



Department of Transportation
Board of Directors – Construction Working Group
Notice of Public Meeting
1263 South Stewart Street
Third Floor Conference Room
Carson City, Nevada
March 11, 2013 – 45 minutes after the close of the
Transportation Board Meeting

AGENDA

1. **Public Comment** – (Discussion Only) – *No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Public comments are limited to 3 minutes unless the Committee elects to extend the comments for purposes of further discussion. Comments will not be restricted based on viewpoint.*
2. **Approval of Minutes** – (Discussion/Possible Action) – *Approval of the December 10, 2012, CWG meeting minutes.*
3. **Construction Training and Meetings** – (Discussion Only) – *Briefing on the training opportunities provided to Resident Engineer construction crews throughout the year.*
 - A. Resident Engineer Meeting
 - B. Resident Engineer Academy
 - C. Special Topic Classes; e.g. Construction Contract Change Orders, Office Manager, Testing, and others
4. **Crew Reduction Rational and Analysis** – (Discussion Only) – *At the January 2013 Transportation Board Meeting Director Malfabon announced that NDOT would be eliminating two construction crews; one in District 1 and one in District 2. The Construction Division provided a staffing analysis to the Director. The impact to the Construction program will be discussed.*
5. **Accountability** – (Discussion Only) – *Accountability was one of the priority items identified during the creation of the Construction Working Group. Strategies to improve accountability will be discussed.*
6. **Old Business** – (Discussion Only)
7. **Briefing on Status of Construction Projects** – (Discussion Only)
 - A. Summary of Projects Closed / 2012 Closeout Performance
 - B. Project Closeout Status
 - C. Status of Active Projects
8. **Closed session** – (Discussion Only) – *To receive information from counsel regarding potential or existing litigation on construction projects.*
9. **Public Comment** – (Discussion Only) – *No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Public comments are limited to 3 minutes unless the Committee elects to extend the comments for purposes of further discussion. Comments will not be restricted based on viewpoint.*

Notes:

- 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.
- Reasonable efforts will be made to assist and accommodate physically handicapped persons desiring to attend the meeting. Requests for auxiliary aids or services to assist individuals with disabilities or limited English proficiency should be made with as much advance notice as possible to the Department of Transportation at (775) 888-7440.
- This meeting is also expected to be available via video-conferencing, but is at least available via teleconferencing, at the Nevada Department of Transportation District One Office located at 123 East Washington, Las Vegas, Nevada in the Conference Room.
- Copies of non-confidential supporting materials provided to the Board are available upon request.

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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
Carson City, Nevada

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Chairman Len Savage
Controller Kim Wallin
Member Frank Martin
Rudy Malfabon
Rick Nelson
Scott Sisco

John Terry
Kevin Lee
Jeff Shapiro
Megan Sizelove
Jenny Eyerly
Lucy Koury

Savage: Good afternoon. Let's go ahead and get started. We're waiting for counsel to show up, but we'll go ahead and begin the December 10 Construction Working Group meeting. Can you hear us in Las Vegas?

Martin: Sure can, thanks.

Savage: Elko?

Lee: Yes, I can hear you. Thanks.

Savage: Thank you. So at this time, we'll call the meeting to order and the second Agenda item is any public comment here in Carson City. Las Vegas, do you have any public comment?

Martin: None here, sir.

Savage: Thank you. Agenda Item No. 3, any comments from the Working Group here in Carson City at this stage on the Agenda?

Wallin: No.

Savage: Any comments from the Working Group in Las Vegas?

Martin: None from me.

Savage: Thank you. Moving on to Agenda Item No. 4, if everyone has had a chance to review the meeting minutes from October 8, if there's any questions or comments regarding the meeting minutes.

Koury: Dennis will be in in just a moment.

Savage: Okay.

Wallin: Okay. No additions. I move to approve.

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Savage: We have a motion to approve the meeting minutes of October 8. Do we have a second?

Martin: Second.

Savage: Thank you. All in favor, say aye.

Group: Aye.

Savage: Moving on to Agenda Item No. 5, the consultant selection process discussion. Mr. Nelson will lead that discussion.

Nelson: For the Construction Division, Megan Sizelove handles almost all of the administrative elements associated with the construction program, so we'll turn it over to her. Also, we have Jenny Eyerly here from Administrative Services and she handles all of the -- all of the consultant agreements for the whole department. So between the two of them, they ought to be able to give us a good rundown of the process and be able to answer any questions that you might have.

Savage: Go ahead, Megan, take the floor. Thank you.

Sizelove: Again, Megan Sizelove. I'm the Consultant Program Manager for Construction Division. I just will be summarizing or reviewing Item No. 5, Attachment A from the packet.

Savage: Okay.

Sizelove: For the Construction Division, we hire service providers for a variety of disciplines, which include construction full administration, construction augmentation, scheduling support, claim support and constructability evaluations. I would say the majority of the procurement that we do go after are for the full administration (inaudible) and we do that by working with our -- the districts to establish what their needs are and identify that and then move forward with any kind of procurements that we need for those needs. As was mentioned, they're managed through the Construction Division, but administered through the Agreement Services Division within the department. All of our processes conform to the requirements of the federal requirements 23 CFR 172, NRS 333 as well as TP1-2-3.

So once we identify the need for consultants, we move forward in the process, which includes identifying the budget, going after approval, which is reviewed by the Financial Management Division, and then ultimately approved by the Director. They identify disadvantaged business enterprise goal, which is through contract compliance as well as the federal highways. Determine a review

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committee, which generally consists of three to four members, and that's approved by the Assistant Director, Rick, or anybody he delegates. And at that time, we have them -- we ask them to sign a confidentiality form.

The evaluation criteria is -- generally includes five categories of project approach, project team, past performance, availability capacity as well as proximity of project team. And the criteria within those -- the definitions within those criteria are generally project specific and determined by the Program Manager. And just I want to make sure that it's clear that that cost is not an evaluation factor and that's prohibited in procurement of the engineering services per the NRS 625.530 and the Brooks Act. While still there, that's not in consideration. And then the Program Manager prepares a draft RFP and the draft agreement with the associated attachments, and we work with Agreement Services to administer the solicitation. That's kind of the beginning of the process...

Savage: Mm-hmm.

Sizelove: ...to get it out on the street. We then distribute it to all the prequalified firms as well as advertise it in the newspaper and post it on the NDOT website for a minimum of two weeks. Once we receive them back in-house, we continue to work with Agreement Services and they distribute it to the previously approved review committee, who individually review the proposals and score them independently and assign a score, if you will, to those proposals. We work with Agreement Services. They tabulate the scores. And based on an ordinal arrangement, we go ahead and tally the scores and the Chief Construction Engineer, Jeff Shapiro, will make the final recommendation on the top-ranked firm.

At that time, we'll either enter into negotiations if it's a clear outlined firm, or if we have a tie, if you will, or if a lot of the firms are closely ranked, then we'll go ahead and move on to interviews. And at that time, we'll ask the review committee to continue to participate in the selection process and they will conduct the interviews, working with Agreement Services, and then will, again, independently score those interviews. And based on the scores, Jeff Shapiro will make the recommendation to go to the front office with the top-ranked firm.

The Director will approve the notice of intent to award and then will hold a debrief for all of the firms that participated in the proposals. At that time, we provide them the evaluation scores and we give them any comments, and we provide that to them verbally. And then the Program Manager will enter into negotiations with the top-ranked firm and work with them in the -- internally as well with the different divisions here to establish the agreement relating to the

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identified scope and budget. We establish an overhead rate with -- we work with Internal Audit to establish that overhead rate.

And if negotiations are unsuccessful, then we move on to the second-ranked firm. And I can say from my experience in the last three years, we've never not been able to successfully reach an agreement on negotiations, so I haven't had that experience yet.

And then any agreements that are over 300,000 are presented to the Transportation Board, which again I don't think I've ever had an agreement under 300,000, so that's generally just part of our normal procedure. And then we also just recently are required to post the project awards. The Nevada Board of Engineers and Land Surveyors post it to their website and it has to be up there for three days before we can (inaudible) the contract, and that's per the NRS 331.1425.

So once we've met all those requirements, then we can go ahead and execute the agreement. Then we manage the agreement by -- well, once the agreement is executed, it's managed through -- we have various checkpoints. One of the things I wanted to mention is that we -- the agreement is established as a not to exceed contract, and so they are paid by their services and not in lump sums or deliverables, but by their services that they provide. And the costs include the direct salary as well as their over direct -- or the other direct costs, the indirect costs and the fixed fee, and that's established by the 48 CFR, Chapter 1, Part 31. So, again, there's all kinds of guidelines that we can follow, requirements.

Based on the discipline that dictates who is their Project Manager, if it's a full administration contract, then the Assistant District Engineer will be the Project Manager of the agreement. If it's a crew augmentation, then they will -- the crew, or, excuse me, the consultant will directly report to the Resident Engineer as a Project Manager. And then if it's any of the other disciplines that I mentioned, whether it be claim support, constructability, evaluation or scheduling, then they will directly report to the Chief Construction Engineer.

And so as the Project Manager, I work closely with them to -- I just ask of their assistants to help review the invoices to ensure that the hours on the -- what's being billed per the invoice actually reflects the hours that they worked out in the field, because they're the eyes and ears for us out in the field. And then once we get their approval, then we bring the invoices in-house back to myself and I'll review them to make sure that they comply and that they're consistent with the agreements that we established.

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We check for all the backup documentation that's required, and, again we -- the invoices are submitted monthly and they also have (inaudible) summary of work that describes the hours, and that work is completed that month. And then ACEC along with NDOT is working to define and work on enforcing a consultant performance evaluation system and so (inaudible) in the future will be trying to determine a better way to enforce the performance (inaudible).

Savage: And who is ACEC?

Sizelove: ACEC is -- I don't...

Shapiro: American Consulting Engineers Council, I think. Jeff Shapiro, Construction Division. It's a group of -- it's kind of like the AGC for contractors, only it's a group of -- it's an association for consulting engineers, basically.

Savage: And is there a local chapter?

Shapiro: There is. I believe they're located in Las Vegas (inaudible).

Sizelove: There are two branches, the northern and southern Nevada.

Shapiro: Oh, there is a northern Nevada one?

Savage: Okay.

Sizelove: And so we meet quarterly as -- the big liaison group meets quarterly. We have the meetings here with ACEC, NDOT members, and then there's also a variety of subcommittee members as well, or subcommittees that are broken out (inaudible), which is a combination of NDOT as well as ACEC members.

Savage: Okay.

Sizelove: So that in a nutshell are procedures. I'd be happy to answer any questions.

Martin: Len, I've got a couple of questions.

Savage: Okay, Member Martin. Thank you, Megan.

Martin: Going back to the -- you said it goes to the committee for evaluation and then it may or may not go to the interview process, right?

Sizelove: Correct.

Martin: Okay. What is the differential that triggers going to the interview process? Is it one point, two points, twenty-five points or how does that work?

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- Shapiro: Member Martin, this is Jeff Shapiro. I'd like to answer that one. To be quite frank, that's kind of subjective. If it's too close to call, we will go to interviews. If it's clear -- if there's clearly a difference between the number one firm and numbers two and three, we'll just proceed with the, you know, the recommendation based on the panel. But we don't have a hard number that we're using right now, but we do interview a lot just because it seems like the scores are pretty close.
- Savage: So, Member Martin, I have a question along those same lines, Mr. Shapiro. Is there an evaluation form, a standard form that the department has?
- Sizelove: Yes. When we're putting together the packet, if you will, before we...
- Martin: Mm-hmm.
- Sizelove: ...submit for the proposal with Agreement Services, one of the forms is an evaluation criteria form and that's the -- the categories that I identified are the past performance, the project approach, the team, et cetera. Those are five of the categories that the review committee members use to evaluate the proposals. And there's various points associated with each of those categories totaling 100. And, again, the definitions within those categories are defined on project (inaudible) project specific, but we always follow those same five criteria.
- Savage: And that criteria, that evaluation form, is that reviewed by management on an annual basis to see whether or not it needs to be modified or...
- Sizelove: Well, each time we submit each proposal that we put out, it's I would say again project specific. And so at that time, before it can be -- it has to have the blessing of the front office before we can include it within the proposal.
- Savage: Okay.
- Sizelove: So each project, it's project specific.
- Shapiro: Jeff Shapiro again. We try to make them as objective as possible. We have our grading criteria for high and low scoring...
- Savage: Mm-hmm.
- Shapiro: ...depending on what category you're in. You know, zero to five is a low and we try to define what that is so the evaluators have an idea of how to score when they go in. But other than that, it's all independent.
- Savage: Consistent.

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Shapiro: And those documents are approved by the Director's office as part of the process (inaudible). And it is -- Megan's correct, it is project specific. Sometimes they might look similar, but we do review them for every...

Savage: Good.

Shapiro: ...project to try to tailor the requirements for that project's needs.

Savage: Okay.

Wallin: Do you...

Savage: Madam Controller?

Wallin: Do you change the...

Martin: Okay. The follow...

Savage: Madam Controller had a question.

Martin: Okay. Thank you.

Wallin: Do you change the review teams or are they pretty much the same people all the time or -- and then who -- I guess, what offices do they come from?

Shapiro: Okay. Actually, that was -- Megan did a great job, Jeff Shapiro again, but I wanted to add some things to what she said. We do try to get interested stakeholders as part of the selection panel process, so it really depends on where the project is. If we have one in District 2, Reno, we try to get people from Reno, the district staff involved, Las Vegas, the people from Las Vegas involved, the District Engineer or the Assistant District Engineer. If it's a federal aid job, we will invite FHWA to participate as a selection panel member. Local public agencies, if there's heavy involvement there, we will ask them to be part of the process, you know, Tahoe folks or Washoe County RTC or Clark County RTC. We do like to have people from outside the department as part of the selection, and that are involved in the project as part of the selection process.

And I also wanted to point out that we worked with FHWA to develop these rules and these procedures so we can use them on federal aid projects, so they are basically approved by FHWA when we go into a federal aid project. One other thing that does come up, though, when you're talking selection panels is some folks in NDOT have family members that work for these consulting firms. And I'm one of them, to be quite frank, and so I'm constantly refusing myself as part of the selection process. And I know Megan said that I approve these contractor,

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or these -- before they go to the front office for final approval, but really what I'm doing is I'm reviewing the panel selection and their recommendation, and just to make sure everything meets with our procedures, and then I will sign off on it before I give it to Mr. Nelson. So that's basically how the process works.

Savage: Unless you're conflicted out.

Shapiro: Unless I'm conflicted out. If a particular firm will -- is a proposal, then I will try not to touch that document.

Wallin: Okay. And in that case, then it just goes straight to...

Shapiro: Goes straight to Rick, yeah.

Martin: I have a couple of follow-up questions, sir.

Savage: Please continue, Member Martin.

Martin: One of them is evaluation criteria says past performance. Is there a procedure given to the panel members on how to grade that, or is it just the panel members' feeling for past performance? In other words, if a particular firm is proposing on a project in Las Vegas and they did a really poor job on a project in Reno, how is the panel that's seated in Las Vegas informed about that poor performance?

Shapiro: Member Martin, I can answer that. That's all on that scoring sheet that we provide the guidance to the panel members on what's good, bad and exceptional, or however we rank it. It's actually kind of a high, medium, low ranking. And we do try to address, you know, if you had so many projects and were behind schedule, it's a low, if you had no projects that were, you know, they all met the schedule and budget requirements, then it's a high. But, you know, typically my experience in reviewing these past performance, the submittals, all the projects that are in the proposals are always good projects. They're never bad ones, so -- but there are criteria to grade that stuff.

Nelson: But I think the point is we've got some statewide representation on the panels as well.

Shapiro: Correct, correct, correct. Yeah.

Martin: Okay. Yeah, every firm is going to present only their good projects.

Shapiro: Right.

Martin: But you and I both know that every firm has got the bad guy hiding in the woodwork someplace that's cost the State of Nevada a ton of money. And does

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the panel ever become aware of that through official channels or only -- or they've got to go out and fish it out themselves?

Shapiro: Member Martin, Jeff Shapiro again. We do -- you know, because I work with these firms, too, so I have those kinds of experiences as well, but we do try to focus, and I hate to throw this on Legal Division here, but we try to focus on what the proposal asked for and how they responded to the proposal to try to keep it on a level playing field and try to address it in that regard. But sometimes, yes, there are those issues that come up.

Martin: Okay. Next question is on the overhead rate, I'm assuming that's paid on the direct salary or is it -- is the direct cost as was defined before including the burden on the salary and then you pay the overhead cost over and above that?

Shapiro: I don't know if I can answer that.

Sizelove: Could you repeat the question, please?

Martin: Okay. You have a salary. I collect \$100,000 a year in a salary. That's my direct -- that's my actual salary that I receive as the employee of the design firm. There is a burden that goes on that usually in the neighborhood of 25 to 35 percent, depending on the Workman's Compensation classification, a few other issues. And so then really if it's a 32 percent burden, then really my cost to the firm is \$132,000 a year. Is the overhead rate applied to the 132,000 or is it applied to the 100,000?

Shapiro: Member Martin, Jeff Shapiro again. It's my understanding that, at least the spreadsheets the Construction Division uses, it uses their base rate, so say if I'm \$100 an hour -- well, I'm not. I'm \$30 an hour (inaudible). No, but I was trying to keep the math simple. If I'm \$30 an hour, then whatever the audited overhead rate would be multiplied to that. They don't multiply it twice, but sometimes that stuff changes. But that's my understanding of how it works.

Martin: Yeah, because each engineering firm has a billing rate for various classifications of engineers. That's why I was asking if you paid the overhead on the billing rate or do you pay the overhead on the direct cost.

Shapiro: It's supposed to be on the direct cost.

Sizelove: Correct.

Martin: And the final question is, is -- no, that was my last one because you already answered the evaluation, the overhead and what triggers the interview, so thank you very much.

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- Savage: Thank you, Member Martin. Madam Controller?
- Wallin: No.
- Savage: I have a couple questions, Megan and Jeff. Regarding the NRS statute 625.530 stating that costs cannot be an evaluating factor, is that true throughout the nation and the rest of the country industry-wide?
- Sizelove: It's my understanding that any time we have federal...
- Shapiro: Yes.
- Sizelove: ...funds involved, it's a quality based selection and not a cost based.
- Savage: Okay. I wanted to confirm that. Thank you.
- Shapiro: Member Savage, that doesn't mean we don't negotiate that, but that comes after the selection process.
- Savage: Right. And then regarding the not to exceed amount for the services, we talked about that, Member Martin spoke about that, does NDOT have the right to audit that particular company within the agreement if indeed they wanted to? It's quite common with construction contracts that the owner has the right to audit a service agreement in order for substantiation and documentation if it's questioned. And I didn't know of the department had that option within their agreement with that particular consultant.
- Sizelove: I know the internal audit performs pre-selection audits or audits to determine the overhead rate. They'll audit the firm as a whole, but I'm not sure (inaudible).
- Shapiro: We also have a close-out audit. This is Jeff Shapiro again. But it is my understanding we can audit at any time, yeah.
- Sizelove: We do do a (inaudible), exactly.
- Terry: I can answer. John Terry, Assistant Director for Engineering. There's a couple terms when you come to auditing of consulting firms. The up front audit that establishes their overhead rate is usually based upon their overhead rate in previous years. We have the right to go audit these, but frankly not really the capability to audit a national engineering firm for that rate, so we usually use their accepted rate for other government agencies for that. In most cases, that is a provisional rate within their contract. Their actual overhead for the -- because it's usually the year before.
- Savage: Mm-hmm.

