

# Preliminary Engineering (PE)

- Engineering Study
- Preliminary Design
- **Final Design / PS&E**
- Bid Phase



Section #15



# Final Design

## Prior to Beginning

- Preliminary Design approved By NHDOT ✓
- NEPA Completed (less than 3 years ago) ✓
- Cost estimate updated with NHDOT ✓
- Schedule updated with NHDOT ✓
- **“Received Authorization to Start”**  
Final Design ✓

**or “RATS” work is ineligible!!**



## 7 Final Design Steps

- 1) Acquire needed Right-of-Way
- 2) Attend NHDOT's Office of Federal Compliance training: "Labor Compliance for Federally Funded Projects"
- 3) Select engineer for Construction Engineering (CE) Services – QBS



## 7 Steps Continued

- 4) Submit Public Interest Findings (PIF's)
- 5) Develop Final Design (plans, quantities, specifications and cost estimates)
- 6) Submit Final Design for NHDOT review and approval
- 7) Submit PS&E with Certifications



# Step #1 - Acquire Right-of-Way

## **ROW Basics (Before Final Design)**

- Existing ROW has already been determined ✓
- Temporary and permanent impacts outside of existing ROW have already been identified ✓
- Public hearing for eminent domain was already conducted (if necessary) ✓





# Acquire Right-of-Way

## **ROW Basics (During Final Design)**

- Know the Law
- Develop ROW plan information
- Determine “Just Compensation” for project impacts (appraisals)
- Acquire needed property rights
- Certify that rights have been acquired

**These items cannot be started until  
Final Design**

**Section #19**



# Acquire Right-of-Way

## The Law

### ➤ Federal law

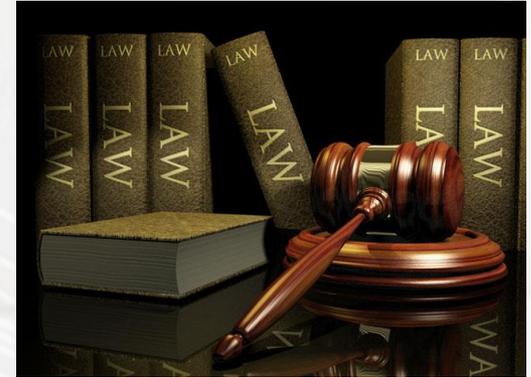
#### **Uniform Act of 1970**

49 CFR Part 24 (as amended)

### ➤ State law

RSA 230 and 231, Public Hearings  
and Finding of Necessity

RSA 498A, Eminent Domain  
Procedures





# Acquire Right-of-Way

## Uniform Act

### When does it apply?

The Uniform Act applies to all projects receiving Federal funds or Federal action where real property is acquired or persons are displaced as a result of acquisition, demolition or rehabilitation





# Acquire Right-of-Way

## What does Uniform Act do?

- Provides important protections and assistance for people affected by federally funded projects
- Ensures that people whose real property is acquired, or who move as a result of projects receiving Federal funds, will be treated fairly and equitably and will receive assistance in moving from the property they occupy

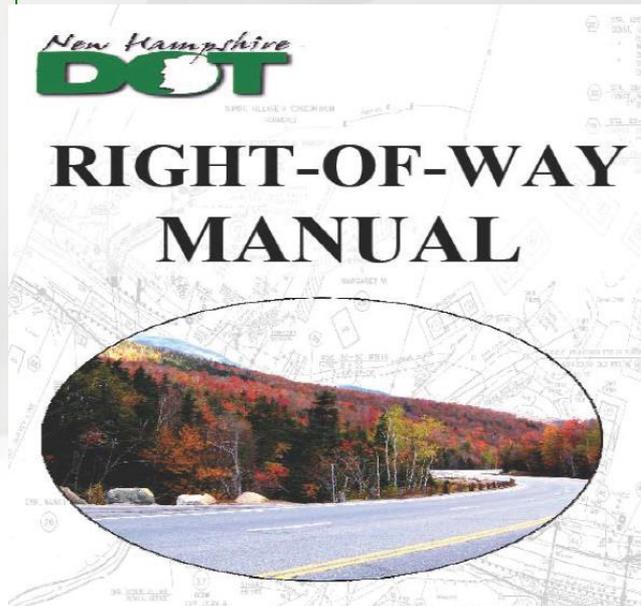




# Acquire Right-of-Way Uniform Act

Where to find more information?

