

**In The Matter Of:**  
*State of Nevada Public Works Division*  
*Conference Board Meeting*

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*July 10, 2019*

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*Capitol Reporters*  
*123 W. Nye Lane, Ste 107*  
  
*Carson City, Nevada 89706*

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1 STATE OF NEVADA

2 PUBLIC WORKS DIVISION VIDEO-CONFERENCE BOARD MEETING

3

4 WEDNESDAY, JULY 10, 2019

5

6 8:00 A.M.

7

8 CARSON CITY, NEVADA

9 THE BOARD: BRYCE CLUTTS, Chair  
 SEAN STEWART, Vice-Chair  
 10 DEONNE E. CONTINE,  
 Member/Director of the  
 11 Department of Administration  
 TITO TIBERTI, Member  
 12 KEVIN LEWIS, Member  
 13 CLINT BENTLEY, Member  
 14

15 FOR THE BOARD: SUSAN STEWART, ESQ.  
 Construction Law Counsel  
 16 JEFF MENICUCCI, ESQ.  
 Deputy Attorney General  
 17 KENT LEFEVRE,  
 Deputy Administrator  
 18 WARD PATRICK, Administrator  
 19

20 KATHI PASCIAK,  
 Program Officer I  
 21

22 NICOLE WOODSON,  
 Administrative Assistant IV  
 23

24 REPORTED BY: CAPITOL REPORTERS  
 BY: Nicole Hansen,  
 Nevada CCR #446  
 25 123 West Nye Lane  
 Carson City, Nevada 89706

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1 CARSON CITY, NEVADA; WEDNESDAY, JULY 10, 2019; 8:00 A.M.  
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3

4 CHAIRPERSON CLUTTS: This is the time and the  
 5 place for the State Public Works Board meeting for  
 6 Tuesday, July 10th, 2019, at 8:00 a.m.

7 Roll call?

8 MS. PASCIAK: Chairman Bryce Clutts?

9 CHAIR CLUTTS: Present.

10 MS. PASCIAK: Vice-Chair Sean Stewart?

11 VICE-CHAIR STEWART: Present.

12 MS. PASCIAK: Member Clint Bentley?

13 MEMBER BENTLEY: Present.

14 MS. PASCIAK: Member Adam Hand?

15 Member Tito Tiberti?

16 MEMBER TIBERTI: Present.

17 MS. PASCIAK: Member Kevin Lewis?

18 Director Deonne Contine?

19 DIRECTOR CONTINE: Here.

20 ADMINISTRATOR PATRICK: Mr. Chairman, it  
 21 appears we have a quorum.

22 CHAIRPERSON CLUTTS: Thank you.

23 Is there any public comment in the south?

24 Nope?

25 Any in the north?

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1 Hearing none, we'll move onto Agenda Item  
2 Number 3. Agenda Item Number 3, for possible action:  
3 Acceptance and approval of the Public Works Board meeting  
4 minutes for December 18th, 2018.  
5 Per discussion, Construction Law Counsel has  
6 reviewed the December 18th, 2018 meeting minutes and  
7 recommends the following changes, which are noted in the  
8 agenda.  
9 Are there any other comments to the meeting  
10 minutes? Hearing none, I'd ask for a motion for  
11 approval.  
12 MEMBER TIBERTI: Tito Tiberti. I'll make a  
13 motion to approve, with counsel's changes.  
14 MEMBER BENTLEY: Second.  
15 CHAIRPERSON CLUTTS: All of those in favor?  
16 THE BOARD: Aye.  
17 CHAIRPERSON CLUTTS: Thank you.  
18 DIRECTOR CONTINE: This is Deonne Contine,  
19 for the record. I'll just abstain, since I wasn't  
20 present for that meeting, for the record.  
21 CHAIRPERSON CLUTTS: Thank you. Moving on to  
22 Agenda Item Number 4: Introduction of Deonne Contine,  
23 Director of Administration.  
24 ADMINISTRATOR PATRICK: Yeah. Thank you.  
25 Director Deonne Contine was appointed, I think, I believe

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1 our first day was February 25th, if that's correct, and I  
2 would let Deonne introduce herself about her  
3 qualifications and some background. Good morning.  
4 DIRECTOR CONTINE: Good morning. I'm Deonne  
5 Contine. I'm the relatively new director of the  
6 Department of Administration, although it's been about  
7 close to five months now, which seems kind of crazy.  
8 I was the previous director of the Nevada  
9 Department of Taxation and also an attorney in the  
10 Attorney General's Office, where I represented the  
11 Department and several other state agencies, and I did  
12 state and local taxation for about ten years. I'm a  
13 licensed attorney, and I'm happy to be here.  
14 I think Public Works is one of my favorite  
15 agencies. So the Department of Administration -- I don't  
16 know if you know -- it has 11 agencies. And so we've  
17 been having a lot of fun, and I've been learning a lot.  
18 And Ward is a great teacher, and it's been fun to get to  
19 know him and the team. And I'm looking forward to  
20 working with all of you.  
21 CHAIRPERSON CLUTTS: Well, welcome. It's a  
22 pleasure meeting you.  
23 DIRECTOR CONTINE: You, too.  
24 CHAIRPERSON CLUTTS: Okay. Moving on to  
25 Agenda Item Number 5: Update on Capital Improvement

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1 Plan.  
2 Is that you, Ward?  
3 ADMINISTRATOR PATRICK: Thank you, Chair.  
4 I'll introduce this and turn it over to Kent.  
5 We'd like to present the changes to the  
6 Capital Improvement Program, as recommended by the Board.  
7 We were in close coordination with the Governor's Office  
8 prior to even the board meetings in August, and so some  
9 of those recommendations by the Board to the Governor's  
10 Office had their influence in them.  
11 One thing that was consistent throughout this  
12 period of the CIP is that if you remember, the bond  
13 amount was about \$200 million dollars, which ended up  
14 being \$186 million that was pretty consistent. They used  
15 those \$14 million, the State did, for other purposes.  
16 The unknown component was basically General Fund.  
17 And so, with the shared concern that the  
18 Governor's Office had with deferred maintenance, the  
19 Administrator's recommendation and the Board's  
20 recommendation included a significantly larger amount of  
21 projects for them to kind of pick how they wanted to go  
22 about that. And it turned out that the deferred  
23 maintenance projects were honored, basically, throughout  
24 the process.  
25 And with that, I'll turn it over to Kent to

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1 go over some of the finer details of what was added or  
2 removed from the CIP in the course of the session.  
3 DEPUTY ADMINISTRATOR LEFEVRE: Thank you,  
4 Ward. Kent LeFevre, for the record, Deputy  
5 Administrator, Public Works.  
6 On September 6th, 2018, the Public Works  
7 Board recommended to the Governor's Office a total of 101  
8 projects, with a total value of \$507 million dollars.  
9 This recommendation included 19 C, or construction  
10 projects; 59 M, maintenance projects; 11 P, or planning  
11 projects; and 12 statewide projects.  
12 On or about the 4th of January, 2019, the  
13 Governor's recommendation to the 80th Legislature was a  
14 total of 95 projects, with a grand total of \$346.1  
15 million dollars. And the recommendation and breakdown  
16 was as follows: 15 construction projects, 57 maintenance  
17 projects, 11 planning projects, and 12 statewide  
18 projects.  
19 On or about the 5th of June, 2019, the 80th  
20 Legislature approved a total of 89 projects, with a grand  
21 total of \$347 million dollars, and that was broken down  
22 into 13 C projects, construction projects; 54 M, or  
23 maintenance projects; 10 P, or planning projects; and 12  
24 statewide projects. These projects were approved under  
25 Bills AB541 and SB528.

