publicly-traded entities and non-profit organizations shall list all Corporate Officers and Directors in lieu of disclosing the names of individuals with ownership or financial interest.

Full Name	Title	% Owned (Not required for Publicly-Traded Corporations/Non-profit Organizations)
Lance Semenکو	President	22
Mike Dianda	Partner	20
Chris Dianda	Partner	20
Tobin Basta	Partner	8
Jeff Bean	VP	11
Duane Boreham	VP	8
Kevin Linderman	VP	11

*Business entities include all business associations organized under or governed by Title 7 of the Nevada Revised Statutes, including but not limited to private corporations, close corporations, foreign corporations, limited liability companies, partnerships, limited partnerships, and professional corporations.

DISCLOSURE OF RELATIONSHIP FORM

*****This section is not required for publicly-traded corporations*****

Purpose:

1. Disclose any individual members, partners, owners or principals involved in the business entity that is a NDOT full-time employee(s) or appointed/elected official(s).

In accordance with NRS 281A.430.1, a public officer or employee shall not bid on or enter into a contract between a government agency and any private business in which he has a significant financial interest, except as otherwise provided in that statute.

2. Disclose any individual members, partners, owners or principals involved in the business entity with a first or second degree of consanguinity, or affinity relation to a NDOT full-time employee(s) or appointed/elected official(s) (reference the ***Definition*** section below).

Definitions:

Consanguinity is a relationship by blood.

Affinity is a relationship by marriage.

First and Second degree of consanguinity applies to the candidate's first and second degree of blood relatives as follows:

- First Degree: Spouse – Registered Domestic Partners – Children – Parents – In-laws
- Second Degree: Brothers/Sisters – Half-Brothers/Half-Sisters – Grandchildren – Grandparents – In-laws

Disclosure of Relationship:

If "YES" is selected for any of the following questions, the Disclosure of Relationship form must be completed (see Page 5).

1. Are any individual members, partners, owners or principals involved in the business entity a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No


2. Are any individual members, partners, owners or principals have a first or second degree of consanguinity related to a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No

List any disclosures below (mark N/A, if not applicable.):

NAME OF BUSINESS OWNER/PRINCIPAL	NAME OF NDOT EMPLOYEE/OFFICIAL AND JOB TITLE	RELATIONSHIP TO NDOT EMPLOYEE/OFFICIAL	NDOT EMPLOYEE'S/OFFICIAL'S DEPARTMENT/DIVISION
N/a	n/a	n/a	n/a

I certify under penalty of perjury, that all of the information provided herein is current, complete, and accurate. I also understand that NDOT may not take action on contract and agreement approvals without the completed disclosure form.

DocuSigned by:

 Signature

Lance Semenko

Print Name

11/15/2021

Date

President

Title

For NDOT Use Only:

If any Disclosure of Relationship is noted above, please complete the following:

- Yes No Is the NDOT employee(s) noted above involved in the contracting/selection process for this particular item?
- Yes No Is the NDOT employee(s) noted above involved in any way with the business in performance of the contract?

Notes/Comments:

DocuSigned by:

 Signature

Cori Brennan

Print Name

Authorized NDOT Representative



1263 South Stewart Street
Carson City, NV 89712
Phone: (775) 888-7440
Fax: (775) 888-7201

MEMORANDUM

December 2, 2021

TO: Department of Transportation Board of Directors
FROM: Kristina Swallow, P.E., Director
SUBJECT: December 13, 2021 | Transportation Board of Directors Meeting
ITEM #7: Contract 3893, Project No. NHP-080-5(043), on I-80, from 0.82 miles East of the Wells Interchange to 1.04 miles East of the Moor Interchange, with Q & D CONSTRUCTION, LLC, to coldmill, place leveling course and plantmix bituminous surface with open grade, in Elko county. (For possible action)

Summary:

October 7, 2021, at 2:30 PM, the following bids were opened for Contract 3893, Project No. NHP-080-5(043), on I-80, from 0.82 miles east of the Wells Interchange to 1.04 miles east of the Moor Interchange, in Elko County, to coldmill, place leveling course and plantmix bituminous surface with open grade.

Q & D Construction LLC.....	\$12,600,000.00
Road and Highway Builders LLC.....	\$13,616,616.00
W.W. Clyde & Co.....	\$15,796,503.41
Engineer’s Estimate.....	\$13,443,441.57

The Director recommends award to Q & D Construction LLC for \$12,600,000.00.

List of Attachments:

- A. Concurrence in Award Memorandum
- B. Unofficial Bid Results
- C. Disadvantaged Business Enterprise (DBE) Goal
- D. Bid Review and Analysis Team (BRAT) Summary Report
- E. Disclosure of Ownership and Relationships Form

Recommendation for Board Action:

Approve Contract 3893, Project No. NHP-080-5(043), on I-80, from 0.82 miles east of Wells Interchange to 1.04 miles east of the Moor Interchange, with Q & D Construction, LLC, to coldmill, place leveling course and plantmix bituminous surface with open grand, in Elko county.

Prepared by:

Administrative Services Division



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7070
Fax: (775) 888-7101

Attachment D

MEMORANDUM
Administrative Services

October 25, 2021

To: Kristina Swallow, P.E., Director
Sajid Sulahria, Assistant Director, Engineering
Jenica Keller, Assistant Director, Operations

From: Cori Brennan, Management Analyst – Administrative Services

Subject: Concurrence in Award for Contract No. 3893, Project No. NHP-080-5(043), on I-80, from 0.82 miles East of the Wells Interchange to 1.04 miles East of the Moor Interchange, in Elko County, described as coldmill, place leveling course and plantmix bituminous surface with open grade. The Engineer's Estimate is \$13,443,441.57.

This memo is to confirm concurrence in award of the subject contract.

Bid proposals were opened on October 7, 2021. Q & D Construction LLC is the apparent low bidder at \$12,600,000.00 and they submitted a properly executed proposal, bid bond and anti-collusion affidavit. The second low bidder is Road and Highway Builders LLC with a bid of \$13,616,616.00.

The project is Federally funded; required 4.00% DBE participation; and is not subject to State Bidder Preference provisions.

The subcontractor and supplier listings submitted by Q & D Construction LLC have been reviewed and confirmed by Contract Services. The DBE information submitted by Q & D Construction LLC has been reviewed and certified by the External Civil Rights office. Q & D Construction LLC has met the required DBE participation with a 4.10% commitment. The bid is within the Engineer's Estimate Range, and a copy of the Unofficial Bid Results report is attached for your reference. The BRAT Co-Chairs have provided their recommendation to award, and the report is attached.

Your concurrence in award of this contract by endorsement hereon is respectfully requested. Upon receipt, a packet will be prepared to obtain Transportation Board approval of the award at the December 13, 2021 meeting.

Concurrence in award:

DocuSigned by:
Sajid Sulahria
5ABEA92360D14C4
Sajid Sulahria, Assistant Director

DocuSigned by:
Jenica Keller
D4A618F20D8B447...
Jenica Keller, Assistant Director

DocuSigned by:
Kristina Swallow
C4B612FC2C1E4FB...
Kristina Swallow, P.E., Director

Enclosures:
Unofficial Bid Results Report
DBE Sub Approval
BRAT Report



Nevada Department of Transportation
Unofficial Bid Results
 October 07, 2021

Contract Number: 3893	Bid Opening Date and Time: 10/7/2021 2:30 PM
Designer: John Loveless	Liquidated Damages: \$14,500.00
Senior Designer: Devin Cartwright	Working Days: 120
Estimate Range: R30 \$11,500,000.01 to \$13,500,000	District: DISTRICT 3
Project Number: NHP-080-5(043)	

County: Elko
Location: I-80, from 0.82 miles East of the Wells Interchange to 1.04 miles East of the Moor Interchange
Description: coldmill, place leveling course and plantmix bituminous surface with open grade

	Actual Bid
Apparent Low Bidder: <u>Q & D Construction LLC</u>	<u>\$12,600,000.00</u>
Apparent 2nd: <u>Road and Highway Builders LLC</u>	<u>\$13,616,616.00</u>
Apparent 3rd: <u>W.W. Clyde & Co.</u>	<u>\$15,796,503.41</u>

Bidders:	Actual Bid Amount
1 Q & D Construction LLC 1050 South 21st Street Sparks, NV 89431 (775) 786-2677	\$12,600,000.00
2 Road and Highway Builders LLC 175 Salomon Circle Ste #103 Sparks, NV 89434 (775) 852-7283	\$13,616,616.00
3 W.W. Clyde & Co. PO Box 1898 Orem, UT 84059 (801) 802-6800	\$15,796,503.41



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7497
Fax: (775) 888-7235

MEMORANDUM
Contract Compliance

October 12, 2021

To: Doug Benamati, Deputy Chief – Administrative Services

From: Paulita De La Cruz, DBE Specialist

DocuSigned by:

9A647C8047694B9...

Subject: NDOT Bidder DBE Information – Contract no. 3893, I-80, from 0.82 miles East of the Wells Interchange to 1.04 miles East of the Moor Interchange, in Elko County; Cold mill, place leveling course and plantmix bituminous surface with open grade

Apparent low bid: \$12,600,000.00

The DBE information for Benson Construction and Trucking, Inc. and Kelley Erosion Control, Inc., as submitted by the apparent low bidder, Q & D Construction, LLC has been received by DBE Program office and we have concluded:

Benson Construction and Trucking, Inc. and Kelley Erosion Control, Inc. hold active State of Nevada business licenses and are Nevada certified DBE firms. Additionally, Kelley Erosion Control, Inc. holds an active Nevada State Contractors Board license. Both firms are clear of State disqualification and Federal exclusion.

The DBE goal of 4.00% has been met with a 4.10% DBE committed participation by the apparent low bidder, Q & D Construction, LLC.

The DBE firms are approved for this contract.

cc: Contract Services
Contract Compliance
Teri Lewis, Title VI/DBE Manager
Julie Boyster, Asst. Title VI/DBE Manager



1263 South Stewart Street
 Carson City, Nevada 89712
 Phone: (775) 888-7070
 Fax: (775) 888-7101

MEMORANDUM
Administrative Services

October 25, 2021

To: Maya Bourgeois, Chief - Administrative Services

From: Bid Review and Analysis Team

Subject: BRAT Summary Report for Contract No.: 3893

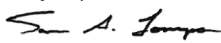
The Bid Review and Analysis Team (BRAT) met on October 19, 2021 to discuss bids for the above referenced contract. The following were in attendance:

Sam Lompa, Chief Construction Engineer
 Scott Hein, Chief Roadway Design Engineer
 Tonia Andree, Professional Engineer
 Ryan Bennett, Associate Engineer
 Erik Berggren, Associate Engineer
 Cori Brennan, Management Analyst
 Michael Brown, Associate Engineer
 Mark Caffaratti, Professional Engineer
 Brian Deal, Professional Engineer
 Samantha Dowd, Professional Engineer
 Christopher Gonzales, Professional Engineer
 Steven Hale, Professional Engineer
 Christopher Holman, Professional Engineer
 Ryan Hornback, Professional Engineer
 William Hurlbut, Associate Engineer
 Eric Macgill, Associate Engineer
 Kevin Maxwell, Professional Engineer
 Shawn Paterson, Professional Engineer
 Kenneth Smith, Associate Engineer
 Michael West, Associate Engineer
 Eric Yount, Professional Engineer

The overall bid proposal was evaluated and determined to be acceptable. The Bid Tabulation and Price Sensitivity is attached.

The apparent lowest responsive bidder, Q & D Construction LLC, submitted a bid which is 94% of the Engineer's Estimate. The BRAT recommends award of this contract.

Submitted:

DocuSigned by:

 B55C00ABA04F48F
 Sam Lompa, BRAT Co-Chair

DocuSigned by:

 E7F2D4506AC6488...
 Scott Hein, BRAT Co-Chair

cc: Attendees
 Dennis Gallagher, Legal
 Design Admin

Bid Tabulation
October 11, 2021

Contract No.: 3893
Description: coldmill, place leveling course and plantmix bituminous surface with open grade
Location: I-80, from 0.82 miles East of the Wells Interchange to 1.04 miles East of the Moor Interchange
Bid Opening: October 7, 2021

Project No.: NHP-080-5(043)
Project Id: 61046
County: Elko
Range: R30 \$11,500,000.01 to \$13,500,000
Working: 120

Item No.	Quantity	Unit	Description	Engineer's Estimate		Q & D Construction LLC		Road and Highway Builders LLC		W.W. Clyde & Co.	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
2010100	1.000	LS	CLEARING AND GRUBBING	\$107,100.00	\$107,100.00	\$50,000.00	\$50,000.00	\$200,000.00	\$200,000.00	\$100,000.00	\$100,000.00
2020285	13.000	LINFT	REMOVAL OF CULVERT PIPE	\$135.00	\$1,755.00	\$34.00	\$442.00	\$200.00	\$2,600.00	\$121.00	\$1,573.00
2020395	775.000	LINFT	RESET CONCRETE BARRIER RAIL	\$20.00	\$15,500.00	\$9.50	\$7,362.50	\$12.00	\$9,300.00	\$13.00	\$10,075.00
2020415	3.000	EACH	REMOVAL OF CONCRETE FOUNDATION	\$350.00	\$1,050.00	\$1,500.00	\$4,500.00	\$1,000.00	\$3,000.00	\$1,750.00	\$5,250.00
2020450	12.000	EACH	REMOVE END SECTION	\$375.00	\$4,500.00	\$500.00	\$6,000.00	\$300.00	\$3,600.00	\$288.00	\$3,456.00
2020475	2,407.000	LINFT	REMOVAL OF GUARDRAIL	\$5.75	\$13,840.25	\$5.25	\$12,636.75	\$4.00	\$9,628.00	\$5.00	\$12,035.00
2020595	70.000	LINFT	REMOVAL OF CHAIN LINK FENCE	\$12.00	\$840.00	\$8.75	\$612.50	\$20.00	\$1,400.00	\$39.00	\$2,730.00
2020925	2.000	EACH	REMOVAL OF PULL BOX	\$275.00	\$550.00	\$520.00	\$1,040.00	\$500.00	\$1,000.00	\$430.00	\$860.00
2020935	1.000	CUYD	REMOVAL OF COMPOSITE SURFACE	\$600.00	\$600.00	\$105.00	\$105.00	\$200.00	\$200.00	\$850.00	\$850.00
2020990	396,577.000	SQYD	REMOVAL OF BITUMINOUS SURFACE (COLD MILLING)	\$2.25	\$892,298.25	\$1.85	\$733,667.45	\$3.50	\$1,388,019.50	\$2.50	\$991,442.50
2020995	19,829.000	SQYD	REMOVAL OF BITUMINOUS SURFACE	\$1.50	\$29,743.50	\$0.60	\$11,897.40	\$1.00	\$19,829.00	\$1.70	\$33,709.30
2030140	8,230.000	CUYD	ROADWAY EXCAVATION	\$40.00	\$329,200.00	\$5.25	\$43,207.50	\$5.00	\$41,150.00	\$9.80	\$80,654.00
2030230	60,780.000	CUYD	BORROW EMBANKMENT	\$13.00	\$790,140.00	\$9.75	\$592,605.00	\$14.00	\$850,920.00	\$35.00	\$2,127,300.00
2030360	1,733.500	SQYD	BASE PREPARATION	\$10.00	\$17,335.00	\$8.00	\$13,868.00	\$2.00	\$3,467.00	\$5.90	\$10,227.65
2030550	39.000	STA	V-TYPE DITCHES	\$800.00	\$31,200.00	\$140.00	\$5,460.00	\$250.00	\$9,750.00	\$240.00	\$9,360.00
2060110	579.100	CUYD	STRUCTURE EXCAVATION	\$51.00	\$29,534.10	\$218.00	\$126,243.80	\$50.00	\$28,955.00	\$85.00	\$49,223.50
2070110	146.400	CUYD	GRANULAR BACKFILL	\$117.00	\$17,128.80	\$45.00	\$6,588.00	\$70.00	\$10,248.00	\$70.00	\$10,248.00
2110150	62.000	ACRE	SEEDING	\$4,100.00	\$254,200.00	\$5,100.00	\$316,200.00	\$3,000.00	\$186,000.00	\$5,200.00	\$322,400.00
3020140	152.000	CUYD	TYPE 1 CLASS B AGGREGATE BASE	\$130.00	\$19,760.00	\$85.00	\$12,920.00	\$80.00	\$12,160.00	\$190.00	\$28,880.00
3070100	9,400.000	TON	SHOULDERING MATERIAL	\$25.00	\$235,000.00	\$0.01	\$94.00	\$6.00	\$56,400.00	\$20.00	\$188,000.00
4020100	995.700	SQYD	PLANTMIXING MISCELLANEOUS AREAS	\$45.00	\$44,806.50	\$5.00	\$4,978.50	\$20.00	\$19,914.00	\$70.00	\$69,699.00
4020190	47,544.000	TON	PLANTMIX SURFACING (TYPE 2C) (WET)	\$85.00	\$4,041,240.00	\$75.00	\$3,565,800.00	\$59.00	\$2,805,096.00	\$99.00	\$4,706,856.00
4020210	19,859.000	TON	PLANTMIX SURFACING (SPECIAL) (WET)	\$105.00	\$2,085,195.00	\$120.00	\$2,383,080.00	\$140.00	\$2,780,260.00	\$115.00	\$2,283,785.00
4030100	32.200	MILE	MILLED RUMBLE STRIPS	\$800.00	\$25,760.00	\$475.00	\$15,295.00	\$500.00	\$16,100.00	\$1,100.00	\$35,420.00
4030110	15,534.000	TON	PLANTMIX OPEN-GRADED SURFACING (3/8-INCH) (WET)	\$115.00	\$1,786,410.00	\$134.00	\$2,081,556.00	\$140.00	\$2,174,760.00	\$105.00	\$1,631,070.00
4060120	1,733.500	SQYD	PRIME COAT	\$1.00	\$1,733.50	\$2.15	\$3,727.03	\$1.00	\$1,733.50	\$1.10	\$1,906.85
4060210	14.000	TON	SAND BLOTTER	\$50.00	\$700.00	\$0.01	\$0.14	\$50.00	\$700.00	\$46.00	\$644.00
4070190	1.000	TON	EMULSIFIED ASPHALT, TYPE SS-1H (DILUTED)	\$1,600.00	\$1,600.00	\$750.00	\$750.00	\$1,000.00	\$1,000.00	\$500.00	\$500.00
5020280	1,840.000	LINFT	SINGLE SLOPE CONCRETE BARRIER RAIL, TYPE B	\$170.00	\$312,800.00	\$163.00	\$299,920.00	\$130.00	\$239,200.00	\$225.00	\$414,000.00
5020750	3.050	CUYD	CLASS AA CONCRETE (MINOR)	\$4,000.00	\$12,200.00	\$4,250.00	\$12,962.50	\$5,000.00	\$15,250.00	\$1,900.00	\$5,795.00
5050100	159.800	POUND	REINFORCING STEEL	\$6.00	\$958.80	\$2.25	\$359.55	\$6.00	\$958.80	\$2.00	\$319.60
6030140	157.000	LINFT	15-INCH REINFORCED CONCRETE PIPE, CLASS III	\$120.00	\$18,840.00	\$150.00	\$23,550.00	\$350.00	\$54,950.00	\$350.00	\$54,950.00
6031020	1.000	EACH	15-INCH PRECAST END SECTION	\$1,500.00	\$1,500.00	\$1,300.00	\$1,300.00	\$3,500.00	\$3,500.00	\$1,600.00	\$1,600.00
6040390	153.000	LINFT	24-INCH CORR. METAL PIPE (16 GAGE)	\$135.00	\$20,655.00	\$225.00	\$34,425.00	\$300.00	\$45,900.00	\$440.00	\$67,320.00
6040545	20.000	LINFT	36-INCH CORR. METAL PIPE (16 GAGE)	\$315.00	\$6,300.00	\$300.00	\$6,000.00	\$350.00	\$7,000.00	\$670.00	\$13,400.00
6042440	10.000	EACH	24-INCH METAL END SECTION	\$675.00	\$6,750.00	\$740.00	\$7,400.00	\$1,500.00	\$15,000.00	\$700.00	\$7,000.00
6042475	2.000	EACH	36-INCH METAL END SECTION	\$1,500.00	\$3,000.00	\$1,925.00	\$3,850.00	\$1,800.00	\$3,600.00	\$1,290.00	\$2,580.00
6080150	1.000	EACH	EMBANKMENT PROTECTOR, TYPE 5	\$5,400.00	\$5,400.00	\$4,700.00	\$4,700.00	\$6,000.00	\$6,000.00	\$1,500.00	\$1,500.00
6080230	2.000	EACH	ANCHOR ASSEMBLY (12-INCH)	\$600.00	\$1,200.00	\$1,300.00	\$2,600.00	\$800.00	\$1,600.00	\$990.00	\$1,980.00
6080350	39.000	LINFT	12-INCH DOWNDRAIN PIPE	\$140.00	\$5,460.00	\$125.00	\$4,875.00	\$400.00	\$15,600.00	\$220.00	\$8,580.00
6091040	714.000	POUND	STRUCTURAL STEEL GRATES	\$3.50	\$2,499.00	\$4.00	\$2,856.00	\$6.00	\$4,284.00	\$3.00	\$2,142.00
6100053	457.400	SQYD	GEOTEXTILE (CLASS 2)	\$6.50	\$2,973.10	\$3.00	\$1,372.20	\$4.00	\$1,829.60	\$2.50	\$1,143.50
6100170	53.220	CUYD	RIPRAP (CLASS 150)	\$185.00	\$9,845.70	\$146.00	\$7,770.12	\$250.00	\$13,305.00	\$118.00	\$6,279.96

Bid Tabulation
October 11, 2021

Item No.	Quantity	Unit	Description	Engineer's Estimate		Q & D Construction LLC		Road and Highway Builders LLC		W.W. Clyde & Co.	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
6100190	71.900	CUYD	RIPRAP (CLASS 300)	\$155.00	\$11,144.50	\$185.00	\$13,301.50	\$270.00	\$19,413.00	\$117.00	\$8,412.30
6100460	34.300	CUYD	RIPRAP BEDDING (CLASS 150)	\$150.00	\$5,145.00	\$164.00	\$5,625.20	\$120.00	\$4,116.00	\$117.00	\$4,013.10
6100470	24.000	CUYD	RIPRAP BEDDING (CLASS 300)	\$165.00	\$3,960.00	\$130.00	\$3,120.00	\$130.00	\$3,120.00	\$117.00	\$2,808.00
6130590	53.400	LINFT	CLASS AA CONCRETE VALLEY GUTTER (TYPE 1)	\$40.00	\$2,136.00	\$107.00	\$5,713.80	\$250.00	\$13,350.00	\$110.00	\$5,874.00
6131370	36.000	SQYD	CLASS AA CONCRETE SLAB (4-INCH)	\$250.00	\$9,000.00	\$162.00	\$5,832.00	\$150.00	\$5,400.00	\$440.00	\$15,840.00
6160420	1.000	EACH	4-FOOT METAL WALK GATE	\$550.00	\$550.00	\$600.00	\$600.00	\$500.00	\$500.00	\$3,200.00	\$3,200.00
6160500	1.000	EACH	20-FOOT SWING GATE (DOUBLE)	\$3,500.00	\$3,500.00	\$6,000.00	\$6,000.00	\$3,000.00	\$3,000.00	\$8,500.00	\$8,500.00
6161200	77.000	LINFT	72-INCH CHAIN-LINK FENCE	\$100.00	\$7,700.00	\$68.00	\$5,236.00	\$80.00	\$6,160.00	\$420.00	\$32,340.00
6180250	6,630.000	LINFT	REMOVE AND RESET GUARDRAIL	\$5.50	\$36,465.00	\$7.40	\$49,062.00	\$5.00	\$33,150.00	\$7.50	\$49,725.00
6190200	580.000	EACH	GUIDE POSTS (RIGID)	\$45.00	\$26,100.00	\$60.00	\$34,800.00	\$60.00	\$34,800.00	\$68.00	\$39,440.00
6190280	5.000	EACH	OBJECT MARKERS, TYPE 3	\$150.00	\$750.00	\$150.00	\$750.00	\$220.00	\$1,100.00	\$167.00	\$835.00
6230201	2.000	EACH	ITS VAULT	\$6,500.00	\$13,000.00	\$6,000.00	\$12,000.00	\$5,000.00	\$10,000.00	\$5,500.00	\$11,000.00
6230230	4.000	EACH	NO. 5 PULL BOX	\$1,500.00	\$6,000.00	\$1,200.00	\$4,800.00	\$1,000.00	\$4,000.00	\$1,400.00	\$5,600.00
6230236	2.000	EACH	NO. 7 PULL BOX, MODIFIED	\$1,850.00	\$3,700.00	\$2,100.00	\$4,200.00	\$1,200.00	\$2,400.00	\$1,900.00	\$3,800.00
6230653	1.000	EACH	ITS POLE (30 FOOT)	\$10,500.00	\$10,500.00	\$11,000.00	\$11,000.00	\$20,000.00	\$20,000.00	\$15,600.00	\$15,600.00
6230921	1.000	EACH	RADAR DETECTOR SYSTEM	\$19,000.00	\$19,000.00	\$11,500.00	\$11,500.00	\$10,000.00	\$10,000.00	\$13,500.00	\$13,500.00
6231055	2.000	EACH	SPECIAL CABINET	\$9,500.00	\$19,000.00	\$26,500.00	\$53,000.00	\$5,000.00	\$10,000.00	\$28,300.00	\$56,600.00
6231085	1.000	EACH	LOCAL CMS CONTROLLER	\$7,500.00	\$7,500.00	\$10,200.00	\$10,200.00	\$10,000.00	\$10,000.00	\$15,100.00	\$15,100.00
6231115	1.000	LS	ROAD AND WEATHER INFORMATION SYSTEM	\$57,000.00	\$57,000.00	\$46,000.00	\$46,000.00	\$20,000.00	\$20,000.00	\$56,500.00	\$56,500.00
6231190	1.000	EACH	LOCAL CONTROLLER INTERFACE UNITS	\$1,500.00	\$1,500.00	\$3,800.00	\$3,800.00	\$8,000.00	\$8,000.00	\$10,000.00	\$10,000.00
6231259	293.000	LINFT	ETHERNET CABLE	\$8.75	\$2,563.75	\$3.20	\$937.60	\$20.00	\$5,860.00	\$5.35	\$1,567.55
6231320	2.000	EACH	REMOVAL OF TRAFFIC SIGNAL CONTROLLER CABINET	\$1,300.00	\$2,600.00	\$850.00	\$1,700.00	\$1,000.00	\$2,000.00	\$3,040.00	\$6,080.00
6231360	1.000	EACH	REMOVAL OF VIDEO IMAGE DETECTION CAMERA	\$500.00	\$500.00	\$475.00	\$475.00	\$1,000.00	\$1,000.00	\$1,890.00	\$1,890.00
6231375	1.000	EACH	REMOVAL OF POLE	\$1,850.00	\$1,850.00	\$2,000.00	\$2,000.00	\$1,000.00	\$1,000.00	\$3,040.00	\$3,040.00
6231790	63.000	LINFT	1 1/4-INCH CONDUIT	\$7.00	\$441.00	\$12.50	\$787.50	\$30.00	\$1,890.00	\$48.00	\$3,024.00
6231820	369.000	LINFT	3-INCH CONDUIT	\$30.00	\$11,070.00	\$15.50	\$5,719.50	\$30.00	\$11,070.00	\$66.00	\$24,354.00
6231960	466.000	LINFT	NO. 2 CONDUCTOR	\$2.85	\$1,328.10	\$4.50	\$2,097.00	\$3.00	\$1,398.00	\$7.00	\$3,262.00
6231975	356.000	LINFT	NO. 6 CONDUCTOR	\$1.70	\$605.20	\$2.40	\$854.40	\$2.00	\$712.00	\$4.00	\$1,424.00
6231980	55.000	LINFT	NO. 8 CONDUCTOR	\$4.00	\$220.00	\$1.90	\$104.50	\$3.00	\$165.00	\$7.00	\$385.00
6232550	2.000	EACH	SIGNAL HEAD 1W1C, POST TOP	\$1,000.00	\$2,000.00	\$2,000.00	\$4,000.00	\$1,500.00	\$3,000.00	\$3,500.00	\$7,000.00
6232630	16.000	EACH	LOOP DETECTOR (6-FOOT X 6-FOOT)	\$500.00	\$8,000.00	\$1,050.00	\$16,800.00	\$500.00	\$8,000.00	\$1,000.00	\$16,000.00
6233030	1.000	EACH	CCTV CAMERA (PTZ)	\$9,000.00	\$9,000.00	\$5,300.00	\$5,300.00	\$2,500.00	\$2,500.00	\$11,000.00	\$11,000.00
6240130	1.000	FA	UNIFORMED TRAFFIC CONTROL OFFICER	\$136,500.00	\$136,500.00	\$136,500.00	\$136,500.00	\$136,500.00	\$136,500.00	\$136,500.00	\$136,500.00
6240140	120.000	DAY	TRAFFIC CONTROL SUPERVISOR	\$1,200.00	\$144,000.00	\$1,125.00	\$135,000.00	\$600.00	\$72,000.00	\$811.00	\$97,320.00
6250490	1.000	LS	RENT TRAFFIC CONTROL DEVICES	\$590,412.00	\$590,412.00	\$250,000.00	\$250,000.00	\$500,000.00	\$500,000.00	\$375,000.00	\$375,000.00
6270190	1,741.100	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (METAL SUPPORTS)	\$85.00	\$147,993.50	\$120.00	\$208,932.00	\$90.00	\$156,699.00	\$124.00	\$215,896.40
6270200	48.000	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (SPECIAL METAL SUPPORTS)	\$165.00	\$7,920.00	\$120.00	\$5,760.00	\$160.00	\$7,680.00	\$124.00	\$5,952.00
6270220	72.000	SQFT	PERMANENT SIGN PANELS (PANELS ONLY)	\$60.00	\$4,320.00	\$58.00	\$4,176.00	\$50.00	\$3,600.00	\$59.00	\$4,248.00
6270240	146.100	SQFT	PERMANENT SIGNS, REMOVE	\$7.50	\$1,095.75	\$6.50	\$949.65	\$10.00	\$1,461.00	\$7.00	\$1,022.70
6270250	76.500	SQFT	PERMANENT SIGNS, REMOVE (PANEL ONLY)	\$7.50	\$573.75	\$6.50	\$497.25	\$10.00	\$765.00	\$7.00	\$535.50
6280120	1.000	LS	MOBILIZATION	\$760,949.52	\$760,949.52	\$904,532.16	\$904,532.16	\$1,273,839.60	\$1,273,839.60	\$1,000,000.00	\$1,000,000.00
6320890	16.800	MILE	EPOXY PAVEMENT STRIPING (8-INCH BROKEN WHITE)	\$1,250.00	\$21,000.00	\$1,500.00	\$25,200.00	\$800.00	\$13,440.00	\$1,500.00	\$25,200.00
6320940	17.300	MILE	EPOXY PAVEMENT STRIPING (8-INCH SOLID WHITE)	\$3,000.00	\$51,900.00	\$4,300.00	\$74,390.00	\$2,400.00	\$41,520.00	\$4,600.00	\$79,580.00
6320950	4,120.000	LINFT	EPOXY PAVEMENT STRIPING (12-INCH SOLID WHITE)	\$2.00	\$8,240.00	\$2.00	\$8,240.00	\$1.00	\$4,120.00	\$3.00	\$12,360.00
6321030	17.300	MILE	EPOXY PAVEMENT STRIPING (8-INCH SOLID YELLOW)	\$3,000.00	\$51,900.00	\$4,300.00	\$74,390.00	\$2,400.00	\$41,520.00	\$4,600.00	\$79,580.00

Bid Tabulation
October 11, 2021

Item No.	Quantity	Unit	Description	Engineer's Estimate		Q & D Construction LLC		Road and Highway Builders LLC		W.W. Clyde & Co.	
				Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount
6321070	750.000	LINFT	EPOXY PAVEMENT STRIPING (DOUBLE SOLID YELLOW)	\$1.50	\$1,125.00	\$2.00	\$1,500.00	\$1.00	\$750.00	\$3.00	\$2,250.00
6340580	30.000	LINFT	PERMANENT PAVEMENT MARKING TAPE (TYPE 2) (24-INCH SOLID WHITE)	\$30.00	\$900.00	\$18.00	\$540.00	\$15.00	\$450.00	\$20.00	\$600.00
6341060	500.000	SQFT	THERMOPLASTIC PAVEMENT MARKING (VARIES)	\$15.00	\$7,500.00	\$5.00	\$2,500.00	\$20.00	\$10,000.00	\$6.00	\$3,000.00
6370110	1.000	LS	TEMPORARY POLLUTION CONTROL	\$34,182.00	\$34,182.00	\$25,000.00	\$25,000.00	\$30,000.00	\$30,000.00	\$13,000.00	\$13,000.00
Totals:					\$13,443,441.57		\$12,600,000.00		\$13,616,616.00		\$15,796,503.41

Price Sensitivity
October 11, 2021

Contract No.: 3893
Project No.: NHP-080-5(043)
Project Id: 61046
County: Elko
Range: R30 \$11,500,000.01 to \$13,500,000
Working: 120

RE: Kenneth Smith
Designer: John Loveless

Engineer's Estimate	Q & D Construction LLC	Road and Highway Builders LLC	Diff. Between Low & 2nd	Diff Between EE & Low	Low Bid % of EE
\$13,443,441.57	\$12,600,000.00	\$13,616,616.00	\$1,016,616.00	-\$843,441.57	94%

Item No.	Quantity	Unit	Description	Engineer's Est. Unit Price	Low Bid Unit Price	2nd Low Bid Unit Price	Qty Chg Req'd to Chg Bid Order	% Change in Qty Req'd	Low % of EE	Significantly Unbalanced	Price & Quantity Check Comments
2010100	1	LS	CLEARING AND GRUBBING	\$107,100.00	\$50,000.00	\$200,000.00	N/A	N/A	47%	Yes	EE OK/ QTY OK-Lump Sum
2020990	396577	SQYD	REMOVAL OF BITUMINOUS SURFACE (COLD MILLING)	\$2.25	\$1.85	\$3.50	-616,130.91	-155%	82%	No	EE OK/ QTY OK
2030140	8230	CUYD	ROADWAY EXCAVATION	\$40.00	\$5.25	\$5.00	4,066,464.00	49410%	13%	Yes	EE OK/ QTY OK
2030230	60780	CUYD	BORROW EMBANKMENT	\$13.00	\$9.75	\$14.00	-239,203.76	-394%	75%	No	EE OK/ QTY OK
2060110	579.1	CUYD	STRUCTURE EXCAVATION	\$51.00	\$218.00	\$50.00	6,051.29	1045%	427%	Yes	EE OK/ QTY OK
2110150	62	ACRE	SEEDING	\$4,100.00	\$5,100.00	\$3,000.00	484.10	781%	124%	No	EE OK/ QTY OK
3070100	9400	TON	SHOULDERING MATERIAL	\$25.00	\$0.01	\$6.00	-169,718.86	-1806%	0%	Yes	EE OK/ QTY OK - Bids may be proposing to use the cold millings generated on the project in lieu of material import.
4020190	47544	TON	PLANTMIX SURFACING (TYPE 2C) (WET)	\$85.00	\$75.00	\$59.00	63,538.50	134%	88%	No	EE OK/ QTY OK
4020210	19859	TON	PLANTMIX SURFACING (SPECIAL) (WET)	\$105.00	\$120.00	\$140.00	-50,830.80	-256%	114%	No	EE OK/ QTY OK
4030110	15534	TON	PLANTMIX OPEN-GRADED SURFACING (3/8-INCH) (WET)	\$115.00	\$134.00	\$140.00	-169,436.00	-1091%	117%	No	EE OK/ QTY OK
5020280	1840	LINFT	SINGLE SLOPE CONCRETE BARRIER RAIL, TYPE B	\$170.00	\$163.00	\$130.00	30,806.55	1674%	96%	No	EE OK/ QTY OK
6231055	2	EACH	SPECIAL CABINET	\$9,500.00	\$26,500.00	\$5,000.00	47.28	2364%	279%	Yes	EE Low should have been \$19K; dual cabinet is for RWIS / QTY OK
6231115	1	LS	ROAD AND WEATHER INFORMATION SYSTEM	\$57,000.00	\$46,000.00	\$20,000.00	N/A	N/A	81%	No	EE OK/ QTY OK
6240140	120	DAY	TRAFFIC CONTROL SUPERVISOR	\$1,200.00	\$1,125.00	\$600.00	1,936.41	1614%	94%	No	EE OK/ QTY OK
6250490	1	LS	RENT TRAFFIC CONTROL DEVICES	\$590,412.00	\$250,000.00	\$500,000.00	N/A	N/A	42%	Yes	EE OK - assumed the need for portable precast barrier rail to complete the reconstruct areas increased the engineer's estimate / Lump Sum QTY OK
6270190	1741.1	SQFT	PERMANENT SIGNS (GROUND MOUNTED) (METAL)	\$85.00	\$120.00	\$90.00	33,887.20	1946%	141%	No	EE OK/ QTY OK
6280120	1	LS	MOBILIZATION	\$760,949.52	\$904,532.16	\$1,273,839.60	N/A	N/A	119%	No	Fixed Percentage 6%
6320940	17.3	MILE	EPOXY PAVEMENT STRIPING (8-INCH SOLID WHITE)	\$3,000.00	\$4,300.00	\$2,400.00	535.06	3093%	143%	No	EE OK/ QTY OK
6321030	17.3	MILE	EPOXY PAVEMENT STRIPING (8-INCH SOLID YELLOW)	\$3,000.00	\$4,300.00	\$2,400.00	535.06	3093%	143%	No	EE OK/ QTY OK

Additional Comments: The Bid Review Analysis Team has reviewed and checked the engineer's estimate and quantities; two bid item errors were included in the engineer's estimate. Bid item 6231960 - No. 2 Conductor was estimated at 466 LF, this bid item will be removed as it is no longer needed. Bid Item 6231975 - No. 6 Conductor quantity should be 516 LF and not 356 LF. Bid Item 3070100- Shouldering Material bids were discussed, the coldmillings from the project are to be stockpiled, however, the contractors may be proposing to use the cold millings generated on the project in lieu of material import. The shouldering material is to be used to rebuild the slopes behind the guardrail. All other prices and quantities have been verified. Recommend to Award.

Purpose and Need of Project: This project is located on Interstate 80 just east of Wells, Nevada. The purpose and need of this project is to preserve the existing pavement on I-80 utilizing a cold mill and overlay for a majority of the project while also reconstructing spot locations showing severe distress. This project will be flattening the existing roughly 4:1 shoulder slopes to a 6:1 slope in order to provide vehicles that have left the roadway a greater opportunity to safely recover and prevent crashes. Traffic signage will be replaced/updated throughout the limits for better visibility/wayfinding and the Road Weather Information System (RWIS) will be updated to provide more up-to-date and accurate real-time roadway conditions.

DISCLOSURE OF OWNERSHIP/PRINCIPALS

1. Business Entity Type (Please select one)

- Sole Proprietorship
 Partnership
 Limited Liability Company
 Corporation
 Trust
 Non-Profit Organization
 Other

2. Are you a publicly-traded corporation? Yes No

3. Number of Nevada Residents Employed (Do Not Leave Blank):

600

4. Corporate/Business Entity Name (Include d.b.a., if applicable):

Q&D Construction LLC

5. Corporate/Business Entity Street Address:

Street Address: 1050 S 21st Street	Website: www.qdconstruction.com
City, State and Zip Code: Sparks NV 89431	Point of Contact Name: Jeff Bean
Telephone and Fax No. 7757862677	Email: jbean@qdconstruction.com

6. Nevada Local Business Street Address (If different from above):

Street Address:	Website:
City, State and Zip Code:	Point of Contact Name:
Local Telephone and Fax No. 7757862677	Email:

6. List of Owners/Officers

All business entities*, with the exception of publicly-traded and non-profit organizations, must list the names of individuals holding more than five percent (5%) ownership or financial interest in the business entity.

Publicly-traded entities and non-profit organizations shall list all Corporate Officers and Directors in lieu of disclosing the names of individuals with ownership or financial interest.

Full Name	Title	% Owned (Not required for Publicly-Traded Corporations/Non-profit Organizations)
Lance Semenکو	President	22
Mike Dianda	Partner	20
Chris Dianda	Managing Director	20
Jeff Bean	VP	11
Kevin Linderمان	VP	11
Duane Boreham	VP	8
Toby Basta	Partner	8

*Business entities include all business associations organized under or governed by Title 7 of the Nevada Revised Statutes, including but not limited to private corporations, close corporations, foreign corporations, limited liability companies, partnerships, limited partnerships, and professional corporations.

DISCLOSURE OF RELATIONSHIP FORM

*****This section is not required for publicly-traded corporations*****

Purpose:

1. Disclose any individual members, partners, owners or principals involved in the business entity that is a NDOT full-time employee(s) or appointed/elected official(s).

In accordance with NRS 281A.430.1, a public officer or employee shall not bid on or enter into a contract between a government agency and any private business in which he has a significant financial interest, except as otherwise provided in that statute.

2. Disclose any individual members, partners, owners or principals involved in the business entity with a first or second degree of consanguinity, or affinity relation to a NDOT full-time employee(s) or appointed/elected official(s) (reference the ***Definition*** section below).

Definitions:

Consanguinity is a relationship by blood.

Affinity is a relationship by marriage.

First and Second degree of consanguinity applies to the candidate's first and second degree of blood relatives as follows:

- First Degree: Spouse – Registered Domestic Partners – Children – Parents – In-laws
- Second Degree: Brothers/Sisters – Half-Brothers/Half-Sisters – Grandchildren – Grandparents – In-laws

Disclosure of Relationship:

If "YES" is selected for any of the following questions, the Disclosure of Relationship form must be completed (see Page 5).

1. Are any individual members, partners, owners or principals involved in the business entity a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No

2. Are any individual members, partners, owners or principals have a first or second degree of consanguinity related to a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No

List any disclosures below (mark N/A, if not applicable.):

NAME OF BUSINESS OWNER/PRINCIPAL	NAME OF NDOT EMPLOYEE/OFFICIAL AND JOB TITLE	RELATIONSHIP TO NDOT EMPLOYEE/OFFICIAL	NDOT EMPLOYEE'S/OFFICIAL'S DEPARTMENT/DIVISION
n/a	n/a	n/a	n/a

I certify under penalty of perjury, that all of the information provided herein is current, complete, and accurate. I also understand that NDOT may not take action on contract and agreement approvals without the completed disclosure form.

DocuSigned by:

 Signature Lance Semenka
 Print Name
 10/11/2021
 Date

Title _____
 President
 Date

For NDOT Use Only:

If any Disclosure of Relationship is noted above, please complete the following:

- Yes No Is the NDOT employee(s) noted above involved in the contracting/selection process for this particular item?
- Yes No Is the NDOT employee(s) noted above involved in any way with the business in performance of the contract?

Notes/Comments: _____

DocuSigned by:

 Signature Cori Brennan
 A19884C9DA9E4C3

Cori Brennan

 Print Name
 Authorized NDOT Representative



1263 South Stewart Street
Carson City, NV 89712
Phone: (775) 888-7440
Fax: (775) 888-7201

MEMORANDUM

December 2, 2021

TO: Department of Transportation Board of Directors
FROM: Kristina Swallow, P.E., Director.
SUBJECT: December 13, 2021 | Transportation Board of Directors Meeting
ITEM #8: Agreement 068-21-040, Amendment 01, with INFOTECH, LLC, for AASHTOWare Civil Rights and Labor Module Implementation, Statewide. (For possible action)

Agreement No.:	068-21-040	Amendment No.	01
Contractor:	Infotech, LLC	Federal:	No
Original Amount:	\$1,321,020.00	Total of Prior Amendments:	\$0.00
Amendment Amount:	\$511,313.00	Agreement Type:	Service Provider
Payable Amount:	\$1,832,333.00	Receiveable Amount:	\$0.00
Start Date:	12/13/2021	End Date	6/30/2025
Division:	Construction	Division Head:	Sam Lompa

Summary:

Amendment 1: Increase authority by \$511,313.00 from \$1,321,020.00 to \$1,832,333.00 due to the need for two (2) Change Request services to interface with the DEPARTMENT’S Masterworks system for requirements that are not a standard part of the AASHTO Civil Rights and Labor Module. The first Change Request will reduce data entry and duplication of work while the second Change Request will create a custom process to address Nevada’s Prevailing Wage requirements and to allow the Department to approve subcontractors before commencing work.

Background:

This agreement was originally executed on 8/27/2020. The features and requirements of the original AASHTOWare Civil Rights and Labor Module include the following: AASHTOWare software implementation, implementation planning, kickoff meeting, team support, analysis, training, business process workshops, business process support, configuration support, training materials development, user acceptance testing support, train-the-trainer, on-site training for

department staff, production deployment support and post-production support, Statewide. NV B/L#: NVD20201866510-S

List of Attachments:

- A. Request to Solicit Services and Budget Approval (2A)
- B. Negotiation Summary
- C. Scope of Services
- D. Disclosure of Ownership and Relationships Form

Recommendation for Board Action:

Approve Agreement 068-21-040, Amendment 01, with INFOTECH, LLC, for AASHTOWare Civil Rights and Labor Module Implementation, Statewide.

Prepared by:

Administrative Services Division

STATE OF NEVADA
DEPARTMENT OF TRANSPORTATION

068-21-040Amd1
For Agreement Services Only

Request to Solicit Services and Budget Approval (2A)
Amendments for time extensions (time only) do not require a form 2a

Initial Budget Request: Revision to Existing 2A: Amendment to Existing Agreement: ^x

Originated by: Tonia R. Andree

Date Originated: 11/12/2021


Name of Second Party, if Known: Infotech Inc.

Project ID #(s): n/a

2A Type: Service Provider

Brief Description of Service: Software Implementation

^{DS}  Amendment Number: P068-21-040 Division: C040 Construction

^{DS}  Division Head/District Engineer: Sam Lompa

Budget Category #: 06

Object #: 814K

Organization #: C040

Type of Funding: Federal

% Federal:

State Fiscal Year(s): 22, 23

State ^x

% State: 100

Match: \$

Local

% Local:

In Kind Match: \$

Funding Notes – Breakdown of Funding Sources, and State Fiscal Year:

Total Request: \$511,313

FY 2022: \$357,919

FY 2023: \$153,394

Amendment Estimated Cost: \$511,313

Total Agreement Cost: \$ 1,832,333

^x Requires Transportation Board Approval

Does not require Transportation Board Approval

Approval of this form by the Financial Management Division, Budget Section, provides funding authority for the services described. Actual availability of funds and the monitoring of actual expenditures must be determined by the Division Head.

STATE OF NEVADA
DEPARTMENT OF TRANSPORTATION

For Agreement Services Only
068-21-040Amd1

Attachments:

Budget by Organization Report (Report No. NBDM30) attached here:



If Amendment, attach original Agreement here:



Any additional information to attach: Yes

**Purpose of, and Justification for, Budget Request:**

Amendment to fund two Change Requests for the Civil Rights and Labor Module implementation in AASHTOWare Project (AWP). CR1, \$253,319.00, is for the analysis and integration of information from Masterworks to AWP to eliminate duplicate work and data entry between NDOT Divisions. This will greatly enhance efficiencies both in Contract Compliance and Construction. CR2, \$257,994.00, is to create custom processes and reports for Nevada's unique prevailing wage and reporting requirements.

(see attached for additional information)

Scope of Services:

Change Request 1: Upon approval of the requirements document (funded through service credits given to NDOT by AASHTOWare to complete the analysis for the interface), Infotech will develop an interface between Aurigo Masterworks and AWP. The interface is expected to consist of a maximum of one (1) application programming interfaces (APIs) with a minimum of two touchpoints that brings data from Aurigo Masterworks to the AWP Preconstruction (to ultimately transition to the AWP Construction module) and AWP Project Civil Rights & Labor software.

Change Request 2: Create a Custom Wage Decision Utility, a custom subcontractor approval process, and to create custom reporting for Nevada. CR2 also includes an additional onsite business process workshop for Infotech to provide onsite resources to work with the NDOT implementation team on the custom processes.

(see attached for additional information)



1263 South Stewart Street
Carson City, Nevada 89712
Phone: (775) 888-7440
Fax: (775) 888-7201

MEMORANDUM

November 18, 2021

TO: Sajid Sulahria, P.E., Assistant Director
FROM: Tonia Andree, P.E., Project Manager
SUBJECT: Negotiation Summary for Amendment 1 to Agreement P068-21-040

On March 8, 2021, NDOT entered into agreement P068-21-040 with Info Tech, Inc. for the Implementation of AASHTOWare Project Civil Rights and Labor Software.

The Scope of Services includes Implementation planning meetings, kickoff meeting, team support, high-level analysis, implantation team training, access to developed training materials, business process workshops, business process support, configuration support, development of NDOT Training materials, user acceptance testing support, parallel testing support, train-the-trainer training, on-site DBE training for NDOT staff, on-site labor training for NDOT staff, production deployment support, and post-production support.

Due to the need to comply with certain provisions of NRS 338 and 408, and to interface with other DEPARTMENT systems, the Scope of Services must be increased to include the following:

Change Request 1: Upon approval of the requirements document (funded through service credits given to NDOT by AASHTOWare to complete the analysis for the interface), Infotech will develop an interface between Aurigo Masterworks and AWP. The interface is expected to consist of a maximum of one (1) application programming interfaces (APIs) with a minimum of two touchpoints that brings data from Aurigo Masterworks to the AWP Preconstruction (to ultimately transition to the AWP Construction module) and AWP Project Civil Rights & Labor software. Infotech will conduct weekly status meetings with the Agency during development, testing, and rollout of this interface. Infotech will conduct three (3) rounds of testing to identify potential bugs and unknowns in the interface. Infotech will conduct one round of initial testing with the Agency. Upon a successful completion of Alpha Testing Infotech will upload the interface to the Hosted Test environment and the agency will conduct two (2) rounds of Beta testing. Upon final acceptance of the agency, NDOT will upload the interface to NDOT's hosted production environment.

Change Request 2: Create a Custom Wage Decision Utility, a custom subcontractor approval process, and to create custom reporting for Nevada. CR2 also includes an additional onsite business process workshop for Infotech to provide onsite resources to work with the NDOT implementation team on the custom processes.

- a. Create a custom Wage Decision File Utility to convert Nevada Prevailing Wage Decisions and create a corresponding Wage decision record within AWP. Nevada prevailing wage laws are unique to Nevada and will require some translation in order to work within AWP and with federally based wage decisions.
- b. NDOT requires documented acknowledgement of a series of regulatory documents by the parties involved. Infotech will build a custom process that presents these

documents to the responsible parties for validation and acknowledgment. Infotech will perform two (2) rounds of testing with the agency to ensure the custom process delivers what the agency requires. Once accepted, Infotech will push the new custom process to NDOT's production environment.

- c. Infotech will provide resources and report development for up to sixty-four (64) hours for those reports classified as being of medium complexity. Infotech will provide resources and report development for up to ninety-six (96) hours for those reports classified as being of high complexity. Infotech will perform quality assurance and testing on all reports developed by Infotech. Infotech will resolve any outstanding issues with the report before pushing those reports to NDOT's production environment. NDOT will review and approve all Infotech developed custom reports before they are pushed into NDOT's production environment. Once accepted, NDOT will request that custom reports be pushed to NDOT's hosted production environment.

To accommodate this increase of scope, the total amount of the agreement must be increased by \$511,313.00.


The negotiations yielded the following:

1. This amendment is based upon a fixed price, not man-hours.
2. The total negotiated cost for this Amendment, including direct labor, overhead, fee and direct expenses will be \$511,313.00. The new total cost of this Agreement will be \$1,832,333.00.

SERVICE PROVIDER's Transportation Board representative(s):

- Mark Douglas
- Mark.douglas@infotechinc.com
- 352-381-4411 x 4756

Reviewed and Approved:

DocuSigned by:
 11/18/2021
5ABEA92360D14C4...
ASSISTANT DIRECTOR

P068-21-040

Change Request 1 to Service Agreement No. P068-21-040

Info Tech, Inc., DBA Infotech (Infotech) submits this change request to Agreement No. P068-21-040 to implement the AASHTOWare Project Civil Rights & Labor™ module to the Nevada Department of Transportation (NDOT). If NDOT accepts this change request, NDOT will issue an amendment for execution.

Scope of Services

Infotech will provide services for the development of a defined AASHTOWare Project Preconstruction™ and AASHTOWare Project Civil Rights & Labor Import Interface to complement and enhance the implementation of the AASHTOWare Project Civil Rights & Labor software at NDOT. Infotech and NDOT agree that a requirements analysis document will contain the agreed-upon scope for the Masterworks Interface. The parties will identify and agree upon the custom report requirements during virtual meetings.

Travel Assumption: No additional travel is required under this change request.

Infotech will not provide any intellectual property to any third party as part of its services. Infotech will work directly with the agency should access or a transfer of intellectual property be necessary.

Scope Definition:

Masterworks (MW) API Interface Development: Infotech will complete the remainder of the requirements analysis, which Infotech started under a separate project, under this change request. The analysis will provide detailed requirements for completing the interface. Infotech will document the required data and conduct a workflow analysis to document all the requirements of the interface. Infotech will submit this requirements document to NDOT for review and approval before development begins.

Upon approval of the requirements document, Infotech will develop an interface between Aurigo Masterworks and the AASHTOWare Project software. Infotech expects this interface to

November 10, 2021

Page 2

consist of a maximum of one (1) application programming interface (API) that brings data from Aurigo Masterworks to the AASHTOWare Project Preconstruction and AASHTOWare Project Civil Rights & Labor software.

Infotech will conduct bi-weekly status meetings with the Agency during development, testing, and rollout of this interface. Infotech will conduct three (3) rounds of testing to identify potential errors and resolve questions about NDOT’s desired interface. Infotech will conduct one (1) round of testing with NDOT. Upon NDOT’s final acceptance of the interface, NDOT will upload the interface to NDOT’s hosted production environment. Once uploaded to the production environment, NDOT assumes all responsibility for the interface and any changes to the interface will require a new proposal.

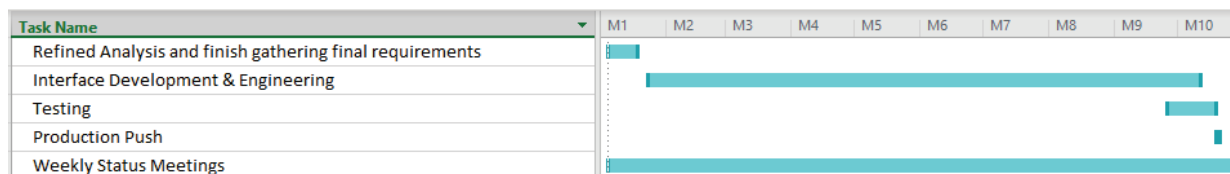
Infotech will continue resolving issues with the interface as NDOT reports them throughout the post-production Support period. In the case where some minor modifications must be made, Infotech will make those changes. In the event NDOT requires major changes, Infotech will initiate the change request process.

Infotech recognizes that this custom interface for Nevada may be or may include a derivative of AASHTOWare Project software, and that it may be of value to other agencies as well. Infotech will work with NDOT to make this custom interface available to the AASHTO member community via the file sharing tools available on www.aashtowareproject.org.

Schedule

NDOT and Infotech will agree on the start date for the services upon the execution of the Amendment.

Subsequently, NDOT and Infotech will work together at the start of the services to develop an agreed-upon schedule. One **potential** schedule is shown below:



November 10, 2021

Page 3

NDOT and Infotech will ultimately determine the actual duration of the services based on their commitment levels, NDOT's requested level of service, and Infotech's efforts to support the activities within the contract as requested by NDOT.

Invoicing Method

Infotech will invoice NDOT monthly, based on a percent complete for the fixed-price milestone listed below.

Milestone	Price
Interface Development/Testing/Delivery	\$253,319
Total	\$253,319

Nick DuVal for
Carole Pickens
Digitally signed by Nick
DuVal for Carole Pickens
Date: 2021.11.10
16:02:22 -05'00'

Carole L. Pickens
Infotech
Associate Vice President, Operations | Corporate Services
carole.pickens@infotechinc.com

P068-21-040

Change Request 2 to Service Agreement No. P068-21-040

Info Tech, Inc., DBA Infotech (Infotech) submits this change request to Agreement No. P068-21-040 to implement the AASHTOWare Project Civil Rights & Labor™ module to the Nevada Department of Transportation (NDOT). If NDOT accepts this change request, NDOT will issue an amendment for execution.

Scope of Services

Infotech will provide services for the development of a wage decision utility, services to create custom reporting to complement and enhance the implementation of the AASHTOWare Project Civil Rights & Labor software at NDOT, and services to develop database customizations for state reporting requirements. The parties will identify and agree upon the custom report requirements and database customizations during virtual meetings.