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- Terry: Their actual overhead rate, when they've actually performed the work, is audited at the end of the job for each year if it's a multi-year contract. And those adjustments are then made at the end of the job. So, yes, we audit them initially or at least accept the audit from another government agency. Then we audit them for their overhead rate after the job is done and make adjustments accordingly. We also then audit the project, but typically I don't know of us auditing projects in the middle of the project. Typically, once the project is completed, we then audit those jobs and quite often, in fact, most of the time, they owe us a little bit back or we owe them a little bit back. So there are really a couple different phases of audits, but, yes, we are allowed to and, yes, we do audit consulting firms on our contracts.
- Savage: But you're actually auditing their internal books, or are you just auditing the fact that you're trying to match the dailies or the job tickets with what's been billed?
- Terry: Again, the difficult part is auditing the overriding overhead of these engineering firms that may have offices in, you know, all 50 states or even international. We have the right to do that, but I don't know as we really have the capability that we normally accept their formal audited overhead rate that was either done by a government agency or done by a national accounting firm and submitted to the federal government for that. Does that make sense?
- Savage: Well...
- Terry: We could do it, but we don't.
- Savage: Okay.
- Terry: We accept their audited overhead rate based upon a government audit of their rates. Now, do we have the right to? Yes, but I don't know of a national engineering firm that we ever have done that. I mean...
- Savage: Okay.
- Terry: ...it would be a lot of work.
- Savage: It would be substantial, yes. I understand that. Thank you for your candidness. One of my questions would pertain to if this particular engineer at this engineering company is charging his or her time to NDOT, and also possibly charging time and being paid from another entity, how do you reconcile the fact that that particular engineer was only working for NDOT?
- Terry: Okay. Again, we require them to submit timesheets with their invoices. In other words, we track their timesheets that we spent. Like she said, we then ask our

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people did these people work those number of hours. Now, we have the right, and I've known of other government agencies doing this, I mean, we have the right, we could walk into their office and interview that particular engineer...

Savage: Mm-hmm.

Terry: ...and say, you know, according to these invoices, you got paid for 40 hours work in this week. Did you really work on our job?

Savage: Mm-hmm.

Terry: We have the right to do that. I don't know if we do those types of employment interviews, but we do the best we can to verify that a job charge made to our contract is a legitimate charge to our contract, and there's various ways we can do that.

Savage: Okay. That's good that you have that option. Thank you, Mr. Terry.

Sizelove: We do require, if I could...

Savage: Yes, ma'am.

Sizelove: ...time that -- we require their timesheets to be signed by the Project Manager who's representing the firm, ensuring that the timesheets are accurate. And it's not uncommon to see a particular engineer or somebody within the company showing a total of 40 hours worked, but 20 of those hours are only going towards the NDOT project, but they'll list the other projects as well. And so it doesn't -- the timesheets don't just reflect the NDOT hours worked. It's whatever -- it's a complete (inaudible).

Savage: Okay. Because, you know, it's getting more and more advanced regarding the actual payroll for that particular company to tie in and give you an audited statement of that particular employee's pay for that period, and it's becoming very advanced, which could be better substantiation for the department, is all we're stating. So it sounds like everyone's on the right track. Thank you. Okay. I think that's all I have at this stage. Any other questions or comments from the department? Staff?

Wallin: You know, I was just thinking, and you guys probably don't have an answer for this because it's kind of out there. Do you ever go -- you talk about, you decide to use a consultant based on people's needs. Do you ever -- you know, they come and they say, hey, we need somebody to help out on this project. Do you ever sit back and say, all right, well what if we -- what's the cost benefit of waiting and doing it in-house versus having a consultant, you know, because sometimes it's --

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we're all short-handed, so it's easy to say, yeah, we need a consultant to help us do all this stuff. And I sometimes wonder if, you know, maybe we could save some money and do it in-house, because we end up with consultants managing consultants managing consultants, and I have issues with that.

Nelson: For the record, this is Rick Nelson. On the construction side, we try not to do that. As Megan mentioned earlier, at the beginning of the season we'll go through and we'll look at the workload in each district and evaluate existing staff that they have and what their needs are going to be for consultant augmentations, either a full augmentation or just if we need a few people. And we do do that. In fact, this last summer we had a project that was out in the central part of Nevada that -- it just didn't pencil out to put a full consultant crew out there. And what we did was we actually pulled a crew together from some people that were in headquarters construction and a few others and we sent them out there per diem to manage that job. It sort of blew Jeff's travel budget, but...

Shapiro: And overtime.

Nelson: And overtime, but it was a lot less expensive than putting a full consultant crew out there. Originally, there were going to be several projects bundled together, but because of the schedule, some of those projects fell off, so we did take a look at that and cobbled a crew together to send out there, so...

Wallin: Because I was thinking, you know, maybe if you keep having to hire a consultant to do a certain thing all the time, then maybe we should say let's put in and ask for staff to go and do that instead of paying the higher rates and stuff. Just kind of do an analysis of how many consultants are we hiring, what are they constantly doing, does it make sense for us to hire people and do it in-house, instead of just saying we don't have the resources, let's hire it out.

Savage: I agree with Madam Controller, and that brings up two more questions that I have.

Wallin: Sorry.

Savage: (Inaudible) spinning my wheels here. The first question is that these service agreements are not to exceed agreements?

Terry: Correct.

Savage: Are there many consultants that come back with a cost savings and not spending the total amount?

Terry: John Terry again. Yes, that definitely happens. I mean, mostly because as the job evolves we may just have them not do some task. I mean, it isn't so much that

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they're that much under budget, but as the project evolves, we may say we don't need that. And understand at least -- construction's a little bit different, but our design contracts, they are cost plus a fixed fee with an amount not to exceed. So if we don't do everything or a contract doesn't require as many plan chiefs as we'd assumed or some other thing happened, sure, they could finish well under. And that's one of the main reasons we use that type of contracting mechanism. So, yeah, you're right. Most of the time, you set it up for a million dollars and miraculously it finishes right about there. But there are quite a number of times where they finish significantly under.

Savage: And that would be, you know, something to benefit the department big picture wise because during the Board approvals that we see, 99 percent of the time it comes out to the total amount agreed upon, has been my experience within the last couple years, and maybe that's different with some of the smaller contracts.

Terry: I believe you're not seeing the final results of a lot of these. No, in fact, it would be very rare they'd be right at the number because, again, you want to leave a little bit under the final number because we're going to do this audit at the end and there might be some give and take based on overhead rates and they can't go over that amount to exceed -- not to exceed even with that audit -- if it's because of overhead. So usually they finish under. I'm not sure if we ever bring it to the Board when a contract finishes or what the final amount spent was, but we could report that to you on a group of contracts. But they don't all go right up to the limit.

Savage: Well, that's good to hear. That's good to hear.

Shapiro: Well, I'd like to echo John's comments. Jeff Shapiro again. Basically, they paid for what they do, so if a job finishes early...

Savage: Right.

Shapiro: ...or we reduce the scope, they only get paid for what they did, so it's not uncommon to come under. We are reporting construction engineering costs as part of our close-out performance...

Savage: Mm-hmm.

Shapiro: ...on our projects. The only thing is some of those construction engineering costs include department reviews and whatnot. They might not necessarily -- especially on a consultant job, if they're helping out reviewing false work submittals and those type of items, so they might not -- it might not be an accurate representation of that consultant cost for that particular project because there's NDOT people

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mixed in there. And that's one of those things we're trying to, you know, make that process a little bit more user friendly to figure out where our costs are going.

Savage: Good. Good. Sounds like everybody's on the right track. So the last question I have may be a legal question. Most recently there was a project RFP sent out for the Lander County Courthouse. It's not a State of Nevada project. It was a county project. And within the description, it said one of the requirements was the prime architectural firm must have a staffed office within the State of Nevada and be owned by a Nevada resident. And I don't know if that's legal or not. Something you might look into, Dennis, if you have a moment regarding if that's in Section 408 of our -- and I know with federal funds that's not allowed, but if it's a state project, I'd be interested to know if that would be an opportunity. Because this is the first time I've seen it.

Wallin: That's (inaudible).

Martin: Chairman Savage?

Savage: Yes.

Martin: I have seen that on other county and city projects when it comes to contracting firms as well. Must be owned by a Nevada resident and have an office within sometimes as narrowed down as the county.

Savage: So I think that's something that legal can look into and see if it's for consultants. I know it's on the construction side sometimes, but something just to look into. If there's any other comments or questions from anyone with the department? Okay. Thank you, Megan. Thank you, Jeff. We'll move on to Agenda Item No. 6.

Nelson: Yeah, this is Rick Nelson. One of the things we want to do is to try to inform the Construction Working Group of this construction process. And I believe the group asked for some discussion and some presentation regarding contract documentation. At the last meeting Paul Frost was here and he talked about a bid analysis review team and the process that takes place between when we open bids and when we award them. And the BRAT team gets together and does an evaluation of each project before that recommendation to award is made. What we'd like to do now is take you from that point in time, after the award is made, and what the documentation process looks like through the life of the project. Jeff is here to make that presentation from the beginning where we establish a budget for the job and all the way through to the end. So there's quite a bit of material

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here, so I would encourage you to stop him whenever you have a question so it doesn't get lost.

Savage: That would be a good way to approach it, I think, if someone does have a question, so -- at the time.

Shapiro: Thank you, Rick. And members of the Working Group, Jeff Shapiro again, yeah, please feel free to ask me questions at any time. I'd prefer that dialogue instead of the formal presentation anyways. First off, what we wanted to do was we wanted to talk to you about our agreement estimate process or estimating process. I commonly call the agreement estimate our budget, but basically throughout the project development process, whether it's planning, design or construction, we are constantly developing estimates to help with our budgeting processing, with our planning purposes and programming and whatnot. And a lot of this effort in the early phases of a project are done by the design folks. It doesn't really get to the Construction Division until we actually have a contractor's bid. But we are, you know, whether it's preliminary design or intermediate design or whatever, we are -- we're varying estimates and it's all based on the project estimation cost manual that NDOT has, and this is actually on-line at our website. If you're interested, you can go read it.

But for example, during preliminary design, it's standard procedure for NDOT to include 15 percent contingencies on our construction cost estimates, and that's just basically because of the unknowns. We're trying to address the unknowns because we don't know everything there is to know about the project at that point. And as we narrow the design down, we have a, you know, much better idea of what we need to do, the level of work we need to do, so we drop that contingency level from 15 percent of preliminary to 10 percent at the intermediate until we have a final design where we use the factors that I show in the letter and the Board packet, 3 to 7 percent, depending on the size of the project. And these are basically -- these contingencies are to address auxiliary costs or incidental costs, unknowns that we might encounter out there. We also do things -- and this is very common in DOT type projects, federal aid type projects. Our contracts have clauses for asphalt escalation to address fluctuations in market prices for asphalt prices, fuel escalation. We've got some line items in there for contingencies, incidental construction. And what we are trying to is, like I said, use these contingencies to develop a project budget so once -- so we've got all the unknowns, as best we can anyway, addressed so when we're out in the field, we've got some budget items to address this.

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What I did in the Board packet, I included a copy of a bid tab for contract 3505. Now, the only reason -- the real reason -- well, there's two reasons. The real reason why this bid tab is in the Board pack is because the Construction Working Group saw this bid two -- our last meeting and -- when Mr. Frost gave his presentation on the BRAT process. Well, what we will do is this has all the bidders on the project, but we will take the low bidder, which in this case was Granite Construction, and we will take those numbers and dump them into our system, for lack of a better phrase, to develop what's called the agreement estimate.

And then it ends up becoming -- looking like this document, which is also in the Construction Working Group's packet. And what you probably noticed, or at least what I wrote in the cover memo, is although the bid was 21.2 million from Granite, basically through contingencies and incidental construction and whatnot, we basically came up with a budget that's \$22.2 million for this particular project. That's the agreement estimate. This is actually a federal requirement, too, as part of our agreement with FHWA, but that's the agreement estimate for this project.

A couple other things about it, this project only has three breakouts in it which is really -- it's a relatively simple project. Other projects that have bridges and different utility companies or different utility work may have more breakouts than that. But what this project -- how it's organized -- and the breakouts are just used to identify the, you know, type of worker or funding source or whatever. But how this project is organized, the bulk of the work is in breakout one, which is the roadway, and that's about 22 million. And we also have a breakout two for some utility adjustments. There must be some valve covers out there for the stagecoach general improvement district.

The roadway, breakout number one, the roadway part, has 95 percent federal, FHWA, participation, but breakout number two, the valve covers, is paid 100 percent by the utility company. We'll do the work and then we bill them is basically what we do. And then the third breakout is a training breakout, which the FHWA participates in apprenticeship programs and whatnot and that's, of course, 95 percent participation as well. Very common with federal aid projects.

And then, finally, I just wanted to point out that this document also estimates five percent for construction engineering and that's basically the budget for the NDOT -- this is an NDOT-administered contract, so that \$1.1 million in this document for construction engineering is our budget for administering the construction contract. And other than that, please ask questions, if you have any.

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Savage: Jeff, I have one question, or a couple questions to start out. That 1.1 million for engineering, does that include outside consultant, or is that just in-house?

Shapiro: In this particular case, it's only in-house.

Savage: In house. Is the agreement estimate also done by outside consultants when they're onboard along with an in-house estimate?

Shapiro: The agreement estimate process is done regardless of the funding source, so whether it's a state funded project or federal aid project, you will see a document that looks like this.

Savage: Mm-hmm.

Shapiro: They would -- if we have construction engineering that's consultant only, it would still look like construction engineering in this one. However, we would have other programming documents that are run through financial -- and that's basically what this is, a programming document too. We would have other programming documents that would identify whether that's state forces doing the work or consultants doing the work. And I don't believe we make that distinction in this document. I could be wrong, though. It just says construction engineering. That's a different set of forms, and I did not bring those forms with me, but we can certainly provide them.

Savage: But on a project that is designed by an outside consultant, part of that agreement they have is a cost estimate; is that correct?

Shapiro: Correct. Mm-hmm.

Savage: So at that time you would take your cost estimate versus their cost estimate and have a dialogue?

Shapiro: Oh, (inaudible). No, I misunderstood the question, Chairman Savage.

Terry: I can answer that. Okay. If we have an estimate done by an outside consultant, we would give them -- we give them a dump of all of our data, which is the same data our engineers estimate (inaudible) and require them to come up with a construction cost estimate that fills out all of the forms. The only actual point that the consultants don't do is actually pushing the button to actually generate that estimate. That's got to be done by somebody at NDOT in our house, but basically they give us a spreadsheet with every number exactly like that and we would then push the button. Now, we do have internal processes where we have what we call check all the bid prices. We would still have somebody else at NDOT, a higher up person, go through and review all the bid prices. But essentially, yes, when a

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consultant does a design for us, we give them all of our past bid information and we require them to come up with an engineer's estimate just like we would do it.

What Jeff's talking about here, though, is the agreement estimate. Once the successful low bid contractor comes in, his bid price numbers replace our engineering estimate numbers so that now we're tracking based on what he bid the job. So that step takes place internally at NDOT. The consultant has no role in that, but it's really dumping the numbers at this point.

Savage: Okay. So I always thought there was a check and balance that, okay, whoever stripped the job or who did the actual digitized takeoff, okay, quantity takeoffs...

Terry: Oh, they...

Savage: ...of that project (inaudible).

Terry: Oh, yeah, the quantities are what the consultant gave us. Yes, the quantities, the unit prices, we put in the actual contractor's bid unit prices. The quantity takeoffs, when we have a consultant do a design, are completely done by them.

Savage: Yes, so there is no data given to them as far as quantities?

Terry: No, no. I meant...

Savage: You have your data...

Terry: ...I meant unit prices.

Savage: You meant unit...

Terry: I meant unit prices.

Savage: You meant unit prices.

Terry: I'm sorry, I misspoke.

Savage: Okay. I was talking about quantity.

Terry: Right. If we have a consultant do the design for us, absolutely quantities are a large part of what we require them to give us, and they would fill out all of that. That's correct.

Savage: That makes me feel a lot better.

Terry: Yes.

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Shapiro: But these actual unit prices are the contractor's unit prices at this stage in the game.

Savage: Perfect. Perfect. Let's see. Are you going to discuss the second section of this...

Shapiro: Yes, sir, when we get to the documentation...

Savage: When we get to the...

Shapiro: ...(inaudible), yes, sir.

Savage: ...documentation. Okay. That's all the questions I have at this point. Madam Controller?

Wallin: I don't have any.

Savage: Member Martin?

Martin: I have none, sir.

Savage: Any other questions here in Carson City at this stage? Continue on then, Mr. Shapiro.

Shapiro: Okay. Jeff Shapiro again. I'll move on to documentation and biweekly payments, which I know the Construction Working Group has asked -- we've talked about it over several meetings. Now, basically, I've included some information in the packet, but basically, you know, the question is why do we do biweekly payments, and one of the reasons is the NRS 408 says we will pay at the end of the -- or the Director will pay at the end of the month or as the work progresses. Now, this is one of the differences between NRS 408 and NRS 338, the public works law. Where 338 says the contractors invoice the owner and the owner basically pays on the invoice, 408 doesn't do that. We prepare the pay estimates ourselves. But I will say, that's very common in DOT type -- state DOT type contract administrations. And actually, my first job was with Caltrans in the early '80s and that's exactly what they did is -- I was preparing the quantity estimates for payments. And so it's very common and still is, is my understanding with the Department of Transportation.

So going back, why do we have biweekly pay estimates? Well, it's always been like that since I've been with NDOT and I started in 1999, so I had to ask a few folks that have since retired that started long before I did, and the people I talked do, it was always like that when they were here, too. And this goes back at least as far as 1979, paying on a biweekly basis. And basically, the reason why we do it is because the contract -- you know, in the '70s the contractors requested that

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we look into that and we said, sure, we'll pay it biweekly. So that's why we do it, because we've always been doing it.

Savage: Not a good answer.

Shapiro: But anyways, I did want to talk to you about our documentation process because it is somewhat labor intensive. We do everything. When it comes to contract administration, we do everything. I've got some visual aids with me. I've got the construction manual down there and the documentation manual down there. Those are the manuals that tell us how to administer our contracts. When it comes to documenting construction contracts, of course, the doc manual is what governs. And these documents are approved, were sent to Federal Highway Administration and they are approved for use on federal aid projects, but we use one -- the same basic system regardless of the funding source to administer our contracts, which are those two books there.

The main source of our documentation is this document right here. This is a field book that we use and we're still using today. This is an actual book where the inspectors will write down quantities and then -- and this is how they document it. And this is also not that uncommon with DOTs, although many DOTs are moving away from this to more electronic-type format and that's something that NDOT's trying to do as well.

But how the process works when it comes to documentation, these are my visual aids from when I was requesting permission to embark on the electronic documentation process. And these are the copies of them that I actually used two years ago when I gave presentations. And I just use it to just kind of show people what the folks out in the field actually go through when it comes to documenting. This represents one pay estimate, one biweekly pay estimate, this amount of paper. And of course if you have 30 -- now, granted, this is a fairly large job, but if you have 30 contracts that you're paying on every two weeks, this is the -- you've got 30 piles of these that people are working on, on these type of documents.

