



NORTH CAROLINA

Department of Transportation



CAPA DBE Presentation

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March 22, 2021

Overview of Topics



- Goals/Good Faith Package
- SAF Approval
- Prompt Payment
- Graduated DBE Firms
- New FHWA 1391 Process
- Liquidated Damage Rates
- Payment Tracking
- Joint Check Agreements
- Certified Payrolls
- Project Closeout

DBE/MBE/WBE Goals

In accordance with 49 CFR Part 26 and the Special Provisions, NCDOT has established goals for participation of DBE's on federally-funded contracts. Pursuant to NCGS 136-28.4, NCDOT has established M/WBE goals on State funded contracts. Established goals are advertised with each project.

- ▶ The 2019 - 2021 Triennial Goal for DBE projects is 14.0%.
- ▶ The current Combined Goal for state funded projects is 11.8% (MBE – Minority Business Enterprise 5.7% and WBE – Women Business Enterprise 6.1%).
- ▶ The 2020 - 2022 Triennial Goal for FTA (Federal Transit Administration) projects is 1.9%.
- ▶ The 2018 – 2021 Triennial Goal for FAA (Federal Aviation Administration) projects is 10.6%

For apparent low bidders on these projects who do not attain enough participation to meet the advertised goal(s), there is required a Good Faith Effort report that must be submitted.

Goal Setting for Projects

- ▶ Engineer's Estimate
- ▶ Location of Project (Division, county, etc.)
- ▶ Type of Project (roadway, bridge, etc.)
- ▶ Certified/Prequalified DBEs in/surrounding areas as compared to number of overall firms in work areas
- ▶ Previous 3-year average for that type of project in that county/division
- ▶ Consideration of Triennial Goal / State Mandated Goals
- ▶ Central let projects reviewed by committee with members from Contract Standards, Construction, and OCR
- ▶ Division let projects reviewed by committee of Division personnel representing project development, construction, maintenance, and OCR

DBE Contract Goals

It is possible that a goal is not assigned to every contract:

- ▶ (A) *If the DBE goal is more than zero*, the Contractor shall exercise all necessary and reasonable steps to ensure that DBEs participate in at least the percent of the contract as set forth above as the DBE goal.
- ▶ (B) *If the DBE goal is zero*, the Contractor shall make an effort to recruit and use DBEs during the performance of the contract. Any DBE participation obtained shall be reported to the Department.

Achieving Goals

Two ways Contractors may comply with regulations:

1. Meet the goal by contracting to DBEs sufficiently to at least equal the percentage of the goal set on the project (*no GFE Justification required*); or,
2. At bid time, if a prime contractor/consultant does not meet the DBE contract goal, it must provide NCDOT with documentation to show that it used “*good-faith efforts*” (*GFE Justification*) in attempting to meet the goal.
3. Banking

Benefits of Exceeding the Goal

- ▶ If a certified firm loses its certification after they submitted a quote, but before bid time, the prime will have additional participation that will cover the loss
- ▶ Additional participation does not require letter of intent. Not required to utilize any DBE subcontractors not committed.
- ▶ If a committed sub has to be replaced, you can use other DBEs submitted at bid time and DBE replacement process is easier.
- ▶ Prime Contractor increases participation of subcontractors on the project
- ▶ Small businesses gain more opportunities to develop their craft and gain work experience
- ▶ Assist NCDOT with reaching the overall goals

What is Good Faith Effort?

Defined under 49 CFR, Appendix A

Good-Faith Efforts are:

- ***“...those that one could reasonably expect a bidder to take if the bidder were actively and aggressively trying to obtain DBE participation sufficient to meet the DBE contract goal.”***
 - All necessary and reasonable steps the bidder took to achieve the goal which, by their scope, intensity, and appropriateness, could reasonably be expected to obtain sufficient DBE participation.
- *Mere *pro forma* efforts are not considered good faith efforts**

Good Faith Criteria

- (A) Soliciting through all reasonable and available means (e.g. attendance at pre-bid meetings, advertising, written notices, use of verifiable electronic means through the use of the NCDOT Directory of Transportation Firms) the interest of all certified DBEs who have the capability to perform the work of the contract. The bidder must solicit this interest within at least 10 days prior to bid opening to allow the DBEs to respond to the solicitation. Solicitation shall provide the opportunity to DBEs within the Division and surrounding Divisions where the project is located. The bidder must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.
- (B) Selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved.
- (1) Where appropriate, break out contract work items into economically feasible units to facilitate DBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces.
- (2) Negotiate with subcontractors to assume part of the responsibility to meet the contract DBE goal when the work to be sublet includes potential for DBE participation (2nd and 3rd tier subcontractors).
- (C) Providing interested DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation.
- (D) (1) Negotiating in good faith with interested DBEs. It is the bidder's responsibility to make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, to facilitate DBE participation. Evidence of such negotiation includes the names, addresses, and telephone numbers of DBEs that were considered; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and evidence as to why additional agreements could not be reached for DBEs to perform the work.
- (2) A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration. However, the fact that there may be some additional costs involved in finding and using DBEs is not in itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable. Also, the ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Bidding contractors are not, however, required to accept higher quotes from DBEs if the price difference is excessive or unreasonable.
- (E) Not rejecting DBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities. The bidder's standing within its industry, membership in specific groups, organizations, or associates and political or social affiliations (for example, union vs. non-union employee status) are not legitimate causes for the rejection or non-solicitation of bids in the bidder's efforts to meet the project goal.
- (F) Making efforts to assist interested DBEs in obtaining bonding, lines of credit, or insurance as required by the recipient or bidder.
- (G) Making efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.
- (H) Effectively using the services of available minority/women community organizations; minority/women contractors' groups; Federal, State, and local minority/women business assistance offices; and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of DBEs. Contact within 7 days from the bid opening the Business Opportunity and Work Force Development Unit at BOWD@ncdot.gov to give notification of the bidder's inability to get DBE quotes.
- (I) Any other evidence that the bidder submits which shows that the bidder has made reasonable good faith efforts to meet the DBE goal.

In addition, the Department may take into account the following:

- (1) Whether the bidder's documentation reflects a clear and realistic plan for achieving the DBE goal.
- (2) The bidders' past performance in meeting the DBE goals.
- (3) The performance of other bidders in meeting the DBE goal. For example, when the apparent successful bidder fails to meet the DBE goal, but others meet it, you may reasonably raise the question of whether, with additional reasonable efforts the apparent successful bidder could have met the goal. If the apparent successful bidder fails to meet the DBE goal, but meets or exceeds the average DBE participation obtained by other bidders, the Department may view this, in conjunction with other factors, as evidence of the apparent successful bidder having made a good faith effort.