- [www.fhwa.dot.gov/real\\_estate/uniform\\_act](http://www.fhwa.dot.gov/real_estate/uniform_act)
- [www.nh.gov/dot/org/projectdevelopment/rightofway](http://www.nh.gov/dot/org/projectdevelopment/rightofway)



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**Uniform Act** | **Right-of-Way** | **Outdoor Advertising Control**

Acquisition → FHWA → Real Estate → Uniform Act

### Acquisition

- [Acquiring Real Property for Federal and Federal-Aid Program](#)
- [Manual for Federal Land Transfers for Federal-Aid Project](#)
- [Public Project Effects](#)
- [Effectiveness and Impacts of FHWA's Implementation of the](#)
- [Federal-aid Eligibility of Wetland and Natural Habitat Mitigati](#)
- [Mitigation of Highway Impacts on Agricultural Uses, Land Co](#)
- [State Condemnation](#)
- [Synthesize Division Interagency Real Estate Agreements an](#)

Acquisition
Annual Right-of-Way Statistics
Legislation and Regulations
Policy & Guidance
Property Valuation
Program Administration
Relocation
Research
Owners & Tenants
Realty Publications



# Acquire Right-of-Way

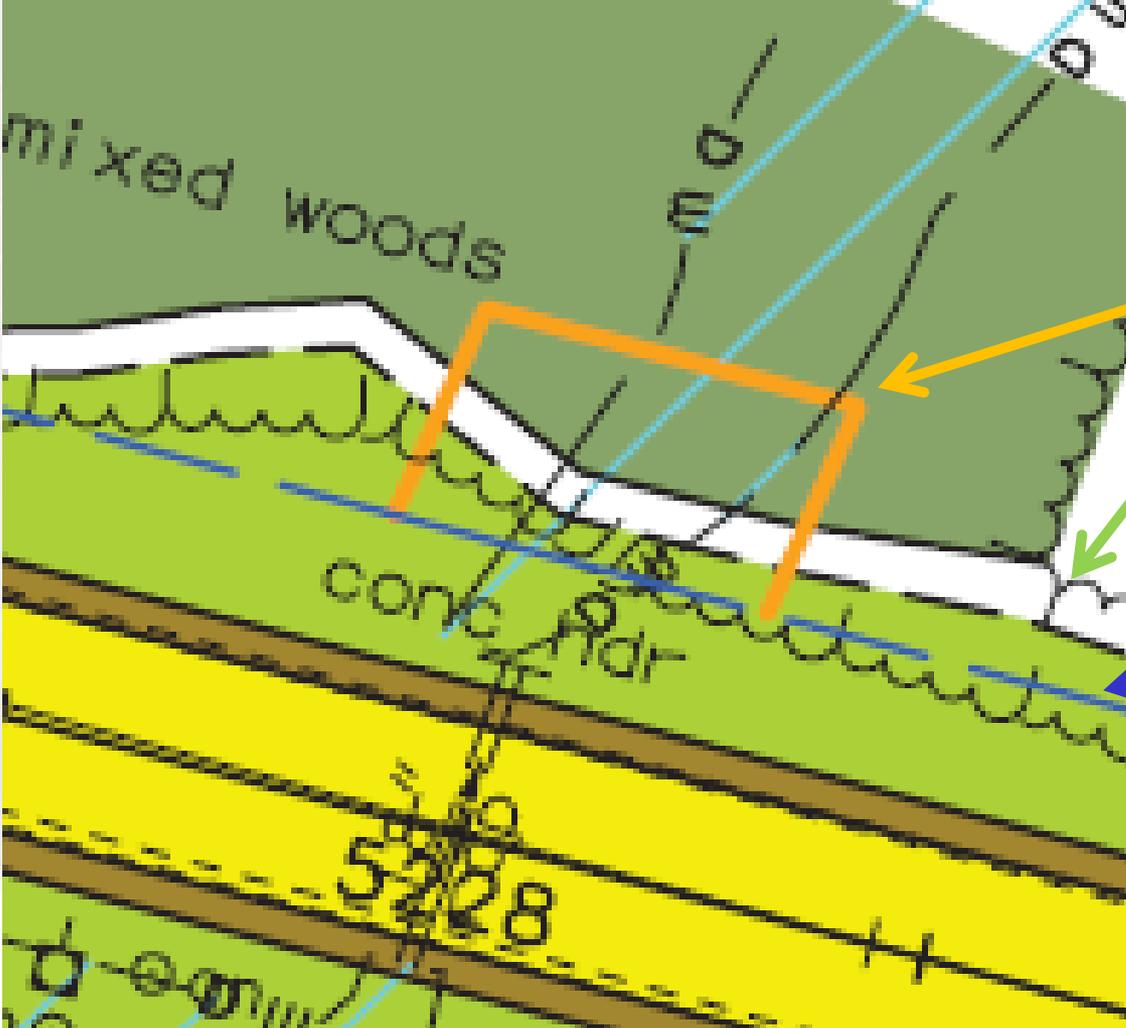
**Types of impacts per parcel  
can include:**

- Property acquisition, and/or
- Permanent easements, and/or
- Temporary easements  
(slope, drainage, sightline, etc..)