Infotech will not provide any intellectual property to any third party as part of its services. Infotech will work directly with the agency should a transfer of intellectual property be necessary.

Scope Definition:

Wage Decision File Utility Development: Infotech will conduct required data and workflow analysis to document requirements. NDOT will approve the requirements as part of the finalization. Once NDOT approves the final requirements, Infotech will develop a Wage Decision file utility that we anticipate will take a Microsoft Excel workbook, created by NDOT, as a data source and create a corresponding Wage Decision record within the AASHTOWare Project software. The Excel workbook must be formatted in its definitive version, to be known as Version 1. NDOT changes to Version 1 may require Infotech to modify the existing utility, and those changes may require a change order. Infotech will conduct weekly status meetings with the Agency during the development, testing, and rollout of this utility.

November 10, 2021

Page 2

Infotech will conduct up to three (3) rounds of Alpha testing to identify potential errors and resolve questions about NDOT's desired interface. Infotech will conduct one (1) round with the Agency. Infotech will continue resolving issues with the utility as they are identified throughout the Post-Production Support period. Upon final acceptance of the agency, NDOT will upload the interface to NDOT's production environment and will deliver any interface source code to NDOT. In order to receive the Source Code, NDOT must have a Source Code License in place with AASHTO before the source code is delivered. NDOT will maintain the Wage Decision Utility when the Post-Production Support period has ended. After the Post-Production Support Period ends, if NDOT requests modifications to the software that fall within the scope and budget of this services agreement, Infotech will make the modifications requested. If NDOT requests changes beyond the scope or budget of this services agreement, Infotech will submit a change request.

If Infotech has to change AASHTOWare Project source code to create this utility, NDOT will need to acquire a source code license from AASHTO prior to beginning this work. Infotech recognizes that this custom utility for Nevada may be or may include a derivative of AASHTOWare Project software, and that it may be of value to other agencies as well. Infotech will work with NDOT to make this custom utility available to the AASHTO member community via the file sharing tools available on www.aashtowareproject.org.

SSPR Report Custom Process Development: NDOT requires documented acknowledgement of a series of regulatory documents by the parties to contracts in NDOT's Civil Rights & Labor module. Infotech will build a custom process that presents these documents to the parties responsible for acknowledgment. Infotech will perform two (2) rounds of testing with the agency to ensure the custom process delivers what the agency requires. Once accepted, Infotech will push the new custom process to NDOT's production environment. Infotech will follow up with the agency virtually to determine if the new custom process meets all expectations in production. In the case where some minor modifications must be made, Infotech will make those changes. In the event major changes are required, Infotech will initiate the change request process.

Infotech recognizes that this custom process for Nevada may be or may include a derivative of AASHTOWare Project software, and that it may be of value to other agencies as well. Infotech

will work with NDOT to make this custom process available to the AASHTO member community via the file sharing tools available on www.aashtowareproject.org.

Custom Report Development: Infotech will conduct required data and workflow analysis to document the required custom database fields for custom report development. Infotech will develop ten reports; NDOT will specify the report names and requirements at a later time. Infotech will provide up to four (4) reports with a low complexity, four (4) with a medium complexity, and two (2) with a high complexity. Infotech will determine the complexity. We may require a change order if the reports have a different set of complexities. Infotech will perform quality assurance and testing on all custom reports that Infotech develops for NDOT. NDOT will review and approve all Infotech-developed custom reports or request that Infotech resolve any outstanding issues.

On-Site Workshop: Infotech will provide resources on site to conduct an additional business process workshop. Infotech estimates the workshop to be four (4) days. Infotech will combine various topics into a workshop week; we will determine the exact list of workshop content after high-level analysis of NDOT's needs. Infotech's goal for this workshop is for NDOT to gain the information and guidance it needs to make informed decisions required to implement the AASHTOWare Project Civil Rights & Labor software. Infotech will use these decisions to configure the software to meet NDOT's needs. Infotech will follow the workshop with a series of three (3) virtual meetings with NDOT to continue to refine the decisions that will drive the configurations. Infotech will use an iterative approach and deliver the configurations as we complete them.

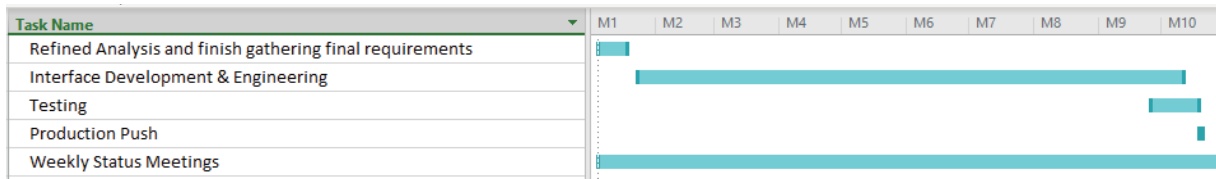
Schedule

NDOT and Infotech will agree on the start date for the services upon the execution of the Amendment.

Subsequently, NDOT and Infotech will work together at the start of the services to develop an agreed-upon schedule. One **potential** schedule follows:

November 10, 2021

Page 4



NDOT and Infotech will ultimately determine the actual duration of the services based on their commitment levels, NDOT’s requested level of service, and Infotech’s efforts to support the activities within the contract as requested by NDOT.

Invoicing Method

Infotech will invoice NDOT monthly, based on a percent complete for the fixed price milestone listed below.

Milestone	Price
Wage Decision File Utility	\$60,057
SSPR Database Custom Process	\$64,890
On-Site Workshop	\$50,824
Custom Report Development	\$82,223
Total	\$257,994

Nick DuVal for Carole Pickens
 Digitally signed by Nick DuVal for Carole Pickens
 Date: 2021.11.10 16:24:41 -05'00'

Carole L. Pickens
 Infotech
 Associate Vice President, Operations | Corporate Services
 carole.pickens@infotechinc.com

DISCLOSURE OF OWNERSHIP/PRINCIPALS

1. Business Entity Type (Please select one)

- Sole Proprietorship
 Partnership
 Limited Liability Company
 Corporation
 Trust
 Non-Profit Organization
 Other

2. Are you a publicly-traded corporation? Yes No

3. Number of Nevada Residents Employed (Do Not Leave Blank):

1

4. Corporate/Business Entity Name (Include d.b.a., if applicable):

Info Tech, Inc., DBA Infotech

5. Corporate/Business Entity Street Address:

Street Address: 2970 SW 50th Terrace	Website: infotechinc.com
City, State and Zip Code: Gainesville, FL 32608	Point of Contact Name: Carole L. Pickens
Telephone and Fax No. (T)352-381-4400 (F) 888-972-2185	Email: carole.pickens@infotechinc.com

6. Nevada Local Business Street Address (If different from above):

Street Address:	Website:
City, State and Zip Code:	Point of Contact Name:
Local Telephone and Fax No.	Email:

6. List of Owners/Officers

All business entities*, with the exception of publicly-traded and non-profit organizations, must list the names of individuals holding more than five percent (5%) ownership or financial interest in the business entity.

Publicly-traded entities and non-profit organizations shall list all Corporate Officers and Directors in lieu of disclosing the names of individuals with ownership or financial interest.

Full Name	Title	% Owned (Not required for Publicly-Traded Corporations/Non-profit Organizations)
James T. McClave	CEO	50
Thomas P. Rothrock	CEO	50

*Business entities include all business associations organized under or governed by Title 7 of the Nevada Revised Statutes, including but not limited to private corporations, close corporations, foreign corporations, limited liability companies, partnerships, limited partnerships, and professional corporations.

DISCLOSURE OF RELATIONSHIP FORM

*****This section is not required for publicly-traded corporations*****

Purpose:

1. Disclose any individual members, partners, owners or principals involved in the business entity that is a NDOT full-time employee(s) or appointed/elected official(s).

In accordance with NRS 281A.430.1, a public officer or employee shall not bid on or enter into a contract between a government agency and any private business in which he has a significant financial interest, except as otherwise provided in that statute.

2. Disclose any individual members, partners, owners or principals involved in the business entity with a first or second degree of consanguinity, or affinity relation to a NDOT full-time employee(s) or appointed/elected official(s) (reference the *Definition* section below).

Definitions:

Consanguinity is a relationship by blood.

Affinity is a relationship by marriage.

First and Second degree of consanguinity applies to the candidate's first and second degree of blood relatives as follows:

- First Degree: Spouse – Registered Domestic Partners – Children – Parents – In-laws
- Second Degree: Brothers/Sisters – Half-Brothers/Half-Sisters – Grandchildren – Grandparents – In-laws

Disclosure of Relationship:

If "YES" is selected for any of the following questions, the Disclosure of Relationship form must be completed (see Page 5).

1. Are any individual members, partners, owners or principals involved in the business entity a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No


2. Are any individual members, partners, owners or principals have a first or second degree of consanguinity related to a NDOT full-time employee(s) or appointed/elected official(s)?

Yes No

List any disclosures below (mark N/A, if not applicable.):

NAME OF BUSINESS OWNER/PRINCIPAL	NAME OF NDOT EMPLOYEE/OFFICIAL AND JOB TITLE	RELATIONSHIP TO NDOT EMPLOYEE/OFFICIAL	NDOT EMPLOYEE/OFFICIAL'S DEPARTMENT/DIVISION

I certify under penalty of perjury, that all of the information provided herein is current, complete, and accurate. I also understand that NDOT may not take action on contract and agreement approvals without the completed disclosure form.

Signature  Print Name **Will McClave**

Title **President, Systems** Date **2/12/2021**

For NDOT Use Only:

If any Disclosure of Relationship is noted above, please complete the following:

- Yes No Is the NDOT employee(s) noted above involved in the contracting/selection process for this particular item?
- Yes No Is the NDOT employee(s) noted above involved in any way with the business in performance of the contract?

Notes/Comments:

Signature _____

Print Name _____
Authorized NDOT Representative



1263 South Stewart Street
Carson City, NV 89712
Phone: (775) 888-7440
Fax: (775) 888-7201

MEMORANDUM

December 2, 2021

TO: Department of Transportation Board of Directors

FROM: Kristina Swallow, P.E., Director

SUBJECT: December 13, 2021 | Transportation Board of Directors Meeting

ITEM #9 : Contracts, Agreements, and Settlements—Pursuant to NRS 408.131 the Board may delegate authority to the Director which the Director may exercise pursuant to NRS 408.205. These items and matters have been delegated to the Director by the Board by resolutions in April 1990 and July 2011.— *Informational item only.*

Summary:

The purpose of this item is to inform the Board of the following:

- Construction contracts under \$5,000,000 awarded October 8, 2021 through November 11, 2021.
- Agreements under \$300,000 executed October 8, 2021 through November 11, 2021.
- Settlements entered into by the Department which were presented for approval to the Board of Examiners October 8, 2021 through November 11, 2021.

Any emergency agreements authorized by statute will be presented here as an informational item.

Background:

Pursuant to NRS 408.131(5), the Transportation Board has authority to “execute or approve all instruments and documents in the name of the State or Department necessary to carry out the provisions of the chapter”. Additionally, the Director may execute all contracts necessary to carry out the provisions of Chapter 408 of NRS with the approval of the board, except those construction contracts that must be executed by the chairman of the board. Other contracts or agreements not related to the construction, reconstruction, improvement and maintenance of highways must be presented to and approved by the Board of Examiners. This item is intended to inform the Board of various matters relating to the Department of Transportation but which do not require any formal action by the Board.

MEMORANDUM

Department of Transportation Board of Directors

December 2, 2021

Page 2 of 2

The Department contracts for services relating to the construction, operation and maintenance of the State's multi-modal transportation system. Contracts listed in this item are all low-bid per statute and executed by the Governor in his capacity as Board Chairman. The projects are part of the STIP document approved by the Board. In addition, the Department negotiates settlements with contractors, property owners, and other parties to resolve disputes. These proposed settlements are presented to the Board of Examiners, with the support and advisement of the Attorney General's Office, for approval. Other matters included in this item would be any emergency agreements entered into by the Department during the reporting period.

The attached construction contracts constitute all that were awarded for construction from October 8, 2021 through November 11, 2021 and agreements executed by the department from October 8, 2021 through November 11, 2021. There are no settlements during the reporting period.

Analysis:

These contracts have been executed following the Code of Federal Regulations, Nevada Revised Statutes, Nevada Administrative Code, State Administrative Manual, and/or Department policies and procedures.

List of Attachments:

- A. State of Nevada Department of Transportation Contracts Awarded – Under \$5,000,000, October 8, 2021 through November 11, 2021.
- B. State of Nevada Department of Transportation Executed Agreements – Informational, October 8, 2021 through November 11, 2021.

Recommendation for Board Action:

Informational item only

Prepared by:

Administrative Services Division

**STATE OF NEVADA DEPARTMENT OF TRANSPORTATION
 CONTRACTS AWARDED - INFORMATIONAL
 October 8, 2021 through November 11, 2021**

1. October 7, 2021 at 3:00 PM the following bids were opened for Contract **3894**, Project No. SPSR-0208(011), on SR 208, in Lyon County, to protect Bridge B-778 with riprap scour revetment; excavate underneath and around bridge to place engineered riprap and geotextile.

Desert Engineering.....	Actual Bid: \$700,777.77	Adjusted Bid: \$735,816.66
MKD Construction, Inc.....		\$790,991.60
Steelhead Constructors, Inc.	Actual Bid: \$805,686.50	Adjusted Bid: \$845,970.83
Burdick Excavating Co., Inc.....		\$956,644.03
Q & D Construction LLC.....		\$969,000.00
Road and Highway Builders LLC.....		\$1,131,131.00

Engineer's Estimate..... \$916,827.92

The Director awarded the contract November 2, 2021, to Desert Engineering for \$700,777.77.

Attachment B
 State of Nevada Department of Transportation
 Executed Agreements - Informational
 October 8, 2021 through November 11, 2021

Line No.	Agreement No.	Amend No.	Contractor	Purpose	Fed	Original Agreement Amount	Total of Prior Amendments	Amendment Amount	Payable Amount	Receivable Amount	Start Date	End Date	Amend Date	Agree Type	Division	Director's Office	Division Head	Notes
1	36320	01	CITY OF LAS VEGAS	ROLES AND RESPONSIBILITIES	N	\$2,623,000.00	-	\$265,909.09	\$2,888,909.09	-	09/29/2020	12/31/2040	10/20/2021	Cooperative	Local Public Agency	Sajid	Scott	AMD 1 10-20-21: INCREASE AUTHORITY BY \$265,909.09 FROM \$2,623,000.00 TO \$2,888,909.09 DUE TO THE NEED TO REMOVE D STREET, I-15 TO WASHINGTON AVENUE, AND ADD THE NORTH ONE-HALF OF CHEYENNE AVENUE, RANCHO TO DECATUR. 09-29-20: ACCOMMODATE CERTAIN ROADWAY TRANSFERS, INCLUDING OWNERSHIP, AND MAINTENANCE RESPONSIBILITIES BETWEEN THE DEPARTMENT AND THE CITY, CLARK COUNTY. NV B/L#: EXEMPT
2	48221	00	LAS VEGAS PAVING (LVP) CORPORATION	EMERGENCY SHOULDER REPAIR	N	\$366,345.62	-	-	\$366,345.62	-	10/25/2021	09/30/2022	-	Emergency	District I	Jeff	Mario	10-25-21: EMERGENCY REPAIR ON STATE ROUTE 160 AND US 95, MILE POST 15, FROM SEVERE WEATHER DAMAGE TO THE SHOULDER, NYE COUNTY. NV B/L#: NVD19581000650-S
3	52921	00	CENTRAL TELEPHONE COMPANY DBA CENTURYLINK COMMUNICATIONS	PRELIMINARY ENGINEERING	N	\$33,930.27	-	-	\$33,930.27	-	11/02/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	11-02-21: PRELIMINARY ENGINEERING FOR THE DESIGN AND COORDINATION OF CENTURYLINK'S RELOCATION AT NORTHSIDE OFF OF CHARLESTON BOULEVARD AND EAST OF I-515 INTERCHANGE, CLARK COUNTY. NV B/L#: NVF19901012165
4	51521	00	NEVADA BELL TELEPHONE DBA AT&T	PRELIMINARY ENGINEERING	N	\$5,719.41	-	-	\$5,719.41	-	11/01/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	11-01-21: PRELIMINARY ENGINEERING FOR THE RELOCATION OF AT&T OVERHEAD LINES ATTACHED TO NV ENERGY POLES, FOR PROJECT SPSR-0445(003), LOCATED AT STATE ROUTE 445 PYRAMID HIGHWAY FROM QUEEN WAY TO GOLDEN VIEW DRIVE, WASHOE COUNTY. NV B/L#: NVD19131000017
5	52321	00	NV ENERGY	DESIGN INITIATION	N	\$1,000.00	-	-	\$1,000.00	-	10/13/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-13-21: DESIGN INITIATION FOR ONE (1) 200AMP NEW SERVICE PEDESTAL WITHIN THE DEPARTMENT'S RIGHT-OF-WAY, TO POWER A NEW FIBER HUT FOR SIGNALS, LIGHTING, AND ITS DESIGN (SLI) ON EAST BOUND I-80 AT MILEPOST WA 32.03, WASHOE COUNTY. NV B/L#: NVD19831015840
6	52521	00	NV ENERGY	PRELIMINARY ENGINEERING	N	\$12,000.00	-	-	\$12,000.00	-	11/01/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	11-01-21: PRELIMINARY ENGINEERING TO REIMBURSE COMPENSABLE COSTS INCURRED BY NV ENERGY TO RELOCATE FACILITIES AT STATE ROUTE 445 PYRAMID HIGHWAY FROM QUEEN WAY TO GOLDEN VIEW DRIVE, WASHOE COUNTY. NV B/L#: NVD19831015840
7	36721	00	UNION PACIFIC RAILROAD COMPANY	WIRELINE CROSSING	Y	\$4,340.00	-	-	\$4,340.00	-	07/07/2021	08/30/2026	-	Facility	Right-of-Way	Sajid	Craig	07-07-21: INSTALLATION OF TWO (2) 4" AND ONE (1) 3" CONDUITS FOR FIBER AND FUTURE SECONDARY POWER PLACEMENT AT US-395, NORTH OF RENO FROM MCCARRAN BOULEVARD TO GOLDEN VALLEY STRUCTURE, FROM MILEPOST WA 27.064 TO MILEPOST WA 31.107, WEST OF UNION PACIFIC RAILROAD (UPRR) CROSSING 833574R, WASHOE COUNTY. NV B/L#: NVF19691003146
8	36821	00	UNION PACIFIC RAILROAD COMPANY	WIRELINE CROSSING	Y	\$5,000.00	-	-	\$5,000.00	-	08/25/2021	08/30/2026	-	Facility	Right-of-Way	Sajid	Craig	08-25-21: INSTALLATION OF TWO (2) 4" AND ONE (1) 3" CONDUITS FOR FIBER AND FUTURE SECONDARY POWER PLACEMENT AT US-395, NORTH OF RENO FROM MCCARRAN BOULEVARD TO GOLDEN VALLEY STRUCTURE, FROM MILEPOST WA 27.064 TO MILEPOST WA 31.107, WEST OF UNION PACIFIC RAILROAD (UPRR) CROSSING 833575XR, WASHOE COUNTY. NV B/L#: NVF19691003146
9	38021	00	CARLIN OPEN DOOR SENIOR CITIZENS CENTER	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$100,139.00	-	-	\$100,139.00	-	11/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	11-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR RURAL PUBLIC TRANSPORTATION SUPPORTING SENIORS AND INDIVIDUALS WITH DISABILITIES, ELKO COUNTY. NV B/L#: NVD20021304313
10	47121	00	CITY OF YERINGTON PUBLIC WORKS	BICYCLE AND PEDESTRIAN EDUCATION	N	\$2,000.00	-	-	\$2,000.00	-	09/21/2021	08/30/2022	-	Grantee	Planning Bicycle	Sondra	Guinevere	09-21-21: FUNDING TO PROMOTE BICYCLE AND PEDESTRIAN SAFETY EDUCATION PROGRAMS, LYON COUNTY. NV B/L#: EXEMPT
11	38721	00	DOUGLAS AREA RURAL TRANSIT	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$1,410,145.00	-	-	\$968,609.00	\$441,536.00	10/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	10-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR RURAL PUBLIC TRANSPORTATION TO ENHANCE ACCESS OF ACTIVITIES FOR PEOPLE IN RURAL AREAS, DOUGLAS COUNTY. NV B/L#: EXEMPT
12	38321	00	NEIGHBOR NETWORK OF NORTHERN NEVADA	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$203,414.00	-	-	\$203,414.00	-	10/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	10-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR MOBILITY MANAGEMENT SERVICES SUPPORTING SENIORS AND INDIVIDUALS WITH DISABILITIES, CARSON CITY, WASHOE, DOUGLAS, LYON, STOREY, HUMBOLDT, PERSHING, CHURCHILL, LANDER, EUREKA, WHITE PINE, AND ELKO COUNTIES. NV B/L#: NVD20151333295
13	38421	00	NEIGHBOR NETWORK OF NORTHERN NEVADA	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$95,682.00	-	-	\$95,682.00	-	10/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	10-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR RURAL PUBLIC TRANSPORTATION SUPPORTING SENIORS AND INDIVIDUALS WITH DISABILITIES, CARSON CITY, WASHOE, DOUGLAS, LYON, STOREY, HUMBOLDT, PERSHING, CHURCHILL, LANDER, EUREKA, WHITE PINE, AND ELKO COUNTIES. NV B/L#: NVD20151333295
14	38121	00	NEVADA RURAL COUNTIES RSVP PROGRAM, INC.	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$130,346.00	-	-	\$130,346.00	-	10/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	10-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR RURAL PUBLIC TRANSPORTATION SUPPORTING SENIORS AND INDIVIDUALS WITH DISABILITIES, CARSON CITY, DOUGLAS, LYON, HUMBOLDT, WHITE PINE, LINCOLD, ELKO, MINERAL, AND NYE COUNTIES. NV B/L#: NVD19921048693
15	39321	00	NYE COUNTY SENIOR NUTRITION	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$340,385.00	-	-	\$230,124.00	\$110,261.00	10/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	10-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR RURAL PUBLIC TRANSPORTATION TO ENHANCE ACCESS OF ACTIVITIES FOR PEOPLE IN RURAL AREAS, ESMERALDA AND NYE COUNTIES. NV B/L#: NVD19811015471
16	40121	00	WHITE PINE COUNTY-ELY BUS	FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT PROGRAM	Y	\$404,830.00	-	-	\$259,398.00	\$145,432.00	10/01/2021	09/30/2023	-	Grantee	Planning	Sondra	Guinevere	10-01-21: ALLOCATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) FUNDS FOR FEDERAL FISCAL YEAR (FFY) 2022 AND FEDERAL FISCAL YEAR (FFY) 2023 FOR RURAL PUBLIC TRANSPORTATION TO ENHANCE ACCESS OF ACTIVITIES FOR PEOPLE IN RURAL AREAS, WHITE PINE COUNTY. NV B/L#: EXEMPT
17	37721	00	AQUA-SERV ENGINEERS, INC.	WATER TREATMENT SERVICES	N	\$19,867.68	-	-	\$19,867.68	-	10/18/2021	04/30/2026	-	Service Provider	District I	Jeff	Mario	10-18-21: PROVIDE AND MAINTAIN WATER TREATMENT SERVICES NECESSARY FOR MAINTAINING THE CHILLERS AT THE TRAFFIC MANAGEMENT CENTER (TMC) IN DISTRICT I, CLARK COUNTY. NV B/L#: NVF19641000624-Q PROPOSERS: AQUA-SERV ENGINEERS, INC., H2O TO GO, SERV-ALL WATER CONDITIONING, COLBURN ENTERPRISES

Attachment B

Line No.	Agreement No.	Amend No.	Contractor	Purpose	Fed	Original Agreement Amount	Total of Prior Amendments	Amendment Amount	Payable Amount	Receivable Amount	Start Date	End Date	Amend Date	Agree Type	Division	Director's Office	Division Head	Notes
18	61219	01	BATTLE BORN TREE SERVICE, LLC	SNOW REMOVAL SERVICES	N	\$25,000.00	-	\$45,000.00	\$70,000.00	-	10/15/2019	11/02/2023	10/20/2021	Service Provider	Buildings and Grounds	Felicia	James	AMD 1 10-20-21: INCREASE AUTHORITY BY \$45,000.00 FROM \$25,000.00 TO \$70,000.00 AND EXTEND TERMINATION DATE FROM 11-01-21 TO 11-02-23 DUE TO THE NEED FOR CONTINUED SERVICES. 10-15-19: SNOW REMOVAL SERVICES AT THE DEPARTMENT'S HEADQUARTERS CAMPUS PARKING AREAS AND THE CARSON CITY AIRPORT NDOT HANGAR, CARSON CITY. NV B/L#: NVD20131580674-Q
19	55821	00	BEARCAT MANUFACTURING, INC.	REPAIRS AND UPGRADES FOR UNIT 0373	N	\$21,453.54	-	-	\$21,453.54	-	10/08/2021	02/15/2022	-	Service Provider	Equipment	Jenica	Wayne	10-08-21: REPAIR OF THE HOPPER CAMSHAFT AND UPGRADE OF THE DELIVERY CONTROL SYSTEM ON UNIT 0373, TO PERFORM ROAD AND HIGHWAY REPAIR PROJECTS, CLARK COUNTY, NV B/L#: EXEMPT-S
20	77915	04	C.A. GROUP, INC.	I-515 INTERCHANGE DESIGN	Y	\$1,430,500.00	\$4,416,500.00	\$296,522.00	\$6,143,522.00	-	06/07/2016	12/31/2024	10/08/2021	Service Provider	Project Management	Sajid	Nick	AMD 4 10-08-21: INCREASE AUTHORITY BY \$296,522.00 FROM \$5,847,000.00 TO \$6,143,522.00 TO ADD FINAL DESIGN ENGINEERING SCOPE FOR THE PROJECT. AMD 3 03-08-21: INCREASE AUTHORITY BY \$916,500.00 FROM \$4,930,500.00 TO \$5,847,000.00 AND EXTEND TERMINATION DATE FROM 12-31-22 TO 12-31-24 DUE TO THE ADDITION OF FINAL DESIGN ENGINEERING SERVICES DURING THE CONSTRUCTION PHASE OF THE PROJECT. AMD 2 08-19-19: INCREASE AUTHORITY BY \$3,000,000.00 FROM \$1,930,500.00 TO \$4,930,500.00 AND EXTEND TERMINATION DATE FROM 12-31-20 TO 12-31-22 TO COMPLETE THE PROJECT AND ADD FINAL DESIGN ENGINEERING AND COMPLETE THE PROJECT AMD 1 02-06-17: INCREASE AUTHORITY BY \$500,000.00 FROM \$1,430,500.00 TO \$1,930,500.00 DUE TO ADDITIONAL SERVICES ADDED TO THE SCOPE OF SERVICES. 06-07-16: ENVIRONMENTAL AND PRELIMINARY DESIGN SERVICES FOR RECONSTRUCTION OF THE I-515 AT CHARLESTON INTERCHANGE AND AUXILIARY LANES. CLARK COUNTY. NV B/L#: NVD20081407877-R
21	56121	01	CASHMAN EQUIPMENT COMPANY	REBUILD ENGINE UNIT 1274	N	\$38,779.95	-	\$5,160.99	\$43,940.94	-	10/08/2021	03/31/2022	11/02/2021	Service Provider	Equipment	Jenica	Wayne	AMD 1 11-02-21: INCREASE AUTHORITY BY \$5,160.99 FROM \$38,779.95 TO \$43,940.94 DUE TO ADDITIONAL PARTS REQUIRED TO COMPLETE THE ENGINE REBUILD. 10-08-21: REBUILD THE FAILED ENGINE AND RELATED PARTS ON UNIT 1274 TO BRING THE UNIT BACK INTO SERVICE, WASHOE COUNTY. NV B/L#: NVD19601000406-S
22	48621	00	D&B PROFESSIONAL CLEANING SERVICES	JANITORIAL SERVICES FOR DISTRICT III	N	\$168,888.00	-	-	\$168,888.00	-	10/21/2021	01/31/2024	-	Service Provider	District III	Jeff	Boyd	10-21-21: JANITORIAL AND SNOW REMOVAL SERVICES AT THE BEOWAWE REST AREAS, TWENTY SEVEN (27) MILES EAST OF BATTLE MOUNTAIN ON I-80, AND THE EMIGRANT TRUCK STOPS EASTBOUND AND WESTBOUND, THIRTY-NINE (39) MILES EAST OF BATTLE MOUNTAIN ON I-80, EUREKA COUNTY. NV B/L#: NVD20101094756-Q PROPOSERS: D&B PROFESSIONAL CLEANING SERVICES, ECO GREEN MAINTENANCE, QUALITY TRI-COUNTY JANITORIAL, JANITORIAL NIA
23	49821	00	D&B PROFESSIONAL CLEANING SERVICES	JANITORIAL SERVICES FOR DISTRICT III	N	\$55,400.00	-	-	\$55,400.00	-	10/21/2021	01/31/2024	-	Service Provider	District III	Jeff	Boyd	10-21-21: JANITORIAL SERVICES FOR THE SALMON FALLS REST AREA, ON US-93, TWO (2) MILES SOUTH OF JACKPOT, AT MILEPOST EL-139, ELKO COUNTY. NV B/L#: NVD20101094756-Q PROPOSERS: D&B PROFESSIONAL CLEANING SERVICES, 2 KLEAN 4 U, R & K SALES
24	52421	00	JOHNSON VALUATION GROUP, LTD. (BENJAMIN Q. JOHNSON, MAI)	APPRAISAL SERVICES	Y	\$30,000.00	-	-	\$30,000.00	-	10/21/2021	10/31/2022	-	Service Provider	Right-of-Way	Sajid	Craig	10-21-21: APPRAISAL OF PROPERTY FOR PROJECT NHP-0445(013) AT PYRAMID HIGHWAY, STATE ROUTE 445, FROM QUEEN WAY TO GOLDEN VIEW DRIVE FOR MULTI MODAL IMPROVEMENT, WASHOE COUNTY. NV B/L#: NVD20151078078
25	46021	00	MASON VALLEY JANITORIAL	JANITORIAL SERVICES DISTRICT II	N	\$99,880.00	-	-	\$99,880.00	-	10/21/2021	03/31/2025	-	Service Provider	District II	Jeff	Mike	10-21-21: JANITORIAL SERVICES AT THE WILSON CANYON REST AREA, AT MILEPOST 12.70, AND THE WILSON CANYON MONUMENT AT MILEPOST 13.00, ON STATE ROUTE 208, LYON COUNTY. NV B/L#: NVD20101023107-Q PROPOSERS: MASON VALLEY JANITORIAL, MCNEIL'S CLEANING SERVICES, ANGEL & SONS CLEANING
26	46221	00	MND AMERICA CORPORATION	AVALANCHE SHELTER SERVICES	N	\$100,000.00	-	-	\$100,000.00	-	10/25/2021	12/31/2023	-	Service Provider	District II	Jeff	Mike	10-25-21: SAFETY SERVICES TO INCLUDE LABOR, MATERIALS, EQUIPMENT AND TOOLS AT THE AVALANCHE SHELTER ON MOUNT ROSE HIGHWAY, WASHOE COUNTY. NV B/L#: NVF20181656842-S
27	10521	00	PETERBILT TRUCK PARTS AND EQUIPMENT, LLC	REPAIRS AND UPGRADES FOR UNIT 2381	N	\$20,781.00	-	-	\$20,781.00	-	11/05/2021	02/28/2022	-	Service Provider	Equipment	Jenica	Wayne	11-05-21: UPGRADE AND MODIFICATION OF THE PAINTING CARRIAGE CONTROL SYSTEM, TO CONVERT FROM A STEERING WHEEL TO A JOYSTICK STYLE CONTROLLER SYSTEM IN UNIT 2381 FOR OPERATION IMPROVEMENT, WASHOE COUNTY. NV B/L#: NVD20071328642-S
28	30521	01	SIERRA NEVADA CONSTRUCTION, INC.	PARKING LOT PAVING FOR DISTRICT II	N	\$112,007.00	-	\$10,497.60	\$122,504.60	-	08/06/2021	12/31/2021	11/02/2021	Service Provider	District II	Jeff	Mike	AMD 1 11-02-21: INCREASE AUTHORITY BY \$10,497.60 FROM \$112,007.00 TO \$122,504.60 DUE TO THREE (3) ADDITIONAL VALVE BOX ADJUSTMENTS AND TO CORRECT DRAINAGE ISSUES. 08-06-21: GRINDING AND PAVING OF A TWO TO FOUR INCH (2"-4") COLDMILL, AND TWO INCH (2") OVERLAY OF THE PARKING LOT AT THE DISTRICT II RENO ADMINISTRATION BUILDING, 350 GALLETTI WAY, WASHOE COUNTY. NV B/L: NVD19881009372-Q
29	73019	01	SMITH CULP CONSULTING, LLC	UPDATE DEPARTMENT'S STRATEGIC PLAN	N	\$58,000.00	-	\$17,282.68	\$75,282.68	-	11/12/2019	09/30/2022	10/25/2021	Service Provider	Director's Office	Cole	Ryan	AMD1 10-25-21: INCREASE AUTHORITY BY \$17,282.68 FROM \$58,000.00 TO \$75,282.68 AND EXTEND THE TERMINATION DATE FROM 10/31/21 TO 9/30/22 DUE TO EXPANDING THE SCOPE OF SERVICES IN ORDER TO CONTINUE TO ASSESS THE STRATEGIC PLAN. 11-12-19: UPDATE AND ENHANCE THE DEPARTMENT'S STRATEGIC PLAN, STATEWIDE. NV B/L#: NVS20111431881-S
30	56021	00	WHEELER'S ELECTRIC, INC.	ELECTRICAL SYSTEMS SERVICE	N	\$162,690.00	-	-	\$162,690.00	-	10/21/2021	09/30/2023	-	Service Provider	District I	Jeff	Mario	10-21-21: SERVICE, MAINTENANCE, REPAIR AND MONITORING OF ELECTRICAL AND GENERATOR SYSTEMS AT THE TRAFFIC MANAGEMENT CENTER (TMC), FOR FUNCTION AND SAFETY PURPOSES IN DISTRICT I, CLARK COUNTY. NV B/L#: NVD19811002885-Q PROPOSERS: WHEELER'S ELECTRIC, INC., ATM ELECTRIC, BOMBARD ELECTRIC, MOJAVE ELECTRIC, LV ELECTRIC

Attachment B

NO COST AGREEMENTS AND/OR AMENDMENTS

Line No.	Agreement No.	Amend No.	Contractor	Purpose	Fed	Original Agreement Amount	Total of Prior Amendments	Amendment Amount	Payable Amount	Receivable Amount	Start Date	End Date	Amend Date	Agree Type	Division	Director's Office	Division Head	Notes
31	31321	00	WASHOE COUNTY	ROLES AND RESPONSIBILITIES	N	-	-	-	-	-	10/11/2021	12/31/2023	-	Cooperative	Design	Sajid	Scott	10-11-21: NO COST AGREEMENT TO DEFINE THE ROLES AND RESPONSIBILITIES FOR THE DESIGN, CONSTRUCTION, AND MAINTENANCE OF THE PROJECT ON STATE ROUTE 445, PYRAMID HIGHWAY, AT THE INTERSECTION OF EGYPTIAN DRIVE AND SUNSET LANE, WASHOE COUNTY. NV B/L#: EXEMPT
32	51621	00	CENTRAL TELEPHONE COMPANY DBA CENTURYLINK COMMUNICATIONS AND LUMEN	MANHOLE AND VALVE COVERS	N	\$2,200.00	-	-	-	\$2,200.00	10/08/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-08-21: NO COST AGREEMENT TO ADJUST TWO (2) MANHOLE AND VALVE COVERS ON STATE ROUTE 159, CHARLESTON BOULEVARD, FROM HONOLULU STREET TO SACRAMENTO DRIVE, MILEPOST CL 29.45 TO MILEPOST CL 29.80 AND I-515 FROM WYOMING AVENUE TO EASTERN AVENUE, MILEPOST CL 71.19 TO MILEPOST CL 73.37, CLARK COUNTY. NV B/L#: NVF19901012165
33	51821	00	CITY OF LAS VEGAS	MANHOLE AND VALVE COVERS	N	-	-	-	-	-	10/08/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-08-21: NO COST AGREEMENT TO ADJUST SEVENTEEN (17) MANHOLE AND VALVE COVERS ON STATE ROUTE 159, CHARLESTON BOULEVARD, FROM HONOLULU STREET TO SACRAMENTO DRIVE, MILEPOST CL 29.45 TO MILEPOST CL 29.80 AND I-515 FROM SOUTH OF CHARLESTON BOULEVARD TO EASTERN AVENUE, MILEPOST CL 71.19 TO MILEPOST CL 73.37, CLARK COUNTY. NV B/L#: EXEMPT
34	52121	00	NEVADA BELL TELEPHONE DBA AT&T	MANHOLE AND VALVE COVERS	N	\$3,000.00	-	-	-	\$3,000.00	10/13/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-13-21: NO COST AGREEMENT TO ADJUST TWO (2) MANHOLE AND VALVE COVERS ON STATE ROUTE 445, PYRAMID HIGHWAY, AT EGYPTIAN DRIVE, MILEPOST WA 8.55 TO MILEPOST WA 8.90, WASHOE COUNTY. NV B/L#: NVD19131000017
35	52221	00	NV ENERGY	DESIGN APPROVAL	N	-	-	-	-	-	10/13/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-13-21: NO COST AGREEMENT FOR DESIGN OF NEW SERVICE PEDESTAL AT 3535 WEST IDAHO STREET, ELKO COUNTY. NV B/L#: NVD19831015840
36	52721	00	NV ENERGY	DESIGN APPROVAL	N	-	-	-	-	-	10/20/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-20-21: NO COST AGREEMENT TO INSTALL A NEW TWO HUNDRED (200) AMP SERVICE PEDESTAL TO PROVIDE POWER TO FOUR (4) NEW LUMINAIRES AND A CHAIN UP SIGN TO ILLUMINATE THE CHAIN INSTALLATION AREA AT THE 2002U LOCATION, DOUGLAS COUNTY. NV B/L#: NVD19831015840
37	52021	00	NV ENERGY	MANHOLE AND VALVE COVERS	N	\$3,200.00	-	-	-	\$3,200.00	10/13/2021	10/31/2026	-	Facility	Right-of-Way	Sajid	Craig	10-13-21: NO COST AGREEMENT TO ADJUST FOUR (4) MANHOLE AND VALVE COVERS ON STATE ROUTE 445, PYRAMID HIGHWAY, AT EGYPTIAN DRIVE, MILEPOST WA 8.55 TO MILEPOST WA 8.90, WASHOE COUNTY. NV B/L#: NVD19831015840
38	57521	00	KELVIN CANN	EMPLOYEE HOUSE LEASE	N	\$3,050.00	-	-	-	\$3,050.00	11/10/2021	11/02/2026	-	Lease	District II	Jeff	Mike	11-10-21: NO COST AGREEMENT , EMPLOYEE LEASE OF HOUSE NUMBER 4, AN UNFURNISHED DWELLING AT THE COLD SPRINGS MAINTENANCE STATION, CHURCHILL COUNTY. NV B/L#: EXEMPT
39	57421	00	WILLIAM BLAKE BARTER	EMPLOYEE HOUSE LEASE	N	\$3,100.00	-	-	-	\$3,100.00	11/09/2021	11/02/2026	-	Lease	District II	Jeff	Mike	11-09-21: NO COST AGREEMENT , EMPLOYEE LEASE OF HOUSE NUMBER 2, AN UNFURNISHED DWELLING AT THE COLD SPRINGS MAINTENANCE STATION, CHURCHILL COUNTY. NV B/L#: EXEMPT
40	06921	00	TIMOTHY HUSSEY	EMPLOYEE HOUSE LEASE	N	\$2,900.00	-	-	-	\$2,900.00	11/02/2021	10/31/2025	-	Lease	District III	Jeff	Boyd	11-02-21: NO COST AGREEMENT , EMPLOYEE LEASE OF HOUSE NUMBER 271, AN UNFURNISHED DWELLING AT THE NORTH FORK MAINTENANCE STATION, ELKO COUNTY. NV B/L#: EXEMPT
41	58421	00	UNITED ROAD TOWING	SPONSORSHIP SUPPORT FOR FREEWAY SERVICE PATROL (FSP) PROGRAM	N	-	-	-	-	-	11/04/2021	10/31/2026	-	Service Provider	Traffic Operations	Jenica	Rod	11-04-21: NO COST AGREEMENT SPONSORSHIP SUPPORT OF THE FREEWAY SERVICE PATROL (FSP) PROGRAM TO ALLOW FOR AUGMENTATION DURING SPECIAL EVENTS, CONSTRUCTION PROJECTS, AND MAJOR INCIDENTS, CLARK AND WASHOE COUNTIES. NV B/L#: NVF20181028639
42	36420	01	REGIONAL TRANSPORTATION COMMISSION (RTC) WASHOE	CORRIDOR STUDY	Y	\$350,000.00	-	-	\$350,000.00	-	10/26/2020	12/31/2023	10/18/2021	Cooperative	Planning	Sondra	Kevin	AMD 1 10-18-21: NO COST AMENDMENT TO EXTEND THE TERMINATION DATE FROM 12-31-21 TO 12-31-23 DUE TO THE PROCUREMENT AND NEGOTIATION PROCESSES TAKING LONGER THAN EXPECTED. 10-26-20: PROVIDE FUNDING TO CONDUCT A MULTIMODAL ANALYSIS FOR TRANSPORTATION IMPROVEMENTS ON THE MCCARRAN BOULEVARD LOOP, WASHOE COUNTY. NV B/L#: EXEMPT
43	22820	01	TATE, SNYDER AND KIMSEY ARCHITECTS, LTD. DBA TSK	LOVELOCK MAINTENANCE STATION ARCHITECTURAL AND ENGINEERING DESIGN SERVICES	N	\$2,665,174.00	-	-	\$2,665,174.00	-	06/14/2021	12/31/2025	10/13/2021	Service Provider	Architecture	Jenica	Anita	AMD 1 10-13-21: NO COST AMENDMENT CLARIFICATION OF USAGE OF THE CONTINGENCY FUND AND REPLACEMENT OF ATTACHMENT A WITH ATTACHMENT A-1. 06-14-21: FULL ARCHITECTURAL AND ENGINEERING (A/E) DESIGN SERVICES AND CONSTRUCTION DOCUMENTS FOR THE CONSTRUCTION OF THE DEPARTMENT MAINTENANCE STATION IN LOVELOCK, NEVADA, PERSHING COUNTY. NV B/L#: NVD20212004081-R
44	47321	01	RAM ENTERPRISE, INC.	REASSEMBLE UNIT 1523	N	\$38,527.02	-	-	\$38,527.02	-	09/07/2021	02/28/2022	11/10/2021	Service Provider	Equipment	Jenica	Wayne	AMD 1 11-10-21: NO COST AMENDMENT TO EXTEND TERMINATION DATE FROM 12-06-21 TO 02-28-22 DUE TO REQUIRED PARTS ARE ON BACK ORDER. 09-07-21: REASSEMBLE DEPARTMENT'S UNIT 1523, A RADIAL CONVEYOR STACKER, IN ORDER TO BRING THE UNIT BACK INTO SERVICE, ELKO COUNTY. NV B/L#: NVD20111401340-S



1263 South Stewart Street
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MEMORANDUM

Nov 30, 2021

TO: Department of Transportation Board of Directors

FROM: Kristina Swallow, P.E., Director

SUBJECT: December 13, 2021 | Transportation Board of Directors Meeting

ITEM #10: Receive the Nevada Department of Transportation 2021 NDOT Performance Management Report – *For information only*

Summary:

The Department prepares an Annual Performance Management Report and submits it to the Transportation Board of Directors and the Director of the Legislative Counsel Bureau (LCB) for transmittal to the Interim Finance Committee by December 31st of each year (NRS 408.133). The draft report is being presented prior to the final production that will be provided to LCB later this month.

Major components of the 2021 NDOT Performance Management Report include:

- Performance Management Dashboard (Executive Summaries)
- Detailed Performance Management Data
- Major Projects Annual Status Report
- Benefit-Cost Analysis of Capacity Projects
- Project Priority Rationale
- Performance Management Plan

NDOT's performance management plays a vital role in the performance-based decision-making process by;

- Ensuring investment accountability and transparency.
- Tracking and monitoring system performance.
- Helping to identify and implement efficient and cost-effective performance-based programs.

MEMORANDUM

Department of Transportation Board of Directors

December 13, 2021

Page 2 of 2

- Linking projects to the vision, mission, and goals of the department.
- Helping to align performance targets with customer expectations.
- Delivering high quality projects.

Background:

NDOT has established 16 performance measures to track and report performance of the major divisions and program areas. NDOT's performance management system focuses on the critical aspects of a cohesive, integrated, and performance-driven approach.

Analysis:

Of the 16 Performance Measures that the department monitors, nine met their annual performance target, three did not, three partially met targets, and one did not have a target.

Targets were met for:

- Improve Employee Satisfaction,
- Streamline Agreement Process,
- Improve Customer and Public Outreach,
- Improve Travel Reliability and Reduce Delay,
- Maintain NDOT Facilities,
- Emergency Management, Security and Continuity of Operations,
- Reduce Fatal and Serious Injury Crashes,
- Maintain State Bridges, and
- Streamline Permitting Process.

Targets were not met for:

- Provide Employee Training,
- Reduce Workplace Accidents, and
- Project Delivery – Schedule and Estimate for Bid Advertisement.

Targets were partially met for the following measures with sub measures and targets:

- Project Delivery – Bid Opening to Construction Completion,
- Maintain State Highway Pavement, and
- Maintain NDOT Fleet.

As part of the performance management process, all Performance Champions (Division Heads) have established short and long-term strategies that will facilitate the achievement of established performance targets.

Recommendation for Board Action:

No action – information only

MEMORANDUM

Department of Transportation Board of Directors

December 13, 2021

Page 2 of 2

List of Attachments (provided under separate cover)

Nevada Department of Transportation 2021 Performance Management Report - Draft

Prepared by:

Sondra Rosenberg, Assistant Director, Planning



NEVADA DEPARTMENT OF TRANSPORTATION



2021 PERFORMANCE MANAGEMENT REPORT



DRAFT
12-2-21

December 2021

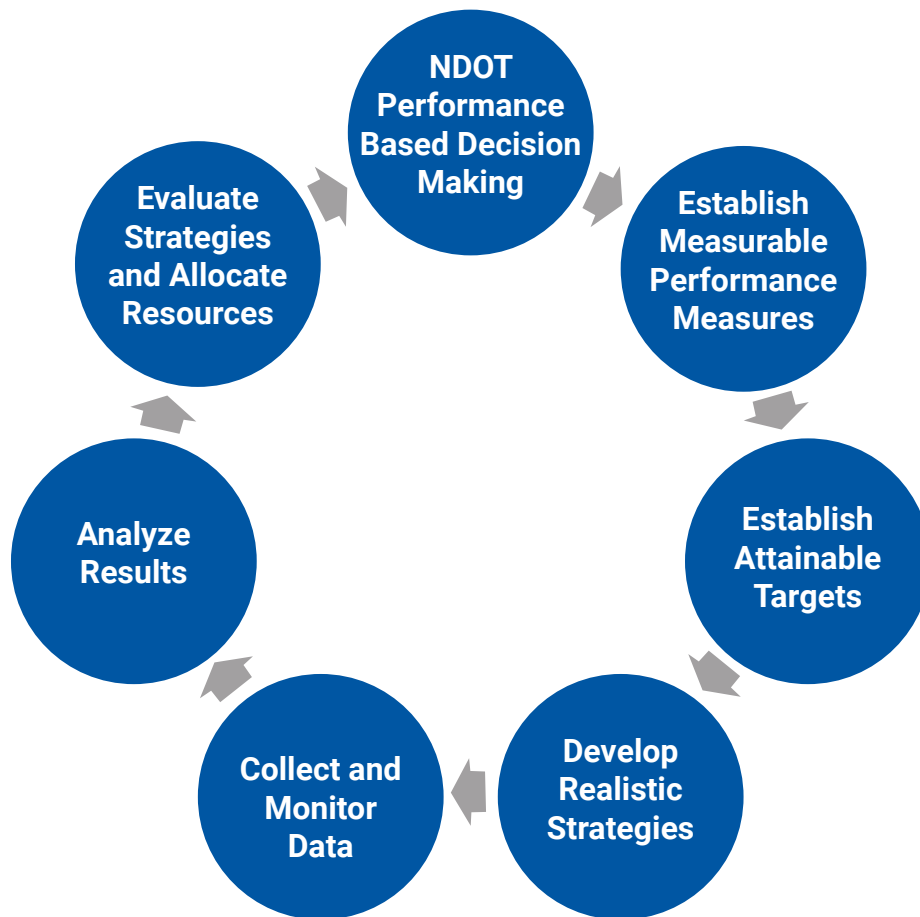


Kristina L. Swallow, P.E.
Director



Steve Sisolak
Governor

2021 PERFORMANCE MANAGEMENT REPORT



Performance Management Cycle

Prepared by the
Performance Analysis Division
NEVADA DEPARTMENT OF TRANSPORTATION
1263 SOUTH STEWART STREET
CARSON CITY, NV 89712
www.nevadadot.com

TABLE OF CONTENTS

DEPARTMENT MISSION, VISION, CORE VALUES AND GOALS.....	1
INTRODUCTION	2
PERFORMANCE MANAGEMENT DASHBOARD (EXECUTIVE SUMMARIES).....	3
EXECUTIVE SUMMARY	5
NDOT STRATEGIC PERFORMANCE MANAGEMENT PROCESS.....	6
PERFORMANCE GOALS - MEASURES	7
PERFORMANCE MEASURES OVERVIEW	8
PERFORMANCE DASHBOARD.....	10
DETAILED PERFORMANCE MANAGEMENT DATA.....	27
APPLICABLE DIRECTIVES FROM THE TRANSPORTATION BOARD/LEGISLATURE.....	99
STATE HIGHWAY FUND ANNUAL REVENUE AND EXPENDITURES.....	101
MAJOR PROJECTS ANNUAL STATUS REPORT	107
TYPICAL PROJECT DEVELOPMENT PROCESS.....	109
PROJECT STATUS SHEET EXPLANATION	110
MAJOR PROJECTS SUMMARY SHEETS.....	111
MAJOR PROJECTS.....	113
APPENDICES	133
APPENDIX A	135
BENEFIT-COST ANALYSIS OF CAPACITY PROJECTS.....	136
DISCUSSION OF THE CALCULATIONS OF COSTS AND BENEFITS	138
APPENDIX B.....	145
PROJECT PRIORITY RATIONALE.....	146
APPENDIX C	151
PERFORMANCE MANAGEMENT PLAN.....	152

State of Nevada Transportation Board Members

Steve Sisolak	Chairman/Governor
Barbara Cegavske	Secretary of State
Catherine Byrne	State Controller
Virginia Valentine	Member - District 1
Justin Kalb	Member – District 1
Stephen Ascuaga	Member - District 2
Vacant	Member - District 3

NDOT Administration

Kristina Swallow	Director
Cole Mortensen	Deputy Director – Performance & Planning
Jeff Lerud	Deputy Director – Operations & Maintenance
Darin Tedford	Deputy Director – Project Delivery
Felicia Denney	Assistant Director – Administration
Sondra Rosenberg	Assistant Director - Planning
Sajid Sulahria	Assistant Director – Engineering
Jenica Keller	Assistant Director – Operations
Ryan McInerney	Communications & Government Affair Director

NDOT Staff Involved

Peter Aiyuk	Chief Performance Analysis Engineer
Nick Johnson	Chief of Project Management
Anita Bush	Chief Maintenance and Operations Engineer
Maya Bourgeois	Chief of Administrative Services
Fred Shakal	Chief Traffic Safety Engineer
Samuel Lompa	Chief Construction Engineer
Allison Wall	Human Resources Manager
Troy Orosco	Employee Development Manager
Oscar Fuentes	Safety Manager
Jessen Mortensen	Chief Bridge Engineer
Wayne Miller	Equipment Superintendent
Craig Reynoldson	Chief Right-Of-Way Agent
Scott Hein	Chief of Roadway Design
Natalie Caffaratti	Assistant Chief of Roadway Design
Pan Changlin	Chief Materials Engineer
Rod Schilling	Chief Traffic Operations Engineer

DEPARTMENT MISSION, VISION, CORE VALUES AND GOALS



INTRODUCTION

NDOT's Performance Management is a collaborative process in which all major divisions of the Department are involved in monitoring their quarterly, annual, and ultimate performance targets resulting in a customer-oriented, balanced, effective, efficient, and transparent decision-making process. It is a dynamic process, and improvements are incorporated into the performance management process on an ongoing basis. NDOT's performance management plays a vital role in the performance-based decision-making process. It: 1) ensures investment accountability and transparency, 2) tracks and monitors Department-wide performance, 3) helps identify and implement efficient and cost-effective performance-based programs, 4) links projects to the goals of the Department, 5) helps align performance targets with customer expectations, and 6) helps in delivering essential and high-quality projects.

The Department is required to develop a performance management plan for measuring its performance, which must include performance measures approved by the Board of Directors of the Department. The specific requirements are as follows:

1. Section 47.2 – Annual Report on Performance Measures and General Project Information (NRS 408.133)

Prior to December 31 of each year, the Director of the Department of Transportation shall prepare a report as follows:

- Goals and objectives of the Department and status of meeting those goals
- Schedule, scope, cost and progress of any current or proposed highway project
- Funding sources, amount and expenditures of the Department
- The rationale used to establish priorities
- Transportation board and legislative directives
- Recommended plan amendments

2. Section 47.3 – Annual Report on Benefit-Cost Analysis for capacity projects that cost at least \$25 million (NRS 408.3195).

The annual report will include the criteria used in the benefit-cost analysis. The resulting benefit/cost ratios will be reported to the Board. Additionally, a written description of the analysis for any project must be submitted to the Board before the Board approves funds for project construction.

3. Section 55.3 – Annual Report on projects funded through the Las Vegas Convention and Visitors Authority funding.

The report will include funding, descriptions, status, timelines, and information on the completed projects, if any (NRS 244A.638). As these funds have been fully expended, no projects utilized these funds during this time period.

4. Section 55.5 – Quarterly Report on General Project information for the Blue-Ribbon Task Force projects and any proposed super and mega (major) highway projects.

The report will include funding, descriptions, status, timelines, and information on the completed projects, if any. Report submitted to the Governor and the Director of the Legislative Counsel Bureau for transmittal to the Interim Finance Committee.