If the Department does not award the contract to the apparent lowest responsive bidder, the Department reserves the right to award the contract to the next lowest responsive bidder that can satisfy to the Department that the DBE goal can be met or that an adequate good faith effort has been made to meet the DBE goal.

Criteria A - What is Needed

(A) Soliciting through all reasonable and available means (e.g. attendance at pre-bid meetings, advertising, written notices, use of verifiable electronic means through the use of the NCDOT Directory of Transportation Firms) the interest of all certified DBEs who have the capability to perform the work of the contract. The bidder must solicit this interest within at least 10 days prior to bid opening to allow the DBEs to respond to the solicitation. Solicitation shall provide the opportunity to DBEs within the Division and surrounding Divisions where the project is located. The bidder must determine with certainty if the DBEs are interested by taking appropriate steps to follow up initial solicitations.

- Good solicitation letter
- Must use Directory of Firms to develop the list of subs to contact. Use work codes for areas of work in which you are accepting bids for. Include list of firms in package. Note it is helpful to take a screenshot of the search criteria used
- Must send out solicitation at least 10 days prior to the bid day
- Follow up solicitation - emails, phone calls, fax is not recommended as a means of contact
- Provide advertisement via other means (newspaper, online solicitation, social media, etc.)
- Search for firms who are willing to work within the Division and surrounding Divisions that the project is located in.
- Follow Up with firms that respond

Directory of Firms

Connect NCDOT
BUSINESS PARTNER RESOURCES

Home Help Site Map

Doing Business Bidding & Letting Projects Resources Local Governments

Prequalified Small Business Consultants **Directory of Firms** Trucking Fleet & Material Mgmt DMV Public Trans Purchasing ROW Turnpike

Directory of Firms

Complete listing of certified and prequalified firms.

Doing Business Directory of Firms Prequalified Bidders, PO Prime Contractors, & Subcontractors

Prequalified Bidders, PO Prime Contractors, & Subcontractors

Start Your Search

A.

Prequalified Contractors

- All Bidders, PO Prime Contractors, and Subcontractors
- Bidders Only
- PO Prime Contractors Only
- Subcontractors Only

B.

Firm Name:

[Click to show/hide additional search options](#)

C.

Construction Work Code

Sort By Code	Sort By Name
<input type="checkbox"/> 000050	HAULING (EXCEPT ASPHALT)
<input type="checkbox"/> 000056	HAULING (ASPHALT)
<input type="checkbox"/> 000080	ASPHALT/CONCRETE SAW CUTTING
<input type="checkbox"/> 000075	ROCK SLOPE STABILIZATION

D.

Certification

- Disadvantaged Business Enterprise (DBE)
- Minority Business Enterprise (MBE)

Start Your Directory Search

[Certified Firms](#)

[Prequalified Bidders, PO Prime Contractors, & Subcontractors](#)

[Prequalified Consultants](#)

Download Vendor Listings

[DBE Directory](#)

[SBE Directory](#)

[Prequalified Bidders, PO Prime Contractors, & Subcontractors](#)

[Prequalified Consultants](#)

Contact Form
For questions & feedback about this area of Connect NCDOT, contact Contractual Services.

- Connect NCDOT – connect.ncdot.gov
- Under Doing Business
- Click on Directory of Firms

For search:

- Use All Bidders, PO Prime Contractors, and Subcontractors
- Click on Show/Hide Additional Search Options
- Choose Construction Work Codes for subcontract work

Directory of Firms

000075 ROCK SLOPE STABILIZATION

D.

Certification

Disadvantaged Business Enterprise (DBE)

Minority Business Enterprise (MBE)

Woman Business Enterprise (WBE)

Small Business Enterprise (SBE)

E.

Desired Work Location

Select Counties by NC Division

01 02 03 04 05 06 07 08 09 10 11 12 13 14

Sort By County Sort By Division

<input type="checkbox"/> BERTIE	Division 01
<input type="checkbox"/> CAMDEN	Division 01
<input type="checkbox"/> CHOWAN	Division 01
<input type="checkbox"/> CURRITUCK	Division 01

F.

Address Location

Georgia South Carolina Tennessee Virginia

Select Counties by NC Division

01 02 03 04 05 06 07 08 09 10 11 12 13 14

Sort By County Sort By Division

<input type="checkbox"/> BERTIE	Division 01
<input type="checkbox"/> CAMDEN	Division 01
<input type="checkbox"/> CHOWAN	Division 01
<input type="checkbox"/> CURRITUCK	Division 01

For search:

- For certifications, choose Disadvantaged Business Enterprises (DBE) for federal contracts and Minority Business Enterprises (MBE) and Woman Business Enterprises (WBE) for state funded contracts.
- Desired Work Location – Choose Division project is in and surrounding areas
- No need to use address location
- Click Submit Search at bottom of screen

Directory of Firms

your Search Criteria

Filter Results by	All Bidders, PO Prime Contractors, and Subcontractors	Name:	
Work Codes:	000050 HAULING (EXCEPT ASPHALT), 000055 HAULING (ASPHALT), 000310 PIPE INSTALLATION, 000520 AGGREGATE BASE COURSE, 000580 SHOULDER CONSTRUCTION, 000610 ASPHALT CONCRETE PLANT MIX PAVEMENTS, 000825 INCIDENTAL CONCRETE CONSTRUCTION, 000840 MINOR DRAINAGE STRUCTURES (DROP INLETS, CATCH BASINS, ETC), 000846 CURB AND GUTTER/SHOULDER BERM GUTTER, 000848 SIDEWALK, DRIVEWAYS, AND WHEELCHAIR RAMPS, 000882 GUARDRAIL INSTALLATION, 001206 PAVEMENT MARKINGS - PAINT, 001207 PAVEMENT MARKINGS - THERMOPLASTIC	Certification:	MBE, WBE
Desired Work Location:	DURHAM, FRANKLIN, GRANVILLE, PERSON, VANCE, WAKE, WARREN	Address Location:	States: Any NC Counties: Any

Number of Matches: 175 [Print Results](#) [Download Results](#)

<< < 1 2 3 4 5 6 7 > >>

Firm	Address	Contact	Certifications	Prequal Status
	3555 RIVFR RD	ALTON PIERRE		

Prequalified Bidders, PO Prime Contractors, & Subcontractors

Prequalified Consultants

Firm Name

NCDOT Work Code

NAICS Code

Help

Download Vendor Listings

DBE Directory

SBE Directory

Prequalified Bidders, PO Prime Contractors, & Subcontractors

Prequalified Consultants

Contact Form
For questions & feedback about this area of Connect NCDOT, contact Contractual Services.

