

# HEALTH SCIENCES BUILDING

COLLEGE OF SOUTHERN NEVADA

## CMAR PROPOSAL

Nevada State Public Works Division

August 17, 2017

Q&D Construction, Inc.



## HEADQUARTERS

1050 S. 21st Street  
Sparks, NV 89431

(775) 786-2677

[qdconstruction.com](http://qdconstruction.com)

NCL 8197 A & B



**Q&D CONSTRUCTION, INC.**

est. 1964

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**Q&D CONSTRUCTION, INC.**

est. 1964

August 17, 2017

State Public Works Division  
515 E. Musser Street, Suite 102  
Carson City, Nevada 89701-4263

Attn: Ward Patrick, Chief of Planning

Re: College of Southern Nevada, Health Sciences Building  
Subj: Q&D CMAR Qualifications

Dear Mr. Patrick and Members of the Selection Committee,

Healthcare services are so important to our expanding and aging population. The demand is clear, leading our partners at Truckee Meadows Community College to plan and build a state-of-the-art facility to train new nurses, clinicians, and administrators for which Q&D was the CM-at-Risk manager and builder for the team. Their facility, the W.N. Pennington Health Sciences Center, includes simulation suites and in-class hospital environments to add real world, hands-on experience to healthcare instruction. It is very similar to the Health Sciences Building planned at College of Southern Nevada.

Q&D is a CMAR contractor. All of our service-oriented processes and procedures are geared to working as part of a team of people - designers, clients, engineers, facility managers, community stakeholders and outside agencies - in a collaborative, open-book and positive approach to construction management.

The Q&D team brings to your project:

- A past history full of successful public works projects and a list of 30 current or past public CMAR projects in Nevada;
- Similar experience with healthcare education and medical projects including the recent TMCC facility built for the same function; and
- A team staffed with medical construction and higher education experts who are ready to become a part of the team to get the best value for CSN on their project.

We look forward to the potential to discuss your project further in the interview stage.

We hope to have the opportunity to share more about how we can help you with your project. Please contact me at 775-302-6554 or [tbasta@qdconstruction.com](mailto:tbasta@qdconstruction.com) if you need any more information. Here are three references as requested:

Krys Bart  
Consultant  
Former President/CEO RTAA  
(775) 240-7526  
[krystbart8@gmail.com](mailto:krystbart8@gmail.com)

Dave Roberts  
Executive Director Facilities  
TMCC  
(775) 673-7100  
[droberts@tmcc.edu](mailto:droberts@tmcc.edu)

John Walsh  
Sr. Director of Planning & Construction  
University of Nevada, Reno  
(775) 682-7190  
[walshj@unr.edu](mailto:walshj@unr.edu)

Thank you,

Tobin Basta, VP - Building Division

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## CMAR FIRM | General Information

### Firm Information

Item	Information
Firm Name	Q&D Construction, Inc.
Business Address	1050 S. 21st Street Sparks, NV 89431
Year Established	1964 (Incorporated 1967)
Type of Firm Ownership	Private, S-Corp
Name and Address of Parent Company	None
Former Parent Company Names	Not Applicable
Name and Contact Information for Principal Personnel <i>Areas of Responsibility</i>	<p>Chris Dianda CEO &amp; President cdianda@qdconstruction.com (775) 353-7076 <i>Company Leader</i></p> <p>Lance Semenko Chief Operating Officer lsemenko@qdconstruction.com (775) 353-7023 <i>Day-to-Day Operations Leader</i></p> <p>Chuck Cook Chief Financial Officer ccook@qdconstruction.com (775) 353-7004 <i>Chief Financial Officer</i></p>
Total Number of Personnel	579 (as of 8/7)



## Firm Organizational Chart

Q&D is organized around three main groups. The groups formed around common clients and differing approaches to project delivery and they share internal services like IT, accounting and safety.

These specialized teams of personnel and resources exist so Q&D can focus resources, talent, and technical expertise on the specific challenges you are facing on your project.

Day-to-day operations are supervised by Lance Semenko, our chief operating officer, who leads all divisions and is the liaison with the firm's board of directors.

Toby Basta, VP - Building will oversee the project health and work with you to ensure your needs are being met throughout preconstruction and construction. More detail about our team's communication style and CMAR approach are included later in this proposal response.

**Chris Dianda**  
CEO & President

**Lance Semenko**  
Chief Operating Officer

### Specialized Groups



**Building**

**Tobin Basta**  
Vice President



**Aviation**

**Duane Boreham**  
Vice President



**Heavy / Civil**

**Jeff Bean**  
Vice President

### Shared Corporate Resources

**Kevin Linderman**  
Operations  
Manager



**Trucking & Equipment**

**Lisa Frisch**  
Marketing  
Director



**Marketing & Communications**

**Chuck Cook**  
Chief Financial  
Officer

**Valerie Burnett**  
Controller



**Accounting**

**Andy Breen**  
IT Director



**Information Technology**

**Chris Barrett**  
VP Business  
Development &  
Internal Affairs



**Business Development**

**Bruce Carl, PHR**  
Safety &  
HR Director



**Safety & Human Resources**







## Current Workload

Q&D's current backlog is roughly \$100,000,000. Our average annual volume is \$200 million. In the past, Q&D has performed work of the size and complexity of your project, and the firm has the internal resources and external relationships to manage its inclusion in our workload. Your project will be a priority for Q&D. Currently underway in Q&D's Building Division are the following projects:

<b>Project Name</b> <i>Brief Project Description</i>	<b>Approximate Contract Value (\$)</b>	<b>% Complete</b>	<b>Completion Date</b>
<b>UNR Fine Arts Building</b> <i>New music artistry space</i>	30,000,000	0	Aug 2018
<b>Northern Nevada Veterans Home CMAR</b> <i>New facility to provide skilled nursing to veterans similar to southern Nevada facility</i>	47,000,000	0	Dec 2018
<b>Bella Vista Elementary School CMAR</b> <i>New elementary school</i>	23,000,000	0	Precon
<b>Fritsch Elementary School Upgrades CMAR</b> <i>Updates to existing elementary school</i>	1,000,000	0	Precon
<b>Pioneer HS Expansion and Upgrade CMAR</b> <i>Updates to existing high school</i>	4,000,000	0	Precon
<b>Natchez Elementary School Revitalization CMAR</b> <i>Updates to existing elementary school</i>	1,500,000	0	Just Finishing
<b>Marvin Picollo School Revitalization CMAR</b> <i>Updates to an existing WCSD school</i>	1,500,000	0	Just Finishing
<b>Factory</b> <i>New manufacturing and distribution facility for a food coatings company</i>	17,000,000	20	Dec 2017
<b>Downtown Reno Casino Renovations</b> <i>Remodel of multiple retail and gaming areas within Circus Circus and Silver Legacy Resort Casinos</i>	4,000,000	90	Sept 2017
<b>Sierra Behavioral Hospital</b> <i>New mental health facility to treat addiction, mental illnesses</i>	21,500,000	35	Dec 2017
<b>Saint Mary's Regional Medical Center TIs</b> <i>Remodeling and code-compliance work inside large hospital/healthcare complex</i>	2,000,000	50	Ongoing
<b>Private Custom Residence</b> <i>New private family residence</i>	Confidential	70	Late 2017
<b>N. NV Correctional Center ADA Upgrades CMAR</b> <i>ADA changes to restrooms and shower facilities inside this prison facility</i>	9,000,000	0	Precon

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# Section 1

## Key Personnel Qualifications

“This building you want to build? It’s a big deal. It matters to us that you’ve planned a facility to meet the needs of Nevada’s citizens and that you are looking ahead to solve a healthcare challenge that impacts our friends and neighbors. Let us help you make the best plan, get the best price and build it to stand the test of time.  
#wearehere4u #thankyou”

### WE ARE TEAM-PLAYERS AND PROBLEM-SOLVERS

What Q&D’s people bring to your project



#### LEADERSHIP

Leadership means inspiring others to work together to meet the goal. It is exclusive of a team member’s position in the company or within the project team hierarchy. Q&D’s people lead by putting their best into every aspect of your project every day, from start to finish.



#### ENTHUSIASM

Building is complex with a large volume of very small details that require just as much attention and follow-through as the big details. At Q&D that follow-through is built on a foundation of energy and enthusiasm for the work we do, for the client’s goals and for a successful project.

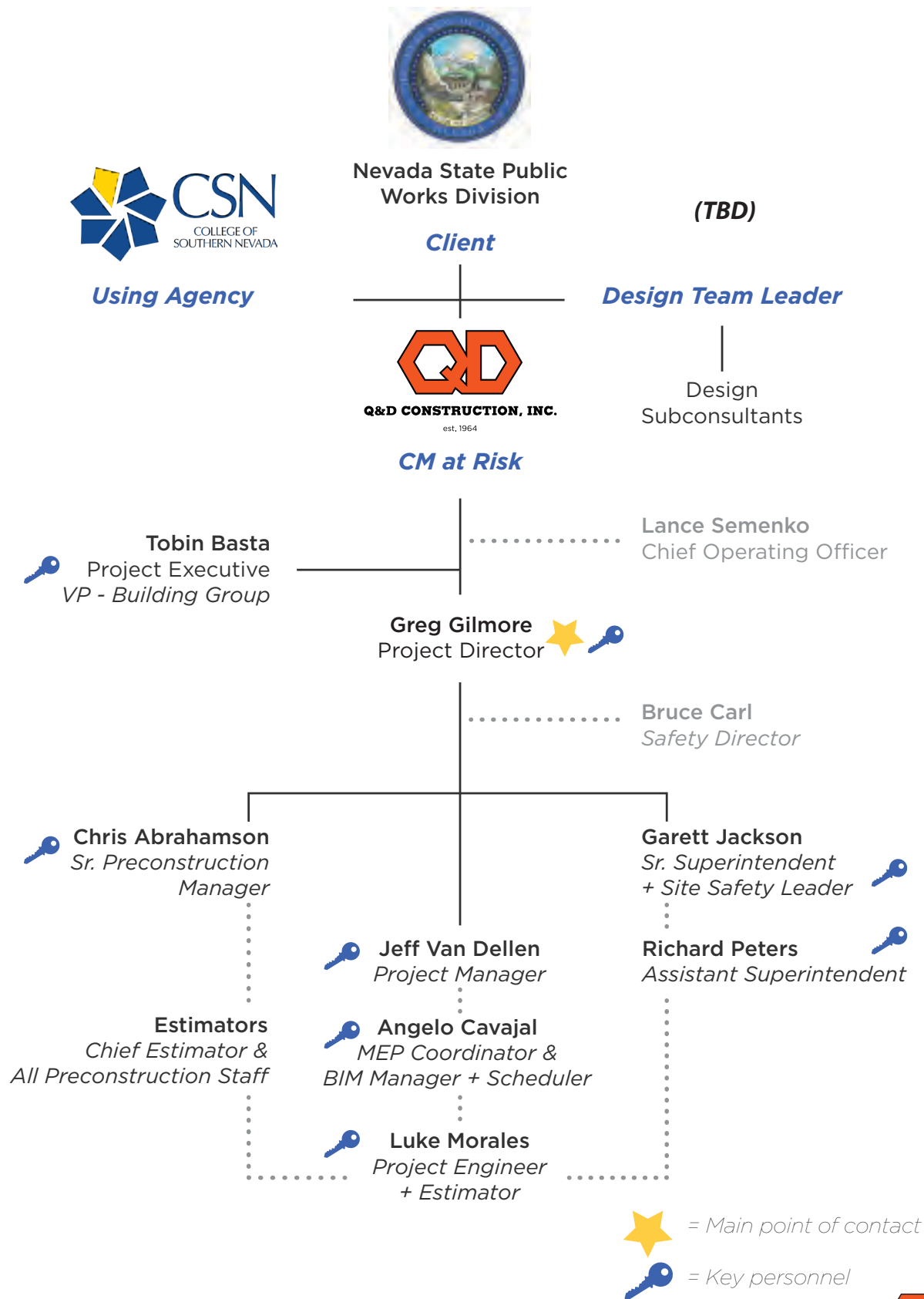


#### EXPERIENCE

Each of Q&D’s team members have a deep and varied history of construction management experience that gives them unique perspectives from which to view the project and innovative ideas to contribute to solving project challenges with the team.



### d. Project Specific Organizational Chart





**CHART: Team Role and Responsibilities**

Role Team Member Name	Preconstruction Phase Responsibilities	Construction Phase Responsibilities
<b>Executive Management</b>		
<b>Vice President – Building</b> Tobin Basta LEED A.P.	<ul style="list-style-type: none"> <li>• Constructability Participant</li> <li>• Monitors Client Satisfaction</li> <li>• Site Logistics Study/Planning</li> <li>• Construction Cost Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews Project Reports with Team</li> <li>• Monitors Client Satisfaction</li> <li>• Site Safety Check-in/Review</li> </ul>
<b>Project Director</b> <b>Greg Gilmore</b> LEED Green Associate	<ul style="list-style-type: none"> <li>• Team Liaison</li> <li>• Planning Oversight</li> <li>• Technical Resource</li> <li>• Constructability Review Participant</li> <li>• Schedule Development</li> <li>• Project Oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Budget Cost/ Control Overview</li> <li>• Contracts Assistance</li> <li>• Project Oversight</li> <li>• Oversees Team Resources</li> <li>• Monitors Goals/Achievement</li> </ul>
<b>Estimating &amp; Preconstruction Services</b>		
<b>Preconstruction Manager</b> Chris Abrahamson LEED Green Associate	<b>Preconstruction Main Contact</b> <ul style="list-style-type: none"> <li>• Estimate and Budget Leader</li> <li>• Schedule Development</li> <li>• Prepares Alternates and Concepts for Client Review (Including VE)</li> <li>• Constructability Review Leader</li> <li>• Leads Bid Process</li> <li>• Creates Detailed Bid Packages</li> <li>• Implements and Tracks all Purchasing Requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Support Team as Needed</li> <li>• Leads Transition to Construction Team</li> <li>• Estimating and Sub Negotiation Support During Construction</li> <li>• Overview Cost Tracking</li> <li>• Field Confirmation</li> </ul>
<b>Schedule Manager</b> Angelo Carvajal LEED A.P.	<ul style="list-style-type: none"> <li>• Clash Detection/BIM Model Coordination Leader</li> <li>• Conceptual Schedule Development</li> <li>• Preconstruction Schedule Management</li> </ul>	<ul style="list-style-type: none"> <li>• Field Schedule Updates</li> <li>• Continued Clash Detection</li> </ul>
<b>Construction &amp; Field Management</b>		
<b>Project Manager</b> Jeff Van Dellen LEED Green Associate	<ul style="list-style-type: none"> <li>• Detailed Development of Construction Procedures and Sequencing</li> <li>• Constructability Review</li> </ul>	<b>Construction Main Contact</b> Project Leader <ul style="list-style-type: none"> <li>• Schedule Review/Assurance</li> <li>• Budget Cost/Control Review</li> </ul>
<b>Project Engineer</b> Luke Morales LEED Green Associate	<ul style="list-style-type: none"> <li>• Schedule Development</li> <li>• Commissioning Plan Development</li> <li>• Quality Control Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioning Plan Follow-Through</li> <li>• Quality Control Plan Leader</li> </ul>
<b>Senior Superintendent</b> Garett Jackson LEED Green Associate	<ul style="list-style-type: none"> <li>• Schedule Development Leader</li> <li>• Constructability Review Leader</li> <li>• Site Logistics Study and Detailed Site Planning Leader</li> <li>• Job Phasing and Staging Plan Leader</li> </ul>	Field Leader <ul style="list-style-type: none"> <li>• Subcontractor Coordination Leader</li> <li>• Schedule Task Master</li> </ul>
<b>Assistant Superintendent</b> Richard Peters	<ul style="list-style-type: none"> <li>• Schedule Development</li> <li>• Quality Control Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Quality Control Field Manager</li> <li>• Site Safety Team Manager</li> </ul>



## a. - c. Key Personnel Resumes



### Tobin Basta, LEED A.P. Project Executive, VP - Building Group

#### Expertise



CMAR



New  
Facilities



Excavation &  
Shoring



Higher Ed  
Projects

17 Years of Industry Experience

8 Years with Q&D

8 Years of CMAR Experience

M.S. Civil Eng & Construction  
Management, U.C. Berkeley; B.A.  
English, University of Colorado

## Experience

**Vice President, Building Division, Q&D Headquarters, Sparks, NV.** Toby oversees all management activities in the preconstruction and construction departments of the Building Division of Q&D, bringing his professional approach to multiple Q&D CMAR projects.

**N. Nevada Regional Housing Authority Richards Crossing Veterans Housing CMAR, Carson City, NV.** Toby is the VP-Building and project executive for this 39-unit, \$5,000,000 facility for the NNRHA to provide free housing for homeless veterans.

**Washoe County Medical Examiners Office CMAR, Reno, NV.** Toby is the VP-Building and project executive on this 20,000-square-foot, \$10,700,000 state-of-the-art morgue, autopsy and crime lab facility for the ME, currently under construction.

**Truckee Meadows Community College WN Pennington Health Science Center CMAR, Reno, NV.** Toby was the VP-Building for this \$7,800,000, 16,000-square-foot facility that houses the Maxine Jacobs Nursing School along with veterinary and other health science teaching facilities. The highlight of the project is a 4,200-square foot simulation of a hospital ward w/critical care rooms.

**Hugh High School Signature Academy CMAR, Reno, NV.** In order to expand signature academy teaching capabilities to include culinary arts and sports medicine, the WCSD commissioned this addition and renovation to Hugh High School. Toby

is the VP-Building and project executive, helping guide the team through completion

**E. L. Wiegand Fitness Center CMAR, Reno, NV.** Toby is the VP-Building and project executive on this 108,600-square-foot, 5-story workout, training and sports play facility for the University of Nevada, Reno. The facility, with soaring atriums, expansive views and contemporary design, is currently under construction.

**Northern Nevada Veterans Home CMAR, Reno, NV.** As VP-Building, Toby contributed his technical knowledge to the value engineering strategies and constructability reviews for the preconstruction on this CMAR \$40,000,00 project for the State Public Works Board. It is currently awaiting funding for the construction phase.

**Churchill High School Auxiliary Gymnasium CMAR, Reno, NV.** Toby was the project executive and VP-Building on this \$4,580,000 project to bring a new practice and tournament gymnasium/work-out space to Churchill High School.

**SCHEELS, Rochester, MN.** Toby was the project executive and VP-Building on this \$12,000,000 expansion of an existing Sears store to accommodate a smaller version of the SCHEELS flagship model store. Toby drew on his past experience as project manager for two 220,000-square-foot SCHEELS (in UT and MN) to help ensure excellent service and reduce costs.



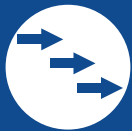


## Greg Gilmore, LEED G.A. Project Director

### Expertise



CMAR  
Experience



Phased  
Projects



Ground-up  
Facilities



Higher Ed  
Projects

24 Years of Industry Experience

16 Years with Q&D

8 Years of CMAR Experience

B.S. Secondary Education,  
University of Nevada, Reno

## Experience

**Hug High School Signature Academy CMAR, Reno, NV.** Greg is the senior project manager on this 11,000-square-foot, \$4,000,000 addition and renovation to Hugh High School which adds sports medicine and culinary arts to the school's education program. The project is under construction, nearing completion.

**Northern Nevada Correctional Center ADA Upgrades CMAR, Carson City, NV.** Greg is the senior project manager for this \$4,500,000 project to improve ADA access and bring the facility up to ADA compliance. The project is in the preconstruction phase and will require security coordination, careful procurement planning for shifting access availability and implement an approach that takes into account variable existing conditions.

**Saint Mary's Robb Drive Medical Clinic, Reno, NV.** Greg was the senior project manager on this 46,000-square-foot, \$9,000,000 conversion of a grocery supermarket into a medical clinic offering an assortment of urgent care, primary care and imaging services. The project significantly changed the use of the warehouse-style space, requiring a new HVAC system and upgraded electrical for medical equipment and other specialties. Q&D provided all preconstruction and negotiated the GMP on this private CMAR project.

**Truckee Meadows Community College WN Pennington Health Science Center CMAR, Reno, NV.** Greg was the project manager leading the team to completion of this award-winning, \$7,800,000 nursing simulation and medical education facility for TMCC. The project is an architecturally stunning addition to the school's south Reno location.

**Saint Mary's Emergency Department Expansion, Reno, NV.** Greg delivered in phases a \$12,000,000 expansion for Catholic Healthcare West, doubling its capacity for care while staging and phasing for 24-hour service during construction.

**Saint Mary's Regional Medical Center Upgrades, Reno, NV.** Projects include OR 14 Davinci Room, Wiegand Foundation Heart Lobby Renovation, and Galena ERU renovation.

**Northern Nevada Medical Angio/Cardiac Procedure Room, Sparks, NV.** The \$260,000 project had a Cathlab procedure room, control area and equipment room in existing unimproved shell space.

**Saint Mary's West Campus Expansion, Reno, NV.** On this \$64,500,000 expansion, Greg led build outs the office building, including common areas, an auditorium, doctors' offices, physical therapy, extensive oncology and radiology services and a wellness center.





## Jeff Van Dellen Project Manager

### Expertise



Alternative  
Delivery



New  
Facilities



Public Works  
Projects



Higher Ed  
Projects

11 Years of Industry Experience

6 Years with Q&D

6 Years of CMAR Experience

B.S., Construction Management,  
Michigan State University;  
LEED Green Associate

## Experience

**UNR Fine Arts Building, Reno, NV.** Jeff is the project manager on this \$30,000,000 42,000-square foot new fine arts building. It includes a 287-seat recital hall, art museum, fabrication lab, multiple rehearsal and practice rooms, and teaching studios.

**Private Residence, Reno, NV.** Jeff was the project manager for this \$5,000,000 design-build custom home project. He oversees all aspects of the design coordination, customer review and approvals, submittal coordination, schedule, billing and subcontract management.

**Northern Nevada Transitional Housing, Reno, NV.** Jeff was the project manager on this 112-bed, \$5,000,000 facility CMAR project. It provides low-security prisoners with good records of behavior an opportunity to transition back into the community. The structure includes a secure lobby, common areas, a full commercial kitchen and bunk rooms for residents.

**Reno-Tahoe International Airport, Gateway Project, Reno, NV.** Jeff was the project manager on this \$23,000,000 expansion and remodel project to improve the passenger screening operations and increase retail opportunities and revenue at this busy airport which was in operation throughout the project.

**Reno-Stead Terminal and Emergency Operations Center Building, Reno, NV.** Jeff was the project manager on this \$4,500,000

new terminal building, delivered using CMAR project delivery, for the Reno-Stead Airport that includes a large space for emergency operations command in addition to office spaces, and lounge space for pilots and visitors.

**Timber Ridge Restaurant and Bar, Reno-Tahoe International Airport, Reno, NV.** Jeff was the project manager on this \$1,700,000 5,000-sf tenant improvement build-out with a full bar and commercial kitchen.

**Mountain House Diner, Reno-Tahoe International Airport, Reno, NV.** Jeff coordinated and managed the submittal, documentation and quality control process on this diner, which was being built in the midst of an occupied facility and adjacent to the major remodel of the baggage claim area.

**Reno-Tahoe Airport SSP and Paradies Concessions, Reno, NV.** Jeff was the project manager on multiple tenant improvement build-outs directly for Airport concessionaires. He coordinated overlapping tenant requirements for retail, restaurant and storage spaces with the schedule for the main construction.

**Southwest Airlines Chicago Midway Master Plan Upgrades, Chicago, IL.** Jeff was the project engineer on this \$3,200,000 upgrade of the back-of-house facilities for SWA. The work included new mechanical and electrical systems, updated layouts and related finishes for offices, breakrooms, locker rooms, training and meeting rooms.







## Garrett Jackson Senior Superintendent

### Expertise



CMAR  
Expert



New  
Facilities



Green  
Building



Public Works  
Projects

**23** Years of Industry Experience

**9** Years with Q&D

**9** Years of CMAR Experience

Carpenter's Union Local  
971, OSHA 30 Trained

## Experience

**Washoe County Medical Examiner Office CMAR, Reno, NV.** Garrett was the senior superintendent for 20,000-square-foot, \$10,700,000 state-of-the-art morgue, autopsy and crime lab facility for the ME. The project included coordination of specialized equipment, upgrades to standard building requirements to accommodate client program specifications, unique processes and procedures in addition to incorporating energy-efficient technology and security requirements.

**SCHEELS, Rochester, MN.** Garrett was the senior superintendent on this 144,000-square-foot, \$25,000,000 transformation of an existing 80,000-square-foot Sears store into a SCHEELS retail establishment.

**Sun Valley Elementary CMAR School Revitalization, Sun Valley, NV.** Garrett was the superintendent on this award-winning, phased remodel of this Washoe County school. Work on the \$4,800,000, CMAR project includes new roofing, mechanical equipment, finishes and a small expansion.

**Robert Mitchell Elementary CMAR School Revitalization, Sparks, NV.** Garrett was the CMAR superintendent on this award-winning \$4,200,000 historical remodel and modernization of the learning environment in this bustling elementary school.

**Saint Mary's Robb Drive Medical Clinic, Reno, NV.** Garrett was the superintendent on this 46,000-square foot conversion of an existing grocery store into a medical office building and clinic. Garrett's background in drywall framing and carpentry in addition to his medical construction experience and preconstruction abilities were crucial to on-time and on-budget delivery of this innovative project.

**Saint Mary's West Campus Center for Health Office Building, Reno, NV.** Garrett was the project manager and superintendent for the drywall subcontractor on this 6-story, 200,000 sf, award-winning, \$21,263,000 facility that used private CMAR project delivery. Midway through the project, Garrett came to work for Q&D, assuming supervision duties for the project.