So once -- and this particular contract is the east-west -- actually, it was one of the ones that John Terry was the manager on, the east-west widening of U.S. 95, a \$94 million project. It had 127 books and 287 bid items. Quite a bit of documentation there. But what the inspectors will do, like I said, they'll document in these books here, and then every two weeks the office person will summarize that particular -- the payments in this book and summarize them on a sheet that looks something like this. This is for pay estimate 41, July of 2007. They'll transfer the data in here into this and create summaries to start getting

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total quantities of items of work. And then, eventually, once that process is done, the office engineer will take this document right here and transfer all these numbers. This is an actual copy of the same pay estimates and the numbers in red are the pay quantities that we're going to pay for that, but I need those back, Madam Controller. Please feel free to -- I definitely need that book back or I'll be in deep doo-doo with (inaudible). I need the orange book or I'll never get this job closed out, yes.

And so then the office manager will write the -- transfer those numbers into this document here, which is called our turnaround document. And then this will be routed for approval when checks and the Resident Engineer signs off on it. And then once it's all said and done, the Office Engineer will input those quantities into the system, into our contractor pay system, and then it's processed through Construction Division and it generates a pay estimate that looks something like this. This is the exact -- this is the final balance report for that particular pay estimate. In this particular case, they paid \$2.4 million on 62 different line items.

So that's how that particular project works. And, like I said, they do this for every project that we have right now, and that's something we're trying to, with electronic documentation, make that a little bit more efficient, a little bit more user friendly.

Now, when it comes to closeouts, the pile of documents that are next to Todd's water bottle there is what the closeout reports look like. I guess we can pass them around, but, you know, I guess the point here with these visual aids is just to show everybody how paper intensive this thing is and how labor intensive it is. But this isn't actually that project, this is the Reno Spaghetti Bowl project, which was a \$60.4 million job, but that's what the closeout documents look like.

Going back to the packet, just to kind of run over the attachments. Of course, I did give you a copy of the index for the construction manual. The construction manual is available on-line, so if you need something to do, you can download it and read it, I guess. One of the attachments was the contractor payment summary for November. This was when we were preparing the materials for this particular meeting, you know, and then this document just basically shows there were 74 open contracts with a value of about 1.4 billion. Thirty-three of those projects are what I would call, what Construction Division would call active. Yeah, we only made payments on 24 of those of the 33 that were active and we paid about \$12.6 million. That's what this document shows. So in that two-week period, 24 contracts were, you know, they were generating that paperwork to run a pay estimate.

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Savage: Jeff, I have a question on...

Shapiro: Yes.

Savage: Thank you for that report and I can see, oh, it gets to be challenging sometimes, but on the left-hand column, you have the base bid amount plus the change orders and then you have the paid to date.

Shapiro: Okay.

Savage: And sometimes the paid to date exceeds the adjusted contract amount.

Shapiro: Mm-hmm.

Savage: Is that standard practice?

Shapiro: Chairman Savage, our contracts are based on the work that they do. Well, it's not standard practice. Some of this data in here, I don't want to say it's a little bit misleading, but this system was developed in 1999 and it may have certain uses for certain folks, whether they're accounting or Project Managers. I'm not sure of some of the stuff. It's a little bit misleading if you don't know what you're looking at, but -- or if you're not familiar with it, I'm sorry, but our contracts are not lump sum not to exceed contracts. New price contracts get paid for what you do. And part of the reason -- and this is also very common in Department of Transportation type work, transportation type contracts is the reason why we have so many line items in our unit price contracts is they're trying -- we're trying to spread the risk out, basically. So, you know, if the plans estimate 1,000 cubic yards of some sort of material and they only need 900, they only get paid 900. But yet if they need -- if the plans say we're estimating 1,000 cubic yards and they need 1,200, they get paid for the work that they do. That's very common with the DOT type projects.

Savage: I...

Shapiro: So that's how the numbers can exceed.

Savage: I understand that. From the accounting side of things, though, they can only pay what's been funded to that particular project.

Shapiro: Correct, correct.

Savage: For an adjusted contract amount.

Shapiro: Mm-hmm.

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- Savage: And the adjusted contract amount has to reconcile, including change orders...
- Shapiro: Mm-hmm.
- Savage: ...to the amount that is to be paid.
- Shapiro: Mm-hmm.
- Savage: And I didn't know when those two (inaudible).
- Shapiro: And then we go back to the agreement estimate, because this is all tied together. This is basically the original programmed amount. This is when we had the bid.
- Savage: Mm-hmm.
- Shapiro: We haven't even started construction yet, but this is what we're estimating it to be, or this is our budget. If they exceed the number in here, we literally have to go back to FHWA -- well, there's supposed to be communication back from the field that we're going over and that we need to -- and everybody needs to explain why they're going over. You know, sometimes material is heavier than what we estimate...
- Savage: Mm-hmm.
- Shapiro: ...and whatever. And then if we're going over from a dollar value, then we have to basically reprogram it with FHWA to get -- or the financial management folks to get permission to spend the money.
- Wallin: Do you ever, you know, because I saw two, Chairman Savage, the overages on here, I mean, like 122 percent or something like that. Do you ever go and say, all right, this one's way over and look at what the original bids were to see if somebody may have bid higher and they had their quantities or they were right? Because I'm concerned is that we might be picking low bidders who then constantly go over...
- Shapiro: Mm-hmm.
- Wallin: ...but we might have some bidders out there that are telling you the truth of what it's going to be and they're not getting picked...
- Shapiro: Well...
- Wallin: ...you know...

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Shapiro: I'm sorry, Madam Controller. Well, that's one of the thing the BRAT's trying to do when we review this stuff is we're trying to find those type of items on there and we check the quantities, you know. The traditional unbalanced bidding is if you think it's going to overrun, bid it high, if you think it's going to under-run, bid it low. But if you bid it high and it does overrun because there's a mistake, then you could go from a mathematically unbalanced bid to a materially unbalanced bid, which would mean number -- the apparent low may not be the apparent low anymore. It might be number two. We do try to take that into account, but these all reflect -- and try to, you know, stop it before it happens, basically. But these all reflect contract -- awarding contracts where we have somebody onboard and now we're just trying to complete the project at this point, so...

Savage: A question on the progress payments. Are there conditional and unconditional releases by the suppliers and the subcontractors of the general contractors prior to release of payment?

Shapiro: Chairman Savage, that's one of the things we're trying to get more sophisticated on. I mean, our contracts are with the prime, so that's our primary contract. And we pay on quantities, not necessarily dollars, so, you know, if a bridge requires a million pounds of reinforcing steel, we pay them for the pounds they put into place. Sometimes, we don't always know. You know, they gave us a bid, but sometimes we may not always know what that bid -- who's getting what as part of that bid price. If it's a dollar a pound, we don't know what's going to the supplier, what's going to the fabricator, what's going to the installer. We might not always know that. They are supposed to, you know, get permission to subcontract and we're supposed to approve that, but sometimes it's pretty gray out there. But we just focus on -- the terms of our contract are quantities, basically, at their unit prices.

Savage: And I think that's a point well made because there's always room for improvement, but during these challenging times, the last thing we need is a prime to get paid and not pay suppliers or subcontractors and be off. And I know everyone has the same concerns, so we're all aware of that and I think that's good.

Shapiro: We're trying -- I would call our system a little bit more passive.

Savage: Yes.

Shapiro: And we need to become more active, and that's something we're working with FHWA on, too, because they're concerned about prompt payment as well.

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Savage: Mm-hmm.

Martin: I think, though, the objective of the release is, isn't prompt payment. The objective of the release is do they get paid. In other words, I was just chatting with Mary here. You've got a vendor out there that supplies the Rebar. That vendor, who actually supplies the Rebar, is three times removed from the prime.

Shapiro: Mm-hmm.

Martin: What does the state do to assure that that vendor, who's three times removed from the prime, actually gets paid?

Shapiro: Well, Member Martin, Jeff Shapiro again. I do know some states, I believe Utah is one of them, they're more sophisticated in this regard and they literally -- Caltrans does too, I believe. They literally publish what was paid on the website and then have to ask suppliers and subcontractors to verify that they've been paid, too. That's something -- and this is just Jeff Shapiro talking, that's something that I'd like to take a look at, but as of today, NDOT doesn't do that.

Savage: A point well made, Member Martin, something the department can look into.

Shapiro: But suppliers are -- as of last week even, the asphalt suppliers were basically asking that same question, the asphalt suppliers.

Savage: And since we met last I believe there was an industry liaison meeting. And I don't know if we have any meeting minutes available or possibly can we get those meeting minutes within our next CWG packet to when those are held and what feedback we might have from the private side, I think would be helpful. That's all I have at this time.

Martin: I have one other question. You have in your contingency provisions for fuel and asphalt escalation. What about or what do you do, if anything, about de-escalation? In other words, price of oil goes down \$30 a barrel, asphalt, the price of the components of asphalt goes down 15 percent, do you establish a baseline for the fuel and for the asphalt at bid time?

Shapiro: Good question, Member Martin. Jeff Shapiro again. Yes, when we advertise a project, we establish base factors. And then as the factor -- you know, there's a certain zone in there where there is nothing, no adjustment if it's within ten percent. I don't remember the exact numbers, but whether it -- if the numbers go up, there's an escalation, if the numbers go down, there's a de-escalation. So the process does take care of that.

Martin: So if I hear you correctly, it works both ways?

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- Shapiro: Yes, sir. Yes, sir, it does.
- Martin: Okay. Thank you.
- Savage: Thank you, Member Martin. Madam Controller, any other...
- Wallin: No.
- Savage: Anybody from the staff or within the department? Any comments?

Thank you, Jeff. So that'll close Agenda Item No. 6. We'll move on to Agenda Item No. 7, new business for an update on electronic bidding.
- Nelson: Yeah, we've asked Jenny Eyerly to attend to give us an update on what happening with e-bidding.
- Eyerly: I'm Jenny Eyerly with NDOT Administrative Services. And as you will probably recall from the last time we met, the issue...
- Nelson: You might want to come a little closer so you can get to the mic.
- Eyerly: All right. Can you hear me now? So the last time we met we talked about the electronic bidding issue that we had with Contract 3516 and Q & D having difficulty submitting their bid. And that issue was related to the order of supplemental notice processing. So we received a software fix from our vendor. The timing of implementing that fix is somewhat tricky because the software is housed individually on contractors' desktops out in their office, so the update is -- it's just a process for them to go through. So we try to time those carefully and in combination with other fixes as relevant.

At this stage, some time in January we plan on implementing the DBE, Disadvantaged Business Enterprise, report enhancement that is also a software update, and they kind of go hand in hand. So what we're doing is we're testing in-house the software fix for the supplemental order processing and the DBE report enhancement and planning to implement those at the same time in January. We don't have any electronic bids opening until late January, early February.
- Savage: Thank you, Jenny. Are you getting good support from your consultant?
- Sisco: We're watching that carefully (inaudible).
- Savage: Thank you, Mr. Sisco. Because I know it's important that, you know, we have a very solid policy in place during bid day. It's about contractors living and dying each day by the bid and it's vitally important that internally the staff has the proper and diligent policy, I believe, in order to eliminate the unknowns. Because

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there's always going to be the unknowns. So as long as we have a strict policy that gives the contractors confidence about the trust of NDOT, we'll be in a good place. And I think everybody realizes that and understands that, and I thank you for your listening and understanding of that, but it's vitally important because contractors do live and die by (inaudible).

Eyerly: Absolutely. And if I can just speak to that just briefly. I think in Admin Services we're acutely aware of the importance of bids to contractors and also the integrity of the bidding process. So we're always mindful of that come bid opening day. In an ideal world, we would eliminate these kinds of things. Unfortunately, when you're dealing with software, sometimes you just never know. I mean, we've been dealing with this -- we've been using this system since January and came across this issue in November. It was just a magic combination of events that led up to this issue. So in the software world, bug-free is something that you just don't get promised. The best that we can do in-house is to understand the importance and then as each situation arises analyze it based on the framework of the rules and regulations that we have in place, the chain of command, the processes that we go through and, of course, keeping in mind the importance to the contractor. So there isn't really one perfect cookie cutter solution that we can apply, but we definitely look at that whole picture.

Savage: And I think we'll see how the e-bidding goes because we can always go back to the paper. The paper was a black and white deal, no excuses. And I think we have to achieve the same thing with the e-bidding, ultimately, to be beneficial. So I'm glad to hear...

Eyerly: We've had some people begging us not to go back to paper, so there is...

Savage: I'm sure.

Eyerly: ...you know, there is definitely...

Savage: I'm sure.

Eyerly: ...I think a movement as far as from people that we hear that they like it. Even in the process that we had to go through, even ending up in a court setting, there was still support for this, so, yeah, we're definitely hopeful that it can provide the same level of secure bidding to all contractors fairly that the paper process did.

Savage: Thank you, Jenny. I'm glad to hear it's a top priority, trust and confidence, because it's vitally important. Madam Controller?

Wallin: No.

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Savage: Member Martin, any comments or questions?

Martin: No, but I liked your comment about the paper. That's always the back up as far as I'm concerned.

Savage: Absolutely.

Unidentified: Yeah, we've got lots of backup.

Savage: Okay. Thank you, Jenny.

Eyerly: You're welcome.

Malfabon: Is the Board aware of the outcome from the case of the readvertisement, how it ended up?

Savage: No, that has not been discussed, Mr. Director.

Malfabon: For the record, Director Rudy Malfabon. In the court hearing, the judge and the parties involved agreed to do a very quick trial on the merits of the case. After hearing the testimony from both sides, he found in the state's favor, so it was up to Granite to determine whether they wanted to appeal that in the state supreme court. I had a discussion with Rod Cooper from Granite. He brought some of those issues about how we handled this particular case.

I think that there are some things that we would do differently in the future, but in the summary, though, we would have ended up in court either way. And the outcome of the readvertisement -- well, getting back to Granite, they determined that we're a very good partner working with the construction industry and the bank on contracts, so they determined not to appeal it. They did prevail on the low bid on the readvertisement. They actually beat Q&D by a little bit, so they ended up getting the contract, but obviously lowered the bid to beat Q&D on the readvertise project.

But as far as what we would do differently, it would probably be more on Q&D to take the department to court rather than accepting their bid. Because I think the issue was the timing. I think that I would have had the same conclusion, that the software glitch prevented Q&D from submitting, but it would have been incumbent on them instead of listing theirs as a received bid in time like we did, we would have said it was incomplete, so it's not really responsive, but because of the glitch -- but for the glitch, they would have (inaudible) it would have ended up still in court, but different players in that trial and the same conclusion, I believe, would have occurred and would have been supported in readvertising the contract instead of awarding the first advertisement.

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Savage: Thank you, Mr. Director. Let's move on to Agenda Item No. 8, briefing on the status of construction projects, beginning with the summary of projects closed.

Nelson: Yeah, this is Rick Nelson for the record. We'll take the briefing of the status of construction projects in three parts. The first will be the summary of projects closed, and that's Item 8, Attachment A. This spreadsheet shows 34 projects that have been closed out this year. There's five projects that have been closed out since the last reporting period, or the last two months. Now, this report, as you recall, is sort of what generated the -- created the Construction Working Group. It was a year ago January when we made our first report on projects that were closed out.

So what you see here is a running list of projects that have been closed out since the beginning of the year. We'd be happy to answer any questions that you might have about any of these specifically. At the January Transportation Board Meeting we will add the projects that have been closed out between the date of this report towards the end of November and the end of the calendar year to report to the full Transportation Board.

Behind this spreadsheet are the five individual sheets that cover each of the yellow projects on the first page. It gives a detailed accounting of the funds and time associated with each of these projects. Now, one thing you'll notice as you get a couple back, for example, Contract 3462 is one of them, you'll see in this report that for preliminary engineering and right away we list that the costs were not captured, and the same for the project behind it. These were state stimulus projects that were pushed out this last year. And since we published this report for this particular meeting, John Terry, the Assistant Director for Engineering, has been able to go in and actually peel off some of these costs that -- we will be able to report what the engineering -- preliminary engineering costs were for those projects.

So with that, if you have any questions about any of these projects that have been closed out. In summary for the year we've had 12 projects finish over the amount, the agreement estimate amount. We've had 22 projects fall below that amount, so I think, in general, the trend is trending the right way, that we're finishing under budget. Anything you'd like to...

Shapiro: No, I...

Nelson: Comments you'd like to add about that?

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- Shapiro: No, I would agree with that. Jeff Shapiro again. The total percentage at the right-hand -- lower right-hand corner indicates 99 percent which, as a whole, all the projects have come in -- the program has come in under budget.
- Savage: Mm-hmm.
- Shapiro: But we did have some individual projects that went over.
- Savage: I have one question, Mr. Nelson. On Item No. 8, Attachment A, first page, Contract 3427. This is an example. I'm just -- I notice on bid price you have 640,000 and percentage of change order 0, change order 0, but you have the final contract amount of 765,983.
- Shapiro: Rick, I can explain.
- Savage: Okay, go ahead.
- Shapiro: Jeff Shapiro again. Basically, there were no change orders on that project, but we did have some quantity overruns, for lack of a better phrase, and that's what made the difference up.
- Savage: So the quantity overruns are never -- they must -- do they ever -- what am I trying to say here? Do the quantity overruns become a change order to the contract, eventually?
- Shapiro: Chairman Savage, no, they do not. We used to do what was called balancing change orders, but we don't do that anymore. We basically adjust the quantities.
- Nelson: This is Rick Nelson. One of the things in our standard specifications allows for the renegotiation of unit prices. So if a particular quantity overruns by 120 percent or underruns...
- Shapiro: By 75 percent.
- Nelson: ...by 75 percent, then there's an opportunity to renegotiate that unit price. In other words, if it overruns, we think there may be opportunities for us to get a better price for quantity. If it underruns, the contractors feel the same in that they weren't able to achieve as much quantity as they thought they were going to. So there are instances where quantity overruns or underruns would end up generating a change order and then that would go into that adjusted payment. But if the quantities fall between that zone of 75 percent or 125 percent of quantity...
- Savage: No change order needed.
- Savage: Just -- okay. Thank you. Madam Controller, any questions?

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- Wallin: No.
- Savage: Member Martin, any questions in Vegas? Member Martin, any questions or comments from Vegas?
- Martin: None from me, sir, thank you.
- Savage: Any other comments or questions from staff? Next item, Mr. Nelson.
- Nelson: Item No. B is the project closeout status. The next several sheets that are listed in the packet represent those projects that are in the range requiring contract close-outs and we're tracking 62 projects. Now, not all of these projects are actually actively being closed out. When a contract gets towards the end of its cycle, then we'll put it on this list and start tracking it to make sure that we're getting the requisite material certifications and those kinds of things. So we'll begin the close-out project before the project is over.
- We continue to have monthly meetings with the districts to go over each of these projects. Megan conducts those meetings. And I think they've been very beneficial towards moving these project close-outs along. We've attached the minutes of those meetings here so you can get a feel for the kind of discussion that takes place along with those.
- We do have a couple of projects that are lingering the close-out process, but I think by and large we've made very good progress at chipping away at the backlog of projects to be closed out.
- Savage: If I recall, the magic number is 17 months.
- Nelson: That was the average.
- Shapiro: That was the average.
- Savage: That was the average.
- Shapiro: Mm-hmm.
- Nelson: When we come before the Transportation Board next month, we'll have a new average time and...
- Savage: Good.
- Nelson: ...I'm hopeful it will be better than 17.
- Shapiro: Me too.