PERFORMANCE MANAGEMENT DASHBOARD (EXECUTIVE SUMMARIES)



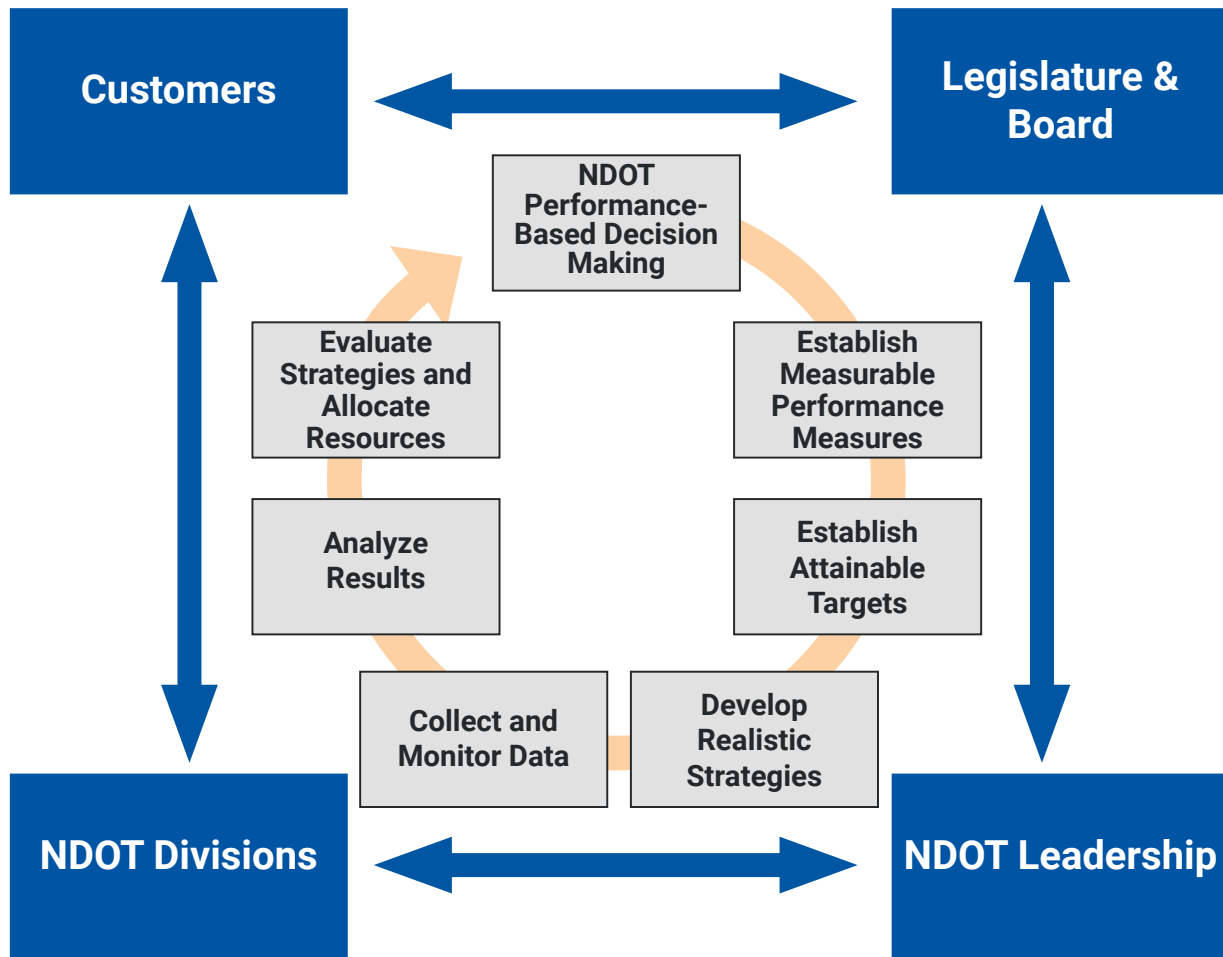
EXECUTIVE SUMMARY

NDOT has established 16 performance goals and performance measures to track, monitor, and report on the major divisions and program areas. NDOT's performance management system focuses on the critical aspects of a cohesive, integrated, and performance-driven approach. NDOT's senior management is actively involved in the performance management process and supports the process by conducting quarterly performance updates to help guide the various program areas in meeting their targets. NDOT's performance management system empowers staff to take ownership of the program, holds staff accountable for their division's performance, helps diagnose and address problems faced by the divisions in meeting their targets, and effectively communicates its performance-based decision-making process to the public and legislature.

In Fiscal Year 2021, NDOT continued to monitor its performance-based management process. The performance management dashboard, the performance measures overview, and the detailed data trends section of this report provide further information regarding NDOT's performance in Fiscal Year 2021.

NDOT STRATEGIC PERFORMANCE MANAGEMENT PROCESS

NDOT's Strategic Performance Management process is guided by comprehensive input from: 1) our customers in the form of surveys and direct two-way communication, 2) the State Legislature and decision makers, 3) leadership, commitment, and support from NDOT top management, and 4) collaborative team support from the major divisions and program areas of NDOT. The process is part of the performance-based decision-making cycle that includes identifying realistic and specific performance measures, establishing measurable and attainable targets, developing comprehensive and effective strategies to help achieve the targets, collecting quarterly data and monitoring, and evaluating strategies to help allocate our resources most effectively and efficiently. The following graphic shows the performance management process.



PERFORMANCE GOALS - MEASURES

1. Reduce Workplace Accidents

2. Provide Employee Training

3. Improve Employee Satisfaction

4. Streamline Agreement Process

5. Improve Customer and Public Outreach

6. Improve Travel Reliability & Reduce Delay

7. Streamline Project Delivery - Bidding to Construction Completion

8. Maintain State Highway Pavement

9. Maintain NDOT Fleet

10. Maintain NDOT Facilities

11. Emergency Management, Security and Continuity of Operations

12. Reduce Fatal & Serious Injury Crashes

13. Project Delivery - Schedule and Estimate for Bid Advertisement

14. Maintain State Bridges

15. Streamline Permitting Process

16. Reduce Greenhouse Gas Emissions

PERFORMANCE MEASURES OVERVIEW

Performance Measure		Target	Current Status	Target Met	Trend (5yrs or less)	Desired Trend
Employee						
Reduce Workplace Accidents (1)	Injuries/Illnesses per 100 employees	2% Annual reduction	0.4% Reduction			
	Injuries/Illnesses requiring medical attention per 100 employees	2% Annual reduction	0.4% Reduction			
Provide Employee Training (2)	Percentage employees trained according to requirements	85% Compliance annually	Average 80% compliance			
Improve Employee Satisfaction (3)	Percentage employees satisfied with NDOT	61% Annually	61% Satisfied			
Project Delivery						
Streamline Agreement Process (4)	Percentage agreements processed within 20 days	90% Annually	94% Processed within 20 days			
Streamline Project Delivery – Bid Opening to Construction Completion (7)	Percentage projects completed on schedule and within budget	80% Annually	93% within budget			
			98% within schedule			
			69% Change order <3% cost increase			
Project Delivery – Schedule and Estimate for Bid Advertisement (13)	Percentage of scheduled projects advertised within the reporting Year	80% Advertised within the reporting year	73.0%			
	Percentage of advertised & awarded projects within established construction cost estimate range	80% Delivered within established cost estimate range	39% (Int. vs Award)			
43% (Final vs Award)						
Streamline Permitting Process (15)	Percentage encroachment permits processed within 45 days	95% Annual	96.6% Processed within 45 days			
Assets						
Maintain State Highway Pavement (8)	State roadways maintained at "fair or better" condition (Road category definition in report)	Category 1: 95%	96.4%			
		Category 2: 90%	88.3%			
		Category 3: 85%	93.0%			
		Category 4: 75%	72.1%			
		Category 5: 50%	45.0%			
Maintain NDOT Fleet (9)	Percentage mobile equipment in need of replacement	1% Annual decrease	0.45% Decrease			
	Percentage fleet in compliance with condition criteria	1% Annual increase	3.15% Increase			
Maintain NDOT Facilities (10)	Percentage completion of facilities assessments & priority work	0.670	0.731			
Maintain State Bridges (14)	Percentage bridges on the NHS in good condition	35% or greater	46.2%			
	Percentage bridges on the NHS in poor condition	7% or less	0.90%			
	Percentage bridges on the Non-NHS in good condition	35% or greater	48.2%			
	Percentage bridges on the Non-NHS in poor condition	7% or less	2.0%			

PERFORMANCE MEASURES OVERVIEW

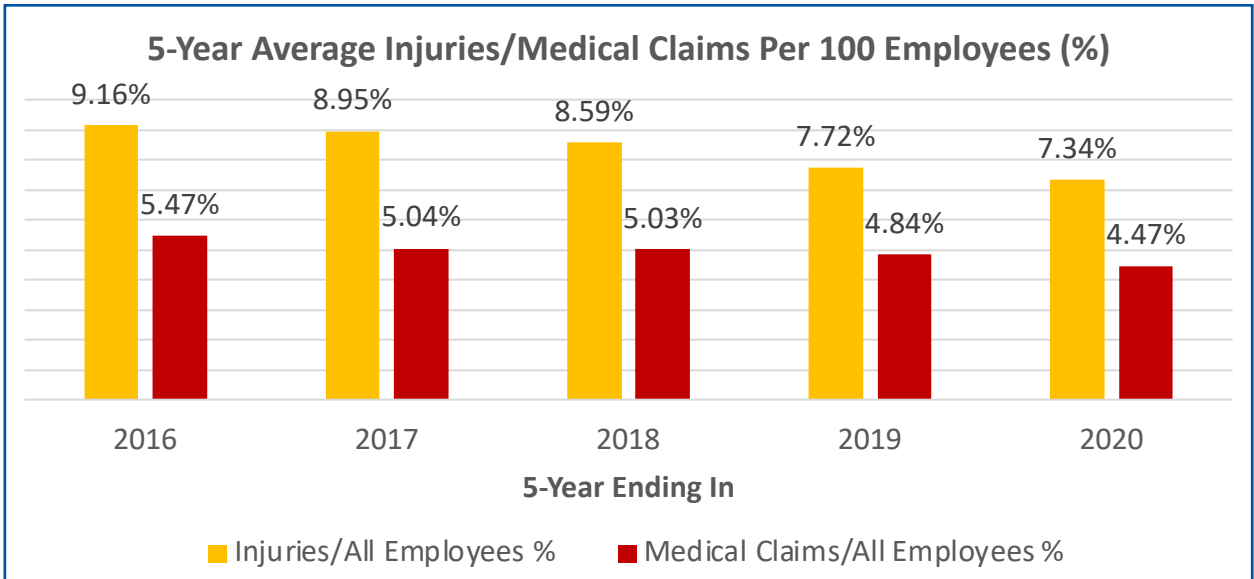
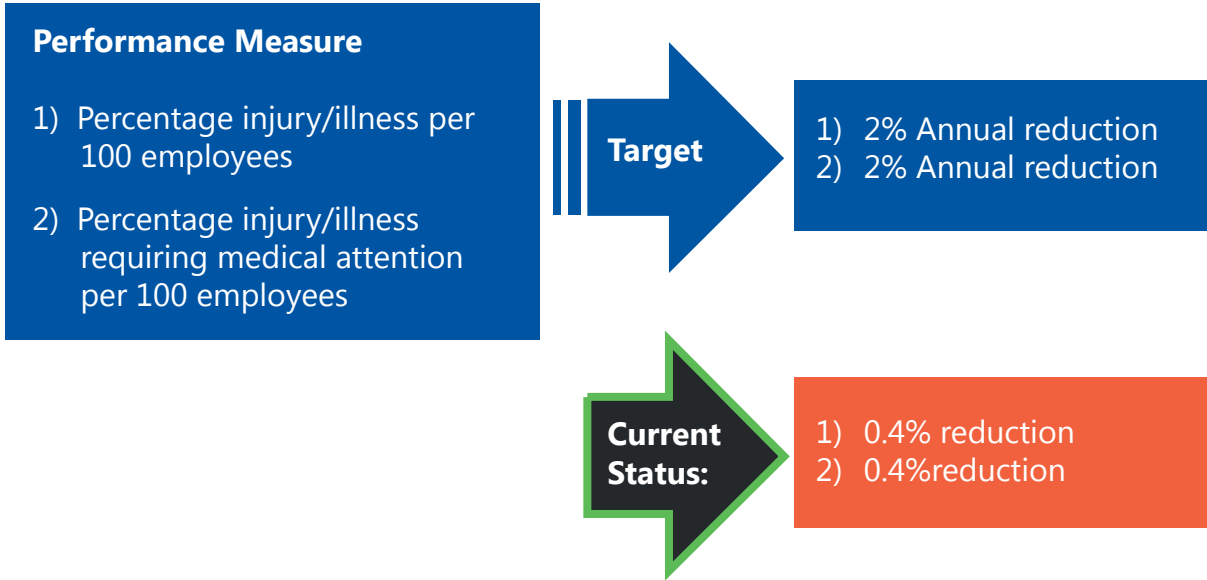
Performance Measures Overview						
Performance Measure	Target	Current Status	Target Met	Trend (5yrs or less)	Desired Trend	
Safety						
Emergency Management, Security and Continuity of Operations (11)	Percentage of emergency management plans implemented	100% Annually	100% Compliance			
Reduce Fatal & Serious Injury Crashes (12)	Number of traffic fatalities	Reduction in the # of traffic fatalities compared to the trend value of 330.6	318.0			
	Number of serious traffic injuries	Reduction in the # of serious injuries compared to the trend value of 1088.6	1,060.8			
	Number of traffic fatalities per 100M VMT	Reduction in the rate of fatalities per 100M VMT compared to the trend value of 1.214	1.181			
	Number of serious traffic injuries per 100M VMT	Reduction in the rate of serious injuries per 100M VMT compared to the trend value of 4.060	3.930			
	Number of non-motorized fatalities and serious injuries	Reduction in the # of non-motorized fatalities & serious injuries compared to the trend value of 294.7	283.0			
Our Partners						
Improve Customer and Public Outreach (5)	Customer satisfaction & public outreach	75% Positive satisfaction level (Annual customer satisfaction survey)	75%			
Improve Travel Reliability & Reduce Delay (6)	Percent of person-miles traveled on Nevada interstate that are reliable	86.9% or higher	94.4%			
	Percent of person-miles traveled on Nevada non-interstate NHS that are reliable	70.0% or higher	92.4%			
	Annual hours of peak-hour excessive delay per capita (Urbanized Areas)	12 hrs or less	4.60 hrs			
	Percent of non-single occupancy vehicle travel in Nevada urbanized areas	21.5% or higher	21.5%			
	Freight trip reliability Index	1.28 or less	1.23			
Reduce Greenhouse Gas Emissions (16)	Percent reduction in greenhouse gas emissions	In alignment with state's goal (2005 baseline), 28% reduction by 2025 and 45% reduction by 2030	NDOT baseline is being evaluated.	N/A		

PERFORMANCE DASHBOARD

The following Performance Management Dashboard provides an executive summary of each of the 16 performance goals and their related performance measures, targets, and the status of each performance measure in relation to established targets for Fiscal Year 2021. Detailed information regarding each performance measure is provided in the "Performance Management Detailed Data Trends" section of this report.

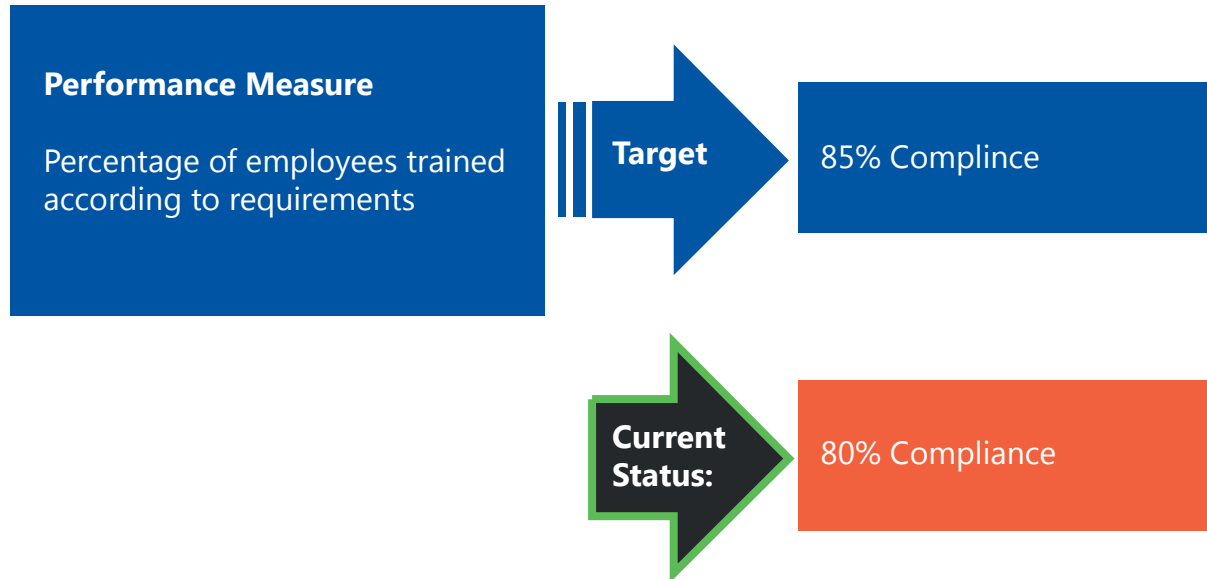
1. Reduce Workplace Accidents

Executive Summary: Two performance measures have been established for this Performance goal: percentage of workplace injuries/illnesses per one hundred employees, and percentage of injuries/illnesses requiring medical attention per one hundred employees. The data is tracked per calendar year and a five-year rolling average is used. The five-year rolling average (2016 to 2020) for the injuries/illnesses not requiring medical attention decreased from 7.72% to 7.34% compared to the previous five-year average, and injuries/illnesses requiring medical attention also reduced from 4.84% to 4.47% compared to the baseline. The average claim cost decreased from \$12,084 to \$11,930. For detailed information refer to page 29.



2. Provide Employee Training

Executive Summary: The performance measure for this goal is tracking the percentage of employees trained in accordance with prescribed training plans, and State statute training requirement. The data is tracked through the state fiscal year. The target for required training in FY 2021 was set at 85%, and an 80% compliance was achieved which is five percentage points below the established target. Based on this level of achievement the target was not met. However, the reason the target was not met is attributed to some changes and events that occurred in 2021. For detailed information about this performance measure refer to page 33.



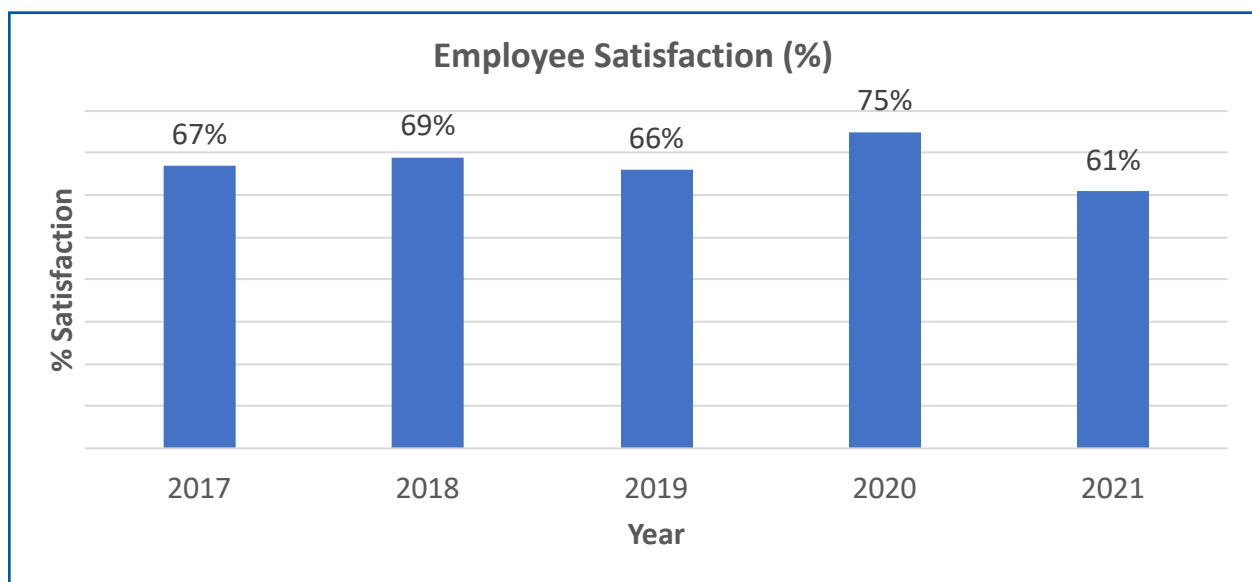
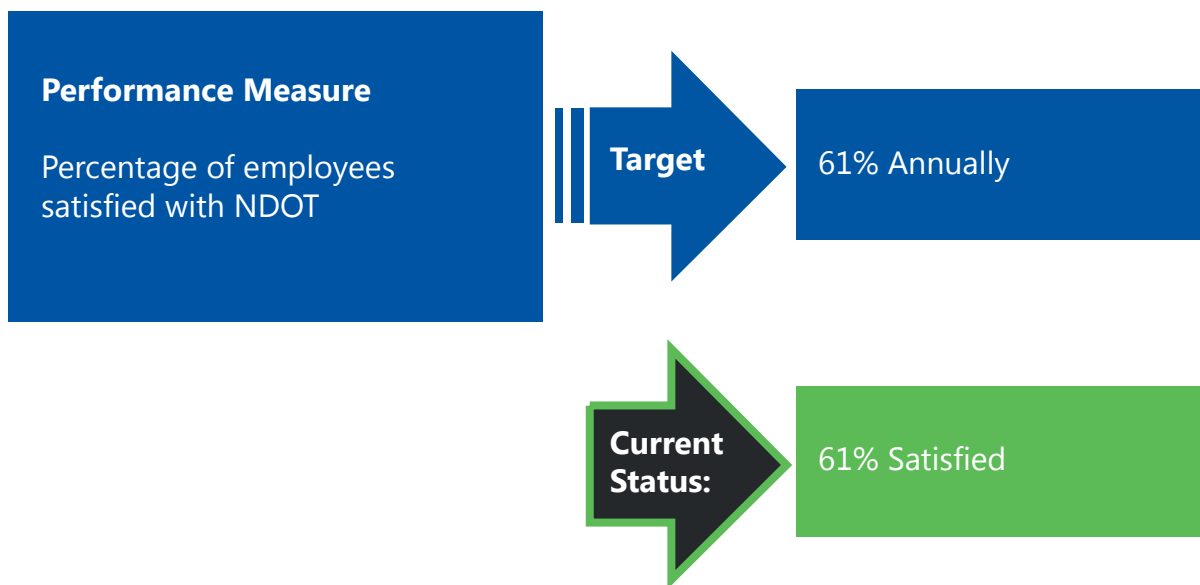
Requirement	% in Compliance					# Trained*
	2017	2018	2019	2020	2021	FY 2021
Alcohol & Drug Program	82	75	88	92	90	413
Defensive Driving	91	89	91	94	83	1336
EEO -Online	82	85	89	86	89	406
Employee Appraisal	82	76	84	88	86	393
Global Harmonization	90	91	93	96	71	1147
Grievance Procedures	81	80	87	90	86	395
Internet Security Awareness	66	83	89	88	51	832
Interviewing & Hiring	87	82	85	90	88	403
Progressive Discipline	83	72	81	85	87	398
Sexual Harassment Prevention	93	83	86	92	66	1071
Work Performance Standards	80	78	85	90	88	402
Averages	83	81	87	90	80	

*Total number of employees who attended training on this topic

3. Improve Employee Satisfaction

Executive Summary: The performance measure for this goal is the percentage of employees who are satisfied with the NDOT work environment. The methodology for tracking this performance measure is through the annual employee satisfaction survey which is done during the state fiscal year.

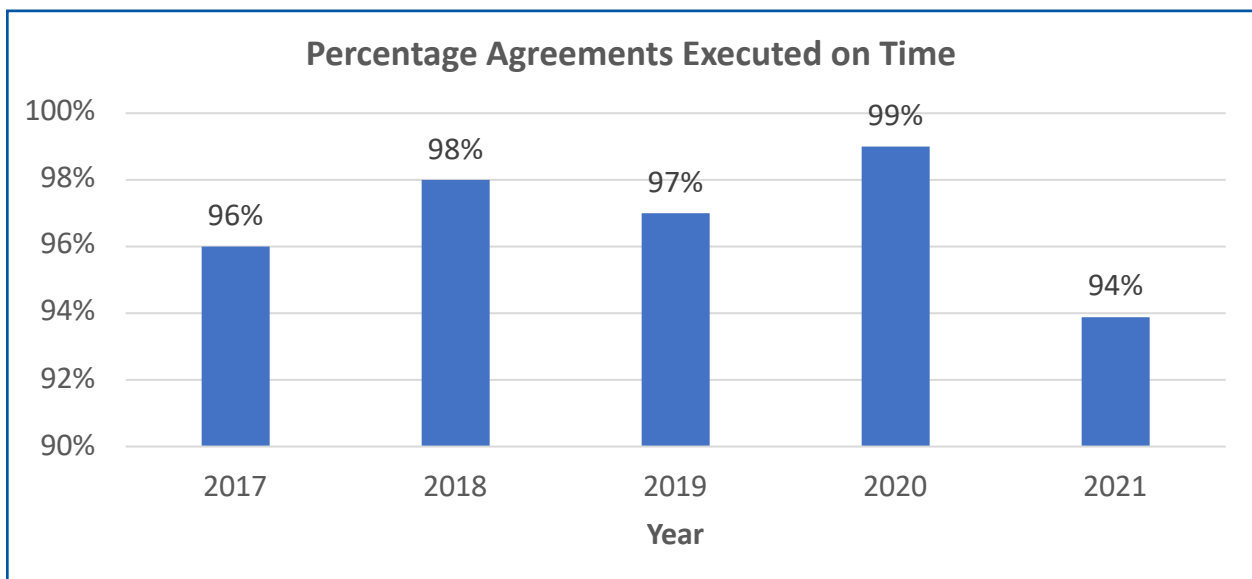
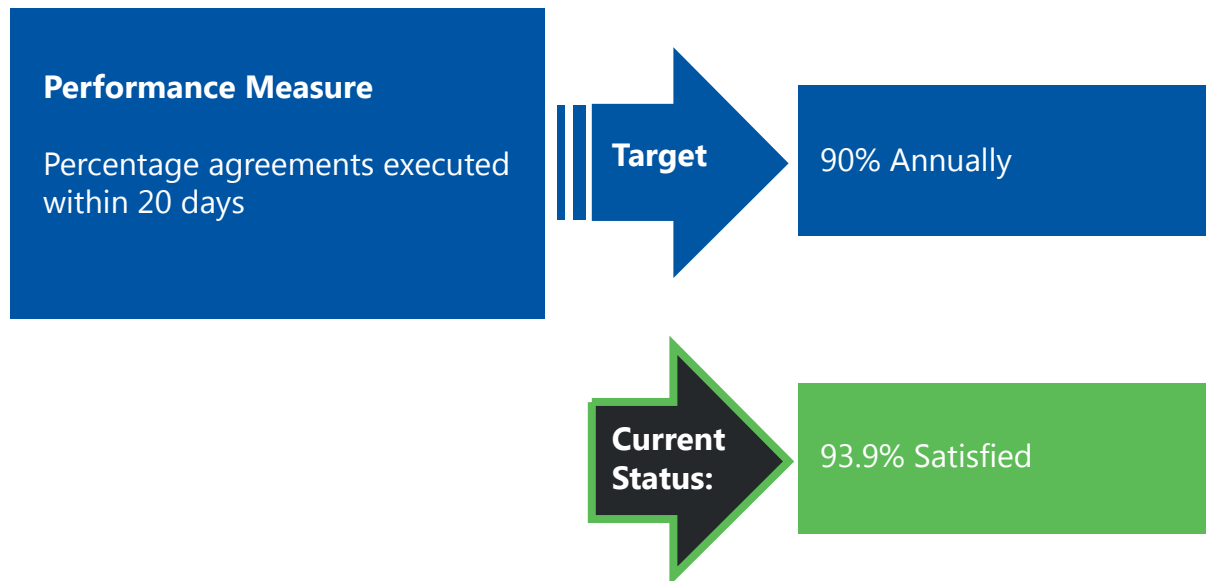
The percentage of employees surveyed who indicated that they are extremely or somewhat satisfied with NDOT in 2021 is 61%. The target was established at 61% satisfaction level, so the target was met. However, the satisfaction level achieved in 2021 is lower than in 2020. This decrease in satisfaction level is attributed to the COVID-19 pandemic and other related issues. For detailed information about this performance measure refer to page 38.



4. Streamline Agreement Process

Executive Summary: In state fiscal year (SFY) 2021, 93.9% of all agreements submitted to the Agreement Services section were executed within 20 days or less. This exceeds the established target of 90%. The time to process an agreement was changed from 30 days or less to 20 days or less in 2020 because of prior years' accomplishments.

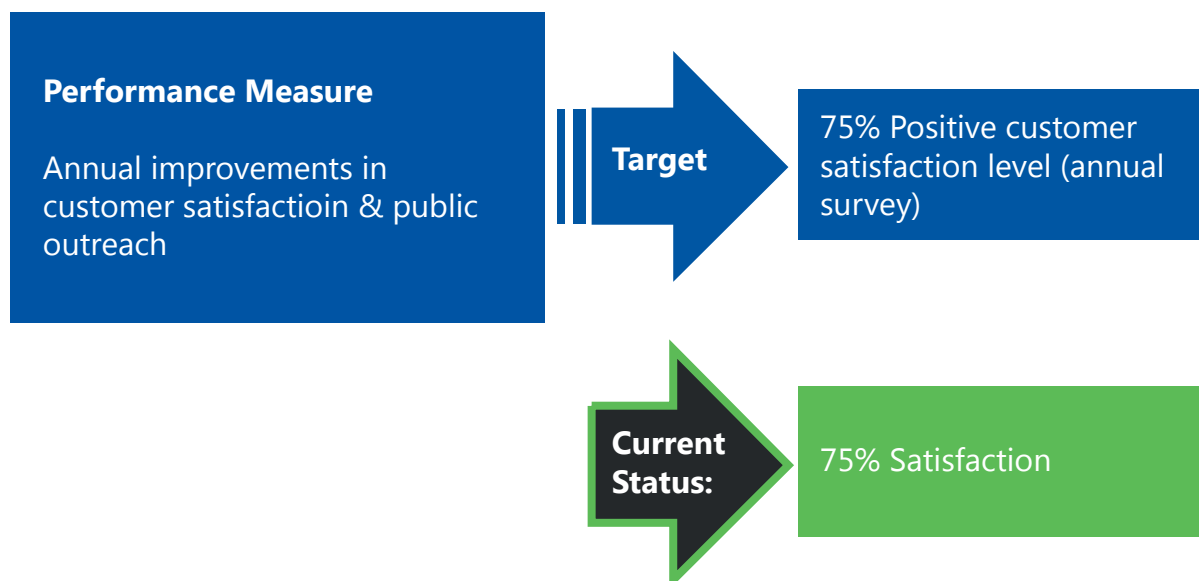
In 2021, it took an average of 9 days to process an agreement excluding weekends and holidays, and the time agreements were with second parties or awaiting Transportation Board approval. The 9-day average was significantly less than the maximum 20 days established for the target. For detailed information about this performance measure refer to page 41.



5. Improve Customer and Public Outreach

Executive Summary: This performance measure works toward meeting the NDOT Strategic Plan goal to enhance internal and external communications. It is aligned with the goals and strategies set forth in the NDOT communications plan: (1) improve internal and external customer service, and (2) build a cohesive statewide communications program. The satisfaction level tracked as the metric for this measure is through the Annual Customer Service Survey. Also, other performance metrics that are tracked to determine how the Department is doing include the following: Facebook likes, Twitter engagement, and Instagram followers. Also, the Public Information staff have improved on all performance areas including maintaining the NDOT website, increasing internal and external communications, and improving public involvement.

In (SFY) 2021 a customer satisfaction level of 77% was achieved. This performance met the set target of 75%. For more information refer to page 44.



	FY2020	FY2021	FY2022	FY2023
Number of Respondents Rating NDOT Good	2,100	349	647	842
*Total Number of Surveys (completed)	2,636	**468	*840	*1,080
Percentage (of "good" responses)	79.67%	75%	77%	78%
Amount Type	Actual	Actual	Projected	Projected

NOTE:

**Zendesk's automated survey feature was not implemented until the latter half of FY21; therefore, these results reflect a partial year.

*Customer Service averaged approximately 1,000 tickets per month for FY21. Based on a 7% response rate, our projected total number of surveys completed for FY22 will be 840. Based on a 9% response rate, our projected total number of surveys completed for FY23 will be 1,080

6. Improve Travel Reliability and Reduce Delay

Executive Summary: There are five performance measures related to this performance goal: percent of person- miles traveled on Nevada interstates that are reliable; percent of person-miles traveled on Nevada non- interstate NHS routes that are reliable; truck travel time reliability index on the interstate system, percent of non-single occupancy vehicle travel, and annual hours of peak hour excessive delay per capita.

The National Performance Measurement Research Data Set (NPMRDS) was used to analyze the performance of Nevada’s interstate and non-Interstate NHS roadway systems. Based on the analysis using calendar year (CY) 2020 data, 94.4% of person-miles traveled on Nevada interstate was reliable, exceeding the 86.9 target that was set. The non-interstate NHS roadways had a 92.4% reliability, which exceeds the set target of 70%. Targets for the annual hours of peak hour excessive delay per capita, percent of non-single occupancy vehicle travel, and truck travel time reliability index were all achieved. For detailed information about this performance measure refer to page 46.

Performance Measure

- 1) Percent person-miles traveled on Nevada Interstate that are reliable
- 2) Percent person-miles traveled on Nevada non-Interstate NHS that are reliable
- 3) Annual hours of Peak hour excessive delay per capita (Urbanized Area)
- 4) Percent of non-single occupancy vehicle travel in Nevada urbanized areas
- 5) Freight reliability travel (Index)

Target

- 1) 86.9% or higher
- 2) 70% or higher
- 3) 12 hours or less
- 4) 21.5% or higher
- 5) 1.28 or less

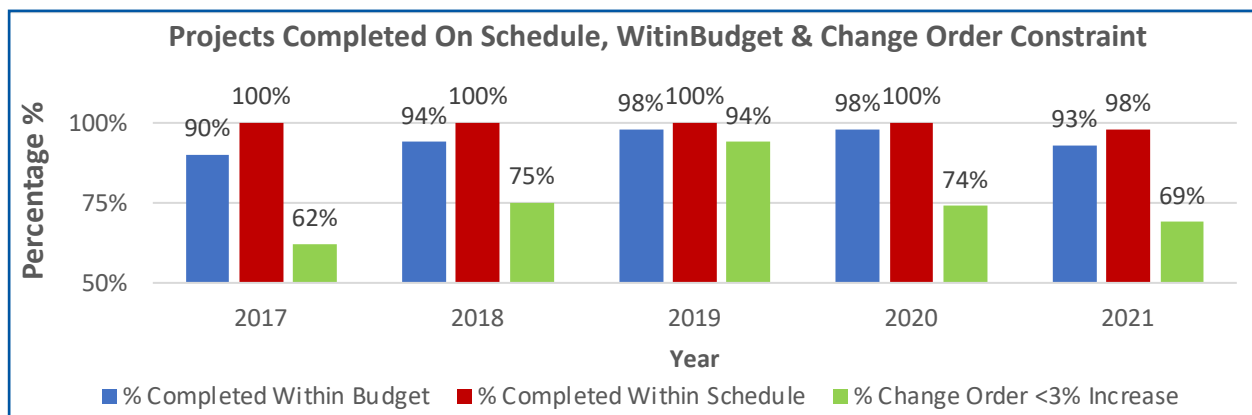
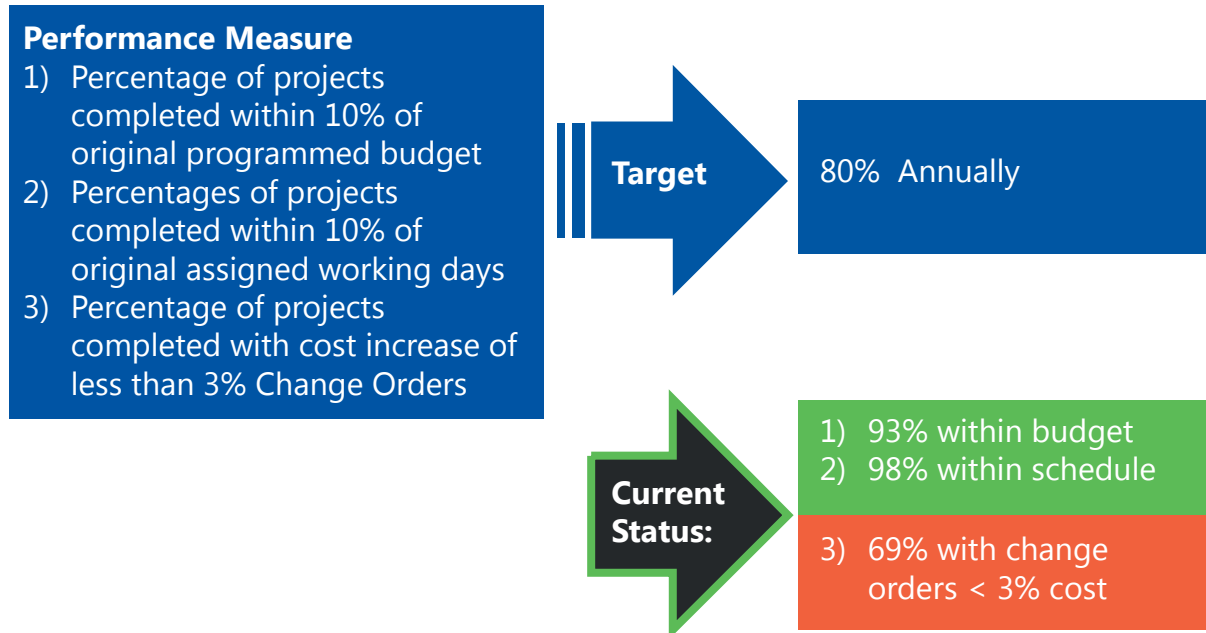
Current Status:

- 1) 94.4%
- 2) 92.4%
- 3) 4.6 hrs.
- 4) 21.5%
- 5) 1.23%

7. Streamline Project Delivery - Bidding to Construction Completion

Executive Summary: For this performance goal, the percentages of Design Bid Build and Construction Manager at Risk projects completed are evaluated based on cost estimate, change orders, and schedule compared to established targets.

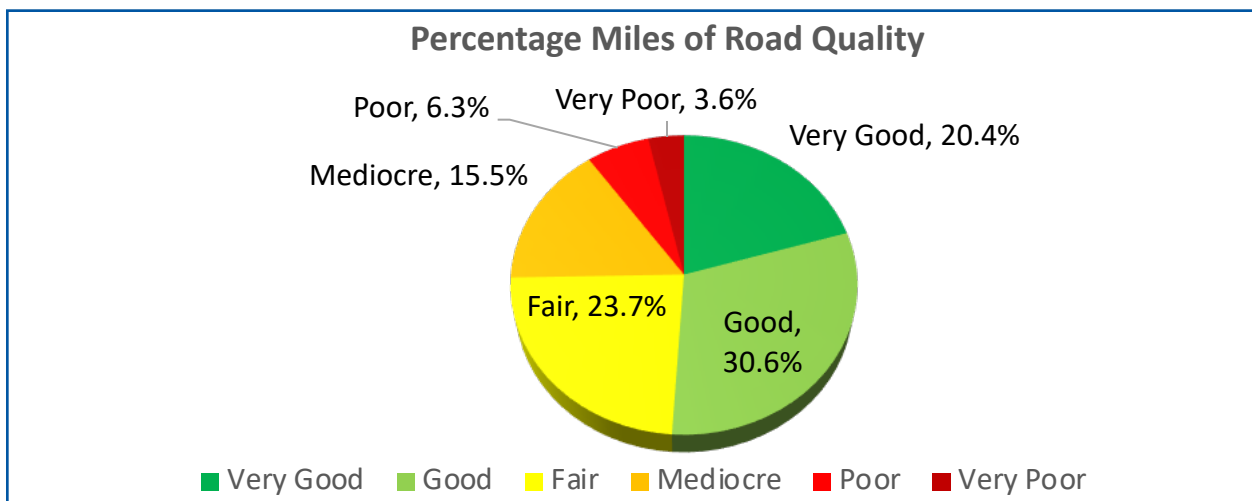
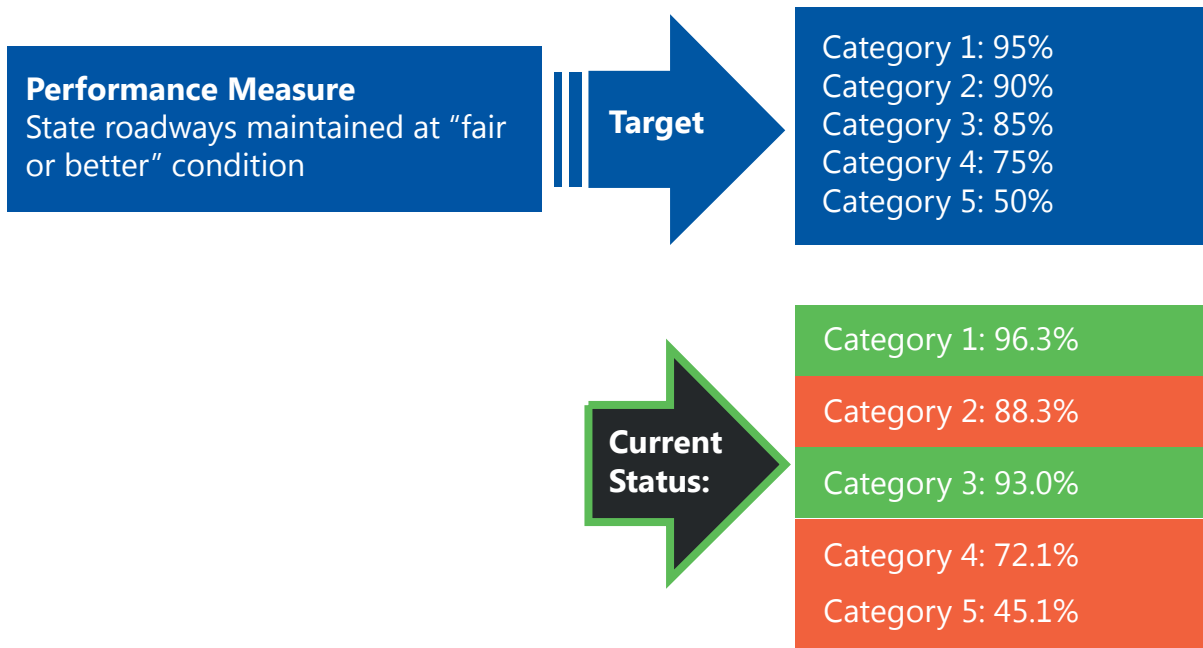
Evaluation does not include projects in progress but only completed projects. In state fiscal year (SFY) 2021 an average of 93% of completed contracts were within budget, 98% were within schedule, and 69% had change orders of less than a three percent cost increase. Cost estimate and schedule met and exceeded their set targets while the change order target was not met. For detailed information about this performance measure refer to page 51.



8. Maintain Stat Highway Pavement

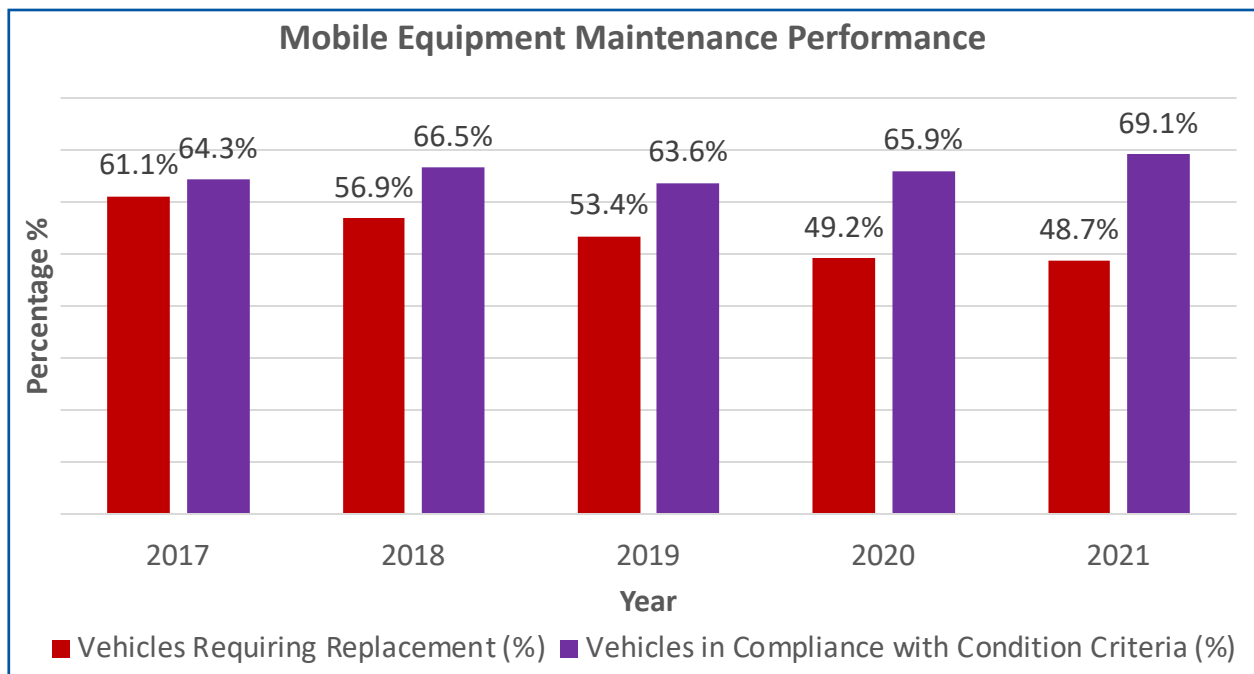
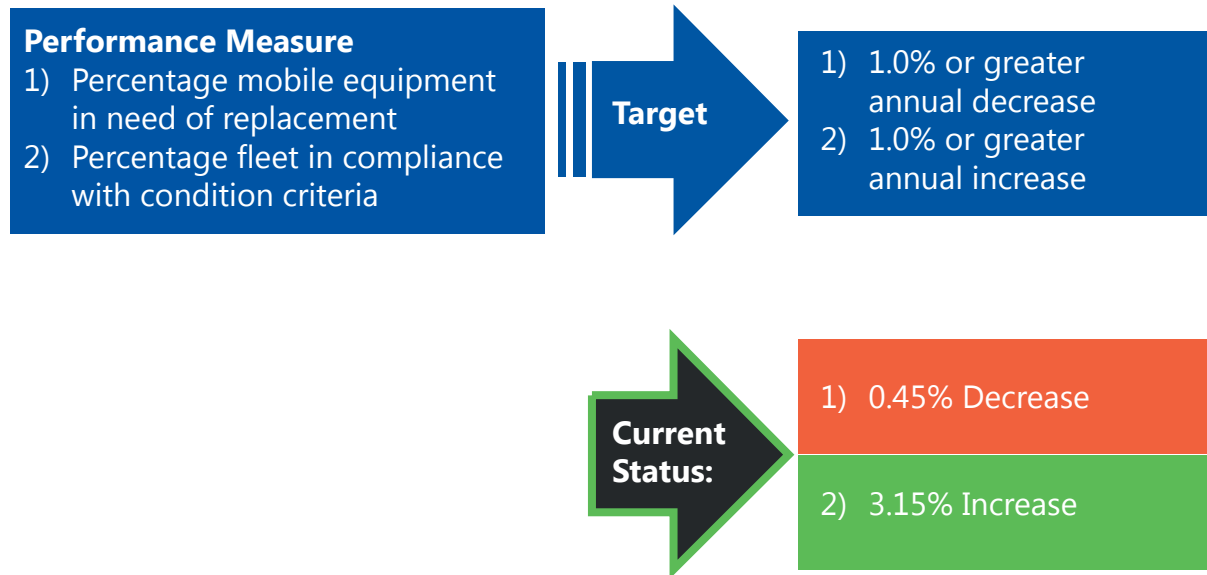
Executive Summary: In state fiscal year (SFY) 2021 NDOT was able to meet the performance targets for pavement condition for categories 1 and 3 but was unable to meet the performance targets for categories 2, 4 and 5 roadways to bring them up to the minimum target level.

To maintain the roadway network in fair or better condition, the Department performs rehabilitation work on the roadways each year. To increase the percentage of pavements in “fair or better” condition, rehabilitation work must exceed the rate of deterioration of the pavement on all roads. For detailed information about this performance measures refer to page 54.



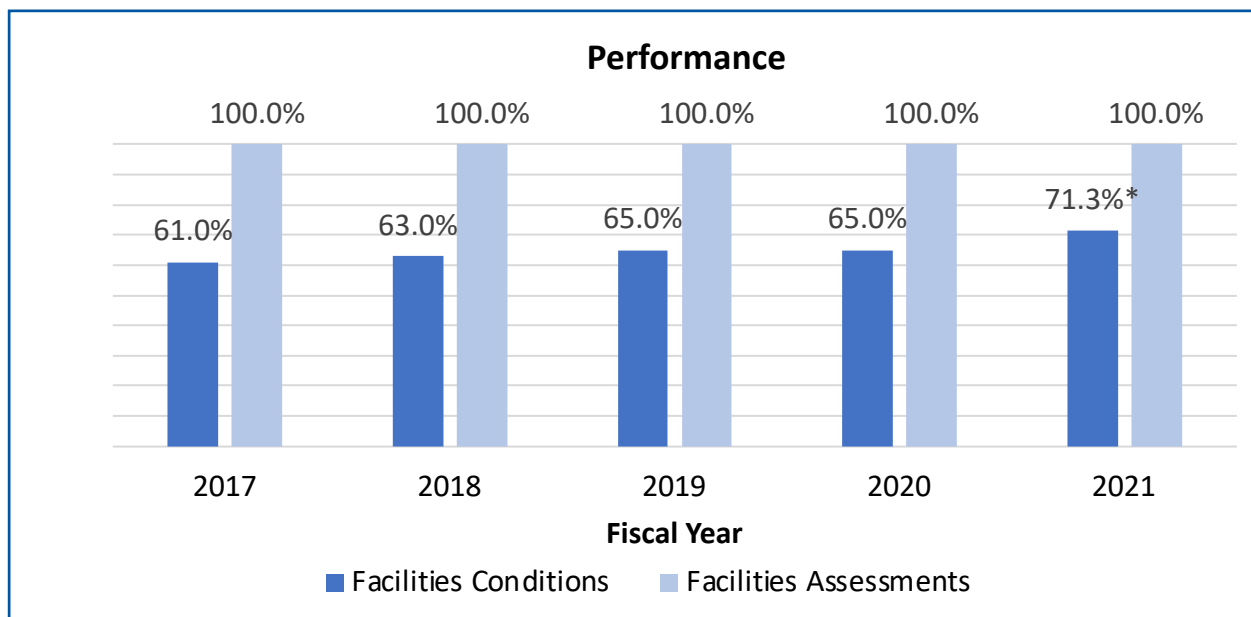
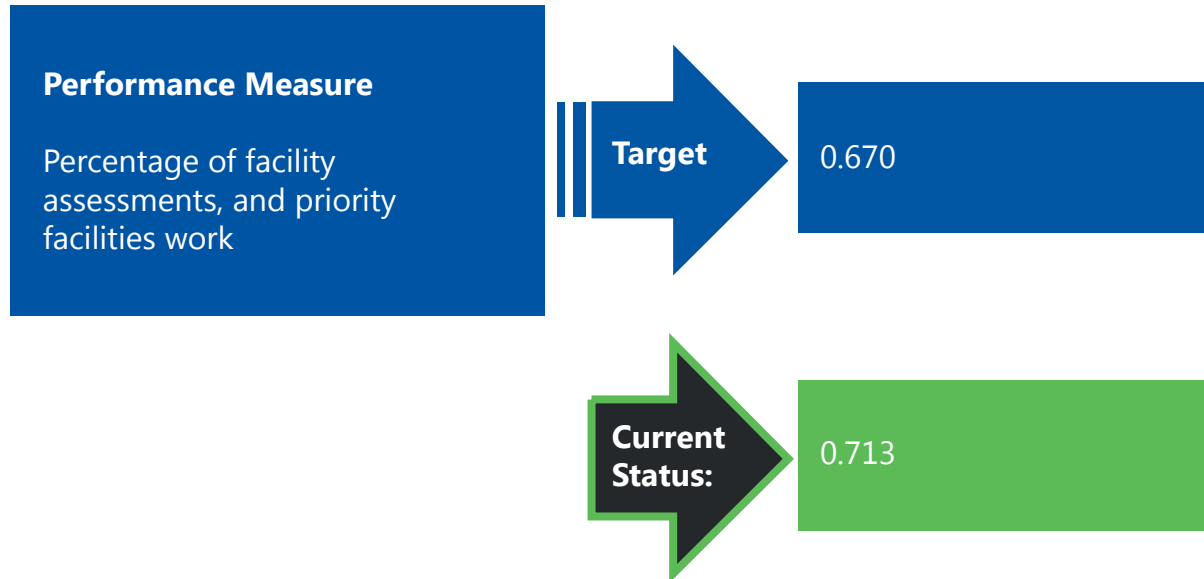
9. Maintain NDOT Fleet

Executive Summary: In state fiscal year (SFY) 2021, NDOT was not able to meet the performance target set for the percentage of the equipment in our fleet requiring replacement, NDOT did meet the performance target set for the percentage of vehicles in our fleet in compliance with preventive maintenance requirements as it increased by 3.15%. For detailed information about this performance measure refer to page 59.



10. Maintain NDOT Facilities

Executive Summary: The performance measure for this goal is the percentage completion of facilities assessments, and percentage completion of priority facilities work. The final rating is a composite score of twelve condition elements. An overall performance of 0.713 rating was achieved for this performance period. This performance measure exceeded the set target of 0.67. For detailed information about this performance measure refer to page 63.

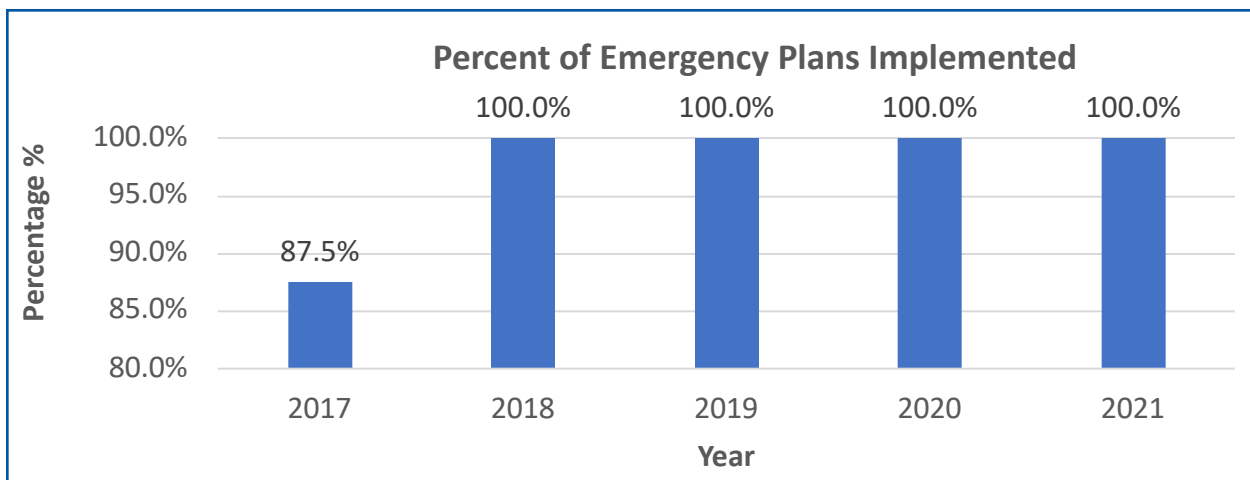
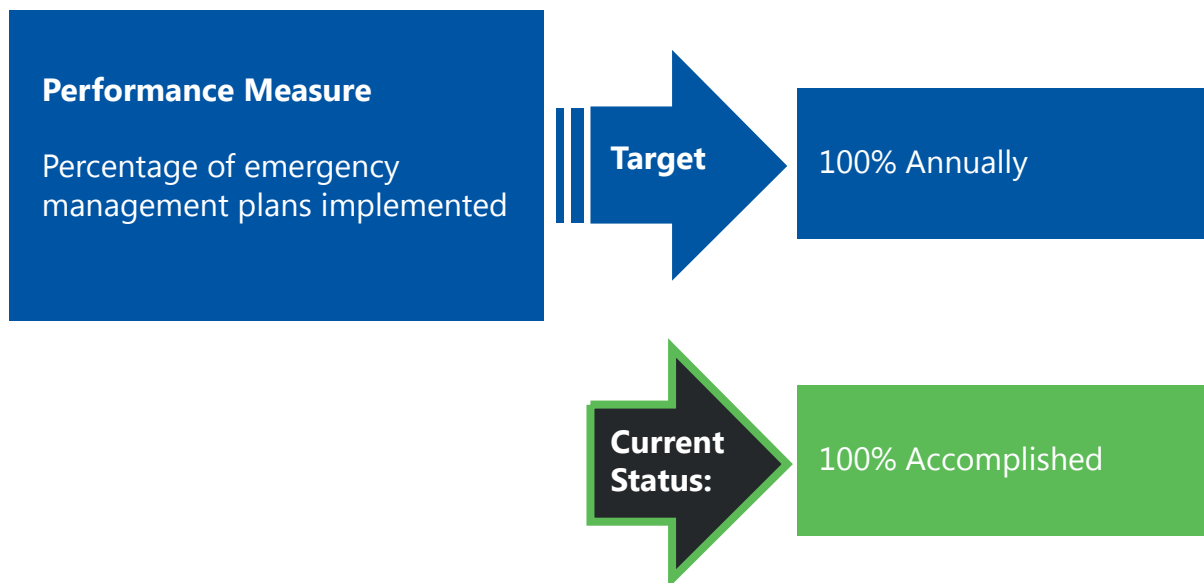


*Score not directly comparable to those of previous years

11. Emergency Management, Security and Continuity of Operations

Executive Summary: This performance measure involves tracking the percentage of NDOT Emergency Management Plans completed, training and education provided to the appropriate personnel about the plans, tests and emergency exercises performed in executing the plans, and updating the plans. Training, exercises, and plan updates have to be completed within a four-year cycle.

In state fiscal year 2021, NDOT obtained a 100% compliance level and met the established target. Training and updates have to be completed within a four-year cycle. The four-year cycle provides enough time to manage staff and attend to real emergencies, as well as focus more attention to the emergency plans. For detailed information about this performance measure refer to page 67.