**Ritz-Carlton Lake Tahoe, Truckee, CA.** Garrett oversaw construction of the residences and rooms on this 500-room, \$230,000,000, award-winning, luxury resort and condominium, LEED® certified project that used private CMAR project delivery. He led the tenant improvements team to the high level of finished quality required for a residential project.



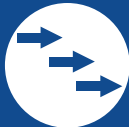


## Chris Abrahamson Preconstruction Manager

### Expertise



CMAR



Phased  
Projects



New  
Facilities



Higher Ed  
Projects

**28** Years of Industry Experience

**28** Years with Q&D

**10** Years of CMAR Experience

Business Coursework,  
University of Nevada, Reno

## Experience

**Washoe County Medical Examiner Office CMAR, Reno, NV.** Chris was the preconstruction manager on this 21,000-sf new facility for the Medical Examiner and her team. The \$10,770,000 project includes autopsy laboratory space, evidence lock-up, collaboration space for team members and their outside partners like detectives and doctors, space for family notifications.

**Private Custom Home, Reno, NV.** Chris is the preconstruction manager on a multi-million dollar custom home that featuring a large dwelling on several acres in Reno. Details are confidential, but Chris was instrumental in bringing this project together within the client's budget. He worked carefully with designers to find the best way to incorporate the client's needs into the new home, offering cost alternatives and value analysis at every stage.

**RED Development's Legends of Sparks Marina, Sparks, NV.** Chris was part of the estimating team for the building shell structures and interiors on this \$110,000,000 lifestyle center project. The commercial building work included 42 tenant improvement build-outs. Chris also estimated and managed the log finishes in the SCHEELS Sparks, NV store.

**Mathewson-IGT Knowledge Center, University of Nevada, Reno, NV.** Chris was the chief estimator on this award-winning \$77,200,000 facility which features modern information and library-lending technologies, an auditorium, art gallery, reading rooms, food service and high-tech meeting rooms.

**Ritz-Carlton Lake Tahoe, Truckee, CA.** Chris was the senior preconstruction manager on this \$230,000,000 new resort development at Northstar. He helped estimate multiple interiors and various structural options for the developer to ensure best value.

**Shaffer's Camp, Northstar at Tahoe, NV.** Chris supported the intense preconstruction effort on this \$9,440,00 ski-in, ski-out facility completed in November 2006.

**Tranquility Residence, Zephyr Cove, NV.** Chris was the lead estimator on this \$42,000,000 complex of 9 structures totaling 48,000 sf with fine finishes and complex systems. The 210-acre project included specialty spaces such as a basketball gym, theater, indoor glass mosaic pool, private lake and boathouse pavilion, two over-the-water par 3 golf holes, horse stables, artist's studio, separate guest and staff residences. The central mansion includes an exact replica of the grand staircase from the Titanic's sister ship and a cigar lounge fashioned after New York's famed St. Regis Hotel.





## Angelo Carvajal, LEED AP Project Scheduler / BIM Manager

### Expertise



CMAR



Higher Ed  
Projects



Primavera P6  
Expert



Navisworks  
Expert (BIM)

15 Years of Industry Experience

5 Years with Q&D

5 Years of CMAR Experience

B.S. Construction Management,  
Brigham Young University; LEED  
Accredited Professional

## Experience

### ***UNR E.L. Wiegand Fitness Center, Reno, NV.***

Angelo is the project scheduler, working closely with the team to prepare detailed schedule updates and analyses to keep this \$40,000,000, five-story fitness facility project on track for timely completion.

***Truckee Meadows Community College Redfield Health Science Center CMAR, Reno, NV.*** Angelo was the schedule manager on this \$7.8-million nursing simulation and medical education facility for TMCC.

***Washoe County Medical Examiner Facility CMAR, Reno, NV.*** Angelo is the schedule manager on this 21,000-sf new facility for the Medical Examiner and her team. The \$10,770,000 project includes autopsy laboratory space, evidence lock-up, collaboration space for team members and their outside partners like detectives and doctors, space for family notifications.

***Northern Nevada Transitional Housing CMAR, Reno, NV.*** Angelo was the schedule manager on this \$6,400,000 project to relocate the current transitional center and update it to work with modern rehabilitation processes and standards. He coordinated the schedule from preconstruction through on-time completion of construction, in addition to providing clash-detection reporting

and quantity take-off services using building information modeling (BIM).

***Churchill County High School Auxiliary Gym CMAR, Fallon, NV.*** Angelo was the schedule manager on this \$4,000,000 gymnasium project which required a phased start in order to take advantage of spring/summer weather and open in time for school sports

***Cashman Equipment Facility, Elko, NV.*** Angelo led the design-build schedule creation on this new building expanding the customer's current capacity at this facility, key to their mining equipment maintenance operations.

***SCHEELS, Billings, MT.*** Angelo was the project engineer and schedule manager on this new, 220,000-square-foot retail store anchoring an existing mall property in an urban area of Billings. The project was a negotiated GMP and Angelo worked as part of the preconstruction team to manage the schedule and create optimal project phasing so that the earthwork and steel could start in advance of the completion of drawings.

***SCHEELS, Sandy, UT.*** Angelo joined the Q&D team to be the project engineer on the Sandy SCHEELS store, a 220,000-square-foot, flagship-model store complete with restaurants and Ferris wheel.





## Luke Morales Project Engineer

### Expertise



CMAR



New  
Facilities



Green  
Building



Higher Ed  
Projects

5 Years of Industry Experience

2 Years with Q&D

2 Years of CMAR Experience

B.S., Construction Management,  
California State University, Chico  
LEED Green Associate

## Experience

### ***Cashman Phase 1C Remodel, Sparks, NV.***

Cashman Equipment's existing facility is getting an upgrade with a new loading dock, covered storage areas, a security booth and additional site parking for equipment and visitors. Luke is the assistant project manager, overseeing all aspects of this \$300,000 project.

### ***Piccolo School Revitalization, Reno, NV.***

Luke is the assistant project manager on this \$1,500,000 remodel of an existing school for the Washoe County School District. Work includes new technology infrastructure and updated finishes. Luke is responsible for all aspects of the project, from document control, to billing to quality control management.

### ***E. L. Wiegand Fitness Center CMAR, Reno, NV.***

Luke was the project engineer on this 108,600-square-foot, 4-story workout, training and sports play facility for the University of Nevada, Reno. The facility boasts soaring atriums, expansive views and contemporary design, while keeping true to the brick masonry ideal set by the University. Luke was responsible for document control, quality control, coordination/resolution of field issues, meeting minutes, monthly reports and more.

***Truckee Meadows Community College WN Pennington Health Science Center CMAR, Reno, NV.*** Luke was the project engineer this \$7,800,000, 16,000-square-foot facility that houses the Maxine

Jacobs Nursing School along with veterinary and other health science teaching facilities. The highlight of the project is a 4,200-square foot simulation of a hospital ward w/critical care rooms.

***Northern Nevada Transitional Housing, Reno, NV.*** Luke was the project engineer on this 112-bed, \$5,000,000 facility CMAR project. It provides low-security prisoners with good records of behavior an opportunity to transition back into the community. The structure includes a secure lobby, common areas, a full commercial kitchen and bunk rooms for residents.

### ***Intern, Q&D Aviation Group, Reno, NV.***

Prior to joining Q&D full time, Luke worked with the aviation team supporting them by performing tasks such as submittal management, scheduling, estimating and document control. Projects ranged from small-scale cabinet installations to multi-million-dollar tenant improvements at airports all across the U.S.

***Prior to Q&D,*** Luke worked for a steel framing and drywall company in California as an intern, performing project engineer's duties while learning about construction management. He also has previous experience working in the field and office for a family member's masonry company, which is where he discovered his affinity for construction management.



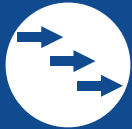


## Richard Peters Assistant Superintendent

### Expertise



CMAR



Phased  
Projects



Expansions  
and Remodels



Public Works  
Projects

39 Years of Industry Experience

14 Years with Q&D

10 Years of CMAR Experience

Carpenters #971, Lead Renovator,  
Asbestos Removal Trained, First  
Aid / CPR, AGC Scaffolding  
Competent Person, OSHA 70

## Experience

**Northern Nevada Correctional Center CMAR Upgrades, Carson City, NV.** Richard is the superintendent on this \$9,000,000 CMAR to bring ADA requirements in the detention facility up to current code and construct other improvements as needed. Richard doesn't judge the work, which in this case can be gritty and difficult - he just works with you to create the best plan and gets it done.

**Private Home, Malibu, CA.** Richard was the superintendent on this \$300,000 upgrade of an existing custom home for a repeat client of Q&D's. Changes include repairs to the home's exterior, a complete kitchen remodel, replacement of three baths and numerous finish upgrades.

**Plumas Bank Tenant Improvement, Reno, NV.** Richard was the superintendent on this 5,000-square-foot, \$950,000 remodel of the old Nevada State Bank location at the Meadowood Mall. Rick coordinated operations around access to neighboring businesses and managed the site which had very little staging area.

**Northern Nevada Regional Housing Authority Richards Crossing Veterans Housing CMAR, Carson City, NV.** Richard was the assistant superintendent for this 39-unit, \$4,000,000 facility for the NNRHA, which will provide free housing to homeless veterans. He has contributed his past expertise building homes and multi-family housing to the constructability and estimating effort during the

preconstruction phase. Richard led the daily safety management, schedule, and quality control.

**Hug High School Signature Academy CMAR, Reno, NV.** Richard was the superintendent on this 11,000-square-foot, \$4,000,000 addition and renovation to Hugh High School which adds sports medicine and culinary arts to the school's education program. He has put to work his creativity with occupied and renovated spaces, finding unique, cost-effective solutions to constructability issues. Richard's approach includes an eye for craftsmanship and it is evident as he works to ensure that the new elements of the project mesh with the existing construction without sacrificing quality or longevity.

**SCHEELS, Sandy, UT.** Richard was assistant superintendent on the Sandy SCHEELS store, a 220,000-square-foot, flagship-model store complete with restaurants and Ferris wheel.

**Q&D Aviation Group Superintendent, United States.** Richard was a Q&D aviation division superintendent, traveling across the U.S. to remodel gates and reconfigure airline operations for Q&D clients like Alaska Airlines, Southwest Airlines, United Airlines, and more. Aviation's remodel projects range from \$10,000 signage or advertisement installations to \$2,500,000 renovation of back-of-house operations areas.



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## Section 2

### Project Experience

“ These projects demonstrate our technical ability to implement creative and purposeful design, our passion for building and our positive, team-oriented approach to construction management.  
#yourproject #goteam



#### CMAR PROJECTS

You have chosen a collaborative delivery process for your project. As an established, practiced CMAR, Q&D has completed or has in progress over 29 public CMAR projects and 90% of our vertical work is negotiated with clients who request our preconstruction services. We excel in a team role!



#### EDUCATION PROJECTS

Q&D was the CMAR or the preconstruction manager and builder on new higher education projects, multiple remodels, new high schools, and new elementary schools. Both medical and education facilities have special emphasis on coordination of end-user requirements, large-scale data/technology needs and coordination of equipment-specific utilities.



#### MEDICAL EXPERTISE

Q&D has built full medical campuses for major providers in addition to expansions, additions, specialty suites MOBs and more. All of our personnel for your project have worked on hospital or medical construction and our project director specializes in it.



## a. Project Experience










### TMCC W.N. Pennington Health Sciences Center CMAR



Consolidating Truckee Meadows Community College’s nursing program into a single location, this 16,000-sf, hands-on education facility provides space to train an additional 32 nurses per year. The brick-clad building includes green strategies such as architectural shading, natural lighting, and zeriscaping. It also features a 4,200-sf high-tech nursing lab which houses four simulation rooms designed and built as in any healthcare facility and equipped with specialized robotic “patients” along with AV systems to monitor and provide trainees with performance feedback. The project also includes a retrofit of a portion of the existing, neighboring building to increase area for the health science programs.

Q&D worked together with the design team and TMCC to manage the design to the budget, completing the project with the original design aesthetic within the project budget while still offering innovative value engineering and constructability solutions during preconstruction.

#### This Project’s Relevance to Your Project

-  Education Facility
-  Urban / Residential Mixed Setting
-  CMAR - Collaborative Project Delivery
-  Institutional Specification
-  Repeat Customer
-  Award Winner
-  Sustainability Requirements
-  Team Involvement
-  Nevada Project

Approximate Value	Reference	Services Provided
\$7,800,000	Dave Roberts Executive Director Facilities Truckee Meadows Community College 7000 Dandini Blvd. Reno, NV 89512 775-673-7100 droberts@tmcc.edu	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Constructability Reviews</li> <li>• Other Precon Services</li> <li>• General Contracting</li> </ul>
<b>Completion</b> 2015		
<b>Location</b> Reno, NV		
<b>Delivery Method</b> CMAR		







## UNR's E.L. Wiegand Fitness Center CMAR



The E. L. Wiegand Fitness Center completes the build-out of the student-centered mid-campus development and represents a near doubling of the space dedicated to student fitness and recreation. In late 2015 Q&D delivered the guaranteed maximum price (GMP) to UNR for this project, the culmination of 14 months of budgeting and planning on this high-profile project with a large number of stakeholders.

Through the project's collaboration, the client uncovered needs that the concept didn't include like an underground parking garage, a new chilled water system tie-in, adjacent street upgrades and infrastructure upgrades for the campus. The team worked closely together to incorporate these items through a combination of value-engineering and added funding.

Q&D's team worked diligently alongside the design team to provide a set of value engineering ideas and an updated, open-book estimate at each design milestone to align the design with the budget. Each idea was evaluated and discussed together as a team and the final decision was documented. Over \$2,000,000 in value engineering was accepted over the course of preconstruction. The result is a GMP, competitively bid to subcontractors with complete transparency, which is under the budgeted amount.

Q&D's team deployed our building Information modeling (BIM) team for extensive use of clash detection in the early construction phases, working with the successful subcontractors and the design team to develop a single, coordinated model.

### This Project's Relevance to Your Project



Education Facility



Urban / Residential Mixed Setting



CMAR - Collaborative Project Delivery



Institutional Specification



Similar Size and Scale



Repeat Customer



Sustainability Requirements



Team Involvement



Nevada Project

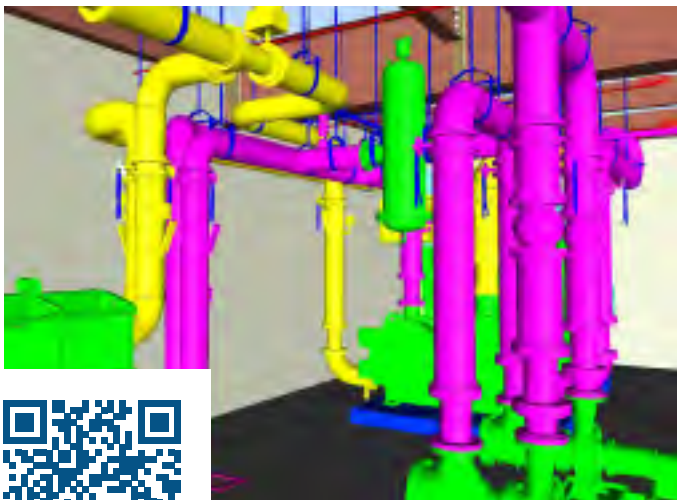
Major subcontractors, like the plumber, whose work is shown in the mechanical - chiller room at right, use coordinated 3D modeling to pre-fabricate their materials in-house or order materials pre-cut and labeled for specific areas. This makes more efficient use of their field labor and improves their competitiveness at bid time. It also offers the team an opportunity to compare each subcontractor's fabrication model against the designer's model.





The clash detection team worked together over four months, analyzing fabrication drawings for ductwork, plumbing, fire protection, electrical and more against structure, walls, soffits, and design elements in addition to comparing them to one another. The cost impact of the reduction of field coordination issues, design changes and rework is challenging to calculate. Our team estimates savings in the range of \$1 to \$1.5M from the use of BIM coordination on this project.

Scan this code to see the Timelapse Video



Scan this code to a sample BIM fly-thru

Above: BIM solutions at work in the mechanical-chiller room. The team used clash detection to improve field efficiency and avoid costly revisions.

Approximate Value	Reference	Services Provided
\$40,000,000	John Walsh Sr. Director Planning & Construction Services University of Nevada, Reno M/S 0182, Facilities Building 1664 N Virginia St Reno, NV 89557 (775) 682 7190 walshj@unr.edu	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Constructability Reviews</li> <li>• Other Precon Services</li> <li>• General Contracting</li> </ul>
Completion Date		
January 2017		
Location		
Reno, NV		
Delivery Method		
CMAR		





## UNR's Mathewson-IGT Knowledge Center











Scan this code to see the Timelapse Video

Helping to elevate the University of Nevada, Reno to tier 1 university status, the Mathewson-IGT Knowledge Center (“the KC”) is one of the most technically advanced information centers in the country, set in a dynamic campus community center. The 5-story, 295,000-sf facility has an automated library retrieval system, a 180-seat auditorium, art gallery, sculpture garden, exhibit areas, coffee shop, recording studio, multi-media production lab, advanced computing and audio/visual technology and more - all designed to immerse students in today’s collaborative and multi-media-driven approach to learning.

Selected as the general contractor for this outstanding facility, Q&D’s team also formed and placed the concrete, the largest continuous pour in Nevada history, involving 2,700 cubic-yards or 12 million pounds of concrete. That equates to 11 miles of four-foot-wide sidewalk!

### This Project’s Relevance to Your Project

-  Education Facility
-  Urban / Residential Mixed Setting
-  Institutional Specification
-  Similar Size and Scale
-  Repeat Customer
-  Award Winner
-  Sustainability Requirements
-  Nevada Project



The unprecedented pour was necessary to support the weight of the automated storage and retrieval system (ASRS), a modern library-collection-management system that integrates high-density storage shelving with robotic retrieval. Q&D’s team worked alongside the client and the design team to coordinate with the ASRS vendor and to provide constructability feedback on how to design the unique support structure.



Q&D worked closely with University Facilities Maintenance throughout the system rough-in's and installation to assure proper service clearances were maintained for mechanical, electrical and controls. Q&D led bi-weekly walkthroughs with the foreman of each MEP trade, and service techs from UNR Facilities, armed with prepared spreadsheet checklists to assure clearances were maintained at over 200 specific locations in the project. The process assured the specifications were met and served to familiarize the client with their facility as it was constructed.

“Q&D smoothly delivered a world-class facility while maintaining harmony among project leaders, including consultants, subcontractors, State of Nevada Public Works Division and our University Facilities Services team.”

**LYLE WOODWARD**  
Director, Construction Management  
University of Nevada, Reno



Above: The ASRS collection management system required structural, spacial and MEP coordination.

Approximate Value	Reference	Services Provided
\$77,200,000	Ron Crook Architect	<ul style="list-style-type: none"> <li>• Cost Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Vendor and System Coordination</li> <li>• Commissioning Assistance</li> <li>• Quality Control</li> <li>• General Contracting</li> </ul>
<b>Completion</b>	Nevada State Public Works Division	
2008	515 East Musser St., Suite 102	
<b>Location</b>	Carson City, NV 89701	
Reno, NV	(775) 684-4141	
<b>Delivery Method</b>	rlcrook@admin.nv.gov	
Design-Bid-Build		



## SCHEELS Billings, MT



A 222,000-sf Scheels flagship store, organized like a mall with shops and amenities, serves many thousands of customers daily not just with great sporting goods but with a full commercial kitchen, cafeteria and restaurant, fudge shop, Starbucks, Ferris wheel, archery range, simulators, repair shops, a 16,000-gallon salt-water fish tank and entertainment venues.

The team provided preconstruction, subcontractor procurement and general contracting services. The features of this store require intensive coordination. Working in Montana also required relationship-building with local builders and agencies which ensured a successful project and competitive subcontractor bid environment.

“We could not build these projects without great partners, and you have reminded us again that we have a very good partner in Q&D!”

STEVE M. SCHEEL  
President, SCHEELS

### This Project's Relevance to Your Project



Large Site



Urban / Residential Mixed Setting



CMAR - Collaborative Project Delivery



Institutional Specification



Similar Size and Scale



Repeat Customer



Award Winner



Sustainability Requirements



Team Involvement

Approximate Value	Reference	Services Provided
\$44,500,000	Jason Loney VP of Store Development SCHEELS 4550 15th Avenue So Fargo, ND 58103 United States of America (701) 356-8248 jrloney@SCHEELS.com	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Constructability Reviews</li> <li>• Other Precon Services</li> <li>• General Contracting</li> </ul>
<b>Completion</b>		
2014		
<b>Location</b>		
Billings, MT		
<b>Delivery Method</b>		
Private CMAR		



## SCHEELS Sandy, UT



The 220,000-square-foot store, a private CM at Risk project, is the largest shopping experience in Sandy, UT. Major components of this structural steel building atop concrete foundations include sloped glazing for natural lighting, masonry and EIFS facade and curtainwall glass entrances. Interior is finished with porcelain tile and carpeting, with high atrium ceilings to accommodate a

Ferris wheel and large-scale aquariums, as well as an archery range and shooting gallery!

Q&D was awarded Commercial Contractor of the Year by Sandy City, Utah for our ethical and cooperative approach to building in their city. The brickwork won a national masonry award for quality.

### This Project's Relevance to Your Project



Large Site



Urban / Residential Mixed Setting



CMAR - Collaborative Project Delivery



Institutional Specification



Similar Size and Scale



Repeat Customer



Award Winner



Sustainability Requirements



Team Involvement

Approximate Value	Reference	Services Provided
\$47,700,000	Jason Loney VP of Store Development SCHEELS 4550 15th Avenue So Fargo, ND 58103 United States of America (701) 356-8248 jrloney@SCHEELS.com	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Constructability Reviews</li> <li>• Other Precon Services</li> <li>• General Contracting</li> </ul>
<b>Completion</b>		
2012		
<b>Location</b>		
Sandy, UT		
<b>Delivery Method</b>		
Private CMAR		





## LEGENDS at Sparks Marina











Developing a major retail lifestyle center involves balancing commitments to cities, counties, investors, anchor stores and retail tenants that are balancing their own interests to be a part the project.

This challenging and complex balance of stakeholders and timelines is improved with the addition of a reliable construction management partner, one that understands the components of development and feels strongly about following through on schedule and cost commitments.

RED Development (RED) sought to shorten the lead time on development completion in order to attract major anchor tenants and move the project ahead with the City of Sparks. RED chose Q&D Construction as their construction management partner, a company with the resources and resolve to pack a 5 year development project into 2 years.

Q&D, having identified approvals and site prep as the major challenges to completion, took on the role of permit expeditor and project liaison, collaborating and building consensus on behalf of the team. Overlapping utility and roadwork improvement projects with mass grading and foundation work for the pads and shells helped the team meet lease agreement milestones and helped RED to finalize the incorporation of major retailer SCHEELS into the development project and to secure their financing.

### This Project's Relevance to Your Project

-  Large Site
-  Urban / Residential Mixed Setting
-  CMAR - Collaborative Project Delivery
-  Multi-Building, Campus-style Design
-  Similar Size and Scale
-  Award Winner
-  Team Involvement
-  Nevada Project

**“The challenges we faced in designing and constructing this project to accommodate RED obligations to anchors and tenants were daunting. The leadership provided by your diverse management team helped us fulfill every obligation.”**

**MARK SHERWIN**  
VP of Construction, RED Development







*An aerial view of the Legends at Sparks Marina*

At the time of completion, the 148-acre lifestyle center included 49 retailers and with additional standalone build outs, tenant improvements and amenities added over the years, has become a center hub for community activities, concerts, movie premiers, sporting events, and shopping.

Approximate Value	Reference	Services Provided
\$119,000,000	Mark Sherwin Vice President of Construction RED Development (816) 777-3500 msherwin@reddevelopment.com	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Architectural Design</li> <li>• Permit Expediting</li> <li>• Other Precon Services</li> <li>• Construction Management</li> </ul>
Completion		
2009		
Location		
Sparks, NV		
Delivery Method		
Private CMAR		



## Washoe County Medical Examiner CMAR



The new Washoe County Regional Medical Examiner's Office is a 20,890-square-foot, state-of-the-art structure built as part of the existing Washoe County Complex. The Office plays a critical role in investigating unexpected and unexplained deaths. The Office serves the people of Washoe County in addition to 18 other counties across northern Nevada and northern California. The ME team performs approximately 1,000 body exams (autopsies and external examinations) per year with over 4,150 deaths reported to the Office in 2016. They have 15 full-time staff, 10 part-time investigators and three full time doctors.

### This Project's Relevance to Your Project



CMAR - Collaborative Project Delivery



Urban / Residential Mixed Setting



Repeat Customer



Medical Project



Institutional Specification



Nevada Project

Approximate Value	Reference	Services Provided
\$10,900,000	Rod Savini Construction Manager Poggemeyer Design Group Inc. 1575 Delucchi Lane #111 Reno, NV 89502 (775) 857-3330 rsavini@poggemeyer.com	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Constructability Reviews</li> <li>• Other Precon Services</li> <li>• General Contracting</li> </ul>
Completion		
2016		
Location		
Reno, NV		
Delivery Method		
CMAR		













## Summit Sierra Lifestyle Center



The new center required aggressive scheduling to expedite site design and construction. Working alongside the design team and incorporating local officials into the collaborative process, Q&D was able to balance an early construction start and courtesy inspections in tandem with the permit approval process.

As a result, the 82-acre project's shell construction was completed in 1 year, fulfilling obligations to over 70 core tenants and meeting an unusually short schedule for this large-scale development project. Q&D managed and constructed all site work, shell spaces, and standalone build-outs for 63 tenants at the ground opening and 7 additional tenants added like Apple, Century Theaters and Jared, The Galleria of Jewelry. Throughout shell construction, as the client inked new retail lease deals, Q&D remained flexible and helpful, responding to adjust build-outs to accommodate new leaseholders as they signed on.