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- Savage: Me too.
- Wallin: I hope so, too.
- Savage: Thank you, Mr. Nelson. Any questions from any members?
- Nelson: So the last part is the active projects, projects that we have on our active roster. We're tracking 76 projects as active with a total contract value of \$1.5 billion. You can see that this is an evolving document. It's been actually a very good tool for us to look at in-house. We're not listing green projects anymore. If there's no color, there's no problem. Again, the ones that are identified as red have some problem associated with them. It could be schedule or it could be budget. It could be a potential change order or litigation. The yellow projects are those that we've got some concerns over and we're monitoring them more closely. This meeting we have added the agreement estimate, that budget column, so we get a comparison of what we've programmed for the project as the budget. And we'd be happy to answer any questions that you might have about any one of these projects with respect to schedule or outcome.
- Savage: I have one -- Member Martin, go ahead.
- Martin: Yes, on this particular sheet you don't list the contractor. I see the Project Manager, NDOT consultant. The one I'm looking at, I can't tell you for sure which page it is. It's Page 93. It's got all the red and yellow markings on it.
- Nelson: Member Martin, we can add the contractor to this list. One of the things we're trying to be mindful of is not to put so much information on here that we can't actually read it.
- Martin: That's for sure.
- Nelson: But we'll play around with that and see if somehow we can't get the contractor listed on here.
- Martin: Okay.
- Wallin: Because I think before we had it. I remember seeing the contractor...
- Savage: Mm-hmm, one time.
- Wallin: Yeah, one time we had the contractors.
- Martin: Yes, we did.
- Wallin: Yeah.

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- Shapiro: Madam Controller, it might be the closed out spreadsheet that does have it.
- Wallin: No, we had it...
- Shapiro: Was it on this one too?
- Wallin: We had it on this because I remember the red because, like, Peak Construction, they were popping up under Kingsbury.
- Shapiro: Yeah, we can add (inaudible).
- Savage: This is a great form. This is a great summary. Any further questions, Member Martin?
- Martin: No, sir. It is -- and I agree, Chairman Savage. It is a great tool because there is huge numbers of contracts and it's nice to see them all on just a couple of pages and get a basic picture.
- Savage: Thank you, Member Martin. One question that I have is, and maybe it's just a calculation error, but let's take a couple contracts, 3290 and 3361. The amount shown on the paid to date exceed the agreement estimate, but do not indicate over budget.
- Shapiro: Chairman Savage, I can answer that. There was a -- on 3290 -- this is Jeff Shapiro again. 3290 there is a significant overpayment due to a mathematical error on NDOT's part, to be quite frank. That's to the tune of \$600,000. Once we get that money back -- get those quantities back, excuse me, then it will bring that in under budget. So that's why we're not showing it as over budget at this time. Now, 3361 is a little -- that's actually a -- I don't want to say clerical error. That not being colored is actually an error on our part. It should have been red.
- Nelson: See, these color codes are done by staff. There's not a computer code that does that for us, so they have to review these documents.
- Savage: Because I noted actually 11 -- I noted 11 jobs on this page that were actually -- where the total pay was over the agreement estimate...
- Shapiro: Right, right.
- Savage: ...which it would indicate a red flag.
- Shapiro: And some of those are the ones, sir, that I've highlighted in pink because they should have been red.
- Savage: Yeah.

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- Shapiro: But some of this is we're combining automated information with manual manipulation and it's a work in progress. We missed those.
- Wallin: So one's 153 percent over?
- Savage: Mm-hmm.
- Shapiro: Yeah. Well, except for 3290. We just need to get those quantities back (inaudible).
- Savage: Sounds good. That's all I have. Madam Controller?
- Wallin: No, that's good.
- Savage: Anybody from staff or within the department with any comments or questions? Okay. That'll move us on to Agenda Item No. 9. At this time, entertain a motion to close the meeting.
- Wallin: I make a motion to close the meeting.
- Martin: Second.
- Savage: Thank you. All in favor?
- Group: Aye.
- Savage: Motion passes. Meeting closed.

Representative

Construction Division Training & Meetings

❖ **RE Meeting** – (2012 Agenda and 2012 Topics for Discussion attached)

Annual meeting comprised of Resident Engineers, Consultants, Construction Division, Front Office, and representatives from various other NDOT Divisions. This meeting provides a forum for attendees to discuss various topics relating to the industry.

❖ **RE Academy** – (2012 Agenda and 2012 Final Report attached)

Training is required for all NDOT Resident Engineers as well as consultant Resident Engineers providing Construction Full Administration services for NDOT construction contracts. Local Public Agencies (LPAs) are also invited to attend. The Academy is a week in duration and held at UNR.

❖ **Construction Admin Office School**

Training teaches proper documentation of construction contracts to field crews' office personnel ensuring compliance with our State and Federal regulations. Annual course is a week in duration and taught in each District. Examples of topics include: setting up of contract files/field books, contractor payments and contract closeout.

❖ **Change Order Training** – (2013 Agenda attached)

Training provided to Resident Engineer other District field crew personnel annually in each District. Topics discussed are prior's; letter's of authorization; and negotiation, justification and processing of change orders. Presenters include representatives from FHWA, the Attorney General's Office, the Director's Office, Financial Management, and Construction Engineer.

❖ **Partnering – Communication Training**

Training focuses on communication, the differing styles of communication and how to improve your communication skills. This 4 hour course is geared towards any staff from Contractors, Consultants, and the Department who are involved in NDOT Construction projects.

❖ **Intro to Partnering**

Defines the goals and responsibilities of partnered projects, and provides tools for successful outcomes. This 4 hour course is geared towards any staff from Contractors, Consultants, and the Department who are involved in NDOT Construction projects.

❖ **Asphalt Inspection**

Annual course trains field crew personnel in all aspects of Plantmix Bituminous Surfacing as it relates to NDOT Construction projects. Course is a weeklong and a five year refresher is recommended.

❖ Concrete Inspection

Annual course trains field crew personnel in all aspects of concrete construction as it relates to NDOT Construction projects. Course is two weeks and a five year refresher is recommended.

❖ General Inspection

Annual course trains field crew personnel in all aspects of construction inspection as it relates to NDOT Construction projects, with exception of asphalt and concrete. Course is a weeklong and a five year refresher is recommended.

❖ Best Management Practices (BMP)

Purpose of this training is to meet Federal and State Requirements as they pertain to our statewide Municipal Separate Storm Sewer Systems (MS4) Permit. Course is provided as needed in each District with a three years recertification requirement.

❖ Mine Safety and Health Administration (MSHA) Training

Trains field crew personnel the federal regulations pertaining to safety at surface mining sites. Course is facilitated by NDOT and instructed by the Mine Safety section of the Nevada Division of Business and Industry. The Construction Division is working with MSHA on an approved course to assume the responsibility of teaching the material. Course is given as needed in each District with an annual recertification requirement.

❖ Nevada Concrete Qualification Program (NCQP)

Annual course trains field crew personnel on all aspects of material sampling and testing pertaining to concrete as it relates to NDOT projects. Week long course is provided in each District with a five year recertification requirement.

❖ Occupational Safety and Health Administration Training (OSHA)

Trains field crew personnel the Federal regulations as it pertains to the work site. Course is facilitated by NDOT and instructed OSHA certified instructors. Provided in each District as needed with a five year recertification requirement.

❖ Radiation Safety Class

Trains field crew personnel in all aspects of nuclear density gauge safety and HAZMAT. Course is provided in each District annually with a three year recertification requirement.

❖ Survey School

Trains field crew personnel in all aspects of surveying as it relates to NDOT projects. Course is provided in each District annually and has a five year refresher recommendation.

❖ Testing School

Trains field crew personnel in all aspects of material sampling and testing as it relates to NDOT projects. Prepares crew testers for Nevada Alliance for Quality Transportation Construction (NAQTC). Course is provided in each District annually.

**2012 Resident Engineer's Meeting
AGC
5400 Mill Street, Reno, NV
April 24-26, 2012**

Tuesday

| | | |
|----------|--|-------------------------|
| 11:30 AM | Lunch Break | |
| 12:00 PM | Conference Begins - Pete Booth, Brad Durski, Sharon Foerschler | |
| 12:15 PM | Opening Comments - Rudy Malfabon and Rick Nelson | |
| 12:45 PM | Opening Comments - Construction Engineer - Jeff Shapiro | |
| 1:00 PM | Buy America | Materials - Reid Kaiser |
| 1:00 PM | Group Discussion on Construction Issues | |
| 2:00 PM | Key Note Speaker - Susan Martinovich | |
| 3:00 PM | Afternoon Break | |
| 3:15 PM | Group Discussion on Construction Issues | |
| 4:30 PM | Adjourn | |

Wednesday

| | | |
|----------|---|--|
| 7:30 AM | District Presentations | 7:30 AM: D3 - Mike Murphy - Wildlife Crossings 8:00 AM: D2 - Shane Cocking/Adam Searcy-CMAR Diverging Diamond Interchange 8:30 AM: D1 - Martin Strganac - Innovative Construction/Bridge Slide |
| 9:00 AM | Guest Presentations Maintenance Contracts | Maintenance & Asset Management Anita Bush and Greg Mindrum |
| 10:00 AM | Break | |
| 10:15 AM | Guest Presentations Traffic Loops | Traffic Information - Randy Travis |
| 10:45 AM | ITS | Traffic Operations - Dave Partee |
| 11:30 AM | Lunch Break | |
| 12:00 PM | Guest Presentation Title VI and ADA Compliance | Civil Rights Officer - Yvonne Schuman |
| 12:45 PM | RE and Admin Breakouts | |
| 3:00 PM | Afternoon Break | |
| 3:15 PM | Group Picture on Galena Creek Bridge | *Picture will be taken up by bridge, just like 3 years ago |

Thursday

| | |
|----------|--|
| 7:30 AM | Group Discussion on Construction Issues |
| 9:30 AM | Morning Break |
| 9:45 AM | Group Discussion on Construction Issues |
| 11:30 AM | Lunch Break - Working Lunch |
| 12:45 AM | Closing Comments - Construction Engineer |
| 1:00 PM | Adjourn |

2012 Resident Engineers Meeting Topics for Discussion for RE Breakout

1. Prior Approvals

- RE's must sign? Do we want to implement mandatory RE signature?
- Priors going to Director's office – Jeff needs to review
- Don't pay on priors anymore?
- Change 10% AND \$25K to 10% OR \$25K?
- How do we emphasize to Field Personnel that priors should only be used in emergency type situations when a change order cannot be executed in time?

2. Discuss budget control

- How do we get control of the budget?
- Quantity overruns – approval process needed?
- Consistently overrun plantmix, especially open grade – do we need to address this with Design and Materials?

3. Why don't we have NDOT personnel fill out traffic control checklist instead of contractor?

4. Equipment rental – why not make rental force account instead of by the hour?

5. RE Meeting – do the Districts/RE's want to stay involved in the planning and execution of meeting or do they want the Construction Office to take over?

2012 Resident Engineers Meeting Topics for Discussion with the Group

1. Prior Approvals
 - RE's must sign? Do we want to implement mandatory RE signature?
 - Priors going to Director's office – Jeff needs to review
 - Don't pay on priors anymore?
 - Change 10% AND \$25K to 10% OR \$25K?
 - How do we emphasize to Field Personnel that priors should only be used in emergency type situations when a change order cannot be executed in time?
2. Discuss budget control
 - How do we get control of the budget?
 - Quantity overruns – approval process needed?
 - Consistently overrun plantmix, especially open grade – do we need to address this with Design and Materials?
3. Discuss force account
 - Person not on certified payroll – how to address?
 - Force Account vs Analysis of Cost – Construction generating new forms to address
4. Subcontractor payment policy
 - Need to discuss Dept's approach to dealing with subcontractor nonpayment issues
5. Job applications
 - We need to let crews know how applications are ranked, no more partial credit, so they do a better job answering the supplemental questions. Too many NDOT people are not ranking where they should because they do not do a comprehensive job of filling out application.
6. Electronic Documentation update
7. Why don't we have NDOT personnel fill out traffic control checklist instead of contractor?
8. Equipment rental – why not make rental force account instead of by the hour?
9. Guardrail Inventory – Tom Lightfoot and his group are revamping the entire guardrail inventory process/form and determining who the most appropriate personnel are to gather the information (construction crews, maintenance crews, etc)
10. Correspondence – importance of information transmitted in emails (discoverable, sarcasm hard to read in email, correspondence appearing to be hostile, etc)
11. Contract closeout
 - Making progress but still need to work diligently to get contracts closed out, especially older contracts
 - Construction putting out RFP to bring consultant on board to assist in revamping closeout process
 - How can we have RE's take more ownership of the process

- Closeout is a standing agenda item for the Construction/Transportation Board working group
- Discuss payment of bid items requiring certification - Installation of such items is happening before certification – what can we do?

12. Transportation Board Meetings

- Update
- Agendas
- Trends
- W what they are looking at

13. RE's are interested in what we talked about in the Admin breakouts – can we provide them a brief overview of Admin breakout agenda/discussions?

19. What has happened since last year?

- FHWA audits
- Equipment purchases
- Performance measures

14. Discuss the Acceptance Testing Frequency Report (ATFR), this process has been modified and we would like everyone to be on the same page.

15. Training Policy – Training Division will only pay for the class once, Construction will pay for a second re-test, and participant will pay for any after that out of their pocket.

16. Construction has 2 radar trailers (1 – District 1 and 1 – District 2) Would the construction crews utilize this piece of equipment, now that they know we have them?

17. RE Meeting – do the Districts/RE's want to stay involved in the planning and execution of meeting or do they want the Construction Office to take over?



Agenda 2012 NDOT
Resident Engineer Training Academy
University of Nevada Reno

Item 3 Attachment B

DAY 1 -- Monday, February 6, 2012

| <u>Start</u> | <u>Duration</u> | <u>Topic</u> | <u>Presenter(s)</u> |
|-----------------|-----------------|---|---|
| 9:00 AM | 60 | Academy Kickoff | Rick Nelson, Rudy Malfabon |
| | | Overview | Jeff Shapiro |
| | | Introductions | Sharon Foerschler, Todd Montgomery (Facilitators) |
| 10:00 AM | 60 | The Role of the Resident Engineer and Foundations | Mario Gomez |
| 11:00 AM | 60 | Contractor Communication | Jeff Shapiro |
| 12:00 PM | 60 | Lunch - provided | |
| 1:00 PM | 60 | Communication Exercise | Mario Gomez, George Jordy |
| 2:00 PM | 30 | Project Execution and Management | Mike Murphy |
| 2:30 PM | 45 | Staff Management | Pete Booth |
| 3:15 PM | 15 | Break | |
| 3:30 PM | 30 | Pre-Construction Meeting | Todd Montgomery |
| 4:00 PM | 60 | Partnering | Jeff Freeman |
| 5:00 PM | 15 | Evaluations | Sharon Foerschler, Todd Montgomery |

DAY 2 -- Tuesday, February 7, 2012

| <u>Start</u> | <u>Duration</u> | <u>Topic</u> | <u>Presenter(s)</u> |
|-----------------|-----------------|---|------------------------------------|
| 7:15 AM | 15 | Recap | Sharon Foerschler, Todd Montgomery |
| 7:30 AM | 90 | Contract Compliance | Roc Stacey, Dana Olivera |
| 9:00 AM | 30 | Director's Remarks | Susan Martinovich |
| 9:30 AM | 15 | Break | |
| 9:45 AM | 30 | Office Setup | Cecilia Whited |
| 10:15 AM | 60 | Change Order Exercise | Todd Montgomery |
| 11:15 AM | 60 | RE Diary | Mike Murphy |
| 12:15 PM | 60 | Lunch - provided | |
| 1:15 PM | 45 | Dealing with the Public | Pete Booth, Mike Murphy |
| 2:00 PM | 60 | Project Management | Jenica Finnerty |
| 3:00 PM | 30 | Force Account | Cecilia Whited |
| 3:30 PM | 15 | Break | |
| 3:45 PM | 30 | Progress Payments/Agreement Estimate BO | Cecilia Whited |
| 4:15 PM | 60 | Project Closeout | Sharon Foerschler |
| 5:15 PM | 15 | Evaluations & Adjourn | Sharon Foerschler, Todd Montgomery |

DAY 3 -- Wednesday, February 8, 2012

Item 3 Attachment B

| <u>Start</u> | <u>Duration</u> | <u>Topic</u> | <u>Presenter(s)</u> |
|--------------|-----------------|--|---|
| 7:15 AM | 15 | Recap | Sharon Foerschler, Todd Montgomery |
| 7:30 AM | 1/2 day | Contractor's Schedules | John Jackson |
| 9:00 AM | 15 | Break | |
| 9:15 AM | 1/2 day | Contractor's Schedules | John Jackson |
| 12:00 PM | 60 | Lunch - provided | |
| 1:00 PM | 1/2 day | Claims and Dispute Resolution | Jeff Shapiro, Kirk Niemi and Tom Caruso |
| 3:00 PM | 15 | Break | |
| 3:15 PM | 1/2 day | Claims and Dispute Resolution | Jeff Shapiro, Kirk Niemi and Tom Caruso |
| 5:00 PM | 15 | Evaluations & Adjourn | Sharon Foerschler, Todd Montgomery |
| 5:15 PM | | Adjourn - Welcome Reception (Optional) | |

DAY 4 -- Thursday, February 9, 2012

| <u>Start</u> | <u>Duration</u> | <u>Topic</u> | <u>Presenter(s)</u> |
|--------------|-----------------|---------------------------|---|
| 7:00 AM | 15 | Recap | Sharon Foerschler, Todd Montgomery |
| 7:15 AM | 30 | Bridge Division | Mark EliceGUI |
| 7:45 AM | 30 | Environmental Services | Steve Cooke |
| 8:15 AM | 45 | Right of Way | Paul Saucedo |
| 9:00 AM | 15 | Break | |
| 9:15 AM | 30 | Design Division | Paul Frost |
| 9:45 AM | 30 | Materials Division | Darin Tedford, Ronald A. Siegel |
| 10:15 AM | 60 | NDOT Project Examples | Rick Bosch, Brad Durski, Martin Strganat, Jason Voigt |
| 11:15 AM | 45 | Case Study | Jeff Freeman |
| 12:00 PM | 60 | Lunch - provided | |
| 1:00 PM | 30 | Survey and Stakeout | Tom Regenhard |
| 1:30 PM | 60 | FHWA | Andrew Soderborg |
| 2:30 PM | 30 | Traffic Control | Dave Partee |
| 3:00 PM | 15 | Break | |
| 3:15 PM | 30 | Traffic Control Exercise | Dave Partee, Sharon Foerschler |
| 3:45 PM | 90 | QA/Testing and Inspection | Steve Hale, George Jordy |
| 5:15 PM | 15 | Evaluations & Adjourn | Sharon Foerschler, Todd Montgomery |

DAY 5 -- Friday, February 10, 2012

| <u>Start</u> | <u>Duration</u> | <u>Topic</u> | <u>Presenter(s)</u> |
|--------------|-----------------|-----------------------|------------------------------------|
| 8:00 AM | 15 | Recap | Sharon Foerschler, Todd Montgomery |
| 8:15 AM | 45 | Asset Management | Anita Bush |
| 9:00 AM | 60 | Safety | Steve Hale, Dave Dostaler |
| 10:00 AM | 15 | Academy Closing | Rick Nelson, Jeff Shapiro |
| 10:15 AM | 15 | Evaluations & Adjourn | Sharon Foerschler, Todd Montgomery |
| 10:30 AM | 15 | Project Tour (s) | |

MEMORANDUM

TO: Jeff Shapiro, Chief Construction Engineer
NDOT – Construction Management

FROM: Jim Dodson ATKINS
George Jordy ATKINS
Kathleen Taylor ATKINS

DATE: June 21, 2012

SUBJECT: 2012 Resident Engineer Training Academy Final Report

Dear Jeff:

Thank you for the opportunity to assist with the Nevada Department of Transportation's 2012 Resident Engineer Training Academy. Overall, the comments received indicate attendees were satisfied with the event and felt the training was valuable and the information received was pertinent. The training was held at the University of Nevada, Reno campus and was well received. The room temperature was still a concern, based on comments received. Additionally the class was restructured from a four-day class to a five-day class. Only two presentations were held on Friday including Asset Management, a new presentation. The rest of the day was dedicated to the I-580 Project Tour. The 2013 Training will be held at the AGC offices on Monday, January 28 to Friday, February 1, 2013. Based on comments during the training and the evaluations, below is a summary of the event.