- Helpful to screenshot this screen for submittal. Allows the Department to see the criteria used for search parameters.
- Click on Download Results – you can download all sub information into an Excel file – includes Name of Firm, Address, Email, Phone Number, Contact Name, Work Codes prequalified in, along with other information.

Criteria B - What is needed

- (B) Selecting portions of the work to be performed by DBEs in order to increase the likelihood that the DBE goals will be achieved.
- (1) Where appropriate, break out contract work items into economically feasible units to facilitate DBE participation, even when the prime contractor might otherwise prefer to perform these work items with its own forces.
 - (2) Negotiate with subcontractors to assume part of the responsibility to meet the contract DBE goal when the work to be sublet includes potential for DBE participation (2nd and 3rd tier subcontractors).

- In solicitation letter, have you identified what work scope you are looking for?
- Can break out by work types or attach line items of work.
- Encourage 2nd tier participation - if you work with subs for 2nd tier credit, please include this information in the package.
- For Resurfacing contracts, you can use N/A since there are limited opportunities for 2nd tier sub contracting

Criteria C - What is needed

(C) Providing interested DBEs with adequate information about the plans, specifications, and requirements of the contract in a timely manner to assist them in responding to a solicitation.

- Provide information about the plans and contract in correspondence. Make sure it is accurate link. Helpful to provide exact link to plans (not just NCDOT website)
- Provide NCDOT contact - Division office location and phone number for questions
- Offer physical location to review plans and ask questions if needed. Both at NCDOT office and potential primes office.

Criteria D - What is needed

- (D) (1) Negotiating in good faith with interested DBEs. It is the bidder's responsibility to make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, to facilitate DBE participation. Evidence of such negotiation includes the names, addresses, and telephone numbers of DBEs that were considered; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and evidence as to why additional agreements could not be reached for DBEs to perform the work.
- (2) A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration. However, the fact that there may be some additional costs involved in finding and using DBEs is not in itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable. Also, the ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Bidding contractors are not, however, required to accept higher quotes from DBEs if the price difference is excessive or unreasonable.

- Bid Comparison - Provide summary of all bids received by category of work. This should include subcontractor, DBE status, total bid submitted, any other notes needed for comparison, etc.
- If prime is self performing, provide cost data for prime to perform work.
- Provide insight to evaluation
- If bids are close, provide reasoning for why DBE was not chosen.
- Bid Documentation should be provided

Criteria D - What is needed

- (D) (1) Negotiating in good faith with interested DBEs. It is the bidder's responsibility to make a portion of the work available to DBE subcontractors and suppliers and to select those portions of the work or material needs consistent with the available DBE subcontractors and suppliers, to facilitate DBE participation. Evidence of such negotiation includes the names, addresses, and telephone numbers of DBEs that were considered; a description of the information provided regarding the plans and specifications for the work selected for subcontracting; and evidence as to why additional agreements could not be reached for DBEs to perform the work.
- (2) A bidder using good business judgment would consider a number of factors in negotiating with subcontractors, including DBE subcontractors, and would take a firm's price and capabilities as well as contract goals into consideration. However, the fact that there may be some additional costs involved in finding and using DBEs is not in itself sufficient reason for a bidder's failure to meet the contract DBE goal, as long as such costs are reasonable. Also, the ability or desire of a prime contractor to perform the work of a contract with its own organization does not relieve the bidder of the responsibility to make good faith efforts. Bidding contractors are not, however, required to accept higher quotes from DBEs if the price difference is excessive or unreasonable.

- Desire for prime to perform work does not relieve the bidder of the responsibility of meeting goals
- What is company policy for excessive and unreasonable?
- Can you break out work items to provide more participation for DBE utilization?

Criteria E - What is needed

- (E) Not rejecting DBEs as being unqualified without sound reasons based on a thorough investigation of their capabilities. The bidder's standing within its industry, membership in specific groups, organizations, or associates and political or social affiliations (for example, union vs. non-union employee status) are not legitimate causes for the rejection or non-solicitation of bids in the bidder's efforts to meet the project goal.
- In bid comparison, provide sound reasoning for decision making.

Criteria F & G - What is needed

- (F) Making efforts to assist interested DBEs in obtaining bonding, lines of credit, or insurance as required by the recipient or bidder.
 - (G) Making efforts to assist interested DBEs in obtaining necessary equipment, supplies, materials, or related assistance or services.
-
- In solicitation letter, do you offer support for obtaining lines of credit, bonding, insurance?
 - In solicitation letter, do you offer support for obtaining necessary equipment, supplies, materials, or related assistance?
 - If a sub requested assistance, please advise what kind of help is being provided.

Criteria H - What is needed

(H) Effectively using the services of available minority/women community organizations; minority/women contractors' groups; Federal, State, and local minority/women business assistance offices; and other organizations as allowed on a case-by-case basis to provide assistance in the recruitment and placement of DBEs. Contact within 7 days from the bid opening the Business Opportunity and Work Force Development Unit at BOWD@ncdot.gov to give notification of the bidder's inability to get DBE quotes.

- Provide correspondence to BOWD (BOWD@ncdot.gov) - not individuals within BOWD
- Correspondence should not be just the solicitation letter.
- Should include specific areas of work you need assistance with.
- Reach out to Women Business Centers, the Institute, Hispanic Contractor's Association, etc.
- Must be within 7 days of bid day

Criteria I - What is needed

- (I) Any other evidence that the bidder submits which shows that the bidder has made reasonable good faith efforts to meet the DBE goal.

In addition, the Department may take into account the following:

- (1) Whether the bidder's documentation reflects a clear and realistic plan for achieving the DBE goal.
- (2) The bidders' past performance in meeting the DBE goals.
- (3) The performance of other bidders in meeting the DBE goal. For example, when the apparent successful bidder fails to meet the DBE goal, but others meet it, you may reasonably raise the question of whether, with additional reasonable efforts the apparent successful bidder could have met the goal. If the apparent successful bidder fails to meet the DBE goal, but meets or exceeds the average DBE participation obtained by other bidders, the Department may view this, in conjunction with other factors, as evidence of the apparent successful bidder having made a good faith effort.