# Acquire Right-of-Way

## Remember the public plan?



Slope,  
Drainage,  
and  
Clearing  
Easements

Existing  
ROW

Section #19



# Acquire Right-of-Way

## Develop Right-of-Way plans

- Show proposed work in relation to the existing Right-of-Way
- Show sizes of **Permanent** and **Temporary Easements** needed to perform work
- Quantify/List amount and types of impacts per parcel



# Acquire Right-of-Way

## **ROW plans includes:**

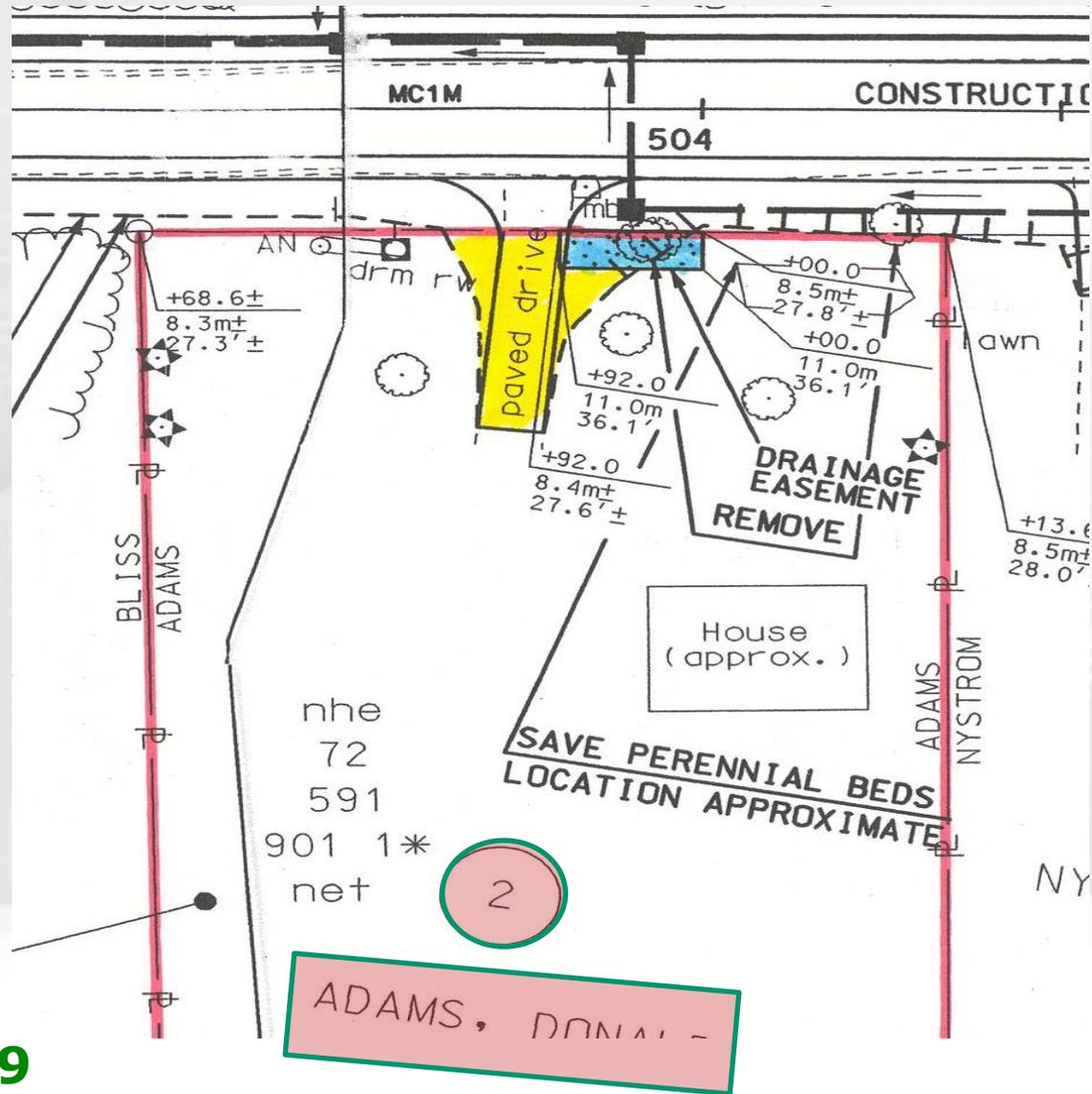
- Parcel numbers with ownership info
- Calculated square footage of each type of impact on each parcel
- Visual illustration of impact areas