12. Reduce Fatal and Serious Injury Crashes

Executive Summary: There are five performance measures under this performance goal. They have been adjusted to align with the reporting requirements by the Federal Highway Administration (FHWA) and the National Highway Traffic Safety Administration (NHTSA).

Targets for the various measures are based on the 2016 to 2020 Nevada Strategic Highway Safety Plan (SHSP) goal of Zero Fatalities in 2030. The targets in the Plan were developed using the 2015 to 2019 crash data, while performance evaluations analyzed the 2016 – 2020 crash data. Performance targets for all five performance measures were met. Data is gathered on calendar year (CY) basis. For detailed information refer to page 71.

Performance Measure

- 1) Number of traffic fatalities
- 2) Number of serious injuries
- 3) Number of fatalities per 100M VMT
- 4) Number of serious injuries per 100M VMT
- 5) Number of non-motorized fatalities & serious injuries

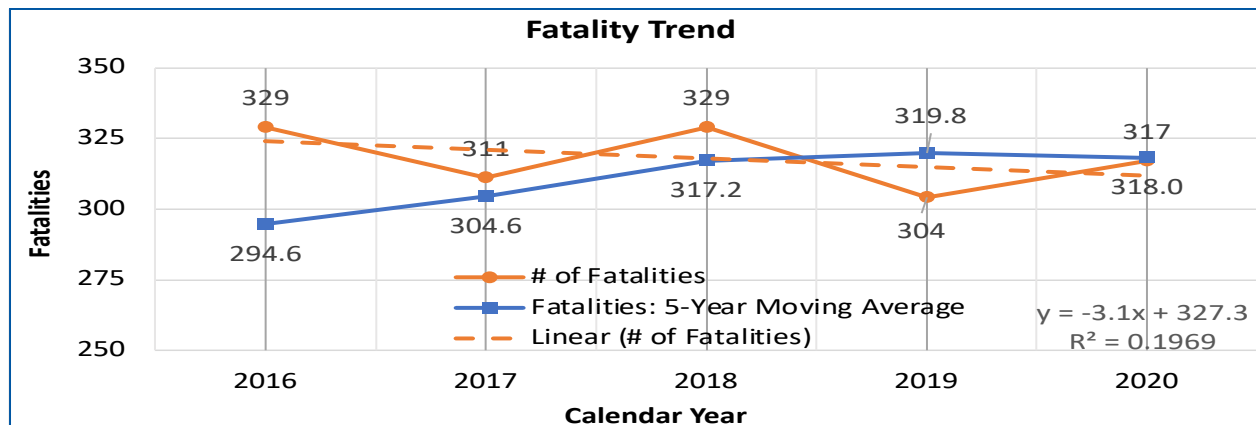


Five year rolling average

- 1) Reduction in the # of traffic fatalities compared to the trend value
- 2) Reduction in the # of serious # injuries compared to the trend value
- 3) Reduction in the # of traffic fatalities per 100M VMT compared to the trend value
- 4) Reduction in the # of serious traffic injuries per 100M VMT compared to trend value
- 5) Reduction of the # of non-motorized traffic fatalities & serious injuries compared to the trend value

Current Status:

Target	Actual
1) 330.6	318.0
2) 1088.6	1060.8
3) 1.214	1.181
4) 4.060	3.930
5) 294.7	283.0

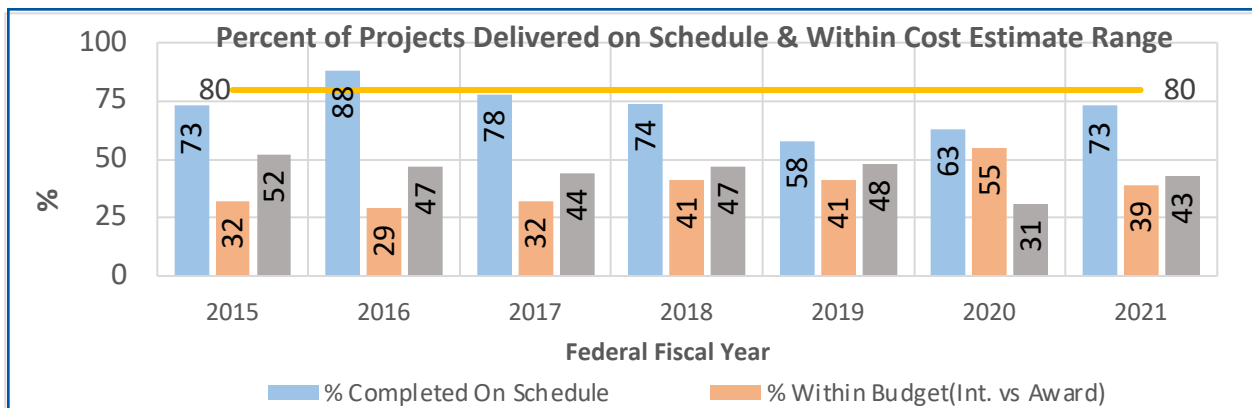
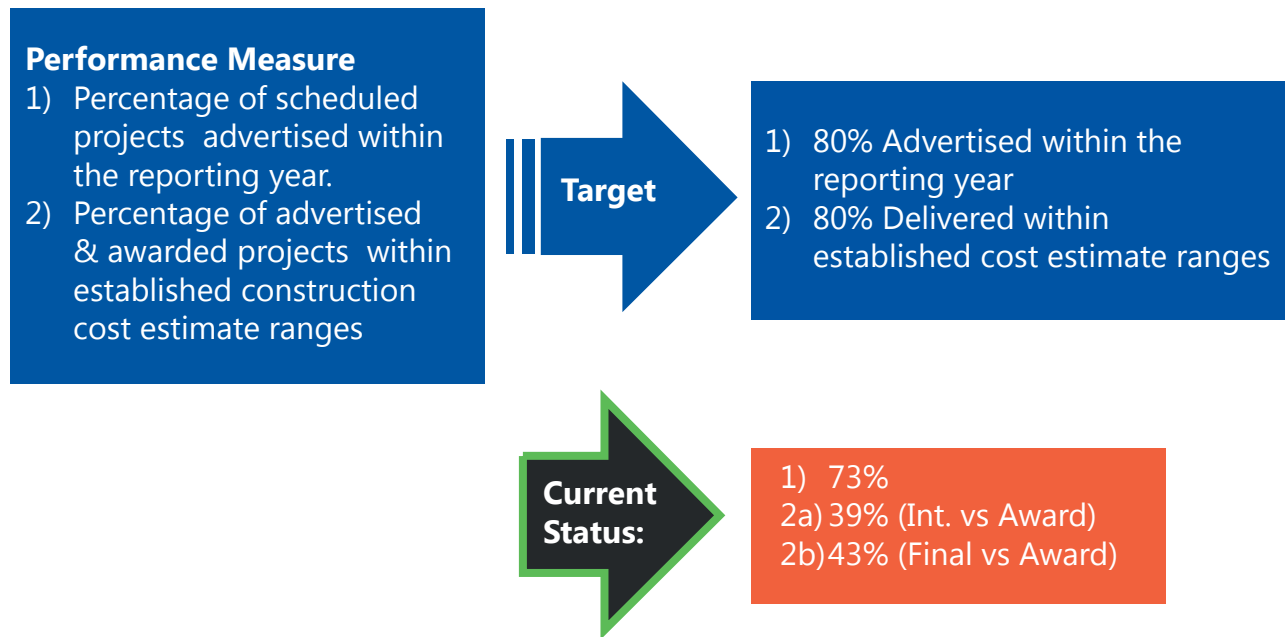


13. Project Delivery - Schedule and Estimate for Bid Advertisement

Executive Summary: This measure has been established to track project delivery performance within the federal fiscal reporting year (FFY), from October 1, 2020 to September 30, 2021. The measure is quantified by:

1. **Schedule:** The percentage of scheduled projects advertised within the established federal fiscal reporting year.
2. **Project Cost:** The percentage of engineer’s estimate within a range of the awarded contract estimate. The comparison ranges include:
 - a. Intermediate (60% Design) Engineer’s Estimate is within 15% of the Awarded Contract Estimate
 - b. Final (100% Design) Engineer’s Estimate is within 10% of the Awarded Contract Estimate

Both Schedule and Project Cost metrics did not meet targets. For detail information refer to page 77.



14. Maintain State Bridges

Executive Summary: The Department's performance measure associated with the maintenance of state bridges includes bridge condition ratings, separated by those assets on the National Highway System (NHS) and those not on the system (non-NHS). This performance measure aligns with the established national performance measures which include percentages of bridge inventory considered to be in "good" and "poor" condition.

As part of the NDOT Transportation Asset Management Plan (TAMP), the Department has established performance goals related to the overall condition of the state's bridge inventory. These performance targets include maintaining an inventory that has greater than thirty five percent of bridges in good condition and less than seven percent in poor condition. All performance targets were met and exceeded in 2021. For detailed information refer to page 86.

Performance Measure

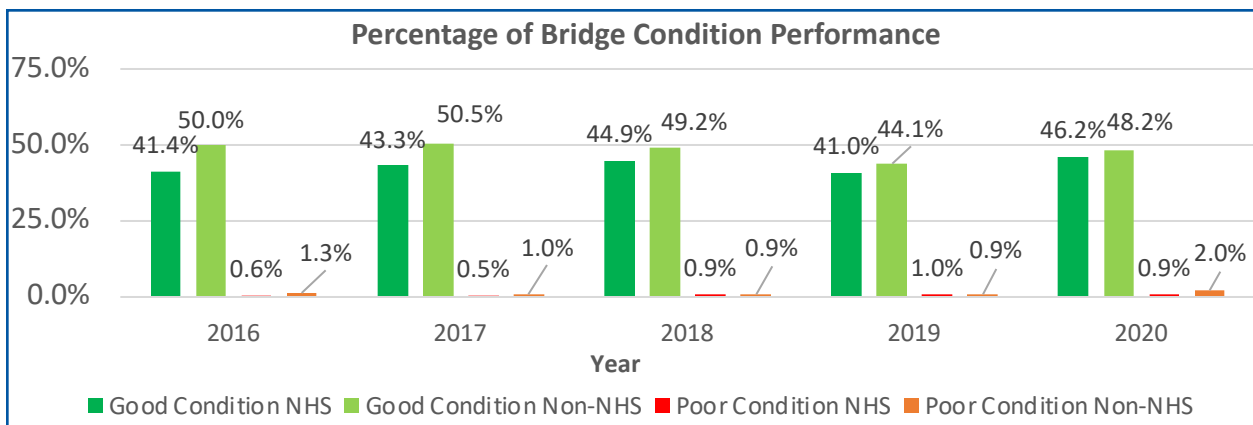
- 1) Percentage of bridges on the NHS in the bridge inventory in good condition
- 2) Percentage of bridges on the NHS in the bridge inventory in poor condition
- 3) Percentage of non-NHS bridges in the bridge inventory in good condition
- 4) Percentage of non-NHS bridges in the bridge inventory in poor condition

Target

- 1) 35% or greater
- 2) 7% or lower
- 3) 35% or greater
- 4) 7% or lower

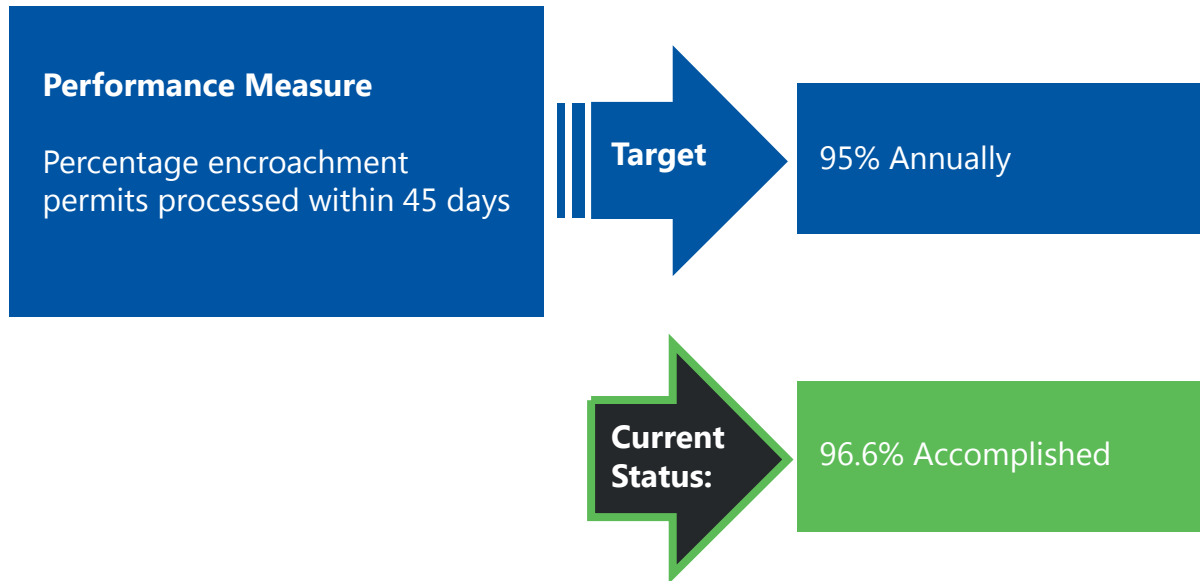
Current Status:

- 1) 46.2%
- 2) 0.9%
- 3) 48.2%
- 4) 2.0%



15. Streamline Permitting Process

Executive Summary: During state fiscal year 2021, the NDOT Right-Of-Way Division accepted a total of 967 permits of which 876 were processed. Of those 876 permits, 846 were processed within 45 days. This translates to a 96.6% performance rating which exceeds the performance target of 95%. For detailed information refer to page 93.



Summary of Status	District 1	District 2	District 3	HQ	Summary
Total Permits Accepted:	610	271	86	0	967
Total Permits in Progress:	114	96	14	0	224
Total Permits Processed through FHWA:	64	22	5	0	91
Total Permits Processed:	569	228	79	0	876
Total Permits Processed more than 45 days:	11	16	3	0	30
Total Permits Processed less than or equal to 45 days:	558	212	76	0	846
Total Permits Processed with Re-Reviews:	120	64	5	0	189
Percentage of Permits Processed more than 45 days:	1.93%	7.02%	3.80%	0.00%	3.42%
Percentage of Permits Processed less than or equal to 45 days:	98.1%	93.0%	96.2%	0.0%	96.6%

16. Reduce Greenhouse Gas Emissions

Executive Summary: This performance measure has been established as the percent reduction in Greenhouse Gas (GHG) emissions within the Department's operations. This measure was added to the annual reporting cycle in April 2020 to support the overall GHG reduction from the transportation sector as reported by the Nevada Annual Greenhouse Gas Inventory Report. This measure is in alignment with the state's goal to reduce economywide GHG emissions by 28% by 2025 and 45% by 2030 compared to a 2005 baseline (2019 Senate Bill 254). NDOT is performing evaluation of the Department's operations beginning with fiscal years 2019, 2020, and 2021 to establish a baseline to measure and assess future GHG reduction goals. For detailed information refer to page 95.

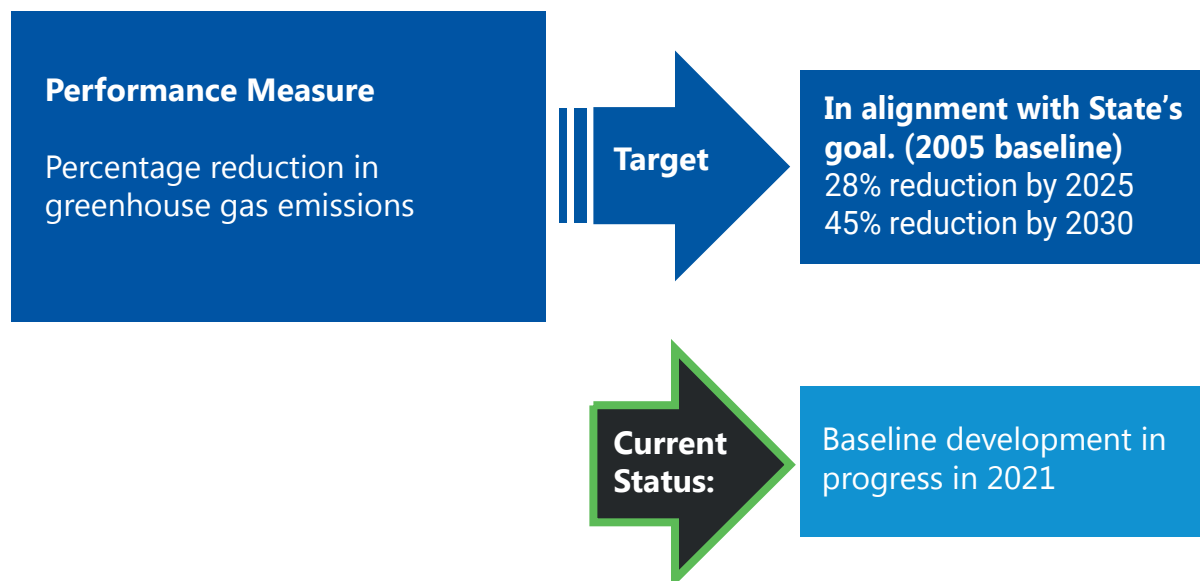


Table 1. GHG emissions baseline for FY 2019 - 2021 in metric tons of CO2 equivalent

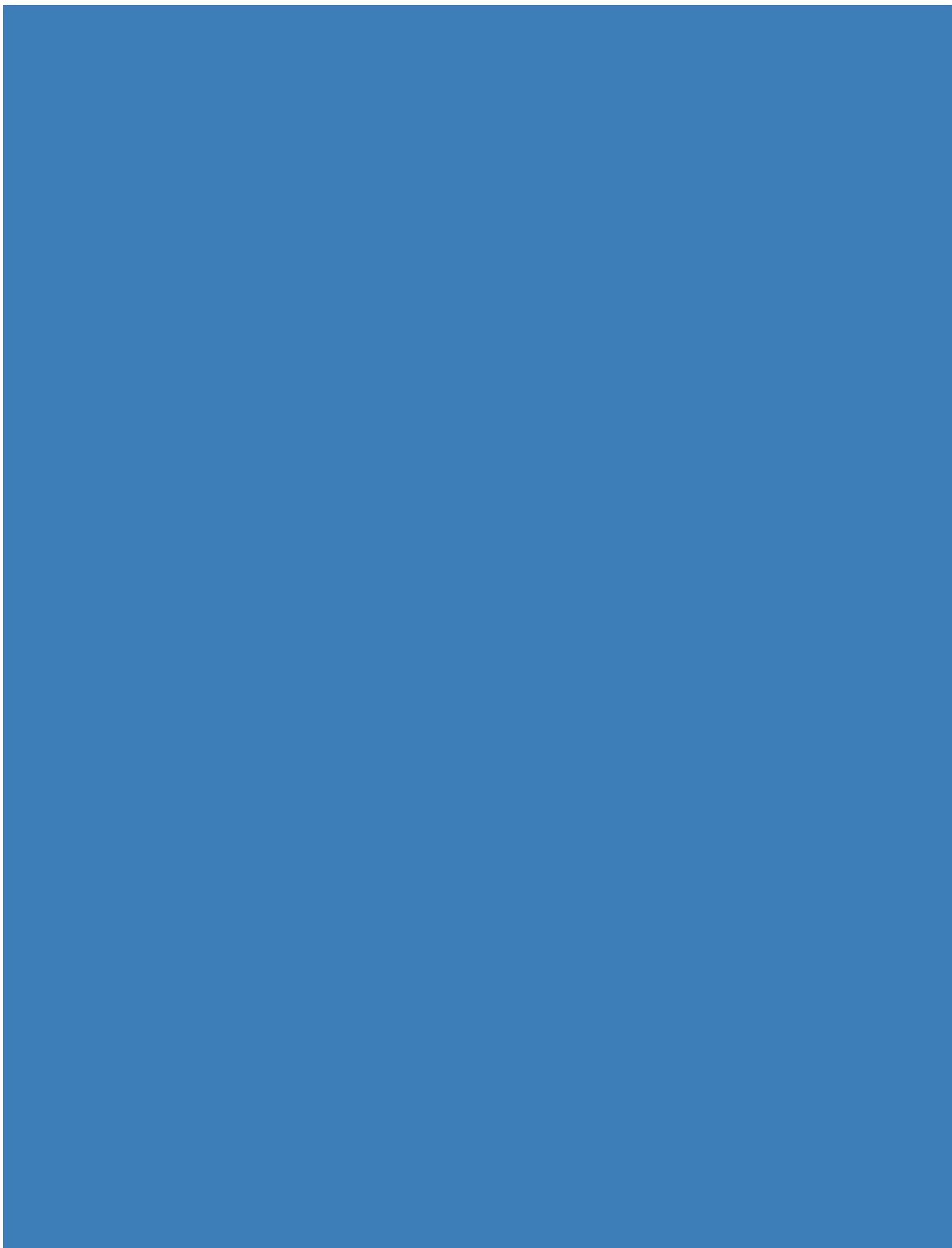
Parameters	FY 2019	FY 2020	FY 2021	FY19-21 Change	FY20-21 Change
Stationary source a	3,036.90	2,776.20	1,868.00	-38.49%	-32.71%
Mobile source	20,385.90	18,183.60	17,410.40	-14.60%	-4.25%
Biofuel b	287.3	245.4	293.6	2.19%	19.64%
Refrigeration/AC c	389.7	389.7	1360.3	249.06%	249.06%
Electricity purchase	6,011.40	5,870.00	5834.7	-2.94%	-0.60%
Business travel	163.3	130.7	11.9	-92.71%	-90.90%
Commuting	6,170.80	4,442.50	2808.2	-54.49%	-36.79%
Waste generation	1,445.30	1,445.30	1905.6	31.85%	31.85%
Total	37,603.30	33,238.00	31,199.10	-17.03%	-6.13%

Notes: a Natural gas data for FY 2021 is unavailable for several District 2 facilities.

b Emissions from biofuel fractions (E85, B5 and B20) are quantified but are not included in the total GHG emissions.

c Inventory for refrigeration and AC equipment is an ongoing effort for District facilities. In FY 2021, AC units from Department vehicles and mobile equipment were included, resulting in a significant GHG emissions increase for this category in FY 2021.

DETAILED PERFORMANCE MANAGEMENT DATA



1. Reduce Workplace Accidents

Performance Measures:

The percentage injury rate and percentage claim rate are reported per calendar year. The percentage injury rate is the percentage of the number of reported workplace injuries and illnesses (i.e., number of C-1 forms filed) per 100 employees. The percentage claim rate is the percentage of the number of injuries and illnesses requiring medical attention (i.e., number of C-3 forms filed) per 100 employees. Data is based on annual OSHA 300 Log Reporting per federal reporting requirements. The CY 2020 calculation formula to determine the percentages are as follows:

1. Total number of Injuries (106) divided by total number of employees (1665) x 100 = 6.37%
- Injuries/All Employees
2. Total number of medical claims (54) divided by total number of employees (1665) x 100 = 3.24%
- Medical/Employees

Current year target: 2% Reduction

Ultimate target: Zero accidents

Performance Champion/Division:

Safety/Loss Control Section Manager, Human Resources Division (HRD)

Support Divisions: All NDOT Divisions

Overview and plan support:

Safety extends to all aspects of NDOT from the roadways to the office. Identifying and reducing risk to the department, employees, and the traveling public is an ongoing endeavor. This performance measure works towards meeting the following Department of Transportation strategic plan goals (1) safety first and (2) enhance organizational and workforce development.

Measurement and supporting data:

The annual Baseline is the prior five-year average. Data is reported on a calendar year basis pursuant to federal OSHA reporting requirement and the average number of employees during any given year. This data is used to calculate the percentage injury and percentage severity rates.

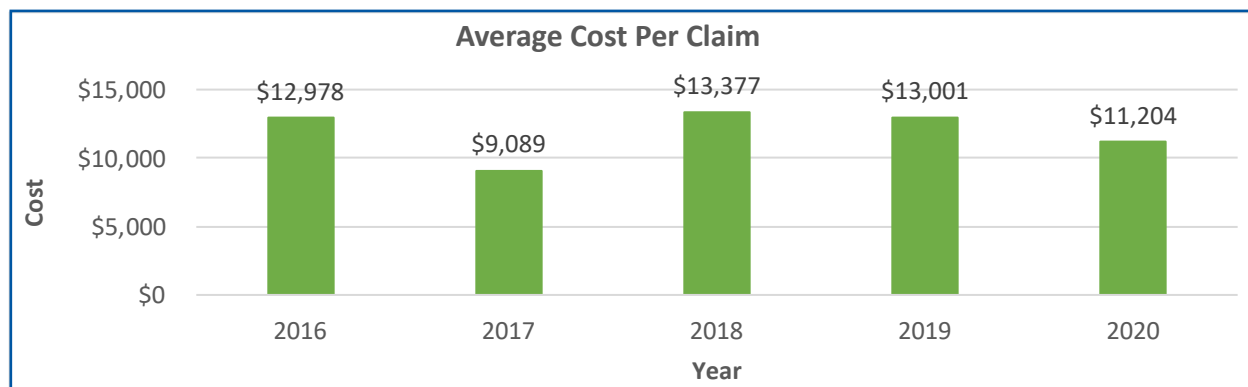
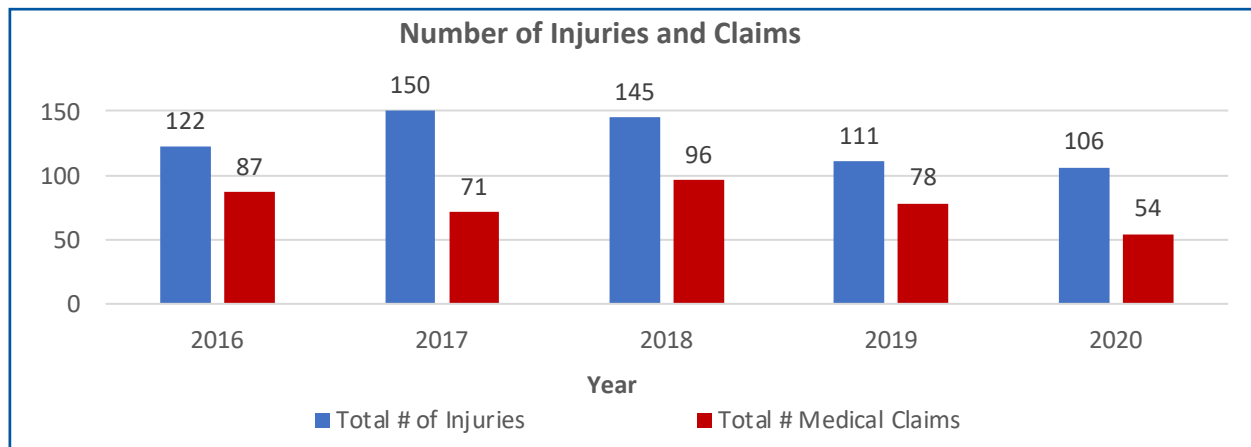
Claim costs include all medical expenses. The five-year ending 2020 average claim cost was lower by \$154 compared to the (2015-2019) baseline. The percentage injury rate in CY 2020 shows a reduction of 0.40% compared to the baseline. The target of reducing the percentage injury rate by 2% annually compared to the baseline was not met. Also, the percentage serious injury rate, which is the rate of injuries/illnesses requiring medical attention per every 100 employees did not meet the 2% annual reduction target. The rate of the five-year average ending CY 2020 was 4.46% compared to the baseline rate of 4.84%.

Most of the injuries sustained in CY 2020 were due to strains, sprains, and fractures. Body parts injured were low back, neck, bicep, shoulder, head, hand, and knee. Causes of injuries were due to lifting and being struck. The number of low back claims went from 13 in CY 2019 up to 14 in 2020.

CY 2019 up to 14 in CY 2020. Finger/thumb claims went from 7 in CY 2019 down to 4 in CY 2020.

Calendar Year	2015	2016	2017	2018	2019	2020
Total # of Injuries	146	122	150	145	111	106
Injuries/All Employees %	8.31%	7.11%	8.61%	8.23%	6.36%	6.37%
Total # Medical Claims	90	87	71	96	78	54
Medical Claims/All Employees %	5.12%	5.07%	4.07%	5.45%	4.47%	3.24%
Average Claim Cost	\$11,974	\$12,978	\$9,089	\$13,377	\$13,001	\$11,204
# All Employees	1757	1717	1743	1762	1746	1665
Total Calendar Year Cost	\$1,149,496	\$1,329,390	\$1,430,173	\$1,938,795	\$988,141	\$605,037

Calendar Year	2015-2019 Average	2020	2016-2020 Average
Total # of Injuries	135	106	127
Injuries/All Employees %	7.72%	6.37%	7.34%
Total # Medical Claims	84	54	77
Medical Claims/All Employees %	4.84%	3.24%	4.46%
Average Claim Cost	\$12,084	\$11,204	\$11,930



Evaluation of Performance Measure:

Annual Target Met:

No for measure 1. Reduced by 0.4%

No for measure 2. Reduced by 0.4%

Which strategies were in place during the data reporting period?

- Workers' Compensation training.
- Safety and health safety inspections.
- Safety and health training.
- Ergonomic evaluations.
- Active Shooter classes.

The strategies in place for 2019 were not implemented due to the COVID-19 Pandemic. On March 18, 2020, Governor Steve Sisolak ordered State Employees to leave shared offices and telecommute from home until he evaluated the severity of the pandemic. Most employees telecommuted from home until June 2021, thus reducing inspections and training.

Which strategies applied during the current data reporting period were successful?

All strategies support the Safety Section efforts to reduce workplace accidents and injuries. All strategies support the prevention of accidents. Training, inspection, and prevention are the best way to reduce accidents and injuries.

Which strategies were not successful and why?

The COVID-19 Pandemic severely impacted the Safety/Loss Control Section's ability to implement the strategies to improve safety and train employees. The Safety/Loss Control section was dedicated to supporting the COVID-19 response and focused its efforts on the pandemic safety issues.

Strategies for improvement planned for next reporting period:

Short Term Strategies

- Continue OSHA safety and health training classes to educate management, supervisors, and employees to reduce workplace hazards and injuries.
- Work collectively with the NV OSHA Safety Consultation and Training Section (NV SCATS) to assist with safety and health inspections to reduce workplace hazards and injuries.
- Continue to conduct ergonomic evaluations for the agency.

Long Term Strategies

- Evaluate NDOT's organization and culture to maintain current good practices and determine new safety protocols.
- Maintain up-to-date safety and health training materials.
- Provide assistance, research, and guidance to all divisions and districts to support NDOT's safety goals.
- Assist management to develop and implement NDOT's Strategic Safety Plan.

Does this performance measure effectively measure what is desired?

Yes.

Does monitoring and evaluating this performance measure improve your business process?

Yes.

Is there a more effective performance measure that should be considered? If so, explain.

Yes. The current measure is "injury rate" determined by the number of C-1 forms submitted. C-1 forms track every injury that occurs. Employees are encouraged to submit C-1 forms for even the most minor injuries. The information on these forms allows the safety team to plan and improve safety programs. A reduction in C-1 forms is not the best way to measure improvement. The "serious rate" determined by C-3 forms is a better measure. C-3 forms are completed when medical attention is sought. If the serious injury rate is reduced, it is a better indicator of success of safety programs and measures. The recommended target reduction is 0.3%.

Yes, change the target percentage injury rate calculation (number of C-1 Forms) to the percentage serious rate calculation (medical claims C-3 Forms) because it measures cost and if the strategies were effective to reduce workplace injuries. The recommended target is a reduction of 0.3%.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

The COVID-19 Pandemic impacted the direction of the Safety/Loss Control Section to implement the desired strategies. The section worked collectively with the Executive Leadership Team to develop OSHA COVID-19 Posters, Face Covering Posters, Hand Sanitize Posters, and Personal Protective Equipment Posters.

Governor Steve Sisolak introduced several Directives relating to the COVID-19 Pandemic to protect the health of each Nevadan in the workplace. All Directives discussed social distancing and personal protective equipment. The section developed a COVID-19 Risk Assessment Inspection process and procedure for employee workstations. The section completed COVID-19 Risk Assessments for 34 divisions. The risk assessments evaluated workstations to ensure compliance with social distancing requirements and worked with the team to guide, educate, and coach on safety measures. The section recommended most of the workstations to have plastic curtain barriers, staggered shifts and telecommuting from home to reduce the infection rate.

Will meeting the yearly target have a fiscal impact? If so, explain.

No

2. Provide Employee Training

Performance Measures:

Percentage of employees trained in accordance with prescribed training plans and State statute training requirements.

FY21 Target: An average compliance rate of 85% for all required training.

Ultimate Target: 100% compliance for all required training.

Performance Champion/Division:

Employee Development Manager, Human Resources Division (HRD)

Supporting Divisions: All NDOT Divisions

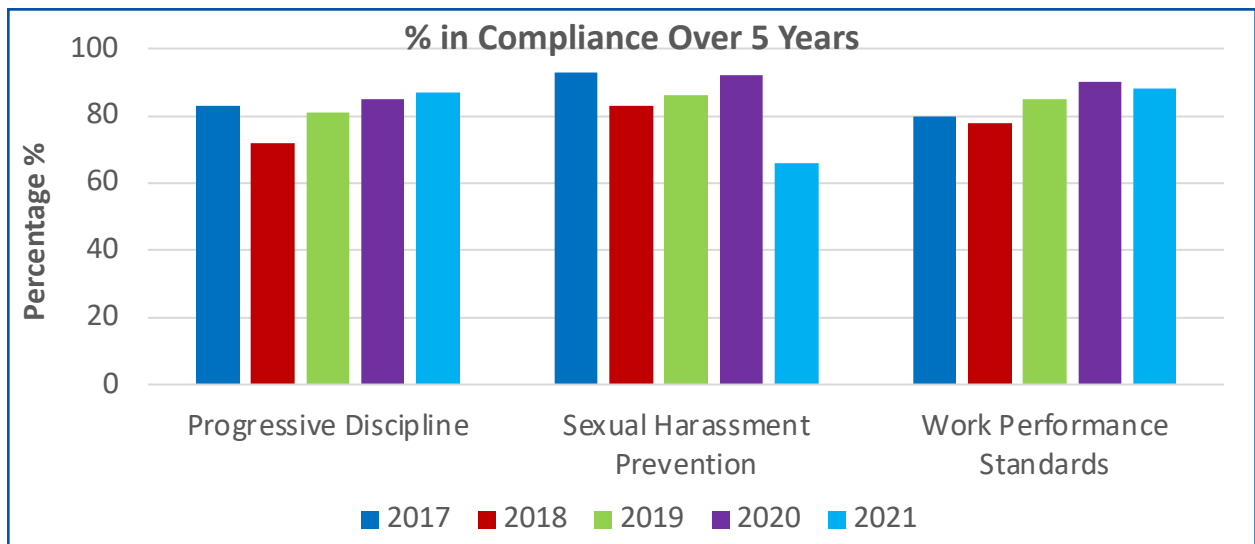
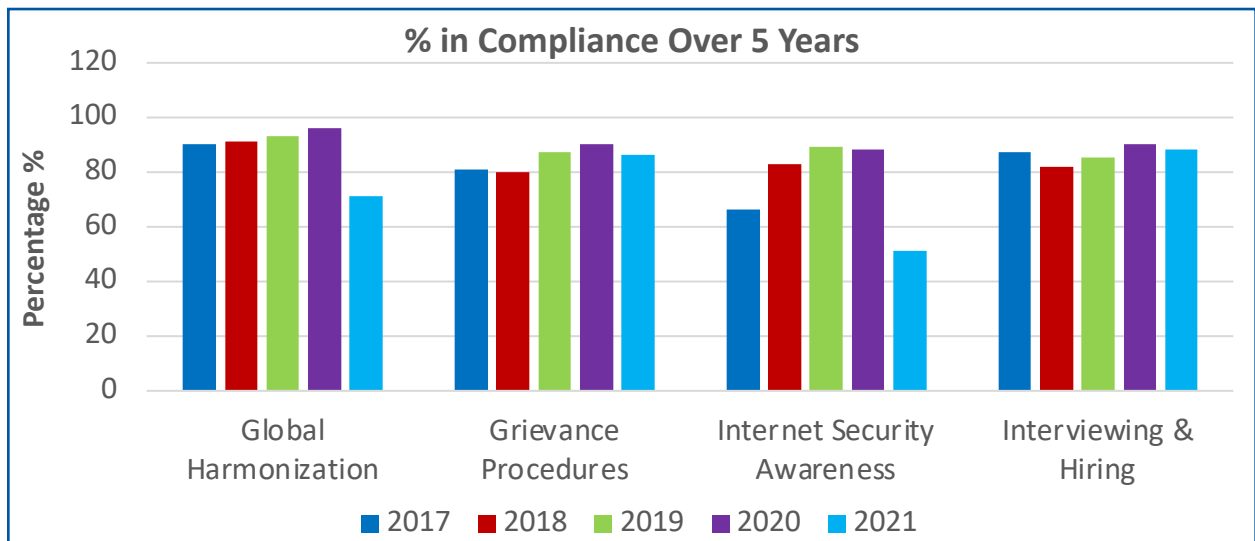
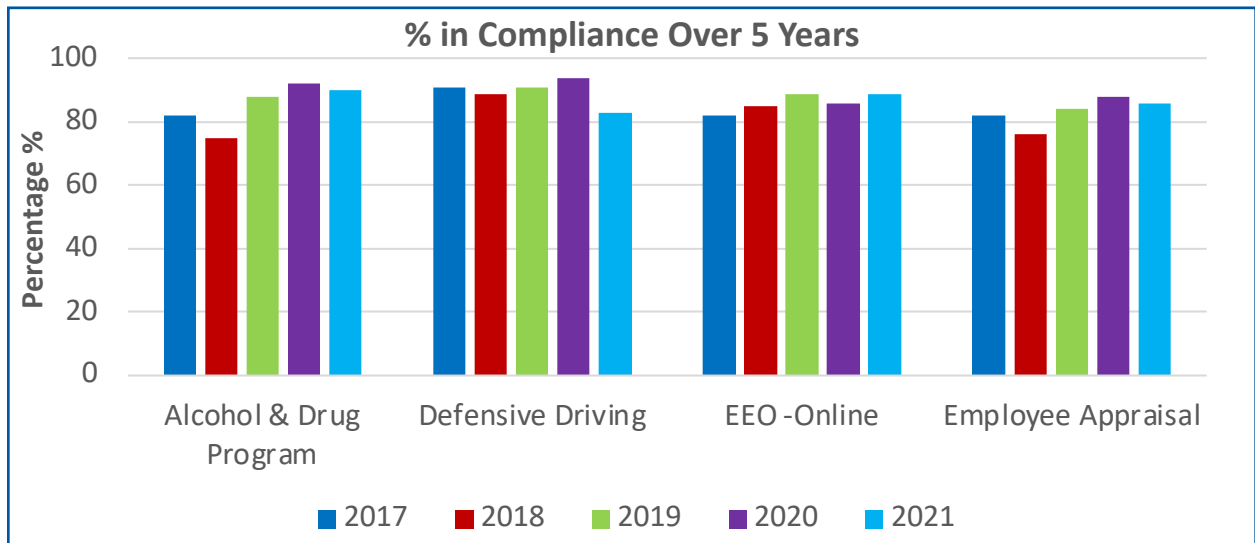
Overview and Plan Support:

The classes listed in the performance measures are required by Nevada Administrative Code 284, the State Administrative Manual, or a specific NDOT Transportation Policy. The classes apply to the entire department and are either required for all employees or all supervisory and managerial employees.

The annual target is the average compliance rate of all required training. The compliance percentage for each class is calculated by the number of employees or supervisory and managerial employees who were required to take the class by those who have successfully completed the class within the designated fiscal year.

Requirement	% in Compliance					# Trained*
	2017	2018	2019	2020	2021	FY 2021
Alcohol & Drug Program	82	75	88	92	90	413
Defensive Driving	91	89	91	94	83	1336
EEO -Online	82	85	89	86	89	406
Employee Appraisal	82	76	84	88	86	393
Global Harmonization	90	91	93	96	71	1147
Grievance Procedures	81	80	87	90	86	395
Internet Security Awareness	66	83	89	88	51	832
Interviewing & Hiring	87	82	85	90	88	403
Progressive Discipline	83	72	81	85	87	398
Sexual Harassment Prevention	93	83	86	92	66	1071
Work Performance Standards	80	78	85	90	88	402
Averages	83	81	87	90	80	

*Total number of employees who attended training on this topic



The annual training target is an average compliance rate of 85% for all required training, with the ultimate target of 100% compliance. For FY21 we reached an annual training target of 80% in compliance for the 11 required classes.

FY21 average of 80% saw a decline of 10% from FY20 average of 90%.

All 11 required training classes experienced a decline in compliance. Classes that were required for:

- supervisory and managerial employees: average 2% decline
- all-employees: an average 24% decline including:
 - Defensive Driving: taught by State of Nevada Risk Management was temporarily suspended training due to lack of instructors
 - Global Harmonization
 - Internet Security Awareness
 - Preventing Sexual Harassment

Evaluation of Performance Measure:

Annual Target Met: No

Which strategies were in place during the data reporting period?

Short term strategies

- Improve effectiveness of eHR email reminders:
 - Change initial email reminders to be sent 1 month prior to expiration.
 - Separate the Internet Security Awareness from the other classes so that reminders either come directly from KnowBe4 or come with a custom message.
 - Attach the table of which classes meet requirement to the reminder email.
 - Commit to keeping eHR data as current as possible so that employees trust the emails they receive.
- Market classes directly to the employees.
 - Focus our marketing efforts on headquarters' employees because they have a low compliance rate, are close to multiple training rooms, and have the most flexibility in their schedule.
 - Highlight the benefits of the training instead of marketing solely on the fact that the class is mandatory.
 - Require instructors to change exercises and scenarios every other year so that employees don't get the exact same training every year.
- Develop blended-learning training to maximize the effectiveness of the DHRM online classes. Provide instructor-led modules that utilize activities and case studies to address the application of knowledge and highlight NDOT-specific policies and people.
- Cross-train instructors so we have options if an instructor calls in sick.
- Share successful strategies from Districts with Divisions.

Long term strategies

- Embed leadership principles in all required classes. These principles should reinforce the strategic plan.
- Learn and implement technology like videoconferencing, webinars, and Skype to keep classes when we have low enrollment, flights are canceled, or meeting rooms are unavailable.
- Send trainers to the Employee Management Committee (EMC) hearing for a deeper/broader understanding of state policies. Dedicate time for reading EMC decisions.
- Work with SMART21 project to redesign class evaluations to include more appropriate questions, provide reporting options for programs and classes, and provide timely feedback to the instructor.

Which strategies were successful?

- Improve effectiveness of eHR email reminders: eHR email reminders being sent one month prior to expiration were a factor at the beginning of the FY21 compliance successes.
- eHR dashboard of compliance rate for the employee: eHR provided employees with a snapshot of their training compliance.
- Market classes directly to the employees: Training sent out direct marketing to employees who were out of compliance. Training advertised that courses were available online at NVElearn and included the link to the NVElearn webpage.
- Learn and implement technology like videoconferencing, webinars, and Skype: HRD Training Section trainers continued learning to be more effective using Microsoft Teams to provide virtual training.

Which strategies were not successful and why?

Short term strategies

- Improve effectiveness of eHR email reminders: The State of Nevada rolled out a new learning management system (LMS) in SuccessFactors. NDOT was no longer able to maintain eHR compliance data on January 1, 2021. Enterprise HR stopped sending automatic emails. SuccessFactors's switchover to did not occur on January 1, 2021, as planned. As a result, employees expressed confusion about training compliance, training locations, and options.
- Market classes directly to the employees: During the performance period, both training officer positions were vacated, as well as the Employee Development Manager position. The staff vacancies had a negative impact on notifying employees of reminders to complete their required training.
- Develop blended-learning training to maximize the effectiveness of the DHRM online classes: Due to vacancies and effects of the COVID 19 pandemic, the training section did not implement a blended learning strategy.

Strategies for improvement planned for next reporting period:

Short term strategies

The Employee Development Manager (EDM) will focus on staffing the training section. Three of the five training section positions are vacant.

The EDM will train new staff on SuccessFactors' LMS, compliance tracking, and budgeting. New staff will need to obtain required certifications, update curriculums, and schedule classes.

Long term strategies

- Training section must be proficient in SuccessFactors LMS
- Training section must lead the organization in learning to use SuccessFactors
- Training section will analyze and evaluate the distribution of training funds
- Training section will create classes to support the online classes and offer advanced learning opportunities for managers and supervisors.

Does the performance measure effectively measure what is desired?

Yes.

Does monitoring and evaluating this performance measure improve your process?

Yes. Monitoring and evaluating this performance measure are key to keeping the priority of completing all required training for our employees. The performance measure aids the training section in scheduling required classes, monitoring completion rates, and targeting employees for direct marketing.

Is there a more effective performance measure that should be considered? If so, explain

No.

Has the Covid-19 pandemic affected your performance measure or the ability to meet your targets? If so, explain.

Yes. The beginning of the stay-at-home order had a positive effect on our compliance. As NDOT developed remote working procedures and policies, employees were encouraged to use downtime to complete the online required training.

However, as the pandemic continued, the training section has recorded a downturn in compliance. Statewide vacancies have been attributed to the pandemic, which has increased remaining staff's workloads, and employees are experiencing virtual meeting and screentime overload. Because all mandatory training is online and workloads have increased, it is speculated that employees are not prioritizing this task.

Will meeting the yearly target have a fiscal impact? If so, explain.

No.

3. Improve Employee Satisfaction

Performance Measure: Employee Performance

Current year target: Overall rating 61%

Ultimate target: Overall rating 80%

Performance Champion/Division:

Human Resources Manager, Human Resources Division (HRD)

Support Divisions:

All NDOT Divisions

Overview and plan support:

Positive employee morale is critical to the success of the workplace. It is the backbone of a skilled and dedicated workforce and essential in attracting and retaining quality team members. A satisfied workforce will excel at their duties, and this benefits the people of Nevada, our visitors, and others traveling through our state. This performance measure works toward meeting NDOT's strategic plan goals including promote a safety-first culture, efficiently operate and maintain the state transportation system, enhance internal and external communication, and enhance organizational and workforce development.

Measurement and supporting data:

Overall Employee Satisfaction

2017 FY	67%
2018 FY	69%
2019 FY	66%
2020 FY	75%
2021 FY	61%

Historical Level of Employee Engagement Participation (Respondents)

Year of Survey	Launch Date	Closing Date	# of Employee Respondents
2017	28-Jun	30-Aug	929
2018	29-Jun	10-Aug	969
2019	15-Apr	21-Jun	872
2020	13-Apr	13-Jul	823
2021	20-Apr	23-Jul	662

Employee Satisfaction Survey Results

Key Question Response Comparison From 2020 - 2021			
Survey Category	2020	2021	Increase/Decrease
Satisfaction of workplace safety	75%	77%	2%
Satisfaction of workplace physical conditions	73%	72%	-1%
Satisfaction with ability to express concerns to their immediate supervisor	76%	72%	-4%
Satisfaction with ability to communicate effectively with their immediate supervisor	76%	72%	-4%
Satisfaction with their immediate supervisor recognizing when they go above and beyond their normal duties	72%	70%	-2%
Satisfaction with management applying policy decisions consistently	56%	53%	-3%
Satisfaction with ability to express concerns to their management	63%	59%	-4%
Satisfaction with flexibility of employees work hours	86%	85%	-1%
Percentage of Employees who would recommend NDOT to a friend	65%	55%	-10%

Evaluation of Performance Measure:

Annual target met?

Yes. 61% indicated that they were satisfied or very satisfied with NDOT overall.

Which strategies applied during the current data reporting period were successful?

The 2020 performance measure document identified the following strategies for improvement to be implemented in FY2021 based on the NDOT's 2020 Strategic Plan: A Roadmap to the Future.

- Develop and implement NDOT Team Safety Plan
- Develop building and facility maintenance and repair plan
- Improve internal and external customer service
- Build a cohesive state-wide communications program
- Evaluate and update communication structure and policies
- Conduct proactive organizational change process to address emerging trends
- Ensure business and operational continuity
- Administer Department policies and procedures consistently
- Retain and enhance mid-career talent
- Consolidate and transform Department data systems

The NDOT Executive Leadership Team (ELT) met throughout the year to track the progress of the strategic plan goals listed above. Each goal is in progress and will foster overall satisfaction of employees statewide. However, due to the unforeseen complications presented by the COVID-19 pandemic, the strategies were not completed.

Which strategies were not successful and why?

The failure to complete the strategies contributed to lower satisfaction.

Strategies for improvement planned for next reporting period:

Short Term Strategies

- NDOT's ELT will continue to progress and implement the 10 strategies listed from the last reporting period.
- NDOT's ELT will continue to work diligently to foster a healthy working environment while managing the complex challenges presented by the COVID-19 pandemic.

Long Term Strategies

The NDOT ELT and Senior Leadership Team's (SLT) commitment to supporting and executing the NDOT strategic plan will ensure success.

Does this performance measure effectively measure what is desired?

Yes.

Does monitoring and evaluating this performance measure improve your business process?

Yes, the detailed breakdown of employee satisfaction provided by the annual survey identifies areas of success and deficiency. Areas of success are replicated, and areas of deficiency are evaluated for improvement. The survey provides support and guidance for the creation of specific goals and programs linked to the NDOT strategic plan.

Is there a more effective performance measure that should be considered? If so, explain.

No. Overall employee satisfaction is a critical factor for NDOT to execute the mission, vision, and goals of the Department.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

Yes. The survey rolled out shortly before NDOT's return to the workplace mandate on June 1, 2021. The survey was open from April 20, 2021 to July 23, 2021. The survey respondents referenced the current COVID-19 situation as a reason for satisfaction for the increase in flexibility with the creation of the telecommuting policy. Respondent expressed high dissatisfaction rates regarding wages and benefits. During this reporting period, employees experienced furloughs and higher healthcare benefit costs. The survey recorded a 10 % decrease in employees who would recommend a friend to work at NDOT. Multiple respondents expressed dissatisfaction with having to take furloughs and other salary cuts while the state was receiving significant COVID related federal funding. Some employees expressed frustration with technology issues related to telecommuting due to COVID-19.

Will meeting the yearly target have a fiscal impact? If so, explain. Yes.

Next year's target: 80%

4. Streamline Agreement Process

Performance Measure:

Percentage of Agreements executed within 20 days from when division submits agreement with all supporting documents to the date when it is fully executed, excluding time the agreement is with the second party for signature or awaiting Transportation Board approval.

Current year Target: 90% within 20 days

Ultimate Target: 99% within 5 days

Performance Champion/Division:

Administrative Services Division, Deputy Chief

Supporting Divisions:

All divisions that procure professional services over \$2,500.00, including Interlocal, Cooperative, and Local Public Agency (LPA) agreements.

Overview and Plan Support:

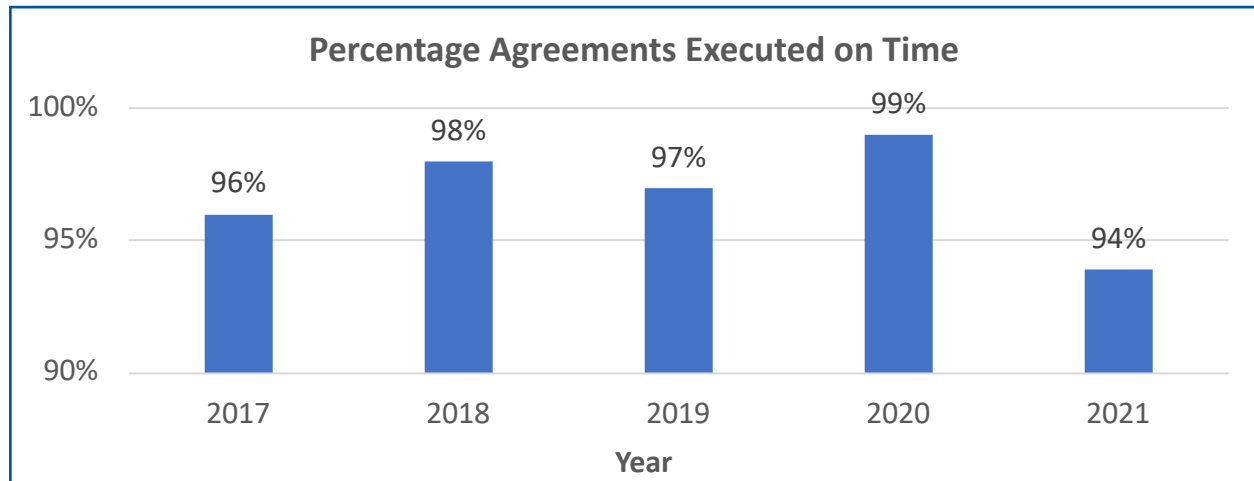
An agreement is an instrument used to procure a variety of services for NDOT. The Agreement Services Section ensures that NDOT procures these services in accordance with established laws, rules and regulations. Delays in executing agreements have a tremendous impact on the operations, delaying what can often be critical services, or services that impact the timely delivery of projects. Agreements for services and interlocal agreements with Universities over \$300,000.00 require the approval of the Transportation Board; agreements less than \$300,000.00 and certain services exempt from Board approval, such as right of way acquisitions and interlocal agreements, can be executed with approval from the NDOT Director.

This performance measure supports the Nevada Department of Transportation Strategic Plan Goal 3: Efficiently Operate and Maintain the State Transportation System, by delivering timely and beneficial projects and programs; being responsive to our customers; effectively preserving and managing our assets; and efficiently operating the transportation system.

Measurement and supporting data:

For fiscal year 2021, the average number of calendar days to execute agreements, measured from the time they were submitted to the Agreement Services Section until the time of agreement execution, but excluding weekends and holidays and time the agreement was with the second party or awaiting Transportation Board approval, was 9 days. During fiscal year 2021, the Department executed 508 agreements, of which 477 were executed in 20 days or less. This translates to 93.90% of all agreements being executed within 20 days, exceeding the target of 90%.

	Number of Agreements Executed	Number Executed Within 20 Days	Percent Executed Within 20 Days	Average Number of Days to Execute
FY 2021	508	477	93.90%	9



Evaluation of Performance Measure:

Were the targets met? Yes

Which strategies applied during the current data reporting period were successful?

All current strategies have been successful. Agreement Services Section staff understands the performance measure, what is measured, and how each stage of processing an agreement affects the measure. The Section Manager provides quarterly feedback to staff about the current processing time, tracking and discussing strategies for improving execution of all agreements, including LPA agreements, if applicable.

Which strategies were not successful and why?

All strategies implemented have been successful.

Strategies for improvement planned for next reporting period:

Short Term Strategies:

Continue reporting the number of “workdays” to execute an agreement, excluding days with the second party, weekends, holidays, and waiting for the Transportation Board. This method of measuring days accurately calculates the percentage and average days NDOT took to execute an agreement. With electronic processes in place, Agreement Services has consistently exceeded the 20-day agreement execution with higher than the 90% target.

Long term Strategies:

Continuing to assess the relevance of performance measure data and revising this measure, as necessary, to accurately reflect the time it takes to process an agreement. Additionally, mandating that all agreements be processed via DocuSign is critical to maintaining the success of this performance measure. Currently, Agreement Services is developing a new Masterworks system that we hope will create even more efficiencies in the processing of agreements. We'll review the Performance Measures at that time to determine if strategies are reflecting an accurate measure of performance.

Does this performance measure effectively measure what is desired?

Yes

Does monitoring and evaluating this performance measure improve your business process?

Yes - All staff is made aware of the goals of a performance measure.

Is there a more effective performance measure that should be considered? If so, explain

No – The efficiencies put into place have been successful on reducing the time to execute an agreement.

Has the Covid-19 pandemic effected your performance measure or the ability to meet your targets? If so, explain.

No – with the technology that we have it hasn't slowed the time it takes to execute an agreement.

Will meeting the next yearly target have a fiscal impact? If so, explain.

Yes. Procuring services more expediently will make Department operations more efficient, resulting in faster delivery of projects, more timely maintenance of facilities, and an overall higher standard of service provided. Collectively, this will result in overall cost savings.

Next year's target: 90% within 20 days

5. Improve Customer and Public Outreach

Performance Measure: Improve Customer and Public Outreach

Current year target: Customer Service Satisfaction: 75%

Public Outreach

- Facebook Likes: +3.2%
- Twitter Engagement: 0.9%
- Instagram Followers: +177

Ultimate target:

Customer Service Satisfaction: 75%

Public Outreach: continuous increase in likes, engagement, and followers

Performance Champion/Division: Communications

Support Divisions:

Customer Service

Public Information Office

Overview and plan support:

This performance measure aligns with two goals in our Strategic Plan: (1) improve internal and external customer service, and (2) build a cohesive statewide communications program. Customer service and public outreach are critical aspects of strengthening NDOT's brand and ensuring we're delivering an effective program.