- Any evidence that a bidder has made reasonable good faith to meet the goals. If you accept a higher DBE bid, can you break out work to facilitate for DBE participation, subcontracting work that the prime would rather self perform.
- Has the firm done anything to help facilitate DBE utilization - this can include mentoring a firm, attending DBE outreach opportunities, any other information, etc.

Criteria I - What is needed

- (I) Any other evidence that the bidder submits which shows that the bidder has made reasonable good faith efforts to meet the DBE goal.

In addition, the Department may take into account the following:

- (1) Whether the bidder's documentation reflects a clear and realistic plan for achieving the DBE goal.
- (2) The bidders' past performance in meeting the DBE goals.
- (3) The performance of other bidders in meeting the DBE goal. For example, when the apparent successful bidder fails to meet the DBE goal, but others meet it, you may reasonably raise the question of whether, with additional reasonable efforts the apparent successful bidder could have met the goal. If the apparent successful bidder fails to meet the DBE goal, but meets or exceeds the average DBE participation obtained by other bidders, the Department may view this, in conjunction with other factors, as evidence of the apparent successful bidder having made a good faith effort.

- Whole package should “paint a picture” of all steps taken by the prime to meet the DBE goal on the project. Provide thought process in selection of subs, steps taken to meet goal, etc.
- NCDOT pulls 3 year history of past projects to determine the how often a firm has met the advertised goal.
- NCDOT will also review if other bidders met the advertised goal.

Subcontractor Commitments

- Any subcontractor commitments made during bid time must be utilized during construction
- This includes both **quantities and unit bid prices for each line item** submitted during commitment.
- If 100% of contract quantity is committed, then you are committing to 100% of construction quantities – includes overruns.
- Use converted prices for work that the subcontractor is not paid in the same units as NCDOT compensates – ex hauling

FHWA 1273 and Title VI Requirements

SUBCONTRACT CERTIFICATION (applies only to Federal projects)

The Contractor / Subcontractor certifies that the subcontract is in writing and that FHWA 1273, "Required Contract Provisions," and Title VI and Nondiscrimination Assurances have been included in the subcontract / 2nd tier subcontract in its entirety.

SUBCONTRACT CERTIFICATION (applies only to State projects)

The Contractor / Subcontractor certifies that the subcontract is in writing and Title VI and Nondiscrimination Assurances have been included in the subcontract/2nd tier subcontract in its entirety.

Contractor

APPROVED:

- Requires that **FHWA 1273 (federal contracts) and Title VI (state and federal contracts) language is physically incorporated into subcontract agreements.**
- NCDOT requesting copies of subcontract agreements for 2 SAFS or 10%, whichever is greater.
- When you sign SAF, you are attesting that FHWA 1273 (for federal projects) and Title VI and Nondiscrimination Assurances (for state and federal projects) have been incorporated into the language of the subcontract agreement
- Title VI posters should be posted on all project bulletin boards regardless of funding source.

Title VI Posters and Contract Language

- Post NCDOT's Notice of Nondiscrimination and Contractors' own Equal Employment (EEO) Policy on all jobsite and field office boards for **FEDERAL-AID** and **STATE-FUNDED** projects
- **STATE-FUNDED** Projects: Physically **incorporate** (not attach) the Title VI and Nondiscrimination Assurances into all tier level subcontracts
- **FEDERAL-AID** Projects: Physically **incorporate** (not attach) the Title VI and Nondiscrimination Assurances **AND** the FHWA-1273 "Required Contract Provisions", in its entirety, into all tier level subcontracts

TITLE VI AND NONDISCRIMINATION

The provisions of this section related to United States Department of Transportation (US DOT) Order 1050.2A, Title 49 Code of Federal Regulations (CFR) part 21, 23 United States Code (U.S.C.) 140 and 23 CFR part 200 (or 49 CFR 303, 49 U.S.C. 5332 or 49 U.S.C. 47123) are applicable to all North Carolina Department of Transportation (NCDOT) contracts and to all related subcontracts, material supply, engineering, architectural and other service contracts, regardless of dollar amount. Any Federal provision that is specifically required not specifically set forth is hereby incorporated by reference.

NCDOT Title VI Assurance (1050.2A, Appendices A & E)

i. During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees as follows:

(1) **Compliance with Regulations:** The contractor (hereinafter includes consultants) will comply with the Acts and the Regulations relative to Nondiscrimination in Federally-assisted programs of the U.S. Department of Transportation, Federal Highway Administration (FHWA), as they may be amended from time to time, which are herein incorporated by reference and made a part of this contract.

(2) **Nondiscrimination:** The contractor, with regard to the work performed by it during the contract, will not discriminate on the grounds of race, color, or national origin in the selection and retention of subcontractors, including procurements of materials and leases of equipment. The contractor will not participate directly or indirectly in the discrimination prohibited by the Acts and the Regulations, including employment practices when the contract covers any activity, project, or program set forth in Appendix B of 49 CFR Part 21.

(3) **Solicitations for Subcontractors, Including Procurements of Materials and Equipment:** In all solicitations, either by competitive bidding, or negotiation made by the contractor for work to be performed under a subcontract, including procurements of materials, or leases of equipment, each potential subcontractor or supplier will be notified by the contractor of the contractor's obligations under this contract and the Acts and the Regulations relative to Nondiscrimination on the grounds of race, color, or national origin.

(4) **Information and Reports:** The contractor will provide all information and reports required by the Acts, the Regulations, and directives issued pursuant thereto and will permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the Recipient or the FHWA to be pertinent to ascertain compliance with such Acts, Regulations, and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish the information, the contractor will so certify to the Recipient or the FHWA, as appropriate, and will set forth what efforts it has made to obtain the information.

(5) **Sanctions for Noncompliance:** In the event of a contractor's noncompliance with the Non-discrimination provisions of this contract, the Recipient will impose such contract sanctions as it or the FHWA may determine to be appropriate, including, but not limited to:

(a) withholding payments to the contractor under the contract until the contractor complies; and/or
(b) cancelling, terminating, or suspending a contract, in whole or in part.