**Separate ROW plans may not be necessary but information still needs to be shown**



# Acquire Right-of-Way

## Sample ROW Plan



### Section #19



# Acquire Right-of-Way

## Just Compensation

- The Fifth Amendment of the United States Constitution provides that private property may not be acquired for a public use without payment of "**Just Compensation**"
- It is essential that **property owners hear from the Sponsor that property owners have rights** relative to the law **in writing upon first contact**



# Acquire Right-of-Way

**Notify all owners in writing they have rights to:**

- 1) Receive Just Compensation
- 2) Have property valued by an appraisal
- 3) Have a written statement of the established Just Compensation
- 4) Be present during the appraisal process
- 5) Challenge the Just Compensation offer
- 6) Receive payment before surrendering property
- 7) Receive reimbursement for incidentals





# Acquire Right-of-Way

## Donations

- The new donation process was recently approved by FHWA
- See your Project Manager if you have property owners interested in making donations



**See handout for sample donation form**

**Section #19**



# Acquire Right-of-Way

## NON-COMPENSABLE DAMAGES

The following would **not** be included in determining “just compensation”

- Changes in traffic patterns that increase or decrease traffic
- Temporary blockage of a street or highway
- Loss of business
- Tenant relocation
- Interference with owner’s future plans





# Acquire Right-of-Way

## Appraisals

- **Appraisals** are used to determine **Just Compensation**
- The **Uniform Act** mandates an **appraisal process**, governed by the following standards:

**USPAP** – Uniform Standards of Professional Appraisal Practice

**UASFLA** – Uniform Appraisal Standards for Federal Land Acquisitions



# Acquire Right-of-Way

## Appraisals



- All appraisals must be independently developed and reviewed by State of NH Certified Appraisers
- See NHDOT PM for list of NH Certified Appraisers
- Four (4) basic types of appraisal





# Acquire Right-of-Way

Determine appropriate type of appraisal for EACH parcel

1. Complete Acquisition
2. Before & After Appraisal
3. **Land Value Appraisal (LVA)**
4. **Waiver Valuation Process**  
**(most common for LPAs)**



# Acquire Right-of-Way

## Complete Acquisition Appraisal

- Requires public hearing – see NHDOT Project Manager

## Before & After Appraisal

- Full narrative before the project acquisition and a second appraisal of the property considering the project acquisition
- The difference between the two is the **“Just Compensation”**

Section #19



# Acquire Right-of-Way

## Land Value Appraisal

- Used when there is no value difference in the property before and after the project
- Value of land only (per square foot or acre)





# Acquire Right-of-Way

## Waiver Valuation Process

- Limited to acquisitions < \$10,000
- Must be done by qualified people
- Cannot be used for eminent domain
- Based on 49CFR 24.103(c)(2)
- Used for “**uncomplicated**” acquisitions to save time and money vs. a full appraisal process

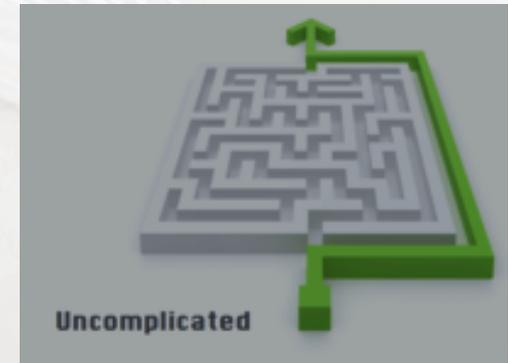




# Acquire Right-of-Way

## What is “uncomplicated”

- Certain questions must be answered to determine if an acquisition is “uncomplicated” and can use the waiver valuation process
- A checklist has been developed from NHDOT’s ROW Manual with the list of questions



**See handout and next slide  
for list of questions**

**Section #19**



# Acquire Right-of-Way

## Uncomplicated Checklist:

### Section #19

### WAIVER VALUATION PROCESS FOR LPA PROJECTS

#### Checklist for Determination if Acquisition is "Uncomplicated"

Project Name: \_\_\_\_\_ Sponsor: \_\_\_\_\_

State Number: \_\_\_\_\_ Sponsor Representative: \_\_\_\_\_

Federal Number: \_\_\_\_\_ Date Completed: \_\_\_\_\_

Map/Lot Number: \_\_\_\_\_ Property Address: \_\_\_\_\_

**In Order to determine whether or not an acquisition is "uncomplicated" the following questions must be answered**

If one of these questions is answered "yes" the acquisition could still be considered "uncomplicated". Multiple "yes" answers would indicate that the acquisition couldn't be considered to be uncomplicated. A single "yes" answer would need to be further analyzed to decide whether the indicated situation causes the acquisition to become complicated and thus require the acquisition to be appraised. [The project sponsor will need to submit the additional analysis required with the completed checklist.](#)

This list of questions is not intended to be all-inclusive. The key to use this method of determining compensation is that impacts of the acquisition are minimal or can be easily measured by their cost to cure.