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1 I would like to call your attention to the  
2 handout, which shows the approved list of CIP's. The  
3 yellow highlighted project, C28, the College of Southern  
4 Nevada Health Sciences Building, was added by the  
5 Governor during his recommendation, and the project  
6 highlighted in green -- there's three projects  
7 highlighted in green. They were added by the  
8 legislature, and they are the University of Nevada-Las  
9 Vegas College of Engineering and Academic Research.  
10 And on page six of seven of that handout, the  
11 Great Basin College Advance Planning for Welding Lab, and  
12 also Western Nevada College, here in Carson City, for  
13 renovation of Marlette Hall. So that's kind of the  
14 summation of projects that were added.  
15 I do have a short list of projects that were  
16 removed from the Board Rec. For your information,  
17 projects C05, the fleet maintenance building, was  
18 removed, actually, by the agency, and that's kind of a  
19 strange thing, but they removed it because of financial  
20 concerns. And CO8, State Office Building, was removed by  
21 the Legislature. And then there were four correctional  
22 projects that were removed concerning security cameras  
23 and fencing.  
24 There was also a housing project for  
25 Corrections that was removed, and this was one of the

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1 big-ticket items, \$108 million dollars that the Governor  
2 removed from his recommendation. Also, for Corrections,  
3 Nevada Northern Nevada Correctional Center Planning,  
4 Advance Planning, was removed by the Legislature. And  
5 then there were two small lobby security projects that  
6 were removed for the Attorney General's Office and the  
7 Department of Education.  
8 Project C14 was removed, and that was a  
9 seismic retrofit to the Stewart Gym here in Carson City.  
10 Project C15 was a knowledge and innovation center that  
11 was removed by the Governor.  
12 And then project MO3 was a Sierra Regional  
13 Center generator replacement that was removed due to a  
14 lease arrangement with Washoe County, and project PO9,  
15 Public Safety headquarters here in Carson City, advance  
16 planning that was removed by the Legislature.  
17 So, in total, there was nine projects removed  
18 by the Legislature and five removed by the Governor's  
19 recommendation. Thank you.  
20 ADMINISTRATOR PATRICK: That concludes our  
21 report.  
22 CHAIR CLUTTS: Thank you. Are there any  
23 questions down there?  
24 MEMBER TIBERTI: John is pouting because of  
25 the Stewart removal up there. I'll talk him down.

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1 COUNSEL STEWART: That's Tito Tiberti, for  
2 the record.  
3 CHAIR CLUTTS: Bryce Clutts, for the record.  
4 Ward, a question. You mentioned deferred  
5 maintenance. What happened in the session with deferred  
6 maintenance?  
7 ADMINISTRATOR PATRICK: Yeah. So, to recap a  
8 little bit, prior to the session, we were looking at  
9 systems, in order to prevent competition between deferred  
10 maintenance and capital projects.  
11 And so during the budget process, the  
12 Director of Administration offered to have a surcharge be  
13 put on several buildings to fund deferred maintenance,  
14 and that did not move ahead from the Governor's Office as  
15 an operating item.  
16 And so I think the good news in that is that  
17 we here, the staff, thought that there needed to be  
18 approximately \$80 million dollars' worth of deferred  
19 maintenance each session funded in order to kind of keep  
20 things on track. And to go over a little bit of history  
21 -- you're stealing some of my thunder from the following  
22 item, so that will be coming up in a little bit.  
23 CHAIR CLUTTS: Okay. That's fine. We'll  
24 defer it to when it comes up.  
25 Moving on to Agenda Item Number 6: Legal

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1 update. Legislature, contracts and regulations.  
2 Ms. Stewart?  
3 COUNSEL STEWART: Thank you, Mr. Chair.  
4 Susan Stewart, Construction Law Counsel, for the record.  
5 As is our practice at the conclusion of every  
6 session, we give the Board an update and report whether,  
7 you know, if we've emerged unscathed from the session,  
8 and if so, what our battle wounds are.  
9 And it seems like every session, I say that  
10 "This last session was the most challenging," but I think  
11 this last session was the most challenging.  
12 And one of the things that I just wanted to  
13 mention is that, you know, what you have in front of you  
14 as a result of the CIP is a bill that AB541, it's all  
15 wrapped up in a bow, but that bill is a result of the  
16 effort of staff here. I'm not exaggerating. Hundreds of  
17 RFIs about every project, sometimes repetitive RFIs,  
18 preparing for testimony, preparing for questions, some  
19 that you can anticipate, some that you can't anticipate.  
20 So it's always a Herculean effort.  
21 There was a lot of new faces in the  
22 Legislature, so I think we got a lot of questions that we  
23 typically wouldn't get, but I think the end result was a  
24 CIP bill -- I speak on behalf of the whole division --  
25 that is going to serve the State well and meet the needs

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1 going forward.  
2 The summary that I have of the Legislature,  
3 they also, Deputy Administrator LeFevre mentioned SB525  
4 authorized three additional projects. There were a  
5 number of prevailing wage bills: AB136, AB190, SB231,  
6 SB243. Those are the ones that passed. There were more  
7 than that that started out.  
8 One of the things that happened this session  
9 that was fairly challenging for me was the extent to  
10 which the original bill started as one premise and then  
11 was amended so that it could kind of morph into something  
12 completely different. So it was quite challenging to  
13 find a way forward to what the agency's position was  
14 going to be on those bills.  
15 One of our challenges coming up is the  
16 passage of the SB207. This is a requirement on Public  
17 Work's projects that a certain percentage of the  
18 workforce be comprised of apprentices.  
19 There's a waiver process that can occur  
20 before advertisement, which I'm not -- I'm still unclear  
21 how that's going to work. Before advertisement, there's  
22 not a project. The waiver request can happen before  
23 advertisement, before bidding, and then during the work  
24 itself.  
25 We did put in a request for an additional

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1 person to help us manage this. I have some concerns  
2 about the legality of this, and it may run afoul of  
3 Nevada's right to work statutes, but I'm working with the  
4 Labor Commissioner, and we will find a way forward to  
5 implement the bill in a way that will hopefully have a  
6 very minimal impact on our projects. Of course, that's  
7 always the goal. So you'll probably be hearing from me  
8 on that more in the future as to the impacts on that.  
9 The good news is, it's not effective until January 2020.  
10 The bad news is, it's effective January 2020.  
11 The AB56, you'll recall, this was a bill that  
12 was proposed by the prior Governor's office, expanding  
13 exceptions to Public Work's services to certain agencies  
14 and also clarifying the Administrator's delegation of the  
15 authority. That bill did not pass, and we are not sad  
16 that it didn't pass.  
17 Also, what didn't pass is AB179. This bill  
18 resurrected AB101 from the 2017 session. AB101, from  
19 2017, would have significantly impacted Public Works and  
20 compensation for construction delays. As the bill was  
21 written in 2017, it proposed a significant shift in the  
22 risk of delays from the contractor to the owner. The  
23 bill did not pass in 2017. It was resurrected this  
24 session.  
25 I felt like we laid some good groundwork for

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1 working with the industry. We were very close to an  
2 amendment that we felt would address the construction  
3 industry's concerns without resulting in a shift in the  
4 risk. But then ultimately, the sponsor of the bill  
5 pulled the bill. So that did not pass. It's kind of  
6 shocking how much time you spend on something that  
7 doesn't happen, and AB179 was one of those.  
8 One of the things that often happens because  
9 of new legislation is we have to re-write our contracts.  
10 One of the bills to come out of the session is AB136. It  
11 lowers the threshold for the trigger for prevailing wage  
12 from \$250,000 back to \$100,000, which means that we will  
13 be revising -- we have revised our contracts so that our  
14 contracts, \$100,000, are subject to prevailing wage  
15 requirements. And so that requires us to shift some of  
16 our categories of construction contracts.  
17 At this point, I don't anticipate that we're  
18 going to need to do any changes to our regulations, with  
19 a caveat that I don't know exactly how SB207 is going to  
20 shake out. There may be some resultant changes. We may  
21 need to look at our regs to implement that bill. But as  
22 of right now, I don't have any intention of proposing any  
23 new regulations going forward. And that's the conclusion  
24 of my legal update. I'd be happy to answer any  
25 questions.