(6) **Incorporation of Provisions:** The contractor will include the provisions of paragraphs one through six in

every subcontract, including procurements of materials and leases of equipment, unless exempt by the Acts, the Regulations and directives issued pursuant thereto. The contractor will take action with respect to any subcontract or procurement as the Recipient or the FHWA may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, that if the contractor becomes involved in, or is threatened with litigation by a subcontractor, or supplier because of such direction, the contractor may request the Recipient to enter into any litigation to protect the interests of the Recipient. In addition, the contractor may request the United States to enter into the litigation to protect the interests of the United States.

ii. During the performance of this contract, the contractor, for itself, its assignees, and successors in interest (hereinafter referred to as the "contractor") agrees to comply with the following nondiscrimination statutes and authorities; including but not limited to:

Pertinent Nondiscrimination Authorities

- Title VI of the Civil Rights Act of 1964 (42 U.S.C. § 2000d et seq., 78 stat. 252). (prohibits discrimination on the basis of race, color, national origin); and 49 CFR Part 21.
- The Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, (42 U.S.C. § 4601), (prohibits unfair treatment of persons displaced or whose property has been acquired because of Federal or Federal-aid programs and projects);
- Federal-Aid Highway Act of 1973, (23 U.S.C. § 324 et seq.), (prohibits discrimination on the basis of sex);
- Section 504 of the Rehabilitation Act of 1973, (29 U.S.C. § 704 et seq.), as amended, (prohibits discrimination on the basis of disability); and 49 CFR Part 27;
- The Age Discrimination Act of 1975, as amended, (42 U.S.C. § 6101 et seq.), (prohibits discrimination on the basis of age);
- Airport and Airway Improvement Act of 1982, (49 USC § 471, Section 47123), as amended, (prohibits discrimination based on race, creed, color, national origin, or sex);
- The Civil Rights Restoration Act of 1987, (PL 100-209), (Broadened the scope, coverage and applicability of Title VI of the Civil Rights Act of 1964, The Age Discrimination Act of 1975 and Section 504 of the Rehabilitation Act of 1973, by expanding the definition of the terms "programs or activities" to include all of the programs or activities of the Federal-aid recipients, sub-recipients and contractors, whether such programs or activities are Federally funded or not);
- Titles II and III of the Americans with Disabilities Act, which prohibit discrimination on the basis of disability in the operation of public entities, public and private transportation systems, places of public accommodation, and certain testing entities (42 U.S.C. §§ 12131-12189) as implemented by Department of Transportation regulations at 49 C.F.R. parts 37 and 38;
- The Federal Aviation Administration's Nondiscrimination statute (49 U.S.C. § 47123) (prohibits discrimination on the basis of race, color, national origin, and sex);
- Executive Order 12095, Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations, which ensures Nondiscrimination against minority populations by discouraging programs, policies, and activities with disproportionately high and adverse human health or environmental effects on minority and low-income populations;
- Executive Order 13160, Improving Access to Services for Persons with Limited English Proficiency, and

Title VI Posters and Contract Language

- Include NCDOT's nondiscrimination language for solicitations in request for bids and all other advertisements

Required Solicitation Language

The Contractor will include the following notification in all solicitations for bids and requests for work or material, regardless of funding source:

“The North Carolina Department of Transportation, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award. In accordance with other related nondiscrimination authorities, bidders and contractors will also not be discriminated against on the grounds of sex, age, disability, low-income level, creed/religion, or limited English proficiency in consideration for an award.”

Title VI Poster (Notice of Nondiscrimination)



STATE OF NORTH CAROLINA
DEPARTMENT OF TRANSPORTATION

ROY COOPER
GOVERNOR

JAMES H. TROGDON, III
SECRETARY

NOTICE OF NONDISCRIMINATION AND ACCESSIBILITY RIGHTS

In accordance with Title VI of the Civil Rights Act of 1964 and other nondiscrimination authorities, the North Carolina Department of Transportation (NCDOT) will not exclude from participation in, deny the benefits of, or subject to discrimination any person, based on race, color, national origin, Limited English Proficiency, income-level, sex, age, or disability (or religion, where applicable), under any NCDOT-funded programs or activities.

If you feel you have been discriminated against by NCDOT or its business partners, you may file a complaint. For information on filing a complaint or NCDOT's nondiscrimination obligations, please contact:

NCDOT Office of Civil Rights
Title VI Nondiscrimination Program
1511 Mail Service Center
Raleigh, NC 27699
1-800-522-0453
TitleVI@ncdot.gov

You may also visit <https://www.ncdot.gov/programs/titleVI/>.

Anyone with a hearing or speech impairment may contact Relay NC by dialing 711 or 1-877-735-8200.

ATTENTION: If you speak a language other than English, qualified interpreters or information written in other languages are available, free of charge, by calling 1-800-481-6494.

ATENCIÓN: si usted habla otro idioma que no sea inglés, puede solicitar, sin costo, los servicios de intérpretes calificados o información escrita en otros idiomas llamando al 1-800-481-6494.

Mailing Address:
NC DEPARTMENT OF TRANSPORTATION
OFFICE OF CIVIL RIGHTS
1511 MAIL SERVICE CENTER
RALEIGH, NORTH CAROLINA 27699-1511

Telephone: (919) 508-1808
Fax: (919) 508-1814 / (919) 508-1818
Customer Service: 1-877-368-4968
Website: www.ncdot.gov

Location:
104 FAYETTEVILLE STREET
RALEIGH, NORTH CAROLINA 27601



ESTADO DE CAROLINA DEL NORTE
DEPARTAMENTO DE TRANSPORTE

ROY COOPER
GOVERNADOR

JAMES H. TROGDON, III
SECRETARIO

NOTIFICACIÓN ANTIDISCRIMINATORIA Y DERECHOS DE ACCESIBILIDAD

En cumplimiento con el Título VI del Acta de los Derechos Civiles de 1964 y otras autoridades antidiscriminatorias, el Departamento de Transporte de Carolina del Norte (NCDOT) no excluirá de participar, negará beneficios o discriminará a ninguna persona con base en su raza, color, origen nacional, limitación para hablar o entender inglés, nivel de ingresos, sexo, edad o discapacidad (o su religión, cuando así aplique), de cualquier programa o actividad financiada por el NCDOT.

Si usted siente que ha sido discriminado por el NCDOT o sus proveedores, puede presentar una queja. Para obtener información sobre cómo presentar una queja o sobre las obligaciones antidiscriminatorias del NCDOT, favor de contactar a la:

Oficina de Derechos Civiles del NCDOT
Programa Antidiscriminatorio del Título VI
1511 Mail Service Center
Raleigh, NC 27699
1-800-522-0453
TitleVI@ncdot.gov

También puede visitar <https://www.ncdot.gov/programs/titleVI/>.

Cualquier persona con un impedimento auditivo o del habla puede contactar al servicio Relay NC marcando 711 o 1-877-735-8200.

