

**In The Matter Of:**  
*Delaware Department of Transportation*  
*Contract T201880102.01*

---

*Pre-Bid Meeting*  
*January 6, 2020*

---

*Wilcox & Fetzer, Ltd.*  
*1330 King Street*  
*Wilmington, DE 19801*  
*email: [depos@wilfet.com](mailto:depos@wilfet.com), web: [www.wilfet.com](http://www.wilfet.com)*  
*phone: 302-655-0477, fax: 302-655-0497*



STATE OF DELAWARE  
DELAWARE DEPARTMENT OF TRANSPORTATION

BID PROPOSAL FOR :  
CONTRACT T201880102.01 :  
BEAR ADMINISTRATION :  
BUILDING DEMOLITION AND :  
RECONSTRUCTION :

Pre-Bid Meeting taken pursuant  
to notice at the State of Delaware, Delaware  
Department of Transportation, Bear  
Administration Building, 250 Bear-Christiana  
Road, Bear, Delaware, beginning at 11:00  
a.m., on Monday, January 6, 2020, before  
Gloria M. D'Amore, Registered Professional  
Reporter and Notary Public.

- - -

WILCOX & FETZER  
Registered Professional Reporters  
1330 King Street - Wilmington, Delaware 19801  
(302) 655-0477  
www.wilfet.com



**WILCOX & FETZER LTD**  
Registered Professional Reporters  
(302) 655-0477  
www.wilfet.com

1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24

APPEARANCES:

On behalf of  
State of Delaware  
Delaware Department of Transportation:

JAMES H. HOAGLAND, CPPO, CPPB  
CONTRACT SERVICES ADMINISTRATOR

SKIP SANDERS, P.E.,  
MAINTENANCE IMPROVEMENTS ENGINEER

TAYLOR A. KING,  
FACILITY PROGRAM MANAGER

BRIAN T. URBANEK, P.E.,  
ASSISTANT DIRECTOR,  
STATEWIDE SUPPORT SERVICES

- - - - -



1 MR. HOAGLAND: Good morning,  
2 everyone. We'll go ahead and get started.

3 This meeting is for DelDOT  
4 Project T201880102.01, Bear Administration  
5 Building, Demolition and Reconstruction.

6 This meeting is twofold. One,  
7 to give a chance for the Project Managers to  
8 give you a little insight into the project,  
9 to get any questions you have resolved at  
10 this meeting, if possible, and to determine  
11 any subcontractor categories for the project.

12 What I'll do is, I'll turn this  
13 over to the Project Managers to go through  
14 any project notes or comments they want to  
15 make, entertain any questions that they have,  
16 and then we'll come back to me for the  
17 remainder of the meeting where I'll go over  
18 the bid requirements and subcontractor  
19 categories.

20 Taylor, are you going to speak?  
21 Taylor King, Project Manager.

22 MR. KING: Sure. My name is  
23 Taylor King. I'm the Facility Program  
24 Manager. And I'll assist with overseeing



1 this project.

2 Skip Sanders will be the  
3 Project Manager. I'll be working with him  
4 directly on a day-to-day basis.

5 And Brian Urbanek is the  
6 Assistant Director of our group.

7 So, the basic scope of the  
8 building. The contract includes the  
9 demolition of the existing 25,000 square foot  
10 office, which we're in right now. Site work  
11 and construction of a new 24,000 square foot  
12 two-story office building.

13 The scope of work includes  
14 building systems and envelope commissioning.

15 Asbestos-containing materials  
16 have been identified in the building. The  
17 scope of the asbestos-containing materials is  
18 identified in the report that's part of the  
19 RFP bid documents.

20 DelDOT will be abating the  
21 materials prior to handing off the building  
22 to the awarded contractor, except for the  
23 elevator car. We're not able to abate the  
24 material around the elevator car until the



1 building has been demolished.

2 Special Provision 202560  
3 outlines the work that the awarded contractor  
4 will be responsible for to complete with  
5 assisting in the abatement. So please  
6 familiarize yourself with that.

7 So with that, we'll go ahead  
8 and open it up for questions.

9 Please state your name and your  
10 company that you're representing and then ask  
11 your question.

12 MR. BILL BOOTH: Bill Booth,  
13 B-O-O-T-H. Commonwealth Construction  
14 Company.

15 Permitting for the project,  
16 Taylor, can you give us a little bit of  
17 detail about permit fees and who is  
18 responsible for them and how it's handled?

19 MR. KING: The contractor will  
20 be required to obtain the demolition and  
21 construction permits. The price for those  
22 permits will be reimbursed after award. So,  
23 include the labor for getting those permits  
24 in the bid. But actual costs of the permit



1 will be reimbursed after we obtain the  
2 permit.