Summary

The training was attended by 37 construction engineering professionals including 17 NDOT employees and 20 consultants. Evaluations were distributed and collected Monday through Thursday, with a 90 percent average return. Evaluations consisted of ten questions. The first seven questions addressed clarity of materials, quality of presenter and materials, comprehensiveness, usefulness and ability to apply course information. The last three questions asked participants for the most and least useful topic presented that day and additional comments. Questions asked attendees to rank the following questions on a scale from one to seven; seven being, "strongly agree." Complete copies of the evaluations are included as attachments to this report.

- Question 1.** The instructors presented the material in a way that made it easy to understand.
- Question 2.** The training was organized in a way that made sense to me.
- Question 3.** I am familiar with the tools and references that support what I learned today.
- Question 4.** I felt motivated to understand the material we covered today.
- Question 5.** I am confident that I understood everything we covered today.
- Question 6.** I am confident I will be able to use what I learned today on the job.
- Questions 7.** Overall, today's session was useful and beneficial for me.

Overall

Overall the 2012 Resident Engineer Training Academy was a success. Areas of improvement based on comments include:

- **Examples.** Presentations need to include specific and real-life examples of both positive and negative situations.
- **Group Participation.** Attendees requested more group participation. Presenters need to create scenarios to engage the audience with two-way communication.
- **Room Atmosphere.** Both years attendees have said the room temperature at UNR is too cold. Because of budget controls, we have no control over increasing the room temperatures. The training will be held at the AGC Offices in 2013.
- **Project Management and Geotech.** These presentations presented challenges to attendees in 2011 and 2012. Consideration may be given to restructuring these presentations in 2013.

Daily Topic Evaluation

Outlined below is a day-by-day recap of topics presented. Specific comments are included as an enclosure.

Monday, February 6, 2012

Below is a table ranking the day's topics based on the evaluations. The Role of the Resident Engineer and Foundations, presented by Mario Gomez was the most useful topic and the Communication Exercise was the least useful. Comments indicated people were not participating. The comments on The Role of the Resident Engineer and Foundations were that the presentation was very helpful in understanding the role of the RE.

| Topics | Most Useful | Least Useful |
|---|-------------|--------------|
| Introductions | 1 | |
| Program Overview | 9 | 1 |
| Overview of NDOT | 4 | 1 |
| The Role of the Resident Engineer and Foundations | 1 | 6 |
| Contractor Communication | 8 | 5 |
| Communication Exercise | 6 | 4 |
| Project Execution and Management | 3 | 5 |
| Staff Management | 8 | 4 |
| Pre-Construction Meeting | 1 | |
| Partnering | 9 | 1 |

**Some evaluations included more than one "most" and "least" useful topic. Participant evaluations did not always include a "least" useful comment, rather a statement indicating all information presented was useful.

Tuesday, February 7, 2012

The Change Order Exercise, presented by Todd Montgomery was the most useful followed by the Director's Comments, presented by Susan Martinovich. The Change Order Exercise was new this year and much better received compared to the PowerPoint presented in previous years. The Directors Comments were very beneficial for understanding the position and direction of NDOT's management. Project Management was ranked the least useful this year. Comments from the evaluation indicated the topic was not relevant to the RE and extremely drawn out.

Tuesday, February 07, 2012

| Topics | Most Useful | Least Useful |
|--|-------------|--------------|
| Contract Compliance | 4 | 3 |
| Director's Comments | 6 | |
| Office Setup (no evaluation comments received) | | |
| Change Order Exercise | 10 | |
| RE Diary | 4 | 2 |
| Dealing with the Public /Stakeholders | 3 | 3 |
| Project Management | 5 | 7 |
| Force account | | 2 |
| Progress Payments/ Agreement Estimate BO | 2 | 2 |
| Project Closeout | 3 | |

Wednesday, February 8, 2012

Both of these topics were very useful to attendees and comments were very positive.

| Topics | Most Useful | Least Useful |
|-------------------------------|-------------|--------------|
| Contractor's Schedules | 17 | 4 |
| Claims and Dispute Resolution | 16 | |

Thursday, February 9, 2012

Over view of the Bridge Division, presented by Mark Elicegui was the most useful. Geotech was the least useful. Presenters for Traffic Control and Right-of-Way were unable to attend. The Construction Division provided a brief overview. Evaluations and comments are not included for these topics.

| Topics | Most Useful | Least Useful |
|---------------------------|-------------|--------------|
| Bridge Division | 5 | |
| Environmental | | 2 |
| ROW | | 2 |
| Design Division | 1 | |
| Materials Division | 1 | 3 |
| Case study | 3 | |
| Survey and Stakeout | | 3 |
| FHWA | 2 | |
| Traffic Control | 1 | |
| QA/Testing and Inspection | 8 | |
| Geotech | | 8 |

Friday, February 10, 2012

Asset Management and Safety were presented on Friday. Asset management was a new addition to the training and was presented by Anita Bush. Safety was presented by Dave Dostaler of CH2M Hill and was significantly more popular than past years. A project tour of the I-580 Bridge was provided and attended by 27 attendees. There are no project evaluations for Friday, but comments indicate the Safety presentation was very useful and well received.

Conclusion

The 2012 RE Training Academy was successful primarily because of the preparation of the presenters and the Construction Division. The evaluations indicate we are providing a good balance of materials for new and experienced resident engineers. Recommendations for the 2013 Training Academy include:

- NDOT will have new leadership and we may want to focus attention to organizational structure.
- Increased rehearsal for new presenters.
- Re-use materials – only adding topic addendums where necessary.
- Encourage presentations that include interaction with participants.
- Include hands on exercises to complement presentations.

Thank you for allowing us to be part of your team for this year's Academy and we look forward to assisting the Nevada Department of Transportation Construction Division with the 2013 Resident Engineer Training Academy.

Monday, February 6, 2012

| Topics | Most Useful | Least Useful |
|---|-------------|--------------|
| Introductions | 1 | |
| Program Overview | 9 | 1 |
| Overview of NDOT | 4 | 1 |
| The Role of the Resident Engineer and Foundations | 1 | 6 |
| Contractor Communication | 8 | 5 |
| Communication exercise | 6 | 4 |
| Project Execution and Management | 3 | 5 |
| Staff Management | 8 | 4 |
| Pre-Construction Meeting | 1 | |
| Partnering | 9 | 1 |

| Most Useful Comments |
|---|
| Partnering -- was not familiar with NDOT's process- gave a better understanding |
| Partnering - formal aspect completely new to me |
| Partnering- fully explained the charter concept and reasons that partnering fails |
| Overview set a good tone for the academy |
| Project Execution and Management-- covers aspects of work the RE faces every day |
| Project Execution Emphasis on authority of RE |
| Project Execution- learning the NDOT way of running contracts |
| Project Execution - lot of information maybe break into two sections |
| Contractor communication and staff management-good speakers and examples |
| Staff Management- most dynamic aspect of a contract |
| Staff Management Learning the NDOT method of staffing |
| Staff management- the core of any project a bad staff can ruin a project |
| Communication exercise-the use of all resources available was a definite theme |
| Role of RE very good overview |
| Role of RE and Project Execution - topics most useful |
| Role of RE -understand RE role better |
| Role of RE - Provided insight into what the duties of the RE are |
| Role of RE - good recap of the various responsibilities |
| Pre-con detailed info for new Res |
| Pre con - Todd was excellent presenter |
| Communication, Communication, Communication. |
| RE Role because that's what I'll have on an NDOT project |
| |
| Least Useful Comments |
| Role of the Resident Engineer- couldn't hear speaker |
| Staff Management-- Most of the time we are limited on our staff size by NDOT policy |

| |
|--|
| Staff management it seemed too long |
| Staff Management ongoing daily task for those in attendance |
| Communication exercise - not all participated - not really any communication going on |
| Pre-construction meeting -- Agenda sets meeting. Probably more useful to attendees who haven't been to so many too much time |
| Pre construction meeting already very familiar |
| Preconstruction - probably could be combined with other sections |
| Project execution- not very partnering oriented |
| Project Execution - so many undefined items |
| Contractor communication-very basic information |
| Project Execution- Its dry material that has to be presented |
| Partnering- should be standard operating procedure |
| Partnering - already familiar with process |
| Partnering - I'm still not a big fan after all these years |
| Partnering- could be expanded perhaps case studies of what works and what doesn't |
| |
| Recommendations |
| Make sure speakers can be heard |
| Better chairs |
| Make lectures more interactive |
| None- I was impressed with training overall |
| Great speakers and content |
| Great organization of material |
| Less slide show, more group interaction |
| Temperature control--It's hard to learn when you are not comfortable |
| Room was too cold. Various topics were excellent; some were a little drawn out |
| Increase room temp |
| Binder note sections on wrong side next to binder rings. |
| Enjoyed the presentations as given |
| How to engage the contractor in honest partnering-provide some examples that have worked |
| Include more personal experience |
| Less power point |
| Heat |
| Heat |
| Turn up the heat |
| |

Tuesday, February 07, 2012

| Topics | Most Useful | Least Useful |
|--|-------------|--------------|
| Contract Compliance | 4 | 3 |
| Director's Comments | 6 | |
| Office Setup | | |
| Change Order Exercise | 10 | |
| RE Diary | 4 | 2 |
| Dealing with the Public /Stakeholders | 3 | 3 |
| Project Management | 5 | 7 |
| Force account | | 2 |
| Progress Payments/ Agreement Estimate BO | 2 | 2 |
| Project Closeout | 3 | |

| Most Useful Comments |
|--|
| Director's comments- very beneficial to understanding the position & direction of NDOT's management |
| Director's remarks- always good to know leadership's positions and concerns |
| Director's comments- empowering Res |
| Directors comments on partnering being how we do business |
| Project management - new delivery methods |
| Project Management - understanding what it takes to get a project out |
| CO and Project Closeout- areas that are seemingly troublesome |
| CO Progress Payments- handled quite different from other agencies |
| Contract Compliance- did not realize how it could impact federal funds |
| Contract Compliance more dollars for Nevada |
| Changes to Contract- very useful information |
| RE Diary - extremely important |
| Re Diary - emphasis on how critical they are |
| Change Order exercise - due to the complexity of the process |
| Changes to Contract- brought more of an understanding |
| Dealing with public- good experience |
| Dealing with the public important to me and well presented |
| Change Orders - better understanding of how they work and why |
| |
| Least Useful Comments |
| Contract Compliance - Doug was hard to hear- the flow of the material was difficult to follow. Roc was a great speaker. |
| Contract Compliance - could be better organized- hard to hear some of the presentation- encourage speakers to use microphone |
| Dealing with public- different each time encountered |
| Dealing with public- best to leave this to professionals PIOs |
| Force Account- we barely covered the topic |
| Progress Payments- Cecilia should be the presenter. |
| Contract Compliance- seemed to be disorganized |
| Project Management - RE involvement perhaps minimal |

| |
|---|
| Project Management -Already highly knowledgeable |
| Project Management- discussion was hard to follow |
| Project Management because it isn't a RE function. |
| Project Management - longer than necessary |
| Project Management - extremely drawn out |
| Project Management - seemed unrelated to RE Job responsibility |
| |
| Recommendations |
| room was cool |
| More detailed info |
| Have breakfast and room available on time |
| Dealing with the public was interactive and made a point |
| Segments should not be more than an hour without a break |
| A little too much information for one day |
| Get rid of Jenica's PM exercise-waste of time-Didn't learn anything |
| Leave it like it is |
| Presenters need to stay in topic |
| A section on Construction field issues |
| More interaction |
| None - great job |
| Have more realistic timeframes for presenters |
| Turn off air conditioner |
| Donuts |
| Facilitators need to let presenters continue even if over time allotted |
| Make speakers use microphone |
| |

Wednesday, February 08, 2012

| Topics | Most Useful | Least Useful |
|-------------------------------|-------------|--------------|
| Contractor's Schedules | 17 | 4 |
| Claims and Dispute Resolution | 16 | |

| |
|--|
| Most Useful Comments |
| Claims- learned the importance of solving issues at the lowest level |
| Both good presentations |
| Both very useful |
| Lots of useful information |
| |
| Least Useful Comments |
| Way too much time on scheduling |
| Too much information for item that should be known by Res |
| |
| Recommendations |
| Longer subjects should be broken up |
| Don't have panel at table. Have them walk around and interact |
| More interaction |
| Use numbers for point items on slides instead of dashes or dots for better reference |
| Speakers need to repeat questions from audience |
| Shorter sessions- hard to stay focused |
| Better chairs |
| Use microphones more |
| Better audio support for presenters |
| More breaks during long presentations |
| Microphone issues |
| Make sure microphone is passed around to persons asking questions |
| Both sessions were very well presented. |
| Have these two sessions on different days-similar information |
| |

Thursday, February 09, 2012

| Topics | Most Useful | Least Useful |
|------------------------|-------------|--------------|
| Bridge Division | 5 | |
| Environmental | | 2 |
| ROW | | 2 |
| Design Division | 1 | |
| Materials Division | 1 | 3 |
| Case study | 3 | |
| Survey and Stakeout | | 3 |
| FHWA | 2 | |
| Traffic Control | 1 | |
| Q/A Testing Inspection | 8 | |
| Geotech | | 8 |

Most Useful Comments

QA section - it drives home the importance of coordination and timing

Case studies- good to see processes at work

Hearing what the other divisions contribute is good to hear

Good overall day today

QA section very good presentation

Bridge division was interesting and presenter fully engaged

Least Useful Comments

Materials Division- questions concerning CSL testing not answered to satisfactory understanding

Geotech and Materials not very dynamic speakers

Survey - did not present anything new

Environmental - shorter presentation

Geotech - very boring

Survey and stake out poorly organized- too many war stories

Survey and stakeout too many problems no solutions

Recommendations

Have Geotech rework their presentation more field examples

Don't put QA presentation as last one

Reduce some of the repetition on the QA presentation

Microphone usage

Bridge division needs to speak louder

Too many NDOT project examples- two would be plenty

Turn on the heater

too much chatter during presentations

Modify the surveying information

If purpose is RE training shouldn't present material assuming knowledgeable students. Put material in context

**2013 Change Order Training
District 1 - Grant Sawyer Building
555 East Washington Ave., Room 1100**

February 1, 2013

AGENDA

| | <u>Description</u> | <u>Presenter</u> |
|----------|--|---|
| 8:00 AM | Introduction/Opening Comments | Rick Nelson, Assistant Director - Operations Jeff Shapiro, Chief Construction Engineer |
| 8:30 AM | FHWA | Andrew Soderborg, Field Operations Team Leader |
| 9:00 AM | Attorney General Office | Pierre Gezelin, Senior Deputy Attorney General |
| 10:00 AM | Morning Break | |
| 10:15 AM | Financial Management | April Pogue, Management Analyst 3 |
| 10:45 AM | Self Audit | Jeff Shapiro, Chief Construction Engineer |
| 11:00 AM | Writing Change Orders Process Cover Letter Signature Sheet Estimate of Costs | Jeff Shapiro, Chief Construction Engineer |
| 12:00 PM | Lunch | Lunch (on your own) |
| 1:15 PM | Writing Change Orders Negotiation Justification LOA's Priors Extension of Quantities at Bid Price | Jeff Shapiro, Chief Construction Engineer |
| 3:00 PM | Afternoon Break | |
| 3:15 PM | Change Order Exercise | Jeff Shapiro, Chief Construction Engineer |
| 4:00 PM | Course Evaluations/Adjourn | |

**NDOT Construction Contracts Closed Out
January - March
2013**

| Contract | Description | Contractor | Resident Engineer | NDOT/Consultant | Original Bid | CCO Amount | % CCO | Qty Adjustments | % Adjustments | Total Paid | Amount Over/Under | % Change | Agreement Estimate (budget) | % Agr. Est. | |
|---|---|--------------------------------|--------------------|---------------------------|------------------|-----------------|-------|-----------------|---------------|------------------|-------------------|---------------|-----------------------------|----------------|---|
| 3383 | SR 574, CHEYENNE AVENUE | LAS VEGAS PAVING | Crew- Sulahria | MIRANDA, EDUARDO | \$ 9,677,150.00 | \$ 88,176.09 | 0.9% | \$ 423,186.34 | 4.4% | \$ 10,188,512.43 | \$ 511,362.43 | 105% | \$ 10,356,209.00 | 98% | |
| 3402 | I 80 E. NIGHTINGALE INTERCHANGE | ROAD AND HIGHWAY BUILDERS | Crew 904 - Boge | BRADSHAW, JOHN | \$ 11,464,464.00 | \$ 654,400.00 | 5.7% | \$ 765,459.76 | 6.7% | \$ 12,884,323.76 | \$ 1,419,859.76 | 112% | \$ 12,433,091.00 | 104% | |
| 3436 | I 80, PILOT PEAK INTERCHANGE | ROAD AND HIGHWAY BUILDERS | Crew 918 - Yates | BRADSHAW, JOHN | \$ 11,535,535.00 | \$ 121,097.14 | 1.0% | \$ 897,722.19 | 7.8% | \$ 12,554,354.33 | \$ 1,018,819.33 | 109% | \$ 12,481,526.00 | 101% | |
| 3446 | US 395, WATERLOO LN TO JNCT WITH US50 | A. TEICHERT & SON | HDR - Selmi | JOHNSON, NICHOLAS | \$ 12,913,116.86 | \$ 372,516.35 | 2.9% | \$ 1,252,531.86 | 9.7% | \$ 14,538,165.07 | \$ 1,625,048.21 | 113% | \$ 13,838,963.00 | 105% | |
| 3452 | SR 828, FARM DISTRICT ROAD | DON GARCIA EXCAVATING & PAVING | Crew 904- Boge | BIRD, STEVE | \$ 368,864.40 | \$ 2,887.39 | 0.8% | \$ 80,809.58 | 21.9% | \$ 452,561.37 | \$ 83,696.97 | 123% | \$ 423,751.00 | 107% | |
| 3460 | SR 373, CA/NV STATE LINE TO US 95 | LAS VEGAS PAVING | CM WORKS- Ferguson | FINERTY, JENICA / PARSONS | \$ 3,895,000.00 | \$ (65,734.39) | -1.7% | \$ 403,794.76 | 10.4% | \$ 4,233,060.37 | \$ 338,060.37 | 109% | \$ 4,185,314.00 | 101% | |
| 3470 | I 15, CA/NV LINE TO N. SLOAN INT. | INTERSTATE IMPROVEMENT | Crew 906- Petrenko | PETERSON, CHRISTOPHER | \$ 8,061,738.13 | \$ 50,760.86 | 0.6% | \$ (120,302.71) | -1.5% | \$ 7,992,196.28 | \$ (69,541.85) | 99% | \$ 8,646,542.93 | 92% | |
| 3502 | I 80, E. BATTLE MOUNT. TO ROSNEY CREEK GRADE SEP. | INTERSTATE IMPROVEMENT | Crew 920- Schwartz | BRADSHAW, JOHN | \$ 3,181,013.78 | \$ - | 0.0% | \$ 52,380.46 | 1.6% | \$ 3,233,394.24 | \$ 52,380.46 | 102% | \$ 3,411,871.00 | 95% | |
| 3511 | US 6, MICROSURFACING | INTERMOUNTAIN SLURRY SEAL | Crew- Strganac | BUSH, ANITA | \$ 632,222.00 | \$ 33,360.00 | 5.3% | \$ 17,915.46 | 2.8% | \$ 683,497.46 | \$ 51,275.46 | 108% | \$676,478.00 | 101% | |
| Totals | | | | | \$ 61,729,104.17 | \$ 1,257,463.44 | 2.0% | \$ 3,773,497.70 | 6.1% | \$ 66,760,065.31 | \$ 5,030,961.14 | 108% | \$ 66,453,745.93 | 100% | |
| Number of Projects Over/ Under Agr. Estimate (Budget) | | | | | | | | | | | | Projects Over | 6 | Projects under | 3 |