### This Project's Relevance to Your Project

-  Large Site
-  Urban / Residential Mixed Setting
-  CMAR - Collaborative Project Delivery
-  Similar Size and Scale
-  Repeat Customer
-  Award Winner
-  Team Involvement
-  Nevada Project

Approximate Value	Reference	Services Provided
\$44,000,000	Sam Dewey Dewey Construction Management 3611 Locksley Road Birmingham, AL 35223 (205) 790-2530 srdewey@charter.net	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Constructability Reviews</li> <li>• Other Precon Services</li> <li>• General Contracting</li> </ul>
Completion		
2009		
Location		
Reno, NV		
Delivery Method	Private CMAR	



## Bishop Manogue Catholic High School Campus



As CMAR for the team on this new high school project, Q&D organized the selection process for the designer, worked alongside the designers and clients to evaluate building systems, materials and construction methods, and establish construction budgets at design milestones. Q&D construction managers handled utilities issues, county government coordination, and technology coordination for the site. We assisted in preparing planning information for county approval and presented at community advisory board meetings. The team delivered the award-winning, 132,825-square-foot school ahead of the 14-month schedule and within budget.



### This Project's Relevance to Your Project



Education Facility



Large Site



Urban / Residential Mixed Setting



CMAR - Collaborative Project Delivery



Institutional Specification



Similar Size and Scale



Repeat Customer



Award Winner



Team Involvement



Nevada Project



“ We were able to meet every challenge. Q&D also delivered preconstruction services that included interviews and negotiations with subcontractors, owner representatives, suppliers, architects and engineers that enabled us to get the most for our money and set the project up for smooth delivery. ”

MIKE QUILICI  
Diocese of Reno

Approximate Value	Reference	Services Provided
\$24,360,000	Mike Quilici Diocese of Reno 290 S. Arlington Ave Suite 200 Reno, NV 89501 (775) 326-9432	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• Architectural Design</li> <li>• Permit Expediting</li> <li>• Other Precon Services</li> <li>• Construction Management</li> </ul>
Completion		
2004		
Location		
Reno, NV		
Delivery Method		
Design-Build		



## Ritz-Carlton Lake Tahoe












At 7,000 feet in elevation up a barely-passable 4.5-mile road, under construction in parallel with the building, the project team on this private CMAR project took on the challenge of building the first five-star resort at Lake Tahoe. In order to ensure the over 100 subcontractors and vendors understood the innumerable parameters for construction - building at elevation, environmental regulations, parking, phasing, commissioning, LEED certification, procurement, BIM clash-detection, schedule, winter protection, and more - the team developed careful bid packages to communicate the plan during the bid phase.

The site geology and terrain of this project required: multiple-tiered, 35-foot vertical cuts; thousands of square feet of soil-nailed shoring; and, 40-foot-high concrete retaining walls. The excavation was done in a tightly confined area using conveyor- / hopper-assisted backfill operations. All excavation and shoring was completed under stringent stormwater and erosion control requirements.

In order to address the manpower shortage (due to a building boom happening at the time) the team used a set of conceptual estimates to demonstrate to the client the benefits of a structure comprised mainly of steel, in lieu of concrete. Benefits included early-procurement options, reduced congestion, and the ability to erect and enclose the structure in a single season prior to winter.

### This Project's Relevance to Your Project

-  Large Site
-  CMAR - Collaborative Project Delivery
-  Multi-Building, Campus-style Design
-  Institutional Specification
-  Similar Size and Scale
-  Repeat Customer
-  Award Winner
-  Sustainability Requirements
-  Team Involvement

**“It has been a great experience for us to work with a group of professionals that clearly understood our goals from the start and undertook them with the same passion and urgency as if they worked for our company.”**

**JIM TELLING,**  
Principal, East West Partners



On a remote site, on a project of this complexity, it was important that subcontractors could accurately fabricate their materials and that the team shake out potential field conflicts during the design stages, saving valuable field-productivity and cost to the project. Using Building Information Modeling (BIM) and a process of weekly

coordination meetings the project team identified early in the project over 450 significant issues that, undetected, could have resulted in change orders or costly delays. The estimated savings was over \$8,000,000 to the project, which more than offset the total modeling costs of \$380,000.



Above: A view of excavation and shoring at the Ritz-Carlton Lake Tahoe, where 40-foot-high retaining walls were required - see personnel in photos and multi-tiered stairs for scale.

Approximate Value	Reference	Services Provided
\$230,000,000	Roger Lessman Click, LLC P.O. Box 2750 Pahrump, NV 89041 roger@clickllc.us (775) 513-9030	<ul style="list-style-type: none"> <li>• Conceptual Budgeting</li> <li>• Budget Management</li> <li>• Logistical Planning</li> <li>• Scheduling</li> <li>• Value Engineering</li> <li>• LEED Management</li> <li>• Other Precon Services</li> <li>• Construction Management</li> </ul>
Completion		
2010		
Location		
Truckee, CA		
Delivery Method		
Private CMAR		



## b. Applicable Experience in the State of Nevada

### Education Projects in Nevada

Schools and scholastic facilities have unique requirements, funding structures, budget constraints and safety restrictions. Being able to assist the team during preconstruction means your builder should be experienced not only as a CMAR but as a school builder familiar with the current trends in learning management and student security.

Q&D has considerable experience working for public agencies to complete school projects and a history of success with the Nevada Public Works Division. We are ready to provide timely, useful input during preconstruction and understand the schedule, security and safety constraints for your projects.

Following is a list of new library and scholastic projects completed by Q&D in the past 20 years.

**TABLE: Q&D New School Building Projects Past 20 Years**

New Campuses / Buildings
• Bishop Manogue High School, Reno, NV
• Churchill County HS Aux Gymnasium, Fallon, NV
• Damonte Ranch High School, Reno, NV
• Bernice Mathews Elementary School, Reno, NV
• Sarah Winnemucca Elementary School, Reno, NV
• Ted Hunsberger Elementary School, Reno, NV
• Our Lady of the Snows Tech Building, Reno, NV
• ACE Charter High School, Reno, NV
• Little Flower School, Reno, NV
• Reno High School Alumni Center, Reno, NV
• Washoe County Nutrition Services, Reno, NV
• Carson City Tech Center, Carson City, NV
• TMCC Health Science Center, Reno, NV
• E.L. Wlegand Fitness Center, UNR, Reno, NV
• Student Services Center, UNR, Reno, NV
• UNR Mathewson-IGT Knowledge Center, Reno, NV
• Northwest Reno Library, Reno, NV

School Revitalizations/Remodels
• Davidson Academy, Reno, NV
• Elko High School (ADA Upgrades), Elko, NV
• Carlin High School, Carlin, NV
• Jackpot Elementary School, Jackpot, NV
• Our Lady of the Snows Parochial School, Reno, NV
• Robert Mitchell Elementary School, Sparks, NV
• Booth Creek Children's Center, Heavenly, NV
• Elko Head Start, Elko, NV
• Bordewitch Bray Elementary, Carson City, NV
• Carson High School, Carson City, NV
• Carson Middle School, Carson City, NV
• Corbett Elementary School, Reno, NV
• Eagle Valley Elementary School, Carson City, NV
• Fremont Elementary School, Carson City, NV
• Fritch Elementary School, Carson City, NV
• Gleason Elementary School, Carson City, NV
• Mark Twain Elementary School, Carson City, NV
• Seeliger Elementary School, Carson City, NV
• Lyon County High School Track, Yerington, NV
• Glen Duncan Elementary School, Reno, NV
• Roger Corbett Elementary School, Reno, NV
• Libby Booth Elementary School, Reno, NV
• Sun Valley Elementary School, Reno, NV
• Hug High School Signature Academy, Reno, NV
• Natchez Elementary School, Wadsworth, NV
• Marvin Picollo School, Reno, NV





### Assisting with CMAR in Nevada

Working together for a common goal is central to the CMAR message and essential for a successful project - squarely on budget, completed on schedule, with transparency in cost and accounting and, a positive team relationship that lasts beyond the completion date.

Q&D's people come to work each day wired to work with others to overcome project challenges. Our company attracts team-oriented people with technical backgrounds and experience who love to learn (and try) new things.

For that reason, we work well with designers, engineers, clients, stakeholders and the public, contributing our skills and knowledge to create a more thorough approach than any one individual project team member can achieve alone.

Q&D is a proven CMAR firm that has been selected as the CMAR for over 30 public works projects using this alternative delivery method. Here is a list of the Nevada CMAR projects for which Q&D has been or is the construction manager.

**TABLE: Q&D's NEVADA CMAR projects and clients include:**

	<b>Nevada State Public Works Division</b>
	<ul style="list-style-type: none"> <li>• N. Nevada Transitional Housing Center</li> <li>• N. Nevada State Veterans Home</li> <li>• N. Nevada Correctional Center Upgrades</li> <li>• Elko Readiness Center</li> </ul>
	<b>University of Nevada, Reno</b>
	<ul style="list-style-type: none"> <li>• E.L. Wiegand Fitness Center</li> </ul>
	<b>Washoe County School District</b>
	<ul style="list-style-type: none"> <li>• Bella Vista New Elementary School</li> <li>• Natchez Elementary Revitalization</li> <li>• Picollo School Revitalization</li> <li>• Hug High School Signature Academy</li> <li>• Roger Corbett Elementary Revitalization</li> <li>• Libby Booth Elementary Revitalization</li> <li>• Glenn Duncan Elementary Revitalization</li> <li>• Robert Mitchell Elementary Revitalization</li> <li>• Sun Valley Elementary Revitalization</li> </ul>
	<b>Churchill County School District</b>
	<ul style="list-style-type: none"> <li>• Churchill High School Aux Gymnasium</li> </ul>
	<b>Carson City School District</b>
	<ul style="list-style-type: none"> <li>• Fritsch Elementary School Expansion</li> <li>• Pioneer High School Expansions</li> </ul>
	<b>Carson City</b>
	<ul style="list-style-type: none"> <li>• Wastewater Treatment Plant</li> <li>• Streetscape Improvements</li> </ul>
	<b>Town of Minden</b>
	<ul style="list-style-type: none"> <li>• Buckeye Maintenance Facility</li> </ul>
	<b>Nevada Rural Housing Authority</b>
	<ul style="list-style-type: none"> <li>• Richard Crossing Apartments</li> </ul>
	<b>Nevada Department of Transportation</b>
	<ul style="list-style-type: none"> <li>• Stateline-to-Stateline Bikeway</li> <li>• Carlin Tunnel Rehabilitation</li> <li>• Kingsbury Grade Reconstruction</li> </ul>
	<b>Washoe County Community Services</b>
	<ul style="list-style-type: none"> <li>• Medical Examiner's Office</li> </ul>
	<b>Kingsbury General Improvement District</b>
	<ul style="list-style-type: none"> <li>• Water Treatment Plant Replacement</li> </ul>
	<b>Truckee Meadows Community College</b>
	<ul style="list-style-type: none"> <li>• W.N. Pennington Health Science Center</li> </ul>
	<b>Reno-Tahoe Airport Authority</b>
	<ul style="list-style-type: none"> <li>• Automated Baggage Check-in</li> <li>• Gateway Expansion</li> <li>• Terminal Refurbishment</li> <li>• Stead Terminal / Emergency Ops Center</li> </ul>




### c. Key Personnel Involvement

Below is a table that cross-references each of the projects presented in this experience section (Section 2) with the key personnel listed in Section 1 of this proposal. Also listed are the team members recent projects working together.

### d. Delivery Method

Delivery methods are listed in the data table for each project shown above in the experience pages. Q&D's building group works as primarily a CMAR contractor, delivering projects private or public using the CM-at-Risk delivery method.

**TABLE: Key Personnel Working Together**

<b>Team Member Name</b> & Abbreviated Role Description 		<b>Gilmore</b>	<b>Van Dellen</b>	<b>Jackson</b>	<b>Abrahamson</b>	<b>Carvajal</b>	<b>Peters</b>	<b>Morales</b>	<b>Basta</b>
		Project Director	Project Manager	Sr. Superintendent	Sr. Precon Mgr.	BIM/Schedule Manager	Asst. Superintendent	Project Engineer	Project Executive
1	TMCC Health Science Center	X				X	X		X
2	UNR E.L. Wiegand Fitness Center					X		X	X
3	UNR Knowledge Center				X				
4	SCHEELS Billings, MT					X			X
5	SCHEELS Sandy, UT					X			X
6	Legends at Sparks Marina				X				X
7	County Medical Examiners Office			X	X	X			X
8	Summit Sierra Lifestyle Center				X				
9	Bishop Manogue HS Campus				X				
10	Ritz-Carlton Lake Tahoe			X			X		X
<b>Recent Team Projects Working Together</b>									
	Behavioral Health Hospital					X			X
	Richards Crossing Housing					X	X		X
	Hug High School Signature Academy	X			X	X	X		X
	N. NV Correctional Facility Upgrades	X				X	X	X	X
	N. NV Transitional Housing		X			X		X	X
	University Arts Building		X			X			X



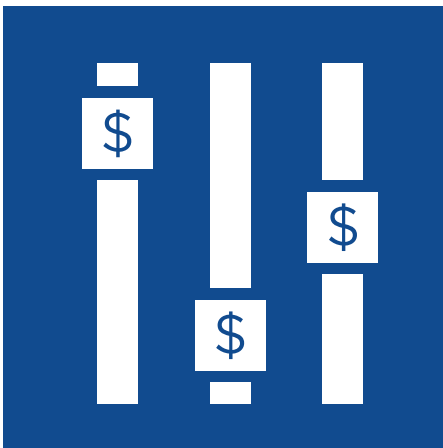
# Section 3

## Past Performance



It means a great deal to be trusted stewards of these kinds of investments in our State’s future. We feel our schedules are our personal commitments to perform our project roles well and inspire the team to meet all of the project goals.

#realbudgets #realschedules #uptothechallenge



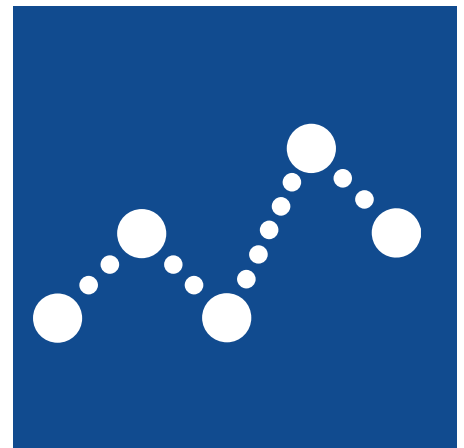
### DETAILED COST CONTROL PROCESS

Q&D’s construction management process includes detailed cost control. It begins with accurate and reasonable budgets with which we guide the project to a competitive contract price. Early involvement and coordination pays off in construction.



### SCHEDULE-DRIVEN MANAGEMENT

Our accurate schedules lead to trust amongst the subcontracting community that we will be ready for each trade’s field start. Subcontractors feel comfortable committing their workforce to our projects and deliver per our plan.



### MARKET RESEARCH

Understanding the market for materials and the cost and availability of labor helps us set accurate budgets and anticipate future trends in construction pricing and manpower availability. This means our projects end on time and within the budget.



**Project Title**  
Description

**Cost Performance**

**Schedule Performance**

**Truckee Meadows Community College, W.N. Pennington Health Science Center CMAR**

New addition to the Redfield campus, mainly for nursing school.

Contract: \$7,837,132  
Actual: \$7,665,905

Contract: August 2015  
Actual: August 2015

Changes: Returned savings

**University of Nevada, Reno, E.L. Wiegand Fitness Center CMAR**

108,600-square-foot, 5-story workout, training and sports play facility for the University of Nevada, Reno.

Contract: \$39,831,241  
Current: \$39,941,879

Contract: January 2017  
Current: January 2017

Changes: Added roof fall protection, structure for workout equipment selections, brace frame size changes, fire department connection (FDC) modifications, revised curtain wall support and various design changes by the architect.

**University of Nevada, Reno, Mathewson-IGT Knowledge Center**

Library facility featuring extensive information technologies, an auditorium, art gallery, reading rooms, food services and high-tech meeting rooms.

Contract: \$72,995,000  
Actual: \$77,200,000

Contract: May 2008  
Actual: May 2008

Changes: Revised generator enclosure, added site walls, added over-excavation, changed all data to CAT6A cable, UNR reconfiguration of shuttle route, code changes, added fire glazing and egress lighting, added motor-operable window shade coverings.

**SCHEELS, Billings, MT**

New 220,000-sf retail establishment.

Contract: \$42,799,083  
Actual: \$44,517,666

Contract: November 2014  
Actual: September 2014

Changes: These projects are phased, overlapping design. Work was added to the contract in phases as the drawings were completed.

**SCHEELS, Sandy, UT**

New 220,000-sf retail establishment.

Contract: \$45,693,202  
Actual: \$47,690,234

Contract: March 2015  
Actual: March 2015

Changes: Retail construction involves up-to-the-minute cost-benefit analyses of how space is used. Changes including resolving allowances for shelved areas, revised departments, and an phased design/construction strategy required contract adjustments.





**Project Title**  
Description

**Cost Performance**

**Schedule Performance**

**Legends at Sparks Marina, Sparks, NV**

148-acre retail site, shell buildings and numerous tenant improvement buildouts (under separate contracts)	Contract: \$119,000,000 Actual: \$119,000,000  The work was fast-track, so it was priced in phases and handled as change orders to the original contract.	Contract: September 2009 Actual: September 2009
--	--	--

**Washoe County Medical Examiner's Office, Reno, NV**

New 20,000-square-foot autopsy and office building.	Contract: \$10,770,482 Actual: \$10,863,378  Changes: Owner requested changes to the project	Contract: 334 days Actual: 334 days
---	---	--

**Summit Sierra Lifestyle Center, Reno, NV**

600,000 sf of retail space in Phase One	Contract: \$44,500,000 Actual: \$44,500,000  The work was fast-track, so it was priced in phases and handled as change orders to the original contract. Examples included additional interior build-outs for lease clients and revisions to suit specific clients.	Contract: March 2006 Actual: March 2006
---	---	--

**Bishop Manogue Catholic High School Campus**

New high school campus, 133,000-sf built in 14-months.	Contract: \$24,400,000 Actual: \$24,360,000  Changes: Returned savings	Contract: July 2004 Actual: July 2004
--	---	--

**Ritz-Carlton Lake Tahoe**

Six-story, 226-room project is a ski-in, ski-out luxury resort has a 20,000 sf spa with a three-level parking structure.	Contract: \$180,000,000 Actual: \$230,000,000  Changes: As a fast-track project, the scope expanded as the various phases of drawings were being completed. Phases were added to the original contract in addition to interior build-outs like restaurants, spa/fitness area, and main kitchen area.	Contract: December 2009 Actual: December 2009
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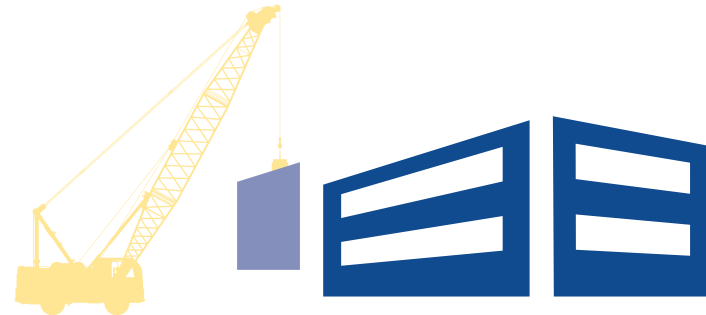
# Section 4

## Project Implementation Plan



### PRECONSTRUCTION

Evaluating and mitigating risks during the design phase, guiding the project from concept to final plans alongside the budget, adding expertise to the team to create a whole project from the start.



### CONSTRUCTION

Implementing the team's plan on your project for logistics, schedule, building, fit-out and commissioning with an eye to quality, safety, transparency and cost effectiveness.

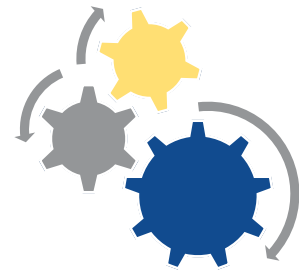


### CLOSEOUT & WARRANTY

Recommendations for your building's maintenance schedule as well as timely and effective warranty assistance from the same team that built your project.  
From Reno, NV we are responsive to our clients all across Nevada, Utah, Montana, California and the U.S. for our aviation group.



## WHAT Q&D's CMAR APPROACH BRINGS TO YOUR PROJECT



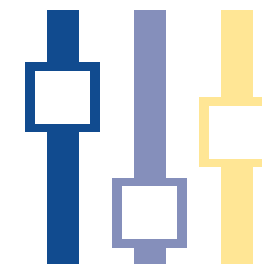
### A TEAM PARTNERSHIP

A positive project includes partnership amongst all of the talented project participants. Each team member will add their own individual skill set, perspective and strengths along with the resources of their organization to improve the outcome of your project.



### DIRECTION

A team needs a direction; a design accompanied by a set of metrics, milestones and goals to steer the outcome. Q&D works alongside our clients using our preconstruction process to provide the tools to make the best decisions for your project.



### PROCESS

Creativity and collaboration will thrive when applied under a set of constraints and processes to keep order, measure progress, track costs, and sequence the work. Q&D's implementation plan is a clear process of controls and services to provide you the best value.



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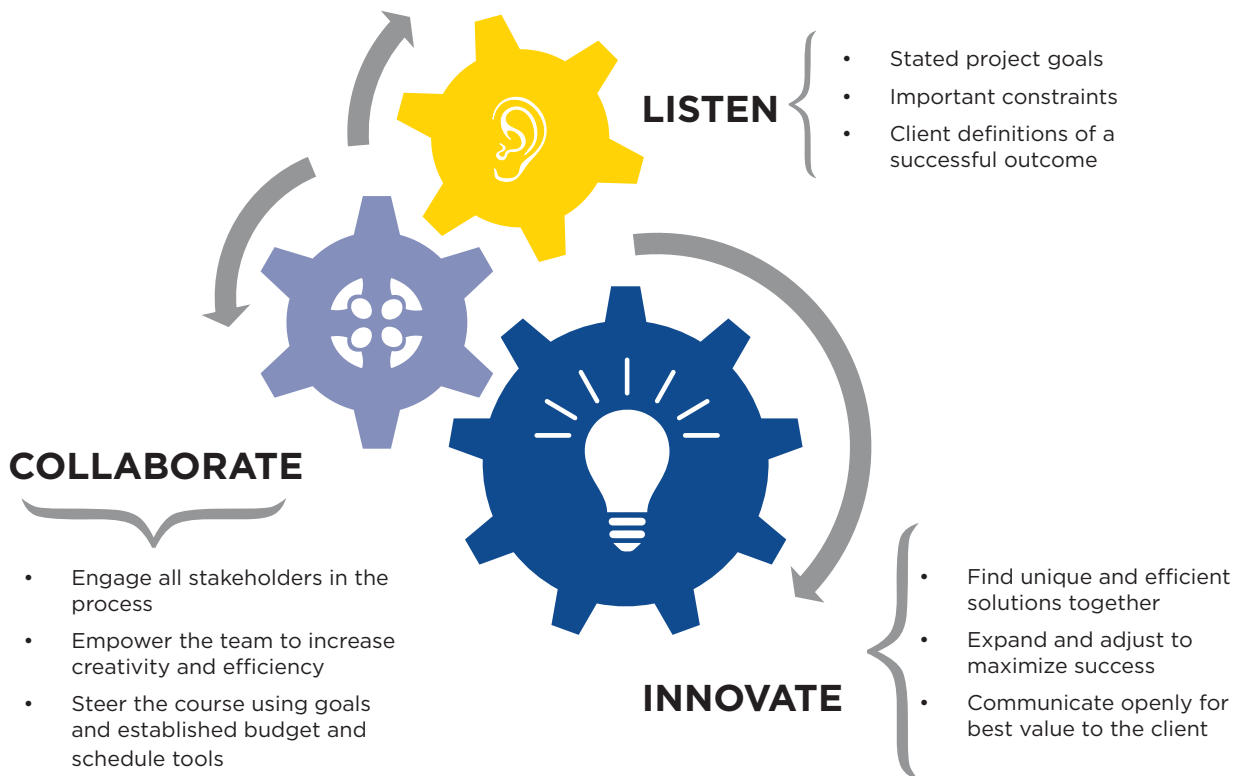
## a. Preconstruction Services Approach

Goals for the new Health Sciences Building include:

- **Fiduciary transparency** - to be held accountable and act in a cost-conscious manner with Nevada’s capital funds
- **Timely completion** - put those funds to use quickly and efficiently and to be ready to start training much needed medical staff as soon as possible
- Design and build **an exceptional and realistic health sciences learning environment** - for now and for the future
- **Be a good steward of the site** - including mitigating impacts of construction on the surrounding areas.

To help you accomplish your goals for the Health Sciences Center, we draw on our past experience planning and building real-world medical training environments and our considerable experience in healthcare related preconstruction and construction. We will use our standard preconstruction process and tailor it around the needs of your project. The concepts behind the Q&D approach to preconstruction include:

- Listening to what you need and aligning our definition of success with yours;
- Engaging with you, the design team, the subconsultants, stakeholders, and end-user clients to collaborate for the best possible solution to every aspect of your project; and,
- Pulling from that cooperation new and innovative ideas to further your project goals.





## Preconstruction Services



### Conceptual Estimate

To give you more control over your budget, we use early design concepts to prepare a detailed budget, then we update it as we get new information and at each design milestone.



### Schedule Planning

To organize and prioritize the team's activities from design through completion, Q&D develops a critical-path-method schedule to represent project sequencing, accounting for constraints such as design, permitting, procurement, manpower and weather.



### Value Engineering

Q&D finds unique alternative solutions to achieve the same desired outcome. We share them early on in the project to provide real value.