Measurement and supporting data:

	FY2020	FY2021	FY2022	FY2023
Number of Respondents Rating NDOT Good	2,100	349	647	842
*Total Number of Surveys (completed)	2,636	** 468	*840	*1,080
Percentage (of "good" responses)	79.67%	75%	77%	78%
Amount Type	Actual	Actual	Projected	Projected

NOTE:

**Zendesk's automated survey feature was not implemented until the latter half of FY21; therefore, these results reflect a partial year.

*Customer Service averaged approximately 1,000 tickets per month for FY21. Based on a 7% response rate, our projected total number of surveys completed for FY22 will be 840. Based on a 9% response rate, our projected total number of surveys completed for FY23 will be 1,080

Evaluation of Performance Measure:

Annual target met?

Yes.

Which strategies applied during the current data reporting period were successful?

Customer Service: We are very close to full implementation of our customer service management system, Zendesk, which has helped to streamline and organize our communications with the public. We also more proactively interfaced with the three districts to ensure better alignment in customer response.

Public Outreach: The Communications Division enlisted a consultant to assist with managing our social media calendar and building out presence on Instagram and Facebook. We also created three new regional Twitter accounts that assisted with building our following and engagement by geographic area.

Which strategies were not successful and why?

Customer Service: Customer Service experienced some issues getting District 3 to divert questions and calls to HQ. We hope to increase communication and cooperation moving forward.

Public Outreach: Our main NDOT Twitter account actually saw slowed growth because we brought more focus on our regional accounts. As we build out a blog in the near future, we hope to drive more traffic back to our main account through creative and original posts.

Strategies for improvement planned for next reporting period:

Short Term Strategies

Customer Service: Continue building strong relationships with the districts to ensure we're providing consistent and timely responses to customers throughout the state.

Public Outreach: Build out blog that will allow us to share more engaging content with the public.

Long Term Strategies

Public Outreach: Hire an in-house Social Media manager contractor to put 100% attention on building out our social media presence.

Customer Service: Hire at least one more social media representative and build out the online chat function of the website to better respond to customers.

Does this performance measure effectively measure what is desired? Yes.

Does monitoring and evaluating this performance measure improve your business process?

Yes.

Is there a more effective performance measure that should be considered? If so, explain.

No.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain. No.

Will meeting the yearly target have a fiscal impact? If so, explain. No.

Next year's target: State above.

6. Improve Travel Reliability & Reduce Delay

Performance Measure:

1. Interstate Travel Time Reliability (Interstate TTR) measure: Percent of person-miles traveled on the interstate system that are reliable
2. Non-Interstate National Highway System Travel Time Reliability (Non-interstate NHS TTR) measure: Percent of person-miles traveled on the non-interstate NHS that are reliable
3. Freight Reliability measure: Truck travel time reliability (Truck TTR) index on the interstate system
4. Non-Single Occupancy Vehicle (Non-SOV) Travel measure: Percent of Non-single Occupancy Vehicle Travel
5. Peak Hour Excessive Delay (PHED) measure: Annual hours of peak hour excessive delay per capita

(See: "Measurement and supporting data" below for definitions of these performance measures.)

Current and Ultimate Targets:

2020 Reporting Period	Interstate TTR (%)	Non-Interstate NHS TTR (%)	Interstate Truck TTR (Index)	Non-SOV Travel (%)	PHED Per Capita (Annual Hrs)
Current Targets	86.9 ≥	70.0 ≥	≤ 1.28	21.5 ≥	≤ 12.0
Ultimate Targets	87.0 ≥	87.0 ≥	≤ 1.26	21.6 ≥	≤ 10.0

Performance Champion/Division:

Traffic Operations

Support Divisions:

Performance Analysis
Roadway Systems

Overview and plan support:

The Department, in coordination with the Federal Highway Administration (FHWA) and the Metropolitan Planning Organizations (MPO's), selected these performance measures to align with the US DOT's Moving Ahead for Progress in the 21st Century (MAP-21) Act passed by Congress on July 6, 2012, the Fixing America's Surface Transportation (FAST) Act passed by Congress on December 4, 2015, and the Department's Transportation System Management and Operations (TSMO) Program Plan executed on May 13, 2020. The performance measures capture most aspects affecting the mobility and reliability of the transportation network. This is an indication of how efficient the system is performing.

The Department uses the Regional Integrated Transportation Information System (RITIS) to analyze FHWA's National Performance Management Research Data Set (NPMRDS). RITIS is also used to analyze INRIX probe data from mobile phones, vehicles, portable navigation devices, and embedded fleet management systems. Except for the Non-SOV Travel measure, all other

performance measures are calculated using the RITIS platform. For Non-SOV Travel, the Department, in coordination with the Regional Transportation Commission of Southern Nevada (RTC-SNV), utilizes the American Community Survey (ACS) Commuting (Journey to Work) data from the U.S. Census Bureau.

Measurement and supporting data:

The following are simplified definitions of the performance measures used to evaluate the mobility and reliability of Nevada's state-maintained roadway system.

- **Interstate Travel Time Reliability (Interstate TTR) measure: Percent of person-miles traveled on the interstate that are reliable:**

The Interstate TTR measure is the percentage of total roadway segments, weighted by the roadway length, the annual average number of daily trips (AADT), and average number of persons in a vehicle (vehicle occupancy), that are reliable over a given year. A trip is considered reliable by the US DOT if the travel time is below one and a half times the median (50th percentile) for a given evaluation period (morning, afternoon, evening, and weekend). If the 80th percentile or more of trips through a roadway segment in all evaluation periods are found to be reliable, the roadway segment is considered reliable.

- **Non-Interstate National Highway System Travel Time Reliability (NHS TTR):**

Percent of person-miles traveled on the non-interstate NHS that are reliable. This measure is used and calculated in the same manner as Interstate TTR with the exception that all calculations are specific to non-interstate segments on the NHS.

- **Freight Reliability measure: Truck travel time reliability (Tuck TTR) index:**

The Truck TTR measure is used to assess the reliability of travel time for trucks on Nevada's interstate system. To determine the reliability of an individual segment, the Truck Travel Time Reliability (TTTR) is calculated as the ratio of the "longer travel" time (95th percentile) to the "normal" travel time (50th percentile). The Truck TTR's of interstate segments are then used to calculate the Truck TTR Index for the entire interstate system using a weighted aggregate calculation for the worst performing times of each segment. Furthermore, the closer the Truck TTR Index is equal to 1.0, the more reliable the interstate system is for truck travel times.

- **Non-Single Occupancy Vehicle (Non-SOV) Travel measure: Percent of Non-single Occupancy Vehicle Travel:**

The Non-SOV Travel measure is used to indicate the percentage of the population in urbanized areas that are commuting to work by means other than utilizing a single occupancy vehicle, such as carpool, van, public transportation, commuter rail, walking, or bicycling, as well as telecommuting. Based on MAP-21 requirements, this measure is currently applicable to urbanized areas exceeding 1 million people. Currently, the Las Vegas metropolitan area is the only urbanized area in Nevada that meets this criterion. To capture the Non-SOV performance measure, the Department, in coordination with RTC-SNV, utilizes the American Community Survey (ACS) Commuting (Journey to Work) data from the U.S. Census Bureau.

- **Peak Hour Excessive Delay (PHED) measure: Annual hours of peak hour excessive delay per capita:**

Like the Non-SOV Travel measure requirement for urbanized areas exceeding 1 million people, the PHED measure is currently only applicable to the Las Vegas metropolitan area. PHED is used to show the annual hours of excessive delay per capita. Excessive

delay is defined as the extra amount of time spent in congested conditions defined by speed thresholds that are lower than a normal delay threshold. For the purposes of this rule, the speed threshold is 20 miles per hour (mph) or 60 percent of the posted speed limit for each segment, whichever is greater, during 15-minute intervals. The total excessive delay metric is also weighted by vehicle volumes and occupancy. For calculation purposes, the peak traffic periods are defined as weekday mornings from 6 a.m. to 10 a.m. and 3 p.m. to 7 p.m. for weekday afternoons.

The table below reflects the results for the performance measures up to the current 2020 reporting period.

Reporting Period	Interstate TTR (%)	Non-Interstate NHS TTR (%)	Interstate Truck TTR (Index)	Non-SOV Travel (%)	PHED Per Capita (Annual Hrs)
2015	98.8	92.0	n/a	n/a	n/a
2016	88.5	66.0	n/a	n/a	n/a
2017	86.8	86.8	n/a	21.5	11.0
2018	87.0	86.3	1.27	21.3	11.6
2019	85.1	86.8	1.28	21.4	7.4
2020	94.4	92.4	1.23	21.5	4.60
Current Targets	86.9 ≥	70.0 ≥	≤ 1.28	21.5 ≥	≤ 12.0

Evaluation of Performance Measure

Annual target met?

Yes.

Which strategies were in place during the current data reporting period?

The Department has several programs which aim to improve system reliability by mitigating recurring and non-recurring congestion, improving traffic safety, and reducing secondary incidents. The programs include:

- The Reno and Las Vegas Freeway Service Patrol (FSP) Program that improves reliability on the interstate by removing crashed or disabled vehicles from travel lanes during peak traffic times.
- The Statewide Hazmat Emergency Response Program, that improves reliability on all state-maintained roadways by mitigating hazardous material incidents as quickly and efficiently as possible.
- The 511 Traveler Information Program, that improves reliability on all state-maintained roadways by providing traffic and weather conditions to motorists.
- The Traffic Incident Management (TIM) Program, that improves reliability on all state maintained roadways by providing consistent first responder training and enhancing cross-agency collaboration.
- The Waycare Artificial Intelligence Platform System enhances incident management capabilities, promotes cross-agency collaboration, and provides traffic predictive insights.
- The Transportation System Management and Operations (TSMO) Program improves safety, mobility, and reliability via performance-driven strategies that focus on managing and operating the system more efficiently to optimize existing infrastructure.

Which strategies applied during the current data reporting period were successful?

- The Reno and Las Vegas Freeway Service Patrol (FSP) Program improved reliability on the interstate by mitigating 55,966 roadway incidents such as: crashes, disabled and abandoned vehicles, roadway debris, providing incident scene safety, and addressing other situations that disrupt traffic flows.
- The Statewide Hazmat Emergency Response Program improved reliability by mitigating 22 roadway related hazardous material incidents ranging from diesel spills, biohazardous releases, illegal dump and/or spill removals, and addressing other hazmat situations that the Department does not have the manpower and expertise to perform.
- The Traffic Incident Management (TIM) Program sponsored 8 virtual training sessions among various first responder participants such as law enforcement, emergency medical response, towing and recovery professionals, fire and rescue professionals, and highway maintenance personnel.
- The Waycare Artificial Intelligence Platform System enhances incident management capabilities, promotes cross-agency collaboration, and provides traffic predictive insights.
- The Transportation System Management and Operations (TSMO) Program improves safety, mobility, and reliability via performance-driven strategies that focus on managing and operating the system more efficiently to optimize existing infrastructure.
- The Department launched Nevada's first Active Traffic Management (ATM) System in March 2020 on the I-15 and US-95 freeways in Las Vegas. To-date the system is performing as expected by reducing congestion and improving traffic performance.

Which strategies were not successful and why?

None. All strategies were successful.

Strategies for improvement planned for next reporting period

Short Term Strategies:

The following are TSMO strategies that are in progress for the next reporting period:

- In fall 2021, Traffic Operations is planning to evaluate the feasibility of implementing a Towing and Recovery Incentive Program (TRIP). TRIP is a quick clearance incentive program that partners DOTs with heavy-duty recovery companies and pays a monetary bonus for clearing commercial vehicle wrecks within 90 minutes. TRIP's key objective is to standardize towing response and facilitate the safe and quick clearance of commercial vehicle crashes on the interstate system.
- The Travel Time Reliability Performance Index (TTRPI) is a developing supplemental evaluation of travel time reliability and speed reductions observed during peak hours of operation utilizing the FHWA's National Performance Management Research Data Set. Traffic Operations is planning to incorporate TTRPI methodologies to help identify segments that can be improved through non-capacity focused projects in the Clark County and Washoe County metropolitan areas, such as ITS solutions, striping, etc.
- The Department is in the process of updating its Advanced Traveler Information System (511). An updated version is expected to be operational by the 2022 calendar year.

Long Term Strategies:

The following are planned TSMO strategies for subsequent reporting periods:

- In 2022, Traffic Operations will be launching a project to develop a statewide ATM Master Plan. An ATM system uses lane-based roadway sensors to analyze traffic

conditions to inform drivers of unexpected changes in the road condition, such as construction-related lane closures, congestion, and crashes. The system is capable of autonomously reducing speed limits and advising caution or merging from specific lanes via the use of the overhead and side-mounted dynamic message signs (DMS). The system is also able to advise the merging and closing of lanes affected by crashes or construction, to flush metered lanes or change ramp metering rates, and to open the HOV lanes to all vehicles when approved by a Freeway & Arterial System of Transportation (FAST) traffic management center operator. All these factors serve to reduce the effect of bottlenecks from non-recurrent congestion and harmonize the speeds between congested areas and high-speed upstream traffic. Thereby reducing the likelihood of secondary crashes resulting from an initial crash to improve travel time reliability and safety.

Does this performance measure effectively measure what is desired?

Yes. These measures effectively measure the reliability of the transportation system and align with FHWA MAP-21 performance measures allowing for consistency across the nation.

Does monitoring and evaluating this performance measure improve your business process?

Yes. These measures are an indication of how successful program strategies have been at improving the mobility and reliability of the transportation system.

Is there a more effective performance measure that should be considered? If so, explain.

No.

Has the Covid-19 pandemic affected this performance measure or your ability to achieve the targets? If so, explain.

The COVID-19 pandemic impacted the performance measures by reducing traffic volumes, which improved travel time reliability. However, it should be noted that traffic volumes are expected to increase substantially once COVID-19 restrictions are lifted. Therefore, since it is still uncertain when COVID-19 restrictions are going to end, it is currently difficult to predict future traffic patterns and projected resources.

Will meeting the yearly target have a fiscal impact? If so, explain.

Yes. The targets cannot be met without the aid of the program strategies described above such as FSP, TIM, Hazmat, 511, Waycare, and TSMO. Each program strategy plays a vital role in meeting the performance target. The Department also needs to continue providing access to software programs such as RITIS and continue purchasing traffic data.

Next year’s target:

The Department’s goal is to always aim for the ultimate targets as shown in the table below; however, they are unchanged from the previous reporting period. The 2021 targets are in accordance with FHWA requirements and will be re-evaluated at the end 2022.

Reporting Period	Interstate TTR (%)	Non-Interstate NHS TTR (%)	Interstate Truck TTR (Index)	Non-SOV Travel (%)	PHED Per Capita (Annual Hrs)
2021 Targets	86.9 ≥	70.0 ≥	≤ 1.28	21.5 ≥	≤ 12.0
Ultimate Targets	87.0 ≥	87.0 ≥	≤ 1.26	21.6 ≥	≤ 10.0

7. Streamline Project Delivery - Bidding to Construction Completion

Performance Measure:

Schedule and estimate from award opening to construction completion in Fiscal Year 2021 (July 1, 2020 to June 30, 2021).

Budget Measure = Percentage of completed contracts within 10% of original programmed budget.

Schedule Measure = Percentage of completed contracts within 10% of original assigned working days.

Change Order Measure = Percentage of completed contracts with a cost increase of less than 3% in Change Orders.

Current year target:

80% of completed contracts within Budget Measure, Schedule Measure, and Change Order Measures Projects were evaluated and met the measure if they were under 110% of the original programmed budget and schedule.

Ultimate target:

80% of completed project contracts within budget measure, schedule measure, and Change Order measures

Performance Champion/Division:

Chief Construction Engineer, Construction Division

Support Divisions:

Engineering Divisions (Project Management; Environmental; Right of Way; Location; Roadway Design; Structures; Hydraulics)

Operation Divisions (Materials; Traffic Operations; Maintenance and Asset Management; District I; II; III)

Overview and plan support:

This performance measure aligns with the goals of the Nevada Department of Transportation's Strategic Plan to prioritize safety, cultivate environmental stewardship, and efficiently operate and maintain the state highway transportation system.

Measurement and supporting data:

FY 2021	Number of Completed Contracts	Percentage of completed contracts within 10% of original programmed budget	Percentage of completed contracts within 10% of original assigned working days	Percentage of completed contracts with a cost increase of less than 3% in Change Orders
1st Quarter	7	100%	100%	57%
2nd Quarter	13	92%	100%	77%
3rd Quarter	5	60%	100%	60%
4th Quarter	17	100%	94%	71%
Yearly Totals	42	93%	98%	69%

Evaluation of Performance Measure:

Annual target met?

Budget Measure - Yes

Schedule Measure - Yes

Change Order Measure – No

Which strategies applied during the current data reporting period were successful?

1. Thorough plan and specification review process to ensure intent is clear and contract documents provide for the highest quality possible for each construction project.
2. Consultation with Supporting Divisions to ensure proper scope and specifications are incorporated.
3. Budgets are developed and tracked closely to ensure fiscal responsibility.
4. Contract schedules are developed to complete the contract work with minimal impacts to traffic and public and providing adequate time for the contractor to provide a quality job.
5. Bid Review Analysis Team performs an in-depth analysis of every contract bid to identify potential quantity or plan errors and potential vague or conflicting specifications.
6. Detailed tracking of quantities during construction for accurate payment.
7. Change Order review process in place to ensure a detailed analysis and well documented accounting of changes to the contract.

Which strategies were not successful and why?

None. Strategies will be continually monitored and revised as necessary to improve. Although we did not meet the performance measure of 80% of completed contracts with a cost increase of less than 3% in Change Orders, this is a very high standard to achieve. The national average is approximately 6%, which our data shows that only 6 of the 42 completed contracts had a cost increase of less than 6%, which is 85.7%.

Strategies for improvement planned for next reporting period:

Short Term Strategies

Continued coordination during project development to ensure quality plans, specifications, and accurate quantities are produced for every construction project.

Long Term Strategies

Continue to strive to meet the 80% of completed contracts with a cost increase of less than 3% in Change Orders. Review of Change Order measure and completed contracts to better identify specific areas that may need improvement. Review of the specific Divisions/Districts requesting the Change Orders and identify areas for improvement. Review strategies and refine if necessary.

Does this performance measure effectively measure what is desired?

Yes. It assists in determining ongoing efforts and is effective and an appropriate approach to evaluating the data. The data demonstrates the Department's overall construction program performs at or above performance measures and is a strong indicator of the success of the overall program.

Does monitoring and evaluating this performance measure improve your business process?

Yes. The performance measures will demonstrate if there are issues within areas of the program which would need to be addressed and works towards meeting the goals of the Nevada Department of Transportations' Strategic Plan.

Is there a more effective performance measure that should be considered? If so, explain.

No. The continued evaluation of these measures will be monitored as there have been a significant number of promotions and changes to personnel in many divisions, as well as retirements and therefore the Department has many vacant positions which may reflect in future evaluations.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

No.

Will meeting the yearly target have a fiscal impact? If so, explain.

Yes. By continually improving and striving to reach the goal of 80% of completed contracts with a cost increase of less than 3% in Change Orders will directly relate to additional available funding for future projects.

Next year's target:

80% of projects within Budget Measure, Schedule Measure, and Change Order Measure

8. Maintain State Highway Pavement

Performance Measure: Percentage of state-maintained roadways in fair or better condition.

Current year target:

- Category 1: 95% Minimum fair or better condition
- Category 2: 90% Minimum fair or better condition
- Category 3: 85% Minimum fair or better condition
- Category 4: 75% Minimum fair or better condition
- Category 5: 50% Minimum fair or better condition

Ultimate target:

Perform annual preservation as necessary to maintain the condition of the roadway network in conformance with the established goals and additional preservation as necessary to eliminate the accumulated backlog.

Performance Champion/Division: Materials

Support Divisions: Maintenance and Asset Management

Overview and plan support:

This performance measure supports the Department's Mission to effectively preserve and maintain NDOT's pavement assets. For the Department to maintain the roadway network in fair or better condition, maintenance and preservation work is performed on the roadways each year. To increase the percentage of pavements in fair or better condition, this work must be constructed on all roads faster than the rate of deterioration of the pavement.

The Department's Pavement Management System (PMS) assists NDOT with maintaining and improving the condition of the entire state-maintained roadway network. This network consists of a 5,382-centerline mile (13,708 lane mile) inventory that is classified into five separate road prioritization categories. These road categories are based on heavy truck equivalent single axle loads (ESALs), average daily traffic (ADT), and federal guidelines for highway classification descriptions. Each road prioritization category consists of pavements that share similar rates of deterioration and require similar timing for maintenance and preservation repair work.

NDOT uses a pavement condition rating system called the Present Serviceability Index (PSI) to objectively measure important roadway attributes such as travelers' responses to motion and appearance as demonstrated by a smooth riding surface that is without cracking, rutting, patching, or potholes. The PSI pavement condition rating system uses a value that is calculated using pavement roughness measurements and mathematical formulas that quantify pavement distresses such as cracking and rutting. These measurements and formulas are combined and standardized into an objective rating scale numbered from zero to five. Pavement rated from four to five is interpreted as pavement in new or very good condition with a smooth surface that is without distress or irregularities. Pavement rated less than two is interpreted as pavement in very poor or failed condition with the roughest of surface conditions and no longer navigable at the posted speed limit. The PSI pavement condition rating system is used to quantify the pavement condition for each road within the state-maintained roadway network.

Funding for improvements is generally administered as part of either the maintenance or preservation programs. Maintenance funds are typically used for traditional maintenance work such as chip seals, filling potholes, and patching. Preservation funds are typically used for repair strategies often classified elsewhere as rehabilitation - such as asphalt overlays, mill and fills, and recycling methods. The cost and construction timing for the various repair strategies are significantly different and contingent on the pavement condition at the time of the repair. There is a significant cost savings when pavement is proactively rehabilitated in fair condition as compared to reactively reconstructed in very poor condition.

Measurement and supporting data:

Current Pavement Condition of the State-Maintained Road Network

Each category of road has a pavement condition minimum fair or better target that represent a reasonable condition in which the road should be maintained. It also represents a balance between condition and expense. Smoother roads in better condition are generally less expensive to maintain and rehabilitate. However, when roads become rough, cracked, or rutted, more money must be spent to bring them back to acceptable condition.

TABLE 1 illustrates the current condition of the roadway network for which NDOT is responsible and includes the annual targets that have been established for the condition of the roads. For the 2020 data collection period, the NDOT pavement management system contains 5,200 centerline miles (13,441 lane miles) that were surveyed and are reported on in this table. Most of the un-surveyed network consists of dirt/aggregate surfaced routes and roadway segments under construction during the time the data was collected. Category 1 is further broken down into Asphalt (A) and Concrete (C) surfaces for clarity.

TABLE 1. Pavement Condition versus Annual Target by Road Category

Condition	PSI Rating Scale	PSI Condition by road Prioritization Category Percentage (%) and Number of Miles						
		Road Category 1		Road Category 2	Road Category 3	Road Category 4	Road Category 5	Roadway network Totals
		A	C					
Very Good	5.00 to 4.00	67.6% 380	8.5% 8	33.0% 296	27.2% 330	4.4% 38	0.7% 10	20.4% 1061
Good	3.99 to 3.50	27.4% 154	39.1% 39	38.3% 344	44.9% 545	31.7% 272	15.2% 238	30.6% 1592
Fair	3.49 to 3.00	3.5% 20	36.2% 36	17.0% 152	21.0% 254	36.0% 309	29.2% 459	23.7% 1230
Mediocre	2.99 to 2.50	1.5% 8	14.7% 15	7.1% 64	5.5% 66	22.4% 192	29.3% 460	15.5% 805
Poor	2.49 to 2.00	0.1% 0.3	1.3% 1.3	2.9% 25.7	1.2% 14.3	4.7% 40.3	15.6% 244.8	6.3% 327
Very Poor	< 2.00	0.0% 0	0.0% 0	1.7% 15.6	0.4% 4.2	0.9% 7.5	10.0% 157.6	3.6% 185
Total Miles:		661		897	1,214	858	1,569	5,200
Condition Goal: Percentage of Roads in Fair or Better Condition		95%		90%	85%	75%	50%	
Current Condition: Percentage of Roads in Fair or Better Condition		96.3%		88.3%	93.0%	72.1%	45.1%	74.7%
Does the current condition meet the condition goals?		Yes		No	Yes	No	No	

Pavement Preservation Repair Work for the State-Maintained Road Network

During state fiscal year 2021, NDOT advertised approximately \$211 million worth of contract maintenance and preservation pavement repair work. These expenditures addressed the needs for approximately 337 centerline miles (933 lane miles) of roads. TABLE 2 contains a financial summary of the advertised maintenance and preservation pavement repair work that was accomplished on the state-maintained roadway network during state fiscal year 2021 along with the corresponding amount of mileage that was improved.

TABLE 2. Advertised Pavement Repair Work for Fiscal Year 2021

Fiscal Year	Contract Maintenance Repair Work Expenditure and Mileage	Contract Preservation Repair Work and Expenditure and Mileage	Contract Maintenance and Preservation Repair Work Expenditure and Mileage
2021	\$19,084,203	\$192,186,536	\$211,270,739
	174 Centerline Miles 337 Lane Miles	163 Centerline Miles 596 Lane Miles	337 Centerline Miles 933 Lane Miles

Future Pavement Needs

Keeping the pavement network maintained at an acceptable level requires consistent funding and proper project selection. TABLE 3 shows the performance of the network relative to target for different areas of the State. Additionally, it shows the distribution of preservation funding necessary to either maintain the network at target levels where it currently meets them (identified with green) or bring the network up to the target level within five years where it does not (identified with pink).

TABLE 3. Project and Funding Distribution to Meet Targets

County	Category	Centerline Miles	Performance Target	Performance 2020	Yearly Project Miles	Yearly Cost (\$M)
CL/WA	1	279	95%	94.4%	20.6	39.1
CL/WA	2	334	90%	76.9%	20.7	33.1
CL/WA	3	198	85%	91.1%	6.6	5.7
CL/WA	4	186	75%	47.8%	15.9	8.6
CL/WA	5	67	50%	51.2%	1.3	0.4
CL/WA	All	1064			65.1	86.9
	% of Total	20%				42%
All Others	1	382	95%	99.5%	25.0	47.6
All Others	2	563	90%	96.1%	11.3	18.1
All Others	3	1016	85%	93.4%	33.9	29.1
All Others	4	672	0.75	78.8%	15.9	8.6
All Others	5	1503	0.50	44.8%	51.4	15.4
All Others	All	4136			137.5	118.8
	% of Total	80%				58%
Total	All	5200			202.6	205.7

The differences identified in the table show that the projects needs are different for different parts of the State. Washoe and Clark Counties – where the population is most concentrated – has relatively more Category 1 and 2 roadways, which are in relatively worse condition compared to the rest of the State. As a result, these two counties require more than 40% of the funding despite only having 20% of the roads.

TABLE 3 also highlights the need for consistent investment in the entire state road network – even in those areas where the pavement is currently performing at an acceptable level. The continuous preservation effort is necessary to ensure that the network does not fall below the targets in the future.

Evaluation of Performance Measure:

Annual target met?

The annual target was met for roads in Categories 1 and 3. Category 2, 4, and 5 did not meet the targets.

Which strategies were in place during the current data reporting period?

- Focus on projects on Category 2 and 5 roads, especially in Clark County and southern Nevada.
- Secure funding at a level more appropriate for these targets.
- Work to transfer ownership of roadways that serve a local need and no longer function as a state route.
- Incorporate the expected performance of candidate projects with respect to these measures directly into the project selection process.

Which strategies applied during the current data reporting period were successful?

- Secure funding at a level more appropriate for these targets. The 2013-2020 average rehabilitation expenditure was \$104 million. FY2021 was \$192 million, and more than \$200 million has been planned for both 2022 and 2023 already. These amounts are reasonably consistent with the projected needs and should allow the performance targets to be met if maintained.
- Work to transfer ownership of roadways that serve a local need and no longer function as a state route. Several sections of local routes have been transferred from NDOT to local agencies between the 2019 and 2020 data collection activities. Notably, significant portions of Category 2 routes SR589 Sahara Ave. and SR159 Charleston Blvd. are no longer in the NDOT inventory.

Which strategies were not successful and why?

None of the strategies included in the 2020 report were unsuccessful. All strategies in place were either successful at some level, or in place for too short of time to determine effectiveness. Pavement projects take several years from conception to completion, and the effectiveness of many of these strategies will not be evident until completion of the projects that originated after these strategies were implemented.

Strategies for improvement planned for next reporting period:

Short Term Strategies

- Include Category 4 and 5 roads in the preservation program. Traditionally, the preservation program has focused on Category 1, 2, and 3 roads, while Category 4 and 5 have been supported by maintenance funds. Significant progress towards the targets will require projects beyond maintenance activities.
- Re-evaluate the assignment of prioritization categories across the network. Most Categories were assigned decades ago and have not been updated since. Changes in

traffic and roadway utilization patterns have led to many instances where the assigned category is not in line with the current expectation of importance. Updating the category assignment should help more effectively manage the network relative to expectations.

Long Term Strategies

- Incorporate the expected performance of candidate projects with respect to these performance measures directly into the project selection process. The development and implementation of the NDOT Enterprise Asset Management System should allow future expected performance to be more easily established and usable for project selection.
- Monitor and evaluate the performance of the network with respect to the targets and distribute projects as necessary to keep it performing at the desired level.

In order to keep the network performing at the targeted levels, the targets themselves, and the network performance relative to them, must be used to help guide the project selection process.

Does this performance measure effectively measure what is desired?

Yes. Based on the deterioration rates of state-maintained roadways, the annual and ultimate targets represent what is realistic, cost effective and acceptable.

Does monitoring and evaluating this performance measure improve your business process?

Yes. Monitoring and evaluating the pavements with respect to these metrics is necessary to determine the effectiveness of the performed rehabilitation and maintenance. Only through the evaluation can progress be determined.

Is there a more effective performance measure that should be considered? If so, explain.

Other performance measures exist and have been investigated by the Department. This measure accurately portrays the experience of the traveling public and what condition is reasonable for the roadway network.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

The ability to collect and process the data used for this performance measure has been hampered both by the travel restrictions put in place in 2020, and the hiring difficulties that have been present during the pandemic. This does not directly affect the performance measure, but it does affect the ability to monitor it and evaluate progress.

Will meeting the yearly target have a fiscal impact? If so, explain.

Yes. Meeting these targets requires significant and continual spending on maintenance and preservation projects. However, this can be weighed against the results of underfunding the annual needs of the system, which will lead to an increased deterioration of the entire roadway network. Proactively applying maintenance and preservation strategies to the state-maintained roadway network can extend pavement service life and reduce costly reconstruction projects that not only impact the Department's budget but also impact the traveling public for longer periods of time due to construction projects that take longer to complete.

Next year's target:

The targets for next period are unchanged from the previous reporting period:

- Category 1: 95% Minimum fair or better condition
- Category 2: 90% Minimum fair or better condition
- Category 3: 85% Minimum fair or better condition
- Category 4: 75% Minimum fair or better condition
- Category 5: 50% Minimum fair or better condition

9. Maintain NDOT Fleet

Performance Measure:

There are two performance measures for the maintenance of the Department's fleet of mobile equipment:

1. Percentage of fleet requiring replacement.

This measure is the percentage of the fleet that has reached the age or mileage that has been established for replacement.

A lower percentage is desired, indicating the fleet is being replaced in a timely manner and expensive rebuilds and breakdown repairs are being avoided.

2. Percentage of fleet that complies with scheduled maintenance requirements.

This measure is the percentage of the fleet that is maintained as per Department preventive maintenance requirements. Preventive maintenance allows the vehicle to perform over expected life without breakdown. As the fleet is maintained per the manufacturer's recommendations based on mileage or accrued hours of operation, compliance is achieved.

A higher percentage is desired, indicating the fleet is being maintained as recommended to gain the maximum performance life.

Current and Ultimate Targets:

2020 Reporting Period	Fleet requiring replacement (%)	Fleet meeting maintenance requirements (%)
Current Target	Decrease of 1% per year	Increase of 1% per year
Ultimate Target	10% maximum	95% minimum

Performance Champion/Division:

Equipment Division

Supporting Divisions:

Districts I, II, and III support both performance measures by performing scheduled vehicle preventive maintenance at their repair facilities.

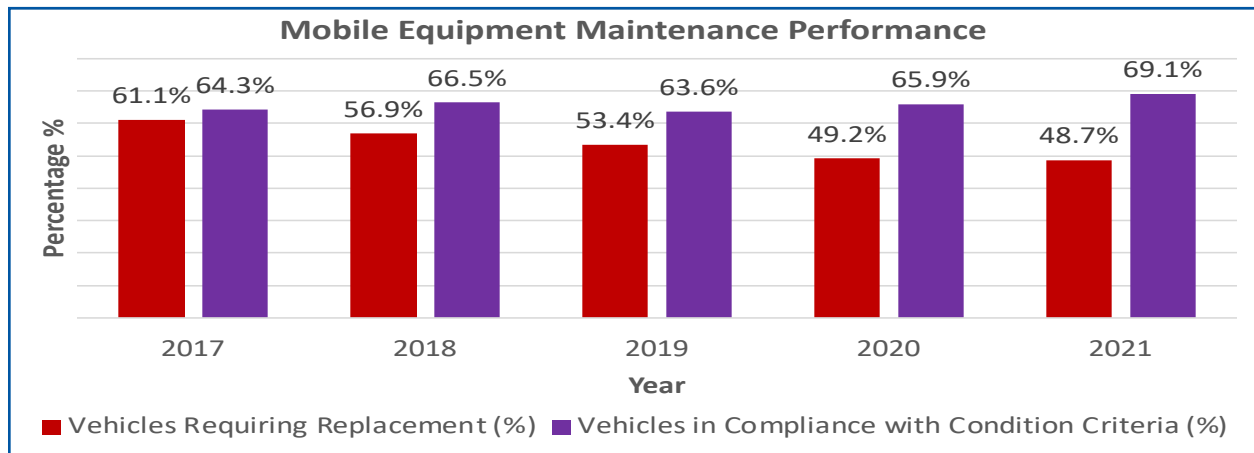
Overview and Plan Support:

In state fiscal year 2020, the Equipment Division continued to purchase new replacement equipment based on funding. The Rebuild Program will be continued on a limited basis for specialty equipment. The Rebuild program was initiated in 2010 due to lack of funding for replacement equipment. This program extends the life of specified equipment that has reached or exceeded replacement criteria and is rebuilt to like-new condition which assists in assuring that the NDOT is adequately equipped for its work efforts in maintain public safety.

The vehicles in the fleet are important to deliver projects, operate, and maintain a safe highway system. These performance measures help ensure the equipment is in good condition and helps meet NDOT's Mission, Vision, Core Values, and Goals.

Supporting Data:

Year	Fleet Requiring Replacement %	Change from Previous Year %	Fleet Meeting Maintenance Requirements %	Change from Previous Year %
FY 2017	61.1	-5.84	64.3	-7.05
FY 2018	56.9	-4.21	66.5	2.24
FY 2019	53.4	-3.45	63.6	-2.87
FY 2020	49.2	-4.24	65.9	2.31
FY 2021	48.7	-0.45	69.1	3.15
Current Target		Decrease of 1% per year		Increase of 1% per year



Evaluation of Performance Measure:

Annual Target Met

1. No. The percentage of fleet requiring replacement decreased by 0.49% not meeting the target of a 1% decrease. The decrease is due to larger, more expensive equipment purchased during FY21 as compared to FY20 when most of the purchases were due in part to light duty vehicles.

# of Vehicles Exceed Use Criteria (miles) in 2020	# of Vehicles Exceed Age Criteria (years) in 2020	# of Vehicles Exceed Both Age and Use Criteria (to be replaced)
171 units	1,163 units	132 units

2020

Vehicles exceed use/mileage criteria	171 units
Vehicles exceed age criteria	1,163 units
Vehicles exceed both criteria and require replacement	170 units
Vehicles replaced in 2020	132 units
Vehicles to be replaced in 2021	111 units

2. Yes. The percentage of fleet that complies with scheduled maintenance requirements increased by 3.15% exceeding the target of more than a 1% increase.

Which strategies were in place during the data reporting period?

1. Fleet requiring replacement
 - a. Revise replacement criteria by increasing usage criteria in selected class codes. Improved technology has created longer lasting vehicles. Usage criteria was increased for Class Codes: 01, 01A, 03, 04, 05, 06, 08Z, 11H, 11J, 11S, 24T, 55A 55B, 60, 60T, 63D.
 - b. Increase age criteria in other specified class codes. Selective replacement based on condition and usage that meet one of the replacement criteria. For example, a vehicle meeting both criteria's may still have a useful life. Also, a vehicle meeting one replacement criteria may be replaced based on high maintenance cost.
2. Fleet that complies with scheduled maintenance
 - a. Analyze quarterly Preventive Maintenance (PM) that was accomplished on core fleet to identify non-compliance and make recommendations for vehicle maintenance.
 - b. Develop an enforceable policy for non-compliance of PM standards is still in development.

Which strategies were successful?

All strategies were successful. While the percentage of fleet requiring replacement didn't decrease per the target, the trend is in the right direction. Using the strategies indicates the fleet is being maintained as recommended to gain the maximum performance life.

Which strategies were not successful and why?

All strategies were successful.

Strategies for improvement planned for next reporting period:

Short term strategies

1. Fleet requiring replacement
 - a. Continue revising replacement criteria by increasing usage criteria in selected class codes
 - b. Continue to remove age criteria in other specified class codes.
2. Fleet that complies with scheduled maintenance
 - a. Continue to analyze quarterly Preventive Maintenance (PM) accomplished on core fleet
 - b. Continue to develop enforceable policy for non-compliance of PM standards.

Long term strategies

1. Fleet requiring replacement
 - a. Maintain fleet size by usage assessments maximizes the usage of underutilized vehicles while minimizing the usage of overutilized vehicles.
2. Fleet that complies with scheduled maintenance
 - a. Annual fleet condition audit will be performed by the Equipment Division, highway Equipment Specialist to inspect and insure compliance of the maintenance policy and procedures.

Does the performance measure effectively measure what is desired?

Yes

Does monitoring and evaluating this performance measure improve your process?

Yes

Is there a more effective performance measure that should be considered? If so, explain

No

A Predictive Maintenance Program is not financially feasible for NDOT. This type of program would prove to be costly and the fleet does not meet the criteria for such a program

Has the Covid-19 pandemic effected your performance measure or the ability to meet your targets? If so, explain.

COVID has no effect on our performance measure unless funding for replacement equipment is cut.

Will meeting the yearly target have a fiscal impact? If so, explain.

Yes, meeting the target for replacing fleet will require a significant increase in the annual funding NDOT receives. In fact, in order to reach the ultimate target of a maximum of 10% of the fleet that requires replacement, \$101M is needed. It is estimated to take 14 years with the current level of funding to reach this ultimate target. To reach this target in 8 years, NDOT will need \$12.6M/year for 8 years.

10. Maintain NDOT Facilities

Performance Measure:

Percent completion of facility assessments, and priority facilities work.

Current Year Target: 0.67 ^a

Ultimate Target: 1.00

Performance Champion/Division:

Chief Maintenance and Asset Management Engineer / Maintenance and Asset Management

Support Divisions:

Districts, Administrative Services

Overview and Plan Support:

Facility Condition Analysis (FCA) reports will ensure NDOT buildings comply with building and safety codes and are properly maintained. Each NDOT-owned and maintained facility will be evaluated on a seven-year cycle. Completion of the priority work items will return the facilities to normal operation, defer deterioration, correct fire/life safety hazards, and correct ADA deficiencies.

This performance measure works toward meeting NDOT's strategic plan goals to optimize safety, be in touch with and responsive to our customers, innovate, be the employer of choice, effectively preserve and manage our assets, and efficiently operate the transportation system.

Measurement and Supporting Data:

SFY 2017	0.61
SFY 2018	0.63
SFY 2019	0.65
SFY 2020	0.65
SFY 2021	0.713 ^{***}

^{***}New data are effective as of Q4, SFY 2021, based on the SFY 2020 Facility Condition Analysis. Beginning with this report, scores are not directly comparable to those of previous years ^b. Also, we will begin reporting data to three decimal places to make change more readily discernable.^{***}

- a. Note that the target predicted from the previous fiscal year is not directly comparable to the data reported this year. Please see the "Measurement and Supporting Data" section for explanation.
- b. Note that the change does not amount to a revised performance measure; the methods remain unchanged. Updates and other data reconciliation that occurred as a part of the most recent assessment make comparisons to old data difficult.

Eighteen (18) projects have been completed in the current reporting period.

Performance Measure 10 previously tracked 12 performance criteria. The “Environmental Improvements Needed” category was eliminated because it is primarily applicable at the overall site level and not that of any individual building. Performance Measure 10 is designed to track individual building conditions, not overall site conditions.

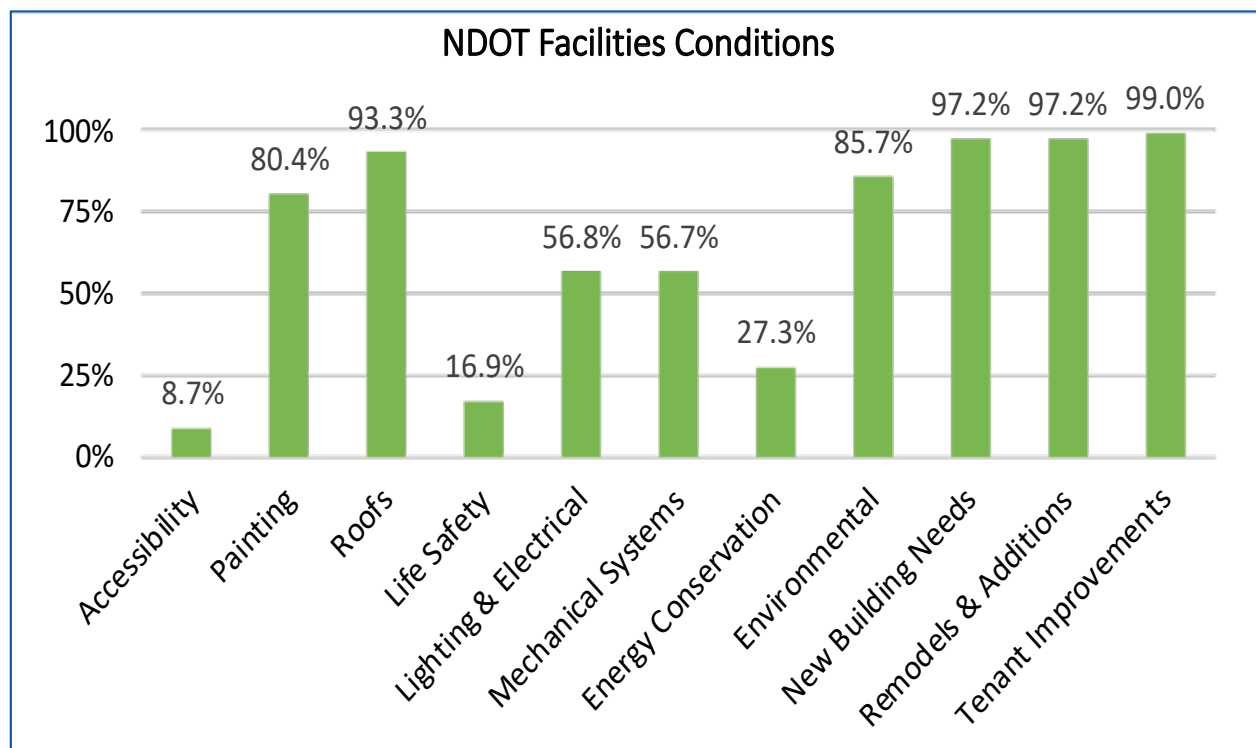
The Architecture section maintains records for about 518 structures, some of which are minor in nature (such as carports, shade ramadas, etc.) or leased. Neglecting minor and leased structures, Performance Measure 10 tracks data over the 12 criteria for 372 buildings.

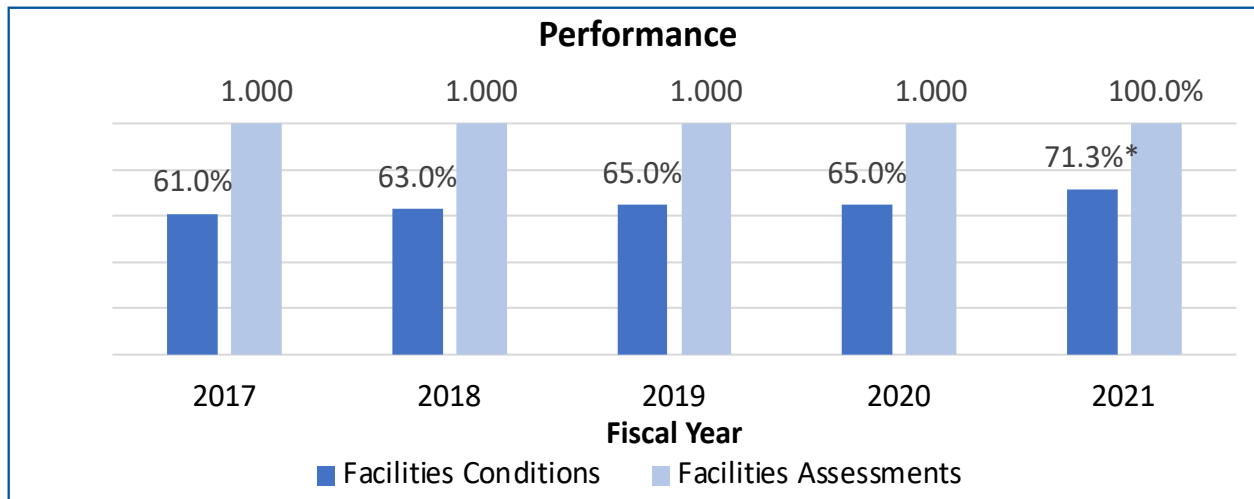
As of the time this report was written, the average age of an NDOT building is about 45.5 years.

By their nature, capital projects often require years to plan, fund, and construct, and therefore it is ordinary for very few changes occur to the performance measure data within a fiscal state year, when in reality, significant progress is being made. In previous reports, it was noted that the facilities assessment would partially address this by instituting a 1-2-3 rating system rather than yes/no. However, due to issues outside NDOT’s control, , changing to a 1-2-3 rating system would not be achievable. Reconciliation of the old data with that of the 2019 assessment made continued reporting possible on Performance Measure 10, but has limited the ability to make significant changes to the handling of the data.

Data reconciliation noted above required substantial effort during state fiscal year 2021. There were disparities in building names between the current and previous assessments, and a number of new buildings were discovered during the current assessment.

TABLE 1





"Score not directly comparable to those of previous years." see page 20 for reference

EVALUATION OF PERFORMANCE MEASURE

Annual Target Met

Not applicable. The new data used in this report makes this score not comparable to scores from previous years.

Which strategies were in place during the data reporting period?

Which strategies applied during the current data reporting period were successful?

The ongoing data reconciliation effort which has been noted in previous reports was completed during state fiscal year 2021. As-built plans and photos of facilities are now available in GIS, and all buildings are georeferenced in GIS. This will make future assessments easier and more precise because georeferencing will eliminate any confusion caused by different people using different names/descriptions for the same building. It should also make mobile data collection much faster and more practical for future assessments.

GIS greatly assisted NDOT's implementation of ShakeCast. During state fiscal year 2021, all of NDOT's significant structures were added to ShakeCast. Immediately following seismic events, ShakeCast evaluates NDOT's buildings to predict if damage is likely, what level of damage, and notifications are sent to appropriate parties.

Which Strategies were not successful and why?

All strategies were successful.

Strategies for improvement planned for next reporting period:

Short-term strategies:

Staffing challenges limit the volume and speed of work that Architecture can deliver. During the first quarter of state fiscal year 2022, Architecture will begin augmenting staff through professional services agreements, and it is anticipated that.....

Long-term strategies:

We are working to produce detailed reports which quantify and prioritize the needs of NDOT facilities to assist NDOT in setting long-range goals and planning for the achievement of those goals.

In state fiscal year 2022, we will begin to transition our data away from Excel spreadsheets so that we are working entirely in GIS. This will help to keep the data more accessible and more updateable. One of the results of migrating to GIS is that we will start use of mobile data collector applications to make data updates more easily achievable while working in the field. This should help keep data more up to date and reduce data entry burden. This will minimize redundant data, and fully enabling the mobile data collector application should assist in keeping data up to date as much as possible between formal assessment cycles.

We continue to work with Administrative Services to implement the informal consultant selection procedure.

As noted on the first page, the ultimate target is a composite figure of 1.00 which should be viewed as a theoretical maximum but is not practically achievable in the real world. This is due to the fact that codes and needs are constantly changing so that what is considered "good" in the data today will ultimately be considered inadequate in the future as we continue to pursue ever higher standards. For example, an interim definition for "good" does not meet full code compliance. The idea is that over time as we improve our facilities, we will continue to raise the definition of "good" so that "good" will get closer and closer to full accessibility compliance. As the definition is raised, buildings which were formerly classified as "good" will fall to inadequate and the cycle will repeat.

Does this performance measure effectively measure what is desired?

Yes.

Does monitoring and evaluating this performance measure improve your business process?

Yes. This performance measure contributes to keeping our list of structures up to date.

Is there a more effective performance measure that should be considered? If so, explain.

No.

Has the COVID-19 pandemic affected this performance measure or your ability to achieve targets. If so, explain.

The COVID-19 pandemic indirectly affected the Architecture Section's ability to meet targets by slowing delivery of some projects due to budgetary uncertainties early in the pandemic. Travel restrictions and quarantines made administration of out-of-town construction difficult. Communication with authorities having jurisdiction was more difficult which delayed plan reviews and other permitting/inspection actions.

Will meeting the next yearly target have a fiscal impact? If so, explain.

No.

Next year's target:

0.729

11. Emergency Management, Security and Continuity of Operations

Performance Measure:

This Performance Measure involves tracking the percentage of emergency plans that have been completed; training and education that has been provided to appropriate personnel; and emergency plans that have been tested, exercised, and updated to accommodate changes in departmental processes and policies and to reflect any changes to Federal and State guidelines.

Training and updates are to be completed within a 4-year period. The Performance Measure 11 plans include:

- NDOT Emergency Operations Plan (EOP)
- NDOT Physical Security Plan (PSP)

Current year target: 100%

Ultimate target: 100%

Performance Champion/Division:

Chief Maintenance and Asset Management Engineer/Maintenance and Asset Management

Support Divisions: All NDOT divisions

Overview and plan support:

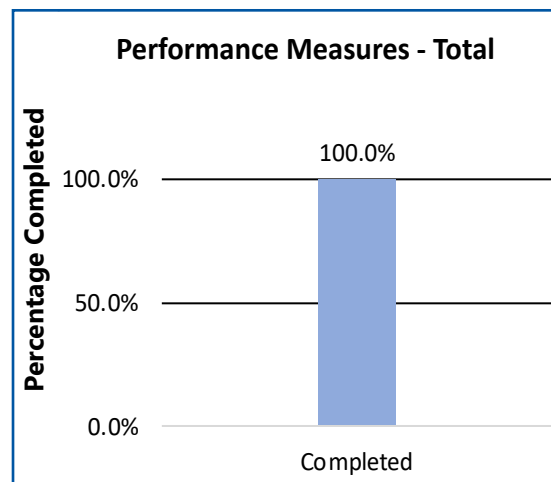
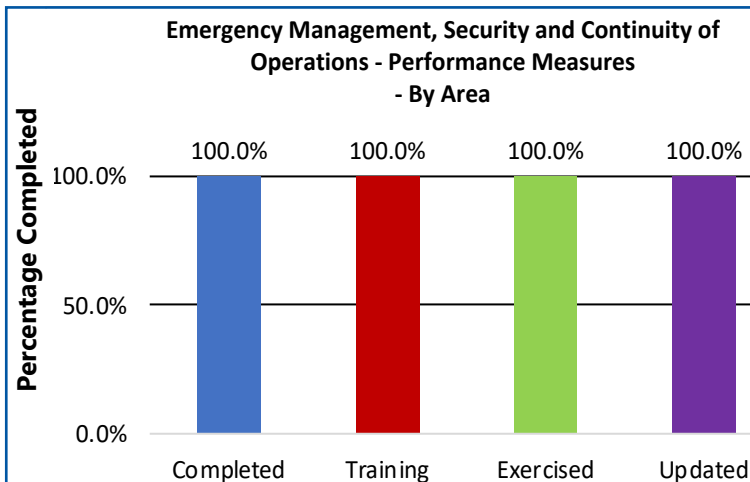
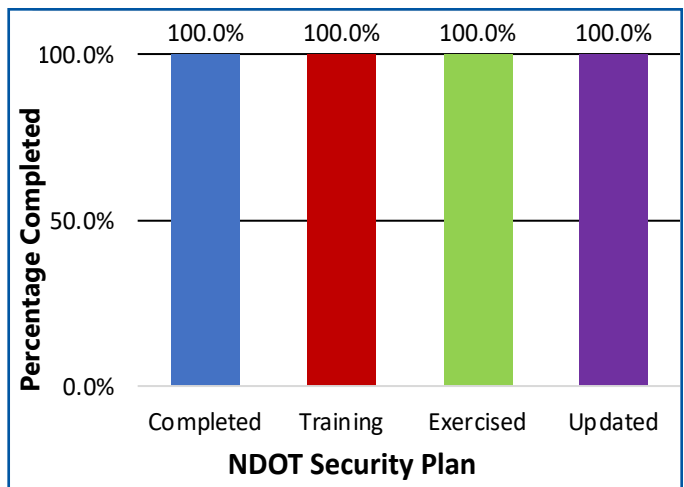
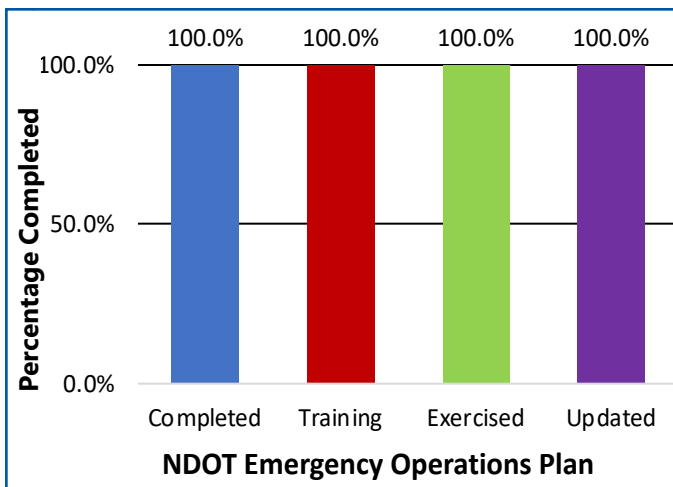
NDOT's emergency plans provide clear guidance on how NDOT will continue to perform critical functions and operations in the event of an emergency or disaster. The EOP provides a structure, processes, and procedures for the Department to continue operations in support of the state during catastrophic emergencies, including those effecting the Department directly. The PSP provides guidance for handling physical security threats to the Department directly as well as the Department providing support to others during homeland security type events.

Being prepared and ready for an emergency is paramount to keeping systems operating during such times, as well as being in a position to respond to health and safety issues. Completing the Performance Measure 11 tasks helps NDOT meet its Mission, Vision, Core Values and Goals.

Measurement and supporting data:

SFY 2021
7/1/2020 through 6/30/2021

Mem	Were PM requirements met by providing Training within last 4 years	Date of Last Training	Were PM requirements met by providing Exercises within last 4 years	Date of Last Exercise	Were PM requirements met by Updating Plans within last 4 years	Date of Last Updates
NDOT Emergency Operations Plan (EOP)	Y	05/19/2021	Y	04/06/2021	Y	05/18/2021
NDOT Physical Security Plan (PSP)	Y	04/06/2021	Y	04/06/2021	Y	01/21/2021
% Compliant	100%	100%	100%	100%	100%	100%



Evaluation of performance measure:

Annual target met?

Yes

Which strategies were in place during the current data reporting period?

Strategies applied during the current data reporting period included:

- Tracking the percentage of emergency plans that have been completed.
- Conducting, participating in, and tracking training and education that has been provided to appropriate personnel.
- Conducting, participating in, and tracking emergency plan testing, exercising, and updating.
- Conducting “hotwashes” following real events to determine successful practices and challenges in NDOT’s emergency plans.

Which strategies applied during the current data reporting period were successful?

All strategies have been successful. Due to the number of real events this year, including the COVID-19 pandemic (throughout the year), various wildfires (July 2020 and June 2021), and potential civil unrest events (August 2020, October 2020, November 2020, January 2021 and April 2021), the most successful strategy has been to conduct “hotwashes” following real emergency events. Lessons learned from these “hotwashes” will be incorporated into the EOP and in the various training sessions in order to improve NDOT’s responses to emergencies.