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1 CHAIRPERSON CLUTTS: For the record, Bryce  
2 Clutts. Just note that Member Lewis appeared.  
3 Are there any questions down south?  
4 Any questions up here? Okay. Hearing none,  
5 we'll move on -- thank you, Ms. Stewart -- to Agenda Item  
6 Number 7.  
7 Agenda Item Number 7, at the December 18th,  
8 2018 Board meeting, Chairperson Clutts reported that he  
9 had received correspondence from Paul G. Corrado  
10 regarding Public Work's use of a LEED System and the  
11 SITESv2 System. Mr. Clutts asked that staff respond as  
12 appropriate. Attached is Mr. Corrado's letter and Ward  
13 Patrick's December 19th, 2018 response. This agenda item  
14 is for informational purposes.  
15 Are there any questions or comments?  
16 Okay. Thank you, Mr. Patrick, for doing  
17 that.  
18 ADMINISTRATOR PATRICK: My pleasure.  
19 CHAIRPERSON CLUTTS: Agenda Item Number 8:  
20 Administrator's report.  
21 Mr. Patrick?  
22 ADMINISTRATOR PATRICK: Thank you, Chair.  
23 The first item here is the budget, referring to operating  
24 budgets. The Division has five operating budgets, one  
25 for buildings and grounds. This is Marlette Lake water

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1 system, which has some items in the CIP; our facility  
2 condition analysis budget, which includes some of the  
3 Board's expenses, engineering, and then our management  
4 budgets. So all of these budgets were approved with  
5 minor increases for 3 percent cost of living increase for  
6 personnel.  
7 We received an information technology project  
8 that is intended to help us track -- in the CIP -- help  
9 us track cost, scope, and inflation.  
10 Also of note in these budgets, another  
11 favorable increase and really no hits to the budget  
12 request, but this other favorable increase was buildings  
13 and grounds, on the operating side, received additional  
14 funding for maintenance of our buildings. So that should  
15 help decrease the load that goes into the CIP.  
16 Go through a few more of these items.  
17 Regarding staffing, we're pleased to keep expanding,  
18 filling our empty slots in our staff.  
19 The first person I'd like to introduce, which  
20 is here, may not be able to be seen on the screen in  
21 Southern Nevada, so I might ask you to relocate, Rick.  
22 Rick Kabele is our new building official. And so at the  
23 last board meeting, we -- so you might need to scoot in a  
24 little bit more. There we go.  
25 So Jeff Brown was our prior building

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1 official, and he resigned effective about the last time  
2 we had a board meeting, and so Rick has been hitting the  
3 ground running here and helping us leading the team and  
4 working to fill empty spots in our inspection division,  
5 of which we have a certain amount of challenges there.  
6 So we're keeping him very busy on our growing  
7 construction projects and need for staffing and qualified  
8 staffing. So this is Rick Kabele, if you have anything  
9 to say.  
10 MR. KABELE: Thank you very much. My  
11 pleasure to be here this morning. I have over 40 years'  
12 experience in code enforcement and code applications.  
13 I've been a member of both the International Code Council  
14 and the National Fire Protection Association for many,  
15 many years. And I'm excited about the position here.  
16 All of my friends ask me what the job is  
17 like. I tell them, "It's very intense." And so it is  
18 very intense every day, but I personally thrive on  
19 stress, so it works well. It's a good marriage. Thank  
20 you.  
21 ADMINISTRATOR PATRICK: Thanks, Rick.  
22 Also in the room, we have Nicole Woodson, who  
23 is my executive assistant.  
24 MS. WOODSON: Good morning.  
25 ADMINISTRATOR PATRICK: And so she's been in

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1 correspondence with you all, I'm sure, and she's been a  
2 big help since her arrival.  
3 Two additional staff members. Will Lewis is  
4 an architect -- not here right now -- but we're  
5 increasing our architectural prowess as well as we got a  
6 new draftsman on staff, which is helping us.  
7 We've hired a draftsman, Carol Meyers, as  
8 well. And so we're finding we've been elevating people  
9 up the chain of command, and so we still have many  
10 vacancies because we're filling with existing staff  
11 somewhat in other areas.  
12 Then AE selection. So we've received the  
13 authorization for the \$347 million in the '19 CIP, and  
14 our conclusion is there's seven projects there that need  
15 to have formal architect and engineer selection, the AE  
16 selection.  
17 And what this is, is selection by committee  
18 process where the fees for the design work are expected  
19 to be over \$250,000. And so there's several mechanical,  
20 electrical, and civil-type projects in that list, as well  
21 as seismic upgrade at one of the Attorney General's  
22 historic buildings here in town, and there's a couple --  
23 the two projects.  
24 One of the projects that was added by the  
25 Legislature is a welding lab addition at Great Basin

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1 College at Elko that you'll see on our advertisement, if  
2 you go to our website. And then also, there's a forestry  
3 project where we're remodeling and adding a welding shop.  
4 Those are all part of the '19 CIP.  
5 So this advertisement is in the papers, and  
6 we expect to receive the statements of qualifications  
7 from our candidates July 23rd here this month.  
8 Update on deferred maintenance. Here comes  
9 the thunderous report. So originally, the Board  
10 recommendation included approximately \$150 million  
11 dollars' worth of deferred maintenance, and there were  
12 some cuts and withdrawals based on providing cost  
13 containment. So our summary now is that there's \$117  
14 million dollars' worth of maintenance in the '19 CIP.  
15 And I would point out that last session, that  
16 number was approximately \$114 million. And during the  
17 prior five sessions, the average was only \$44 million.  
18 So certainly, we're above that \$80 million-dollar  
19 threshold that I referenced earlier, so we're working on  
20 methods to see if we're decreasing deferred maintenance  
21 overall, and we'll be able to report on that as we go  
22 through this next CIP planning process.  
23 But so you can see, we're above that  
24 threshold, and so we think that it's a positive light  
25 that the past Governor's administration took to heart the

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1 Board's letter of three years ago, almost four years ago,  
2 expressing the concern for deferred maintenance.  
3 And this Governor's administration was very  
4 engaged in the CIP review process, and so then I would  
5 make a conclusion that they also share the concern of  
6 deferred maintenance as those -- no maintenance projects  
7 got removed during that process. So that's on deferred  
8 maintenance, if there are any comments on that.  
9 Then major projects. So we've got certain  
10 projects that were in the '17 CIP that are moving through  
11 the construction process. And I would point out at the  
12 beginning and during the session, in the past two  
13 legislative sessions, we offer expected schedules on  
14 those projects, and so we work hard to keep on those,  
15 especially during times when inflation is increasing.  
16 Time is money. And so we consider that important to keep  
17 these projects on track.  
18 And so I would point out, kind of in  
19 chronological order, that the Vet's home in Sparks was  
20 funded and noticed received was issued around two years  
21 ago, July of 2017. And that project is basically  
22 completed. With a Vet's home, there's significant  
23 certifications and inspections required to open. There's  
24 one of those remaining.  
25 That final inspection has to do with testing

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1 all of the systems, both administrative and facilities  
2 systems, where the parts of the building are actually  
3 occupied. So there's currently seven occupants in the  
4 building, and that's part of the final certification  
5 process.  
6 UNR Engineering building is approximately 50  
7 percent complete. The Readiness Center in Las Vegas near  
8 the Speedway has been ongoing, and it's somewhat less  
9 than 50 percent complete, but the notice to proceed, I  
10 believe, was in February.  
11 South Reno DMV was contracted and the notice  
12 to proceed was in early May, and so that's an ongoing  
13 project. And so that is warm and fuzzy for the  
14 administrator, knowing that all of these major projects  
15 are now contracted in a time when inflation could have  
16 had a major impact on these projects.  
17 It turns out we brought to the Board a  
18 project to give a booster shot to two of these projects  
19 in the '19 CIP. And so the Speedway received  
20 approximately \$4 million dollars, and the South Reno DMV  
21 received approximately \$9 million dollars. And this was  
22 all, you know, a two year -- a year ago projection that  
23 we would need this funding, and so the bidding and the  
24 projects kind of came out that those predictions were on  
25 track, and so these projects are proceeding. So that's a