### Sustainability Management

Q&D is a knowledgeable partner in evaluating common sense cost-reducing green strategies during budgeting and planning so you can realize savings on operations costs for your facility.



### Constructability Review

Q&D reviews the plans and specs to cull out potential efficiencies in the work, head-off coordination issues and present alternative details in a collaborative setting in order to reduce costs and eliminate changes on your project.



### Site Investigation

Q&D accompanies the designer, owner and subconsultants to further evaluate the site or facility beyond as-built information and utility company markings. This is another step to mitigate unforeseen conditions.



### Building Information Modeling

(BIM) Using the design-team's model, integrating with subcontractor fabrication models, Q&D uses analysis tools to review the design for conflicts, estimate more quickly and accurately and demonstrate the schedule graphically.



### Logistics Planning

Our team will evaluate the site constraints and the impacts of construction on surrounding areas and make tangible plans to mitigate them to make work efficient and safe on your project.



### Life Cycle Cost Analysis

To further support the team on informed budget decisions, Q&D provides life-cycle cost analysis to analyze long-term operational budget impacts vs. initial capital investments.



### Budget Management

By tracking the budget against the design regularly and providing decision-making cost studies and variance reporting, Q&D gives you the tools to guide your project.





### Conceptual & Ongoing Estimates

As part of the project team, working alongside the design team, CSN and the Division, Q&D will be a constant resource for cost, technical and logistical data for your project. We evaluate different materials under consideration, provide value engineering suggestions and detailed option studies to provide timely, accurate and useful information to support the team in making the best decisions on where to apply the budget.

You may be deciding how many simulation rooms to include and how those rooms will be configured to provide space for viewing, feedback and teaching. On the TMCC Health Sciences Center, the team used a combination of facility tours, user charettes with the college’s healthcare education leaders, 3D simulations and sketches to communicate with one another about the design.

**“We design our estimate around your project’s parameters to provide you with accurate data for informed decision making. #yourmoney #youdecide”**

By listening to the team and working alongside the designer, Q&D configured our pricing around the items that were in the decision process so that the team could look at both the learning impact and the cost impact of variances in the design. This gave team leaders a valuable tool with which to make the best decision for their project.

The team used the conceptual budget as the starting point and baseline to further refine the design and estimate together throughout the project as the design progressed.

### A detailed estimate is a tool which is used to:

- Allow the SPWD and CSN to set and guide priorities for finish levels, structural costs, and phasing through budget cost amounts;
- Provide a clear definition and basis for allowances set aside for future decision making and potential risks;
- Enable the design team with detail to guide structural, finish, mechanical, electrical, plumbing (MEP) and interior design choices for the project;
- Give the team a sharpened framework in which to present costs associated with comparable options, VE solutions, design innovations, constructability suggestions and potential bid alternates;
- Evaluate variances early in the process through comparative estimates that align with the detail in previous versions;
- Review and discuss potential design alternatives openly as a team;
- Incorporate input from peer-review consultants (independent cost estimators) on Q&D budget deliverables to verify accuracy;
- Manage contingency use and evaluate potential budget risks together as a team; and
- Achieve a level of confidence in the overall budget based on a detailed understanding of what is included and not included in the “construction budget.”

Early simulation room concepts for the TMCC Health Sciences Center project.





### Value Engineering

We will meet early in the project to review potential ideas to provide the same outcome for less cost. The most important parts of our VE strategy are 1) understanding the key functions and educational goals of CSN and protecting their intent in the design and 2) understanding CSN's and SPWD's definition of "value."

**“You know, a big concrete box with no windows would be better...  
#saidnoonever #donthateonve”**

In general, a VE solution is a cost-effective, quality-based solution that will achieve the same project objectives. That last part is important - of course a rectangular masonry block building with no windows would be a considerable cost savings! But the architectural character, enhancements to the learning environment, function and level of quality need not be sacrificed to achieve savings or reduction in future operating and maintenance costs.

VE ideas are logged in Q&D's online enterprise system, assigned action items and responsible parties, and followed up on regularly in team meetings during the design development phase where they really be helpful to the team as they consider function and form of the medical learning environment. We will also be vigilant throughout

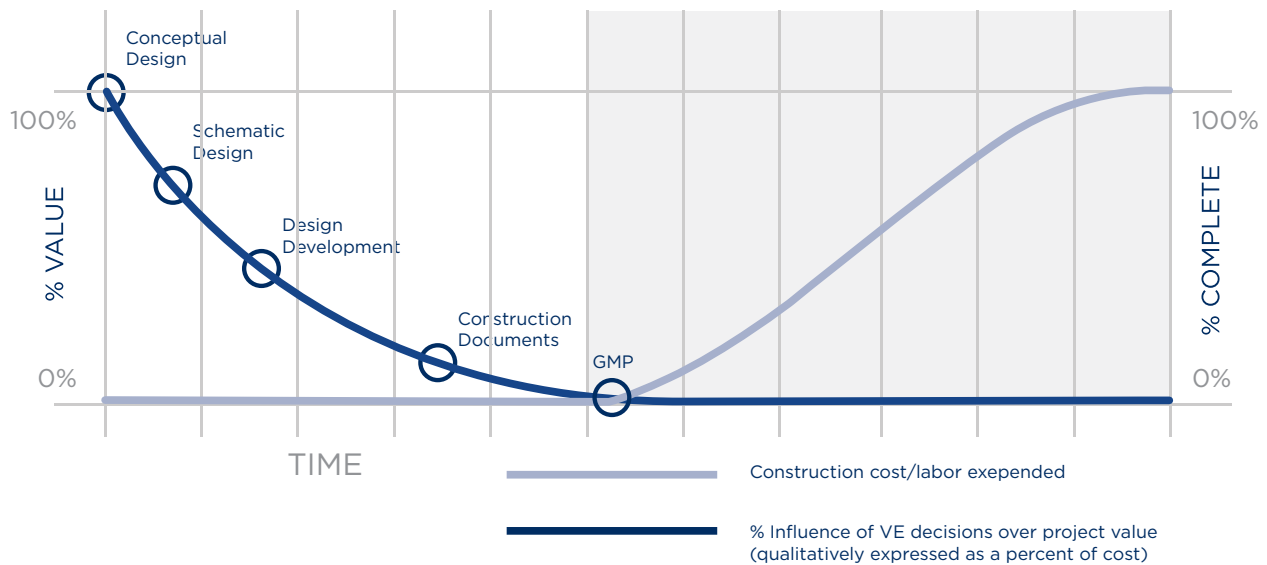
construction to make sure we are always looking for ways to save CSN and the community money on the Health Sciences Building project.

On the VE log, each item the team comes up with is priced and backed up with detail so that you have the information needed for critical cost decisions. Suggestions for VE come from all members of the project team as we are all experts in different and intersecting parts of design and construction - together we will innovate the design with these VE ideas to create the best possible outcome for your project.

#### Example, general VE ideas include:

- Substitutions to get the same quality and/or aesthetic at a lower price;
- Upgrades to finishes or equipment to decrease maintenance costs;
- Alternative phasing strategies to save costs on the overall budget;
- Streamlining or simplifying of project details to reduce field labor costs (integrates with constructability);
- Evaluations and cost comparisons of MEP systems (integrates with life cycle cost analysis); and
- Evaluations of sustainable material alternative choices.

**CHART: VE Input on Cost Decisions is Most Effective Early, During Preconstruction**





### Schedule Planning and Lead Time Analysis

As the design for the Health Sciences Building develops we will be able to begin investigating the current and anticipated lead times for items like major equipment, interior finishes, medical specialties, AV specialties for the simulation areas, laboratory equipment, furnishings and more. The project director will lead the effort with support from the project engineer who will contact vendors directly. This data is used for scheduling and also for value engineering potential as when we find potential procurement pitfalls we can address them as a team with alternate materials other strategies to make sure that we do not get surprised by any fabrication delays in the field during construction.

**“We are tracking everything that has time associated with it no matter who is buying it for your project. We are speaking directly to manufacturers early on then reconfirming with them at multiple stages throughout the project.”**

**#controlfreaks #knowwhereitis**

Using the critical-path method, we will track all milestones and activities that will have an effect on future performance of the work in the field to wholly manage all risks to on-time completion. Using sophisticated schedule tools like 4D-schedule integration and Primavera P6, we link activities to their related purchasing and procurement work to prioritize the preconstruction work along the critical path. The master preconstruction schedule includes all design deliverables, is updated regularly and is available to the team at any time using our online enterprise construction management software.

Q&D incorporates owner-direct vendor work, which may include items like furniture and tax-exempt purchases, into the schedule so that all activities required for a complete project are tracked and planned for within the project duration. Time to complete commissioning activities is included as well to ensure that the facility is operating to standards when it opens and that operations and maintenance documentation is available in a timely manner.

### Life-Cycle Cost Analysis

On a system-specific or building-wide basis, life cycle cost analysis (LCCA) gives you the information to make the best decisions about where to apply your project’s dollars.

**“Cost analysis helps you balance the budget with future costs. A more durable product today may reduce your time to replacement or maintenance costs.”**

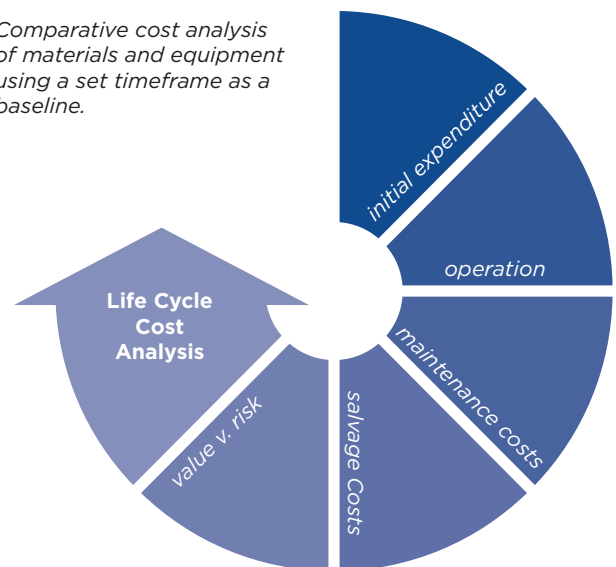
**#helpingyoulookahead**

A great example is flooring. A flooring that is more expensive at the outset may require less frequent maintenance over time or have increased longevity, delaying future replacement costs when compared to a material with a less expensive initial, or first cost.

By analyzing the first costs along with the start-up, testing, operational, maintenance, depreciation, replacement and life of the material, Q&D can provide information that the Division can in turn use to make the best decisions for your project.

Q&D’s life-cycle cost analysis process can be tailored to examine the best value for any component of the project. It will be very helpful in reviewing mechanical equipment, HVAC systems, plumbing options, structural design options, finishes and equipment for your project.

*Comparative cost analysis of materials and equipment using a set timeframe as a baseline.*





### Design Reviews & Constructability

We look at constructability like the main reason we are here on your project with you early in the planning. Our experience as construction managers and builders really comes in to play as we look at what the team wants to accomplish and

1. Ensure we have realistic ways to implement the vision;
2. Find innovative ways to do it; and,
3. Make sure we are not wasting any time or money doing it.

Q&D uses checklists to highlight potential constructability items based on historical lists of past areas of coordination. By using this valuable tool, your project team can draw on the experience of past project design and construction teams to identify possible coordination issues while they can be addressed by the team "on paper."

Any team member can identify potential coordination items for constructability review at any point in the preconstruction process. During regular team meetings and in conversations with the designer, in addition to designated design review meetings, the Q&D preconstruction manager logs all items in the Constructability & Design Review Matrix. The project team reviews the ideas in the matrix together at each design iteration and follows through on each action item to resolution. Keeping track of constructability issues ensures that each idea and potential coordination item which may benefit your project is thoroughly examined.

The result of this organized and well documented process is measurable reduction in field-generated requests for information (RFIs) and related subcontractor requests for change orders.

### How we analyze constructability

#### WE LOOK AT DETAILS

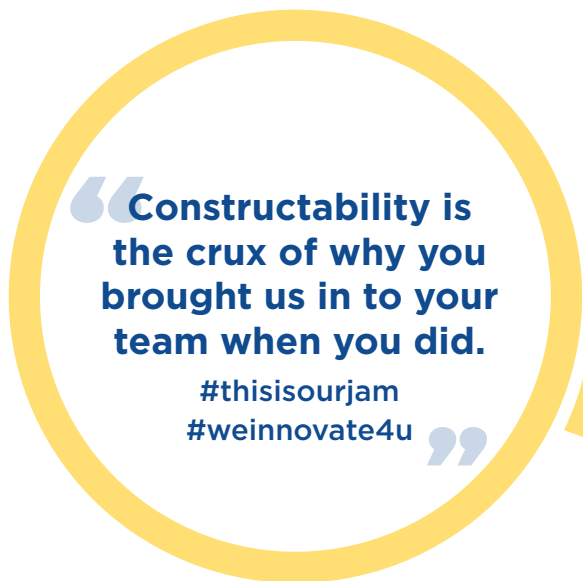
coordination	<i>Reviewing the details across disciplines, looking for potential issues and double-checking the actual site conditions reduces RFI's and change orders.</i>
site	

#### WE REVIEW LABOR PROJECTIONS

sequencing	<i>When work can be more efficiently sequenced or sectioned into easily-repeatable tasks, it costs less to complete it in the field.</i>
cost	

#### WE READ THE MATERIAL SPECS

technology	<i>A second set of eyes on the specifications reduces downtime in the field, ensures the team meets sustainability goals and reduces costs.</i>
warranty	





### Budget Management

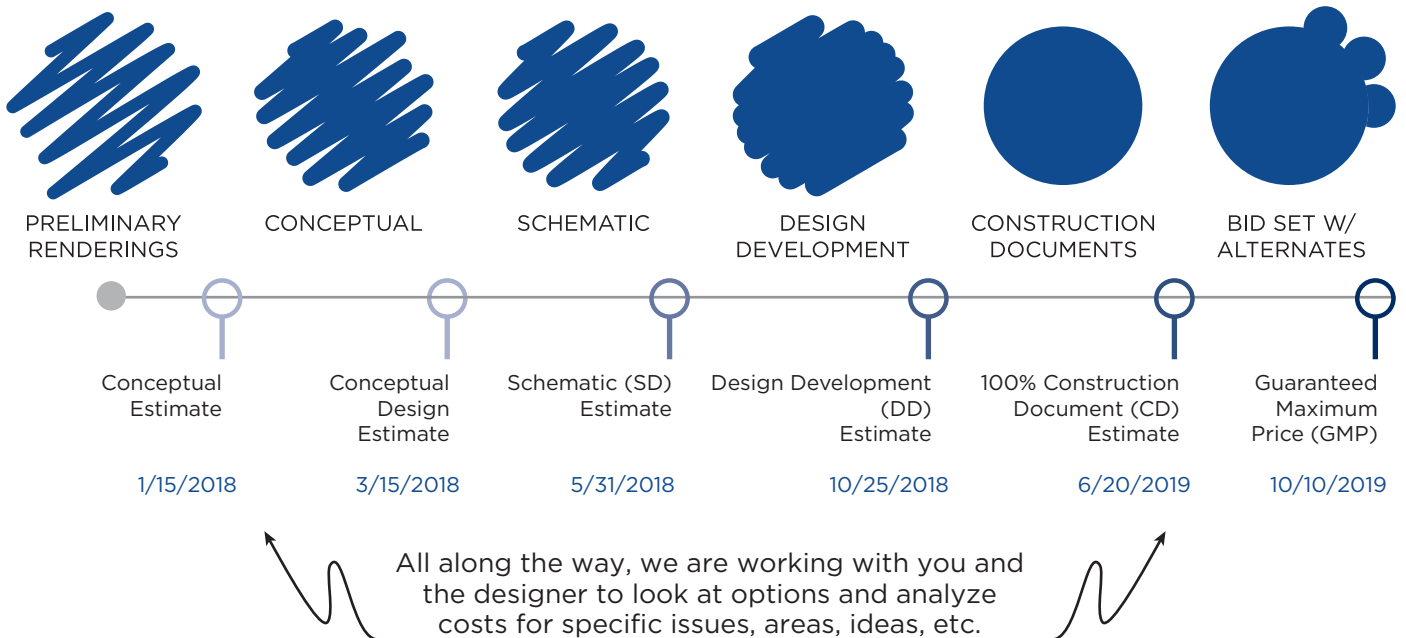
Using that initial conceptual estimate, we will continue to update your estimate and compare it to the budget. This process happens pretty much continually from when we become part of your team through the design process. Informally we will discuss options in regular meetings, over the phone with the design team, or over our cloud-based collaboration software. Then formally at each milestone we will review together and present the current status.

The first estimate is the basis for future estimates at each design milestone, including the schematic design, design development and construction document phases of the process. Each iteration uses the current documents along with all other project information gleaned from our team's participation in project meetings, design reviews and as a result of field investigation.

Q&D also estimates individual components and provides focused feedback and comparative estimates in between major design milestones to continuously guide the project. Using variance reports to demonstrate trends, we will keep the team informed from start to finish to produce a guaranteed maximum price within the goals and expectations of the Division and CSN.

**“ Estimating is a very kinetic process. We are always working with team members to fine-tune, strategize and analyze the budget. ”**  
#everydayimestimatin

**CHART: Design States and Milestone Estimates Timeline for Your Project**





### Logistics Planning

Q&D’s logistical planning process includes early planning meetings with staff and with on-site personnel to confirm work and schedule in addition to focused study of the inner-workings and operations of the site’s surroundings.

The intent of our logistics planning is:

1. Keep students and staff safe at all times;
2. Separate them from construction;
3. Keep CSN’s parking access clear;
4. Mitigate impacts on residential neighbors;
5. Maintain safe access to Foothill High School;
6. Keep traffic moving along all streets including College Drive which feeds I-515; and
7. Make a plan that helps streamline sequencing, storage, equipment, trucking and labor access to increase efficiency.

For your project, Q&D will prepare a site-specific communication plan and procedure that includes the project team hierarchy, identifies decision makers, outlines notification protocols, and provides contact information for each team member. Included in this plan is a detailed emergency communications response that includes Henderson Police, Clark County Sheriff, Henderson Fire Department, and your college’s ambulance service companies. Q&D will implement security and drug screening protocols as part of the plan.

All logistical requirements for subcontractors, including specialized equipment, access requirements, SWPPP (and dust control), parking regulations, storage areas and project sequencing will be carefully outlined so they can be disseminated during bidding and smoothly implemented in the construction phase.

“**Getting involved early as a CMAR allows us the time to make a careful plan and actually share it with the team and the subcontractors. Subs see a well-planned project and they are more prepared to risk lower bids.**”

#planthework #worktheplan ”

### Site Investigation

We will work with you and the design team to verify existing conditions. Understanding the site conditions helps us to:

- Further define the sequencing for sitework and vertical construction activities;
- Find as many potential unforeseen conditions as possible before the construction work begins - carry transparent, owner-controlled allowances as needed;
- Collaborate with designers and subcontractor experts to find innovative ways to achieve the project requirements;
- Evaluate visible code compliance issues before they have a potential to impact the schedule and budget; and
- Review site environmental management strategies as applicable.



“**Yep. It’s pretty flat at CSN. We will still apply our thorough process to investigating your site with you. Our teams always find something, even when it looks “easy.”**”

#cantfinditifyoudontlook ”







## b. Subcontractor Qualification

Q&D's subcontractor qualification program is in place to ensure that subcontractors bidding the project are of sound fiscal status, are properly licensed, have a history of working safely, and have the manpower available to complete the project within our schedule's parameters. Bidders understand they are bidding against their peers, and the project attracts more bidders who can perform the work within the quality and schedule expectations of the team. Subcontractors are treated as the competent experts that they are, having built successful businesses in their trades. Q&D has yearly qualifications on file from hundreds of local subcontractors.

Below is a detailed outline of Q&D's subcontractor qualification program, which draws on our own risk-management strategy, Q&D's value of integrity and fair treatment of subcontractors and the Nevada Revised Statutes for CMAR subcontractor qualification:

### Purpose

To review pertinent subcontractor company data to determine a subcontractor's eligibility to bid Q&D CM at Risk (CMAR) projects in the State of Nevada and set limits on subcontract award values.

### Outreach

Q&D will advertise in advance of the bid period to encourage subcontractors to submit a qualification application or renew to ensure their participation in upcoming bidding.

The preconstruction manager will contact the subcontractors who may not have previously qualified with Q&D and request prequalification information from them. This helps promote interest in a specific opportunity and increases the depth of our subcontractor bidding resources.

During a specific project bid, Q&D will prepare and maintain a log of subcontractor interest and responses, cross-checked with their qualification status, to ensure that more than 3 bidders are qualified in each trade category for a given project.

Prior to putting a specific project out for bid, summary requirements to qualify will be clearly stated and published in the required newspapers and outlets with the invitation.

### Data Collection

Q&D's qualification program requests the following information from subcontractors for our use in evaluating their eligibility and contract limit:

- Contact Information: Company name, dba's, corporate structure, addresses, main contact personnel, tax ID
- Industry Information: Licensing information, disadvantaged business status, or other small/veteran owned business classification, Federal ORCA/CCR #
- Financial Information: D&B number, bonding company rating and limits, banking information, references
- Safety Information: Current and previous 4 years' EMR, evidence of an adequate safety program
- Litigation Information: Brief description of any litigation in the last 5 years
- Insurance Information: Proof from insurance company of ability to insure for project limits and proof of coverage by worker's compensation
- Attachments: The following submittals will be required to accompany the prequalification form:
  - A letter from the subcontractor's surety company confirming the subcontractor's bonding capacity
  - Audited external and non-audited internal financial statements
  - A letter from the subcontractor's main banking reference
  - The subcontractor's most recent OSHA 300 Summary
  - A copy of the subcontractor's written safety and hazardous communication plan

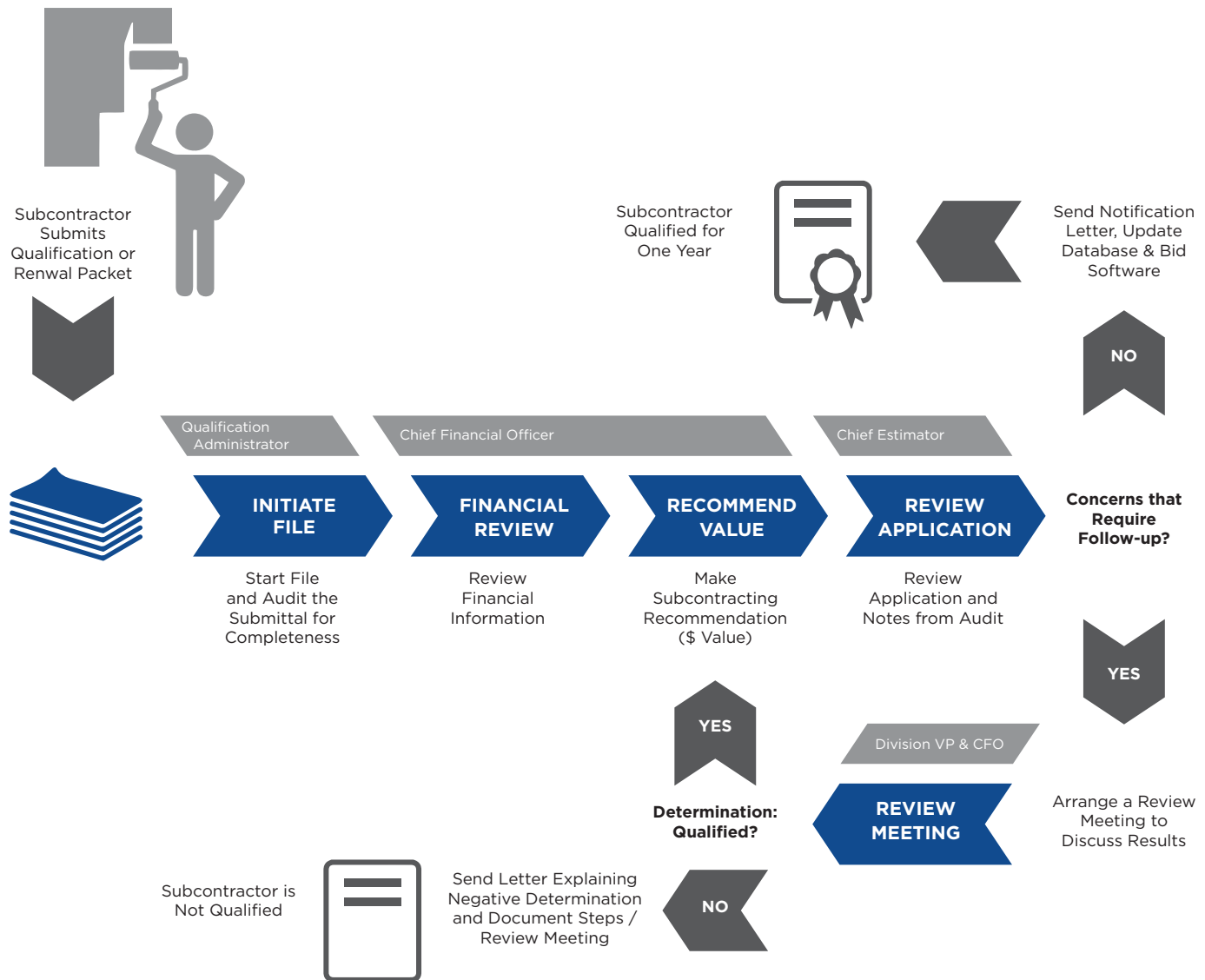
### Application Process

The qualification team will evaluate the qualification application for completeness against the qualification submittal checklist. Once complete, the department will verify certain data against accepted sources (NSCLB, Fed CCR/ORCA). The completed qualification package will be given to the chief estimator and the CFO for further evaluation with flags of concern as applicable. Partially completed packages may be given to the chief estimator and CFO on a case-by-case basis on the judgment of the qualification administrator who also will audit all qualification submittals for completeness.