Which strategies were not successful and why?

All strategies were successful.

Strategies for improvement planned for next reporting period:

Short term strategies:

The chart below outlines the proposed schedule for maintaining compliance with this performance measure. Regular exercises and training will remain a fundamental part of this section’s strategy.

EOP Compliance Projection for Next Fiscal Year

	Training	Exercises	Updates
Date Due	06/24/2024	06/24/2024	07/30/2021
FY22 Q1 Jul 21 - Sep 21	District 3	District 3	Full EOP
FY22 Q2 Oct 21 - Dec 21	Training District 1	Virtual Exercise District 1	Update Contact List
FY22 Q3 Jan 22 - Mar 22	Training District 2	Virtual Exercise District 2 Virtual	Update Contact List
FY22 Q4 Apr 22 - Jun 22	Training HQ/Senior	Exercise HQ Virtual	Update Contact List
	Management Training	Exercise	Update

The NDOT security audit was completed at the end of FY2020. Pertinent security issues raised in the security audit report, such as video surveillance upgrades, fence and gate security measures, and building observation practices, will be incorporated into the PSP. The chart below outlines the proposed schedule for maintaining compliance with this performance measure.

PSP Compliance Projection for Next Fiscal Year

	Training	Exercises	Updates
Date Due	05/31/2024	05/31/2024	06/30/2022
FY22 Q1 Jul 21 - Sep 21	District 3 Training	District 3 Virtual Exercise	None
FY22 Q2 Oct 21 - Dec 21	District 1 Training	District 1 Virtual Exercise	Critical Infrastructure List Update
FY22 Q3 Jan 22 - Mar 22	District 2 Training	District 2 Virtual Exercise	Draft PSP Update
FY22 Q4 Apr 22 - Jun 22	HQ/Senior Management Training	HQ Virtual Exercise	Full PSP Update

Long term strategies:

The Emergency Management Section plans to continue to provide quarterly training each year and to continue working with District and HQ personnel to enhance the NDOT EOP and the NDOT PSP over time. With the pandemic ensuing, training and exercises may need to continue to be conducted virtually.

Does this performance measure effectively measure what is desired?

Yes.

Does monitoring and evaluating this performance measure improve your business process?

Yes. Monitoring and evaluating this performance measure ensures that, at least quarterly, we inspect existing processes. Adjustments are made, if necessary, to improve these processes.

Is there a more effective performance measure that should be considered? If so, explain

No.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

Yes. Although the Emergency Management section has been able to meet the performance measure targets, training and exercises have been conducted virtually in place of traditional tabletop style events. This has caused difficulties in the quality of communications during the events as the moderator of the events has not been able to always see the participants, and therefore do not have the same ability to recognize body language indicating confusion, disagreement, or further interests in a particular topic.

Will meeting the yearly target have a fiscal impact? If so, explain.

No fiscal impact is anticipated.

Next year's target:

The target for next period is unchanged from the previous reporting period: 100%.

12. Reduce Fatal & Serious Injury Crashes

Performance Measure:

Performance Measure 12 is divided into the following five measures:

1. Number of fatalities
2. Number of Serious Injuries
3. Number of fatalities per 100M Vehicle Miles Traveled (VMT)
4. Number of serious injuries per 100M Vehicle Miles Traveled (VMT)
5. Number of Non-Motorized Fatalities and Serious Injuries

Current year target:

All targets are based on the 2016-2020 Nevada Strategic Highway Safety Plan (SHSP) goal of Zero Fatalities by the year 2030. The 2020 target was identified in the 2019 Highway Safety Improvement Program (HSIP) annual report submitted to the Federal Highway Administration (FHWA). The performance measures were developed using the best available crash data from 2015 through 2019 and calculated with the best available crash data from 2016 through 2020.

Ultimate target: Zero.

Performance Champion/Division:

Traffic Safety Engineering

Support Divisions:

All NDOT divisions.

Overview and plan support:

All drivers should expect a safe highway system. The 2021-2025 SHSP focuses on the 6 "Es" of traffic safety: Equity, Engineering, Education, Enforcement, Emergency Medical Services/Emergency Response/Incident Management, and Everyone. Through the efforts of the 6 Es fatal crashes can be eliminated. The strategies for this performance measure are defined in the Nevada 2016-2020 SHSP and align with the NDOT's Strategic Plan goals.

Measurement and supporting data:

These measurements are in line with FHWA and the National Highway Traffic Safety Administration (NHTSA) reporting requirements. The 2020 performance evaluation includes preliminary crash data for 2020. The data in this report uses a five-year rolling average.

Evaluation of Performance Measure

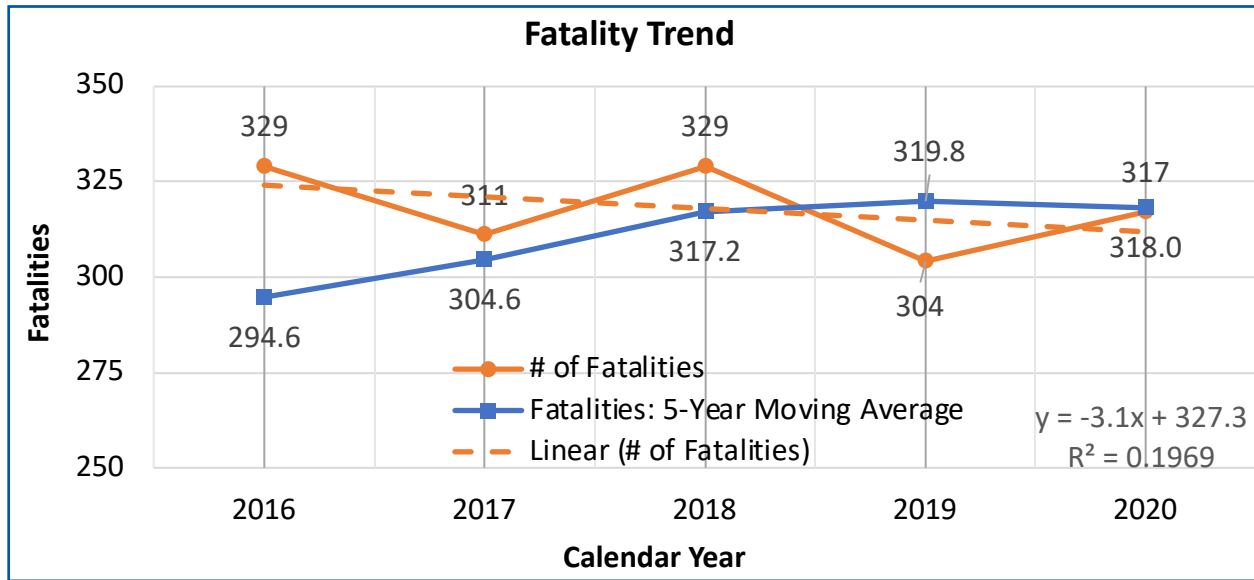
Annual target met?

See individual targets below.

Measure 1: Number of Fatalities – Target met

The 2020 target was based on the five-year rolling average calculated using the best available data from 2015-2019 and published in the 2019 HSIP Report. The actual number is calculated using the five-year rolling average. The year-to-year data is included for transparency.

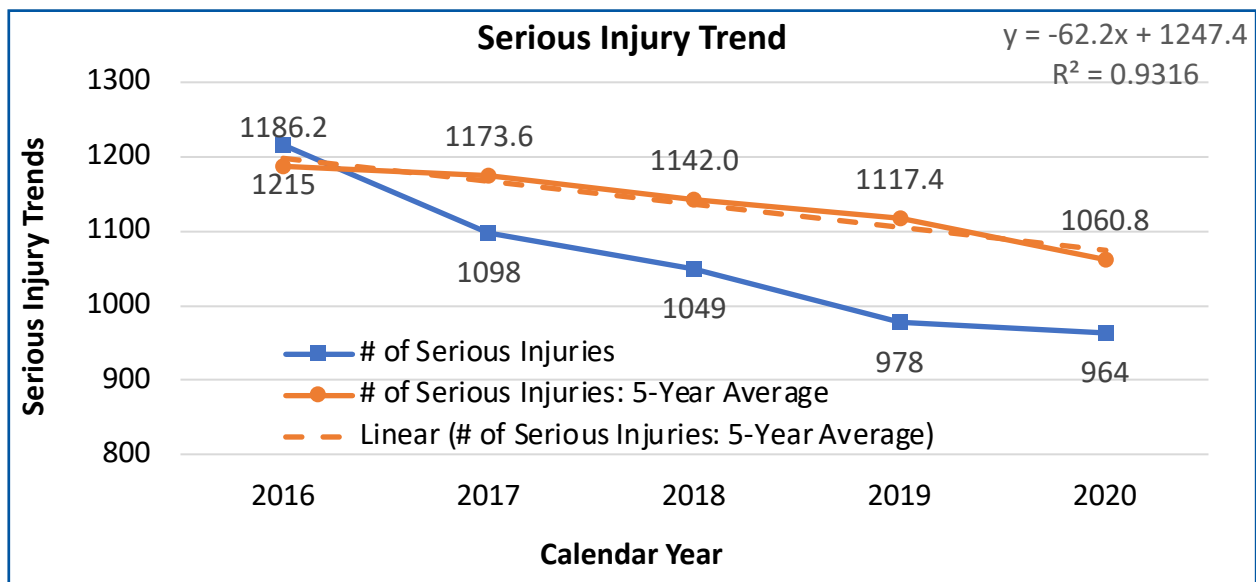
Target – 330.6
Actual – 318.0



Measure 2: Number of Serious Injuries – Target met

The 2020 target was based on the five-year rolling average calculated using the best available data from 2015-2019 and published in the 2019 HSIP Report. The actual number is calculated using the five-year rolling average. The year-to-year data is included for transparency.

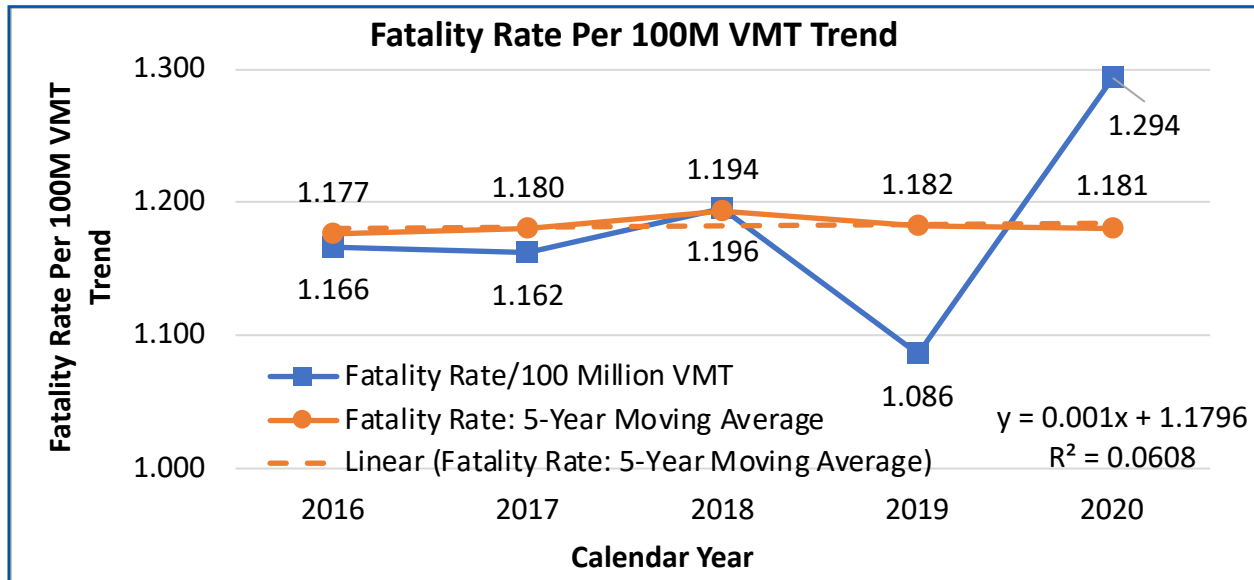
Target – 1088.6
Actual – 1060.8



Measure 3: Number of Fatalities Per 100M Vehicle Miles Traveled (VMT) – Target met

The 2020 target was based on the five-year rolling average calculated using the best available data from 2015-2019 and published in the 2019 HSIP Report. The actual number is calculated using the five-year rolling average. The year-to-year data is included for transparency.

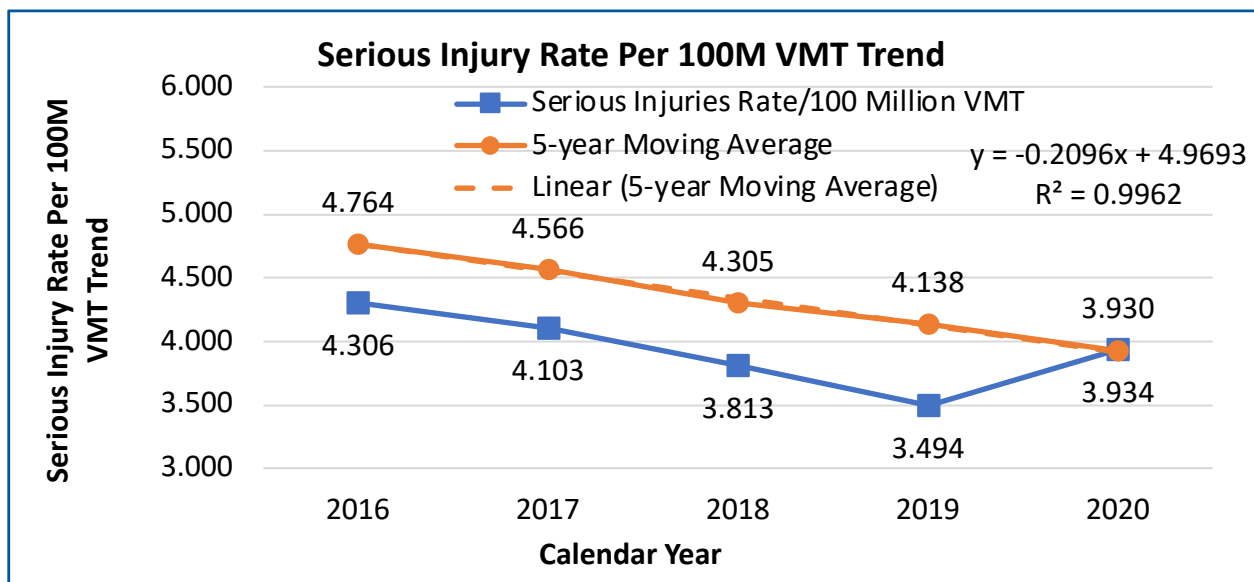
Target – 1.214
Actual – 1.181



Measure 4: Number of Serious Injuries Per 100M Vehicle Miles Traveled (VMT) – Target met

The 2020 target was based on the five-year rolling average calculated using the best available data from 2015-2019 and published in the 2020 HSIP Report. The actual number is calculated using the five-year rolling average. The year-to-year data is included for transparency.

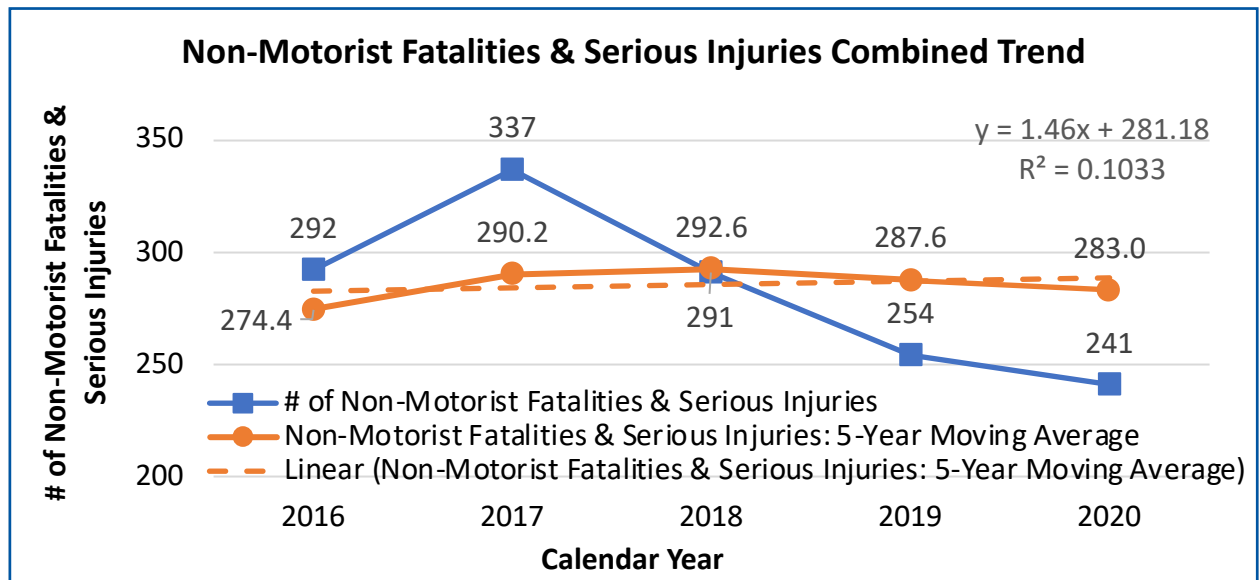
Target – 4.060
Actual – 3.930



Measure 5: Number of Non-Motorized Fatalities and Serious Injuries – Target met

The 2020 target was based on the five-year rolling average calculated using the best available data from 2015-2019 and published in the 2020 HSIP Report. The actual number is calculated using the five-year rolling average. The year-to-year data is included for transparency.

Target – 294.7
Actual – 283.0



Which strategies applied during the current data reporting period were successful?

Strategies for Performance Measure 12 are identified in the Nevada 2016-2020 SHSP. The SHSP is a data-driven, multi-year, comprehensive plan that identifies and analyses highway safety problems and opportunities on all public roads with cooperation from public and private stakeholders.

SHSP strategies include:

- Low-cost improvements to keep vehicles in their lane
- Crash data analysis to identify high crash locations at intersections and along corridors
- Systemic safety improvements identified as FHWA Proven Safety Countermeasures
- Develop Safety Management Plans (SMPs) to analyze select corridors
- Perform Road Safety Audits (RSAs) to identify opportunities on Nevada’s roadways

Which strategies were not successful and why?

2016-2020 SHSP Strategies were successful for the reporting period.

Strategies for improvement planned for next reporting period

Short Term Strategies:

Develop a Passing and Climbing Lane study using highway attributes and crash data to prioritize projects as part of the Lane Departure Task Force of the 2021-2025 SHSP. The results of the study will prioritize projects in the One Nevada Transportation Plan and the Nevada Highway Safety Improvement Program (HSIP). Anticipated completion date is late 2022.

Continue to invest Nevada's HSIP Core Federal-Aid funds on strategies that will reduce fatalities and serious injuries as identified in the 2021-2025 SHSP.

Implement and track the Wrong Way Driver strategies on Nevada's freeway offramps and the Traffic Incident Management System to prevent secondary crashes.

Develop a Speed Management Action Plan that looks at the way speeds are set on Nevada's roads. The plan will use the best available data on speed and crashes to develop strategies and actions that will reduce speed and speeding related fatalities and serious injury crashes on Nevada's roadways. Anticipated completion date is late 2022.

Long Term Strategies:

Work with local agencies to develop Local Road Safety Programs (LRSP) that identify local concerns. LRSPs have been identified as proven countermeasures by the FHWA.

Continually update the Road Safety Audit Procedure Manual to include a virtual RSA option along with current best practices identified by the FHWA.

Participate in the expansion of the Traffic Incident Management program to efficiently manage traffic crashes.

Does this performance measure effectively measure what is desired?

Yes. This performance measure is based on a five-year rolling average using the best available crash data from 2016-2020. This performance measure aligns with FHWA reporting requirements outlined in the HSIP.

Does monitoring and evaluating this performance measure improve your business process?

Yes. The performance measure matches the goals in the HSIP and 2016-2020 SHSP.

Is there a more effective performance measure that should be considered? If so, explain.

No. This performance measure matches FHWA reporting requirements.

Has the Covid-19 pandemic affected this performance measure or your ability to achieve the targets? If so, explain.

Crash data is not fully available until the end of the following calendar year. The 2021 Performance Measures report uses the five years 2016-2020 crash data. Preliminary data from 2021 indicates that NDOT will struggle to meet targets in the 2022 Performance Management Report. The department recognizes the immediate problem with pandemic related fatal and serious crashes and the Traffic Safety Engineering team is working with its SHSP partners to respond.

Will meeting the yearly target have a fiscal impact? If so, explain.

No. NDOT will continue to prioritize safety on Nevada's roadways. This performance measure includes data from public roads in Nevada, not just NDOT maintained roads. There are several factors that are not in the Department's control. These factors are addressed in the 2021-2025 SHSP and are critical in reaching Nevada's goal of zero serious injuries and fatalities on its roadways.

Next year's target:

All targets are based on Nevada's 2016-2020 SHSP Goal of Zero Fatalities and included in the 2020 Nevada HSIP report.

Measure 1: Number of Fatalities - 330.2

Measure 2: Number of Serious Injuries - 1154.7

Measure 3: Number of fatalities per 100M VMT - 1.226

Measure 4: Number of serious injuries per 100M VMT - 3.835

Measure 5: Number of Non-Motorized Fatalities and Serious Injuries - 309.8

13. Project Delivery - Schedule and Estimate for Bid Advertisement

Performance Measure:

This performance measure was established to track project delivery performance within the federal fiscal reporting year (FFY), October 1, 2020, to September 30, 2021. This measure is quantified by:

1. Schedule: The percentage of scheduled projects advertised within the established federal fiscal reporting year.
2. Project Cost: The percentage of engineers' estimates within a range of the awarded contract estimate. The comparison ranges include:
 - a. Intermediate (60% Design) engineer's estimate is within 15% of the awarded contract estimate
 - b. Final (100% Design) engineer's estimate is within 10% of the awarded contract estimate

Current year target:

80%

Ultimate target:

80%

This performance measure incorporates most project contracts advertised for construction by the Department through the electronic bidding process. Projects administered through a separate process are not captured in this metric. This includes capital improvement projects managed by the Architectural Division and contracts which cost under \$250,000.

The methodology to complete this performance measure is to establish a baseline list of scheduled projects at the start of the FFY (October 1). These project schedules and costs are tracked throughout the year to award. Projects added after October 1 that are expected to be advertised and awarded prior to September 30th are also tracked and reported for cost performance.

The reason for tracking projects according to the federal fiscal year timeline is because a large percentage of the Department's programs are delivered using federal funds. The Department tries to use all available federal funding. Doing so enables the Department to request, and in most cases receive, additional obligation authority, enabling more federal funds to be spent to produce more projects. For example, the Department was able to spend an additional \$33.8 million in federal funds during this reporting year.

Performance Champion/Division:

Roadway Design, Scheduling and Estimating Section

Support Divisions:

ADA, Bridge/Structures, Hydraulics, Landscape and Aesthetics, Maintenance and Asset Management: District Betterment, Project Management, Stormwater, Traffic Operations, Traffic Safety Engineering, Transportation Multimodal Planning

Overview and plan support:

This performance measure works towards meeting NDOT’s Strategic Plan goals of putting safety first and efficiently operating and maintaining the transportation system in Nevada. With the effective planning and delivery of contracts more lane miles will be preserved and improved, mobility and travel time will be enhanced, multi-modal accommodations will be provided, freight and economic networks will be accounted for, and the needs of the environment and communities will be understood. NDOT will be able to consistently coordinate with other state agencies, federal and local public entities, and the public, to reach these goals.

Measurement and supporting data:

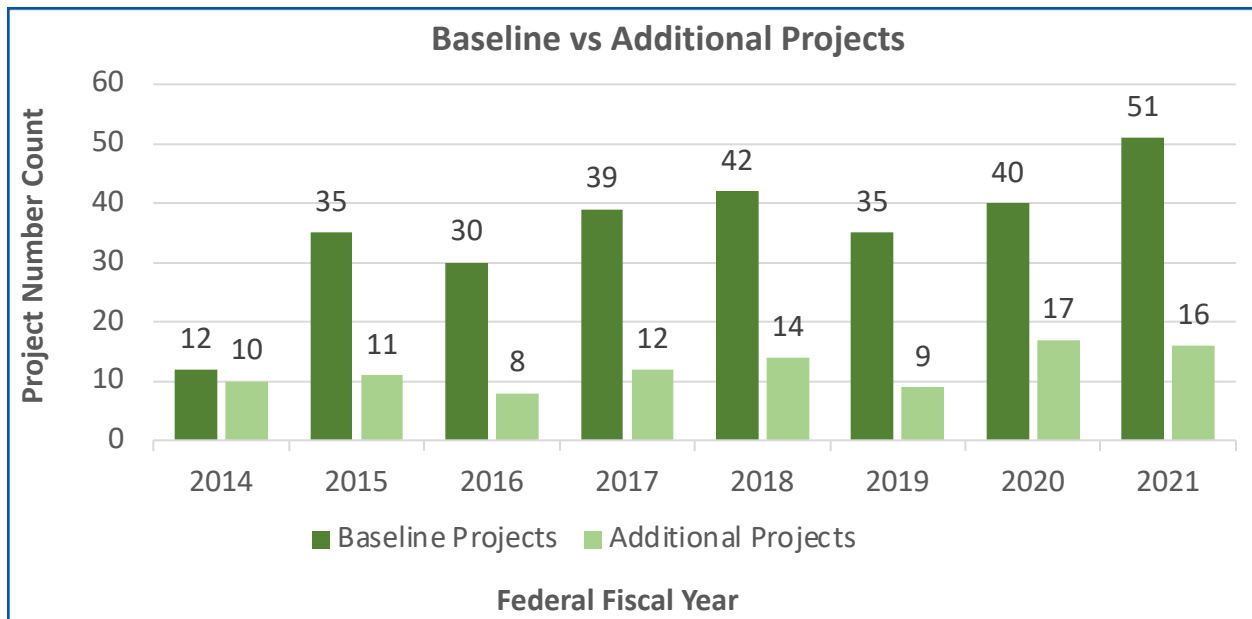
1. Schedule Data:

At the beginning of the reporting period, 51 baseline projects were scheduled for FFY 2021; of the 51 baseline projects, 37 were advertised.

Aside from the baseline, an additional 16 non-baseline projects were scheduled and delivered for FFY2021 resulting in a combined total of 53 scheduled and delivered projects for FFY 2021. delivery.

	Baseline	Additional	TOTAL
Delivered	37	16	53
Not Delivered	14	-	
Data not Available*	0	3	
TOTAL	51		

* The project bid opening occurs after the reporting cutoff date; therefore, the awarded contract data is not available to report on. October 14, 2021 was determined to be the cutoff date for data collecting to meet the Performance Measure reporting deadline.



There are various reasons for projects to be added or shifted to a different delivery year. Reasons for the 16 added this year include changes in the Department's priority, acceleration for funding fulfillment, and project replacement due to unexpected delays from an associated project.

Urgent or emergency projects, such as Contract 3887, are another example of unplanned additional projects. On April 6, 2021, the Notice to Proceed for Contract 3865 was provided to the contractor to construct a two-inch overlay on ten miles of State Route 140(SR 140), in Humboldt County, in rural Nevada. As the contract was progressing, the District overseeing that route noticed the haul trucks, for that contract, were accelerating the damage to a segment of SR 140 south of the project limits. The pavement treatment needed to repair these three miles was entirely different than the existing contract scope: pulverize a large portion of the of the damaged roadbed and replace anew. With that, the Maintenance and Assets Division scheduled an urgent project on July 15, 2021 and on September 13, 2021 it was awarded for \$1,474,474. This is an example of the Department's flexibility and expedited response to keep roads safe and connected.

2. Project Cost Data:

Over the course of the reporting period, 49** projects that were awarded were tracked for their cost estimate performance.

- a. Intermediate (60% Design) Engineer's Estimate is within 15% of the Awarded Contract Estimate. 19 projects have Intermediate Design Estimates within 15% above or below the Awarded Contract Estimate. 30 of the project estimates were outside the 15% threshold.
- b. Final (100% Design) engineer's estimate is within 10% of the Awarded Contract Estimate. 21 projects have Final Design Estimates within 10% above or below the awarded contract estimate. 28 of the project estimates were outside the 10% threshold.

**Baseline and additional scheduled projects

Evaluation of Performance Measure:

Annual target met?

1. Schedule:

The target of 80% of scheduled projects to be delivered within FFY 2021 was not met.

The established baseline list of scheduled projects includes 51 projects. Of the 51 scheduled projects, 37 were delivered/advertised within the reporting year resulting in a 73% delivery.

The projects that didn't reach the performance metric for schedule delivery were delayed for multiple reasons. The most common reasoning is shown below in descending commonality:

- Department priority changes
- Project bundling extending timelines or matching future project dates
- Timeline was determined to be too aggressive for the scope of work
- Utility conflicts
- Schedules were shifted to not conflict with other construction projects
- Pandemic impacts to staffing resources resulting in environmental clearance and coordination delays, mapping procurement delays, delays due to federal agency coordination, and construction material shortages

2. Project Cost:

Intermediate compared to Awarded Estimates: the project cost target of 80% was NOT met.

Of the 49 delivered projects, 19 Intermediate Design Estimates were within 15% of the Awarded Estimate; 39% of the projects were within the cost comparison target.

Final compared to Awarded Estimates: the project cost target of 80% was NOT met.

Of the 49 delivered projects, 21 Final Design Estimates were within 10% of the Awarded Estimate; 43% of the projects were within the cost comparison target.

The most common explanation for cost estimating inconsistencies this FFY was project scope changes after intermediate design, resulting in the Final and Awarded Estimates falling outside the target thresholds. Examples of scope change include design strategy changes, addition/removal of scope elements, specification changes, and alteration of project limits.

Another common issue noted was Awarded Estimates coming in lower than Intermediate and Final Design Estimates on projects that included the following items:

- Emulsions
- Screenings
- Slurry Sand

Other cost estimating inconsistencies include:

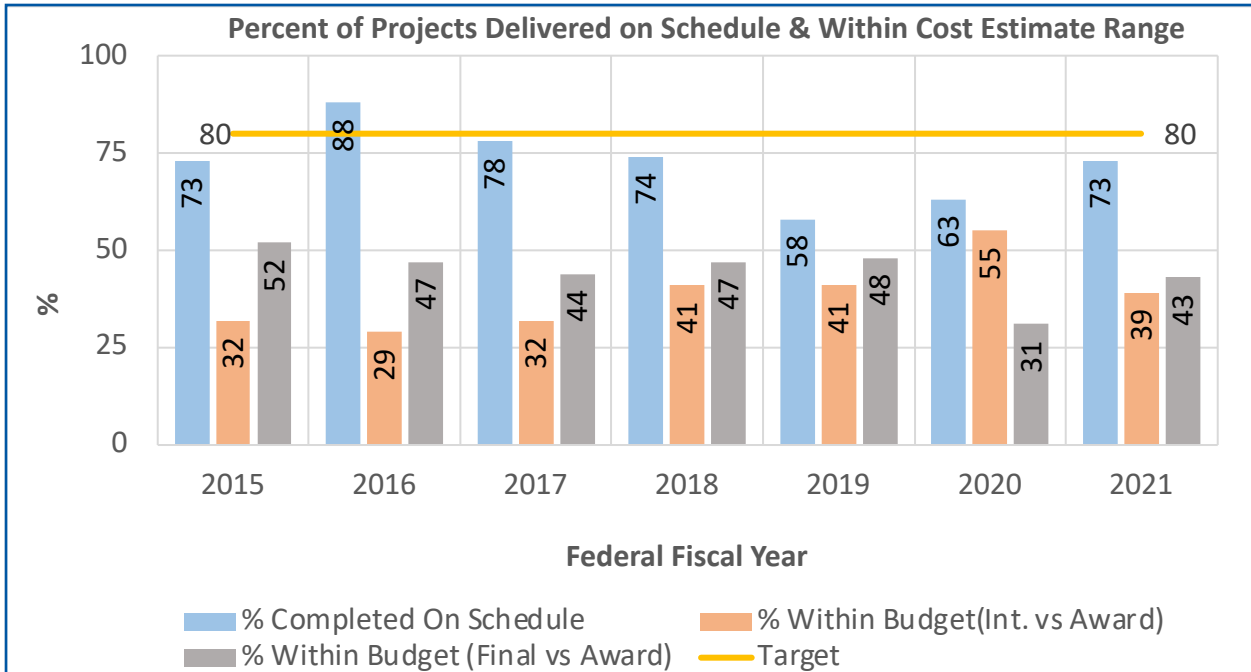
- Awarded project costs were higher than estimated for Signal and Lighting items
- Project bundling

Additionally, upon further examination of the data, we noted the following trend with estimate comparisons:

- 24 Intermediate Design Estimates were above the Awarded Contract Estimate, and 25 were below
- 29 Final Design Estimates were above the Awarded Contract Estimate and 20 were below

The above estimate fluctuations resulted in total project Awarded costs for the year having an average 1.5% difference from the Intermediate Design Estimates, and a 1.0% difference from Final Design Estimates. This demonstrates that although we have individual project estimate fluctuations above and below the Awarded, we remain agile with our project delivery offsetting the cost differences and optimizing the year's available funding.

This trend is outside our performance measure targets.



Which strategies applied during the current data reporting period were successful?

Multiple strategies were practiced or implemented during the reporting period to continue improving processes and moving towards achieving our performance measure targets. The Scheduling and Estimating Section continued to work with supporting divisions and program champions to solicit each programs' desired projects for the upcoming reporting period. This process has the advantage of allowing each program the ability to include its project priorities. However, we have discovered that there can be inconsistencies and varying levels of project scope development when projects are scheduled in this manner, potentially resulting in a project being included in the October baseline when it may not have been thoroughly evaluated for scope, cost, and risks, to ensure the feasibility of delivering the project for the reporting year.

Roadway Design hosts a monthly project status meeting with other divisions to discuss scheduled projects and to give stakeholders an opportunity to learn from one another.

The Department implemented another strategy by revising the scoping process for preservation projects to include a comprehensive multidisciplinary evaluation of scope, needs, cost and risks. The new process was executed in FFY 2020 for the review of 2022/2023 preservation projects. The anticipated benefits should be reflected beginning in FFY 2022 reporting (the earliest these projects will be scheduled and ready for delivery). This process was repeated for FFY 2024/2025 preservation projects with the goal of having an approved project list 6 months earlier than in previous years, providing more time for project mapping and to reduce project delays.

The Department is invested in the establishment of a data-driven metric for defining project prioritization: The One Nevada Plan. This improvement, coupled with a focus on project readiness, will yield a more established schedule for projects along with the costs of those projects. With project prioritization and readiness, the Department can move away from redundant planning,

design, and financial discussions, to ensure funds are being spent efficiently, priorities are achieved, and schedules met.

Finally, it is important to note that any initiative introduced into the project delivery process will take time to demonstrate its effectiveness. Every project has a different trajectory, and it may take years of tracking to ascertain the gains of any strategy or change.

Which strategies were not successful and why?

We have yet to note any specific strategies that can be quantified as not successful. Several strategies are either in development or are currently being implemented. Therefore, we will not be able to experience the potential success or failure of a given strategy for another one to two years, when affected or impacted projects will be quantified and reported on.

Strategies for improvement planned for next reporting period:

Neither scheduling nor cost estimating targets were met this FFY. Moving forward, there are several initiatives being developed both Department-wide and at the division level that we believe will help us meet proposed targets in the future.

1. Schedule:

The principal reason for variability in project schedules is due to changes in project deliverability, in turn leading to a change in priorities. Project timelines may be shifted out to future years. 12 projects were added to the schedule within the same FFY they were executed. We will focus on early identification of characteristics that have the potential to impact a project's readiness and deliverability. Also, as mentioned above, the Planning Division is actively developing the One Nevada Plan; this is a data-driven method to prioritize and harmonize projects throughout the Department.

2. Project Cost:

Cost estimate accuracy is a moving target. It is subject to variables such as changing markets, construction and materials innovations, and changes in community development patterns. The Design Division, in partnership with the Construction Division and FHWA, is actively reviewing bid item costs and changing estimation strategies.

Design strategy changes throughout the life of a project's design are expected. However, improvements can be made by identifying the final strategy earlier in the process, in turn allowing for more time to manage project risks that potentially impact schedule and cost.

Short Term Strategies:

1. Schedule:

Short term strategies for improving project scheduling performance include:

- Educating supporting divisions regarding their role in establishing and meeting performance measures to establish uniformity and consistency for project scheduling submission timelines
- Clarifying roles and needs for submitting a project scheduling and programming form
- Synchronize October baseline development with the One Nevada Plan process and the AWP/STIP annual approval to ensure priorities are aligned

2. Project Cost:

Short term strategies for improving project cost performance include:

- Educating supporting Divisions regarding their role in establishing and meeting performance measures to establish uniformity and consistency for project scheduling submission timelines
- Continue to improve division coordination to:
 - o Identify projects earlier
 - o Further document project scope elements, project unknowns, and project risks that may affect project cost estimates and schedules
 - o Prioritize projects for resource management
 - o Prioritize projects to meet funding levels
 - o Evaluate project bundling to optimize construction costs and resources

Long Term Strategies:

1. Schedule:

A significant and pivotal long-term strategy will be the implementation of the One Nevada Plan being developed by the Planning Division. With a cohesive metric and established conduit for a program's needs to be analyzed, prioritized, and delivered, the Department can expect more consistency in scheduling, resource allocation, coordination, and funding.

To give an example of smaller initiatives that are being championed, the Traffic Operations Division is developing its Transportation Systems Management and Operations (TSMO) implementation. This group is actively using a data-driven process to develop program planning and project prioritization. In turn, strategies identified by TSMO have the potential to be incorporated into other transportation projects with less risk.

The Department is nearing completion of the first module of the Masterworks enterprise project management and funding system. The scheduling, estimating, bid letting, and financial management components of project tracking are nearing completion in the next few months. This new program offers opportunities for streamlining processes and creating greater project oversight for all divisions.

2. Project Cost:

The implementation of the One Nevada Plan is anticipated to provide a more comprehensive project list that better establishes needs, scope, risks, and readiness. With more coordination and analysis at the early project development stages, the Department can expect more accurate cost estimates.

Does this performance measure effectively measure what is desired?

The metrics established provide the explicit results directly and accurately. However, the larger discussion of measuring the performance of project delivery is complex and nuanced with multiple compounding and interconnected factors.

1. Schedule:

This measure provides a snapshot of projects being executed within a federal fiscal year. However, it does not accurately depict the lifecycle of a project including but not limited to:

- Re-advertisements
- Supplementals
- Change Orders
- District Betterments utilizing state funding and tracking funding according to the state fiscal year (July 1 to June 30). This may explain why many of these projects are not captured on the October 1 baseline.

2. Project Cost:

This metric shows the accuracy of Intermediate and Final Design estimates and how they compare to the Awarded Estimate. This metric does not provide a comprehensive picture of the overall design versus completed construction costs. The initial planning level costs through completion of construction are also not captured.

Another element that should be considered when reviewing the current metric is that the Awarded Estimate does not necessarily provide an average of what the market rate would be. For example, consideration of the second or third bidders would provide a different perspective of the design engineer's estimate.

Does monitoring and evaluating this performance measure improve your business process?

Monitoring and evaluating project delivery is critical to the Department's success in fulfilling NDOT's Strategic Plan. There are many processes and stakeholders involved with project development and delivery. The Scheduling and Estimating Section continues to work with these stakeholders to make additional process improvements and move towards achieving our performance metrics.

Is there a more effective performance measure that should be considered? If so, explain.

As mentioned above, a comprehensive evaluation of project delivery is complex. There are opportunities to review project delivery from different parts of the development process and with different comparisons. All of which would provide different insights and opportunities for change. For example, adding the Final Design Estimate as a comparison criterion has given us a more consistent measure of cost estimation at the end of the project development process.

Identifying unforeseen changes to projects, changes in priorities, mandates, funding impacts, and specific project development issues, will help us better identify where improvements need to be made. A supplemental measure to consider might be to measure project delivery based on the percentage of program funding obligated per the Department's transportation goals for the year. If the Department is unable to deliver a scheduled project, might there be a comparable project (similar program/location/funding/scope) that could be delivered as a replacement.

The FHWA Stewardship Performance indicators were introduced for FFY 2016. The indicators have overlapping goals to NDOT's Performance Measure 13. We believe it would be helpful for future performance measure tracking to have these goals align.

Has the Covid-19 pandemic affected this performance measure or your ability to achieve the targets? If so, explain.

The pandemic has indirectly affected the Department's project delivery in many ways. One example of this is the Governor's hiring freeze order implemented on March 16, 2020. The effects of the hiring freeze were largely felt this federal fiscal year. Throughout the Department, available positions are vacant longer. If a position is approved for hiring, there are less resources available to provide training since the overall workload on existing staff is heavier due to the vacancies.

A related issue is the delay in response, or even lack of response, from partner agencies, utility companies, and businesses. It is assumed that pandemic response measures such as telecommuting, limited staffing, or closure of businesses, were the major factor in these delays. An example is the closure of borders and offices on many tribal lands.

Will meeting the yearly target have a fiscal impact? If so, explain.

Yes. Meeting the yearly targets will allow the Department to optimize project funding and deliver more projects.

Next year's target:

FFY 2022 project delivery performance measures will remain the same to allow implemented strategies to take effect to meet performance criteria and reach the Department's overall goals and priorities.

14. Maintain State Bridges

Performance Measure:

The Department's performance measure associated with the maintenance of state bridges includes bridge condition ratings, separated by those assets on the National Highway System (NHS) and those not on the system (non-NHS). In alignment with the established national performance measures, this will include percentages of the inventory considered to be in "good" and "poor" condition.

Data in the NDOT bridge inventory is collected in accordance with the National Bridge Inspection Standards (NBIS) and is reported to the National Bridge Inventory (NBI). For each bridge, the condition rating is determined for three primary elements: deck, superstructure, and substructure. Bridge-sized culverts have a single, independent rating. NBI general condition ratings are assessed on a scale that ranges from 0 (failed condition) to 9 (excellent condition). The lowest of the three ratings for bridges, or the single rating for culverts, is used to represent the overall condition of the structure. Ratings of 7 or better, represent a bridge that is in good condition and ratings of 5 or 6 represent a bridge in fair condition. If any of the condition ratings are 4 or below, the bridge is in poor condition. A structure deemed to be in poor condition is classified as structurally deficient (SD). Percentage of the overall inventory in each category is determined by square foot area of the bridge deck.

Bridge data referenced in the report is based on the annual federal reporting "snapshot" taken at the end of March every year. In years past, a snapshot of the inventory was taken at the time data was requested for the various reports the Department produces (facts book, preservation report, performance management report). However, this created confusion because the inventory changes continuously throughout the year, so that each report included different data. The data in the performance management report reflects all changes to the inventory from the previous calendar year. The data provided in this report is for calendar year 2020.

Current year target:

As part of the NDOT Transportation Asset Management Plan (TAMP), the Department has established performance goals related to the overall condition of the State's bridge inventory. These performance targets include maintaining an inventory that has greater than 35% of bridges in good condition and less than 7% in poor condition. Maintaining an inventory with less than 10% of bridges classified as structurally deficient is a federally mandated performance requirement. NDOT has established these goals as part of the annual and long-term targets.

Previous performance measures considered the number of structurally deficient bridges that were replaced or rehabilitated annually. While this is no longer a direct performance measure, it contributes to the overall goal of minimizing the percentage of bridges in poor condition and will continue to be listed annually to help provide some context for the bridge condition ratings.

Ultimate target:

The ultimate target is to eliminate structurally deficient bridges from the inventory, and to extend the service life of the Department's bridges.

As part of the TAMP, the Department has committed to the established performance goals for the next 10 years.

Performance Champion/Division:

The Structures Division is the performance champion for this performance measure.

Support Divisions:

The maintenance of state bridges is supported by those divisions involved with the Department's preservation program – the Design and Materials divisions – as well as the Department's three districts. Along with the Structures Division, these groups plan and execute bridge maintenance and preservations activities state-wide.

Overview and plan support:

These performance measures work towards meeting the Department of Transportation Strategic Plan goals of putting safety first and efficiently operating and maintaining the transportation system in Nevada. These goals can be met in the following ways: safety for the motoring public will be optimized by replacing structurally deficient bridges. The Bridge Division will seek and implement innovative solutions to the challenges faced by the Bridge Program. The Division will deliver timely and beneficial bridge projects and programs. Meeting this performance measure will help to efficiently preserve and manage Department assets.

Measurement and supporting data:

All supporting data is extracted from the Department's annual reporting to the National Bridge Inventory. Inspections are performed in accordance with established federal guidelines, and the Department is responsible for performing these inspections state-wide. While this data is constantly changing, as required inspections of our infrastructure occur and new bridges are added to the inventory, an annual snapshot is taken every year in March and submitted to and approved by the FHWA.

Tables have been included to allow for ease of tracking. The tables do not include structures that are subject to routine preservation and maintenance activities (such as expansion joint replacement, repair of deck cracking, etc.) included in preservation or District Betterment projects.

Table 1 includes the condition ratings of all state-maintained bridges in the inventory. A small percentage of structures owned by other entities have been included in this data because they are part of the NHS. Data from 2016 was included as part of the Federal Highway Administration (FHWA) approved TAMP and has been included in this report as the base year. While the FHWA's emphasis is primarily on the NHS, the Department's long-term goal is to meet the established performance measures for both the NHS and non-NHS state-owned structures.

Table 2 lists all projects that have rehabilitated or replaced a structurally deficient bridge. Replacement of structurally deficient bridges has a direct impact on decreasing the percentage of the bridge inventory in poor condition, thereby improving the overall health of the inventory state-wide.

Table 3 includes other significant structural work performed by the Department. These projects are often eligible for federal funding but may not directly contribute to the established performance measures. As shown in Table 3, these are primarily seismic retrofits or bridge replacements. The Department's on-going efforts to retrofit seismically deficient bridges are an important part of our annual work plan, but seismic

deficiencies alone do not relate to a structurally deficient classification and do not meet the performance criteria. The table also includes the replacement of structurally deficient bridges that are owned by other agencies. While it is essential these bridges be replaced, they do not meet the performance criteria which only addresses Department owned structures.

Table 4 includes a historic listing of structurally deficient bridges.

TABLE 1: BRIDGE CONDITION RATINGS

Year	Good Condition		Poor Condition	
	NHS	Non-NHS	NHS	Non-NHS
2016	41.4%	50.0%	0.6%	1.3%
2017	43.3%	50.5%	0.5%	1.0%
2018	44.9%	49.2%	0.9%	0.9%
2019	41.0%	44.1%	1.0%	0.9%
2020	46.2%	48.2%	0.9%	2.0%
TARGET	>35%	>35%	<7.0%	<7.0%

TABLE 2: STRUCTURALLY DEFICIENT BRIDGE REHABILITATION/REPLACEMENT

Calendar Year	Number of Bridges	Structure #'s	County	Contract # Award Date	Description of Work/Comments
2016	0	-	-	-	-
2017	0	-	-	-	-
2018	5	B-474	DO	3707-2/12/18	Replace SD bridge on SR757
		B-1392E	PE	3725-7/11/18	Replace SD bridge on I-80
		I-1899	CL	3755-11/19/18	Replace SD bridge on SR582
		B-425	MI	3735-9/6/18	Replace SD bridge on SR361
		B-242	CH	3738-10/9/18	Replace SD bridge on Maine St, Fallon
2019	1	B-639	EL	3758-2/7/19	Replace SD bridge on SR226
2020	3	I-1306	WA	3819-4/13/20	Replace SD bridge on US395
		B-28	PE	3846-10/23/20	Replace SD bridge on SR396
		B-3226	CH	3842-9/14/20	Repair SD bridge on US95
2021	2	I-1440 H-1450	CL	3856-3/8/21	Replace SD bridges on I-515

TABLE 3: ADDITIONAL BRIDGE IMPROVEMENT PROJECTS

Calendar Year	# of Bridges	Owner	Structure #'s	County	Contract #/ Award Date	Description of Work/Comments
2016	-	-	-	-	-	-
2017	-	-	-	-	-	-
2018	1	HU	B-1658	HU	3713-/30/18	Replace 1 SD bridge
2019	1	LY	B-1615	LY	-	Replace 1 SD bridge
2020	1	NDOT	I-889	EL	3849-11/9/20	Replace bridge
2021	1	NDOT	G-947/I-947	CL	3856-3/8/21	Seismic retrofit/rehab.

TABLE 4: HISTORIC LISTING OF STRUCTURALLY DEFICIENT BRIDGES

Calendar Year	Total State-Owned Bridges	State SD Bridges	Comments
2006 BASELINE	1045	20	2007 Report.
2008	1056	20	2009 Report.
2010	1064	18	2011 Report.
2012	1116	19	2013 Report.
2014	1154	15	2015 Report.
2016	1163	12	2017 Report.
2018	1208	15	2019 Report.
2020	1221	12	2021 Report.

NOTES:

Bridge counts shown are based on the number of SD bridges as reported in the NDOT State Highway Preservation Report. This report is published every 2 years.

A description of Structurally Deficient bridges from the 2021 Nevada State Highway Preservation Report is included below for information.

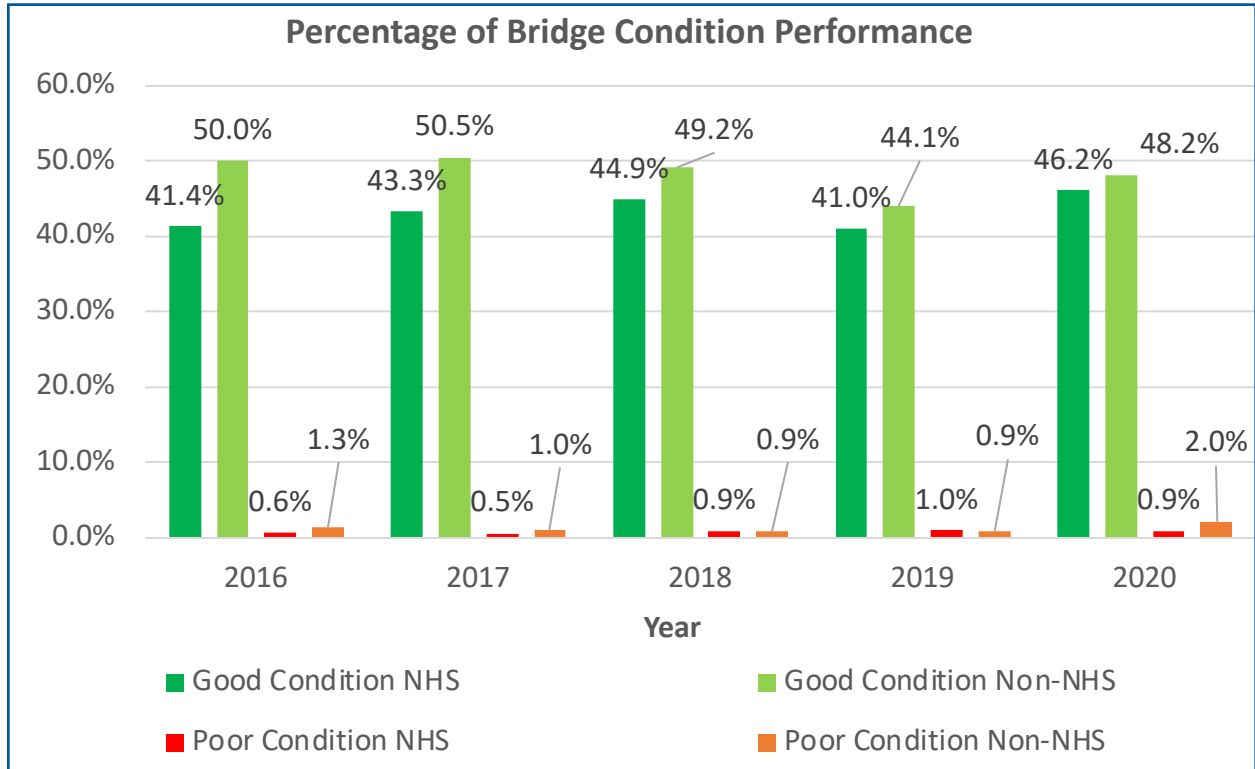
“Bridges are considered Structurally Deficient (SD) if significant load-carrying elements are found to be in poor or worse condition due to deterioration and/or damage, or the adequacy of the waterway opening provided by the bridge is determined to be extremely insufficient to the point of causing intolerable traffic interruptions.”

Because the term “Structurally Deficient” causes undue concern, FHWA is considering changing the terminology. The term does not imply that the bridge is unsafe. Safety and maintenance concerns are identified during regularly scheduled inspections.

Evaluation of Performance Measure:

Annual target met?

Yes, the Department met the performance goals established in the Transportation Asset Management Plan.



The Department has replaced a number of bridges since the TAMP baseline was established in 2016 and has realized a net decrease in the overall number of structurally deficient bridges. The twelve SD structures listed in the 2021 preservation report include five NHS and seven non-NHS bridges statewide. Of those twelve, the Department is proud to highlight:

- Two have been repaired and removed from the list.
- One has been replaced since the 2021 data was reported. The B-28 bridge in Lovelock was the oldest state-owned bridge in the inventory.
- Two are currently under reconstruction. The I-1440 and H-1450 bridges on the I-515 in Las Vegas were experiencing significant fatigue issues and the superstructure replacements will help to improve the reliability of our inventory and reduce future maintenance and inspection costs.
- Five are actively in design for rehabilitation or replacement.
- The H-866E Nugget Viaduct is part of the proposed Reno Spaghetti Bowl Phase 2 improvement project and is slated for replacement.
- The remaining bridge is scheduled to be programmed for rehabilitation or replacement in the next several years.

The Department is currently completing several other projects that, although they may not directly impact the established performance measures, greatly benefit the traveling public and help keep motorists in Nevada safe and connected:

- Rehabilitation of the largest structure in the state inventory – the G-947/I-947 Las Vegas viaduct. This project will extend the service life of this critical infrastructure link on the I-515 corridor through downtown Las Vegas.
- Replacement of the I-889 bridge on I-80. While this structure was not structurally deficient, its replacement was necessary to allow the installation of a truck-climbing lane to increase trucking capacity and improve safety on the critical I-80 corridor.

Which strategies applied during the current data reporting period were successful?

The overall good condition of our inventory has allowed us to shift from a previous “worst first” approach to a more proactive preservation approach. The Department recognizes that our aging inventory is trending more rapidly from good to fair and we realize the importance of extending the service life of our structures. To meet the 4-year targets established in the TAMP, we are addressing this decline on several fronts.

We are not only analyzing our inventory from a state-wide perspective, but also a regional perspective to focus our efforts on those structures that would benefit most from preservation activities. Future Department preservation projects are playing a larger role in accomplishing necessary work on our major corridors and we are actively programming and planning projects outside of these areas to protect the health of the inventory. The Structures Division and Districts continue to work closely to prioritize necessary bridge work in the three regions. Analysis has shown that the bridge decks are primary drivers for overall bridge condition, and we recognize that preservation starts with construction. Requirements for regional multi-layer and polymer overlays on new bridge decks have been added to the NDOT Structures Manual to aid in preserving and extending the service life of our bridges.

Which strategies were not successful and why?

Not applicable. The Department met and exceeded the performance goals established in the Transportation Asset Management Plan.

Strategies for improvement planned for next reporting period:

Short Term Strategies

Evaluate programmed projects for possible preservation actions, corrective maintenance and risk reduction activities and include these activities into project scope as appropriate. NDOT Bridge Division provides information regarding state bridge policies and practices to local agencies to cooperate with and assist them.

Long Term Strategies

Perform bridge rehabilitation and replacement as allowed under the MAP 21 program and the FAST act. Continue to consider previous criteria used to establish eligibility under the previous HBP program and utilize preservation strategies to extend performance and serviceability of elements commonly causing deterioration of structures. These include repairs such as deck repair/replacement, deck overlays, replacement of bridge joints, fatigue crack repair and

repainting of steel structures. Maintain seismic retrofit program and scour mitigation program to minimize risks from these extreme events.

Seek additional funds to reduce the time frame for eliminating structurally deficient bridges. Many of the Department's bridges entered the inventory with the construction of the interstate system in the 1960's, and as these bridges continue to age, the number categorized as structurally deficient will continue to increase. While the Department has reduced the overall number of deficient bridges in recent years, at current funding levels, it is anticipated that the number of SD bridges will increase more rapidly than they can be replaced.

Does this performance measure effectively measure what is desired?

Yes. The performance measure does allow us to track the overall condition of our bridge inventory and comply with current federal requirements.

Does monitoring and evaluating this performance measure improve your business process?

Monitoring these performance measures on an annual basis helps the Department prioritize projects to utilize available funding most efficiently.