- Is the acquisition over \$10,000?
- Is the acquisition anything more than a strip acquisition?
- Are buildings, wells, signs, etc. affected?
- Is the acquisition severing any buildings from remainder?
- Are trees, shrubs, or other landscaping involved?
- Is the proposed right of way line closer to any building after the acquisition to require analysis of possible proximity damages?
- Is access to the property changed or limited?
- Is current highest and best use of property going to be changed as a result of the acquisition?
- Does a significant amount of the total compensation involve items other than land value?
- Is there reason to believe this parcel will proceed to Condemnation?
- Is more land than actually needed being acquired?
- Are there any other considerations that complicate the valuing of this parcel?

# Acquire Right-of-Way



## Waiver Valuation Team

- **Min 3 Person Team** – Person in Responsible Charge, person with market experience, and Engineer of Record to **determine Estimate of Compensation**
- Compensation is based on **market values** in area and applied consistently to all parcels (**not assessed value**)





# Acquire Right-of-Way

## Draft Waiver Valuation

- Submit draft estimate of compensation package to NHDOT for review and approval prior to meeting with owner



**See LPA Manual (Version #3.0) for Waiver Valuation Process**

**Section #19**



# Acquire Right-of-Way

## Acquisition process for waiver valuation

- Meet with owner to present offer **in writing**
- Explain waiver process and owners rights,
- Describe project and show impact plan
- Offer Just Compensation determined by project team (Can't offer less than Just Compensation)





# Acquire Right-of-Way

## **Negotiation Diary**

Keep a written diary of all conversations and meetings with all people involved in the acquisition process



# Acquire Right-of-Way

## About meeting with owner

- Make personal contact with each impacted property owner



- Call first to make an appointment
- If property owner does not want to meet, call first and mail information

**Section #19**



# Acquire Right-of-Way

## About Meeting with Owner

- Fully explain the project and impacts, listen to concerns, answer questions or get answers if you do not know



- **Listen** to the owners and **be flexible**
- **Design flexibility** will often yield **positive results**



# Acquire Right-of-Way

## About Meeting with Owner

- Give the property owner time to consider the offer



- Typically call back after 1 to 2 weeks
- 45 days are required before you could start eminent domain proceedings

**Section #19**



# Acquire Right-of-Way

## **Never coerce a property owner**

- If owners say no, evaluate your options
- Can you pull off? Redesign? etc.
- Why are owners against the project?  
(find compromise)
- Eminent Domain? (if you have followed all appropriate RSAs)



# Acquire Right-of-Way

## Administrative Settlements

This is a settlement amount above the just compensation amount, requires **written justification** and **approval by NHDOT**

Sometimes they make sense!



# Acquire Right-of-Way

## **When Owner Agrees:**

- Owner signs the Offer/Agreement form
- LPA Schedules closing
- At Closing - exchange check for:
  - Signed Permanent Easements, and/or
  - Signed Temporary Easements, and/or
  - Signed Right of Entry



# Acquire Right-of-Way

## Personal Property Relocation

- Signs, fences, lamp posts, small buildings, septic systems, wells, etc. can be relocated if warranted by the project
- Reimbursement program, pay the lower of at least 2 reasonable estimates





# Step #2 – Federal Labor Compliance Training

## Who needs to take training?

- Sponsor's Person in Responsible Charge
- PE Engineer of Record
- CE Engineer of Record
- Resident Engineer and
- Resident Engineer's Designees





# Federal Labor Compliance Training

## What and When?

- 1/2 day training provided by NHDOT's Office of Federal Compliance in Concord
- Must be completed prior to Final Plan approval
- Keep your certificate – needed later

**See handout for training information**

**Section #22**



# Federal Labor Compliance Training

## What does it cover?

How to comply with Federal contracting requirements including:



- FHWA Form 1273
- Davis Bacon Wage Requirements
- CFR 23 and CFR 49, and
- Certain NH State Laws

Section #22



# Federal Labor Compliance Training

## **When does the Office of Federal Compliance get involved?**

- During preparation of bid documents
- During award of construction bid
- During preconstruction meeting
- Frequently during construction
- During final payment release