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1 lookback.  
2 A look ahead is that we have three or four  
3 projects in the current CIP that we're thinking are large  
4 projects that are going to have -- that fit the major  
5 projects criteria here.  
6 And so we have the Nevada State College  
7 Health Sciences building in Southern Nevada, and CMAR  
8 project, and we opened bids yesterday. And so these  
9 projects are on track.  
10 Preliminary indications are that these  
11 subcontractor bids are in line with our budgets, and so  
12 the contractor has 14 days in which to provide a  
13 subcontractor list and another week in order to provide a  
14 guaranteed maximum price proposal to the State for our  
15 review, and then we would go into our due diligence after  
16 that.  
17 Then we've got the College of Southern Nevada  
18 Education Building, which is -- plan checking is  
19 completed and bidding will commence here in the next  
20 month or so. So these projects are underway.  
21 And then Member Tito is always interested in  
22 UNLV, and so I share these two together and last to give  
23 a little update on these two projects. The UNLV Medical  
24 Education Building was funded last session for \$50  
25 million dollars; \$25 million of state funding and \$25

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1 million of University funding. Originally, that was  
2 envisioned to be approximately 220,000 square-foot  
3 building and a \$250 million-dollar project.  
4 We have not proceeded with any design work on  
5 that, although it's likely that the Board of Regents this  
6 month will approve of funding that will allow us to start  
7 rescoping that project, get it underway, and then get the  
8 design underway and then allow for -- to meet some  
9 criteria regarding the land at which that building is to  
10 occupy. And so that criteria basically is, I think, the  
11 county has provided the land, with the criteria that  
12 groundbreaking needs to occur before June 30th of 2021.  
13 So we have two years to re-scope, get the  
14 design done and bid an award, contracting, and get that  
15 dirt broken; get that green site turned into a  
16 construction site.  
17 So one other final major project is the UNLV  
18 engineering building. And so this is a project that was  
19 funded for and designed through construction documents in  
20 the '17 CIP: 17-PO9. And this project, you saw in the  
21 August board meetings, and it was approximately a \$66  
22 million-dollar project to take that from shovel-ready  
23 design status through construction, which would include  
24 the FF&E.  
25 And so, at the tail end of the session, that

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1 \$66 million-dollar project was authorized for \$40 million  
2 dollars: \$20- of State and \$20- of University funding.  
3 So we're regrouping and reeling from that. This project  
4 is likely to also be presented at the Board of Regents,  
5 and so some re-scoping, repackaging will likely occur  
6 there.  
7 And it may be that -- it's likely to be that  
8 there will be some portion of the site work and shell  
9 will be completed and with the intent that you'd see  
10 another request for funding for the balance of the state  
11 funding and the tenant improvement, basically, and FF&E  
12 at the next August report.  
13 CHAIR CLUTTS: Bryce Clutts, for the record.  
14 What was the Legislature's intention with that funding?  
15 ADMINISTRATOR PATRICK: Well, write that  
16 question down. So Kent mentioned, and Susan, SB528 is  
17 where that project is authorized. And so there was zero  
18 testimony and near zero intent listed in the bill.  
19 We've been in communications with UNLV, and  
20 they believe it's just what I explained, which is likely  
21 some package of site work and shelling to commence.  
22 And so the challenge there would be to get  
23 some project completed and close it up or get that  
24 project where it could integrate into future money so it  
25 might seem seamless.

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1 So developing that strategy is pending Board  
2 of Regents' approval of the other funding, and that's  
3 expected to happen this month, but we're just listing  
4 this as we expect re-scoping of our work after we hear  
5 the results of that.  
6 CHAIRPERSON CLUTTS: So I would assume you're  
7 going to have to spend some of that money in redesign and  
8 all of that.  
9 ADMINISTRATOR PATRICK: Yes. So whether or  
10 not we're redesigning or just repackaging to enable.  
11 CHAIRPERSON CLUTTS: Either way, you're going  
12 to have --  
13 ADMINISTRATOR PATRICK: We're going to have a  
14 design period, so we're going to have costs, and we're  
15 going to have a schedule extension.  
16 COUNSEL STEWART: Susan Stewart, for the  
17 record. I'd just ask the Chair and the Administrator to  
18 identify yourself so that our court reporter can keep  
19 track of who is talking, if you would, even though you're  
20 sitting right next to each other.  
21 ADMINISTRATOR PATRICK: Thank you.  
22 COUNSEL STEWART: Thank you.  
23 ADMINISTRATOR PATRICK: So that concludes the  
24 major projects portion. I would pause for any other  
25 questions on that. Ward Patrick, for the record.

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1 CHAIRPERSON CLUTTS: Bryce Clutts, for the  
2 record. Are there any questions or comments in the  
3 south?  
4 ADMINISTRATOR PATRICK: The final item we  
5 have here -- Ward Patrick for the record -- is cost  
6 containment.  
7 And so we'd like to think here at Public  
8 Works that everything we do is providing customer service  
9 to the clients, as is Director Contine's whole department  
10 is providing services to the various departments of the  
11 State. And so we're providing customer service, and  
12 we're working to contain costs and yet provide what is  
13 needed for the long-term best interest of the State.  
14 And so what is cost containment? And so cost  
15 containment is not only first-time costs for the  
16 facilities, and it's likely not only first-time costs for  
17 life cycle costs. Excuse me.  
18 It's not only facility costs of the life  
19 cycle of the facility, but it may include things beyond  
20 the facilities, like marketing for Nevada System of  
21 Higher Education, their reputation that is sometimes  
22 based on their facilities, their ability to attract  
23 students, their ability to attract faculty as well as  
24 grants and research funding. And so all of those things  
25 and many more are considered in our desires for the

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1 Nevada System of Higher Education.  
2 Also, other entities, including the  
3 Governor's Office of Economic Development. They have  
4 needs beyond facilities needs. Location is very  
5 important to them. They're attracting future companies  
6 to the State of Nevada, and so they might have needs that  
7 don't fit into the first-time cost containment or life  
8 cycle costs. And so we want everybody to keep that in  
9 mind. And so we provided three or four pages of dialogue  
10 about what we do here at Public Works.  
11 And so I would just offer that one of the key  
12 things in containing costs is selecting consultants that  
13 have a history of providing sound design within our  
14 capital budgets as well as meeting the needs of our  
15 customers. And so that process has been initiated. And  
16 so that's a key component, is to assure that we're  
17 developing a good team that enables us to contain costs.  
18 Also, I would offer choosing proper delivery  
19 methods helps us contain costs. So when we choose a  
20 delivery method that creates a time-certain delivery and  
21 provides almost nil litigation possibilities might also  
22 be in the cost containment area. And so timely delivery  
23 and mitigating litigation has been part of our strategy  
24 to contain costs.  
25 Talking a little bit about the CMAR delivery

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1 method. We've been doing this process, I think, for over  
2 ten years. And so that is going to be the next thing on  
3 our docket, is to do CMAR selections right after we get  
4 these architects directed. So you'll be seeing  
5 advertisements in the paper and information out in the  
6 construction community about that.  
7 And to follow up with our CMAR process, we  
8 have a two -- most of the people in the room know this,  
9 but we have a two-step process where we have a pre-  
10 construction phase. So that's basically the construction  
11 manager at-risk supporting the design process.  
12 And of interest, in the area of cost  
13 containment, we can also choose not to proceed with that  
14 contractor after the design has been completed. And so  
15 we've done this one time, and so it's in an effort to  
16 better the State and to better the budgets.  
17 Our other delivery method is the hard-bid  
18 delivery method. And so during this process, a hundred  
19 percent construction document projects are advertised for  
20 bids, and based upon estimated costs of construction,  
21 formal and informal advertisement, minimum wage, bonding  
22 requirements, subcontractor lists, bid bonds,  
23 contractor's bid preference, disabled veteran's  
24 preference, are all based upon estimated costs of  
25 construction.