### CHART: An Overview of the Q&D Qualification Application Process



### Evaluation and Assignment of Contract Value Guidelines

The chief estimator will evaluate the company data and safety data for concerns and flag them for further team discussion as appropriate. The CFO will determine if the subcontractor's license limit is appropriate as a subcontract limit or if a lower subcontract limit should be placed on the subcontractor for any work with Q&D.

For states that do not limit subcontract values as part of licensing, he will review the financial information against industry benchmarks and make a determination. For marginal cases or those with special circumstances he may flag a subcontractor for qualification team review. A copy of the CFO review will be enclosed with the subcontractor's financial information, in a secure filing area.



### Notification/Debrief

Subcontractors who successfully qualify will be notified via standard letter of their result. Subcontractors who do not qualify or who will receive a Q&D subcontract limit lower than that issued by the Nevada State Contractor's License Board will be contacted to set up a review meeting to discuss the outcome of their qualification application.

For companies in states that do not limit licenses, a call will be made to discuss their Q&D subcontracting limit and invite them to meet and review. Q&D works with subcontractors to find solutions and understand non-standard results.

For subcontractors with safety modification ratios near 1.00, the Q&D Safety Department will be required to evaluate the subcontractors program in detail. Mitigation measures may include working with the subcontractor on a project-specific safety risk management plan that will require additional inspections and evaluation from the Q&D Safety Manager. For example, on SCHEELS in Sandy, UT, the team required and paid for several company's subcontractor field managers to receive OSHA 30 training to mitigate what appeared to be a lack of OSHA awareness based on our review.

### Appeals Review/Revisions

Any subcontractor may submit a written explanation of aspects of their qualification or an appeal of the subcontract limit, which will be reviewed by the CFO, Chief Estimator, or division vice president. Adjustments may be made according to the results of this review.

### Renewal

Qualifications will be updated yearly. Subcontractors may be asked to provide additional financial information on an interim basis for project-specific evaluation or as otherwise required. Q&D may extend a subcontractor's prequalification beyond one year at the discretion of the division vice president.

### Bid Listing

Qualified subcontractors will be documented in the subcontractor qualification database and marked as qualified in the bidding database. Q&D preconstruction managers, estimators and project Manager/Estimators will select from qualified subcontractors when preparing project-specific bidders lists for their CMAR projects.

### Other Concerns

- *Security of Information:* Due to the confidential nature of the financial information submitted, the responsibility for review of financial statements will remain with the CFO. At no time will financial statements be distributed or available to employees below the VP level.
- *Compliance with NRS Regulations:* No policy enacted by Q&D in the qualification of subcontractors will conflict with NRS.
- *Special Circumstances:* Exceptions for special circumstances may be made at the request of the preconstruction manager or estimator on a project-by-project basis with approval from the chief estimator, CFO, and division VP.





### c. Involving Subs in Precon

We understand our role as CMAR is to lead the subcontractor selection and assure value and fair pricing for the Owner throughout the entire process. Subcontractors are also our partners in all stages of the planning and construction. We involve them in estimating, scheduling, and logistics planning on projects in order to further vet our strategies and costs.

As the CMAR, Q&D can request more thorough design and estimating assistance from trade contractors and contract with them for their input and expertise. Q&D uses this approach regularly in our CMAR projects.

For high-impact trades with a lot of responsibility and potential risk on the project like mechanical, electrical, plumbing (MEP) and Demolition, Q&D will typically prepare an RFP process to include an additional experience component to the bidding process - this enhanced qualification ensures the team selects a competent partner in these trade areas; one that understands the risks to students, visitors and staff and is comfortable and experienced building in the campus environment.

### d. Obtaining Subcontractor Bids

On a CMAR project, the client gets the benefit of a detailed, professional process for subcontractor bidding. This process sparks additional competition and increases bid accuracy and pricing confidence. The steps are outlined graphically above, and discussed in more detail as follows:

#### Outreach

Q&D will hold outreach sessions and follow-up meetings to make ourselves available to subcontractors and encourage the maximum participation. This will fuel competition and shave additional dollars off the subcontracted costs on your project.

#### Advertisement

Developing subcontractor interest early in the project creates an awareness or a “buzz” about the project within the subcontracting community. It allows subcontractors to plan ahead for the bid so they have time when the bid period arrives. Q&D gets maximum participation and competition for pricing and as a result, your project gets the benefit of lower pricing.

### CHART: The CMAR Bid Process



#### OUTREACH

We also increase awareness and procedural understanding through outreach.

This increases competition, gives us an opportunity to find DBE subs and lowers bid prices.

#### ADVERTISE

Advertising early increases subcontractor awareness of your project.

This Increases competition and lowers bid prices.

#### QUALIFICATION

Qualification ensures bidders are capable of performing the work on your project.

Subs know they are well-matched - it increases bid accuracy and participation in the bid process.



**Qualification**

Q&D has a stepped process for qualification of subcontractors that includes review of resources, finances, and safety and assigns a suggested contract range based on that review.

**Pre-bid Meetings and Bid Instructions**

Q&D will hold a pre-bid meeting to go over the specific bid instructions, define expectations, and handle questions in-person. When subcontractors understand what is expected of them and feel that they and their competition have been well-informed, they provide more accurate bid numbers that cover the scope.

Q&D maximizes the usefulness of the information garnered during the team’s pre-planning and cost evaluation activities by collating it into concise bid exhibits and presenting it as part of the bid documents. Q&D will prepare bid packages that include preconstruction deliverables such as schedule, logistics, and mandatory specifications, as well as client-specific rules for working at each site.

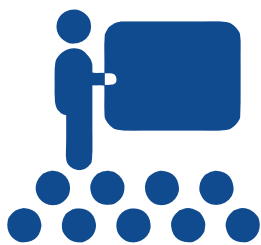
**Bid Review**

Q&D takes the time ahead of the bid day to list all the scope we expect to see included or excluded on a subcontractor’s bid. The team makes calls to the subcontractors to verify the scope included is accurate.

The Q&D team reviews the lowest qualified bidder’s bid in detail, often in-person with the subcontractor in a bid review meeting. The agenda includes review of all bid instructions, schedule, manpower commitments and logistical constraints for that scope of work. The result is team confidence in the subcontractor’s bid and reduced change orders in the field.

**Subcontract**

The process of bidding ends with the subcontract. Q&D’s subcontracts include exhibits that are well-organized, careful reiterations of all the information provided during the bid period and records of all discussions subsequent to the bid including a review of every subcontractor exclusion noted on the bid and how it was resolved. This reduces claims and cost for changes in the field.



**PRE-BID MEET**

A pre-bid meeting further informs bidders. Instructions clarify undefined requirements.

Informed subs understand their scopes, the rigors of the site and schedule. This leads to more accurate subcontractor bids.



**BID DAY**

The lowest qualified bids are examined by the entire team.

Extra eyes reviewing the bids from differing perspectives leads to even better scope coverage and pricing accuracy.



**BID REVIEW**

Q&D receives sealed subcontractor bids alongside the client team and records them.

A careful, methodical bid process assures fairness, accuracy and procedural compliance on your project.



**CONTRACT**

Q&D’s subcontract includes a record of all bid documents, unit prices, alternates and agreements.

The subcontract scope of work is clear, and clarity reduces change orders.





## e. Virtual Construction, Building Information Management (BIM)

Another way Q&D provides the best value for your project is through working with a copy of the designer's "three-dimensional" model of your project to expedite preconstruction services and reduce costs in the field.

### What is BIM about?

Today's designers and engineers use Building Information Modeling tools (BIM) to produce construction drawings, producing a digital representation of your project's detailed geometry and specific tolerances, rendered in three dimensions. Each element drawn in a BIM model is enhanced with additional dimensional and special information, and with specific details about its material, manufacture and finish. A very simple example is a door frame, which is drawn in 3 dimensions, will be tagged information about the hardware set, wall thickness, the door's swing and paint color.

By contrast, two-dimensional drawings do not include this additional data plus, information about the elevation or height of each element must be separately assigned, cataloged and specified, a time-consuming process which increases the potential for errors in the design, estimating and construction phases.

Q&D will use your designer's model to more quickly gather data for estimating and as a critical tool for enhanced coordination between building trades during preconstruction.

### BIM as an Estimating Tool

In our estimating process, we use extraction techniques to perform virtual quantity surveys and respond quickly to provide estimates at milestones and to evaluate alternative costs strategies at any point during the preconstruction phase. For projects that do not use BIM, we work from two-dimensional construction plans by scanning them into our electronic estimating software to assign information to the plans and calculate quantities and costs.

“Working with BIM is an extension of the CMAR approach of partnership, shared information, shared risk and pre-planning.

#wesaybimit #bimitgood

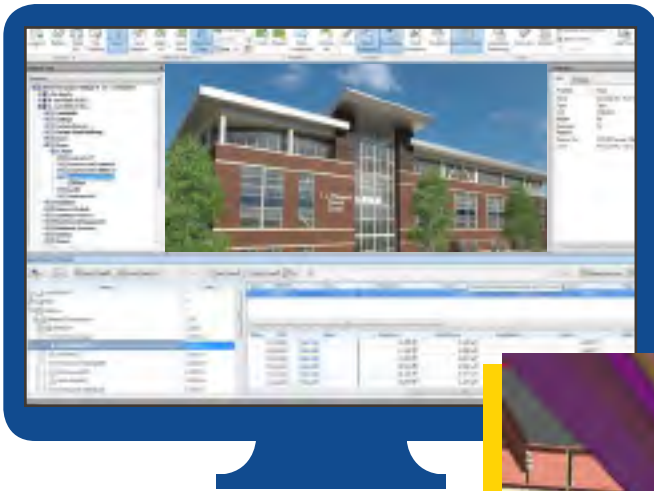


### BIM as a Virtual Coordination Tool

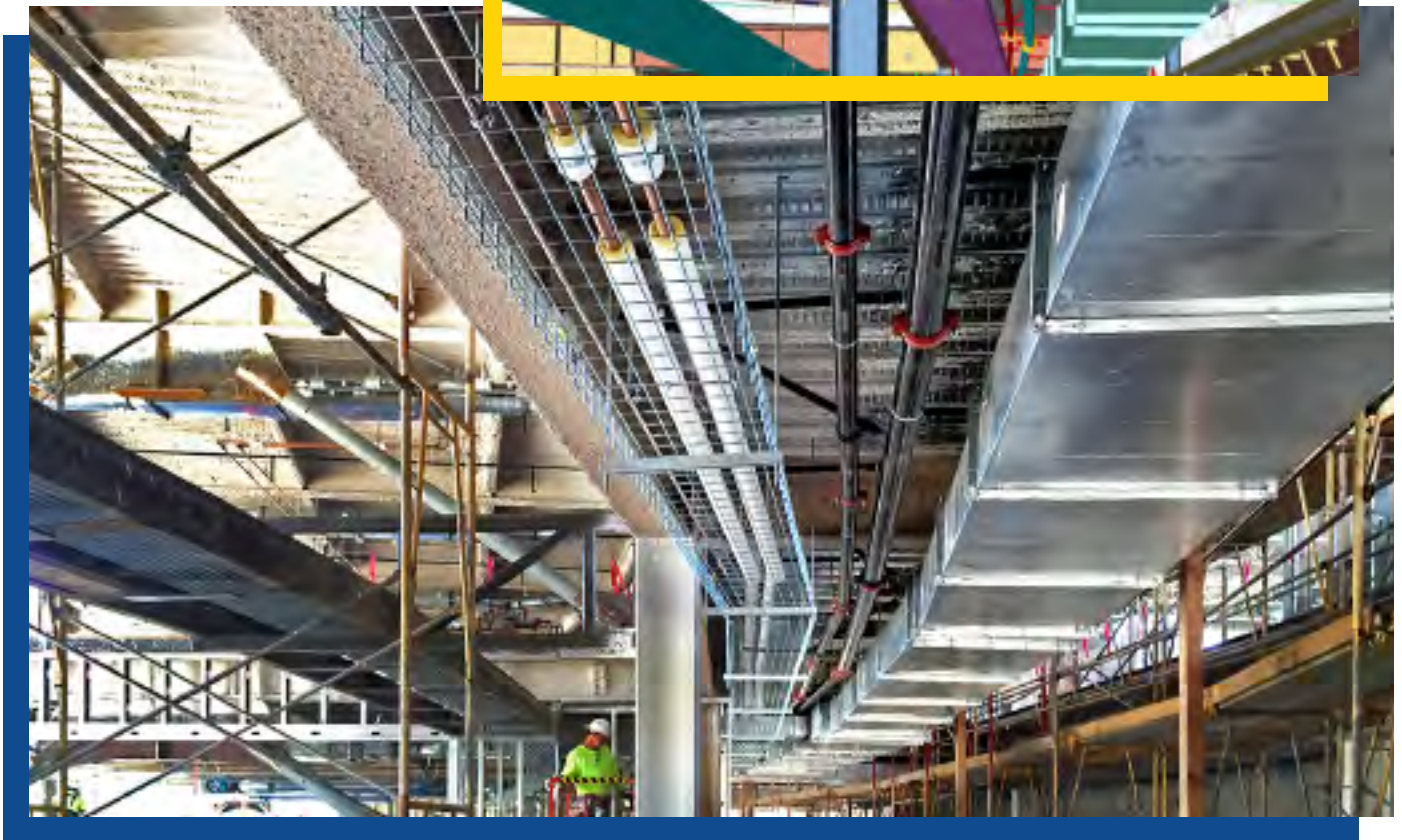
Using BIM as a resource for field coordination during preconstruction, teams can evaluate the potential for "clashes." A "clash" is the designation used to identify two or more construction elements that are planned to occupy the same space. For example, an I-beam, designed to support a structure and shown at 17'-6" from the floor on the structural engineer's drawings may be shown in conflict with a run of 14" sheetmetal exhaust ducting that is shown at a similar elevation on the mechanical engineer's drawings. By running what we call "clash detection," a process of virtually surveying the BIM model to coordinate as a team around clashes, we can avoid them in the field where they will cost money and affect the schedule.

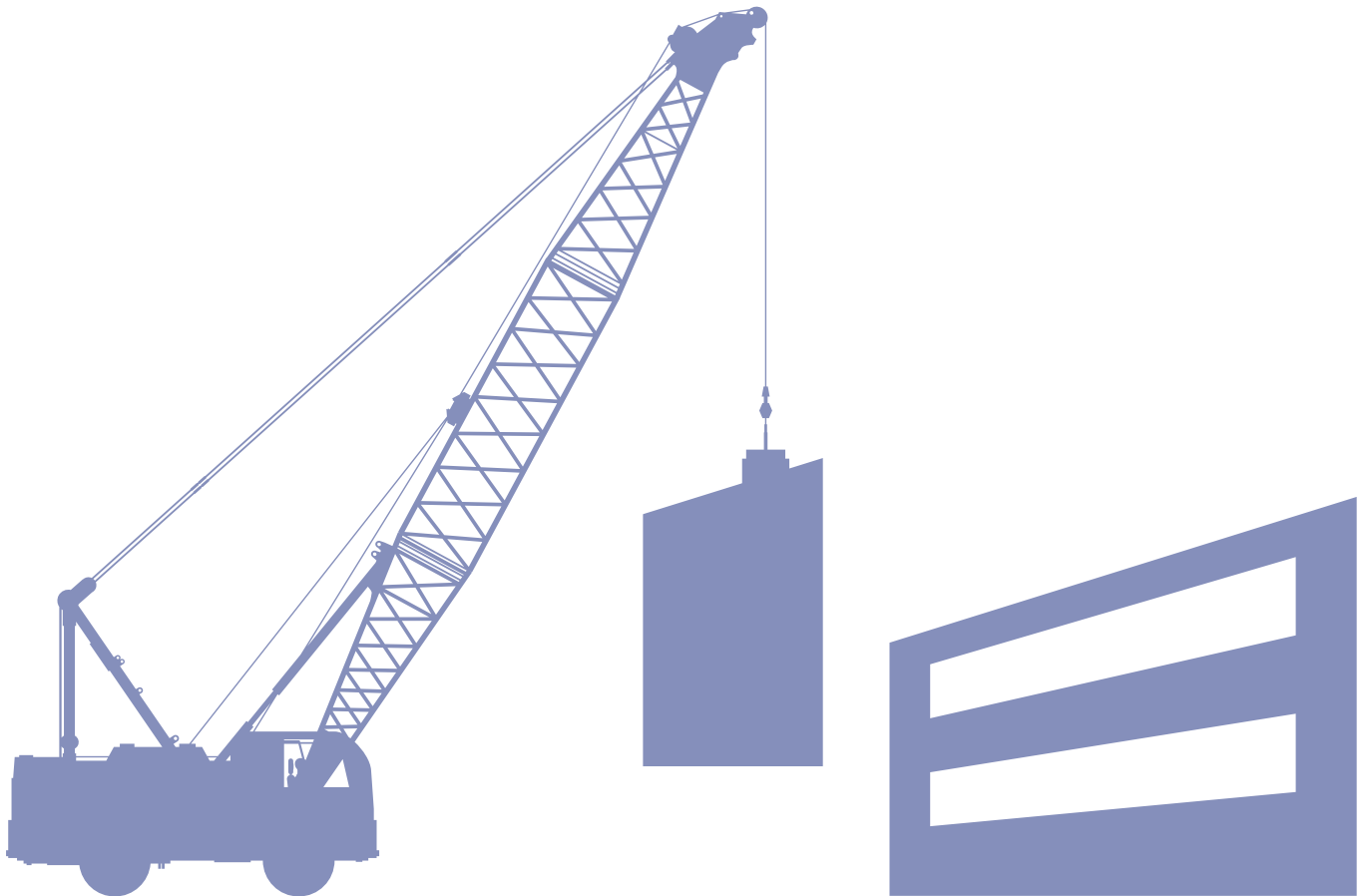
In the virtual coordination process, in which we use software tools to extract information, share reports, and meet regularly to review and assign actions, Q&D also incorporates subcontractor production drawings and vendor manufacturing drawings to further enhance the potential for investigating and mitigating field issues. This process saves our clients money - imagine having to pull and replace that ductwork mentioned above to avoid the beam - by reducing or eliminating coordination issues before construction starts.





*BIM shots from the UNR E. L. Wiegand Fitness Center Project. Initially the model was used for estimating and was later co-opted to provide us a basis for virtual coordination of subcontractor systems and structures.*









## f. Construction Administration and Management

We feel that keeping the team informed with accurate and timely information is at the heart of our job as construction managers. Information availability and flow assures smooth Our work on your project is driven by effective communication through regular project meetings where we discuss performance of safety, schedule, budget, submittals and requests for information (RFI's). Communication and collaboration brings the team together to facilitate the solution to problems. Tracking many small details requires a solid process to identify responsibility, due dates and to assure everyone is informed and in-step with the overall progress of the project.

For collaboration Q&D uses a powerful online collaboration tool which stores, logs, tracks and provides access to all project documents from any team-member's computer or tablet. More about that cloud-based system is shown in the next pages.

During construction, Q&D deploys our standard management tools to organize and prioritize the work in the field around the strategies developed during the preconstruction phase. The tools we use to manage your project include the items in the following table:

**TABLE: Construction Administration Tasks**

<b>Team Meetings</b>
Owner, Architect, CMAR meetings (OACs)
Subcontractor meetings
Safety meetings
Scope-specific coordination meetings
Commissioning planning and team meetings
Closeout review meetings
LEED coordination meetings (on projects pursuing certification)
<b>Schedules</b>
Weekly updates
Procurement and submittal schedules
"3-week look-ahead" schedule snapshots
Schedule analysis and recovery planning
<b>Quality Control Activities</b>
Pre-Installation meetings
Mock-Up construction, review and approval
First in-place inspections
Clash-detection and BIM model analysis
Non-conforming work logs and resolution
Commissioning deliverables review and tracking
<b>Document Control &amp; Reporting</b>
RFI management and reports
Meeting minutes and action lists
Submittal management and tracking
O&M documentation and tracking
Commissioning reports and tracking
Version control and document logs
As-built procedures and reviews
Project cost reports and projections
Scope changes status and cost options
Project photo documentation
Project progress reporting
Daily construction reports
Inspection logs
Pay applications





## Communication Management

Construction administration and management is the effective collection, analysis and dissemination of project-specific information. The effectiveness is measured by the speed and ease with which the most current and correct information is shared and received. Q&D offers clients access to a powerful, yet intuitive collaborative, online enterprise systems. The program's simple design and cloud-based storage feature brings together users across the U.S.

Additionally, the system integrates workflow, simplifies review processes and documents the project automatically. The goal is to keep the most current and correct project information in the hands of the team members and builders so that the team is always working from the best data.

### Budget Analysis and Tracking

Budgets help us guide the project to the client's cost target. They are available for use at any time so the team can work together to meet the project goals.

### Submittals

Submittals are used to verify each subcontractor's understanding of the project requirements. Q&D reviews each one carefully for accuracy against the project documents before sending them through for review by the team.

### Requests for Information

Construction RFIs record field adjustments to the project documents. Q&D will offer solutions as part of our RFI process, working to resolve issues with no cost to the project.

### Safety

Q&D is able to post procedures, hazard communication plans and other requirements as we work together to create the best possible safety plan.

### Meeting Minutes & Agendas

With action items always in view, team members know their deliverables and come to meetings prepared. Meeting minutes record progress and give us data to do our work and are available online.

### Other Items

- Construction administration also includes:
- project directory
  - project photos
  - inspection reports
  - material testing reports
  - site visit reports
  - payment applications
  - warranty management

### Schedules

Q&D's schedules are inclusive of all activities throughout preconstruction and construction, including designer, client, subcontractor, and owner-direct vendor milestones. Our online suite keeps the current schedule always available.

### Current Plans & BIM Model

Access to the most correct and current plans is critical to the success of the project. With a single point repository for document control, the team will always be on the right version of each page, with integrated RFI and submittal comment documentation.





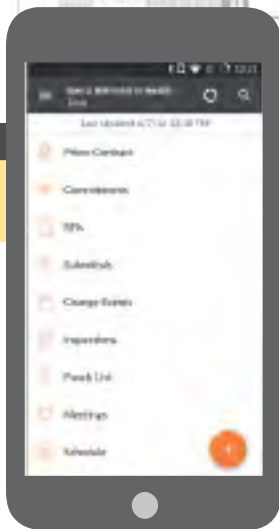
### Workflow-based Approach

Q&D's workflow-based project control system's flexible interface gives each user the ability to prioritize their workspace for their job duties. It allows clients, designers and consultants real-time access to reporting, project schedules, meeting minutes, budgets, submittals and requests for information. Designers and Owners alike appreciate the ability to respond to RFI's and Submittals within their e-mail client if desired, without logging into the collaborative system. Mobile applications for either program allow teams to collaborate in the field, with access to all plans and specifications, in addition to close-out documentation, subcontracts, and logistics plans, right from a tablet or smart phone.

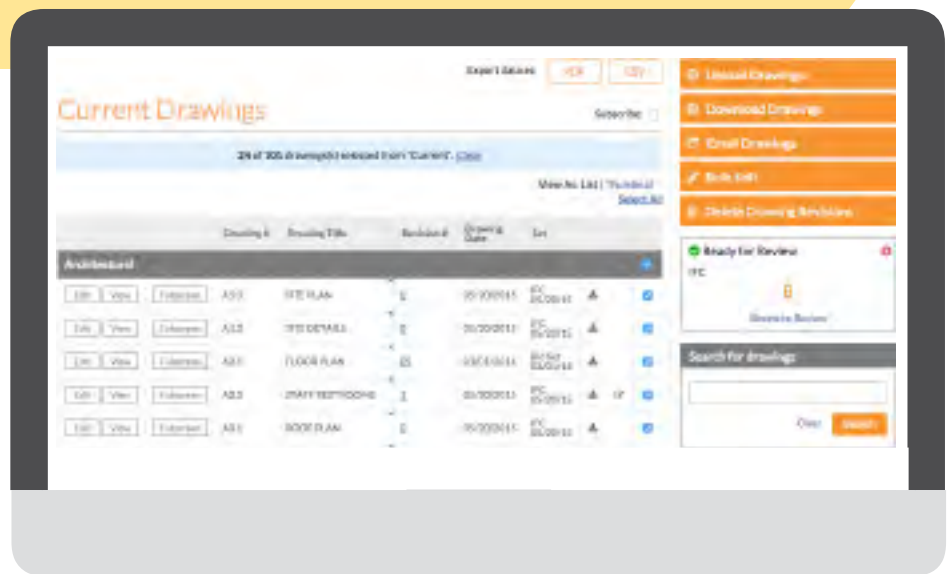
“**Having a good system brings us together no matter where team members sit. We work together with a sub next door or a designer in Fargo, ND. We feel connected, unified and inspired.**”  
#whataworld #theresanappforthat



Create new documentation, attach photos and send from the site.



Mobile access to all project documentation



Real-time reporting, 24-7



## g. Controlling Budget and Schedule

### Budget Control

#### Cost transparency

As our CMAR clients SPWD and CSN will see and understand every cost applied to the project, both in the budget phase and in the execution/billing phase of the work. This is our commitment to complete cost transparency for the Health Sciences Building project.

There are no “hidden funds” or inflated line items. Q&D does not receive savings on unused allowances or unused contingencies. The job is 100% auditable at any time.

#### Risk analysis

During budgeting, the team will openly discuss risk items like market fluctuations, lessons learned from past projects, local labor markets, supervision, phasing, shift work and contingencies. These are all part of the project’s risk register where we maintain a master list of potential issues and the associated mitigation.

#### Industry-leading tools

Q&D utilizes the industry-leading enterprise software Vista by Viewpoint for all project management, project and company accounting. One of the powerful advantages of Vista is the ability to retrieve, view and analyze project data through dozens of dynamic reports.