Legend
= Contracts Closed since JAN 2012

Contract No.: 3383**NDOT Project No.:** 73161, 73407, 60354**FHWA Project No.:** STP-0574(002), STP-0574(003), STP-0574(004)**County:** Clark**Length:** 10.33 miles**Location:** On SR 574, Cheyenne Avenue, from US 95 Losee Road, from Civic Center Drive to Nellis Boulevard and from Rancho Drive to I-15**Work Description:** Cold mill and place plantmix bituminous surface with open-grade restripe from 4-6 lanes, including median island and signal modifications**Contract Awarded:** July 30, 2009**Notice to Proceed:** August 31, 2009**Work Completed:** August 31, 2010**Work Accepted:** May 11, 2011**Final Payment:** February 15, 2013**Contractor:** Las Vegas Paving Corp**Resident Engineer:** NDOT Crew 926 – Abid Sulahria (acting)**Designer:** Eduardo Miranda (NDOT)**Project Performance:**

| | |
|--|-----------------|
| Engineers Estimate: | \$9,765,326.09 |
| Bid Price: | \$9,677,150.00 |
| Final Contract Amount: | \$10,188,512.43 |
| Dollar Amount Over/Under Bid: | \$511,362.43 |
| Percent Over/Under Bid: | 105% |
| Construction Engineering Costs: | \$730,047.23 |
| Total Change Orders: | \$88,176.09 |
| Percent Change Orders: | 0.9% |
| Settlements/Claims: | none |
| Original Working Days: | 220 |
| Updated Working Days: | 0 |
| Charged Working Days: | 220 |
| Liquidated Damages: | \$6,175.16 |

Project Cost Breakdown:

| | |
|----------------------------------|----------------------|
| Preliminary Engineering: | \$180,316.38 (1.77%) |
| Right of Way: | \$15,908.73 |
| Construction Engineering: | \$730,047.23 (7.17%) |
| Construction Contract: | \$10,188,512.43 |
| Total Project Cost: | \$11,114,784.77 |

Contract No.: 3402

Item 7 Attachment A

NDOT Project No.: 60404 & 73493

FHWA Project No.: ARRA-080-1(165)

County: Churchill

Length: 14.862 miles

Location: On I-80 from 8.7 miles East of Nightingale Interchange to the Churchill Pershing county line.

Work Description: 1.5 inch coldmill and 2 inch plantmix bituminous surface overlay with ¾ inch open grade wearing course

Contract Awarded: November 17, 2009

Notice to Proceed: December 21, 2009

Work Completed: March 11, 2011

Work Accepted: May 23, 2011

Final Payment: December 4, 2012

Contractor: Road and Highway Builders

Resident Engineer: NDOT Crew 904 – Larry Boge

Designer: John Bradshaw (NDOT)

Project Performance:

| | |
|--|-----------------|
| Engineers Estimate: | \$13,880,854.35 |
| Bid Price: | \$11,464,464.00 |
| Final Contract Amount: | \$12,884,323.76 |
| Dollar Amount Over/Under Bid: | \$1,419,859.76 |
| Percent Over/Under Bid: | 112% |
| Construction Engineering Costs: | \$1,023,324.56 |
| Total Change Orders: | \$654,400.00 |
| Percent Change Orders: | 5.7% |
| Settlements/Claims: | none |
| Original Working Days: | 130 |
| Updated Working Days: | 130 |
| Charged Working Days: | 108 |
| Liquidated Damages: | - \$2,500.00 |

Project Cost Breakdown:

| | |
|----------------------------------|------------------------|
| Preliminary Engineering: | \$4,945.59 (0.04 %) |
| Right of Way: | \$6,314.96 |
| Construction Engineering: | \$1,023,324.56 (7.94%) |
| Construction Contract: | \$12,884,323.76 |
| Total Project Cost: | \$13,918,908.87 |

Contract No.: 3436**NDOT Project No.:** 73560**FHWA Project No.:** IM-080-5(038)**County:** Elko**Length:** 15.129 miles**Location:** I 80 from 3.16 miles W. of the Pilot Peak Interchange to the NV/UT State Line.**Work Description:** 2 inch coldmill, 3 inch plantmix bituminous overlay with Open Grade.**Contract Awarded:** December 3, 2010**Notice to Proceed:** March 7, 2011**Work Completed:** November 18, 2011**Work Accepted:** April 9, 2012**Final Payment:** January 2, 2013**Contractor:** Road and Highway Builders**Resident Engineer:** NDOT Crew 918 – Mike Yates**Designer:** John Bradshaw (NDOT)**Project Performance:**

| | |
|--|-----------------|
| Engineers Estimate: | \$12,821,850.61 |
| Bid Price: | \$11,535,535.00 |
| Final Contract Amount: | \$12,554,354.33 |
| Dollar Amount Over/Under Bid: | \$1,018,819.33 |
| Percent Over/Under Bid: | 109% |
| Construction Engineering Costs: | \$567,531.36 |
| Total Change Orders: | \$121,097.14 |
| Percent Change Orders: | 1.0% |
| Settlements/Claims: | none |
| Original Working Days: | 150 |
| Updated Working Days: | 150 |
| Charged Working Days: | 136 |
| Liquidated Damages: | - \$3,350.00 |

Project Cost Breakdown:

| | |
|----------------------------------|----------------------|
| Preliminary Engineering: | \$100,412.46 (0.80%) |
| Right of Way: | \$5,657.06 |
| Construction Engineering: | \$567,531.36 (4.52%) |
| Construction Contract: | \$12,554,354.33 |
| Total Project Cost: | \$13,227,955.21 |

Contract No.: 3446

Item 7 Attachment A

NDOT Project No.: 60495, 73505

FHWA Project No.: NH-395-1(023)

County: Douglas, Carson City

Length: 15.179 Miles

Location: On US 395 from 1.2 miles S. of Waterloo Lane to the Junction with US 50 in Carson City.

Work Description: Remove 2 ¾ " PBS Cold Milling, Replace with 2" Plantmix Bituminous Surface overlay and Open-Graded Wearing Course

Contract Awarded: May 19, 2011

Notice to Proceed: June 20, 2011

Work Completed: October 17, 2012

Work Accepted: November 7, 2012

Final Payment: February 19, 2013

Contractor: A. Teichert & Son Inc DBA

Resident Engineer: HDR – Gary Selmi

Designer: Nick Johnson (NDOT)

Project Performance:

| | |
|--|-----------------|
| Engineers Estimate: | \$10,452,284.45 |
| Bid Price: | \$12,913,116.86 |
| Final Contract Amount: | \$14,538,165.07 |
| Dollar Amount Over/Under Bid: | \$1,625,048.21 |
| Percent Over/Under Bid: | 113% |
| Construction Engineering Costs: | \$2,912,224.75 |
| Total Change Orders: | \$372,516.35 |
| Percent Change Orders: | 2.9% |
| Settlements/Claims: | none |
| Original Working Days: | 150 |
| Updated Working Days: | 145 |
| Charged Working Days: | 145 |
| Liquidated Damages: | -\$6,346.30 |

Project Cost Breakdown:

| | |
|----------------------------------|-------------------------|
| Preliminary Engineering: | \$423,255.15 (2.91%) |
| Right of Way: | \$37,141.25 |
| Construction Engineering: | \$2,912,224.75 (20.03%) |
| Construction Contract: | \$14,538,165.07 |
| Total Project Cost: | \$17,910,786.22 |

Contract No.: 3452
NDOT Project No.: 73515
FHWA Project No.: STP-0828(001)

County: Lyon
Length: 1.10 Miles

Location: On SR 828, Farm District Road, Between US 50A to Crimson Lane in the City of Fernley.

Work Description: Construct a 10 foot wide Plantmix Bituminous Bike Path, Striping, Signing and Extending Culverts.

Contract Awarded: July 11 2011
Notice to Proceed: August 15 2011
Work Completed: September 21 2011
Work Accepted: September 19 2012
Final Payment: January 29 2013

Contractor: Don Garcia Excavating & Paving

Resident Engineer: NDOT Crew 904 – Larry Boge

Designer: Steve Bird (NDOT)

Project Performance:

| | |
|--|--------------|
| Engineers Estimate: | \$319,763.00 |
| Bid Price: | \$368,864.40 |
| Final Contract Amount: | \$452,561.37 |
| Dollar Amount Over/Under Bid: | \$83,696.97 |
| Percent Over/Under Bid: | 123% |
| Construction Engineering Costs: | \$82,587.83 |
| Total Change Orders: | \$2,887.39 |
| Percent Change Orders: | 0.8% |
| Settlements/Claims: | none |
| Original Working Days: | 30 |
| Updated Working Days: | 30 |
| Charged Working Days: | 30 |
| Liquidated Damages: | - \$.00 |

Project Cost Breakdown:

| | |
|----------------------------------|-----------------------|
| Preliminary Engineering: | \$318,760.22 (70.43%) |
| Right of Way: | \$0.00 |
| Construction Engineering: | \$82,587.83 (18.25%) |
| Construction Contract: | \$452,561.37 |
| Total Project Cost: | \$853,909.42 |

Contract No.: 3460
NDOT Project No.: 60511
FHWA Project No.: SPSR-0373(001)

County: Nye

Length: 16.3 Miles

Location: On SR 373 from the California/ Nevada State line to US 95

Work Description: Overlay with 2" Plantmix Bituminous Surface and 3/4" Open-Grade wearing course.

Contract Awarded: July 11, 2011

Notice to Proceed: August 15, 2011

Work Completed: June 27, 2012

Work Accepted: August 2, 2012

Final Payment: February 26, 2013

Contractor: Las Vegas Paving Corporation

Resident Engineer: CM Works - Keith Ferguson

Designer: Jenica Finnerty (NDOT) / Parsons

Project Performance:

| | |
|--|----------------|
| Engineers Estimate: | \$4,661,599.00 |
| Bid Price: | \$3,895,000.00 |
| Final Contract Amount: | \$4,233,060.37 |
| Dollar Amount Over/Under Bid: | \$338,060.37 |
| Percent Over/Under Bid: | 109% |
| Construction Engineering Costs: | \$883,754.73 |
| Total Change Orders: | - \$50,760.86 |
| Percent Change Orders: | -1.7% |
| Settlements/Claims: | none |
| Original Working Days: | 60 |
| Updated Working Days: | 60 |
| Charged Working Days: | 60 |
| Liquidated Damages: | - \$15,906.75 |

Project Cost Breakdown:

| | |
|----------------------------------|-----------------------|
| Preliminary Engineering: | \$87,850.00 (2.08%) |
| Right of Way: | \$0.00 |
| Construction Engineering: | \$883,754.73 (20.88%) |
| Construction Contract: | \$4,233,060.37 |
| Total Project Cost: | \$5,204,665.10 |

Contract No.: 3470
NDOT Project No.:73664
FHWA Project No.: IM-015-1(148)
County: Clark

Length: 26.46Miles

Location: I-15 from CA/NV State Line to North of Sloan Interchange.

Work Description: Profile Grind, Saw and Seal Joints, Dowel Bar Retrofit and Remove/Replace existing median Portable Barrier Rail with Permanent Median Barrier.

Contract Awarded: October 27 2011

Notice to Proceed: December 12 2011

Work Completed: August 3 2012

Work Accepted: December 5 2012

Final Payment: February 4 2013

Contractor: Interstate Improvement Inc.

Resident Engineer: NDOT Crew 906 – Glenn Petrenko

Designer: Christopher Peterson (NDOT)

Project Performance:

| | |
|--|-----------------|
| Engineers Estimate: | \$10,102,588.75 |
| Bid Price: | \$8,061,738.13 |
| Final Contract Amount: | \$7,992,196.28 |
| Dollar Amount Over/Under Bid: | - \$69,541.85 |
| Percent Over/Under Bid: | 99% |
| Construction Engineering Costs: | \$327,352.10 |
| Total Change Orders: | \$50,760.86 |
| Percent Change Orders: | 0.6% |
| Settlements/Claims: | none |
| Original Working Days: | 180 |
| Updated Working Days: | 180 |
| Charged Working Days: | 139 |
| Liquidated Damages: | - \$.00 |

Project Cost Breakdown:

| | |
|----------------------------------|----------------------|
| Preliminary Engineering: | \$49,152.37 (0.62%) |
| Right of Way: | \$2,129.37 |
| Construction Engineering: | \$327,352.10 (4.10%) |
| Construction Contract: | \$7,992,196.28 |
| Total Project Cost: | \$8,043,478.02 |

Contract No.:3502

Item 7 Attachment A

NDOT Project No.: 73620

FHWA Project No.: IM-080-3(068)

County: Lander

Length: 6.84 Miles

Location: On I-80 from 0.929 miles E. of Battle Mountain Interchange the beginning of PCCP to 0.416 miles W. of the Rosney Creek Grade Separation.

Work Description: Dowel Bar Retrofit, Profile Grind, Saw and Seal Joints.

Contract Awarded: April 2 2012

Notice to Proceed: May 7 2012

Work Completed: October 18 2012

Work Accepted: November 14 2012

Final Payment: February 4 2013

Contractor: Interstate Improvement Inc.

Resident Engineer: NDOT Crew 920 –Dave Schwartz

Designer: John Bradshaw (NDOT)

Project Performance:

| | |
|--|----------------|
| Engineers Estimate: | \$4,597,695.75 |
| Bid Price: | \$3,181,013.78 |
| Final Contract Amount: | \$3,233,394.24 |
| Dollar Amount Over/Under Bid: | \$52,380.46 |
| Percent Over/Under Bid: | 102% |
| Construction Engineering Costs: | \$172,515.95 |
| Total Change Orders: | \$0.00 |
| Percent Change Orders: | 0.00% |
| Settlements/Claims: | none |
| Original Working Days: | 100 |
| Updated Working Days: | 100 |
| Charged Working Days: | 100 |
| Liquidated Damages: | \$0.00 |

Project Cost Breakdown:

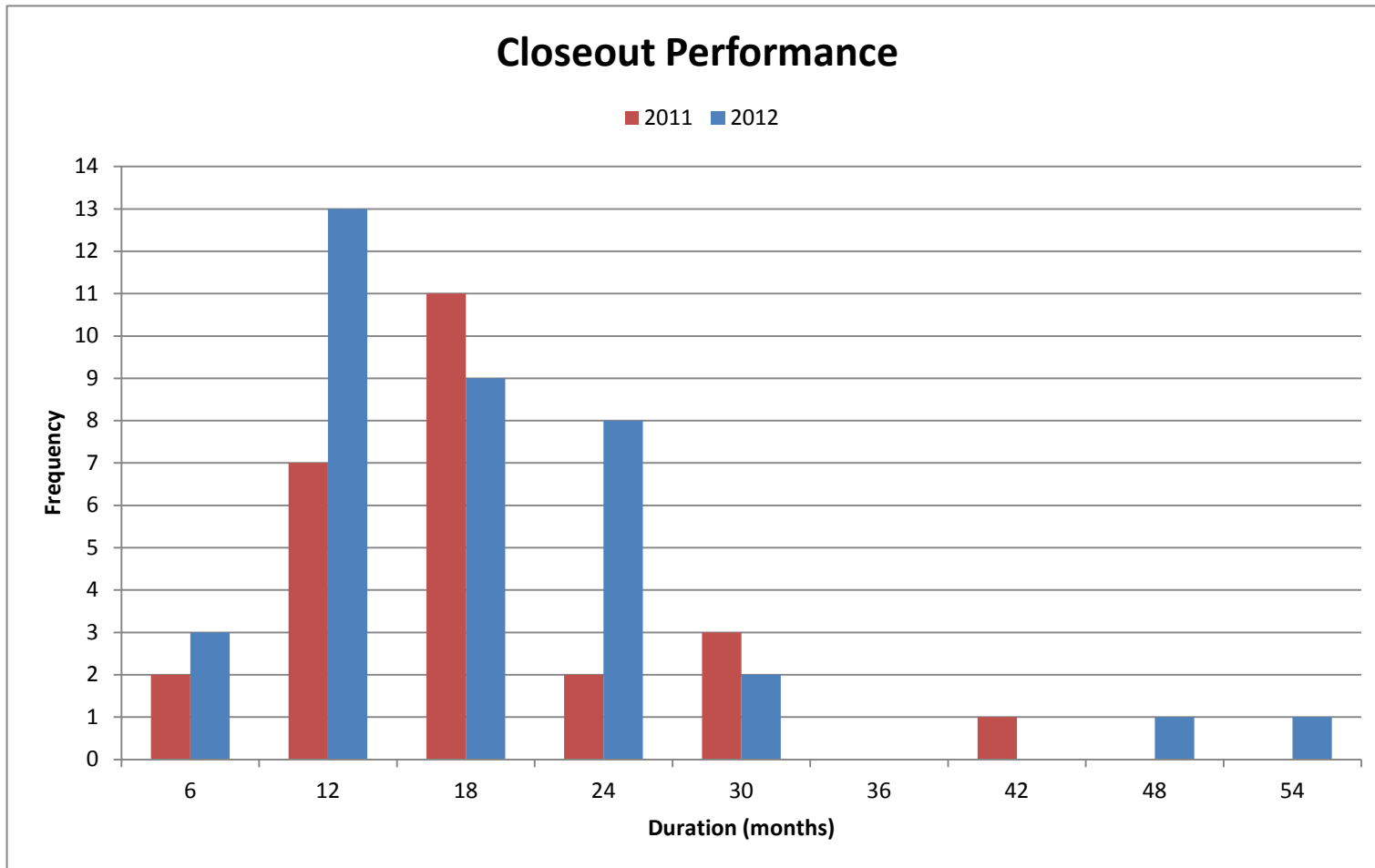
| | |
|----------------------------------|----------------------|
| Preliminary Engineering: | \$113,090.39 (3.50%) |
| Right of Way: | \$6,174.27 |
| Construction Engineering: | \$172,515.95 (5.34%) |
| Construction Contract: | \$3,233,394.24 |
| Total Project Cost: | \$3,525,174.85 |