# Federal Labor Compliance Training

## What are some common items:

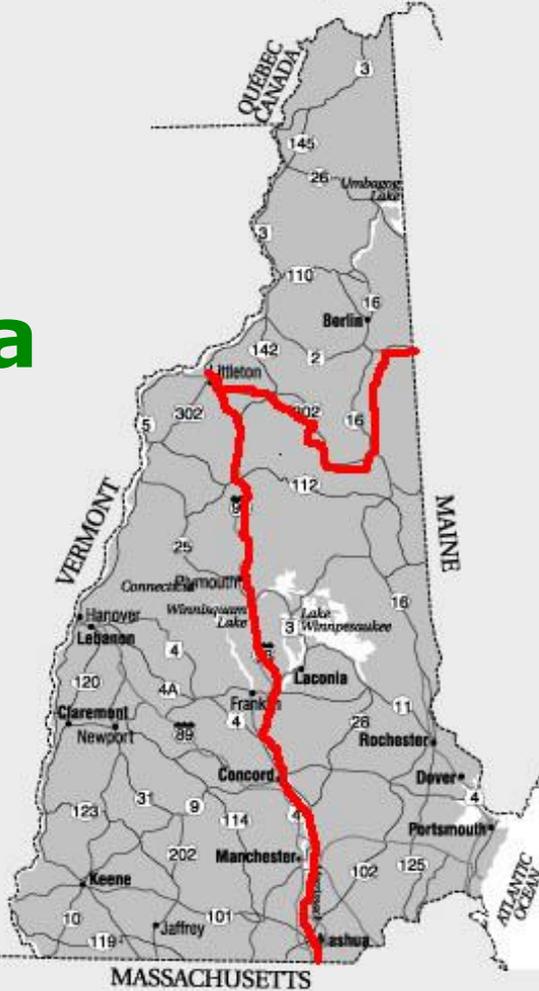
- Ensuring proper bid documents
- Providing subcontractor approvals
- Verifying employee sign in sheets
- Verifying employee wage rates
- Verifying timely payments to employees
- And many more.....

A 'WEEKLY TIME SHEET' form from Amsterdam. The form includes fields for 'EMPLOYEE NAME', 'DEPARTMENT', 'FOR WEEK ENDING', and 'EMPLOYEE #'. It features a grid for tracking time by day of the week (Monday through Sunday) and totals. The grid columns are labeled 'MORNING', 'AFTERNOON', and 'OVERTIME', each with 'IN' and 'OUT' sub-columns. There are also columns for 'REGULAR' and 'OVERTIME' rates. At the bottom, there are sections for 'Authorization of Overtime' (with a 'SPECIAL AUTHORIZATION REQUIRED FOR ALL OVERTIME' note), 'Employee Signature', and 'Supervisor's Signature'. The form is dated 'Rev 3/99' and includes the 'AMSTERDAM' logo.

**See handout for “Responsibilities Guide”**



## New Hampshire



# Federal Labor Compliance Training

**Barbara  
Mitera**

**2 Field Auditors**

**Denise  
Presby**

**Section 22**



# Step #3 - Select Engineer for CE Services

- Perform Qualification Based Selection (QBS) for Construction Engineering (CE) services during Final Design
- If initial QBS process for PE services included qualifying engineering companies for CE services as well, then LPA can proceed directly to Scope and Fee negotiations for CE services



**Sections #13, #14 & #27**



# Select Engineer for CE Services

## **CE services typically include:**

- Construction oversight and inspection
- Monitoring traffic control
- Monitoring environmental commitments
- Monitoring for a safe work environment
- Material testing/Quality Assurance Plan
- Documenting quantities and pay estimates
- Assisting Office of Federal Compliance
- **Responsible of all project construction records**

**Sections #13, #14 & #27**



# Select Engineer for CE Services

## Documentation needed for NHDOT CE selection review and approval:

- Consultant selection process (QBS)
- CE Scope & Fee negotiation
- LPA's Independent Government Estimate (IGE)

Submit during Final Design to avoid delays

Sections #13, #14 & #27



# Select Engineer for CE Services

## When does CE start?

CE begins on day Construction Contract is awarded

- Bid phase services are part of PE
- PE charges cannot be incurred after construction contract award



**Construction presentation later today describes in more detail the scope of CE services**

Sections #13, #14 & #27



# Step #4 – Public Interest Findings

## Why?

## Findings

- Competitive bidding is the principal means to award Federal-aid contracts (other than QBS)
- Sometimes it is in the **public's best interest** to deviate from competitive bidding
- **Public Interest Findings (PIF's)** are used to document and approve deviations from competitive bidding



# Public Interest Findings

## Example actions needing PIF's:

- **Experimental Items** –  
Specifying a new/innovative product from a sole source
- **Proprietary Items** –  
Specifying a specific traffic signal controller to match existing traffic controller system





# Public Interest Findings

## More examples:

- **Local Agency Forces** – Using City staff to provide labor, equipment and material to install pavement markings
- **Local Agency Material** – Using Local Agency drainage pipe from Town stockpile to be installed by a low bid contractor