#### Daily updates

Our account team enters costs and labor on a daily basis and that provides us a current financial snapshot against the detailed line-item budget that was imported directly from the final GMP estimate created in Sage Timberline. All subcontracted work and purchased materials are “committed” in the system through agreements to enable accurate tracking, billing status and management of those items of work. This allows us on any given day to know the financial status of the project.

#### Projections

The project director will create a “projection” on a monthly basis where every budget line item is analyzed and reviewed for progress, dollars spent and work remaining. These projections are reviewed and challenged by the operations manager for accuracy. Additionally, the senior superintendent tracks daily production within Vista for all self-performed work to assure budget compliance.

### How Q&D Controls Cost

- Promote early alignment of expectations between the client, architect and CMAR
- Prepare detailed, quantity-based, production-derived estimates from the early stages of design
- Promote partnership and collaboration with the design team
- Provide appropriate contingencies that are clear to the team members in their purpose and usage
- Review design elements relative to constructability to improve efficiency and reduce costs
- Provide and encourage competitive bid market coverage
- Write and distribute clear bid scopes to communicate expectations with the subcontractor / vendor community
- Provide accurate documents reflective of the planned construction implementation and approach
- Solicit bid alternatives to achieve desired end-results and make sound cost decisions
- Collect subcontractor unit prices and labor rates during competitive bidding to reduce potential cost of revisions
- Maintain control of procurement process, verifying lead times, production status and shipping of critical path items so they do not require additional cost
- Keep the project on schedule during preconstruction and construction
- Keep accurate project cost up-to-the-day via Heavy Job, a labor-tracking system, and Q&D accounting software
- Prepare regular cost projection analysis against the project budget during construction for monthly reporting and billing





### Critical path method

We use the critical-path method (CPM) schedule to guide and track all aspects of your project. The software we use is called Primavera P6, a standard for the industry. Q&D's schedules are accurate to the day, and reflect input and buy-in from the team including the subcontracted trades.

### Manpower analysis

Q&D forecasts, using manpower loading, the required forces and expected level of production throughout the project, and at a particular point in time. Typical peak loading is in the middle to end of the project where MEP activities overlap roofing and finish trades.

### Expediting potential

We have had great success on SCHEELS projects, incorporating the client's furniture, fixtures and equipment (FF&E) scope into the late stages of commissioning. We can look at phasing permitting and getting conditional occupancy so that we can help you manage FF&E coordination and complete that work earlier than is typical.

### 3-Week look-ahead and regular updates

We get further insight as a team by evaluating progress against baseline milestones and by using the 3-week look-ahead schedule and the weekly status updates to the baseline schedule. Q&D's approach includes meeting start and end dates on a micro-level, pushing early milestones and banking schedule time savings early in the project to benefit the team later.

### BIM integration: 4D scheduling

Q&D also uses 4D-schedule integration (Navisworks and P6) to incorporate the schedule into the BIM model, allowing the preconstruction team to view the construction sequencing and phasing in animated sequences to identify potential logistical issues before they impact the project.

### Baseline and forecasting

Q&D manages cost and schedule during the construction phase using baseline manpower-loaded schedule forecasting, regular analysis and by reporting and re-forecasting on a monthly basis. Keeping the project on schedule is critical to cost control. It eliminates unplanned overtime costs to recover from delays.

### Ongoing accuracy

Q&D tracks forecasted project costs, recognizes potential overruns and makes small adjustments throughout the project. The result is a project completed on budget and a team which returns contingency and underruns over the course of the project, rather than in one lump sum at the end, so they can be used by the client for work on the project.

How Q&D Controls Schedule
<ul style="list-style-type: none"> <li>• Schedule everything and show how design, budgeting, bidding, award, procurement, construction, start-up and testing, commissioning, and closeout fit together.</li> </ul>
<ul style="list-style-type: none"> <li>• Assign clear responsibilities for each deliverable during the preconstruction and follow through to completion.</li> </ul>
<ul style="list-style-type: none"> <li>• Obtain subcontractor buy-in on durations. Include durations for procurement and 3rd-party or client vendor installations.</li> </ul>
<ul style="list-style-type: none"> <li>• Build a realistic schedule that the entire team can rely upon for its accuracy.</li> </ul>
<ul style="list-style-type: none"> <li>• Publish the schedule as a bid document and attach the bid schedule to the subcontracts to increase accountability.</li> </ul>
<ul style="list-style-type: none"> <li>• Review the schedule with subcontractors in "pre-job" preconstruction meetings to ensure the sub's field leader got the correct info from their office.</li> </ul>
<ul style="list-style-type: none"> <li>• Verify lead times, production status and shipping on subcontractor procured items.</li> </ul>
<ul style="list-style-type: none"> <li>• Review the schedule with subcontractors in jobsite subcontractor meetings to keep it accurate and current.</li> </ul>
<ul style="list-style-type: none"> <li>• Update the schedule weekly from project inception to punchlist completion.</li> </ul>



## h. Construction QA/QC

### It Starts with a Plan

As a team, working together with the SPWD, CSN and the design team, Q&D will draft a formal Quality Assurance & Quality Control Plan (QAQCP). It will incorporate quality-related standards and project goals that we take from the your organization’s standard specifications, pull from a master plan or develop together during preconstruction. The QAQCP will become a bid document, clearly outlining the team’s expectations of subcontractors during the bidding and GMP process. It will serve as a field manual during construction, highlighting the steps we will take to control quality, assign accountability, and follow through on corrective work before it is compounded. The QAQCP is a thorough plan which encompasses not just aesthetic quality but also systems-installations and documentation.

Following is more detail on major issues that are addressed by the process of quality assurance and quality control on your project:

### MEP Coordination & Clash Detection

Using building information modeling as a resource for field coordination during preconstruction, teams can evaluate the potential for “clashes.” A “clash” is the designation used to identify two or more construction elements that are planned to occupy the same space.

For example, an I-beam, designed to support a structure and shown at 17’-6” from the floor on the structural engineer’s drawings may be shown in conflict with a run of 14” sheetmetal exhaust ducting that is shown at a similar elevation on the mechanical engineer’s drawings. By virtually surveying the BIM model to coordinate as a team around clashes, we can avoid them in the field where they will cost money and affect the schedule.

In the virtual coordination process, in which we use software tools to extract information, share reports, and meet regularly to review and assign actions, Q&D also incorporates subcontractor production drawings and vendor manufacturing drawings to further enhance the potential for investigating and mitigating field issues. This process saves our clients money by reducing or eliminating coordination issues before construction starts.

TABLE: Who’s On the Quality Team

Team Member Name, Role
<ul style="list-style-type: none"> <li>Quality Team Role/Responsibilities</li> </ul>
<b>Jeff Van Dellen, Project Manager</b> <ul style="list-style-type: none"> <li>Leads creation of QAQCP</li> <li>Manages the overall quality program</li> <li>Coordinates with Q&amp;D’s BIM Manager for clash detection / Subcontractor coordination</li> <li>Supervises submittal review process - for conformance with specifications</li> <li>Executes quality inspections in the field</li> <li>Arranges reviews of mock-ups, first-in-place installations, pre-installation meetings</li> <li>Verifies commissioning plan</li> <li>Ensures commissioning completion</li> <li>Leads preparation of closeout documentation (with project administrator)</li> <li>Schedules facility trainings</li> <li>Warranty follow-up main contact</li> </ul>
<b>Garett Jackson, Senior Superintendent</b> <ul style="list-style-type: none"> <li>Executes quality inspections in the field</li> <li>Coordinates mock-up installations</li> <li>Coordinates first-in-place installations</li> <li>Issues non-conformance reports to subcontractors</li> <li>Pre-punchlist prior to client/architect punchlist</li> <li>Punchlist management</li> <li>Warranty field management</li> </ul>
<b>TBD, Design Team Leader</b> <ul style="list-style-type: none"> <li>Set quality expectations (specifications)</li> <li>Periodic review of compliance (non-conformance reports)</li> <li>Mock-up and first-in-place review and comments</li> <li>Punchlist</li> <li>Commissioning review</li> <li>Final completion certification</li> </ul>
<b>SPWD w/CSN, Client and End User</b> <ul style="list-style-type: none"> <li>Set quality expectations</li> <li>Mock-up and first-in-place review and comments</li> <li>Punchlist</li> <li>Commissioning review</li> <li>Final completion certification</li> <li>Building operations training participants</li> <li>Warranty process training</li> </ul>





### Major Equipment

Coordination of major equipment is critical to the schedule and smooth operation of the completed project. Q&D's quality control plan for major equipment includes:

- Expedited purchasing to get ahead of factory deadlines;
- Team in-person submittal review with the manufacturer and engineer; and
- Q&D coordination of owner furnished (OFOI or OFCI) items - another set of eyes to confirm requirements for a complete and correct installation.

### Materials Management

Material management and verification starts in preconstruction with an overview of all required material documentation and the submittal process. In the field, materials are checked and verified against the approved submittals so that only intended material is installed.

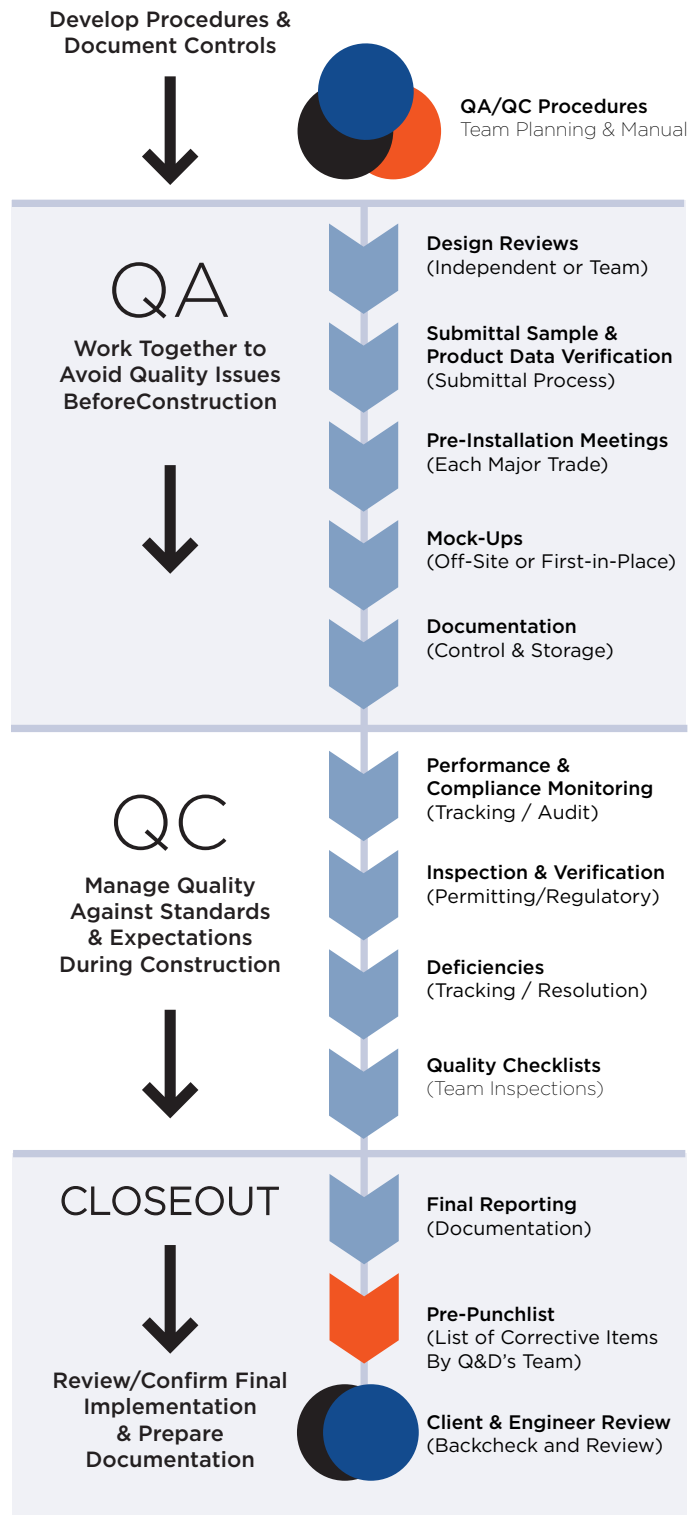
### Inspections and Sign-offs

Q&D orchestrates area sign-offs, quality inspections and pre-punchlist tracking activities through a cloud-based construction management suite that includes work-flow based approvals that can be drilled down to a subcontractor level. Quality items are resolved before the next trade contractor begins his or her work.

### Start-up and Commissioning

As part of the commissioning team, Q&D will coordinate the start-up and testing of equipment and commissioning of the project, working with the commissioning agent to create and execute the commissioning plan. Q&D will incorporate the plan into the subcontractor bid requirements and follow-through on commissioning-related submittal management, any recommended factory visits, acceptance testing, start-up reporting and test documentation using Q&D's online project management suite.

CHART: The QA/QC Process





## i. Project Closeout

Closeout activities are Q&D’s final opportunities to make a lasting impression on you and the design team by completing 100% of our activities and turning over a useful and orderly set of final project documentation in a timely manner.

Q&D’s process for closeout starts during preconstruction, when we identify and catalog the closeout activities into our online enterprise collaboration system as part of the submittal process. Closeout items include start-up and commissioning reports, as-built information (redlines), punchlist tracking and completion documentation, attic stock of materials turnover and transmittal documentation, training, training videos and O&M manuals. These items are integral facets of your project and are the responsibility of many different personnel working together to bring them to a successful close.

Q&D’s warranty management program includes our project personnel’s involvement in resolving warranty-related items after the project turnover. Q&D performs a targeted 11-month walk-through to uncover any warranty items while the warranties are still in effect.

### Preconstruction Closeout Planning

By the completion of preconstruction, the team will have a clear plan for project closeout. The designer often includes the client’s closeout requirements, such as O&M information, training records and videos, as-builts, commissioning and attic stock procedures in the specifications. Q&D often works in existing facilities with ongoing operations and those facilities typically have established maintenance programs.

Q&D’s team also finds closeout requirements in the client’s own operations manuals, regulations and procedures for their facilities. The commissioning plan final requirements and the quality control plan documentation requirements will also be included as closeout items.

The project manager is responsible for orchestrating the closeout process. He will make sure each closeout item is entered, categorized and tagged appropriately in our online project collaboration database. He works with the project engineer to assign each item a due date and approval routing within the system - the entire process occurs online. As subcontractors are brought on board during the buyout phase, they are assigned the appropriate closeout items for their trade.

**TABLE: Sample Closeout Key Task Milestones & Responsibilities**

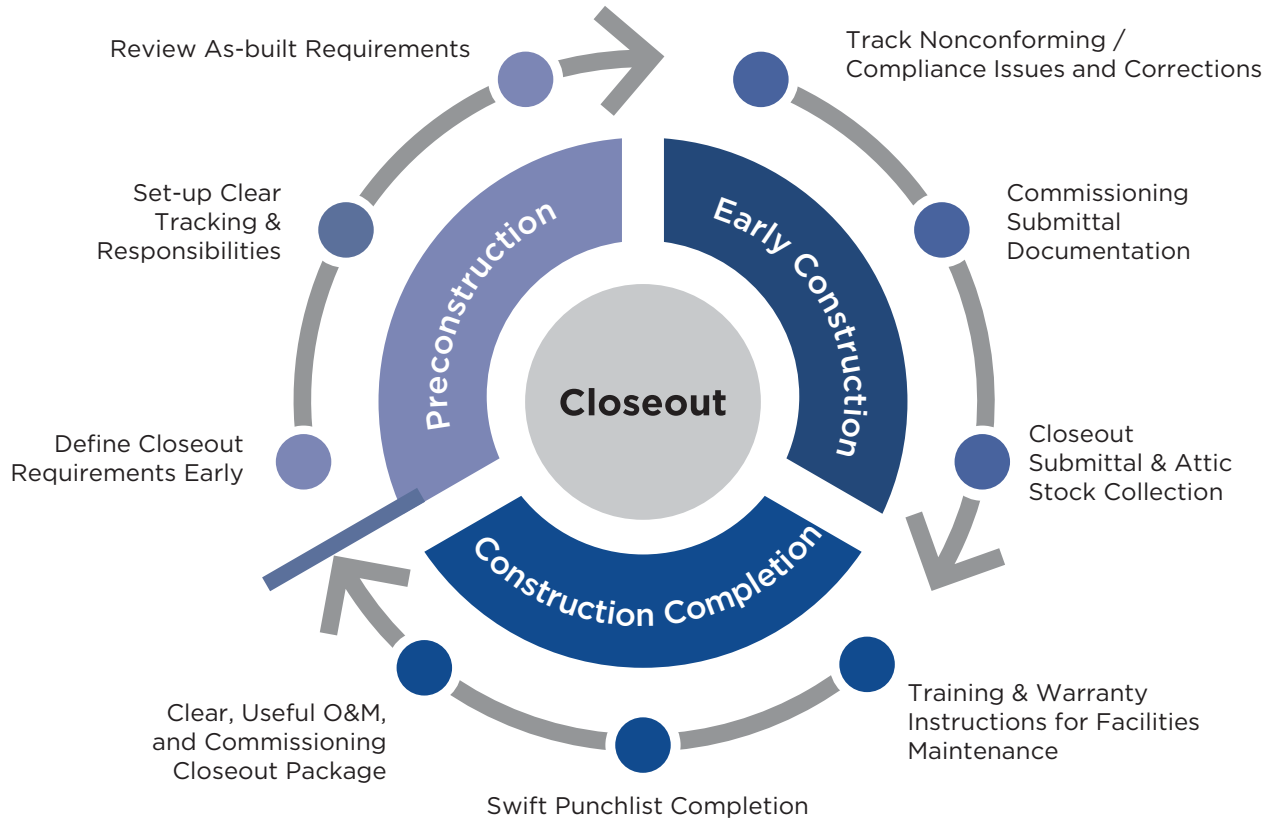
Milestone	Timeframe	Responsibility
Prepare Closeout Plan	Preconstruction, With 95% CDs	Q&D
Prepare Commissioning Plan	Preconstruction, With 95% CDs	Q&D/Team
Prepare LEED Implementation Plan (if applicable)	Preconstruction	Q&D/Team
Collect O&M Data	With Submittals Process, at Construction Start Through 80% Completion	Q&D
Closeout Coordination Meeting	85% Construction Completion	Q&D/Team
Start-Up and Testing	In Advance of Substantial Completion	Q&D/Subs
Pre-Punchlist	Weeks Prior to Substantial Completion	Q&D
Commissioning	In Tandem with Substantial Completion	Q&D/Team/Subs
Punchlist	Near Substantial Completion	Q&D/Team
Prepare Maintenance Schedule	Near Substantial Completion	Q&D/Subs
Closeout Turnover Meeting	Substantial Completion	Q&D/Client
Client Staff Training on Maintenance	Just After Substantial Completion	Q&D/Client
Warranty Management	Through Warranty Period	Q&D/Client
Warranty Walk Through	One Month Prior to Warranty Expiration	Q&D/Client







**CHART: Closing out Your Project**



**Early Construction Closeout Activities**

At the start of construction, the team has a list of all required closeout activities. Collection and organization of closeout and equipment commissioning documentation will start immediately and Q&D will begin uploading submittal documentation such as product data, operations manuals and spare parts lists and continue throughout construction. This enables the team to better control the flow of documentation and ensures we do not fall behind with closeout documentation at the end of the project.

Your O&M manual will reflect the care and detail that we put into the construction of the project and be a useful and helpful guide to maintenance for your new facility on day-one of operation.

**Construction Completion Activities**

Q&D will facilitate a project-wide meeting at 85% completion to review the closeout log with the client and the designers to reconfirm that all requirements are on track for end-of-project completion. This will focus and energize the team for a strong finish.

Punchlist issues will be brought up early and tracked to completion using our online construction management system. Q&D uses list-tracking and correction notices to follow through on each item with the subcontractor.

Q&D will prepare a closeout turnover meeting with the client to agree on the best plan for administrating warranty work and show you where the warranty and contact information is located in the O&M manual.

The team will host a warranty walk 1 month before the expiration of the initial labor warranty period, which is typically 1 year. At 11 months, we will schedule a walk-through and review all spaces. If we find any issues that need repair under the warranty, we will schedule that work and follow-through to make sure it is completed to your satisfaction.



## **j. NRS 338.130 Compliance**

Q&D has a long history of working with and employing Veterans as well as working with and employing Nevadans, and will comply with NRS 338.130.



# Section 5

## Safety Program

Safety on an occupied, operating campus is different than safety on a large, remote jobsite. From past work on similar urban sites in addition to past projects on school campuses, Q&D understands the challenges and priorities of safety for your project.



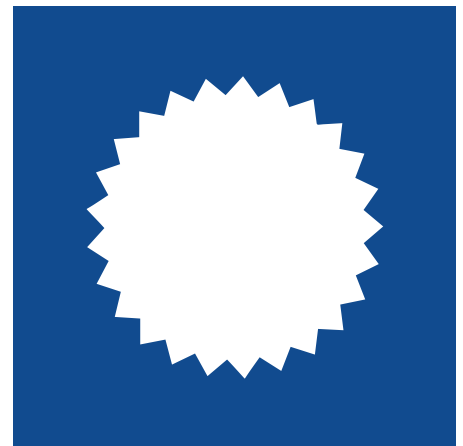
### CORPORATE PROGRAM

Q&D has a detailed, well-managed corporate program with internal resources devoted to safety as well as regular consultant review. The program has been vetted by industry leaders in safety management. It is top-down while engaging employees in creating solutions to safety challenges.



### SITE-SPECIFIC

We are ready with first-hand knowledge of campus operations. Q&D's plan will be comprehensive and reflect the needs of an occupied, operating higher education environment.



### EXCELLENT RECORD

It's important to have a construction partner that understands the day-to-day implementation of safety at your project. Q&D's excellent record, based on managing actual direct-labor in the field not just folks in the trailer, has won us awards, reduces the cost of insurance, further reducing your costs.



## a. Summary Program Description

### Corporate Safety Program

To continually work to improve safety, Q&D formed the Safety Committee, which has been working to support our corporate safety leaders and management for over 25 years. They provide input and support on safety initiatives, incident investigations and the integration of new laws and policies into our Health & Safety Program. The committee's members are a cross-section of the company, including managers, field supervisors and Q&D executives.

Together the Q&D Safety Committee members:

- Lead company-wide meetings with all field supervisors to discuss safety topics, engender trust and rally team members;
- Review site-specific safety concerns at a project level;
- Discuss any incidents, how they occurred, paths forward and plans to avoid similar incidents in the future;
- Survey project sites with corporate safety directors and insurance professionals to further review safety implementation on an individual worker level;
- Supply topics and agendas to sites to direct toolbox talks and daily safety meetings around specific company and client concerns; and,
- Solicit input from all project personnel on potential safety improvements, provides impact studies and research and helps implement new policies in the field.

**Q&D CONSTRUCTION, INC.**  
EST. 1964

**HEALTH AND SAFETY PROGRAM**

**CHAPTER 1 - RESPONSIBILITIES**

1.2  
1.2.1  
1.2.2  
1.2.3  
1.2.4  
1.2.5  
1.2.6  
1.2.7  
1.2.8  
1.2.9

To All Employees:  
You are our top priority. Without you, the hammers are silent, the earth is still, and the building doesn't rise. There is no more valuable aspect of Q&D than the lives of the people that bring the skill, integrity and quality to our jobsites every day.  
To make certain every employee goes home safely to his or her family every night, we urge you to read, understand and embrace all elements in our Health & Safety Program. The Q&D Board of Directors, our vice presidents, our safety team and the Dianda family firmly believe that all accidents are preventable.  
Please do your part to ensure every individual on a Q&D job site understands that he or she is responsible for his or her own safety and the safety of fellow employees. All work at Q&D must be done in a safe manner. The first priority for every employee is to consider all restorable methods, procedures and equipment necessary to maintain incident-free jobsites.  
Our safety team and safety committee members took great care in reviewing and updating this document to make sure all Q&D employees had the knowledge necessary to make our job sites as safe as possible. It's your job to make sure your team has the safety information they need. Use the material in this document to clarify safety issues with teams and get with our safety team anytime you need their assistance concerning anything in this document.  
Sincerely,

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### Safety Plan Summary

“Top-down” safety culture



#### Management Level Safety Culture

- Safety Committee monthly meetings
- Jobsite inspection
- Performance reviews include safety



#### Dedicated Safety Managers

- Regular and frequent inspections
- Review with insurance risk managers
- OSHA Consultation and Training Inspections



#### Trained Field Supervision

- Designated project Site Safety Officer
- SSO is OSHA 30-hour trained
- All craft people are OSHA 10 trained
- OSHA-compliant reporting



#### Whole-Project Safety Focus

- Daily safety briefings
- Daily project walk-down
- Review of site-specific checklists
- Site deficiencies documented and quickly rectified
- Subcontractors held to Q&D’s high standards



#### Company-wide Safety Awareness

- Mandatory new-hire safety orientation
- Hazard communication training
- Pre-hire and random drug testing
- Regular safety news brief
- Company-wide safety meetings
- Employee participation in policy updates

### Q&D Safety Awards

Evidence of Safety Performance

- 2016 Nevada Mining Association Award for 1st Place Contractor Safety
- 2015 Nevada AGC Safety Award for Best Safety Record Over 400,000 Worker Hours
- 2014 Nevada AGC Safety Award for Best Safety Record Over 400,000 Worker Hours
- 2013 Nevada AGC Safety Award for Best Safety Record Over 400,000 Worker Hours
- 2011 NV AGC Contractor of the Year
- 2010 NV AGC Contractor of the Year
- 2009 AGC Safety Award - Improvement
- 2005 AGC Safety Award - Best Record
- 2004 AGC Safety Award - Best Record
- 2003 AGC Safety Award - Best Record
- 2003 Safety Partner of the Quarter, Nevada

### Experience Modification Ratio

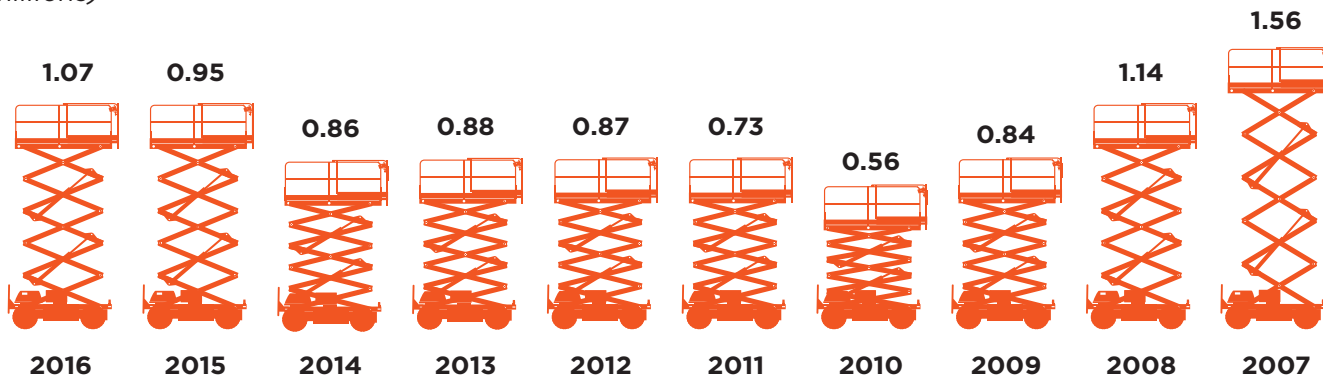
(EMOD or EMR)

2016	0.84
2015	0.73
2014	0.67
2013	0.73
2012	0.78

Unlike a “briefcase contractor” who subcontracts out 100% of their work, Q&D has the capability and expertise to self-perform heavy/civil work at the option/to benefit of our clients - which exposes our teams to greater risk of injury based on the number of hours worked in the field. See chart below for yearly labor hours.