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1 In some instances, projects are advertised  
2 with a base bid followed by certain add alternates. All  
3 of this is to support our customers and control costs on  
4 projects. The base bid must be completed and the add  
5 alternates are additional work that, while desired, are  
6 not critical for the success of the project.  
7 If bids are favorable within budget, the  
8 alternates are selected. Our Nevada Administrative Code  
9 allows Public Works to negotiate with the low bidder if  
10 the bidder is less than the legislative appropriation and  
11 does not exceed the relative budget item by more than 10  
12 percent.  
13 So again, we'd like to think everything we do  
14 is in an effort to provide customer product they're  
15 looking for and provide cost containment.  
16 And so a few other items that we've put in  
17 your packet before the first blue sheet under this item  
18 is not maintaining buildings that should be torn down.  
19 We think that is a cost containment item that really  
20 isn't seen in the CIP, but the CIP -- we have buildings  
21 that are being torn down in the '17 CIP as well as in the  
22 '19 CIP. So this contains costs of maintaining buildings  
23 that are beyond repair.  
24 The second bullet item here is replacing  
25 buildings that have a repair cost higher than 50 percent

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1 of the replacement cost. And so this is a guide, not  
2 really a rule, but so this is something that we strongly  
3 consider in our work.  
4 We conduct preliminary planning on certain  
5 projects, which allows more certain funding request for  
6 the planning process and for construction.  
7 We're proposing to evaluate our projects a  
8 little more closely on a variance analysis basis where  
9 we're looking at the variance in our scope that we've  
10 been approved for and our pricing that we've been  
11 approved for. And so we're hoping to, in the future, be  
12 tracking these items a little more closely. It's more of  
13 an accounting approach to our construction projects. So  
14 this will allow cost tracking, scope tracking, and  
15 inflation tracking.  
16 We attempt to bid certain projects in the  
17 winter like roofing projects or paving projects where  
18 these contractors are what I would describe to as a, say,  
19 filling their dance card for the construction season.  
20 So if you bid a project when everybody has  
21 their work schedule filled out for the whole season,  
22 you're not going to get favorable bids. And so timing  
23 during the course of the year is important to contain the  
24 costs of those projects and reviewing other public  
25 entities, bidding schedules.

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1 So if there's a project that every contractor  
2 wants to receive and we bid before that, they would  
3 likely bid higher on our project. On the other hand, if  
4 there's a project that the public entities have that  
5 other public entities have that is that same condition,  
6 more desirable, we might want to bid after that because  
7 then all contractors that didn't pull the subs and  
8 generals would be more hungry, knowing that they didn't  
9 get that plum project. And so that's some strategies  
10 there that we try to use.  
11 Having our PM's contract the contracting  
12 community prior to bidding. So during this AE selection  
13 process, we're contacting the community. During our  
14 construction process, we make sure people know what's  
15 happening in our project so we get as good a competition  
16 as possible.  
17 And then tracking estimates and the bids. So  
18 throughout the design and construction process, we try to  
19 track the whole estimate, so you can see how that varies  
20 throughout the process.  
21 Tracking change orders is a historical thing  
22 that we do. So we log errors and omissions by the  
23 designers. We track change orders that are by owner  
24 request or unforeseen conditions or other reasons for  
25 change orders. So we can always -- we have a lot so

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1 pdf's of items, but we don't have the data source, a lot  
2 of information. And so we're hoping to be able to move  
3 that into the data arena and allow us to make conclusions  
4 about the why we run our business.  
5 Then Kent mentioned that we were involved  
6 with some research arrangements that Nevada Northern  
7 Nevada Adult Mental Health System had, and it turned out  
8 we all here recommended a few projects in the CIP for  
9 that. And so we were alert and got all parties to agree  
10 that could be withdrawn. So that creates money for next  
11 CIP.  
12 And then finally, something that's been in  
13 our AE agreements is that the consultants are responsible  
14 for the design scope to fit within the budget. And so  
15 our contract documents refer to if the project bid is  
16 within 10 percent of the budget, they're obligated,  
17 within their lump sum contract, to help negotiate this  
18 within the price.  
19 And if it's I believe 85 percent of the  
20 budget, we have the opportunity to get a credit on their  
21 work because they might have underdesigned the work. And  
22 then, if it's over that 10 percent threshold, the  
23 consultant is required to rebid the project within the  
24 original contract.  
25 And so these are items that are far more

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1 challenging to do when inflation is in the unexpected  
2 range, so we're a little more understanding during those  
3 contracts, but we're managing the business here trying to  
4 create value for all of the customers and departments in  
5 the State.  
6 So we have a flowchart, and I'll just go over  
7 a few of the key items here. There's an 11-by-17. And  
8 so the first three columns here are largely about the  
9 various submittal processes.  
10 So then I would just point out in the big  
11 black box that there's really some key information here  
12 is that the AE and the CMAR submit separate cost  
13 estimates at each milestone, and these milestones are  
14 listed over here at the left. And then the AE and the  
15 CMAR also evaluate and analyze prior cost estimates and  
16 compare them to the current level of design estimates.  
17 And then finally, the team addresses and  
18 resolves conflicts and inconsistencies regarding pricing,  
19 scheduling, which affects costs, subcontractor  
20 coordination, and sequencing. So that's just some of our  
21 process there that or some of the key things that we work  
22 at to control the projects.  
23 Now I've got a series of contract documents  
24 on the CMAR process to go over. So the first one was --  
25 you'll see -- is proposal. It's a few pages about the

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1 proposal, and then on the Hotel College at UNLV, and then  
2 there's a sample contract in here from the Sahara DMV.  
3 And so these are just a sampling of our delivery  
4 documents.  
5 And just to go through this a little bit. So  
6 if you see, under Article 1, there's six items listed  
7 there. And so under cost containment, we have bid  
8 documents that are plan checked, and then those are bid  
9 to all of the subs. And so on this particular project,  
10 you see \$39 million dollars of \$44.  
11 These are all bid projects by prequalified  
12 subs because then you see the CMAR's general conditions,  
13 is line item two, which a portion of that is their labor  
14 for their on-site work of the prime contractor, and so  
15 that portion is under scrutiny during the very initial  
16 selection process.  
17 So other general conditions are reviewed by  
18 our staff during our due diligence period -- which if you  
19 remember on the health science building, that's going to  
20 start in about 21 days.  
21 And so then you've got the CMAR fee, which is  
22 also a part of the selection criteria during CMAR  
23 selection. So you see there's price components here that  
24 are all either bid or a part of the selection process,  
25 and then some are under scrutiny during our due

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1 diligence.  
2 And then item four and five are contingencies  
3 on the project. There's a CMAR contingency and an  
4 owner's contingency. And these are in order. So CMAR  
5 contingencies are generally two and a half percent of the  
6 GMP or less, and the owners' contingency has been two  
7 percent to five percent, historically. So that's a  
8 little bit about some of the information that we see  
9 monetarily.  
10 Then I'd point out quickly in Article 2 that  
11 early on, we were sharing savings from the CMAR. At the  
12 end of the project, there might be a CMAR contingency  
13 remaining. And so you'll see here back in the day when  
14 we selected this consultant that we were sharing 50  
15 percent of those savings, and we'll see a trend here as  
16 we go through some of this paperwork.  
17 I would ask you to turn a couple of pages to  
18 a project cost estimate for the Hotel College 15 C78.  
19 And I just wanted to point out a line item on here, that  
20 there's a subtotal midway down the project and a couple  
21 of -- three lines up from that is third-party commission.  
22 And so what we do here is we basically are  
23 auditing the design and construction of the HVAC  
24 mechanical, electrical.  
25 And now, we're increasing our efforts in the