# Public Interest Findings

## PIFs must document:

- The **circumstances why** the Sponsor wants to use non-competitive procurement
- The **cost savings realized** by using non-competitive procurement
- That the **resulting product or service will meet all requirements and be of similar quality** as a competitively bid process



# Public Interest Findings

**Use PIF Form**  
*FHWA "Request for Approval of Public Interest Finding (PIF) Form"*



**See handout for sample form**

**Section #24**

Federal Highway Administration New Hampshire Division Office		New Hampshire <b>DOT</b> Department of Transportation	
Request for Approval of Public Interest Finding (PIF)			
<input type="checkbox"/> Use of patented and proprietary materials, sole source (23 CFR 635.411) <input type="checkbox"/> Use of State-furnished materials (23 CFR 635.407) <input type="checkbox"/> Mandatory use of borrow/disposal sites (23 CFR 635.407) <input type="checkbox"/> Waiver to Buy America Requirements (only FHWA HQ can approve through the Division Office) (23 CFR 635.410) <input type="checkbox"/> Other			
PIF Duration		Project Specific Information	
<input type="checkbox"/> Project Specific Approval-or- <input type="checkbox"/> Statewide Blanket Approval Duration (FHWA Approval) <input type="checkbox"/> 2 years <input type="checkbox"/> 3 years <input type="checkbox"/> 5 years		Contract Name: _____ FA Project #: _____ State Project #: _____ Stewardship: <input type="checkbox"/> Full Oversight <input type="checkbox"/> Exempt/State Delegated	
Description of Item(s)/Work (clearly describe the item(s)/work involved):			
Estimated Costs Associated with Public Interest Finding (please provide a breakout of items):			
Justification for a Public Interest Finding (clearly describe the reasons and/or justification for the PIF):			
Supporting/Reference Documentation (drawing sheet numbers, specifications, correspondence, etc.):			
NHDOT Request By (signature):	Name and Title:	Date of Request:	
Reviewing Official Remarks(Blanket Requests & Full Oversight: FHWA; Delegated Projects: NHDOT)			
Reviewing Official Approval for PIF Granted by:	Name and Title:	Date of Authorization:	

FHWA NH-PIF 2/11





# Public Interest Findings

## **PIF approval process:**

- LPA develops PIF request and submits to NHDOT Project Manager
- Most PIF's can be reviewed and approved by NHDOT
- Some PIF's go to FHWA (depending on the type of PIF and the type of project) based on our Stewardship and Oversight Agreement.

**See LPA Manual Section #24 for more info and examples**

**Section #24**



# Step #5 – Develop Final Design

## **Final Design includes:**

- Detailed Plans
- Accurate Item Quantities
- Bid Proposal with Specifications
- Accurate Cost Estimate

**Consultant shall review material prior to submitting to NHDOT**

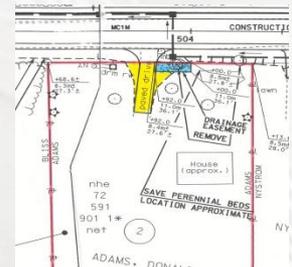
**Section #15**



# Develop Final Design

**Incorporate comments from:**

- Preliminary Design Review
- Public Input Process
- ROW / Abutter Agreements
- NEPA Process





# Develop Final Design

## Post NEPA approval:

- **Apply for permits**
  - Acquire ROW
    - Minimize Unavoidable Impacts
  - Design and Build Mitigation
  - **Follow thru on commitments**

**Final Design  
&  
Construction**



# Develop Final Design

## **Final Design Plans should:**

- Include existing information (survey, ROW, resources, etc....)
- Include proposed design
- Use plan views, profiles, cross-sections and details
- Agree with quantities in cost estimate





# Develop Final Design

## Cost Estimates need to:

- Include flagging/police items
- Use **NHDOT 2016** standard item nomenclature
- Avoid miscellaneous items
- Use average weighted costs
- **Include Non-Participating costs**
- **Not contain contingencies**





# Develop Final Design

## Proposal includes:

- Prosecution of work (description)
- Intermediate and final completion dates
- Environmental commitments
- Copies of permits
- **Liquidated damages clause**
- **No retainage clauses**





# Develop Final Design

## Proposal includes:



- Traffic Control information
- Concurrent construction information
- Utility company contact information and relocation schedule
- Holidays & special Town event info



# Develop Final Design

## Proposal includes:

- Special Right-of-Way items
- Areas to avoid (historic, protected)
- Office of Federal Compliance documents relative to Federal-Aid
  - Davis Bacon wage rates, etc...
  - See OFC website for "Contract Document Package"
  - Required!