### Worker Hours per Year

(millions)





**Sample Form:** This Fall Protection Plan is in addition to and subject to Q&D Construction's Fall Protection Program. This plan is to be updated as required to meet or exceed regulations

Form 3.7.9.1

# SITE-SPECIFIC FALL PROTECTION PLAN

Q&D Construction, Inc.

SUPERINTENDENT OR FOREMAN

*Ronald Sample*

PROJECT

*Example Project*

DATE

*September 1, 2012*

LOCATION

*Reno, NV*

	<i>Slab edge</i>	<i>Working on slab edge will be done with full body harness and anchored lanyard 6'6" from any unprotected platform.</i>
	<i>Elevator shaft</i>	<i>Elevator shafts will be decked over for working in and protected by guardrails.</i>
	<i>Rooftop</i>	<i>Lifelines and lanyards shall be anchored to a poured concrete portion of the building capable of supporting over 5,000 lb lanyards to be no longer than 4 feet.</i>
	<i>Scaffolding</i>	<i>Scaffolding will have guardrails, toe boards and minimum 2 feet wide planks. Warning tape barricades will be used to keep workers out of overhead danger.</i>



Sample Form: Accident report



### Accident Report (Vehicle)

(This form is to be completed and turned in to the Safety Department within 24 hours of accident.)  
(USE ADDITIONAL SHEET, ONE FOR EACH VEHICLE INVOLVED.)

Date:		Time:	
Location of Occurrence:			
Weather Conditions:		Traffic: (Circle One)	Heavy    Moderate    Light
Obstructions to Your View:			
Obstructions to other Party's View:			
Injuries:			
Traffic Control (check appropriate boxes):	<input type="checkbox"/>	Center Line	<input type="checkbox"/>
	<input type="checkbox"/>	Marked Lanes	<input type="checkbox"/>
	<input type="checkbox"/>	Divided Road	<input type="checkbox"/>
Property Damage Other than Vehicles:		Signal Light	
Q&D Vehicle#:		Stop Sign	
Driver's Name:		Speed Zone _____ mph	
License Plate #:			
Driver's License #:			
Street/Direction of Travel:			
Damage to Vehicle:			
Other Vehicle License #:			
Damage Area on Other Vehicles:			
Other Vehicle Description and Color:			
Name of Other Driver:			
Insurance Company and Policy #:			
Street/Direction of Travel (of other vehicle):			
Police on Scene? (Y/N):		Agency Name:	
Police Information:	Officer's Name:	Report #:	
Describe What Happened:			
Printed Name:		Signature:	

**SERVICE. INTEGRITY. QUALITY.**

1050 S, 21st Street, Sparks, NV 89431 • Main Office: 775.786.2677 • Fax: 775.786.5136  
www.qdconstruction.com • NCL: 8197 A & B



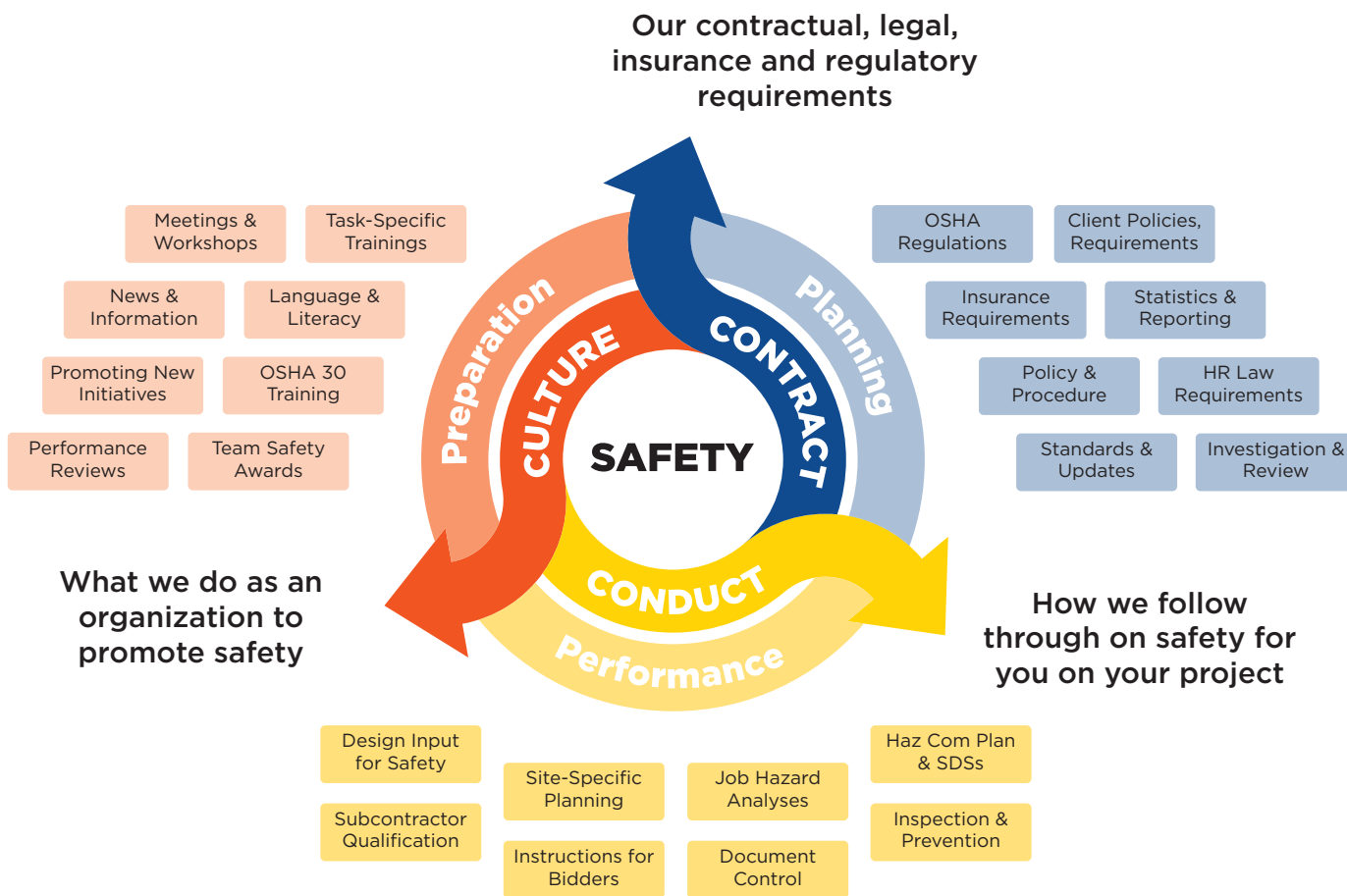


## b. Program Implementation Plan

Safety is prevalent throughout preconstruction and construction processes. It is not something we implement “outside of” or away from our other activities - analysis of safety measures and implementation of safety is a part of everything we do.

As such, the implementation of safety can be described as a combination of: our culture - what we do as an organization to promote safety; our contractual and legal requirements - what we are obligated to do; and, how a specific approach for your project - how we plan around the unique site, occupancy conditions and implement a plan that will keep everyone safe on your project.

**CHART: Safety is in Everything We Do**







### Implementing Safety on Your Project

Creating the best safety plan means working together to ensure the highest standards of safety are being met. As a team we will review and compile the applicable standards and insert the correct communication information in a site-specific plan to share with the team.

#### Summary

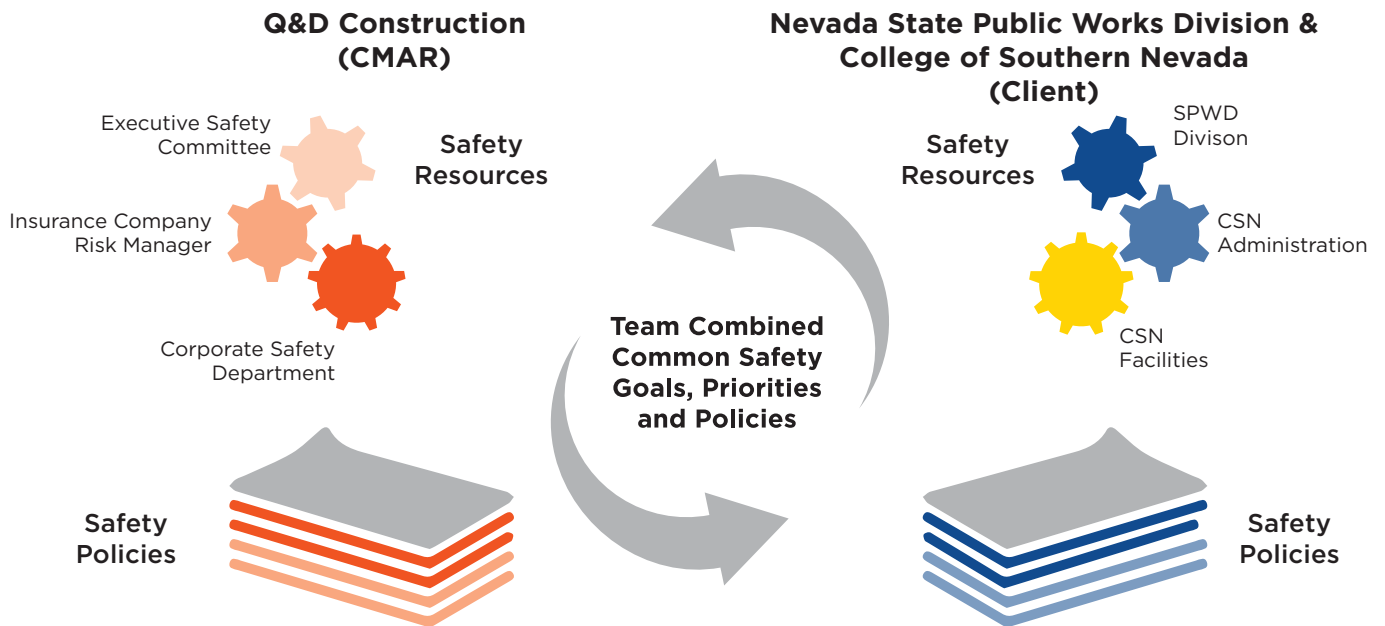
All team members will have correct information about scheduled work. Q&D will facilitate initial and regular safety meetings throughout preconstruction and construction. During preconstruction, the project team will create an overall site-specific safety and logistics plan including:

- Emergency contact chart and safety communication protocols;
- Clear perimeter barriers and pedestrian routes;
- Wildlife measures;

- Site-specific safety and access signage;
- Vehicle traffic routes;
- Protection of bus service routes and stops;
- Worker site orientation and identification;
- Site delivery and equipment access;
- Emergency personnel and vehicle access;
- Large equipment special safety measures;
- Worker parking and access;
- Noise control;
- Dust control; and
- Cleaning.

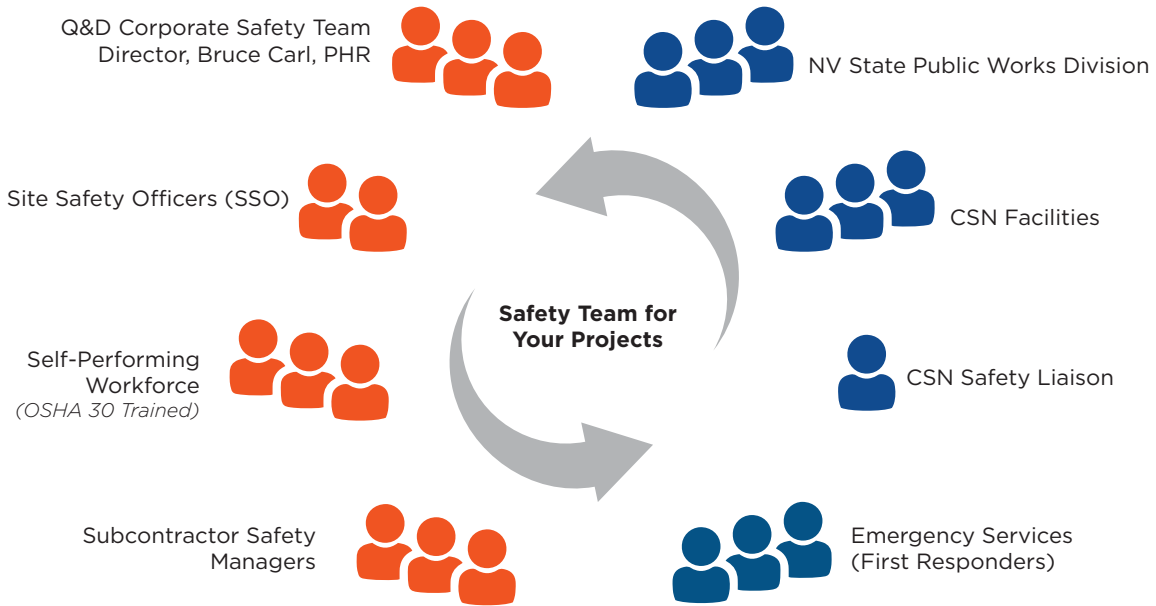
The site-specific safety plan informs and references Q&D's corporate safety policies and will integrate CSN's and SPWD's requirements so that everyone on the team will have a clear, concise understanding of how Q&D's culture of safety is implemented on your project.

### CHART: Highest Standards are Met as a Team





**CHART: Safety Personnel for your Project**



**TABLE: Q&D Safety Personnel Time Allotted to Your Project**

Personnel	Role	Time Allotted to Project	
		Preconstruction Phase	Construction Phase
Garett Jackson	Senior Superintendent Designated Site Safety Officer (SSO)	Included with precon services	100%
Greg Gilmore	Project Director	Included with precon services	100%
Richard Peters	Assistant Superintendent	Included with precon services	100%
Jeff Van Dellen	Project Manager	Included with precon services	100%
Bruce Carl, PHR	Corporate Safety Director Site Auditor/Compliance	When needed	5%
Michael Ochs	Corporate Safety Manager Site Inspector/Safety Coordinator	When needed	5%



### c. Safety Record for Past 5 Years

Year	Inspections	Other, Notice of Violation (NOV)				Violations	Worker Hours	Injuries	Lost Time Injuries	Avg No. of Employees
		Repeat	Serious	Other	Willful					
<b>Totals</b>	<b>10</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>4,540,495</b>	<b>70</b>	<b>15</b>	<b>440</b>
<b>2016</b>	4	0	0	1	0	1	1,071,636	17	4	499
	<i>2016 Injuries by type: (6) Strain, (2) Laceration, (1) Crush, (1) Object in eye, (4) Slip/Fall, (3) Other</i>									
<b>2015</b>	3	0	0	0	0	0	952,384	15	5	452
	<i>2015 Injuries by type: (5) Struck by, (5) Strain, (1) Laceration, (2) Caught between, (1) Slip/Fall, (1) Insect bite</i>									
<b>2014</b>	2	0	0	0	0	0	860,819	12	2	351
	<i>2014 Injuries by type: (3) Other, (3) Struck by, (5) Strains, (1) Crush, (1) Slip/Fall, (2) Object in eye; (7) Total Job Transfer (Light Duty)</i>									
<b>2013</b>	0	0	0	0	0	0	785,776	13	1	462
	<i>2013 Injuries by type: (5) Struck by, (3) Strains, (2) Caught between, (1) Laceration, (1) Crush, (1) Slip/Fall</i>									
<b>2012</b>	1	0	1	0	0	1	869,880	13	3	440
	<i>2012 Injuries by type: (7) Sprains, (1) Crush, (3) Fractures, (1) Shoulder dislocation, (1) Struck by OSHA NOV: Unguarded saw</i>									

Year	Fatalities	Lost Time Injuries	Lost Time/Days Away	Lost Time Frequency	Frequency Rate/Total Recordable Incident Rate (TRIR)	Number of Transfer Cases	Transfer/Job Restriction Days	DART Rate	E-MOD
<b>2016</b>	0	4	92	0.75	3.17	10	842	2.61	0.81
<b>2015</b>	0	5	146	1.05	3.15	8	871	2.73	0.73
<b>2014</b>	0	2	42	0.46	2.79	7	512	2.09	0.78
<b>2013</b>	0	1	34	0.25	3.31	8	237	2.29	0.67
<b>2012</b>	0	4	48	0.9	2.99	8	505	2.76	0.73







# Section 6

## Miscellaneous Requirements

### a. Certificate of Eligibility



### NEVADA STATE CONTRACTORS BOARD

9670 GATEWAY DRIVE, SUITE 100, RENO, NEVADA, 89521 (775) 688-1141 FAX (775) 688-1271, INVESTIGATIONS (775) 688-1150  
2310 CORPORATE CIRCLE, SUITE 200, HENDERSON, NEVADA, 89074, (702) 486-1100 FAX (702) 486-1190, INVESTIGATIONS (702) 486-1110

#### CERTIFICATE OF ELIGIBILITY PER NRS 338.147 and NRS 338.1389

CERTIFICATE NUMBER: **BPC-00-01-20-0019**

**Q & D CONSTRUCTION INC.** (HEREIN THE "GENERAL CONTRACTOR") NEVADA STATE CONTRACTORS' LICENSE NUMBER: **0008197A** ORIGINAL ISSUE DATE: **04/13/1967** BUSINESS TYPE: **CORPORATION** CLASSIFICATION: **B-GENERAL BUILDING** MONETARY LICENSE LIMIT: **UNLIMITED** STATUS: **ACTIVE**, IS HEREBY ISSUED THIS CERTIFICATE BY THE NEVADA STATE CONTRACTORS' BOARD, BASED UPON THE INFORMATION CONTAINED IN THE STATEMENT OF COMPLIANCE WITH NEVADA REVISED STATUTES (NRS) 338.147 AND NRS 338.1389 AND THE AFFIDAVIT OF CERTIFIED PUBLIC ACCOUNTANT SUBMITTED TO THE NEVADA STATE CONTRACTORS BOARD AS PROOF OF CONTRACTOR'S COMPLIANCE WITH THE PROVISIONS OF NRS 338.147 AND NRS 338.1389. IN ACCORDANCE WITH THE PROVISIONS OF NRS 338.147(3), THE ABOVE-NAMED GENERAL CONTRACTOR AND A CERTIFIED PUBLIC ACCOUNTANT HAVE SUBMITTED FULLY EXECUTED AND NOTARIZED SWORN AFFIDAVITS AS PROOF OF PREFERENTIAL BIDDER STATUS, UNDER PENALTY OF PERJURY, CERTIFYING THAT THE GENERAL CONTRACTOR IS QUALIFIED TO RECEIVE A PREFERENCE IN BIDDING AS SET FORTH IN NRS 338.147 AND NRS 338.1389 AND OTHER MATTERS RELATING THERETO.

THIS CERTIFICATE OF ELIGIBILITY IS ISSUED ON **MAY 1, 2017** AND EXPIRES ON **APRIL 30, 2018**, UNLESS SOONER REVOKED OR SUSPENDED BY THE NEVADA STATE CONTRACTORS BOARD.



  
NANCY MATHIAS, LICENSING ADMINISTRATOR      4-11-2017  
FOR MARGI A. GREIN, EXECUTIVE OFFICER      DATE

The Nevada State Contractors Board assumes no liability or responsibility for the accuracy or validity of the information contained in the Contractors Statement of Compliance or the Affidavit of Certified Public Accountant as Proof of Contractors Compliance with the Provisions of NRS 338.147 and NRS 338.1389. The above-named General Contractor shall bear the responsibility to ascertain the accuracy and validity of the affidavits provided to support the issuance of this certificate.





## b. Affidavit of Compliance

### AFFIDAVIT OF COMPLIANCE

(Required for projects estimated above \$250,000)

Affiant, Tobin Basta being first duly sworn, deposes and states upon personal knowledge and under penalty of perjury as follows:

1. I am the VP - Building Division of the Q&D Construction, Inc. and have held that position since 2014. I have the authority to make the representations contained herein on behalf of Q&D Construction, Inc.

2. I have personal knowledge of the matters set forth herein and if called upon to testify could and would competently testify consistent with the matters set forth in this Affidavit.

3. In connection with the bid for Health Sciences Building, College of Southern Nevada / 17-P07 (Public Work)

I certify on behalf of Q&D Construction, Inc. that for the duration of this Public Work:

a. At least 50% of all workers, collectively and not on any specific day, employed on this Public Work by Q&D Construction, Inc., including any workers employed by any subcontractor engaged on this Public Work, will hold a valid driver's license or identification card issued by the Nevada Department of Motor Vehicles; and

b. All vehicles used primarily for this Public Work will be registered and partially apportioned to Nevada pursuant to the International Registration Plan, as adopted by the Department of Motor Vehicles pursuant to Nevada Revised Statutes Section 706.826; or will be registered in the State of Nevada; and

c. Q&D Construction, Inc., as well as any subcontractor engaged on this Public Work, will maintain and make available for inspection within this State our records concerning payroll relating to this Public Work.





Further Affiant Saith Naught.

Dated this 11th day of August, 2017

Signature

Title (Print)

VP - Building Group

ACKNOWLEDGMENT

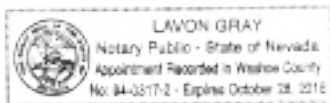
State of Nevada

County of Washoe

Subscribed and sworn to before me this

11th day of August, 2017

My Commission Expires October 28, 2018



(Notary Seal)





**Signing Authorization for Q&D**



**Q&D CONSTRUCTION, INC.**

est. 1964

**MINUTES OF SPECIAL JOINT MEETING  
OF  
BOARD OF DIRECTORS AND STOCKHOLDERS  
OF  
Q&D CONSTRUCTION, INC.**

A special joint meeting of the Board of Directors and Stockholders of Q&D Construction, Inc. was held at the office of the corporation located at 1050 S. 21<sup>st</sup> Street, Sparks, Nevada.

Present at the meeting were Christopher A. Dianda and Michael P. Dianda. Pursuant to the bylaws of the Corporation, Christopher A. Dianda president of the corporation presided over the meeting and Michael P. Dianda acted as secretary and kept the minutes.

The purpose of the meeting was to give signing authority to Duane Borcham, Vice President-Aviation; Tobin Basta, Vice President-Building; Jeff Bean, Vice President-Heavy/Civil and Lance Semenko, Chief Operating Officer on behalf of Q&D Construction, Inc.

**RESOLUTION NO. 1:** That Q&D Construction, Inc. hereby authorizes Duane Borcham, Tobin Basta, Jeff Bean and Lance Semenko to execute RFP's, RFQ's, Bid Proposal Forms, Bid Bonds, Preconstruction Agreements, Owner Agreements, Performance and Payment Bonds and any subsequent documents and agreements on behalf of Q&D Construction, Inc.

There being no further business coming before this meeting, it was duly adjourned.