Contract No.: 3511**NDOT Project No.:** 60550**FHWA Project No.:** SPF-006-2(010))**County:** Nye**Length:** 14.77 miles**Location:** Micro-surfacing on US 6, Mileposts NY-51.23 -66.00**Work Description:** Cold-in-place recycle with double chip seal of existing roadway**Contract Awarded:** June 21, 2012**Notice to Proceed:** July 23, 2012**Work Completed:** September 25, 2012**Work Accepted:** December 5, 2012**Final Payment:** February 26, 2013**Contractor:** Intermountain Slurry Seal Inc.**Resident Engineer:** NDOT Crew 915 - Martin Strganac**Designer:** Anita Bush (NDOT)**Project Performance:**

| | |
|--|----------------|
| Engineers Estimate: | \$1,063,148.22 |
| Bid Price: | \$632,222.00 |
| Final Contract Amount: | \$683,497.46 |
| Dollar Amount Over/Under Bid: | \$51,275.46 |
| Percent Over/Under Bid: | 108% |
| Construction Engineering Costs: | \$46,957.64 |
| Total Change Orders: | \$33,360.00 |
| Percent Change Orders: | 5.3% |
| Settlements/Claims: | none |
| Original Working Days: | 20 |
| Updated Working Days: | 0 |
| Charged Working Days: | 14 |
| Liquidated Damages: | 0.00 |

Project Cost Breakdown:

| | |
|----------------------------------|---------------------|
| Preliminary Engineering: | \$0.00 (0.0%) |
| Right of Way: | \$0.00 |
| Construction Engineering: | \$46,957.64 (6.87%) |
| Construction Contract: | \$26,779,189.04 |
| Total Project Cost: | \$87,241,028.17 |



N = Need
 S = Submitted (HQ reviewing)
 A = Approved

| Department of Transportation Construction Contract Closeout Status March 1, 2013 | | | | | | | | | | | | | | | | | | | | | | | |
|--|------|------|---|--|------------------|-------------|-----|----|----|----|----|------|----|----|----------------|-------------------|-------------|-----------------|-----------------|---------------|-----|--|---|
| Cont. No. | DIST | Crew | Contractor - Resident Engineer | Contract Bid Price | Retent Held | EEO | LAB | AB | CP | PR | LE | ATSS | WC | CA | Constr. Compl. | Cleanup Finalized | Plant Estab | District Accept | Director Accept | Pick Up Comp. | RPU | Comments | Change Orders # Needed |
| 3290 | 1 | 906 | FREHNER-PETRENKO MICHELLE | SAINT ROSE PARKWAY IN HENDERSON PHASE 2A | \$61,242,038.90 | \$50,000.00 | A | A | A | A | A | A | | N | 7/11/08 | | | 2/11/09 | 2/19/09 | 10/18/10 | | Contract will be closed at the same time frame as 3361. Sent closeout item to Rob per Jeff on 7/10/12. | |
| 3339 | 1 | 926 | FREHNER - VACANT MICHELLE | SR 573, CRAIG RD,LAS VEGAS AT UPRR CROSSING AND FROM BERG ST TO PECOS RD, CLARK CO. | \$34,182,531.77 | \$10,000.00 | A | A | A | A | A | A | | N | 5/30/09 | | | 6/16/10 | 7/12/10 | 11/20/12 | | Final Qty to contractor on 1-16-13, possible payoff on 2-15-13. Awaiting final signautres | |
| 3361 | 1 | 922 | SNP-CHRISTIANSEN MICHELLE | ON SR 146, ROSE PARKWAY IN HENDERSON, PHASE 2B, FROM GILLESPIE ST TO SEVEN HILLS DR/SPENCER AVE & CORONADO CENTER | \$6,583,366.05 | \$50,000.00 | A | A | N | S | N | A | | N | 3/5/10 | | | 10/26/11 | | | Y | Directors Aoptc requested 3-1-13. Will be picked up about the same time as 3290. | |
| 3390 | 1 | 901 | LVP-ALHWAYEK MICHELLE | SR 564, LAKE MEAD PKWY, FROM BOULDER HWY(SR 582) TO LAKE MEAD NATIONAL REC AREA & SR 564,BOULDER HWY SR 582 TO ASH ST. | \$13,543,210.00 | \$50,000.00 | A | A | A | A | A | A | | N | 12/2/10 | | | 3/7/11 | 4/26/11 | 2/4/13 | | Final Job Pickup completed on 02/04/13. Final Qty's sent to contractor on 2/27/2013. Possible closeout of contract on 3/27/2013. | |
| 3392* | 1 | 922 | WILLIAMS BROS.-CHRISTIANSEN MICHELLE | VARIOUS INTERSECTIONS IN THE CITY OF LAS VEGAS AND VARIOUS INTERSECTIONS IN CLARK COUNTY. | \$944,304.33 | \$47,215.22 | A | A | A | A | A | A | | N | 9/29/11 | | | 3/6/12 | 4/2/12 | 6/22/12 | | Final job pickup completed on 06/22/12. Hold Final Payment per Jeff Shapiro due to claim | |
| 3397 ARRA | 1 | 916 | FISHER-RUGULEISKI MICHELLE | ON I-15 FROM THE CALIFORNIA/NEVADA STATE LINE TO MILEPOST 16.35 | \$7,333,333.33 | \$50,000.00 | A | N | A | A | S | S | | N | 12/23/10 | | | 4/23/12 | 5/21/12 | | | Final pickup is complete just waiting for the claim to be settled to see how payment is to be done. Need certs. Rec'd Notice to Creditors. | |
| 3409 | 1 | 926 | CAPRIATTI - VACANT MICHELLE | US 95 FROM RAINBOW/SUMMERLIN INTERCHG. TO RANCHO/ANN RD. & DURANGO DR. (PKG. 1) | \$68,761,909.90 | \$50,000.00 | N | N | N | N | N | N | | N | 12/1/12 | 2/15/13 | 12/16/13 | | | | N | Active plant establishment, but close to closing out. Punchlist work in progress. | Address CO#9, &12. Paid on prior #11, #10 in FHWA |
| 3421 | 1 | 916 | LAS VEGAS PAVING -RUGULEISKI MICHELLE | ON US 95AT SUMMERLIN PARKWAY | \$26,080,589.00 | \$50,000.00 | N | N | N | N | N | N | | N | | | | | | | N | Construction at 100% | |
| 3442 | 1 | 901 | ROAD & HIGHWAY-ALHWAYEK MICHELLE | US 95 FROM 3.131 MILES NORTH OF CHINA WASH TO 0.796 MILES SOUTH OF DRY WASH. | \$10,171,171.00 | \$50,000.00 | A | S | N | A | N | N | | N | 11/22/11 | | | 1/9/12 | 11/6/12 | | N | A mid-point audit was completed on 9/07/11. | |
| 3444 | 1 | 901 | LAS VEGAS PAVING-ALHWAYEK MICHELLE | SR 604 LV BLVD, FROM N. CRAIG RD TO JUNCTION OF APEX INTERCHANGE RAMPS 3 & 4, A FUNCTIONAL CL. BREAK AT 2004 N. URBAN LIMITS OF LV | \$5,035,000.00 | \$50,000.00 | A | S | S | A | N | N | | N | 9/30/11 | | | 1/6/12 | 2/14/12 | | Y | Final pickup began on 01/28/13. | |
| 3445 | 1 | 922 | LVP -CHRISTIANSEN MICHELLE | US -95/I-515 OVER FLAMINGO ROAD INTERCHANGE | \$3,416,804.05 | \$50,000.00 | N | A | N | S | N | N | | N | 1/17/12 | 7/12/12 | | 7/17/12 | | | N | Working with Contractor on EEO disputes. Dir. Acceptance in process (3-1-13). | |
| 3453 | 1 | 901 | FISHER-ALHWAYEK MICHELLE | ON US 93 FROM BUCHANAN TO HOOVER INTERCHANGE. | \$15,858,585.85 | \$50,000.00 | N | N | N | N | N | N | | N | 11/19/12 | | | 12/5/12 | 1/23/13 | | N | Crew preparing books for pickup, anticipate early March | |
| 3454 | 1 | 916 | FISHER-RUGULEISKI MICHELLE | ON I-15 FROM TROPICANA AVENUE TO US 95 (SPAGHETTI BOWL) | \$5,995,000.00 | \$50,000.00 | N | A | A | A | N | A | N | N | 3/23/12 | | | 4/20/12 | 5/21/12 | 9/4/12 | | LE submittal pending resolution contractor disputing qty's. Cont has Title 6 complaint against it. | |
| 3466 | 1 | 922 | AGGREATE INDUSTRIES - CHRISTIANSEN MICHELLE | ON I-15 FROM THE SPEEDWAY / HOLLYWOOD INTERCHANGE TO 0.103 MILES NORTH OF THE DRY LAKES REST AREA | \$180,006,000.00 | \$50,000.00 | N | N | N | N | N | N | | N | 1/16/13 | 2/4/13 | | 1/24/2013 | 2/13/2013 | | N | Construction Complete. Work on request for pickup after 3361. | |

EEO=Contract Compliance Clearance
 LAB=clearance from Materials
 AB=As-Built

CPPR=Contractors Past Performance
 LE=Letter of Explanation
 ATSS=Acceptance Test Summary Sheet

WC=Wage Complaint
 CA=Contractors Acceptance
 *= Internal

N = Need
 S = Submitted (HQ reviewing)
 A = Approved

| Department of Transportation Construction Contract Closeout Status March 1, 2013 | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------|------|--|---|------------------|-------------|-----|----|----|----|----|------|----|----|----------------|-------------------|-------------|-----------------|-----------------|---------------|-----|--|---|---|
| Cont. No. | DIST | Crew | Contractor - Resident Engineer | Contract Bid Price | Retent Held | EEO | LAB | AB | CP | PR | LE | ATSS | WC | CA | Constr. Compl. | Cleanup Finalized | Plant Estab | District Accept | Director Accept | Pick Up Comp. | RPU | Comments | Change Orders # Needed | |
| 3472 | 1 | 922 | LAS VEGAS ELECTRIC.-CHRISTIANSEN MICHELLE | ON MULTIPLE INTERSECTIONS IN DIST. 1 CLARK COUNTY | \$3,393,786.20 | \$50,000.00 | N | A | N | N | N | N | | N | 11/30/12 | 2/5/13 | | | | | N | Construction at 100%. Crew Starting closeout process | | |
| 3474 | 1 | 906 | LAS VEGAS ELECTRIC.-PETRENKO MICHELLE | ON US 93 FROM RAILROAD PASS CROSSING TO THE I-215 / I-515 INTERCHANGE IN HENDERSON | \$6,647,492.75 | \$50,000.00 | N | N | N | N | N | N | | N | | | | | | | N | Construction at 89% | | |
| 3475 | 1 | 922 | LLO INC - CHRISTIANSEN MICHELLE | SIGNAL MODIFICATIONS CLARK COUNTY | \$940,692.00 | \$47,034.60 | A | A | A | A | A | A | | N | 6/19/12 | | | 8/2/12 | 9/17/12 | 11/27/12 | | Final Qtys sent to contractor on 1-16-13. Possible payoff on 3-6-13. Waiting for Final Qtys signature back from front office.. | | |
| 3480 | 1 | 902 | AGGREGATE INDUSTRIES - YOUSUF MICHELLE | ON SR. 372 FROM THE CALIF / NEV. STATE LINE TO SR. 160 AND ON ST. RT 160 1.317 MI N. OF CLARK / NYE COUNTY LINE TO MI POST NY - 9.954 | \$8,175,000.00 | \$50,000.00 | N | A | S | A | A | A | | N | 11/9/12 | | | 12/7/12 | 12/21/12 | | Y | Final pickup in progress | | |
| 3481 | 1 | 901 | AGGREGATE INDUSTRIES ALHWAYEK MICHELLE | ON US 95 FROM 1.47 MI SOUTH OF THE AMAGOSA RIVER TO 6.46 MI NORTH OF THE TRAILING EDGE OF B-636 | \$850,000.00 | \$50,000.00 | N | N | N | N | N | N | | N | 10/29/12 | | | 12/7/12 | | | | N | Dir. Acceptance in process (2-5-13) | |
| 3500 | 1 | 902 | LAS VEGAS PAVING - YOUSUF MICHELLE | INSTALL FENCING AROUND PORTION OF MATERIALS PIT CL 82-03 AND CONTOUR GRADING OF DETENTION BASINS. | \$812,000.00 | \$40,600.00 | N | A | A | S | A | A | | N | 11/14/12 | | | | | 1/31/13 | | | Final job pickup completed. | |
| 3504 | 1 | 906 | AGGREGATE INDUSTRIES PETRENKO MICHELLE | COLD MILL AND PLANTMIX WITH OPEN GRADE AND BRIDGE REHAB ON 1707N, 1711N, 1713N, G662 NORTH AND SOUTH | \$14,200,000.00 | \$50,000.00 | N | N | N | N | N | N | | N | 12/6/12 | | | 1/7/13 | 1/10/13 | | | N | | |
| 3520 | 1 | 922 | LAS VEGAS ELECTRIC.-CHRISTIANSEN MICHELLE | SIGNAL MODIFICATIONS ON MULTIPLE INTERSECTIONS IN DIST. 1 CITY OF MEQUITE PACKAGE 1 | \$179,229.18 | \$8,961.46 | N | N | N | N | N | N | | N | | | | | | | | N | Construction at 105.0% | |
| 3523 | 1 | 903 | NEVADA BARRICADE & SIGN CO. VOIGHT DEENA | INSTALL INTERSECTION SAFETY IMPROVEMENTS @ VARIOUS INTERSECTIONS IN DIST. I | \$417,777.77 | \$20,888.89 | N | N | N | N | N | N | | N | | | | | | | | | Contraction at 85% | |
| 3267* | 2 | 911 | RHB Williams- Angel ROB | US50 IN LYON COUNTY FM EAST OF V.C. TO FORTUNE DRIVE. | \$14,292,292.00 | \$50,000.00 | S | S | S | S | S | S | | N | 10/23/06 | | | 8/27/08 | 10/6/08 | 10/3/08 | | Contractor needs to sign LOA # 2. Jeff Shapiro needs to write Change Order per meeting 1/26/2011. | | |
| 3292 | 2 | 905 | FISHER-DURSKI ROB | FROM 395 S. OF BOWERS MANSION CUTOFF NORTH TO MOUNT ROSE HWY. | \$393,393,393.00 | \$50,000.00 | N | N | N | N | N | N | | N | | | | | | | | N | Construction at 91% | pd on priors #64,69, 75 & 81 are priors. Need 31,55,66,79,82,85 |
| 3327 | 2 | 907 | RHB-LANI ROB | US 395, CARSON CITY FREEWAY FROM FAIRVIEW DR. TO US 50 E.- PHASE 2 | \$44,968,149.00 | \$50,000.00 | S | S | N | A | N | A | ✓ | N | 10/8/09 | | | 7/21/11 | 8/23/11 | | | N | No request for pickup. Wage Complaint continues | |
| 3377* | 2 | 911 | PEEK CONST.-ANGEL ROB | SR 207, KINGSBURY GRADE, FROM THE JUNCTION WITH HIGHWAY 50 TO THE SUMMIT AT DAGGETT PASS | \$6,852,746.00 | \$50,000.00 | N | N | N | N | N | N | | N | | | | | | | | N | on hold - Active Litigation | |

EEO=Contract Compliance Clearance
 LAB=clearance from Materials
 AB=As-Built

CPPR=Contractors Past Performance
 LE=Letter of Explanation
 ATSS=Acceptance Test Summary Sheet

WC=Wage Complaint
 CA=Contractors Acceptance
 *= Internal

N = Need
 S = Submitted (HQ reviewing)
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| Department of Transportation Construction Contract Closeout Status March 1, 2013 | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------|------|--|--|--------------------|-------------|-----|-----|----|----|----|----|------|----|----|----------------|-------------------|-------------|-----------------|-----------------|---------------|-----|---|--|
| Cont. No. | DIST | Crew | Contractor - Resident Engineer | | Contract Bid Price | Retent Held | EEO | LAB | AB | CP | PR | LE | ATSS | WC | CA | Constr. Compl. | Cleanup Finalized | Plant Estab | District Accept | Director Accept | Pick Up Comp. | RPU | Comments | Change Orders # Needed |
| 3389 ARRA | 2 | 913 | MEADOW VALLEY CONTRACTORS - COCKING DEENA | ON I-580 AT MEADOWOOD MALL EXCHANGE | \$21,860,638.63 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | N | Construction at 98.4% | Payed on Prior 2,6,9,10,11, Priors 12,16 &20. Address 3 , 17,18 &19. Contractor has CO 2, 6, 11, 12 & 17 |
| 3400 | 2 | 907 | Q&D -LANI MATT | ON US 395, THE CARSON CITY FREEWAY, FROM CLEARVIEW DRIVE TO FAIRVIEW DRIVE. PACKAGE 2B-1. | \$7,548,315.70 | \$50,000.00 | N | N | A | A | N | N | N | N | N | 11/30/11 | | | 12/10/12 | 12/21/12 | | N | Per Email from RE, possible contract pickup at the end of February. Contractor has LOA's to be signed, crew waiting for final certs for lab to clear. | |
| 3401 | 2 | 913 | GRANITE- COCKING ROB / DEENA | ON 395 FROM MOANA TO I 80 | \$31,495,495.00 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | N | Job closeout finished up to 95% due to ending of agreement with DCS. No req for pickup as of 1-29-13. Active plant establishment. | Priors #5,8R,32,34,35 |
| 3417 | 2 | 907 | Q&D - LANI ROB | ON US 395, CARSON CITY BYPASS, AT THE 5TH STREET GRADE SEPARATIONS AND FAIRVIEW INTERCHANGE | \$1,021,452.00 | \$50,000.00 | A | A | A | A | A | A | A | N | N | 9/16/11 | | | 12/10/12 | 2/6/13 | 1/7/13 | | Need sign sheet from R.E for Final Payment Report. | |
| 3433 | 2 | 911 | GRANITE CONSTRUCTION CO.- ANGEL DEENA | ON US 50, FROM CAVE ROCK TO SR 28 | \$3,661,661.00 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | N | Pick up pending closeout of 3471 | CCO #3 - crew working on |
| 3438 | 2 | 904 | MERIT ELECTRIC -BOGE MATT | MULTIPLE INTERSECTIONS THROUGH OUT DISTRICT II | \$1,013,762.20 | \$50,000.00 | N | A | N | N | N | N | N | N | N | 11/15/11 | | | 11/6/12 | 12/7/12 | | N | Crew is starting closeout. No request for pickup. | |
| 3440 | 2 | 911 | Q&D-ANGEL MATT | ON SR 28 FROM JUNCTION WITH ST 432 TO CALIFORNIA/NEVADA STATE LINE | \$5,613,054.00 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | N | Construction at 98 % Crew starting pickup process. | Contractor has CCO #2A, crew working on CCO#5 |
| 3449 | 2 | 907 | MKD- LANI ROB | US 395 NORTH OF THE NEV/CAL STATE LINE TO TOPAZ PARK ROAD | \$379,000.00 | \$18,950.00 | A | A | A | A | A | A | A | N | N | 10/7/11 | | | 12/5/12 | 1/25/13 | 3/15/12 | | Quantities sent to contractor. Anticipate final payment mid March | |
| 3458 | 2 | 904 | MERIT ELECTRIC -BOGE MATT | ON MULTIPLE INTERSECTIONS IN DISTRICT II | \$580,325.46 | \$29,816.27 | N | A | N | N | N | A | N | N | N | 5/8/12 | | | 11/6/12 | 12/7/12 | | N | Construction at 88%. RE Starting Closeout process | |
| 3465 | 2 | 904 | SNC - BOGE DEENA | SR 341 VIRGINIA CITY FROM STOREY/WASHOE CO. LINE TO THE JUNCTION OF TOLL RD. & SR 341 VIRGINIA CITY FROM .02 MILES S. D ST. | \$6,969,007.00 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | N | Crew working on punchlist and cleanup. | CO#1 & 4 is prior |
| 3467 | 2 | 911 | MKD - ANGEL DEENA | US 50 & SR28 | \$446,162.00 | \$23,320.00 | A | A | A | A | A | A | N | N | N | 7/19/12 | | | 8/27/12 | 1/18/13 | 1/16/13 | | Waiting final qtys acctpc to complete pmt on LOA. Waiting for sign sheet back from R.E. | |
| 3469 | 2 | BMG | ROAD & HWY - BMG DEENA | US 50 N. of SR-362 TO N. OF DUTCH CREEK; US 95 N. BOUNDARY OF AMMO DEPOT TO S. OF WALKER RESERVATION; SR 362 FROM US 95 S. HAWTHORNE | \$7,864,567.00 | \$50,000.00 | S | A | A | A | N | A | N | N | N | 9/14/12 | | | 9/16/12 | 10/11/12 | 10/23/12 | | Final Qtys sent out 1-28-13. Working with crew on EEO Clearance. | |