Is there a more effective performance measure that should be considered? If so, explain.

In compliance with federal regulations, bridge conditions in the TAMP are based on the four primary component ratings. To aid in the preservation of our bridge assets, it may be valuable to evaluate the element condition rating of structural components that are critical to extending the service life of a structure and maintaining a state of good repair. An evaluation of components such as bridge decks could provide a more detailed look at where to focus future preservation efforts.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

To date, the Covid-19 pandemic has had little impact on meeting our performance measures. However, it is unclear how potential budget impacts from the pandemic will affect future bridge preservation and replacement efforts.

Will meeting the yearly target have a fiscal impact? If so, explain.

Yes, an increasing investment in bridge preservation funding will be necessary in coming years to alleviate current backlog and address the anticipated growing rehabilitation and replacements needs of the state's aging inventory. The Department has committed to provide additional bridge preservation funding and, through the One Nevada Plans, looks to prioritize and utilize this investment in the most efficient way possible, to preserve the service-life of structures state-wide.

Next year's target:

While additional bridges from our aging inventory will likely be added to the list in coming years, we anticipate meeting the current target without need of adjusting the established performance measure.

15. Streamline Permitting Process

Performance Measure:

Percentage of permits issued or rejected within 45 days of receipt, in accordance with Transportation Policy (TP) 1-10-3 "Encroachment Permit Processing Time Schedule."

Current Year Target: 95%

Ultimate Target: 95%

Performance Champion/Division: Right-of-Way Division

Supporting Divisions:

NDOT District permitting offices and permit reviewers from the following sections/divisions: Construction, Environmental Services, Hydraulics, Materials, Planning, Project Management, Roadway Design, Safety Engineering, Stormwater, Structures, Traffic Operations, and the Federal Highway Administration.

Overview and Plan Support:

In accordance with Transportation Policy (TP) 1-10-3 "Encroachment Permit Processing Time Schedule", this performance measure identifies a goal for the Right-of-Way Division to process 95% of encroachment permits within 45 days. TP 1-10-3 sets a 45-working-day process for all accepted encroachment permit applications.

Measurement and Supporting Data:

Encroachment Permits are processed using NDOT's Integrated Right-of-Way Information Network (IRWIN). Measurement and data for this report was generated from IRWIN based on information input and dates of work from District Permits staff during the processing of encroachments permits.

The measurement and supporting data effectively provide adequate information to show improvements may be necessary to achieve the target goal. Delays in permit processing may have potential impacts to Department project scheduling statewide.

Evaluation of Performance Measure

Annual target met?

Yes. All three Districts' annual reporting reflects 96.58% of all permits processed were completed within 45 days or less. The annual performance measure for each district is as follows:

- District 1 accepted 610 permits and processed 569, achieving 98.07%
- District 2 accepted 271 permits and processed 228, achieving 92.98%
- District 3 accepted 86 permits and processed 79, achieving 96.20%

Which strategies were in place during the data reporting period?

Permit review status meetings with District permitting offices to ensure consistent processing procedures.

Which strategies were successful?

Ongoing District-level permit review meetings have been effective in identifying areas for improvement and establishing better communication between Headquarters and the District offices.

Which strategies were not successful and why?

None. The implemented strategies have been successful.

Strategies for improvement planned for next reporting period

Short term strategies:

The short-range plan includes maintaining regularly scheduled permit review status meetings with the District permitting offices to ensure consistency in processing permits statewide.

Long term strategies:

The implementation of new software is being considered that will include a permit processing workflow to enhance productivity among various Department divisions that review and approve permits.

Does the performance measure effectively measure what is desired?

Yes. The established 95% processing rate within 45 days is reasonable and effectively evaluates the desired goal of efficiently issuing encroachment permits. Several factors have a potentially negative impact on our ability to meet the performance measure, including attrition of experienced permitting staff and reviewers. Demand for permits is driven by the public. High numbers of permit applications require more staff time to meet ever-increasing demand.

Does monitoring and evaluating this performance measure improve your process?

Yes. This performance measure keeps the permitting process accountable and clearly identifies any deficiencies that might require further investigation.

Is there a more effective performance measure that should be considered? If so, explain.

No. 95% has proven to be a high, but reasonable, standard that is sometimes unattainable due to increased permit applications from the public sector and current staffing levels.

Has the Covid-19 pandemic affected your performance measure or the ability to meet your targets? If so, explain.

Yes. Since the work from home order was given, Division reviews have taken longer to receive. Fortunately, access to IRWIN has made effective telework possible.

Will meeting the yearly target have a fiscal impact? If so, explain.

There is no anticipated direct fiscal impact for next year.

Next year's target:

95%

16. Reduce Greenhouse Gas Emissions

Performance Measure:

- Percent reduction in Greenhouse Gas (GHG) emissions within the Department's operations.

This measure was added to the annual reporting cycle in April 2020 to support the overall GHG reduction from the transportation sector as reported by the Nevada Annual Greenhouse Gas Inventory Report.

Current year target:

Fiscal years (FY) 2019, 2020, and 2021 are evaluated to establish a baseline to measure and assess future GHG reduction goals.

Ultimate target:

Support statewide GHG reduction initiatives to achieve 28% economywide reduction by 2025 and 45% by 2030 compared with the 2005 baseline.

Performance Champion/Division:

The Environmental and Planning Divisions' management teams.

Support Divisions:

All Divisions and District offices.

Overview and plan support:

NDOT proposed GHG emissions reduction as a new performance measure for NDOT's Annual Performance Management Report in support of Nevada's statewide climate goals. The Nevada Transportation Board of Directors adopted this measure on April 13, 2020. The Department is committed to providing leadership in achieving GHG emissions reduction by implementing a combination strategy in our operations, planning, design, construction, and maintenance of existing and future transportation systems. This commitment is supported in the Nevada Department of Transportation's 2020 Strategic Plan's Goal 2: Cultivating Environmental Stewardship.

During Fiscal Year 2021, NDOT completed the following actions to establish future performance targets in reducing GHG emissions within our operations.

- Performed initial GHG inventory for NDOT Administrative Operations for fiscal years (FY) 2019 and 2020, which resulted in an 11% GHG reduction because of the COVID-19 onset. The inventory included fuel usage (staff commuting, business travel, equipment), energy usage (electricity, natural gas, HVAC/refrigeration), and waste and material recycling.
- Developed guidance and electronic reporting forms for NDOT Operations to facilitate annual Waste Management and material recycling inventory.
- Developed NDOT Operations GHG Emission Reduction Implementation Plan with 24 measures, ranging from procuring more energy-efficient equipment to reducing construction congestion.

GHG emissions and implementation action plans are monitored and will be further refined in FY 2021 through FY 2022.

Measurement and supporting data:

NDOT continues to use the EPA Simplified Greenhouse Gas Emission Calculator, Version 6 (August 2020) released by the EPA Center for Corporate Climate Leadership, to estimate GHG emissions for the Department's operations in FY 2019 through FY 2021, as shown in Table 1 below.

Table 1. GHG emissions baseline for FY 2019 - 2021 in metric tons of CO2 equivalent

Parameters	FY 2019	FY 2020	FY 2021	FY19-21 Change	FY20-21 Change
Stationary source ^a	3,036.90	2,776.20	1,868.00	-38.49%	-32.71%
Mobile source	20,385.90	18,183.60	17,410.40	-14.60%	-4.25%
Biofuel ^b	287.3	245.4	293.6	2.19%	19.64%
Refrigeration/AC ^c	389.7	389.7	1360.3	249.06%	249.06%
Electricity purchase	6,011.40	5,870.00	5834.7	-2.94%	-0.60%
Business travel	163.3	130.7	11.9	-92.71%	-90.90%
Commuting	6,170.80	4,442.50	2808.2	-54.49%	-36.79%
Waste generation	1,445.30	1,445.30	1905.6	31.85%	31.85%
Total	37,603.30	33,238.00	31,199.10	-17.03%	-6.13%

Notes:

- ^a Natural gas data for FY 2021 is unavailable for several District 2 facilities.
- ^b Emissions from biofuel fractions (E85, B5 and B20) are quantified but are not included in the total GHG emissions.
- ^c Inventory for refrigeration and AC equipment is an ongoing effort for District facilities. In FY 2021, AC units from Department vehicles and mobile equipment were included, resulting in a significant GHG emissions increase for this category in FY 2021.

GHG emissions from NDOT operations in FY 2021 were reduced by more than 17% compared with the baseline 2019 fiscal year (6% from FY 2020). Most of the reduction realized can be attributed to reduced energy/fuel usage (stationary and mobile sources), less business travel, and fewer staff commuting to and from the worksite. The observed GHG reduction can be associated with social distancing measures implemented to prevent the spread of COVID-19 during the last quarter of FY 2020 and 2021.

These measures include limited travel, increased virtual meetings, telework for Department staff, and other efforts. It is anticipated that the use of virtual meetings by Department staff (both public and contractors) and less commuting for Department staff (where applicable) will continue post-pandemic.

Evaluation of Performance Measure:

Annual target met?

Not applicable. A specific performance target has not been set for GHG reduction in NDOT operations. Baseline inventory measuring will continue through FY 2022 to develop future performance targets.

Which strategies applied during the current data reporting period were successful?

Not applicable. The Department's GHG Reduction Strategic Plan was finalized in February 2021. Twenty-four GHG reduction measures were identified but not yet implemented. These cover NDOT administrative operations (nine measures), design/construction/

maintenance of the transportation system (11 measures), and planning (four measures). Further guidance and goals are being developed in FY 2022-23 for NDOT GHG reductions in planning and operations.

Which strategies were not successful and why?

Not applicable. The Department will continue to track and monitor formally implemented strategies to reduce GHG emissions and modify as needed. The Department's GHG Reduction Strategic Plan identified GHG reduction strategies' implementation, tracking, and monitoring but was not yet implemented in FY 2021.

Strategies for improvement planned for next reporting period:

GHG reduction strategies officially implemented are in the Department's GHG Reduction Strategic Plan as scheduled for FY 2022-2025. The following are some of measures included in that plan.

Short Term Strategies

- Asset Management: Switching light fixtures to LED and window replacement project at HQ and other facilities continue to be implemented. Improved record keeping will better document energy savings and resulting GHG reductions. (Measures O-1 through 3)
- Traffic Operations: LED lighting replacement and the increased use of solar power at remote facilities are current and upcoming practices being implemented within Traffic Operations. The team will keep tracking and updating the inventory of lighting fixtures and solar panel installations to document energy savings and resulting GHG reduction. (Measures O-5 and DC-4)
- Reducing business travel for in-person meetings has and will continue to be a practice that supports GHG reduction. The use of virtual meetings by Department staff (both public and contractor) will be implemented where applicable post-COVID to continue GHG reduction benefits realized. (Not included in the plan)
- Promoting and incentivizing alternative commuting for Department staff such as carpooling, public transit, and telecommuting would provide meaningful opportunities to reduce GHG emissions. This is evident based on telework for the Department staff during COVID-19 in FY 2020-2021. (Measure O-4)
- Recycled materials in waste management and construction have a significant impact on offsetting GHG emissions. Reusing and recycling construction materials include reclaimed asphalt pavement (RAP), Portland cement concrete pavement (PCCP), and fly ash. The Materials and Design divisions will continue to promote and implement recycled materials to improve function and durability and reduce the carbon footprint for our Department's operations. (Measures O-6 and DC-10)

Long Term Strategies

- Planning: Develop new transportation projects with GHG reduction and sustainability as key components. Recent board approval of the One Nevada Plan and STIP, which includes priorities directly related to GHG reduction, is an important initial step toward incorporating GHG reduction into the Department's planning process. (Measure P-1)
- Planning: Develop transportation planning documents to address GHG reduction. For example, the rail plan is aimed at reducing the number of semi-trucks traveling on our roadways. (Measure P-2)
- Planning: Include quantitative GHG assessments of major projects for consideration in planning studies. (Measures P-2 and P-4)

- Planning: Include quantitative GHG assessment of projects' modal types for consideration in planning studies and decisions. (Measures P-2)
- Planning: Consider GHG emissions in transportation network design.
- Planning: An emphasis on bike and pedestrian connectivity and implementing Complete Streets projects is projected to reduce vehicle emissions.
- Roadway Design: Incorporating landscape vegetation in roadway design would help offset GHG emissions. (Measure DC-3)

Does this performance measure effectively measure what is desired?

It is anticipated the performance measure will allow the Department to track the effort as desired and help meet statewide GHG goals. In addition, departmental tracking and monitoring of GHG reduction strategies will assess the effectiveness of the performance measure, and modifications will be made to ensure accurate and effective measurement.

Does monitoring and evaluating this performance measure improve your business process?

Currently, the Department is monitoring baseline emissions and evaluating the impact from COVID-19 to NDOT operations. With continued monitoring and refinements, we expect to achieve sufficient accuracy in emission estimates to make meaningful process improvements.

Is there a more effective performance measure that should be considered? If so, explain.

Not applicable. The Department continues to evaluate baseline GHG emissions and refine reduction strategies.

Has the Covid-19 pandemic effected this performance measure or your ability to achieve the targets? If so, explain.

Reduced work travel and staff commuting because of COVID-19 in FY 2021 have resulted in reduced GHG emissions in these categories and overall GHG in FY 2021 compared to FY 2019 (17% reduction) and FY 2020 (6% reduction). This is a positive outcome for the GHG reduction initiative.

Will meeting the yearly target have a fiscal impact? If so, explain.

Replacing equipment with energy- and fuel-efficient alternatives will have a fiscal impact initially. Where possible, the existing/authorized operating budget will be utilized to fund purchases. Modifications to construction and maintenance practices or materials may incur higher costs by the Department and our construction contractors and consultants. Quantitative tracking of Department GHG emissions will attempt to utilize existing personnel, processes, and systems where applicable. Additional staff resources will be needed to support coordination, monitoring, and implementation. The Department is continuing work on specific guidance and establishing yearly targets as well as fiscal implications.

Next year's target:

A performance target has not been established for FY 2022. The Department will continue to monitor annual GHG emissions in NDOT operations through FY 2022 to develop realistic future reduction performance target(s).

APPLICABLE DIRECTIVES FROM THE TRANSPORTATION BOARD/LEGISLATURE

APPLICABLE DIRECTIVES FROM THE TRANSPORTATION BOARD/LEGISLATURE

The 2021 Legislature passed two bills this session that may affect elements of this report in future years:

AB 54 created the Nevada Advisory Committee on Traffic Safety. This effort brings additional attention to the continued need to improve safety on Nevada's transportation system. This committee is a revision of a prior committee created by the Department to be advisory on the creation and implementation of the Strategic Highway Safety Plan. By formalizing this committee in statute and revising the membership, we hope the state benefits from more attention to traffic safety, including strategies and policies as well as the role everyone has in achieving the goals and targets.

AB 413 requires the Department to create an Advisory Working Group to study sustainable transportation funding and related considerations, such as electric vehicles, climate policy, equity, and land use. The results of this study will be provided to the 2023 Legislature for consideration. This effort could affect several elements of this report in future years, including, but not limited to new or adjusted performance measures and targets as well funding sources and expenditures. This bill does not require any changes at this time, but the results of the study as well as any actions taken by the 2023 legislature may.

**STATE HIGHWAY FUND ANNUAL
REVENUE AND EXPENDITURES**



STATE HIGHWAY FUND ANNUAL REVENUE AND EXPENDITURES

Assembly Bill 595 in the 2007 Legislative Session included the requirement for the Department to report on the funding sources, amount and expenditures (Section 47.2).

The following three tables provide the required information:

1. Schedule of Revenues and Receipts – Budgetary Basis
2. Comparative Schedule of Expenditures and Disbursements – Budgetary Basis
3. Highway Fund Balance – Budgetary Basis

The first table reports that total FY 2021 revenues into the State Highway Fund were approximately \$1.18 billion while the second table contains the total FY 2021 actual expenditures of approximately \$1.17 billion. These two tables also include other detailed financial data about transportation-related revenues and expenditures.

The third table indicates the Highway fund balance was \$477,903,965 at 2020 fiscal year-end. This balance is approximately \$45 million higher than the 2019 year-end balance of \$432,363,510. Please note that the 2021 fiscal year-end balance will be available when the State of Nevada 2021 Comprehensive Annual Financial Report has been completed.

**State of Nevada Highway
Special Revenue Fund
Schedule of Revenues and Receipts - Budgetary Basis
For the Years Ended June 30, 2021 and 2020
(In thousands)**

State user taxes	2021	2020
Gasoline taxes	\$212,106	\$206,219
Motor vehicle fees and taxes		
Vehicle registration & bicycle safety fees	127,779	116,296
Basic Government Service Tax	-	63,924
Motor carrier fees	42,591	40,316
Driver's license fees	27,255	17,154
Special fuel taxes	111,612	102,138
Total motor vehicle fees and taxes	309,237	339,828
Total state revenue	521,343	546,047
Federal Aid reimbursement		
Department of Interior	-	-
Federal Aviation Administration	283.87	16
Federal Emergency Management Administration	14	1,662
Federal Highway Administration	272,740	330,377
Federal Rail Administration	-	-
Federal Transit Administration	13,620	14,275
Total Federal Aid	286,658	346,330
Miscellaneous receipts		
Departments of Motor Vehicles & Public		
Safety authorized revenue	146,158	125,959
Appropriations from other funds	2637	221
Proceeds from sale of bonds	160009	-
Agreement income	14,052	41,462
Interest	3,720	10,436
Sale of surplus property	-	-
AB595 property tax	27,108	26,020
AB595 bond revenue	-	-
Other sales & reimbursements	22,779	28,871
Total miscellaneous receipts	376,463	232,969
Total revenue and receipts - budgetary basis	\$1,184,464	\$1,125,346

**State of Nevada Highway
Special Revenue Fund
Comparative Schedule of Expenditures and Disbursements - Budgetary
Basis for the Fiscal Year Ending June 30, 2021 and 2020
(In thousands)**

	2021 Actual Using Budgetary Budgeted	2021 Variance Favorable (Unfavorable)	2020 Actual Using Budgetary Basis
Department of Transportation			
Labor	\$166,823	\$141,447	\$25,376
Travel	2,212	1,161	1,051
Operating	86,691	77,760	8,931
Equipment	34,842	27,282	7,560
Capital improvements	749,409	513,237	236,172
Bond expenditures	161,600	67,278	94,322
Other programs	37,676	14,858	22,818
Total operations	<u>1,239,252</u>	<u>843,023</u>	<u>396,229</u>
Cost of fuel sold to other agencies	2,303	1,864	439
Total Department of Transportation	<u>1,241,555</u>	<u>844,887</u>	<u>396,668</u>
Department of Motor Vehicles (see Note 2)	<u>199,979</u>	<u>123,842</u>	<u>76,137</u>
Department of Public Safety (see Note 2)	<u>145,274</u>	<u>108,485</u>	<u>36,789</u>
	<u>345,253</u>	<u>232,327</u>	<u>112,926</u>
Appropriations to other funds			
Board of Examiners	-	-	-
Department of Administration	-	-	-
Transportation Services Authority	2,734	2,400	334
Public Works Board	3,358	3,358	-
Traffic Safety	-	-	-
Investigations	423	350	73
DMV Training Division	1,653	1,492	161
Transfer to Treasurer	4,424	4,150	274
Governments Office of Finance IT Project	6,078	6,078	-
Fleet Services Capital Purchase	-	-	-
Legislative Counsel Bureau	5	-1,546	1,551
Dept of Information Technology	-	-	-
Total appropriations to other funds	<u>18,676</u>	<u>16,282</u>	<u>2,393</u>
Other disbursements			
Transfer to bond fund	<u>84,000</u>	<u>73,007</u>	<u>10,993</u>
Total other disbursements	<u>84,000</u>	<u>73,007</u>	<u>10,993</u>
Total expenditures & disbursements			
Budgetary basis	\$1,689,484	\$1,166,503	\$522,980
			\$1,083,223

**STATE HIGHWAY FUND BALANCE
(BUDGETARY BASIS)
STATE FISCAL YEARS 2018 - 2020**

	ACTUAL FY 2018	ACTUAL FY 2019	ACTUAL FY 2020
BEGINNING FUND BALANCE:			
GENERAL OBLIGATION BONDS	\$195,172,512	\$111,015,911	\$0
RESTRICTED FUNDS	\$67,612,447	\$41,897,438	\$91,781,507
OTHER HIGHWAY FUND	\$265,688,049	\$358,543,723	\$340,582,003
TOTAL BEGINNING FUND BALANCE:	\$528,473,009	\$511,457,073	\$432,363,510
ADD:			
REVENUES	\$1,134,382,823	\$1,144,728,498	\$1,125,345,978
BOND PROCEEDS	\$136,839,036	\$1,447,658	\$683
TOTAL ADDITIONS:	\$1,271,221,859	\$1,146,176,156	\$1,125,346,661
DEDUCT:			
DEPT OF TRANS. NON-BOND EXPENDITURES	\$775,583,924	\$816,395,194	\$773,373,013
DEPT OF TRANS. BOND EXPENDITURES	\$220,995,637	\$112,463,572	\$683
EXP. & APPROP TO OTHER AGENCIES	\$283,574,981	\$292,171,905	\$310,284,803
TOTAL DEDUCTIONS:	\$1,280,154,542	\$1,221,030,671	\$1,083,658,498
ADJUSTING ENTRIES:			
CONTROLLERS OFFICE CAFR ADJUSTMENTS	-\$8,083,253	-\$4,239,047	\$3,852,291
ESTIMATED REVERSION TO FUND (SEE NOTE H)	\$0	\$0	\$0
TOTAL ADJUSTING ENTRIES:	-\$8,083,253	-\$4,239,047	\$3,852,291
ENDING FUND BALANCE:			
GENERAL OBLIGATION BONDS	\$111,015,911	\$0	\$0
RESTRICTED FUNDS	\$41,897,438	\$91,781,507	\$105,442,342
OTHER HIGHWAY FUND	\$358,543,723	\$340,582,003	\$372,461,622
TOTAL ENDING FUND BALANCE:	\$511,457,073	\$432,363,510	\$477,903,965

MAJOR PROJECTS ANNUAL STATUS REPORT



TYPICAL PROJECT DEVELOPMENT PROCESS

The Department's project development process typically consists of four major phases: planning, environmental clearance, final design, and construction. These phases are described in more detail below. The development process is based on federal and state laws and regulations, engineering requirements, and a Departmental review and approval process. This appendix provides an overview of the four-phase process, identifies major milestones within the phases, and describes the information developed during each phase.

Project Planning Phase

In this phase the project needs are analyzed, and conceptual solutions are developed. Project descriptions, costs, and schedules are broadly defined. The planning phase typically addresses such issues as number of lanes, location and length of project, and general interchange and intersection spacing. The intent of this phase is to develop the most viable design alternatives, and to identify the best means to address risks and uncertainties in cost, scope and schedule.

Environmental Clearance Phase

For the environment clearance phase, major projects are subject to the National Environmental Policy Act (NEPA) to address potential social, environmental, economic and political issues. During this phase studies are conducted to define existing conditions and identify likely impacts and mitigations so the preferred design alternative can be selected from among various alternatives. In this phase, the project scope is more fully defined, right-of-way issues are generally identified, project costs and benefits are estimated, and risks are broadly defined. Finally, a preliminary project schedule is determined. After this phase, major projects are divided into smaller construction segments to address the project's social, environmental, economic and political issues as well as funding availability and constructability.

Final Design Phase

During this phase, the design of the selected alternative identified during the environmental clearance phase is finalized. In this phase, the project scope is finalized, a detailed project design schedule and estimate is developed, and project benefits are fully determined. The right-of-way requirements are also determined, and acquisition is initiated. Additionally, utility relocations are initiated toward the end of the final design phase. At the end of this phase the project design and cost estimate are complete, and the project is advertised for construction.

Construction phase

During this phase projects are constructed based on the final design plans. Depending on the nature of the project, utilities relocation might occur during early stages of this phase. Due to the complexity of major projects, a detailed construction schedule, traffic control plans, and environmental mitigation strategies are developed in consultation with the selected contractor.

PROJECT STATUS SHEET EXPLANATION

The information contained on the project status sheet is centered on the Department's project development process. This process typically consists of the four major phases: planning, environmental clearance, final design and construction. Additional details of these phases are contained in Appendix A, which details the project development process utilized by the Department of Transportation. The project status sheets contain several items of information as follows:

Project Description:

Contains the preliminary project scope, which generally identifies features of the project i.e., length, structures, widening, and interchanges, and directs the project development process.

Project Benefits:

Summarizes the primary favorable outcomes expected by delivering the project.

Project Risks:

Identifies the major risks that might impact project scope, cost, and schedule. Unforeseen environmental mitigation, right-of-way litigation, and inflation of construction materials or land values are only a few items that can adversely affect project development. Appendix B, Dealing with Project Risk, provides more details.

Schedule:

Provides the time ranges for the four primary phases of project development: planning, environmental clearance, final design, and construction. Generally, the schedule by state fiscal years, reveals the time range for starting or completing a phase. It indicates the starting range early in the development process and completion range later in the process. Appendix B Dealing with Project Risks, provides more details concerning the time ranges.

Project Costs:

Project cost ranges are provided by activity: 1) engineering activities that include planning, environmental clearance and final design costs, 2) right-of-way acquisition, and 3) construction. Costs are adjusted for inflation to the anticipated mid-point of completing a phase. Appendix B Dealing with Project Risks, provides more detail on the range of project cost estimates.

What's changed since last update?

Contains summaries of the project scope, cost, and schedule changes, if any.

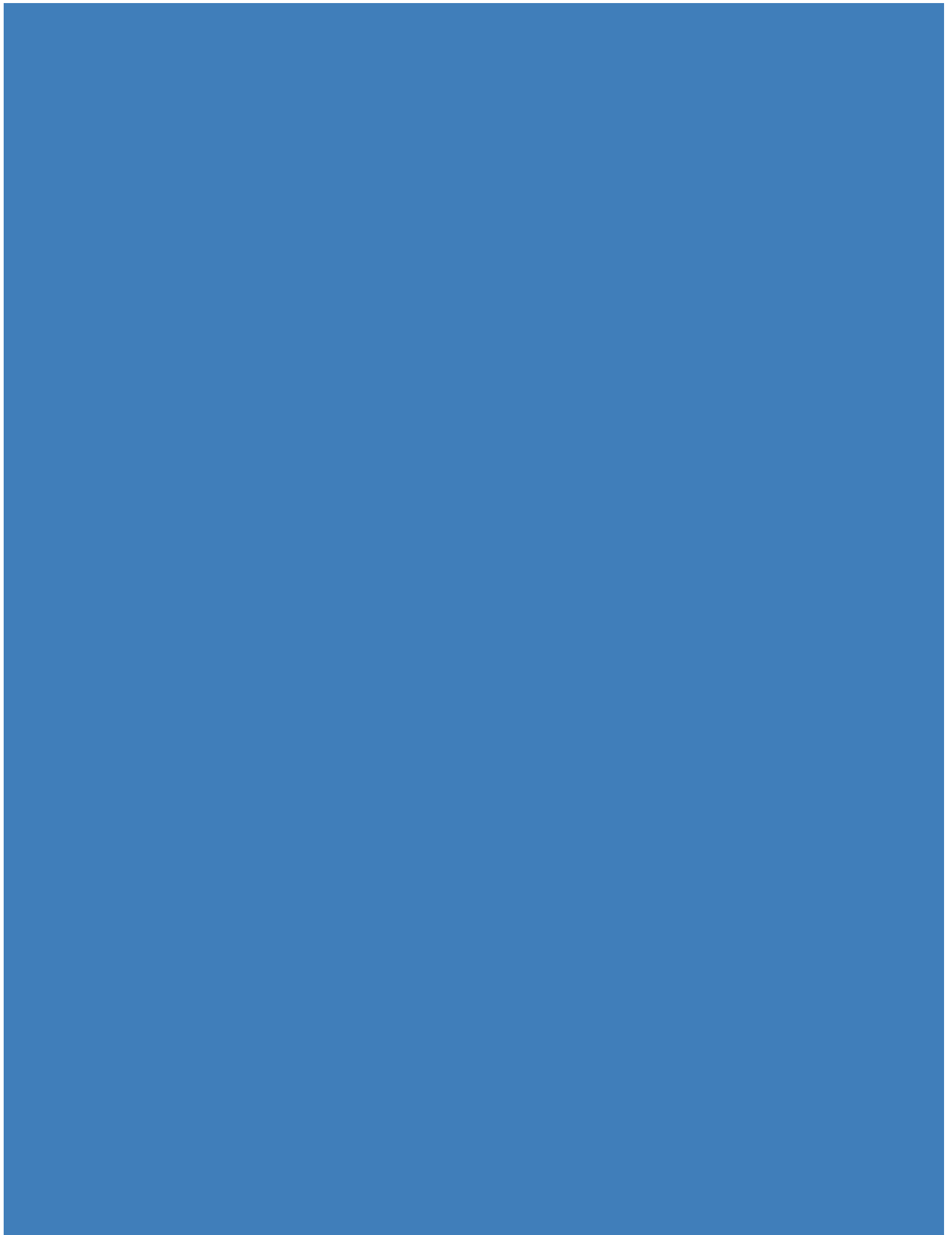
Financial Fine Points:

Includes the total expended project costs and summary of financial issues.

Status Bars at the Bottom of the Form:

Shows the percentage completion for the primary project development activities that are in progress: planning, environmental clearance, final design, right-of-way acquisition, and construction.

MAJOR PROJECTS SUMMARY SHEETS



MAJOR PROJECTS

I-15 Projects	Page
I-15 North Phase 3: Speedway Boulevard to Garnet Interchange	114
I-15 North Phase 4: I-15/CC-215 Northern Beltway Interchange	115
I-15 Central Corridor.....	116
I-15 Tropicana Interchange Reconstruction.....	117
I-15 South Via Nobila Interchange (formerly Bermuda Rd.).....	118
I-15 South Pebble Road Overpass	119
I-15 South Phase 2 Widening.....	120
I-15 South Via Inspirada Interchange (formerly Sloan Rd.)	121
I-515 Projects	
Downtown Access Project 13	122
Henderson Interchange:-I-515/CC-215 System Connection.....	123
US-95 Northwest Projects	
US-95 Northwest Phase 3D: CC-215 Beltway Interchange.....	124
Northern Nevada Projects	
Reno Spaghetti Bowl & Spaghetti Bowl Express (Phase 1)	125
Reno Spaghetti Bowl & Spaghetti Bowl Express (Phase 2)	126
I-80 East: Vista Boulevard to USA Parkway	127
Pyramid Highway /US 395 Connection	128
US-395 North Valleys Phase 1A: Parr-Dandini Bridge Replacement.....	129
US-395 North Valleys Phase 1B.....	130
US-395 Carson City Freeway Phase 2B: S. Carson St. to Fairview Dr.....	131

I 15 North - Phase 3

Speedway Boulevard to Garnet Interchange

Project Sponsor: NDOT

Project Manager: Christine Chia, P.E.

(775) 888-7767



Project Description:

- Last phase of improvements associated with the I-15 North Corridor Environmental Assessment. Original project limits were from Speedway Boulevard to Apex Interchange (May 2007 Environmental Assessment). Project limits were extended 6.1 miles to the north from the Apex Interchange to the Garnet Interchange (US 93)
- Widen I-15 from four to six lanes from Speedway Boulevard Interchange to the Garnet Interchange, approximately 10.7 miles
- Project also includes: drainage improvements, bridge rehabilitation and widening, highway maintenance facility, landscape and aesthetic enhancements, improved and additional lighting, and truck parking

Schedule:

Planning:
Complete

Environmental Phase:
Complete

Final Design:
Complete

Construction:
2022 - 2024



Project Cost Range:

Engineering:
\$3.4 - \$4.9 million

Right-of-Way:
\$1.5 - \$2.0 million

Construction:
\$79.3 - \$93.3 million

Total Project Cost:
\$84.2 - \$100.2 million

Project Benefits:

- Improve safety
- Improve travel time reliability
- Improve access to areas planned for development in North Las Vegas
- Improve operations

What's Changed Since Last Update?

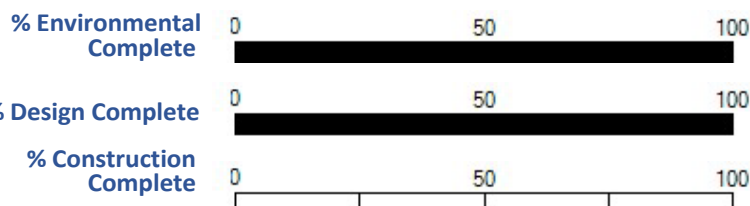
- Scope - No Change
- Schedule - No Change
- Cost - No Change

Project risks:

- Timely completion of construction

Financial Fine Points (Key Assumptions):

- Total funding expended for phase 3: \$ 2,164,000 (design and environmental)
- Total funding expended for original Environmental phase: \$214,000



September
2021



I 15 North - Phase 4

I 15 / CC 215 Northern Beltway Interchange
 Project Sponsor: NDOT
 Project Manager: Christine Chia, P. E.
 (775) 888-7767



Project Description:

- This is one of four phases of improvements to the I-15 North Corridor between US 95 and Apex Interchange (15 miles)
- Construct new direct connect ramps to upgrade the I-15 and CC 215 (Las Vegas Beltway) Interchange
- Construct I-15 SB ramps and reconstruct I-15 NB ramps for the I-15 and Tropical Parkway Interchange
- Reconstruct local streets to match interchange re-configurations
- Provide landscape and aesthetic enhancements in accordance with the I-15 Landscape and Aesthetics Corridor Plan
- Improvements will be constructed within the existing I-15 and CC-215 rights-of-way to the extent possible. However, a total of approximately 3.8 acres has been acquired for these improvements

Schedule:

Planning: Complete

Environmental:

Complete

Final Design:

Complete

Construction:

2020 - 2022



Project Benefits:

- Improve safety
- Improve travel time reliability
- Improve access to areas planned for development in North Las Vegas
- Improve operations with full freeway-to-freeway connectivity

Project Cost Range:

Engineering: \$10.5 - \$10.9 million

Right-of-Way: \$1.7 - \$3.7 million

Construction: \$112.9 - \$117.9 million

Total Project Cost: \$125.1 - \$132.5 million

What's Changed Since Last Update?

- Scope - No Change
- Schedule - No Change
- Cost - No Change

Project risks:

- Timely completion of utility relocations
- Timely completion of UPRR construction reviews

Financial Fine Points (Key Assumptions):

- Total funding expended for construction: \$ 44,343,000
- Total funding expended for construction engineering: \$ 3,901,000
- Total funding expended for engineering: \$10,683,000
- Total funding expended for right of way: \$3,901,000
- Total funding expended for I-15 North environmental phase: \$875,000
- NDOT Average Escalation Rates applied
- Awarded 01/13/2020 to Fisher Sand & Gravel. Bid \$98,989,898.98



September
2021



I 15 Central Corridor

Project Sponsor: NDOT

Project Manager: Christine Chia, PE

(775) 888-7767



Project Description:

- Feasibility study along I-15 from Flamingo Road to Sahara Avenue.
- Enhance access and mobility within the I-15 corridor.
- Define needs and examine potential improvements to the I-15 within the resort corridor area.
- Engage stakeholders in a feasibility study and alternative analysis that meets project goals.
- Create a phased implementation strategy and prioritization for future construction.

Schedule: Feasibility Study: 2019 - 2021

Environmental:

TBD

Final Design:

TBD

Construction:

TBD



Project Cost Range:

Engineering:

TBD

Right-of-Way:

TBD

Construction:

TBD

Total Project Cost:

TBD

Project Benefits:

- Increase capacity
- Improve safety
- Improve access
- Improve travel time reliability

What's Changed Since Last Update?

- Feasibility Study Virtual Public Meeting held from May 25 - June 23, 2021
- Planning Phase: Feasibility Study expected to be completed fall 2021
- Scope, schedule, and cost- No change

Project risks:

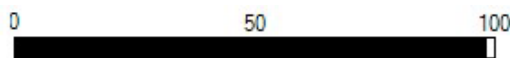
- Consensus building among the stakeholders.
- Funding uncertainty.
- Economic development along the corridor could require design changes affecting scope, schedule and budget.

Financial Fine Points (Key Assumptions):

- Total funding: TBD

Planning Phase: I-15

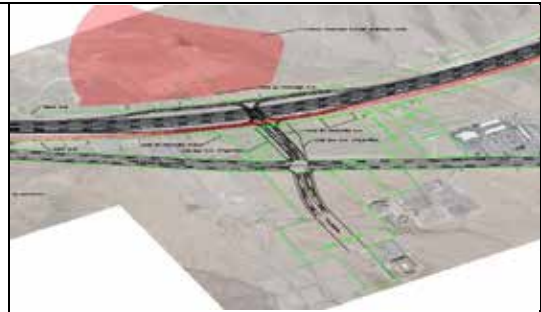
Central Corridor
Feasibility Study



September
2021



I 15 South - Via Nobila Interchange
(formerly Bermuda Road)
 Project Sponsor: City of Henderson
 Project Manager: Pedro Rodriguez, PE
 (775) 888-7321



Project Description:

- The I-15 South Corridor Environmental Assessment from Sloan to Tropicana was completed in 2008 and broke the corridor into nine (9) project elements to address funding and constructability opportunities.
- Construction of a new interchange at Via Nobila (formerly Bermuda Road) was one of the project elements identified in the original Environmental Assessment.
- Because of the length of time since the original Environmental Assessment was completed, the corridor is being re-evaluated to address any changes that may have occurred and determine how those changes impact the future of the corridor.

Schedule:Planning:

Complete

Environmental:

Re-evaluation of 2008
 EA to be complete 2nd
 Quarter SY 2021

Final Design:

TBD

Construction:

TBD



Project Cost Range:

(Estimates per January 2019 CRA)

Engineering: \$11 million - \$15 million

Right-of-Way: \$8 million - \$25 million

Construction: \$73 million - \$106 million

Total Project Cost: \$92 million - \$146 million

What's Changed Since Last Update?

- Scope - No change
- Schedule - No change
- Cost - No change

Project Benefits:

- Increase capacity
- Improve safety
- Improve access
- Improve travel time reliability

Project risks:

- Unit price and property escalation may affect project cost
- Funding uncertainty

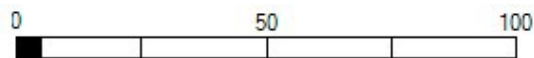
Financial Fine Points (Key Assumptions):

- Escalation due to project funding not being available until 2040 per CRA
- Total funding expended for I-15 South Environmental Studies (all phases): \$3.5 million

% Environmental Complete



% Design Complete



September 2021



I 15 South - Pebble Road Overpass

Project Sponsor: Clark County
 Project Manager: Pedro Rodriguez, PE
 (775) 888-7321



Project Description:

- The I-15 South Corridor Environmental Assessment from Sloan to Tropicana was completed in 2008 and broke the corridor into nine (9) project elements to address funding and constructability opportunities.
- Construction of an overpass at Pebble Road and I-15 was one of the project elements identified in the original Environmental Assessment.
- Because of the length of time since the original Environmental Assessment was completed, the corridor is being re-evaluated to address any changes that may have occurred and determine how those changes impact the future of the corridor.

Schedule:

Planning: Complete
Environmental: Re-evaluation of 2008 EA to be complete 2nd Quarter SY 2021
Final Design: TBD
Construction: TBD



Project Cost Range:

(Estimates per January 2019 CRA)
Engineering: \$5 million - \$6 million
Right-of-Way: \$0
Construction: \$33 million - \$43 million
Total Project Cost: \$38 million - \$49 million

Project Benefits:

- Improves access
- No connections to I-15, so interstate traffic will not be negatively impacted

What's Changed Since Last Update?

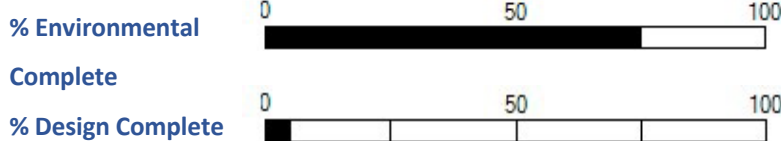
- Scope - No change
- Schedule - No change
- Cost - No change

Project risks:

- Unit price and property escalation may affect project cost.
- Lack of funding may push this project well into the future

Financial Fine Points (Key Assumptions):

- Funding not available
- Total funding expended for I-15 South Environmental Studies(all phases): \$3.5 million
- Funding Source (2019 EA Update): Clark County Fuel Revenue Index Funding



September 2021



I 15 South - Phase 2

Sloan Road to Blue Diamond (SR-160)
 Project Sponsor: NDOT
 Project Manager: Danja Petro, PE
 (702) 671-8865



Project Description:

- The I-15 South Corridor Environmental Assessment from Sloan to Tropicana was completed in 2008 and broke the corridor into nine (9) project elements to address funding and constructability opportunities.
- This is one project element identified in the original Environmental Assessment.
- Because of the length of time since the original Environmental Assessment was completed, the corridor is being re-evaluated to address any changes that may have occurred and determine how those changes impact the future of the corridor.
- The original project identified widening on I-15 between Sloan Road and Blue Diamond Road from 6 to 10 lanes for a total length of 8.2 miles.

Schedule:

Planning:

Complete

Environmental:

Re-evaluation of 2008
 EA to be complete 2nd
 Quarter SY 2021

Final Design:

TBD

Construction:

TBD



Project Benefits:

- Increase capacity
- Improve safety
- Improve access
- Improve travel time reliability

Project Cost Range:

(Estimates per January 2019 CRA)

Engineering:

\$22 - \$25 million

Right-of-Way:

\$0

Construction:

\$138 million - \$284 million

Total Project Cost:

\$160 million - \$309 million

What's Changed Since Last Update?

- Scope - No change
- Schedule - No change
- Cost - No change

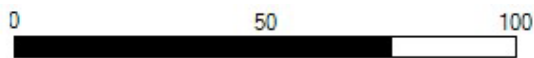
Project risks:

- Complexity in maintaining traffic staging, relocating utilities and reducing impacts to traveling public.

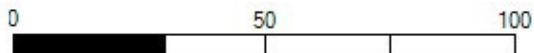
Financial Fine Points (Key Assumptions):

- Funding not available until 2045
- Total funding expended for I-15 South Environmental Studies (all phases): \$3.5 million

Environmental Complete



Design Complete



September 2021



**I 15 South - Via Inspirada Interchange
(formerly Sloan Road)**

Project Sponsor: City of Henderson
Project Manager: Pedro Rodriguez, PE
(775) 888-7321



Project Description:

- The I-15 South Corridor Environmental Assessment from Sloan to Tropicana was completed in 2008 and broke the corridor into nine (9) project elements to address funding and constructability opportunities.
- Construction of a new interchange at Via Inspirada (formerly Sloan Road) was one of the project elements identified in the original Environmental Assessment.
- Because of the length of time since the original Environmental Assessment was completed, the corridor is being re-evaluated to address any changes that may have occurred and determine how those changes impact the future of the corridor.

Schedule:Planning:
Complete

Environmental:
Re-evaluation of 2008 EA to be complete 2nd Quarter SY 2021

Final Design:
TBD

Construction:
TBD



Project Cost Range:
(Estimates per January 2019 CRA)

Engineering:
\$10 million - \$12 million

Right-of-Way:
\$13 million - \$22 million

Construction:
\$54 million to \$73 million

Total Project Cost:
\$77 million - \$107 million

Project Benefits:

- Increase capacity
- Improve safety
- Improve access
- Improve travel time reliability

What's Changed Since Last Update?

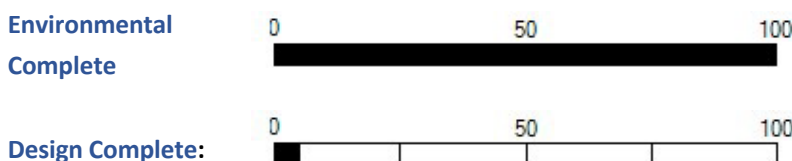
- Scope - No change
- Schedule - No change
- Cost - No change

Project risks:

- Unit price and property escalation may affect project cost.
- Sloan Interchange to be constructed prior to widening to accommodate additional lanes

Financial Fine Points (Key Assumptions):

- Funding not available until 2022 per current Financial Plan
- Total funding expended for I-15 South Environmental Studies(all phases): \$3.5 million



September 2021



Downtown Access Project

I-515/US-95 from Rancho Blvd
Interchange to Mojave Rd
Project Sponsor: NDOT
Project Manager: Ryan Wheeler, P.E.
(702) 278-3391



Project Description:

- This project proposes to improve freeway capacity by adding more lanes and fixing ramp spacing by adding braided ramps connecting I-15 and I-515 in both directions. The project will also add additional access to/from I-515 and the Downtown area with two new HOV interchanges. One at City Parkway and the other at Maryland Parkway.
- This current scope of work on the project is to implement the necessary studies, documentation, and outreach to complete the NEPA phase of the project. This will be done by analyzing three proposed build alternatives that have been conceptually designed to 15% and a no-build alternative.
- The proposed build alternatives include replacing the existing viaduct but not building a lengthy bridge OR recessing the highway into a trench below existing ground level.
- Each construction alternative will include similar proposed improvements: remove or replace the 1.6-mile viaduct; add freeway capacity; fix ramp spacing by adding ramp braiding to/from I-15 and I-515; add HOV lanes on I-515/US-95; and new HOV interchanges at City Parkway and Maryland Parkway
- *** This project was originally the I-515 alternatives development study with project limits from the Wyoming grade separation to the MLK interchange. The alternatives development study had 5 separate task orders to perform general environmental work, develop lists of potential projects and pursue project development. Task Orders 1-4 have been completed. Task order 5 is the pursuit of the Downtown Access Project.
- Please visit the project website at www.ndotdap.com

Schedule:

The project is currently estimated to be 10-13 years in total.

Environmental (3-4 years):

In progress

Final Design (3-4 years):

TBD

Right-of-way (concurrent with final design, 3-4 years):

TBD

Construction (4-5 years):

TBD



Project Benefits:

- Improved safety, operations, and air quality through the I-515/US-95 corridor
- Remedy aging infrastructure by replacing or removing the 1.6-mile viaduct
- Improve operations by adding freeway capacity and braiding ramps to/from I-15 and I-515
- Extend HOV network to downtown along I-515/US-95 freeway, including new HOV interchanges at Maryland Parkway and City Parkway
- Improved landscaping and aesthetics

Project Cost Range:

Environmental: \$6.0 million

Engineering: TBD

Right-of-Way: TBD

Construction: TBD

Total Project Costs: TBD

What's Changed Since Last Update?

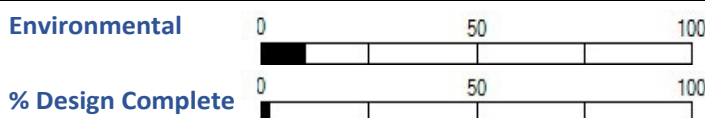
- View project information at www.ndotdap.com
- Mar 8-April 12 Temporary test closures of streets proposed to be closed permanently

Project risks:

- Funding availability to move project into the next phases of: design, right-of-way acquisitions, and construction
- Utility relocation, groundwater, right-of-way acquisitions, crossing the UPRR tracks, and maintenance of traffic during construction.
- The project team will manage risks through project development.

Financial Fine Points (Key Assumptions):

- \$6million for pre-NEPA studies
- \$5million for NEPA work



September
2021



Henderson Interchange NEPA Study

Project Sponsor; NDOT
Project Manager; David Bowers, P.E.
702-671-6672



Project Description:

- This NEPA Study for the Henderson Interchange will determine the preferred alternative and system wide improvements.
- The project limits extend south along I-11 to Horizon Drive, north along I-515 to Galleria Drive, west along I-215 to Valley Verde Drive, and east along Lake Mead Parkway to Van Wagenen Street.

Schedule: Planning (Henderson Feasibility Study):

Complete

Environmental:

2022



Project Benefits:

- Improved operations
- Improved travel time reliability
- Improved safety

Project Cost Range:

Environmental: \$4 million

Engineering: TBD

Right-Of-Way:

TBD

Construction:

TBD

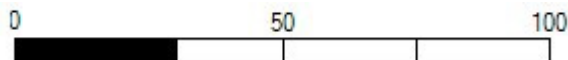
What's Changed Since Last Update?

- Scope: Alternative 2A, which utilizes a crossover on the E-W route, has been selected to advance into the NEPA Study.
- Schedule: No Change
- Cost: No Change

Project risks:

- Negative environmental impacts
- High project cost

EA



September
2021



US 95 Northwest - Phase 3D

Clark County 215 Interchange

Project Sponsor: NDOT, City Las Vegas and Clark County
Senior Project Manager: Pedro Rodriguez, PE

(775) 888-7321



Project Description:

- This is the third phase of the US 95 Northwest project that extends from Washington Avenue to Kyle Canyon Road
- Construct new system to system interchange at CC 215
- This third phase is anticipated to be constructed in 3 subparts (A, C and D)
- Phase 3D: Ramps providing west to north, south to west and east to north movements; local interchange; upgrade CC215; and construct Multi-Use Path

Schedule:

Planning: Complete

Environmental: Complete

Final Design:

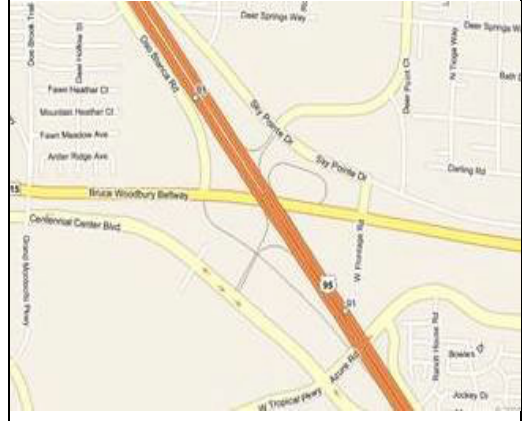
Complete 2020

Construction:

Start January 4, 2021

Construction:

End 2nd Quarter SY 2024



Project Cost Range:

(Design Phase Estimates): Engineering (All Phases):

\$14 - \$15 million

Right of Way (All Phases): \$0 - \$1 million

Construction (All Phases): \$204 - \$268 million

Construction (3D): \$134 - \$185 million

Total Project Cost (All Phases): \$218 - \$284 million

Project Benefits:

- Increase capacity
- Improve safety
- Improve access
- Improve travel time reliability

What's Changed Since Last Update?

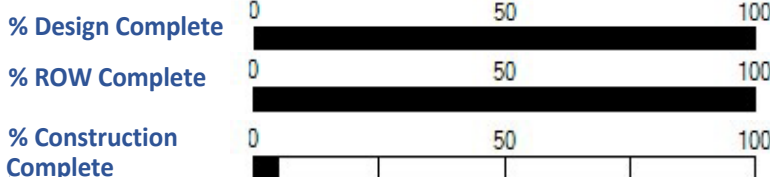
- Scope - No change
- Schedule - No change
- Cost - No change

Project risks:

- Unit price escalation may affect project cost
- Complex right of way and utility issues may impact schedule and cost

Financial Fine Points (Key Assumptions):

- Total funding expended for Phase 3: \$141.62 million
- Total funding expended for US 95 Northwest Environmental Studies (all phases): \$5 million
- 3D: inflation escalation (2.27%) to midpoint of construction 2021
- Funding source:
 - - Federal: 113 million
 - - State: \$40 million
 - - Local: \$2 million



September 2021



The Reno Spaghetti Bowl & Spaghetti Bowl Express (Phase1)

180/ I580/ US 395 System Interchange

Project Sponsor: NDOT
 Project Manager: Pedro Rodriguez, PE
 775-888-7321



Project Description:

- Freeway capacity, safety, and operational improvements to and surrounding the Spaghetti Bowl Interchange
- Freeway access management improvements
- Modify service interchanges
- I-80 limits: Virginia/Sierra/Center Street Interchange to Pyramid Highway Interchange
- I-580/US 395 limits: McCarran/Clear Acre Interchange to Virginia/Kietzke Interchange

Schedule:
Environmental:
 Complete
SBX Phase 1 Design and Construction:
 2019 - 2023
SBX Phase 1 Design-Build:
 2020 - 2023
Future Construction Phases:
 2025 and Later



Project Cost Range:
Engineering:
 \$107 - \$153 million
Right of Way:
 \$342 - \$495 million
Construction:
 \$1.5 - \$2.2 billion
Total Project Cost (All Phases):
 \$1.9 - 2.8 billion

Project Benefits:

- Improve freeway safety and operations
- Improve travel time reliability
- Accommodate current and future travel demands
- Improved freeway maintenance

What's Changed Since Last Update?

- Scope - No changes
- Schedule - Environmental Phase Complete
- Budget - Updated based on Cost Risk Assessment

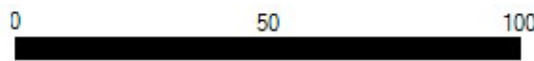
Project risks:

- Complex access management strategies
- Railroad
- Truckee River
- Socio-economic environment
- Fragmented Local Network
- Right of Way
- Historical and cultural impacts
- 4f and 6f impacts

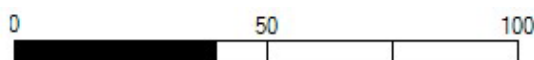
Financial Fine Points (Key Assumptions):

- Total funding expended for Environmental Phase: \$11.6 Million

% Environmental Complete



% Design SBX Phase 1 Design-Build Complete



September 2021



Reno Spaghetti Bowl - Phase 2 Nugget Viaduct
East of I80/I580/US395 Interchange to
East McCarran Blvd (SR659)

Project Sponsor: NDOT
 Project Manager: Amanda Callegari, P.E.
 (775) 888-7603



Project Description:

- This project is the second phase of the Reno Spaghetti Bowl (RSB) I80/I580/US395 System Interchange Improvements to address necessary operational improvements in the Truckee Meadows area
- The current scope of work for this project includes conducting a feasibility study for the replacement of the Nugget Viaduct and preliminary design for necessary improvements for the eastern leg of the Reno Spaghetti Bowl FEIS limits
- Improvements include reconstructing I- 80 from east of the Spaghetti Bowl to East McCarran Blvd
- Replace I-80 Bridge H-866 E/W over the Nugget Casino
- Construct new interchange at Kietzke Lane
- Reconstruct Rock Blvd. and Pyramid Way Interchanges

Schedule:

Milestones and Deliverables:
Environmental:
 Complete
Preliminary Engineering and Preliminary Design:
 2022
Final Design and Right-of-Way:
 TBD
Construction:
 TBD



Project Benefits:

- Improve Safety
- Improve Travel Time Reliability
- Optimize Local and Regional System Connections
- Improve Freeway Operations

Project Cost Range:

Engineering: TBD
Right-of-Way: TBD
Construction: TBD
Total Project Cost: TBD

What's Changed Since Last Update?

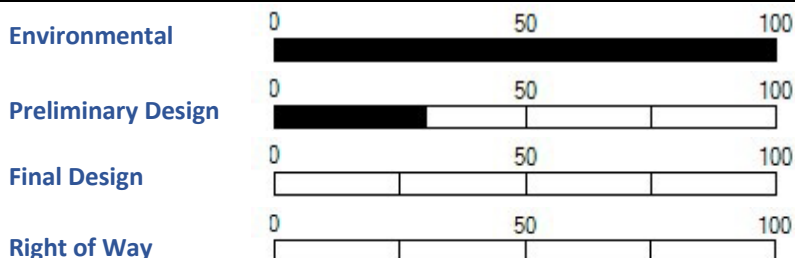
- Scope: No change
- Schedule: No change
- Cost: No change

Project risks:

- Funding uncertainty for construction
- Consensus building among stakeholders

Financial Fine Points (Key Assumptions):

- State funds programmed to conduct preliminary engineering including feasibility study to determine estimated costs for design, right-of-way, and construction



September
2021



I-80 East

Vista Blvd. to USA Parkway (SR 439)

Project Sponsor: NDOT

Project Manager: Amanda Callegari, P.E.

(775) 888-7603



Project Description:

- This project consists of corridor improvements on 13.1 miles of I-80 between Vista Blvd. and USA Parkway
- Freeway capacity improvements include widening I-80 in each direction from two to three lanes
- Freeway safety improvements include widening shoulders for emergency access
- Interchange improvements will enhance acceleration lanes/merging distances and freeway access management
- The current scope of work on the project is to implement the necessary studies, outreach, and documentation to fulfill the NEPA requirements as well as to develop preliminary design alternatives

Schedule:

Planning:
Anticipated scoping completion 2021
Milestones / Deliverables:
Environmental:
2021 - 2023
Intermediate Design: 2023
Final Design and Right-of-way:
2023 - 2025
Construction: 2025

Project Cost Range:

Engineering: TBD
Right-of-Way: TBD
Estimated Construction Costs: \$300-\$400M

Project Benefits:

- Improve Safety and Emergency Service Access
- Improve Travel Time Reliability
- Improve Freight Movement
- Accommodate Future Planned Growth
- Improve Operations and Maintenance

What's Changed Since Last Update?