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1 building envelope to do this third-party commissioning of  
2 that part of the work. So initially, we were doing HVAC.  
3 We've included electrical, electrical, which includes the  
4 switch gear and the sequencing of the switch gear  
5 operations, and then lighting and the power. And now  
6 we're doing the envelope, building envelope, the  
7 exterior, whether it be the window walls or roofing. And  
8 so that's just things that we're doing to assure that the  
9 State is getting what we pay for.  
10 And so having a third-party consultant on  
11 those items helps us control whether designers are hiding  
12 their design errors by not asking them to review their  
13 own designs, and the same thing would go for the  
14 constructor. So it's a third-party reviewer. And so we  
15 think that helps provide value, and therefore, either  
16 long-term or short-term cost containment.  
17 And so, as a result of this, we've had to  
18 invite out-of-state contractors to help with the envelope  
19 third-party work because there's only few very people  
20 that do that in the state. And it helps with our  
21 expertise in that area as well.  
22 But we've been doing commissioning the HVAC  
23 system since I was started here at Public Works, and so  
24 we have three mechanical engineers on staff, and they're  
25 very proficient in this. And so on smaller projects, we

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1 self-perform this effort. On larger projects, we  
2 contract for that. So this is a one of the things that  
3 we do to assure the State is getting what we're paying  
4 for and containing costs on the project.  
5 And now, I'd have you turn to after the next  
6 blue page and to before we saw a proposal for CMAR  
7 project and a guaranteed maximum price. And this is  
8 simply just an earlier or a later construction agreement  
9 for owner CMAR.  
10 And so you'll -- not to go through these  
11 items, but you'll see the contingencies are basically in  
12 the realm that we discussed earlier. And I would point  
13 out, turning to the next page, that now you see this  
14 shared CMAR contingency is now a greater portion is the  
15 State's at 70 percent on that next page.  
16 And so we are now -- in the past, CMAR  
17 advertisements have been advertising those as a shared  
18 savings in the 90/10 so that the CMAR gets some benefit,  
19 but there's very little incentive to use that as, say, a  
20 profit center. So we believe that we're asking them to  
21 focus on the benefit of the work and not on profits, this  
22 being a profit center.  
23 And so just a final comment on the last page  
24 in this section. You'll see kind of a traditional  
25 narrative that you've seen in our CIP books. You also --

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1 what largely the Board doesn't see is there's this new  
2 item -- not a new item, but an item new to the Board:  
3 Hearing notes in the middle of the page. And so this is  
4 where we document things that we think are important to  
5 the success of the project as a result of the legislative  
6 session.  
7 And so on here, we try to track any  
8 scheduling criteria that came out of the session or any  
9 scope, any important scope or sequencing items. And so  
10 all of these things, the way we do our work, we think,  
11 helps provide the best product to our clients and control  
12 costs on the projects. That concludes that report.  
13 CHAIR CLUTTS: Thank you. Bryce Clutts, for  
14 the record. Thank you, Mr. Patrick.  
15 Any questions down south?  
16 MEMBER TIBERTI: Chairman Clutts, Tito  
17 Tiberti, for the record. I have three questions.  
18 Perhaps this is not the appropriate time.  
19 I would like to ask. A while back, we were  
20 talking about the inflation going forward. Maybe a year  
21 ago, and they were staggering numbers to me. They were  
22 15, I don't know, percent, 20 percent.  
23 So my one question is: Is that coming true,  
24 or how have you found the inflation on contract bidding  
25 and estimating coming in at the end of the day?

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1 My second question would be -- two questions.  
2 This Sawyer state office building and the building -- I  
3 think it's the state office building in front of the  
4 Sahara DMV -- are those -- over here on Sahara, is that  
5 going to be torn down or redone, or where is that in  
6 thinking? The Sahara -- I mean the Sawyer Building, down  
7 by Cashman Field, is that in good shape, or how is that  
8 coming along?  
9 ADMINISTRATOR PATRICK: Ward Patrick, for the  
10 record. I just want to make sure that this is the  
11 appropriate place for these. Okay.  
12 So three items you mentioned, Member Tiberti,  
13 is the inflation and how that's coming about based on any  
14 projections. The Bradley Building at the Sahara Complex,  
15 what was the status of that, and then the Sawyer  
16 Building, what is the condition of that building.  
17 So regarding inflation, as you pointed out,  
18 you talk to five sources and they would tell you, or if  
19 you're looking at national indices, you would say  
20 inflation nationally in Engineering News Record might be  
21 on the order of 7 percent. And if you talk to certain  
22 contractors in the Las Vegas area, they might use those  
23 higher numbers above in the double-digit arena, 15  
24 percent as you pointed out.  
25 So what we've tried to approach -- we've

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1 successfully approached, basically, the school districts,  
2 the Washoe County School District in the north, and Clark  
3 County School District in the south, and we've looked at  
4 Engineering News Record and the different terms,  
5 inflation, as well as we have our actual bid results and  
6 we have our contractors that we've been working with.  
7 And so, on a planning-level basis, we've been  
8 using double-digit inflation on a planning-level basis.  
9 And so the two projects that I mentioned were the -- and  
10 so we use 10 percent, basically, and sometimes our  
11 advisors would use 12 percent. But we're in that kind of  
12 range right there, depending on how you compound your  
13 inflation and escalation costs.  
14 And so the two bids, the two projects that we  
15 bid most recently and awarded, are the DMV project up  
16 north and the Readiness Center down south. And so we  
17 considered the Readiness Center to be a favorable bid,  
18 and so we thought therefore, the inflation was less than  
19 what we've been using to predict.  
20 It turned out that we had other issues on the  
21 project, and we needed to increase the funding in the CIP  
22 for sewer issues but not really related to inflation. So  
23 inflation was lower than predicted on the Readiness  
24 Center.  
25 And so then, down in Reno, we had the DMV

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1 project, and so our bids are close and within reason to  
2 all of our planning. And so the inflation up north --  
3 based on that one sample -- we don't have a large "N," a  
4 large sample size, but that one, it seemed like,  
5 inflation is similar to what we've been using for  
6 planning. So, if that answers your question, Member  
7 Tito.  
8 MEMBER TIBERTI: Similar. What would the  
9 number be on the Reno DMV? Is it 3 percent? Ten  
10 percent?  
11 ADMINISTRATOR PATRICK: So we've been using  
12 this ten percent, kind of ten to 12 percent factor, and  
13 so we think it might be 9 to 11 percent based on that  
14 project. So that project -- there were a lot of  
15 questions during our August meeting about those projects.  
16 And so what's of interest, I think, the  
17 takeaway on some of that is we built the Sahara DMV, and  
18 that price per square foot of the building only was about  
19 \$344 a square foot, and the awarded contract amount on  
20 the South Reno DMV is 50 percent bigger in a five-year  
21 period.  
22 And so these design standards are basically  
23 the same. The northern project is a little bigger, but  
24 there was as 50 percent increase -- if the DMV were a  
25 commodity, there was a 50 percent increase in the price

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1 of the DMV over a five-year period. So given, again, any  
2 way you'd interpret escalation and compounding, simply,  
3 it's 10 percent per year. So then -- simple interest  
4 basis.  
5 So, Ward Patrick, for the record. Go on with  
6 the Bradley Building. So that building has been in  
7 disrepair for a number of years and has been seen as a  
8 building that we weren't planning on going forward with  
9 from a Public Work's perspective.  
10 It turns out, during the session, the  
11 legislature was interested and asked us for project cost  
12 information so they could take over the building and  
13 remodel it and use the facility. And so apparently,  
14 there's interest by one state entity in keeping that  
15 building around. As it turns out, no funding was  
16 authorized for that vacant building, so we don't  
17 anticipate reviving that from the Public Work's side.  
18 Regarding the Sawyer building -- so that's a  
19 big topic during the session and at our prior meetings  
20 with the Board. And so that building has been a little  
21 bit of a victim of lack of maintenance. And I would  
22 describe that building as it reminds me of my  
23 grandmother's house. Like none of the finishes have been  
24 updated since it was opened. So it was opened in January  
25 of 1995, and so this building is now 24 years old.