ATENCIÓN: si usted habla otro idioma que no sea inglés, puede solicitar, sin costo, los servicios de intérpretes calificados o información escrita en otros idiomas llamando al 1-800-481-6494.

Dirección física:
NC DEPARTMENT OF TRANSPORTATION
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Teléfono: (919) 508-1808
Fax: (919) 508-1814 / (919) 508-1818
Servicio al Cliente: 1-877-368-4968
Website: www.ncdot.gov

Ubicación:
104 FAYETTEVILLE STREET
RALEIGH, NORTH CAROLINA 27601

Subcontract Approval Form (SAF)

- Portion – Performing all of the work associated with a line item but not the entire contract quantity.
- Quantity Based
- Partial – Performing a part of the total scope of work associated with a line item.
- Scope Based



Prompt Pay Language in Subcontracts

- Section 109-4 (B) Prompt Payments (In its entirety)
- 7 Calendar Days of Receipt of Payment
- Dispute Resolution Process included in Subcontracts
- Contact Resident Engineer regarding payment issues
- Website to review paid monthly estimates
<https://engblp.services.ncdot.gov/EAS/EstimateReport/Main.aspx>
- Prompt Payment information in All Tier level subcontracts
- FHWA Audit on prompt payment is forthcoming. More information will be provided once we know project selection.

Graduated DBE Firms

(B) Decertification Replacement

- (1) When a committed DBE is decertified by the Department after the SAF (*Subcontract Approval Form*) has been received by the Department, the Department will not require the Contractor to solicit replacement DBE participation equal to the remaining work to be performed by the decertified firm. The participation equal to the remaining work performed by the decertified firm will count toward the contract goal requirement.
- (2) When a committed DBE is decertified prior to the Department receiving the SAF (*Subcontract Approval Form*) for the named DBE firm, the Contractor shall take all necessary and reasonable steps to replace the DBE subcontractor with another DBE subcontractor to perform at least the same amount of work to meet the DBE goal requirement. If a DBE firm is not found to do the same amount of work, a good faith effort must be submitted to NCDOT (see A herein for required documentation).
- (3) **Exception: If the DBE's ineligibility is caused solely by its having exceeded the size standard during the performance of the contract, the Department will not require the Contractor to solicit replacement DBE participation equal to the remaining work to be performed by the decertified firm. The participation equal to the remaining work performed by the decertified firm will count toward the contract goal requirement and overall goal.**

Updated DBE special provision will be included in contracts let after July 1,2021

New FHWA 1391 Submittal

- NCDOT has developed electronic FHWA 1391 for primes and subcontractors to submit
- Contractors will log in with unique password for their company.
- Primes will have to review subcontractors before submitting to NCDOT.
- Webinar on how to submit forms will be forthcoming in May 2021

New FHWA 1391 Submittal

COMPANY NAME

FHWA 1391 COMPLETION

PRIME REVIEW

Contract # ↑	Contract Type	Status	Completed
[REDACTED]	Subcontractor	Pending	<input type="checkbox"/>
[REDACTED]	Prime	Pending	<input checked="" type="checkbox"/>
[REDACTED]	Prime	Pending	<input type="checkbox"/>
[REDACTED]	Subcontractor	Pending	<input checked="" type="checkbox"/>
[REDACTED]	Subcontractor	Pending	<input type="checkbox"/>

Rows per page: 10 ▾ 1-5 of 5 < >

Completing the FHWA 1391



Job Categories	TABLE A														TABLE B			
	Black or African American		Hispanic or Latino		American Indian or Alaskan Native		Asian		Native Hawaiian or Other Pacific Islander		Two or More Races		White		Apprentices		On-the-Job Trainees	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials (Managers)																		
Supervisors																		
Foremen/Women																		
Clerical																		
Equipment Operators																		
Mechanics																		
Truck Drivers																		
Iron Workers/Welders																		
Carpenters																		
Cement Masons																		
Electricians																		
Pipe Fitters/Plumbers																		
Painters																		
Laborers, Semi-skilled																		
Laborers/Unskilled																		
Totals	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

TABLE C (Table B data by racial/ethnicity status)														
Job Categories	Black or African American		Hispanic or Latino		American Indian or Alaskan Native		Asian		Native Hawaiian or Other Pacific Islander		Two or More Races		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Apprentices														
On-the-Job Trainees														

Completing the FHWA 1391

North Carolina Department of Transportation
1391 (02/20)

FEDERAL-AID HIGHWAY CONSTRUCTION CONTRACTORS ANNUAL EEO REPORT

VENDOR ID: [REDACTED]	COMPANY NAME: [REDACTED]	CONTRACT NUMBER: [REDACTED]	DIVISION: [REDACTED]	DOLLAR AMOUNT OF ALL CONTRACT(S): [REDACTED]	TYPE OF CONSTRUCTION: Subcontractor
---------------------------------	------------------------------------	---------------------------------------	--------------------------------	--	---

IS NO WORK PERFORMED BY YOUR COMPANY OR FEDERAL-AID CONTRACTS DURING THE LAST FULL PAY PERIOD WORKED IN JULY 2020? No

WORKFORCE ON FEDERAL-AID AND CONSTRUCTION SITE(S) DURING THE LAST FULL PAY PERIOD WORKED IN JULY 2020

Job Categories	Total Employed		Total Racial/Ethnic Minorities		Black or African American		Hispanic or Latino		American Indian or Alaskan Native		Asian		Native Hawaiian or Other Pacific Islander		Two or More Races		White		Apprentices		On-the-Job Trainees	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Officials (Managers)	0	0	0	0																		
Supervisors	0	0	0	0																		1
Foremen/Women	0	0	0	0																		1
Clerical	0	0	0	0																	1	
Equipment Operators	0	0	0	0																	1	
Mechanics	0	1	0	0																		1
Truck Drivers	1	0	0	0																		1
Iron Workers/Welders	0	1	0	1																		
Carpenters	1	0	1	0												1						
Cement Masons	1	1	1	1	1																	
Electricians	1	1	1	1		1								1								
Pipe Fitters/Plumbers	1	1	1	1			1															
Painters	1	1	1	1				1				1										
Laborers, Semi-skilled	1	1	1	1					1	1												
Laborers/Unskilled	1	0	1	0					1													
Totals	8	7	7	6	1	1	1	1	2	1	1	1	1	1	1	1	1	1	1	1	1	1

Job Categories	Total Employed		Total Racial/Ethnic Minorities		Black or African American		Hispanic or Latino		American Indian or Alaskan Native		Asian		Native Hawaiian or Other Pacific Islander		Two or More Races		White	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Apprentices	0	7	0	6		1		1		1		1		1			1	
On-the-Job Trainees	7	0	6	0	1		1		1		1		1				1	

PREPARED BY:
Daniel Walker

DATE:
02/25/2021

CONTACT PHONE NUMBER:
000-000-0000

CONTACT EMAIL ADDRESS:
dswalker2@ncdot.gov

I certify that the information I am providing in this 1391 is accurate.