EEO=Contract Compliance Clearance
 LAB=clearance from Materials
 AB=As-Built

CPPR=Contractors Past Performance
 LE=Letter of Explanation
 ATSS=Acceptance Test Summary Sheet

WC=Wage Complaint
 CA=Contractors Acceptance
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| Department of Transportation Construction Contract Closeout Status March 1, 2013 | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|------|--------|---|--|--------------------|-------------|-----|-----|----|----|----|----|------|----|----|----------------|-------------------|--------------------|-----------------|-----------------|---------------|-----|---|---|--|
| Cont. No. | DIST | Crew | Contractor - Resident Engineer | | Contract Bid Price | Retent Held | EEO | LAB | AB | CP | PR | LE | ATSS | WC | CA | Constr. Compl. | Cleanup Finalized | Plant Estab | District Accept | Director Accept | Pick Up Comp. | RPU | Comments | Change Orders # Needed | |
| 3471 | 2 | 911 | Q & D CONSTRUCTION - ANGEL DEENA | SR 28 AT THE INTERSECTION OF MT. ROSE HWY & SR 431 | \$2,414,236.00 | \$50,000.00 | S | N | N | N | N | N | N | N | N | 8/17/12 | | | | | | N | Closeout after 3440. Plant establishment on-going (June 2013). | CO # 1 is a prior (will be turned into two CCO) Address Co #2 (missing) | |
| 3478 | 2 | 9040 | SNC-HOWERTON MATT | ON SR 722 FROM US 50 TO THE CHURCHHILL / LANDER COUNTY LINE | \$4,029,007.00 | \$50,000.00 | A | A | A | A | A | A | A | N | N | 9/6/12 | | | 11/20/12 | 12/12/12 | 1/13/13 | N | Final qty's sent to contractor on 2/5/2013, Possible payoff on 3/5/2013 | | |
| 3501 | 2 | 911 | Q & D CONSTRUCTION - ANGEL DEENA | ON SR 431, MT. ROSE HWY, FROM THE JUNCTION WITH SR 28 TO INCLINE LAKE RD. | \$5,318,188.00 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | N | Construction at 81%. Closeout after 3471. | Prior #1 (Public Outreach) & 3 | |
| 3503 | 2 | 913 | GRANITE DBA DAYTON MATERIALS - COCKING DEENA | SR 443 CLEAR ACRE LN. FROM NORTH OF US 395 TO 7TH MP WA 0.06 TO WA 3.60 | \$4,192,192.00 | \$50,000.00 | S | N | N | N | N | N | N | N | N | 11/29/12 | | | 1/4/13 | 1/25/13 | | N | Submitted request for EEO clr. LE items discussed with Jeremy. No req. for pick up as of 1-28-13. | | |
| 3512 | 2 | 907 | SNC-LANI MATT | US 95A FR. .13 Miles N. of Jntc. US 50 in Silver Springs to the Truckee River Canal. | \$886,007.00 | \$44,300.35 | N | N | N | N | N | N | N | N | N | | | | | | | N | Per email from RE. All major contract work is complete except for a few items. Possible start to closeout process in early March. | | |
| 3517 | 2 | 907 | FACILITIES MGMT INC. - LANI DEENA | Demolition of NDOT Landmark Bldg. for Carson Freeway US 395 | \$103,000.20 | | N | N | N | N | N | N | N | N | N | | | | | | | | | Construction at 85% | |
| 3518 | 2 | 913 | GRANITE- COCKING MATT | On I-580 on the Moana Interchange | \$6,978,978.01 | \$50,000.00 | N | N | N | N | N | N | N | N | N | | | | | | | | N | Construction at 87.9% | |
| 3435 | 3 | 908 | RHB (AGGREGATE INDUSTRIES) - RUPINSKI DEENA | I-80 FROM 0.26 MILES EAST OF THE HALLECK/RUBY VALLEY INTERCHANGE TO 0.60 MI EAST OF THE GREY'S CREEK GRADE SEPARATION | \$33,699,999.00 | \$50,000.00 | N | A | N | S | N | A | N | N | N | | | | | | | | N | Has Partial Dist. Acptc. Remedial work to be done to O.G. in June 2013. Working on punchlist items. | |
| 3350 | 3 | 908 | FREHNER-RUPINSKI ROB | I-80 LANDER CO. FROM ROSNY GRADE SEP. TO LANDER/EUREKA CO. /EUREKA CO. FROM LANDER/EUREKA CO LINE TO CONCRETE PAVEMENT | \$8,922,921.99 | \$50,000.00 | A | A | A | A | A | A | A | N | N | 7/20/09 | | | 10/16/09 | 4/21/10 | 7/1/11 | Y | Final payment pending resolution of quantity dispute. | | |
| 3407* | 3 | 908 | PEEK CONST- RUPINSKI ROB | US 93 AT HD SUMMIT | \$3,156,345.49 | \$50,000.00 | S | S | S | S | S | S | S | N | N | 11/19/10 | | | 7/18/11 | 9/23/11 | | Y | on hold - active litigation | pd on prior #4,6,7,8 Shapiro has CO's | |
| 3450 | 3 | 912 | STAKER & PARSON-SIMMONS MATT | I-80 FROM 3.63 MILES WEST OF THE HUNTER INTERCHANGE TO 0.40 MILES WEST OF WEST ELKO INTERCHANGE | \$7,684,054.52 | \$50,000.00 | A | N | N | A | N | N | N | N | N | 8/14/2012 | 10/1/12 | N | 11/1/12 | 12/7/12 | | N | Construction at 96% Contractor still finishing up on punchlist items | | |
| 3451 | 3 | ATKINS | RHB - JORDY DEENA | US 50 FROM 3.38 MI. OF HICKSON SUMMIT TO THE LANDER / EUREKA COUNTY LINE . | \$10,799,999.00 | \$50,000.00 | N | A | A | S | A | A | N | N | N | 1/24/12 | | Y | | | | | 11/5/12 | Also revised Final Payroll letter hasn't been rec'd by Cont. Comp. Project has Plant Estab. | |
| 3456 | 3 | 918 | RHB-BOGGS MATT | US 93 SCHELLBOURNE REST AREA | \$1,832,222.00 | \$50,000.00 | N | A | N | N | A | N | N | N | N | 1/15/13 | | 5/27/2013 end date | | | | Y | 2/28/13 | Field Pickup completed on Cont 2/28/2013. Plant Estab ends 5/27/2013. | |
| 3468 | 3 | 912 | Q & D- SIMMONS MATT | ON I-80 AT THE WEST CARLIN INTERCHANGE AND ON SR 766 AT THE CENTRAL CARLIN INTERCHANGE | \$7,263,806.50 | \$50,000.00 | N | N | N | S | N | N | N | N | N | | | | | | | | N | Construction at 95% | |

EEO=Contract Compliance Clearance
 LAB=clearance from Materials
 AB=As-Built

CPPR=Contractors Past Performance
 LE=Letter of Explanation
 ATSS=Acceptance Test Summary Sheet

WC=Wage Complaint
 CA=Contractors Acceptance
 *= Internal

N = Need
 S = Submitted (HQ reviewing)
 A = Approved

| Department of Transportation Construction Contract Closeout Status March 1, 2013 | | | | | | | | | | | | | | | | | | | | | | | |
|--|------|-----------|---|---|--------------------|-------------|-----|-----|----|------|----|------|----|----|----------------|-------------------|-------------|-----------------|-----------------|---------------|-----|--|------------------------|
| Cont. No. | DIST | Crew | Contractor - Resident Engineer | | Contract Bid Price | Retent Held | EEO | LAB | AB | CPPR | LE | ATSS | WC | CA | Constr. Compl. | Cleanup Finalized | Plant Estab | District Accept | Director Accept | Pick Up Comp. | RPU | Comments | Change Orders # Needed |
| 3473 | 3 | 301 | BECO CONSTRUCTION -RATLIFF DEENA | DISTRICT III VARIOUS INTERSECTIONS | \$341,000.00 | \$17,050.00 | A | A | A | S | A | A | | N | 5/169/2012 | | | 9/26/12 | | 2/21/13 | | Dir Acpt. in progress. 2-25-13. Final Payment Memo in review | |
| 3479 | 3 | CH2M HILL | GRANITE CONSTRUCTION CO. - JOHNSON DEENA | ON US 93 FROM 0.097 MILES SOUTH OF THE LAWPRR X-ING TO 12.825 MI NORTH OF CATTLE PASS, ELKO CO. | \$8,654,654.00 | \$50,000.00 | A | A | A | A | A | A | | N | 9/3/12 | | | 12/3/13 | 1/18/13 | 1/14/13 | | Final qtys sent 1-28-13 anticipate final payment March | |
| | | | | | | | | | | | | | | | | | | | | | | | |
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 *= Internal

| CONTRACT | DESCRIPTION | AGREEMENT ESTIMATE (BUDGET) | BID CONTRACT AMOUNT | ADJUSTED BID CONTRACT AMOUNT | TOTAL PAID TO DATE | ¹ % Work | ² % Time | CONTRACTOR | PROJECT MANAGER NDOT/CONSULTANT | DESCRIPTION |
|--------------|--|-----------------------------|----------------------------|------------------------------|----------------------------|---------------------|---------------------|--------------------------------|------------------------------------|-------------|
| 3480 | SR 372 & SR 160, COLDMILL, NYE | \$ 8,767,449.00 | \$ 8,175,000.00 | \$ 8,175,000.00 | \$ 8,108,332.31 | 97.5% | 105.0% | AGGREGATE INDUSTRIES SWR INC | BIRD, STEVE, | |
| 3481 | US 95, COLDMILL & RDBED MOD, NY | \$ 8,938,028.00 | \$ 8,500,000.00 | \$ 8,500,000.00 | \$ 8,829,016.47 | 103.6% | 100.0% | AGGREGATE INDUSTRIES SWR INC | BRADSHAW, JOHN, | |
| 3500 | I-15,FECING & EROSION CONT. PIT | \$ 911,520.00 | \$ 812,000.00 | \$ 812,000.00 | \$ 818,326.89 | 100.7% | 91.4% | LAS VEGAS PAVING CORPORATION | SULAHRIA, SAJID | |
| 3501 | SR 431, WATER QLTY & EROSION C. | \$ 5,703,141.00 | \$ 5,318,188.00 | \$ 5,318,188.00 | \$ 4,840,356.11 | 91.1% | 110.0% | Q&D CONSTRUCTION INC | NUSSBAUMER, M./WOOD R. | |
| 3502 | I-80, PCCP REPAIRS, LA | \$ 3,411,871.00 | \$ 3,181,013.78 | \$ 3,181,013.78 | \$ 3,233,394.24 | 101.6% | 100.0% | INTERSTATE IMPROVEMENT INC | BRADSHAW, JOHN, | |
| 3503 | SR 443, COLDMILL & STRESS RELIEF C. | \$ 4,492,334.00 | \$ 4,192,192.00 | \$ 4,192,192.00 | \$ 4,282,792.64 | 102.2% | 88.0% | GRANITE CONSTRUCTION CO | FINNERTY, J./MANHARD | |
| 3504 | I-15, STATELINE TO SLOAN INT | \$ 15,305,662.00 | \$ 14,200,000.00 | \$ 14,200,000.00 | \$ 14,372,582.93 | 101.2% | 74.6% | LAS VEGAS PAVING CORPORATION | PETERSEN, CHRISTOPHER, | |
| 3505 | US 50, WIDEN & DRAINAGE IMP. | \$ 22,256,347.00 | \$ 21,212,121.00 | \$ 21,201,767.48 | \$ 11,126,968.26 | 52.5% | 44.0% | GRANITE CONSTRUCTION CO | BIRD, STEVE, | |
| 3506 | SR 225 & SR 226, CHIP SEAL | \$ 1,208,389.00 | \$ 1,129,336.00 | \$ 1,129,336.00 | \$ - | 0.0% | 0.0% | VALLEY SLURRY SEAL CO INC | BUSH, ANITA | |
| 3507 | SR 121 & US 95A, CHIP SEAL | \$ 1,374,949.00 | \$ 1,285,000.00 | \$ 1,285,000.00 | \$ - | 0.0% | 0.0% | INTERMOUNTAIN SLURRY SEAL INC | BUSH, ANITA | |
| 3510 | MULT. ROUTES, MICROSURFACING | \$ 1,896,048.00 | \$ 1,772,007.00 | \$ 1,772,007.00 | \$ 803,716.79 | 58.5% | 40.9% | SIERRA NEVADA CONSTRUCTION INC | BUSH, ANITA | |
| 3511 | US 6, CIR WITH DBL CHIP SEAL | \$ 676,478.00 | \$ 632,222.00 | \$ 665,582.00 | \$ 671,944.90 | 101.0% | 70.0% | INTERMOUNTAIN SLURRY SEAL INC | BUSH, ANITA | |
| 3512 | LY & CH, 20 MILES CONST. FENCING | \$ 988,027.00 | \$ 886,007.00 | \$ 886,007.00 | \$ 904,263.14 | 102.1% | 60.0% | SIERRA NEVADA CONSTRUCTION INC | PETERS, VICTOR, | |
| 3514 | I 80, BRIDGE DECK REPAIRS | \$ 1,862,300.00 | \$ 1,693,000.00 | \$ 1,693,000.00 | \$ - | 0.0% | 0.0% | Q&D CONSTRUCTION INC | FROMM, DOUGLAS | |
| 3515 | CH,REPLACE OFF-SYSTEM BRIDGE | \$ 452,246.00 | \$ 384,384.00 | \$ 384,384.00 | \$ 81,775.13 | 21.6% | 26.0% | GRANITE CONSTRUCTION CO | MAXWELL, KEVIN, | |
| 3517 | CC FRWY, DEMO. LANDMARK BUILD. | \$ 116,090.00 | \$ 103,000.20 | \$ 103,000.20 | \$ 41,071.60 | 45.2% | 22.2% | FACILITIES MANAGEMENT INC | JOHNSON, N/ LOUIS BERGER GROUP | |
| 3518 | I 580, MOANA INTCH. DDI | \$ 6,978,978.00 | \$ 6,978,978.01 | \$ 6,978,978.01 | \$ 6,107,415.15 | 87.9% | 0.0% | GRANITE CONSTRUCTION CO | SEARCY, ADAM | |
| 3519 | I 515, FLAMINGO INTER, L & AESTHETICS | \$ 2,356,103.00 | \$ 2,144,539.61 | \$ 2,144,539.61 | \$ 373,705.45 | 17.4% | 7.7% | LAS VEGAS PAVING CORPORATION | JOYCE, LUCY/ STANTEC | |
| 3520 | CITY OF MESQUITE, SIGNAL MOD | \$ 547,905.00 | \$ 179,229.18 | \$ 179,229.18 | \$ 76,754.92 | 42.8% | 0.0% | LAS VEGAS ELECTRIC INC | CERAGIOLI, JIM, | |
| 3521 | MULT. INTER. SIGNAL SYTEM MOD | \$ 382,003.00 | \$ 294,830.00 | \$ 294,830.00 | \$ - | 0.0% | 0.0% | PAR ELECTRICAL CONTRACTORS INC | CERAGIOLI, JIM, | |
| 3522 | US 93, RR CROSS, ADV. WARN. SIGNALS | \$ 306,753.00 | \$ 249,301.00 | \$ 249,301.00 | \$ - | 0.0% | 0.0% | TITAN ELECTRICAL CONTRACTING | CERAGIOLI, JIM, | |
| 3523 | DIST I, RUMB STRIPS, ADV STOP SIGNS | \$ 470,311.00 | \$ 417,777.77 | \$ 417,777.77 | \$ - | 0.0% | 0.0% | NEVADA BARRICADE & SIGN CO INC | CERAGIOLI, JIM, | |
| 3526 | I 15 N.,PART 2 PCKG 2, ITS FAST PCKG D | \$ 6,764,790.00 | \$ 4,850,856.00 | \$ 4,850,856.00 | \$ - | 0.0% | 0.0% | TRANSCORE ITS LLC | GARAY, LUIS/KIMLEY-HORN & ASSOC. | |
| 3527 | US 93, BOULD. CITY BYPASS, TORT FENCE | \$ 1,459,890.00 | \$ 1,327,000.00 | \$ 1,327,000.00 | \$ - | 0.0% | 0.0% | LAS VEGAS PAVING CORPORATION | LORENZI, ANTHONY | |
| 3529 | MULT. INTER. SIGNAL SYTEM MOD | \$ 2,074,259.00 | \$ 1,753,671.20 | \$ 1,753,671.20 | \$ - | 0.0% | 0.0% | TRANSCORE ITS LLC | BRADSHAW, JOHN, | |
| TOTAL | | \$ 1,510,041,617.15 | \$ 1,429,020,637.05 | \$ 1,510,337,817.90 | \$ 1,492,791,994.01 | | | | | |

¹ % WORK = Total Paid to Date /Adjusted Bid Contract Amount

² % TIME = Charged Working Days to Date / Updated Working Days