Michael P. Dianda, Secretary

**SERVICE. INTEGRITY. QUALITY.**

P.O. Box 10865, Reno, Nevada 89510 • Main Office: 775.786.2677 • Fax: 775.786.5136  
www.qdconstruction.com • NCL: 8197 A & B





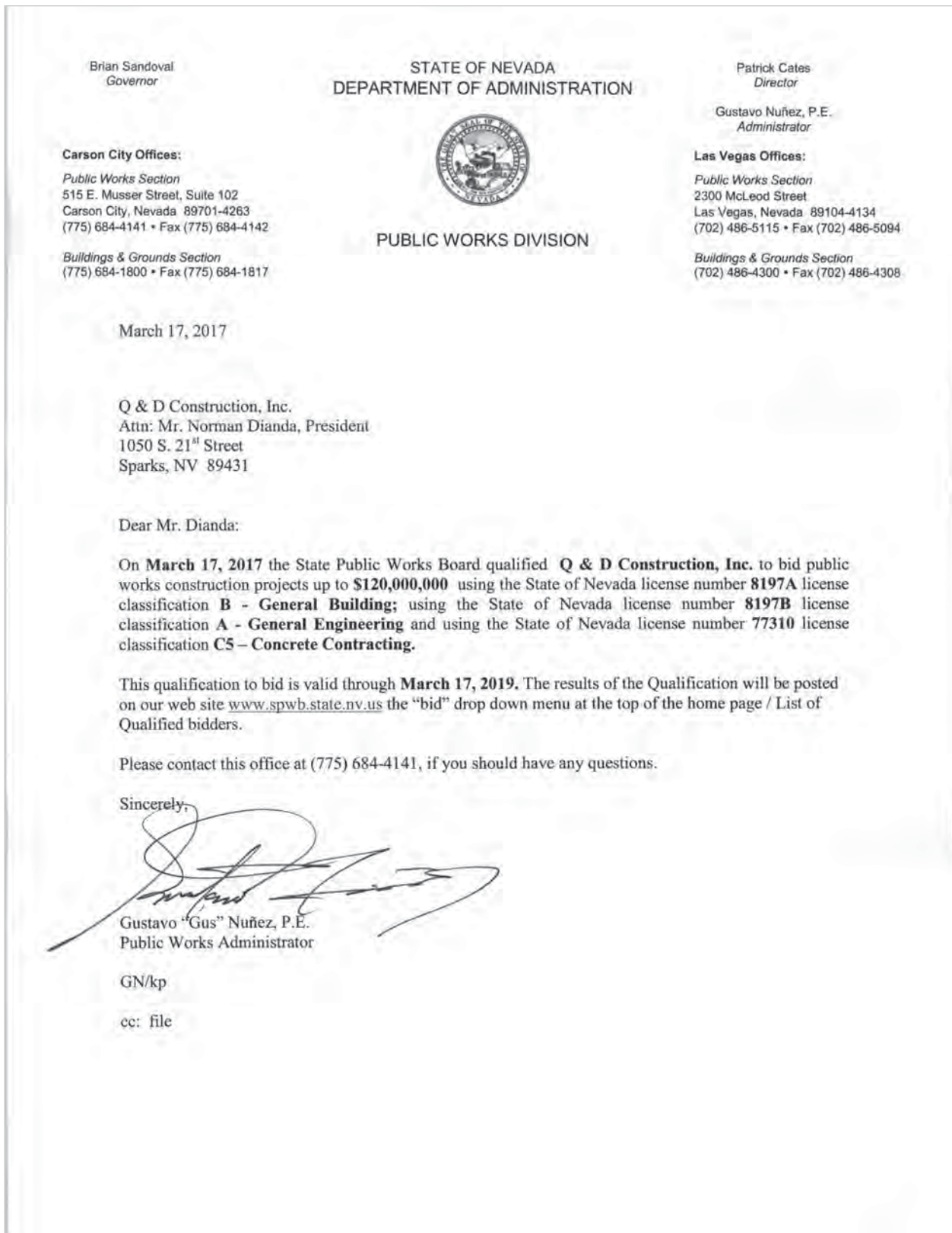


### c. Nevada Contractor's License

Southern Nevada Office 2310 Corporate Circle, Suite 200 Henderson, Nevada 89074 (702) 486-1100	<b>STATE CONTRACTORS BOARD</b>	Northern Nevada Office 9670 Gateway Drive, Suite 100 Reno, Nevada 89521 (775) 688-1141
The Nevada State Contractors Board certifies that		
<b>Q&amp;D CONSTRUCTION INC</b>		
<i>Licensed since April 13, 1967</i>		
License No. <b>0008197A</b>		
Is duly licensed as a contractor in the following classification(s):		
<b>PRINCIPALS:</b> CHRISTOPHER ANTHONY DIANDA, Presi NORMAN LAWRENCE DIANDA, COB MICHAEL PERRY DIANDA, Secretary/Trea NORMAN DIANDA, Qualified Individual	<b>B-GENERAL BUILDING</b>	LIMIT: Unlimited EXPIRES: 04/30/2019
 Chairman, Nevada State Contractors Board		



## d. Qualified Bidder Status Letter



Brian Sandoval  
Governor

STATE OF NEVADA  
DEPARTMENT OF ADMINISTRATION

Patrick Cates  
Director

Gustavo Nuñez, P.E.  
Administrator

**Carson City Offices:**

*Public Works Section*  
515 E. Musser Street, Suite 102  
Carson City, Nevada 89701-4263  
(775) 684-4141 • Fax (775) 684-4142

*Buildings & Grounds Section*  
(775) 684-1800 • Fax (775) 684-1817



PUBLIC WORKS DIVISION

**Las Vegas Offices:**

*Public Works Section*  
2300 McLeod Street  
Las Vegas, Nevada 89104-4134  
(702) 486-5115 • Fax (702) 486-5094

*Buildings & Grounds Section*  
(702) 486-4300 • Fax (702) 486-4308

March 17, 2017

Q & D Construction, Inc.  
Attn: Mr. Norman Dianda, President  
1050 S. 21<sup>st</sup> Street  
Sparks, NV 89431

Dear Mr. Dianda:

On **March 17, 2017** the State Public Works Board qualified **Q & D Construction, Inc.** to bid public works construction projects up to **\$120,000,000** using the State of Nevada license number **8197A** license classification **B - General Building**; using the State of Nevada license number **8197B** license classification **A - General Engineering** and using the State of Nevada license number **77310** license classification **C5 - Concrete Contracting**.

This qualification to bid is valid through **March 17, 2019**. The results of the Qualification will be posted on our web site [www.spwb.state.nv.us](http://www.spwb.state.nv.us) the "bid" drop down menu at the top of the home page / List of Qualified bidders.

Please contact this office at (775) 684-4141, if you should have any questions.

Sincerely,

Gustavo "Gus" Nuñez, P.E.  
Public Works Administrator

GN/kp

cc: file





## e. Statement Regarding Disqualification

## f. Certification NRS 338.13895

As a qualified representative of Q&D Construction, Inc. I, Tobin Basta, VP - Building Group, certify that the firm, Q&D Construction, Inc. has never been terminated from any contract for breach of contract.

Further, Q&D has never been disqualified from being awarded a contract pursuant to sections 338.017 and 338.13895 of the Nevada Revised Statutes (NRS).

---

Signature

---

Tobin Basta, VP - Building Group, August 11, 2017

Name, Title, Date

**This page is blank for double-sided printing.**



## Section 7

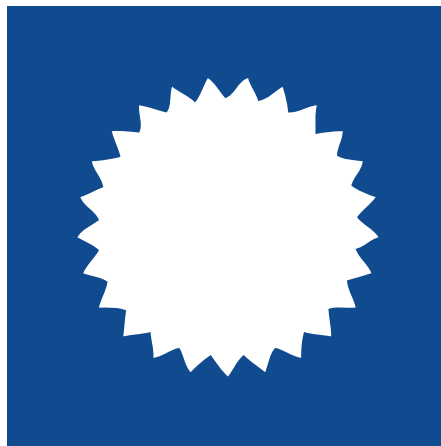
### Insurance and Bonding Capacity

The willingness of an insurance company or bonding company to cover Q&D with comprehensive policies and increased bonding limits reflects our financial strength and ability to follow through on commitments. Due to our strong safety record, Q&D obtains these coverages at a lower rate than most construction managers, which saves you money on your project.



#### WELL-INSURED

Q&D carries the insurance required to perform large-scale public improvements and will comply with all insurance requirements outlined within your project's RFP.



#### BONDABLE

Q&D's bonding limits are \$100,000,000 for a single project and \$300,000,000 in the aggregate. Q&D has been bonded regularly by contract requirement over the past 50 years and no company has ever had to execute a bond on Q&D's behalf.



#### FISCALLY STRONG

Q&D is financially strong, with consistent revenues, appropriate cash flow and excellent credit. This leads to lower cost insurance and improved bonding rates which will be reflected in the lower cost of your project.



**a. Insurance Certificate**

<b>ACORD®</b>		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 8/15/2017																						
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.																										
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).																										
<b>PRODUCER</b> L/P Insurance Services, Inc. 300 East 2nd Street Suite 1300 Reno NV 89501			<b>CONTACT NAME:</b> Mary Hearron <b>PHONE (A/C, No, Ext):</b> (775) 996-6000 <b>FAX (A/C, No):</b> (775) 473-9288 <b>E-MAIL ADDRESS:</b> mary.hearron@lpins.net																							
<b>INSURED</b> Q&D Construction, Inc. N.L. Dianda & Sons P.O. Box 10865 Reno NV 89510			<table border="1"> <thead> <tr> <th colspan="2">INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A:</td> <td>Travelers Indemnity Co of</td> <td>25682</td> </tr> <tr> <td>INSURER B:</td> <td>The Travelers Indemnity Co of</td> <td>25666</td> </tr> <tr> <td>INSURER C:</td> <td>Starr Indemnity &amp; Liability Co</td> <td>38318</td> </tr> <tr> <td>INSURER D:</td> <td>Charter Oak Fire Insurance Co</td> <td>25615</td> </tr> <tr> <td>INSURER E:</td> <td>Ironshore Specialty Insurance Co</td> <td>25445</td> </tr> <tr> <td>INSURER F:</td> <td>Allied World Natl Assoc. Co.</td> <td>012526</td> </tr> </tbody> </table>			INSURER(S) AFFORDING COVERAGE		NAIC #	INSURER A:	Travelers Indemnity Co of	25682	INSURER B:	The Travelers Indemnity Co of	25666	INSURER C:	Starr Indemnity & Liability Co	38318	INSURER D:	Charter Oak Fire Insurance Co	25615	INSURER E:	Ironshore Specialty Insurance Co	25445	INSURER F:	Allied World Natl Assoc. Co.	012526
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<b>COVERAGES</b> <span style="float: right;"><b>CERTIFICATE NUMBER:</b> CL1612860128 <b>REVISION NUMBER:</b></span>																										
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.																										
<b>INSR LTR</b>	<b>TYPE OF INSURANCE</b>	<b>ADDL SUBR INSD WVD</b>	<b>POLICY NUMBER</b>	<b>POLICY EFF (MM/DD/YYYY)</b>	<b>POLICY EXP (MM/DD/YYYY)</b>	<b>LIMITS</b>																				
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>X.C.U. Coverage</b> <input checked="" type="checkbox"/> <b>Elect Data Liab \$2M</b> GEN'L AGGREGATE LIMIT APPLIES PER: POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC OTHER:		Best Rating: A++ XV VTC2ECO5643B998TCT17	1/1/2017	1/1/2018	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 Employee Benefits \$ 1,000,000																				
B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		Best Rating: A++ XV VTC2HCAP5644B006TIA17	1/1/2017	1/1/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$																				
C	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		Best Rating: A XIV 1000023269	1/1/2017	1/1/2018	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$																				
D	<input checked="" type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	Best Rating: A++ XV VTC2OUB1F86435617	1/1/2017	1/1/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000																				
E	<input checked="" type="checkbox"/> <b>Excess Liability</b>		002611201- Best: A XV	1/1/2017	1/1/2018	Each Occurrence / Aggregate 5,000,000																				
F	<input checked="" type="checkbox"/> <b>Excess Liability</b>		03087470- Best: A XV	1/1/2017	1/1/2018	Each Occurrence / Aggregate 15,000,000																				
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) RE: Health Sciences Building, College of Southern Nevada - 17-P07																										
<b>CERTIFICATE HOLDER</b>			<b>CANCELLATION</b>																							
State Public Works Division Attn: Ward Patrick, Chief of Planning 515 E. Musser St. Suite 102 Carson City, NV 89701			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE Mary Hearron/MARY																							





## b. Financial Capability of Bonding Company

This is the AM Best Rating Page for Q&D's Bonding Company, Western Surety Company, Ranked A XIII. AM Best is a nationally recognized financial stability rating service for insurance and the insurance industry.

# A.M. Best Rating Services

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## Western Surety Company (7)


A.M. Best #: 000974 NAIC #: 13188 FEIN #: 460204900

Administrative Office  
333 South Wabash Avenue  
Chicago, IL 60604  
[United States](#)

[View Additional Address Information](#)

Web: [www.cnasurety.com](http://www.cnasurety.com)  
Phone: 312-822-5000

Assigned to insurance companies that have, in our opinion, an excellent ability to meet their ongoing insurance obligations.



Based on A.M. Best's analysis, [058705 - CNA Financial Corporation](#) is the AMB Ultimate Parent and identifies the topmost entity of the corporate structure. View a list of [operating insurance entities](#) in this structure.

#### Best's Credit Ratings

Financial Strength Rating	<a href="#">View Definition</a>
Rating:	A (Excellent)
Financial Size	XIII (\$1.25 Billion to \$1.5 Billion)
Category:	
Outlook:	Stable
Action:	Affirmed
Effective Date:	February 23, 2016
Initial Rating Date:	June 30, 1922

#### Best's Credit Rating Analyst

Rating Issued by: A.M. Best Rating Services, Inc.  
Senior Financial Analyst: Michael W. Russo  
Assistant Vice President: Jennifer Marshall, CPCU, ARM

#### Disclosure Information

[View A.M. Best's Rating Disclosure Form](#)

[A.M. Best Affirms Ratings of CNA Financial Corporation and Its Subsidiaries; Assigns Rating to New Senior Notes February 23, 2016](#)

#### Long-Term Issuer Credit Rating [View Definition](#)

Long-Term:	a
Outlook:	Stable
Action:	Affirmed
Effective Date:	February 23, 2016
Initial Rating Date:	June 21, 2005

u Denotes Under Review Best's Rating

#### Rating History

A.M. Best has provided ratings & analysis on this company since 1922.

Financial Strength		Long-Term Issuer Credit	
Effective Date	Rating	Effective Date	Rating
2/23/2016	A	2/23/2016	a
12/16/2014	A	12/16/2014	a
12/18/2013	A	12/18/2013	a
1/11/2013	A	1/11/2013	a
4/5/2012	A	4/5/2012	a
3/2/2011	A	3/2/2011	a

#### Related Financial and Analytical Data

The following links provide access to related data records that A.M. Best utilizes to provide financial and analytical data on a consolidated or branch basis.

AMB #	Company Name	Company Description
018214	Western Surety Group (SG) Rating Unit	Represents the A.M. Best Consolidated financials for the Property/ Casualty business of this legal entity.





### c. Evidence of US Treasury Listing

Below is an excerpt, page 46, from Treasury Circular 570, an online publication.

<https://www.fiscal.treasury.gov/fsreports/ref/suretyBnd/CertifiedCompanies.pdf>

Companies listed on in Treasury Circular 570 are acceptable as sureties and reinsurers on Federal bonds.

**Westchester Fire Insurance Company (NAIC #10030)**

BUSINESS ADDRESS: 436 Walnut Street, P.O.Box 1000, Philadelphia, PA 19106. PHONE: (215) 640-1000. UNDERWRITING LIMITATION b/: \$70,285,000. SURETY LICENSES c,f/: AL, AK, AZ, AR, CA, CO, CT, DE, DC, FL, GA, GU, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MP, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, PR, RI, SC, SD, TN, TX, UT, VT, VA, VI, WA, WV, WI, WY. INCORPORATED IN: Pennsylvania.

**Western National Mutual Insurance Company (NAIC #15377)**

BUSINESS ADDRESS: P.O. BOX 1463, MINNEAPOLIS, MN 55440. PHONE: (952) 835-5350. UNDERWRITING LIMITATION b/: \$43,354,000. SURETY LICENSES c,f/: AK, AZ, AR, CA, CO, DE, ID, IL, IN, IA, KS, MD, MI, MN, MO, MT, NE, NV, NJ, NM, ND, OH, OK, OR, PA, RI, SD, TX, UT, WA, WI, WY. INCORPORATED IN: Minnesota.

**Western Surety Company (NAIC #13188)**

BUSINESS ADDRESS: 333 S. WABASH AVE, CHICAGO, IL 60604. PHONE: (312) 822-5000. UNDERWRITING LIMITATION b/: \$144,482,000. SURETY LICENSES c,f/: AL, AK, AZ, AR, CA, CO, CT, DE, DC, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, PR, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY. INCORPORATED IN: South Dakota.

**Westfield Insurance Company (NAIC #24112)**

BUSINESS ADDRESS: P. O. Box 5001 , Westfield Center , OH 44251 - 5001. PHONE: (330) 887-0101. UNDERWRITING LIMITATION b/: \$117,730,000. SURETY LICENSES c,f/: AL, AK, AZ, AR, CO, CT, DE, FL, GA, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MT, NE, NV, NH, NJ, NM, NY, NC, ND, OH, OK, OR, PA, RI, SC, SD, TN, TX, UT, VT, VA, WA, WV, WI, WY. INCORPORATED IN: Ohio.

**Westfield National Insurance Company (NAIC #24120)**

BUSINESS ADDRESS: P. O. Box 5001 , Westfield Center , OH 44251 - 5001. PHONE: (330) 887-0101. UNDERWRITING LIMITATION b/: \$30,038,000. SURETY LICENSES c,f/: AL, AZ, CA, CO, DE, FL, GA, IL, IN, IA, KY, MD, MI, MN, NM, NC, ND, OH, OK, PA, SC, SD, TN, TX, VA, WV, WI. INCORPORATED IN: Ohio.

**Westport Insurance Corporation (NAIC #39845)**

BUSINESS ADDRESS: 5200 Matcalf OPN111, OVERLAND PARK, KS 66202 - 1391. PHONE: (913) 676-5200. UNDERWRITING LIMITATION b/: \$124,492,000. SURETY LICENSES c,f/: AL, AK, AZ, AR, CA, CO, CT, DE, DC, FL, GA, GU, HI, ID, IL, IN, IA, KS, KY, LA, ME, MD, MA, MI, MN, MS, MO, MP, MT, NE, NV,







## d. Bonding Capacity Letter



August 15, 2017

State Public Works Division  
Attention: Ward Patrick, Chief of Planning  
515 East Musser Street, Suite 102  
Carson City, NV 89701-4263

RE: Q & D Construction, Inc.  
Pre-Qualification  
Health Sciences Building, College of Southern Nevada  
17-PO7

To Whom It May Concern:

We are writing to you at the request of Q & D Construction, Inc. for purposes of pre-qualification.

We have handled Q & D Construction, Inc. since 2004 and have approved bonds for them up to \$100,000,000 single project and \$300,000,000 aggregate programs. Q & D has bonding capacity available in the amount of approximately \$100,000,000. Q & D can obtain performance and payment bonds as required by NRS 339.025. We continue to be confident of the abilities of Q & D Construction, Inc. and highly recommend them to you.

This letter is not to be construed as an agreement to provide surety bonds for any particular project but is offered as an indication of our past experience and confidence in this firm. This letter is not an assumption of liability, nor is it a bid bond or performance bond. It is issued only as a bonding reference as requested by our client.

Western Surety Company is an admitted surety in the State of Nevada and authorized to issue surety bonds in all 50 states. Western Surety Company is rated "A XIII" by A. M. Best and is an approved surety on Federal Bonds under title 31 of the US Code per U. S. Treasury Circular 570.

Should you have any questions or need further information, please do not hesitate to contact me. My direct line is 775-996-6037 and my e-mail address is: [Lori.Jones@lpins.net](mailto:Lori.Jones@lpins.net). My Power of Attorney is attached.

Sincerely,

Lori Jones  
Attorney-In-Fact  
Western Surety Company

LP Insurance Services, Inc.

300 East 2<sup>nd</sup> Street Suite 1300 - Reno, Nevada 89501 – ph (775)996-6000 – fax (775) 473-9288



# Western Surety Company

## POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That WESTERN SURETY COMPANY, a South Dakota corporation is a duly organized and existing corporation having its principal office in the City of Sioux Falls, and State of South Dakota and that it does by virtue of the signature and seal hereby affixed hereby make, constitute and appoint

**Teri Lynn Wood, Patricia Owens, Nick Rossi, Lori Jones, Nina Deleker, Andrea M Cantlon, Individually**

of Reno, NV, its true and lawful Attorney-in-Fact with full power and authority hereby constituted to sign, seal and execute for and in its behalf, leases, indentures and other obligatory instruments of similar nature.

**- In Unlimited Amounts -**

and to bind it thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of the corporation and all the acts of said Attorney, pursuant to the authority hereby given, are hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Laws printed on the reverse hereof, duly adopted, as amended, by the stockholders of the corporation.

In Witness Whereof, WESTERN SURETY COMPANY has caused these presents to be signed by its Vice President and its corporate seal to be hereunto affixed on this 28th day of September, 2015.

WESTERN SURETY COMPANY



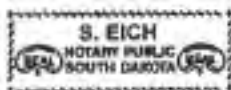
*Paul T. Bruffa*  
Paul T. Bruffa, Vice President

State of South Dakota }  
County of Mitchell }

On this 28th day of September, 2015, before me personally came Paul T. Bruffa, to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is the Vice President of WESTERN SURETY COMPANY as set out in and which attached the above instrument; that he knows the seal of said corporation; that the seal affixed to the said instrument is such corporate seal, that it was so affixed pursuant to authority given by the Board of Directors of said corporation and that he signed his name thereto pursuant to the authority, and acknowledges same to be the act and deed of said corporation.

My commission expires

February 13, 2021



*S. Eich*  
S. Eich, Notary Public

### CERTIFICATE

I, L. Nelson, Assistant Secretary of WESTERN SURETY COMPANY do hereby certify that the Power of Attorney hereinabove set forth is still in force, and further certify that the By-Laws of the corporation printed on the reverse hereof is still in force. In witness whereof I have hereunto subscribed my name and affixed the seal of the said corporation this 15th day of January, 2017.



WESTERN SURETY COMPANY

*L. Nelson*  
L. Nelson, Assistant Secretary





Authorizing By-Law

ADOPTED BY THE SHAREHOLDERS OF WESTERN SURETY COMPANY

This Power of Attorney is made and executed pursuant to and by authority of the following By-Law duly adopted by the shareholders of the Company.

Section 7. All bonds, policies, undertakings, Powers of Attorney, or other obligations of the corporation shall be executed in the corporate name of the Company by the President, Secretary, and Assistant Secretary, Treasurer, or any Vice President, or by such other officers as the Board of Directors may authorize. The President, any Vice President, Secretary, any Assistant Secretary, or the Treasurer may appoint Attorneys in Fact or agents who shall have authority to issue bonds, policies, or undertakings in the name of the Company. The corporate seal is not necessary for the validity of any bonds, policies, undertakings, Powers of Attorney or other obligations of the corporation. The signature of any such officer and the corporate seal may be printed by facsimile.



## e. Evidence of Workers Compensation Insurance

<b>ACORD®</b>		<b>CERTIFICATE OF LIABILITY INSURANCE</b>		DATE (MM/DD/YYYY) 8/15/2017														
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.																		
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).																		
<b>PRODUCER</b> L/P Insurance Services, Inc. 300 East 2nd Street Suite 1300 Reno NV 89501		<b>CONTACT NAME:</b> Mary Hearron <b>PHONE (A/C, No, Ext):</b> (775) 996-6000 <b>FAX (A/C, No):</b> (775) 473-9288 <b>E-MAIL ADDRESS:</b> mary.hearron@lpins.net																
<b>INSURED</b> Q&D Construction, Inc. N.L. Dianda & Sons P.O. Box 10865 Reno NV 89510		<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A: Travelers Indemnity Co of</td> <td>25682</td> </tr> <tr> <td>INSURER B: The Travelers Indemnity Co of</td> <td>25666</td> </tr> <tr> <td>INSURER C: Starr Indemnity &amp; Liability Co</td> <td>38318</td> </tr> <tr> <td>INSURER D: Charter Oak Fire Insurance Co</td> <td>25615</td> </tr> <tr> <td>INSURER E: Ironshore Specialty Insurance Co</td> <td>25445</td> </tr> <tr> <td>INSURER F: Allied World Natl Assoc. Co.</td> <td>012526</td> </tr> </tbody> </table>			INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Travelers Indemnity Co of	25682	INSURER B: The Travelers Indemnity Co of	25666	INSURER C: Starr Indemnity & Liability Co	38318	INSURER D: Charter Oak Fire Insurance Co	25615	INSURER E: Ironshore Specialty Insurance Co	25445	INSURER F: Allied World Natl Assoc. Co.	012526
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<b>COVERAGES</b>		<b>CERTIFICATE NUMBER: CL1612860128</b>		<b>REVISION NUMBER:</b>														
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.																		
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS												
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> X.C.U. Coverage <input checked="" type="checkbox"/> Elect Data Liab \$2M GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:		Best Rating: A++ XV VTC2EC05643B998TCT17	1/1/2017	1/1/2018	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 5,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COM/OP AGG \$ 4,000,000 Employee Benefits \$ 1,000,000												
B	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		Best Rating: A++ XV VTC2HCAP5644B006TIA17	1/1/2017	1/1/2018	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$												
C	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		Best Rating: A XIV 1000023269	1/1/2017	1/1/2018	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$												
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	Best Rating: A++ XV VTC20UB1F86435617	1/1/2017	1/1/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L EACH ACCIDENT \$ 1,000,000 E.L DISEASE - EA EMPLOYEE \$ 1,000,000 E.L DISEASE - POLICY LIMIT \$ 1,000,000												
E	Excess Liability		002611201- Best: A XV	1/1/2017	1/1/2018	Each Occurrence / Aggregate 5,000,000												
F	Excess Liability		03087470- Best: A XV	1/1/2017	1/1/2018	Each Occurrence / Aggregate 15,000,000												
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required) RE: Health Sciences Building, College of Southern Nevada - 17-P07																		
<b>CERTIFICATE HOLDER</b>				<b>CANCELLATION</b>														
State Public Works Division Attn: Ward Patrick, Chief of Planning 515 E. Musser St. Suite 102 Carson City, NV 89701				SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE Mary Hearron/MARY														
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**Q&D CONSTRUCTION, INC.**