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1 We've replaced the roof on the building.  
2 We've put in magnetic chillers, frictionless chillers in  
3 the building. We're saving 30, 40 percent of the costs  
4 of cooling that structure. In the current CIP, the  
5 planning project that the Board recommended to the  
6 Governor is funded. It's on that list in front of you.  
7 It might be -- it's on that list.  
8 And so in October, we enlisted the service of  
9 an architectural firm to do programming and do analysis  
10 of the engineering systems, and we're following a  
11 template to renovate the building that was laid out by  
12 KGA Architecture in that planning process. Thank you.  
13 MEMBER TIBERTI: Thank you.  
14 CHAIR CLUTTS: Bryce Clutts, for the record.  
15 Are there any other questions?  
16 Moving on to Agenda Item Number Nine: Board  
17 Comment and Discussion. Is there any further Board  
18 comment or further discussion? Board comments on any  
19 agenda items?  
20 Any items the Board wishes to be included in  
21 any future agendas?  
22 Are there any action items for the State  
23 Public Works Division management? I don't think there  
24 is.  
25 Do we need to set a future meeting date

1 today?  
2 COUNSEL STEWART: Susan Stewart, for the  
3 record. I don't believe so. I think as issues come up,  
4 we'll pull the Board and schedule a meeting, as  
5 necessary, if that's okay with the Board Chair.  
6 CHAIRPERSON CLUTTS: Works for me.  
7 Okay. Moving on to Agenda Item Number 10:  
8 Public comment. Any public comment?  
9 Hearing none, we'll move on to Agenda Item  
10 Number 11: Adjournment of the meeting at 10 after 9:00.  
11 Thank you.  
12 (The meeting concluded at 9:10 a.m.)  
13 -o0o-