New Liquidated Damage Rates

Contract Value	New Rate	Old Rate
\$0 - \$500K	\$ 600.00	\$ 500.00
\$500K - \$1M	\$ 700.00	\$ 600.00
\$1M - \$2M	\$ 850.00	\$ 750.00
\$2M - \$5M	\$ 1,100.00	\$ 1,000.00
\$5M - \$10M	\$ 1,500.00	\$ 1,500.00
\$10M - \$30M	\$ 2,000.00	\$ 2,000.00
\$30M - \$50M	\$ 3,000.00	\$ 3,000.00
\$50M - \$100M	\$ 5,000.00	\$ 4,000.00
> \$100M	\$ 7,000.00	\$ 5,000.00

- Recommended Rate for Overall Project Completion/ICT #1 (all work except PVE) on grading contracts.
- Effective projects let after May 1, 2021
- Individual contracts may have higher or lower rates based on circumstances

Subcontractor Payment Tracking – **NEW**

New Landing Page for Prime Contractors

The screenshot shows the NCDOT website interface. At the top is a blue header with the NCDOT logo and the text "NCDOT NORTH CAROLINA DEPARTMENT OF TRANSPORTATION Connecting people, products, and places safely and efficiently with customer focus, accountability and environmental sensitivity to enhance the economy and vitality of North Carolina." Navigation links for "About", "Careers", "Contact", "News", and "NCDOT" are on the right. Below the header is a yellow navigation bar with categories: "Doing Business", "Maps & Publications", "Programs", "Projects & Studies", and "Travel Information".

The main content area is titled "Payment Tracking" and "Payments". On the left is a dark blue sidebar menu with the following items: "Enter Payment", "View Pending Payments", "View Change Needed Payments", "View Accepted Payments", and "Contact Information". The main content area contains five blue buttons: "Enter Payment", "View Pending Payments", "View Change Needed Payments (34 need changes)", "View Accepted Payments", and "Contact Information".

At the bottom of the page is a dark blue footer with the text: "© Copyright NCDOT 2007 NCDOT Home | NC.gov".

Subcontractor Payment Tracking

- Prime Contractor must enter payments monthly for all DBE Firms, regardless if they are committed or not (Optional for Non-DBE Firms)
- Prime Contractor is the only one authorized to enter payments for the project
- No CUF \neq No DBE Participation Credit towards the Overall DBE Contract Goal
- Capture Payments to 2nd Tier DBE Firms– Need Documentation from 1st Tier Non-DBE Subcontractors to enter payments for 2nd Tier DBE Firms
- DBE Suppliers/Manufacturers – Must Submit Copy of DBE Invoice with prices to Verify for CUF Assessment (60% of Supplier Invoice)
- Monitor DBE payment entries to ensure contract committed line items (Quantities & Unit Prices) are met – not just the overall subcontract amount
- Meeting DBE Goals is a Contractual Requirement and Committed DBE Firms (listed in the back of the contract) must be utilized on the project

Joint Check Agreement Form

- Credit for MATERIALS towards DBE Goal only when DBE is performing a CUF
- DBE performs a CUF (Commercially Useful Function) when it negotiates prices, determines quality & quantities, orders the material, installs material & pays for the material itself
- Prime Contractor acts solely as the guarantor to the suppliers for payment
- Joint Check issued by Prime must be delivered to the DBE to pay suppliers

STATE OF NORTH CAROLINA DEPARTMENT OF TRANSPORTATION		
JOINT CHECK NOTIFICATION FORM (FOR DBE/MBE/WBE FIRMS ONLY)		
CONTRACT /PROJECT NUMBER:	NAME OF PRIME CONTRACTOR:	
Name of Subcontractor _____		
Name of Material Supplier _____		
Items of work _____		
Comments _____		
Who requested joint check utilization? _____ Prime _____ Sub _____ Supplier		
Why? _____		
Information:		
<p>NCDOT will closely monitor the use of joint checks, and this practice will be subject to review by the Office of Civil Rights. To receive DBE/MBE/WBE credit for performing a commercially useful function with respect to obtaining materials and supplies, a DBE/MBE/WBE must "be responsible for negotiating price, determining quality and quantity, ordering the material and installing (where applicable) and paying for the material itself." Only when a DBE/MBE/WBE meets all requirements should credit be counted for the procurement of items by the DBE/MBE/WBE.</p> <p><u>Please read the attached Joint Check Procedures. If the proper procedures are not followed or the department determines that the arrangements results in a lack of independence for the DBE involved, no credit for the DBEs participation as it relates to the material cost will be used toward the contract goal requirement and the prime will need to make up the difference elsewhere on the project.</u></p> <p><i>I have read and understand the above information and the attached Joint Check Procedures. I hereby acknowledge that the information provided on this form is true and accurate.</i></p>		
Authorized Subcontractor Representative:		
Signature _____	Title _____	Date _____
Authorized Material Supplier Representative:		
Signature _____	Title _____	Date _____
Authorized Prime Contractor Representative:		
Signature _____	Title _____	Date _____
Received:		
NCDOT Contract Administrator _____	Date _____	
Documentation for financial transactions attached? _____		
Comments _____		
CC: State Construction Engineer		
State Contractor Utilization Engineer		
1/2019		

Criteria for Additional Classifications

b. (1) The contracting officer shall require that any class of laborers or mechanics, including helpers, which is not listed in the wage determination and which is to be employed under the contract shall be classified in conformance with the wage determination. The contracting officer shall approve an additional classification and wage rate and fringe benefits therefore only when the following criteria have been met:

- (i) The work to be performed by the classification requested is not performed by a classification in the wage determination; and**
- (ii) The classification is utilized in the area by the construction industry; and**
- (iii) The proposed wage rate, including any bona fide fringe benefits, bears a reasonable relationship to the wage rates contained in the wage determination.**