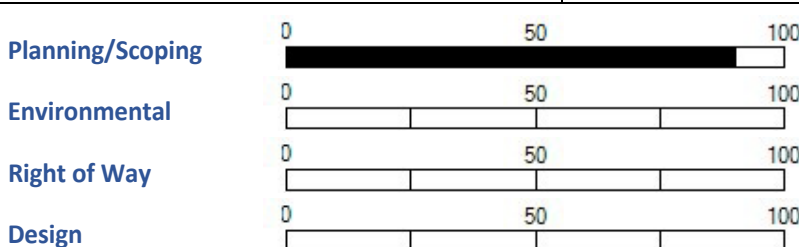
- Scope: Scope development in progress
- Schedule: No change
- Cost: No change

Project risks:

- Funding uncertainty for project construction
- Environmental study outcomes could impact schedule
- Challenging topography between steep rock slopes, the Truckee River and the UPRR adjacent to I80
- Significant utilities located adjacent to I80 could impact schedule and budget

Financial Fine Points (Key Assumptions):

- Environmental effort programmed to use state funds
- Preliminary Engineering Anticipated to use state funds
- Funding for Construction not yet identified



September 2021



Pyramid Highway/US 395 Connection

Project Sponsor: Washoe County RTC and NDOT
 Washoe County RTC Project Manager: Doug Maloy, P.E.
 NDOT Project Manager: Pedro Rodriguez, P.E.

Phone: (775) 888-7321



Project Description:

- Calle de la Plato to La Pasada - Transition from 4 Lane Arterial to 6 lane freeway
- La Pasada to Sparks Blvd. - Develop Pyramid alignment into 6 lane freeway with frontage roads.
- Continue 6 lane freeway from Sparks Blvd. to Disc Dr. either on the Pyramid alignment with frontage roads or on a separate alignment to the west.
- Extend 6 lane freeway through Sun Valley to US-395.
- Widen and improve Pyramid highway from Disc Dr. to Queen Way.
- Widen and extend Disc Dr. to Vista Blvd.
- NEPA completed by Washoe RTC.
- This project will be delivered in 6 phases.
- Phase 1 from Queen Way to Golden View Drive is currently in the design process.

Schedule:

Planning: Complete
Environmental: 2010 - 2018

Final Environmental Impact Statement (FEIS): Winter 2014-2017

Record of Decision (ROD): 2018

Final Design:

Phase 1 - currently in design

Phases 2 through 6 design TBD

Construction:

Phases 1 through 6 - TBD



Project Benefits:

- Address travel time reliability and safety along the Pyramid Highway and McCarran Blvd. corridors.
- Provide alternative access to freeway system.
- Improve safety.

Project Cost Range: (Planning phase estimates)

Engineering: \$40M - \$60M

Right-of-Way: \$100M - \$150M

Construction: \$410M - \$660M

Total Project Costs: \$550M - \$870M

What's Changed Since Last Update?

- The Record of Decision has been received.
- Phase 1 - Queen Way to Golden View Drive is currently in the design process.

Project risks:

- Construction in a dense urban residential area.
- Funding sources for all phases not identified.
- Complex right of way and utility issues may impact schedule and costs.

Financial Fine Points (Key Assumptions):

- Total RTC Funding Expended - \$7,300,000
- Construction funding for all phases: TBD



September 2021



US 395 North Valleys Phase 1A: Parr-Dandini Bridge Replacement

Highway Project Manager: Pedro Rodriguez, P.E.

Phone: (775) 888-7321

E-mail: prodriguez@dot.nv.gov



Project Description:

- US 395 is the major connection between Reno/Sparks and the north valleys: Golden Valley, Lemmon Valley, and Cold Springs. This route also serves as the main connection to northeastern California.
- This is the first phase of the future widening of US 395 in the North Valleys
- This phase includes the removal of the aging and structurally deficient Parr-Dandini Bridge structure (I-1306) and construction of a new bridge that will be longer and wider to accommodate future phases of widening through this area

Schedule: Final Design Submittal:

December 2019

Advertise Project:

February 2020

Construction Awarded:

April 2020

Anticipated Construction Completion:

December 2020



Project Benefits:

- Improved safety
- Decreased structure maintenance
- Multimodal design

Project Cost Range:

Engineering: \$500k to \$700k

Construction: \$8 to \$9 million

Total Project Cost: \$8.5 to \$10 million

What's Changed Since Last Update?

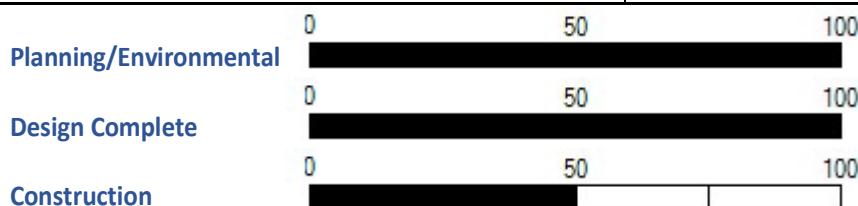
- Scope: No change
- Schedule: No change
- Budget: No change

Project risks:

- Existing transmission line poses constructability challenges
- Weather could delay construction completion

Financial Fine Points (Key Assumptions):

- Total funding expended: \$6 million



September
2021



US 395 North Valleys - Phase 1B

Highway Project Manager: Pedro Rodriguez, P.E.

Phone: (775) 888-7321

E-mail: prodriguez@dot.nv.gov



Project Description:

- US 395 is the major connection between Reno/Sparks and Golden Valley, Lemmon Valley, and Cold Springs areas. This route serves as the main connection to northeastern California.
- This is the second phase of US 395 North Valleys Project, Phase 1B, which begins just north of McCarran Boulevard and ends just south of Golden Valley Road interchange.
- This phase will include a third southbound travel lane, auxiliary lanes between the interchanges in both the northbound and southbound directions, new braided ramp at Panther Valley and the rehabilitation of the existing roadway.

Schedule:

Planning:

Complete

Intermediate Design Submittal:

September 2021

Advertise:

December 2022



Project Cost Range:

Engineering: \$4 to \$6 million

Right-of-Way: \$100,000 to \$150,000

Construction: \$75 to \$100 million

Total Project Cost: \$80 to \$106 million

Project Benefits:

- Increase capacity to accommodate projected traffic
- Improve travel time reliability
- Improve safety

What's Changed Since Last Update?

- RTC Washoe to begin Lemmon Valley Drive interchange DDI construction fall 2021.
- Intermediate Design submittal moved to September 2021. The projected Advertisement milestone not expected to change.

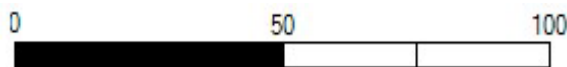
Project risks:

- Bridge widening within UPRR right-of-way

Financial Fine Points (Key Assumptions):

- Total preliminary engineering funding expended for Phase 1A/1B: \$3,800,000

Design Complete



September
2021





APPENDICES



APPENDIX A

BENEFIT-COST ANALYSIS OF CAPACITY PROJECTS

The Department is required under NRS 408.3195 to conduct benefit cost analysis for larger highway capacity projects. Specifically, prior to submitting a project to the Board for approval, the Department will prepare such a written analysis for highway projects that will increase capacity on the State Highway System and cost at least \$25 million. Subsequently, this analysis was done and is being reported on active projects before the Department requests the Board to approve funding for construction, including right-of-way acquisition and utility work. The Benefit-Cost (B/C) ratio calculations are being done on the larger capacity projects that are expected to be funded for construction within 10 years and, thereby, appear in the Transportation System Projects document. Furthermore, B/C analysis has been done for some projects that do not meet the minimum dollar threshold, but the information will be beneficial to management for decision making purposes. The department has policy (TP 1-11-1) that guides the B/C analysis Program.

The B/C ratios for several projects have been determined for FY 2013 to present. The following table reports the B/C ratio results for major projects. Attempt has been made to include B/C ratios for entire projects and not the ratios of individual phases except in cases that are appropriate.

Major Projects	B/C Ratio	Fiscal Year
I-15 Interchange at Milepost 118 in Mesquite, Nevada	5	2013
US 93 Pavement Rehabilitation & Truck Climbing Lanes	8.3	2013
South McCarran Boulevard – Phase I Virginia Street to Mira Loma Drive	3.57	2013
South McCarran Boulevard – Phase II Mira Loma Drive to Greg Street	2.47	2013
US 395 Southern Corridor E Clearview Drive SR 88	2.13	2013
US-50 Widening Project Chaves Road to Roy’s Road	1.9	2013
F Street Connection Washington Ave. to Bonanza Road	1.15	2013
USA Parkway	17.3	2013
I-15 NEON (All Phases)	2.3	2014
Boulder City Bypass: Phases I and II Foothills Drive to West of the Hoover Dam Bypass	0.94	2014
I-15 Pavement Rehabilitation: Dry Lake Rest Area to Logandale/Overton Interchange	1.7	2014
Carson City Freeway (All Phases)	2.14	2014
US 95 North-Phase 2A (Ann Road to Durango Drive)	4.2	2014

Major Projects	B/C Ratio	Fiscal Year
SR 593 Tropicana Avenue: Dean Martin Drive to Boulder Highway (The project starts at Dean Martin Drive and ends at SR 582 Boulder Highway (SR 593 CL-3.50 to -10.85))	2.5	2014
I-15 North-Part 2 Package D (Capacity Improvements): Craig Rd. to Speedway Blvd	7.1	2014
I-15 North Phase 4 – I-15/CC-215 Interchange – Alternative 1	1.37	2015
I-15 North Phase 4 – I-15/CC-215 Interchange – Alternative 2	1.66	2015
I 215 from I 15 to Windmill Lane (Airport Connector)	2.6	2015
US 95 NW Phase 3A; CC 215 from US 95 to Tenaya Way MP CL 0.88 - N/E & W/S Ramps and S/B collector road	1.2	2015
SR 593, Tropicana Ave. at SR 604 Las Vegas Blvd. (Replace Escalators)	1.2	2015
US95/CC215 Interchange and Associated Improvements (Phases 3C, 3D/E)	3.36	2017
I-15/US 93 Interchange (Garnet Interchange) Reconstruction and US 93 Capacity Improvements	2.64	2017
I-515 Alternatives Development Study Project 1	2.9	2017
I-515 Alternatives Development Study Project 2	0.4	2017
I-515 Alternatives Development Study Project 3	2.8	2017
I-515 Alternatives Development Study Project 4	6.8	2017
I-515 Alternatives Development Study Project 5	0.3	2017
I-515 Alternatives Development Study Project 6	1.2	2017
I-15 South Phase 2A/2B Widening	0.2	2018
I-15 South Bermuda Road Interchange	-0.1	2018
I-15 South Sloan Road Interchange	-0.1	2018
Reno Sparks Freeway Traffic Study (Total US 395 Improvements)	8.8	2018
I-15 North Corridor Improvement Phase 3 Project from Speedway Boulevard to Garnet Interchange	3.8	2019
I-15 Tropicana EA project	10.31	2019
Pyramid Highway Improvement Project (Phase 1)	1.57	2019
I-515 Charleston Boulevard Interchange Project	1.98	2020
I-15 Flamingo to Sahara Feasibility Study-Alternative 1	1.33	2021
I-15 Flamingo to Sahara Feasibility Study-Alternative 1-Shift	1.05	2021
I-15 Flamingo to Sahara Feasibility Study-Alternative 2	0.99	2021
I-15 Flamingo to Sahara Feasibility Study-Alternative 2-Shift	0.87	2021

DISCUSSION OF THE CALCULATIONS OF COSTS AND BENEFITS

Introduction

The determination of the benefit and costs has received considerable use for many decades. The process was first proposed by a French engineer by the name of Dupuit in 1844. The method provides an analysis framework whereby many benefits and costs are quantified. It has become a widely used tool and enables the decision-making process of ranking projects to become more transparent. For the private sector it is a tool to guide private investment and has been certainly helpful to assist assessing the cost effectiveness of public projects. For the public sector, normally economic efficiency is the primary objective, but the public sector needs to consider economic equity as well. As the social and environmental factor became important, the economic analysis of projects came more complex and, therefore, more difficult.

The application of the B/C ratio calculations for this Annual Report compares each proposed project with a set of factors that are converted to monetary values. This appendix discusses the input data needed to conduct a B/C ratio calculation, which includes: travel time benefits, crash cost benefits, motor vehicle emission cost benefits, vehicle operating cost benefits, and capital cost. In addition, the limitation of the B/C analysis is presented.

Benefit-Cost Analysis Assumptions and Parameters

The typical project life was assumed to be 20 years, i.e., benefits and costs accrued during a period of 20 years after the opening of the project are accounted for in the benefit/cost analysis. However, when the cost of the structural components of a project was a significant portion (greater than 25 percent) of the total project costs, a 40-year project life was assumed.

Travel Time Benefits:

For the value of travel time, the personal travel was 50% of local mean wage while business travel by truck/bus drivers was 100% of local mean wage plus fringe benefits. The wage values came from the Occupational Employment and Wage Statistics published by the U.S. Bureau of Labor Statistics in May 2020. A 50% fringe was used because it was an average of several labor groups. Table E-1 lists the travel costs at different areas including Metropolitan Statistical Areas (MSA).

Table E-1 Travel Costs (2020 USD)

Statistical Area	Mean Wage (\$/hour)	Personal Travel (\$/hour)	Business Travel (\$/hour)
Nevada	\$24.21	\$12.11	\$36.32
Las Vegas-Henderson– Paradise MSA	\$24.02	\$12.01	\$36.03
Reno MSA	\$24.75	\$12.38	\$37.13
Carson City MSA	\$26.07	\$13.04	\$39.11
Nonmetropolitan Area	\$24.12	\$12.06	\$36.18

Source: Occupational Employment and Wage Statistics published by U.S. Bureau of Labor Statistics in May 2020, <https://www.bls.gov/oes/tables.htm>

Average vehicle occupancy factors and rates are shown in Table E-2.

Table E-2 Average Vehicle Occupancy Factors and Rates

Statistical Area	Average Vehicle Occupancy Rates for Highway Passenger Vehicles*	Vehicle Occupancy Rate**
Las Vegas – Paradise MSA	1.67	1.51
Reno – Sparks MSA	1.67	1.45
Other Areas	1.67	

* Source: Benefit-Cost Analysis Guidance for Discretionary Grant Programs, USDOT, February 2021.

** Vehicle occupancy rates are provided by RTC Washoe and RTCSNV.

Crash Benefits:

Freeways and Expressways with controlled access normally have lower crash rates than local streets and roads with little or no access control. Consequently, by increasing freeway capacity more travelers will benefit from lower accident rates. The rates are illustrated in Tables E-3 and E-4.

Table E-3 FY 2020 Nevada Crash Severity Numbers of the Larger Counties

Location	Traffic Crashes Percentage	Number of Crashes	PDO1	INJURY	FATAL	Crash Rates ²
Clark County	74.93%	37,033	19,846	17,030	157	194.02
Washoe County	14.66%	7,247	4,357	2,846	44	182.66
Carson City / Douglas County	3.16%	1,561	956	589	16	169.09

Notes: 1. Property Damage Only. 2. Crash rates expressed in crashes per 100,000,000 vehicles miles traveled.

Source: NDOT Traffic Safety Division updated on September 15, 2021.

Table E-4 FY 2020 Crash Totals by County, Rates, Annual Vehicle Miles Traveled, and Population

COUNTY	TOTAL CRASHES	% OF TOTAL CRASHES	TOTAL AVM	% OF TOTAL AVM	POPULATION	CRASH RATE
CARSON	950	1.92%	427,234,180	1.53%	56,434	222.36
CHURCHILL	399	0.81%	350,672,879	1.25%	26,202	113.78
CLARK	37,033	74.93%	19,087,604,696	68.19%	2,320,107	194.02
DOUGLAS	611	1.24%	495,915,995	1.77%	49,082	123.21
ELKO	887	1.79%	838,984,213	3.00%	55,435	105.72
ESMERALDA	64	0.13%	116,650,208	0.42%	999	54.86
EUREKA	97	0.20%	150,119,921	0.54%	1,936	64.62

COUNTY	TOTAL CRASHES	% OF TOTAL CRASHES	TOTAL AVM	% OF TOTAL AVM	POPULATION	CRASH RATE
HUMBOLDT	286	0.58%	374,187,378	1.34%	17,064	76.43
LANDER	102	0.21%	140,166,712	0.50%	6,324	72.77
LINCOLN	158	0.32%	166,961,091	0.60%	5,293	94.63
LYON	535	1.08%	537,303,892	1.92%	57,629	99.57
MINERAL	77	0.16%	138,424,763	0.49%	4,896	55.63
NYE	545	1.10%	652,714,238	2.33%	48,414	83.5
PERSHING	114	0.23%	279,559,748	1.00%	6,983	40.78
STOREY	152	0.31%	74,714,823	0.27%	4,304	203.44
WASHOE	7,247	14.66%	3,967,390,667	14.17%	473,606	182.66
WHITE PINE	169	0.34%	195,210,803	0.70%	10,477	86.57
TOTAL	49,426	100%	27,993,816,207	100%	3,145,185	176.56

1. Source: NDOT Traffic Safety Division updated on September 15, 2021.
2. Crash rates expressed in crashes per 100,000,000 vehicles miles traveled.
3. July 1, 2019 - June 30, 2020.

The crash costs per event (i.e., cost per fatality, cost per serious injury A, and others) were derived using Highway Safety Manual's Crash Cost Estimates. Consumer Price Index (CPI) and Employment Cost Index (ECI) were obtained from the Bureau of Labor Statistics (BLS) website, <https://www.bls.gov/>. The crash costs per event then were converted and rounded into 2020 dollars using BLS CPI data. The crash costs per event were converted to costs per crash to correspond with the data on crash reduction. Costs per crash are higher than costs per event because, for example, a fatal crash can involve multiple injuries; therefore, the cost of a single crash is likely higher than one event. Table E-5 shows the crash cost assumptions.

Table E-5 Crash Cost Assumptions

Crash Severity	Crash Cost per Event ¹	Crash Cost per Crash ²
Fatal (K)	\$6,439,100	\$10,900,000
Suspected Serious (A)	\$339,300	\$521,300
Suspected Minor (B)	\$123,900	\$142,000
Possibly/Claimed (C)	\$69,600	\$72,500
Property Damage Only (PDO)	\$11,200	\$4,500

1. Source: Highway Safety Manual's Crash Cost Estimates converted into 2020 dollars using BLS CPI data.
2. Source: Benefit-Cost Analysis Guidance for Discretionary Grant Programs, USDOT, February 2021.

Table E-6 lists crash costs by the Abbreviated Injury Scale (AIS) levels from the Benefit-Cost Analyses Guidance for transportation investment grant applicants.

Table E-6 Crash Cost Assumptions

MAIS Level	Severity	Unit value
MAIS 1	Minor	\$32,700
MAIS 2	Moderate	\$512,300
MAIS 3	Serious	\$1,144,500
MAIS 4	Severe	\$2,899,400
MAIS 5	Critical	\$6,463,700
MAIS 6	Not survivable	\$10,900,000

1. Source: Benefit-Cost Analysis Guidance for Discretionary Grant Programs, USDOT, February 2021.

Use Table E-6 for TIGER, BUILD, FASTLANE, or INFRA grant applications.

Motor Vehicle Emissions and Costs:

The most common local air pollutants generated by transportation activities are Sulfur Dioxide (SO₂), Nitrogen Oxides (NO_x), Fine Particulate Matter (PM), and Volatile Organic Compounds (VOC). The recommended economic values for reducing emissions of various pollutants are shown in Appendix A, Table A-6 in Benefit-Cost Analysis Guidance for Discretionary Grant Programs published by USDOT in February 2021.

Vehicle Operating Costs Parameters:

Local data is encouraged to use on vehicle operating costs where available, appropriately documenting sources and assumptions. For analyses where such data is not available, the non-fuel costs for light duty vehicles can be estimated by the American Automobile Association (AAA)'s "Your Driving Costs" based on the average of three sedan categories (small, medium, and large).

The non-fuel costs for trucks can be estimated by values from the American Transportation Research Institute (ATRI), the research arm of the American Trucking Associations Federation. ATRI has conducted several analyses of the operational costs of trucking. These studies use costs derived directly from the trucking industry motor vehicle fleet operations. The operating costs reported include a number of categories associated with travel time and fuel operating costs in addition to non-fuel operating costs. These values include operating costs that vary with vehicle miles traveled such as fuel, maintenance and repair, tires, depreciation, and additionally, in the case of trucks, truck/trailer lease or purchase payments, insurance premiums, and permits and licenses. The values exclude other ownership costs that are generally fixed or that would be considered transfer payments, such as tolls, taxes, annual insurance, license, financing charges, and registration fees. For commercial trucks, the values also exclude driver wages and benefits which are already included in the value of travel time savings. Vehicle non-fuel operating cost assumptions are summarized in Table E-7.

Table E-7 Vehicle Non-Fuel Operating Costs

Vehicle Non-Fuel Operating Costs	Cost Per Mile (\$)
Light Duty Vehicle	0.43
Commercial Truck	0.93

Source: Benefit-Cost Analysis Guidance for Discretionary Grant Programs, USDOT, February 2021.

Fuel consumption rates are suggested to be estimated from the California Air Resources Board Emission Factors 2014 (EMFAC2014) model. On December 30, 2014, the California Air Resources Board updated EMFAC from the previous version, EMFAC2011. EMFAC2014 also improves upon EMFAC2011's modeling structure.

Fuel costs used in the BCA model represent the out-of-pocket fuel costs paid by consumers. The American Automobile Association (AAA) Daily Fuel Gauge Report can be used as the source for fuel data (<http://gasprices.aaa.com/?state=NV>). It is suggested the price of mid-grade fuel for automobile fuel costs and the price of diesel fuel for truck fuel costs. The fuel cost calculation excludes federal, state, and local taxes. These taxes are transfer payments and user fees for funding transportation improvements. Fuel taxes can be broken into three components: Federal fuel excise taxes, State fuel excise taxes, and State and local sales taxes. Federal and state motor fuel taxes can be found from the U.S. Energy Information Administration (<https://www.eia.gov/petroleum/>). Nevada state local taxes can be found from the Facts & Figures book published annually by NDOT.

Capital Expenditures:

The capital cost of a project is the sum of the monetary resources needed to build the project (or program of projects). Capital costs generally include the cost of land, labor, material and equipment rentals used in the project's construction. In addition to direct construction costs, capital costs may include costs for project planning and design, environmental reviews, land acquisition, utility relocation, or transaction costs for securing financing. Costs should be recorded in the year in which they are expected to be incurred, regardless of when payment is made for those expenses.

Operating and Maintenance Expenditures:

Operating and maintenance (O&M) costs cover a wide array of costs required on a continuing basis to support core transportation functions. The ongoing O&M costs of the project throughout the entire analysis period should be included in the BCA and should be directly related to the proposed service plans for the project. O&M costs should be projected for both the no-build baseline and with proposed improvement project. For projects involving the construction of new infrastructure, total O&M costs will generally be positive, reflecting the ongoing expenditures needed to maintain the new asset over its lifecycle. For projects intended to replace, reconstruct, or rehabilitate existing infrastructure, however, the net change in O&M costs under the proposed project will often be negative, as newer infrastructure requires less frequent and less costly maintenance to keep it in service than would an aging, deteriorating asset. Note also that more frequent maintenance under the baseline could also involve work zone impacts that could be reflected in projected user cost savings associated with the project.

Residual Value and Remaining Service Life:

The analysis period used in the BCA should be tied to the expected useful life of the infrastructure asset constructed or improved by the project. Where some or all project assets have several years of useful service life remaining at the end of the analysis period, a "residual value" may be calculated for the project at that point in time. This could apply to both assets with expected service lives longer than the analysis period, and shorter-lived assets that might be assumed to have been replaced within the analysis period. A simple approach to estimating the residual value of an asset is to assume that its original value depreciates in a linear manner over its service life. Those residual values would then be discounted to their present value using the discount rate applied elsewhere in the analysis. The projected residual value of a project should be added to the numerator when calculating a benefit-cost ratio for a project.

Discussions and Limitations

In general, it is difficult to convert all diverse costs and benefits into monetary values. At times funding limitations might require the selection of an alternative that does not have the highest B/C ratio, simply because there is not sufficient funding. While the B/C ratio calculation reported herein is an excellent parameter to help select projects or alternatives, it does have limitations.

One limitation deals with the project cost impact on humans; therefore, a factor, i.e., community impact, will need to be addressed.

Another limitation deals with the system impact of large highway capacity projects. Correcting a significant urban freeway congestion problem at a site moves the primary 'bottleneck' (site of congestion) to another location. Such a project will probably have considerable benefit within the project limits, but might not provide much, if any, overall system improvement.

Consequently, at least one area wide factor is needed to address the system wide impacts. One of the Department's new performance measures is: percent of daily vehicle miles of travel at Level of Service E or worse. This measure is called the 'system congestion index'.

Another limitation with a benefit-cost analysis is that many times a project will have an economic development benefit component. This economic development component is very difficult to quantify monetarily. Different items that can be considered when trying to estimate the economic development component include the number of marginal jobs that a project will enable to be created, the increase in property values along a project, the amount of new tax revenues generated for all levels of government because of the project, and the marginal increase in total Nevada gross product. Each of these items is problematic to estimate by themselves, then to try to estimate the change in these items induced because of transportation projects becomes extremely difficult. For these reasons, the economic development component is not normally considered in a typical NDOT benefit-cost analysis.

Nationally, discount rates vary from zero to 7% and sometimes higher. The baseline discount rate of 7% is used because of OMB (Office of Management and Budget) Circular A-94 and is applied to all benefit/cost analyses. A three percent discount rate is recommended for performing sensitivity analyses to determine the impact of changes in the discount rate on the B/C ratio. All monetized values used in a BCA should be expressed in a common base year, with the effects of inflation netted out. OMB Circular A-94 and OMB Circular A-4 recommend using the Gross Domestic Product (GDP) Deflator as a general method of converting nominal dollars into real dollars. The GDP Deflator captures the changes in the value of a dollar over time by considering changes in the prices of all goods and services in the U.S. economy. If the method

of Consumer Price Index is used as the deflator, it should be explicitly indicated and the index values used to make the adjustments should be provided in the BCA.

The final limitation is the level of favorable public opinion toward a project. If there is a negative public perception toward a project, even if the perception is not justified, a high priority score might not suffice for a project to proceed toward implementation. In summary, even a good project needs public support; consequently, the level of public acceptance will be documented, most likely during the NEPA process.

Once the projects have been prioritized, they must be distributed among the various funding categories, meaning that a lower priority project might be funded before a higher priority because it is in a category with much more funding. Additionally, a lower priority project might be simple and easy to design and build compared with a large-scale project might have major mitigation issues. In this case, the lower priority would likely be constructed first.

APPENDIX B

PROJECT PRIORITY RATIONALE

INTRODUCTION

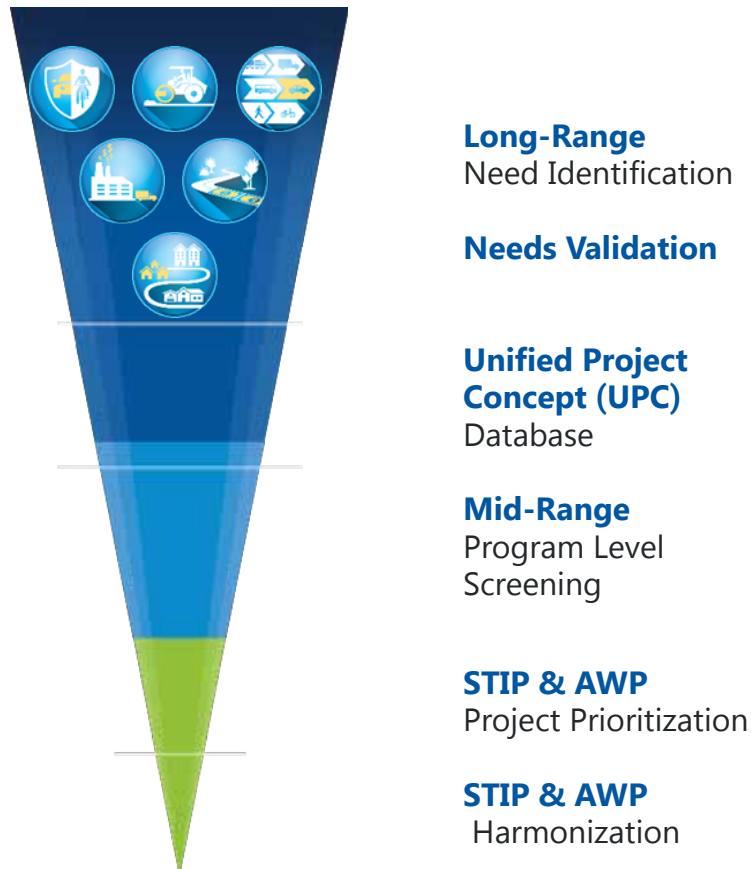
Every year, the Department is responsible for the programming of federal and state funding for a wide range of transportation improvement projects across the state. Allocating these significant resources in an equitable, efficient, and effective manner requires a multifaceted approach. The Department has adopted flexible, yet accountable procedures to meet the needs of the traveling public, advance the Department's goals and priorities, and address the needs of a myriad of constituencies across the state.

The Transportation Board provides oversight on the project selection process. The Board approves the Annual Work Program (AWP), and Short and Long-Range Elements. This board also accepts, as approved by the Federal Highway Administration, the Statewide Transportation Improvement Program (STIP).

The Department's future transportation project priority rationale is guided by the One Nevada Transportation Plan which is NDOT's performance-based long-range transportation plan. The One Nevada Transportation Plan provides a framework for identifying future transportation needs, establishing project prioritization practices, and guiding future decision-making. The Plan includes an overarching vision and is the foundation for the continuous transportation planning process. The One Nevada goals are:

- Enhance Safety
- Preserve Infrastructure
- Optimize Mobility
- Transform Economies
- Foster Sustainability
- Connect Communities

The One Nevada Transportation Plan has moved into the implementation phase, which is focused on streamlining and advancing transportation needs through the project development process to implementable projects.



The above graphic represents how the One Nevada Process is being used to guide NDOT's transportation investments. This transparent process will help validate transportation investment decisions by demonstrating how specific projects support the goals for the state's transportation network. There is a basic premise that validated needs are advanced into concepts and re-evaluated on their ability to meet NDOT's goals before they become funded projects.

BRIDGE PROGRAM

Highway assets are managed using two systems: A pavement management system and a bridge management system. Both systems provide an inventory of existing assets, their condition, needed repairs, and repair priorities. The bridge management system aids in identifying bridges in need of replacement and rehabilitation. Federal funds are available to replace and rehabilitate substandard publicly owned highway bridges. While the primary focus of this program is to replace or rehabilitate bridges, these funds can also be used for:

- Conducting federally mandated inspection on all existing bridges
- Compiling federally mandated inventory information
- Upgrading bridges to resist seismic activity
- Mitigating potential scouring of bridge supports due to flooding

Eligible expenses are funded at ninety-five percent federal funds with a five percent match by the bridge's owner.

There are 2,123 bridges in the Nevada DOT bridge inventory. Of these, 1,233 are owned and maintained by the Department, 817 bridges are maintained by Nevada Counties and Cities, 48 are maintained by other local agencies. Private entities maintain 11 bridges, Railroads maintain 6, and 8 bridges are maintained by other state agencies.

Priority of replacement and rehabilitation projects are based on a bridge's condition rating. For each bridge, the condition rating is determined for three primary elements: deck, superstructure and substructure. Bridge-sized culverts have a single, independent rating. National Bridge Inventory general condition ratings are assessed on a scale that ranges from 0 (failed condition) to 9 (excellent condition). The lowest of the three ratings for bridges, or the single rating for culverts, is used to represent the overall condition of the structure. Ratings of 7 or better, represent a bridge that is in good condition and ratings of 5 or 6 represent a bridge in fair condition. If any of the condition ratings are 4 or below, the bridge is in poor condition.

STATE HIGHWAY PRESERVATION PROGRAM

The Department maintains 5,382 centerline miles of highways. The total number of miles fluctuates annually as new highways are constructed and others are eliminated due to relinquishment and road transfer activities to counties and cities, prompted by the 1999 Assembly Concurrent Resolution (ACR) 3. These highways carry 49 percent of Nevada's traffic and 68 percent of the heavy trucks. The Department is responsible for protecting highway assets and preserving existing highways. The Pavement Management System provides an inventory of existing assets, their condition, needed repairs, and repair priorities. The basic principle of pavement preservation is that timely lower-cost improvements will save money and better serve the public. At present, approximately \$205 million is needed annually for pavement preservation projects to maintain the quality of highway pavements at acceptable levels. To preserve the state highway system at low cost, action plans are used that optimize the use of available funds.

The Department's action plan in priority order is as follows:

- Apply timely overlays on Interstate and other Principal Arterials, Minor Arterials, and other moderate to high volume roads.
- Further develop economical repair strategies for our low-volume roads.
- Continue coordinating and integrating routine pavement maintenance activities with planned overlay and reconstruction work.

Within this action plan, individual projects are prioritized based on pavement age, traffic volume, axle loads, and condition. From this analysis, an action list is formulated based on the financial consequences of not doing the project. Further assessment data is collected from field surveys in conjunction with district-engineer offices. Collaboratively, repair strategies are formulated along with an appropriate funding level to accomplish the Department's preservation and other goals.

HIGHWAY SAFETY IMPROVEMENT PROGRAM

The Highway Safety Improvement Program is a core Federal-aid program with the purpose to achieve a significant reduction in traffic fatalities and serious injuries on all public roads. The program is legislated under Section 148 of Title 23, United States Code and regulated under Part 924 of Title 23, Code of Federal Regulations.

The Department is tasked with a data-driven, strategic approach to improving highway safety on all public roads in Nevada. The Highway Safety Improvement Program consists of several components, namely:

1. Maintaining a geolocated database of all crashes
2. Analyzing data to determine high crash sites
3. Conducting Safety engineering studies to develop highway safety improvements
4. Establishing priorities for implementing safety improvements
5. Programming and implementing highway safety improvement projects
6. Federal reporting for all Highway Safety Improvement Program activities
7. Evaluating crashes before and after the implementation of safety improvements
8. Determining the overall effectiveness of the prescribed safety improvements

The Department cooperates with a variety of stakeholders to implement the Nevada Strategic Highway Safety Plan under the Highway Safety Improvement Program. Stakeholders include state, federal, local and tribal safety partner from “the 6 E’s of Traffic Safety” – Equity, Engineering, Enforcement, Emergency Response, Education, and Everyone. These partnerships are essential to reach the goal of zero fatalities on Nevada’s roads.

Programs and projects are developed on systemic and systematic principles. Systemic projects are proactive and look at the use of proven safety countermeasures throughout the system where systematic project are reactive and based on crash data. Programs and projects will align with the Strategic Highway Safety Plan Critical Emphasis Areas goals.

TRANSPORTATION ALTERNATIVES PROGRAM (TAP)

The TAP is a competitive, cost reimbursement program that provides federal transportation funding for eligible projects that improve non-motorized mobility, scenic accessibility, environmental management, historic preservation, and Safe Route to School programs.

Federal funding covers up to 95% of project costs with 5% of costs provided by local proponents.

To be eligible, activities must fall within two broad categories: 1) Transportation infrastructure (constructed improvements); and 2) Non-infrastructure projects (efforts related to Education, Encouragement, and Equity for students’ grades K-8).

Eligible project sponsors include entities such as: Tribal Governments, School Districts, Private as well as Tribal Schools, and local government agencies. Other organizations such as non-profits, may apply when partnered with an eligible sponsor.

Proposed TAP projects are solicited through a competitive process, facilitated by the NDOT, and ranked by a TAP evaluation committee. Members of this committee represent a wide range of interests such as active transportation, regional tourism, economic development, health, along with state and local agencies. TAP funding is also made available through regional competitive solicitations conducted by the Regional Transportation Commission of Washoe County (Washoe RTC), the Regional Transportation Commission of Southern Nevada (RTCSN), and the Tahoe Regional Planning Organization (TRPA).

More information about Nevada’s TAP program can be found by going to www.nevadadot.com/tap



APPENDIX C

PERFORMANCE MANAGEMENT PLAN

INTRODUCTION

The Department has developed performance measures for the four major divisions to facilitate the accomplishment of the Department's mission and achieve its strategic plan goals. These goals are as follows:

1. Safety first
2. Cultivate environmental stewardship
3. Efficiently operate and maintain the state transportation system
4. Enhance internal and external communications
5. Enhance organizational and workforce development
6. Consistent and effective data management

These performance measures are designed to quantify progress in achieving those goals, as well as assist divisions improve on their business processes and outcomes. The sixteen performance areas are listed below. The following performance measures plan includes the actual performance measures, annual and ultimate targets, the performance measure champions, a brief discussion of strategy and plan support, measurement and supporting data, and short and long-range strategies. Additionally, an annual evaluation of the performance measures is included.

ADMINISTRATION

- Reduce Workplace Accidents (PM 1)
- Provide Employee Training (PM 2)
- Improve Employee Satisfaction (PM 3)
- Streamline Agreement Process (PM 4)
- Improve Customer and Public Outreach (PM 5)

OPERATIONS

- Improve Travel Reliability & Reduce Delay (PM 6)
- Streamline Project Delivery: Bid Opening to Construction Completion (PM 7)
- Maintain State Highway Pavement (PM 8)
- Maintain NDOT Fleet (PM 9)
- Maintain NDOT Facilities (PM 10)
- Emergency Management, Security and Continuity of Operations (PM 11)

PLANNING

- Reduce Fatal & Serious Injury Crashes (PM 12)

ENGINEERING

- Streamline Project Delivery: Bid Opening to Construction Completion (PM 7)
- Project Delivery: Schedule and Estimate for Bid Advertisement (PM 13)
- Maintain State Bridges (PM 14)
- Streamline Permitting Process (PM 15)
- Reduce Greenhouse Gas Emissions (PM 16)

Reduce Workplace Accidents (PM 1)

Performance Measure:

1. Reduce the percentage of workplace injuries/illnesses per 100 employees by at least 2% per year.
2. Reduce the percentage of medical claims per 100 employees by at least 2% per year.

The rate of injuries is reported as the number of workplace injuries and illnesses per 100 employees. The severity rate of illnesses/injuries which is the level at which a medical claim is filed is the number of injuries and illnesses requiring medical attention per 100 employees as documented through annual OSHA 300 Log Reporting data. Data is based on calendar year per federal reporting requirements.

Annual Target: 2% Reduction

Ultimate Target: Zero accidents

Division(s) Responsible:

Administrative Services - Safety and Loss Control Manager
Administrative Services - Human Resources Manager (HRD)

Support Divisions:

All NDOT Divisions

Strategy Plan Support:

Safety extends to all aspects of NDOT from the roadways to the office. Identifying and reducing risk to the department, employees, and the traveling public is an ongoing endeavor. This performance measure works towards meeting the following Department of Transportation strategic plan goals (1) safety first and (2) enhance organizational and workforce development.

All the strategies that were implemented had a positive effect, but for some, enough time has not elapsed to assess their effect.

Provide Employee Training (PM 2)

Performance Measure:

Percentage of employees trained in accordance with prescribed training plans and State statute requirements

Annual Target: 85%

Ultimate Target: 100%

Division(s) Responsible:

Administrative Services – Employee Development Manager, Human Resources Division (HRD)

Support Divisions:

All NDOT Divisions

Strategy Plan Support:

Competency Training of the workforce keeps employees safe and helps to reduce injuries, lost time, and litigation. Competency Training also provides the skills and knowledge to enable employees to achieve higher job performance. This benefits the Department and the citizens of Nevada by providing a high-quality and safe transportation system. This performance measure aligns with Department of Transportation's Strategic Plan goals: safety first, efficiently operate and maintain the state transportation system, enhance internal and external communications, and enhance organizational and workforce development. Both the Nevada Administrative Code (NAC), and the Division Matrix training are addressed by the training section's competency training programs.

Improve Employee Satisfaction (PM 3)

Performance Measure:

Percentage rating obtained from employees' satisfaction surveys.

Annual Target: Overall rating 61% **Ultimate Target:** Overall rating of 80%.

Division(s) Responsible:

Administrative Services - Human Resources Manager, Human Resources Division (HRD)

Support Divisions:

All NDOT Divisions

Strategy Plan Support:

Positive employee morale is critical to the success of the workplace. It is the backbone of a skilled and dedicated workforce and essential in attracting and retaining quality staff. A satisfied workforce will excel at their duties. This benefits the Department and the public. This performance measure works towards meeting the Department of Transportation's Strategic Plan goals: safety first, cultivate environmental stewardship, efficiently operate and maintain the state transportation system, enhance internal and external communications, and enhance organizational and workforce development.

Streamline Agreement Process (PM 4)

Performance Measure:

Percentage of Agreements executed within 20 days from when a division submits an agreement with all supporting documents to the date when it is fully executed, excluding time the agreement is with the second party for signature or awaiting Transportation Board approval.

Annual Target: 90% within 20 days **Ultimate Target:** 99% within 5 days

Division(s) Responsible:

Administrative Services Division – Deputy Chief

Support Divisions:

All divisions that procure professional services over \$2,500.00, including Interlocal, Cooperative and Local Public Agency (LPA) agreements.

Strategy Plan Support:

Agreements are at the core of the Department's business practices and must be completed prior to any action being taken. It is the instrument used to procure a variety of services for NDOT. Delays have a significant impact on the operations of the Department. This performance measure works toward meeting the Department of Transportation Strategic Plan goals: efficiently operate and maintain the state transportation system and enhance internal and external communications.

Improve Customer and Public Outreach (PM 5)

Performance Measure:

Improve Customer and Public Outreach.

Annual Target:

Customer Service Satisfaction: 75%

Public Outreach

- Facebook Likes: +3.2%
- Twitter Engagement: 0.9%
- Instagram Followers: +177

Ultimate Target:

Customer Service Satisfaction: 75%

Public Outreach: continuous increase in likes, engagement, and followers

Performance Champion/Division: Communications

Support Divisions:

Customer Service

Public Information Office

Division(s) Responsible:

Communications Office

Strategy Plan Support:

NDOT operates in a frequently changing environment where communication is extremely important. Projects, programs, and demographics are constantly evolving, along with the challenges that accompany them. NDOT has consistently overcome these challenges with a strong focus on proactively providing accurate and reliable information to all who may be affected. Public opinion and user (customer) surveys will assess public information and outreach activities, customer processes, and how well the Department is performing in the eyes of our customers. This is important because it signals that the Department is doing the right things to be transparent, accountable, and efficient. This performance measure works toward meeting the Department of Transportation Strategic Plan goals to enhance internal and external communications. It also aligns with the Communications Division's Strategic Plan to build a cohesive statewide communications program

Improve Travel Reliability & Reduce Delay (PM 6)

Performance Measure:

1. Interstate Travel Time Reliability (Interstate TTR) measure: Percent of person-miles traveled on the interstate system that are reliable
2. Non-Interstate National Highway System Travel Time Reliability (Non-interstate NHS TTR) measure: Percent of person-miles traveled on the non-interstate NHS that are reliable
3. Freight Reliability measure: Truck travel time reliability (Truck TTR) index on the interstate system
4. Non-Single Occupancy Vehicle (Non-SOV) Travel measure: Percent of Non-single Occupancy Vehicle Travel
5. Peak Hour Excessive Delay (PHED) measure: Annual hours of peak hour excessive delay per capita

(See: "Measurement and supporting data" below for definitions of these performance measures.)

Current and Ultimate Targets:

2020 Reporting Period	Interstate TTR (%)	Non-Interstate NHS TTR (%)	Interstate Truck TTR (Index)	Non-SOV Travel (%)	PHED Per Capita (Annual Hrs)
Current Targets	86.9 ≥	70.0 ≥	≤ 1.28	21.5 ≥	≤ 12.0
Ultimate Targets	87.0 ≥	87.0 ≥	≤ 1.26	21.6 ≥	≤ 10.0

Division(s) Responsible:

Traffic Operations Division - The senior leadership team of the Traffic Operations Division

Support Divisions:

Roadway Systems, Traffic Information, and Performance Analysis Division

Strategy Plan Support:

This performance measure is one of the most significant indicators of how well the NDOT is operating the state highway system based on the available resources. It integrates the outcome of our overall investments into one measure that is a direct result of the collaborative efforts of the various divisions of NDOT. Applying operation strategies and tracking the related metrics will help improve travel reliability and reduce delay on the NDOT maintained roadway system. This performance measure works towards meeting the Department of Transportation's Strategic Plan goals to efficiently operate and maintain the state transportation system, consistent and effective data management, and cultivate environmental stewardship.

Streamline Project Delivery - Bidding to Construction Completion (PM 7)

Budget measure:

Projects completed within 10% of original programmed budget

Change order measure:

Projects completed with cost increase of less than 3% in Change Orders

Schedule measure:

Projects completed within 10% of original assigned working days

Ultimate target:

80% of projects completed within budget, schedule and change order measures

Division(s) Responsible:

Sharon Foerschler, Chief Construction Engineer, Construction Division

Support Divisions:

All NDOT Divisions

Strategy Plan Support:

Effort is made to ensure that at least 80% of completed projects are within 10% of the original programmed budget, are within 10% of the original schedule (assigned working days), and change orders are less than 3% cost.

This performance measure works towards meeting the Department of Transportation Strategic Plan goals to efficiently operate and maintain the state transportation system and enhance internal and external communications. It is critical as to how effective and efficient the Department is in implementing highway projects.

Maintain State Highway Pavement (PM 8)

Performance Measure:

Percentage of state-maintained roadways in fair or better condition.

Current year Target:

Category 1: 95% Minimum fair or better condition

Category 2: 90% Minimum fair or better condition

Category 3: 85% Minimum fair or better condition

Category 4: 75% Minimum fair or better condition

Category 5: 50% Minimum fair or better condition

Ultimate Target:

Perform annual rehabilitation as necessary to maintain the condition of the roadway network in conformance with the established goals and additional rehabilitation as necessary to eliminate the accumulated backlog.

Performance Champion/Division: Charlie Pan, Chief Materials Engineer / Materials

Supporting Divisions: Maintenance and Asset Management

Strategy Plan Support:

Proactive approach in pavement preservation has a huge benefit in maximizing limited funds. Being proactive instead of reactive is more cost effective (4:1) in utilizing transportation project dollars. Pavement condition is also directly related to user vehicle maintenance and safety, and highway capacity.

This performance measure works towards meeting the Department of Transportation's Strategic Plan goals: safety first, efficiently operate and maintain the state transportation system. To effectively preserve and manage our assets is the corner stone to the Department's pavement preservation program.

Maintain NDOT Fleet (PM 9)

Performance Measures:

1. Reduce the yearly percentage of fleet requiring replacement by at least 1% – this measure is the percentage of the fleet that have reached the age or mileage that requires replacement.
2. Increase the yearly percentage of fleet in compliance with condition criteria by at least 1% – this measure is the percentage of the fleet that is maintained as per Department preventive maintenance requirements so that the expected life span of Department vehicles is not compromised.

Annual Target:

1. Decrease of 1% per year
2. Increase of 1% per year

Ultimate Target:

1. 10% Maximum
2. 95% Minimum

Division(s) Responsible:

Equipment Division - Equipment Superintendent

Support Divisions:

Districts, Divisions

Strategy Plan Support:

In Fiscal Year 2020 the Equipment Division continued to purchase new replacement equipment because funds continue to be available. The Rebuild Program will be continued on a limited basis for specialty equipment.

The vehicles in the fleet are important to deliver projects and maintain a safe highway system. Equipment in good condition ensures the ability for NDOT personnel to perform the Department's business and provide safety to the public and staff. These performance measures work towards meeting the Department of Transportation Strategic Plan goals: safety first, efficiently operate and maintain the state transportation system, enhance internal and external communication, and cultivate environmental stewardship.

Maintain NDOT Facilities (PM 10)

Performance Measure:

Percent completion of facility assessments, and priority facilities work.

Annual Target: 0.67 **Ultimate Target:** 1.00

Division(s) Responsible:

Chief Maintenance and Asset Management Engineer / Maintenance and Asset Management

Support Divisions:

Districts, Administrative Services

Strategy Plan Support:

Facility Condition Analysis (FCA) reports will ensure Department buildings comply with building and safety codes and are safe and properly maintained. Each Department owned and maintained facility will be evaluated on a seven-year cycle. Completion of the priority work items will return the facility to normal operation, defer deterioration, correct fire/life safety hazard, or correct ADA requirements.

This performance measure works towards meeting the Department of Transportation's Strategic Plan goals to put safety first, enhance internal and external communication, and efficiently operate and maintain the state transportation system.

Emergency Management, Security and Continuity of Operations (PM 11)

Performance Measure:

This Performance Measure involves tracking the percentage of emergency plans that have been completed; training and education that has been provided to appropriate personnel; and emergency plans that have been tested, exercised and updated to accommodate changes in departmental processes and policies and to reflect any changes to Federal and State guidelines. Training and updates are to be completed within a 4-year period. The Performance Measure 11 plans include:

- Nevada Department of Transportation (NDOT) Emergency Operations Plan
- NDOT Physical Security Plan

Annual Target: 100% **Ultimate Target:** 100%

Division(s) Responsible:

Chief Maintenance and Asset Management Engineer/Maintenance and Asset Management

Support Divisions:

All NDOT Divisions

Strategy Plan Support:

NDOT's emergency plans provide clear guidance on how NDOT will continue to perform critical functions and operations in the event of an emergency or disaster. Being prepared and ready for an emergency is paramount for keeping systems operating during such times, as well as being able to respond to health and safety issues. This performance measure works towards meeting the Department of Transportation's Strategic Plan goals - safety first, cultivate environmental stewardship, efficiently operate and maintain the state transportation system, enhance internal and external communication, and enhance organizational and workforce development.

Reduce Fatal & Serious Injury Crashes (PM 12)**Performance Measure:**

Measure 1. Number of traffic fatalities

Measure 2. Number of serious traffic injuries

Measure 3. Number of fatalities per 100M Vehicle Miles Traveled (VMT)

Measure 4. Number of serious Injuries per 100M Vehicle Miles Traveled (VMT)

Measure 5. Number of Non-Motorized Fatalities (And Non-Motorized Serious Injuries)

Annual Target:

1. Reduce the number of traffic fatalities compared to the trend value of 330.6 fatalities
2. Reduce the number of serious injuries compared to the trend value of 1088.6 serious injuries
3. Reduce the number of traffic fatalities per 100M VMT compared to the trend value of 1.214
4. Reduce the number of serious traffic injuries per 100M VMT compared to the trend value of 4.060
5. Reduce the number of non-motorized traffic fatalities and serious injuries compared to the trend value of 294.7

Ultimate target:

Zero

Division(s) Responsible:

Safety Division- Chief Traffic/Safety Engineer

Support Divisions:

All NDOT Divisions

Strategy Plan Support:

The 2021-2025 SHSP focuses on the 6 "Es" of traffic safety: Equity, Engineering, Education, Enforcement, Emergency Medical Services/Emergency Response/Incident Management, and Everyone. Through the efforts of the 6 Es fatal crashes can be eliminated. The strategies for this performance measure are defined in the Nevada 2016-2020 SHSP and align with the NDOT's Strategic Plan goals.

Also, the measures are in line with FHWA and the National Highway Traffic Safety Administration (NHTSA) reporting requirements. The 2020 performance evaluation includes preliminary crash data for 2020. The data in this report uses a five-year rolling average.

Project Delivery - Schedule and Estimate for Bid Advertisement (PM 13)

Performance Measure:

Percentage of scheduled projects advertised within the reporting year and within the established construction cost estimate range.

Annual target: 80% **Ultimate Target:** 80%

Division(s) Responsible:

Roadway Design Division - Chief Roadway Design Engineer

Support Divisions:

Bridge/Structures, Project Management, Safety Engineering, Traffic Operations, Hydraulics, Stormwater, Landscape and Aesthetics, ADA, District Betterment, and Transportation Multimodal Planning.

Strategy Plan Support:

This performance measure works towards meeting the Department of Transportation Strategic Plan goals: enhance internal and external communications, put safety first, cultivate environmental stewardship, and efficiently operate and maintain the state transportation system. Goals are met by:

1. Keeping NDOT customers apprised of project risks, opportunities, costs, scope and scheduling issues;
2. Implementing standards to improve communication, coordination, and decision making resulting in efficient delivery of projects;
3. Focusing and managing available resources towards implementing projects that preserves the environment, NDOT's assets, improves safety and relieves congestion.

Maintain State Bridges (PM 14)

Performance Measure:

The Department's performance measure associated with the maintenance of state bridges includes bridge condition ratings, separated by those assets on the National Highway System (NHS) and those not on the system (non-NHS). In alignment with the established national performance measures, this will include percentages of the inventory considered to be in "good" and "poor" condition.

1. Percentage of bridges on the NHS road system in the bridge inventory in good condition
2. Percentage of bridges on the NHS road system in the bridge inventory in poor condition
3. Percentage of bridges on the Non-NHS road system in the bridge inventory in good condition
4. Percentage of bridges on the Non-NHS road system in the bridge inventory in poor condition

Annual Target:

1. 35% or greater
2. 7% or lower
3. 35% or greater
4. 7% or lower

Ultimate Target:

The ultimate target is to eliminate structurally deficient bridges from the inventory, and to extend the service life of the Department's bridges.

Division(s) Responsible:

Structures Division - Chief Structures Engineer

Support Divisions:

Design, Project Management, Materials and the Districts

Strategy Plan Support:

This performance measure works towards meeting the Department of Transportation Strategic Plan goals: Safety first, cultivate environmental stewardship, and efficiently operate and maintain the state transportation system. These goals can be met in the following ways: safety for the motoring public is put first by replacing structurally deficient bridges. The Structures Division will seek and implement innovative solutions to the challenges faced by the Bridge Program. The Division will deliver and maintain bridges as well as bridge projects and programs efficiently. Meeting this performance measure will help preserve and maintain Department assets.

Streamline Permitting Process (PM 15)**Performance Measure:**

Percentage of permits issued or rejected within 45 days of receipt.

Annual Target: 95% **Ultimate Target:** 95%

Division(s) Responsible:

Right of Way Division- Chief of Right of Way

Support Divisions:

Roadway Design, Environmental Services, Traffic Operations, Structures, FHWA, Planning, Hydraulics, Materials, Project Management, Safety Engineering, Construction, and Stormwater.

Strategy Plan Support:

Every encroachment to connect or work on state right of way requires a permit. This is a large area of our customer service. We must be assured the impact to the system does not compromise safety and does not negatively affect the system. However, we must meet the customer's needs for a timely response for their economic development. Most permits are relatively simple, but some are very complicated and require extended technical reviews, thus the reason for the target being less than 100%. This performance measure works towards meeting the Department of Transportation's Strategic Plan goals to put safety first, enhance internal and external communication, and efficiently operate and maintain the state transportation system.

Reduce Greenhouse Gas Emissions (PM 16)

Performance Measure:

Percent reduction in Greenhouse Gas (GHG) emissions within the Department's operations

Current year Target:

Fiscal years (FY) 2019, 2020, and 2021 are evaluated to establish a baseline to measure and assess future GHG reduction goals.

Ultimate Target:

Support statewide GHG reduction initiatives to achieve 28% economywide reduction by 2025 and 45% by 2030 compared with the 2005 baseline.

Performance Champion/Division:

The Environmental and Planning Divisions' management teams.

Supporting Divisions:

All Divisions and District offices.

Strategy Plan Support:

NDOT proposed GHG emissions reduction as a new performance measure for NDOT's Annual Performance Management Report in support of Nevada's statewide climate goals. The Nevada Transportation Board of Directors adopted this measure on April 13, 2020. The Department is committed to providing leadership in achieving GHG emissions reduction by implementing a combination strategy in our operations, planning, design, construction, and maintenance of existing and future transportation systems. This commitment is supported in the Nevada Department of Transportation's 2020 Strategic Plan's Goal 2: Cultivating Environmental Stewardship.

During Fiscal Year 2021, NDOT completed the following actions to establish future performance targets in reducing GHG emissions within our operations.

- Performed initial GHG inventory for NDOT Administrative Operations for fiscal years (FY) 2019 and 2020, which resulted in an 11% GHG reduction because of the COVID-19 onset. The inventory included fuel usage (staff commuting, business travel, equipment), energy usage (electricity, natural gas, HVAC/refrigeration), and waste and material recycling.
- Developed guidance and electronic reporting forms for NDOT Operations to facilitate annual Waste Management and material recycling inventory.
- Developed NDOT Operations GHG Emission Reduction Implementation Plan with 24 measures, ranging from procuring more energy-efficient equipment to reducing construction congestion.

GHG emissions and implementation action plans are monitored and will be further refined in FY 2021 through FY 2022.



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