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1 STATE OF NEVADA )  
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3 CARSON CITY. )  
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6  
7 I, NICOLE HANSEN, Official Court Reporter for the  
8 State of Nevada, State Public Works Division, do hereby  
9 Certify:  
10 That on the 10th day of July, 2019, I was  
11 present at said meeting for the purpose of reporting in  
12 verbatim stenotype notes the within-entitled public  
13 meeting;  
14 That the foregoing transcript, consisting of pages 1  
15 through 45, inclusive, includes a full, true and correct  
16 transcription of my stenotype notes of said public  
17 meeting.  
18  
19 Dated at Reno, Nevada, this 10th day of  
20 July, 2019.  
21  
22  
23  
24 NICOLE HANSEN, NV CCR #446  
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<p><b>ultimately (1)</b> 15:4</p> <p><b>unclear (1)</b> 13:20</p> <p><b>under (6)</b> 8:24;30:17;35:6,7, 15,25</p> <p><b>underdesigned (1)</b> 33:21</p> <p><b>underway (3)</b> 23:20;24:7,8</p> <p><b>unexpected (1)</b> 34:1</p> <p><b>unforeseen (1)</b> 32:24</p> <p><b>University (3)</b> 9:8;24:1;25:2</p> <p><b>unknown (1)</b> 7:16</p> <p><b>UNLV (5)</b> 23:22,23;24:17; 25:19;35:1</p> <p><b>UNR (1)</b> 22:6</p> <p><b>unscathed (1)</b> 12:7</p> <p><b>up (14)</b> 7:13;10:25;11:22,24; 12:15;13:15;16:4;19:9; 25:23;29:7;36:21; 41:15;42:2;45:3</p> <p><b>Update (6)</b> 6:25;12:1,6;15:24; 20:8;23:23</p> <p><b>updated (1)</b> 43:24</p> <p><b>upgrade (1)</b> 19:21</p> <p><b>upon (2)</b> 29:20,24</p> <p><b>use (7)</b> 16:10;32:10;38:19; 40:22;41:10,11;43:13</p> <p><b>used (1)</b></p>	<p><b>wage (4)</b> 13:5;15:11,14;29:21</p> <p><b>waiver (2)</b> 13:19,22</p> <p><b>walls (1)</b> 37:7</p> <p><b>wants (1)</b> 32:2</p> <p><b>Ward (9)</b> 6:18;7:2;8:4;11:4; 16:12;26:25;27:5;40:9; 43:5</p> <p><b>warm (1)</b> 22:13</p> <p><b>Washoe (2)</b> 10:14;41:2</p> <p><b>water (1)</b> 16:25</p> <p><b>way (6)</b> 13:13;14:4,5;26:11; 39:10;43:2</p> <p><b>website (1)</b> 20:2</p> <p><b>WEDNESDAY (1)</b> 4:1</p> <p><b>week (1)</b> 23:13</p> <p><b>welcome (1)</b> 6:21</p> <p><b>Welding (3)</b> 9:11;19:25;20:3</p> <p><b>weren't (1)</b></p>	<p><b>year (5)</b> 22:22,22;31:23; 39:20;43:3</p> <p><b>years (9)</b></p>	<p style="text-align: center;"><b>2</b></p>	<p style="text-align: center;"><b>4</b></p>
<p><b>ultimately (1)</b> 15:4</p> <p><b>unclear (1)</b> 13:20</p> <p><b>under (6)</b> 8:24;30:17;35:6,7, 15,25</p> <p><b>underdesigned (1)</b> 33:21</p> <p><b>underway (3)</b> 23:20;24:7,8</p> <p><b>unexpected (1)</b> 34:1</p> <p><b>unforeseen (1)</b> 32:24</p> <p><b>University (3)</b> 9:8;24:1;25:2</p> <p><b>unknown (1)</b> 7:16</p> <p><b>UNLV (5)</b> 23:22,23;24:17; 25:19;35:1</p> <p><b>UNR (1)</b> 22:6</p> <p><b>unscathed (1)</b> 12:7</p> <p><b>up (14)</b> 7:13;10:25;11:22,24; 12:15;13:15;16:4;19:9; 25:23;29:7;36:21; 41:15;42:2;45:3</p> <p><b>Update (6)</b> 6:25;12:1,6;15:24; 20:8;23:23</p> <p><b>updated (1)</b> 43:24</p> <p><b>upgrade (1)</b> 19:21</p> <p><b>upon (2)</b> 29:20,24</p> <p><b>use (7)</b> 16:10;32:10;38:19; 40:22;41:10,11;43:13</p> <p><b>used (1)</b></p>	<p><b>wage (4)</b> 13:5;15:11,14;29:21</p> <p><b>waiver (2)</b> 13:19,22</p> <p><b>walls (1)</b> 37:7</p> <p><b>wants (1)</b> 32:2</p> <p><b>Ward (9)</b> 6:18;7:2;8:4;11:4; 16:12;26:25;27:5;40:9; 43:5</p> <p><b>warm (1)</b> 22:13</p> <p><b>Washoe (2)</b> 10:14;41:2</p> <p><b>water (1)</b> 16:25</p> <p><b>way (6)</b> 13:13;14:4,5;26:11; 39:10;43:2</p> <p><b>website (1)</b> 20:2</p> <p><b>WEDNESDAY (1)</b> 4:1</p> <p><b>week (1)</b> 23:13</p> <p><b>welcome (1)</b> 6:21</p> <p><b>Welding (3)</b> 9:11;19:25;20:3</p> <p><b>weren't (1)</b></p>	<p><b>year (5)</b> 22:22,22;31:23; 39:20;43:3</p> <p><b>years (9)</b></p>	<p style="text-align: center;"><b>2</b></p>	<p><b>4 (1)</b> 5:22</p> <p><b>40 (2)</b> 18:11;44:3</p> <p><b>4th (1)</b> 8:12</p>
<p><b>ultimately (1)</b> 15:4</p> <p><b>unclear (1)</b> 13:20</p> <p><b>under (6)</b> 8:24;30:17;35:6,7, 15,25</p> <p><b>underdesigned (1)</b> 33:21</p> <p><b>underway (3)</b> 23:20;24:7,8</p> <p><b>unexpected (1)</b> 34:1</p> <p><b>unforeseen (1)</b> 32:24</p> <p><b>University (3)</b> 9:8;24:1;25:2</p> <p><b>unknown (1)</b> 7:16</p> <p><b>UNLV (5)</b> 23:22,23;24:17; 25:19;35:1</p> <p><b>UNR (1)</b> 22:6</p> <p><b>unscathed (1)</b> 12:7</p> <p><b>up (14)</b> 7:13;10:25;11:22,24; 12:15;13:15;16:4;19:9; 25:23;29:7;36:21; 41:15;42:2;45:3</p> <p><b>Update (6)</b> 6:25;12:1,6;15:24; 20:8;23:23</p> <p><b>updated (1)</b> 43:24</p> <p><b>upgrade (1)</b> 19:21</p> <p><b>upon (2)</b> 29:20,24</p> <p><b>use (7)</b> 16:10;32:10;38:19; 40:22;41:10,11;43:13</p> <p><b>used (1)</b></p>	<p><b>wage (4)</b> 13:5;15:11,14;29:21</p> <p><b>waiver (2)</b> 13:19,22</p> <p><b>walls (1)</b> 37:7</p> <p><b>wants (1)</b> 32:2</p> <p><b>Ward (9)</b> 6:18;7:2;8:4;11:4; 16:12;26:25;27:5;40:9; 43:5</p> <p><b>warm (1)</b> 22:13</p> <p><b>Washoe (2)</b> 10:14;41:2</p> <p><b>water (1)</b> 16:25</p> <p><b>way (6)</b> 13:13;14:4,5;26:11; 39:10;43:2</p> <p><b>website (1)</b> 20:2</p> <p><b>WEDNESDAY (1)</b> 4:1</p> <p><b>week (1)</b> 23:13</p> <p><b>welcome (1)</b> 6:21</p> <p><b>Welding (3)</b> 9:11;19:25;20:3</p> <p><b>weren't (1)</b></p>	<p><b>year (5)</b> 22:22,22;31:23; 39:20;43:3</p> <p><b>years (9)</b></p>	<p style="text-align: center;"><b>2</b></p>	<p style="text-align: center;"><b>5</b></p>
<p><b>ultimately (1)</b> 15:4</p> <p><b>unclear (1)</b> 13:20</p> <p><b>under (6)</b> 8:24;30:17;35:6,7, 15,25</p> <p><b>underdesigned (1)</b> 33:21</p> <p><b>underway (3)</b> 23:20;24:7,8</p> <p><b>unexpected (1)</b> 34:1</p> <p><b>unforeseen (1)</b> 32:24</p> <p><b>University (3)</b> 9:8;24:1;25:2</p> <p><b>unknown (1)</b> 7:16</p> <p><b>UNLV (5)</b> 23:22,23;24:17; 25:19;35:1</p> <p><b>UNR (1)</b> 22:6</p> <p><b>unscathed (1)</b> 12:7</p> <p><b>up (14)</b> 7:13;10:25;11:22,24; 12:15;13:15;16:4;19:9; 25:23;29:7;36:21; 41:15;42:2;45:3</p> <p><b>Update (6)</b> 6:25;12:1,6;15:24; 20:8;23:23</p> <p><b>updated (1)</b> 43:24</p> <p><b>upgrade (1)</b> 19:21</p> <p><b>upon (2)</b> 29:20,24</p> <p><b>use (7)</b> 16:10;32:10;38:19; 40:22;41:10,11;43:13</p> <p><b>used (1)</b></p>	<p><b>wage (4)</b> 13:5;15:11,14;29:21</p> <p><b>waiver (2)</b> 13:19,22</p> <p><b>walls (1)</b> 37:7</p> <p><b>wants (1)</b> 32:2</p> <p><b>Ward (9)</b> 6:18;7:2;8:4;11:4; 16:12;26:25;27:5;40:9; 43:5</p> <p><b>warm (1)</b> 22:13</p> <p><b>Washoe (2)</b> 10:14;41:2</p> <p><b>water (1)</b> 16:25</p> <p><b>way (6)</b> 13:13;14:4,5;26:11; 39:10;43:2</p> <p><b>website (1)</b> 20:2</p> <p><b>WEDNESDAY (1)</b> 4:1</p> <p><b>week (1)</b> 23:13</p> <p><b>welcome (1)</b> 6:21</p> <p><b>Welding (3)</b> 9:11;19:25;20:3</p> <p><b>weren't (1)</b></p>	<p><b>year (5)</b> 22:22,22;31:23; 39:20;43:3</p> <p><b>years (9)</b></p>	<p style="text-align: center;"><b>2</b></p>	<p><b>5 (1)</b> 6:25</p> <p><b>50 (7)</b> 22:6,9;30:25;36:14; 42:20,24,25</p> <p><b>54 (1)</b> 8:22</p> <p><b>57 (1)</b> 8:16</p> <p><b>59 (1)</b> 8:10</p> <p><b>5th (1)</b> 8:19</p>
<p><b>ultimately (1)</b> 15:4</p> <p><b>unclear (1)</b> 13:20</p> <p><b>under (6)</b> 8:24;30:17;35:6,7, 15,25</p> <p><b>underdesigned (1)</b> 33:21</p> <p><b>underway (3)</b> 23:20;24:7,8</p> <p><b>unexpected (1)</b> 34:1</p> <p><b>unforeseen (1)</b> 32:24</p> <p><b>University (3)</b> 9:8;24:1;25:2</p> <p><b>unknown (1)</b> 7:16</p> <p><b>UNLV (5)</b> 23:22,23;24:17; 25:19;35:1</p> <p><b>UNR (1)</b> 22:6</p> <p><b>unscathed (1)</b> 12:7</p> <p><b>up (14)</b> 7:13;10:25;11:22,24; 12:15;13:15;16:4;19:9; 25:23;29:7;36:21; 41:15;42:2;45:3</p> <p><b>Update (6)</b> 6:25;12:1,6;15:24; 20:8;23:23</p> <p><b>updated (1)</b> 43:24</p> <p><b>upgrade (1)</b> 19:21</p> <p><b>upon (2)</b> 29:20,24</p> <p><b>use (7)</b> 16:10;32:10;38:19; 40:22;41:10,11;43:13</p> <p><b>used (1)</b></p>	<p><b>wage (4)</b> 13:5;15:11,14;29:21</p> <p><b>waiver (2)</b> 13:19,22</p> <p><b>walls (1)</b> 37:7</p> <p><b>wants (1)</b> 32:2</p> <p><b>Ward (9)</b> 6:18;7:2;8:4;11:4; 16:12;26:25;27:5;40:9; 43:5</p> <p><b>warm (1)</b> 22:13</p> <p><b>Washoe (2)</b> 10:14;41:2</p> <p><b>water (1)</b> 16:25</p> <p><b>way (6)</b> 13:13;14:4,5;26:11; 39:10;43:2</p> <p><b>website (1)</b> 20:2</p>			

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70 (1)  
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8:00 (2)  
4:1,6  
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8:13,19  
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33:19  
89 (1)  
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45:10  
9:10 (1)  
45:12  
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38:18  
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