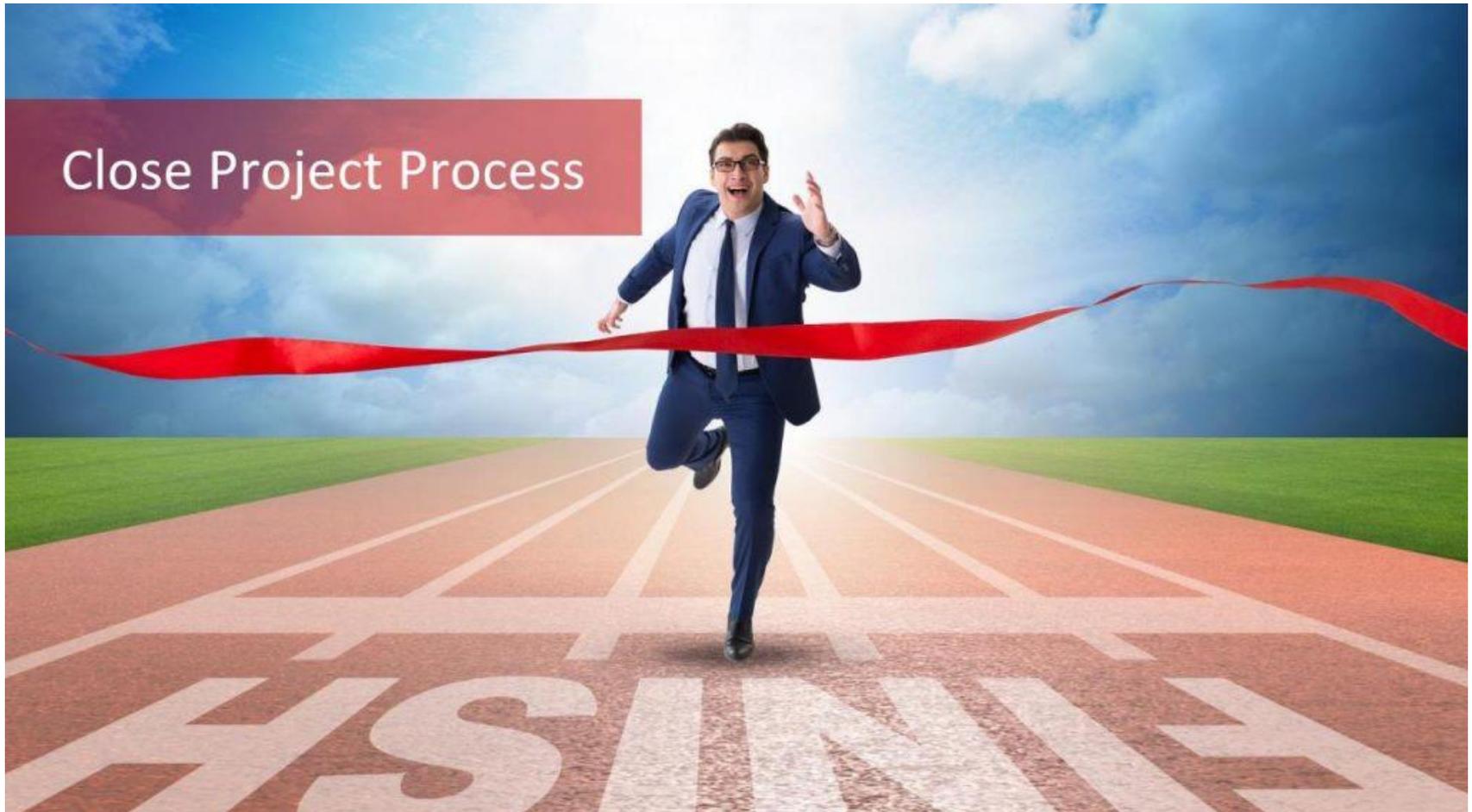
AASHTOWare – Pilot Project



- We will need pilot projects for prime contractors to begin submitting payrolls
- Anticipated time frame is late 2021 to early 2022
- We will eventually ask subs who are willing to submit payrolls on those projects.
- If you are interested in working with NCDOT on pilot project, let NCDOT know.
- Future

COMING SOON

Closing Out Projects



Closing Out Projects

- Once the project is accepted, the RE should verify that all quantities have been calculated correctly and prepare the final estimate. This is double checked at the Division level for accuracy. Final Quantities letter will then be sent to the contractor
- Upon receipt of final quantities, the contractor can request a closeout conference if they have any monetary or time requests. When a closeout conference is requested, it should include a list of the topics so both parties are prepared to discuss.
- Documents needed to close a project out:
 - Affidavit from contractor advising that all obligations and debts arising from construction have been paid
 - Consent of Surety on the contract bonds (if bond was required)
 - Written notice that the contractor has no request for any extension in completion date or any adjustment in compensation or in lieu thereof written notice presenting all requests for adjustment of the final estimate (Final Claim Letter). An executed Closeout Conference Form serves as this document

Closing Out Projects – How Long?

Category	Time to Notify	Time to Close Out after notification
C Projects	143 days	141 days
D Projects	109 days	97 days

- Average time to Notify is the average number of days from date of acceptance to the date that the contractor is notified of final quantities
- Time to Close out after notification is the average number of days from the notification date to the date the final estimate was paid.

Closing Out Projects – Why?

- The Department can shift remaining funds to other areas
- Contractors can receive any remaining money.
- Materials and Tests can certify projects FHWA can issue final voucher. Final Voucher is key date for records retention for all parties.



www.logos.co

What can be done to streamline process?



What can be done to streamline process?



- Work on verification of quantities before final acceptance. After acceptance of ICT#1 is recommended. Strive to complete final estimate assembly within allotted timeframes
 - Communicate with contractor. Try to resolve any outstanding issues prior to final acceptance.
 - Communicate with contractor to schedule Closeout Conference when needed.
 - Discuss quantities at each monthly construction meeting. Verify that quantities are up to date.
 - Stay on top of materials certification throughout life of the project.
- 
- An illustration of four cartoon construction workers. Two are wearing yellow hard hats and blue overalls, one is holding a shovel and the other a clipboard. Two are wearing red hard hats and blue overalls, one is holding a wrench and the other a pencil.
- Don't wait for final acceptance to ensure subcontractors have been closed out. Verify quantities are correct and ensure that any retention is complete.
 - Request Closeout Conference as soon as possible.
 - Ensure that closeout documents are submitted in timely manner.
 - Communicate with NCDOT. Try to resolve any outstanding issues prior to final acceptance.
 - Discuss quantities at each monthly construction meeting. Verify that quantities are up to date.
 - Ensure that materials certs are submitted throughout life of project

Questions