# Develop Final Design

## **Think about bid alternatives early**

- Additional items to be bid
- Used for variety of reasons
- Must be "Add" alternatives  
(not subtract)
- Listed in order of priority/preference
- No partial alternatives awarded



# Step #6 -Submit Final Design for Review

## Submission requirements:

- Sponsor Letterhead
- 11"x17" Plan Sheets
- Proposal with Specifications
- Engineer's Cost Estimate
- Verify number of copies with NHDOT Project Manager



# Submit Final Design for Review

- The NHDOT is hoping the Final Design package submitted is at 95% to 100% complete
- The Final Design package becomes the **PS&E** set with “Design Approval” from the NHDOT



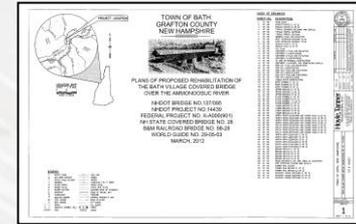
# Step #7 - Submit PS&E with Certifications

## What does PS&E really mean?

**P = Plans** stamped by Licensed Engineer

**S = Specifications** (Proposal) including Labor Compliance documents, and

**E = Final Engineer's Cost Estimate** including Construction Engineering (CE)



ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT PRICE	TOTAL PRICE
1	CONCRETE	CU YD	100	100.00	10000.00
2	STEEL	TON	50	200.00	10000.00
3	LABOR	HOUR	1000	10.00	10000.00
4	EQUIPMENT	HOUR	500	20.00	10000.00
5	PERMITS	LOT	1	10000.00	10000.00
6	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00
7	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00
8	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00
9	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00
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48	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00
49	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00
50	CONSTRUCTION ENGINEERING	PERCENT	10	100000.00	1000000.00



# Submit PS&E with Certifications

**Also submit Certifications in  
addition to PS&E**

- "NEPA Complete" memo
- Right-of-Way Certificate
- Utility & RR Certificate
- Labor Compliance Training Certificates
- ITS Certificate (not currently applicable)





# Submit PS&E with Certifications



## **“NEPA Complete” Memo**

During Preliminary Design NHDOT’s Bureau of Environment issues a memo at the conclusion of the NEPA process

This memo should be included in the PS&E package sent to NHDOT Project Manager

**Section #25**



# Submit PS&E with Certifications

## ROW Certificate

- Found in **Appendix 11** of the **LPA Manual**
- Signed by LPA Sponsor/Representative
- Certifies that all ROW has been acquired in accordance with State regulations and the Uniform Act
- **Include copies of any easements**



**See handout for example  
ROW Certificate**



# Submit PS&E with Certifications

## Utility & RR Certificate

- Found in **Appendix #14** of the **LPA Manual**
- Signed by LPA Sponsor/Representative
- Certifies that all **utility and railroad** work has been or will be completed as required for proper coordination with the project



**See handout for Utility & RR  
Certificate example**



**Section #20**



# Submit PS&E with Certifications

## Provide copies of Labor Compliance Training Certificates for :

- Sponsor's Person in Responsible Charge
- PE Engineer of Record
- CE Engineer of Record
- Resident Engineer and
- Resident Engineer's Designees





# Submit PS&E with Certifications

## **PS&E request from NHDOT**

- NHDOT uploads the submitted PS&E information with certificates into our financial system
- We then request authorization of Federal Construction funds from FHWA
- This process takes approximately 2 to 3 weeks





# Submit PS&E with Certifications

**If all goes well...**

- **FHWA** authorizes construction funding and **notifies NHDOT**
- **NHDOT notifies LPA in writing** that construction funding is authorized and that **project may solicit bids**
- Then on to Bid Phase services...

**Section #25**



# 7 Final Design Steps

## Re-Cap:

- 1) Acquire needed Right-of-Way
- 2) Attend NHDOT's Office of Federal Compliance training: "Labor Compliance for Federally Funded Projects"
- 3) Select engineer for Construction Engineering (CE) services – QBS



# 7 Final Design Steps

## **Re-Cap:**

- 4) Submit Public Interest Findings (PIFs)
- 5) Develop Final Design (plans, quantities, specifications and cost estimates)
- 6) Submit Final Design for NHDOT review and approval
- 7) Submit PS&E with Certifications



# End of Final Design

## Project Status

- Project Agreement ✓
- Consultant Selection (QBS) ✓
- Scope and Fee ✓
- Engineering Study ✓
- NEPA Complete Memo ✓
- Preliminary Design ✓
- Final Design ✓
- PS&E Plans & Certifications ✓
- Construction Engineer ✓
- Received letter from NHDOT to solicit bids ✓



## Final Design

# Questions ?



**Next Up:  
Bid Phase**