3 MR. PHIL BLANKFELD: I have a  
4 question. Phil Blankfeld.  
5 B-L-A-N-K-F-E-L-D.

6 You were saying around the  
7 elevator shaft there is asbestos?

8 MR. KING: It has been  
9 identified on the elevator car. Not the  
10 shaft. There's a mastic on the elevator car.

11 MR. PHIL BLANKFELD: We can  
12 probably take something out to get in there  
13 and then tear down the building. You don't  
14 have to wait while you're --

15 MR. KING: We're comfortable  
16 with either approach.

17 MR. PHIL BLANKFELD: Okay.  
18 Thank you.

19 MR. FRANK LERRO: Frank Lerro.  
20 L-E-R-R-O. Whiting-Turner.

21 What's the project schedule?

22 MR. KING: As far as duration?

23 MR. FRANK LERRO: Start date  
24 and duration.



1 MR. KING: I believe that's on  
2 the cover of the RFP. I don't have that  
3 handy.

4 MR. HOAGLAND: The start date?

5 MR. FRANK LERRO: Yes.

6 MR. HOAGLAND: Anticipated  
7 Notice to Proceed on or about March 9th.

8 MR. FRANK LERRO: So we would  
9 expect to be mobilized?

10 MR. KING: That's correct.

11 MR. FRANK LERRO: Same time as  
12 Notice to Proceed?

13 MR. KING: Correct.

14 MR. PHIL BLANKFELD: We will  
15 get an attendees list E-mailed to us?

16 MR. HOAGLAND: The attendance  
17 at this meeting will be posted online at  
18 Bids.Delaware.Gov.

19 MR. DAVID PHELPS: David Phelps  
20 from Patriot. P-H-E-L-P-S.

21 The as-built drawings for the  
22 existing building, did you gather them?

23 MR. KING: We were not able to  
24 find any as-builts. We searched our records.





1 We went to Delaware Public Archives. We're  
2 not able will to locate them.

3 MR. PHIL BLANKFELD: So what  
4 you see is what you get?

5 MR. KING: That's right.

6 MR. PHIL BLANKFELD: Could we  
7 walk the building today?

8 MR. KING: It may be best to  
9 set up a separate time to walkthrough the  
10 building.

11 What do you guys think? Do we  
12 have time to do that today?

13 MR. HOAGLAND: I think it would  
14 be better to do it now, today, at one time.

15 You don't have to go through  
16 every office. I'm assuming a tour of the  
17 hallways and the elevator area.

18 MR. PHIL BLANKFELD: Open up  
19 the door.

20 MR. KING: If you're  
21 comfortable with that. Immediately after  
22 this meeting, we'll do a walkthrough, anyone  
23 who is interested.

24 MR. FRANK LERRO: How much of



1 the site will be active during construction  
2 like for DelDOT's usage?

3 MR. KING: I think the phase-in  
4 plan shows your limits. But, basically,  
5 everything behind this building will remain  
6 active. We're asking for a continuous path  
7 through the site through our main entrance to  
8 be able to access the path.

9 MR. FRANK LERRO: So we're  
10 using the same entrance as DelDOT's Staff?

11 MR. KING: That's correct.  
12 There is the right turn in from Route 7 that  
13 you can utilize.

14 MR. PHIL BLANKFELD: In other  
15 words, this building is staying. So, build  
16 the new one and then tear this one down?

17 MR. KING: No, sir.

18 MR. PHIL BLANKFELD: Then how  
19 is it going to go?

20 MR. KING: The way the phase-in  
21 is written is that this building comes down  
22 before the new building goes up.

23 MR. PHIL BLANKFELD: Just  
24 clarifying.



1 MR. FRANK LERRO: Will there be  
2 public access during construction?

3 MR. KING: There will be public  
4 access to the Public Works Building, which is  
5 immediately behind us. There is some parking  
6 that's to remain open. That's for that use.

7 MR. FRANK LERRO: Okay.

8 MR. MIKE WALKER: Mike Walker.  
9 Delaware Brick Company.

10 Will you accept substitution  
11 for the face brick as long as they're similar  
12 in color and texture?

13 MR. KING: We'll have to review  
14 that on an item-by-item basis. If you can  
15 submit a cut sheet or something like that  
16 through the dot-ask, we can review it.

17 MR. BILL BOOTH: Bill Booth.  
18 Commonwealth Construction.

19 Is the 677 calendar day  
20 schedule mandatory in a sense that we have to  
21 allow for that in our bid, or if we have a  
22 more aggressive schedule that we propose, do  
23 we have to put in 677 days for our schedule?

24 MR. KING: If you can submit



1 that through the DOT-Ask, we can look at how  
2 our contracts are written to get you a better  
3 answer as to who owns the float, which I  
4 think is your question.

5 MR. FRANK LERRO: I think  
6 another way to word it, is there a penalty  
7 for early completion?

8 MR. KING: There is not a  
9 penalty for early completion. But there  
10 could be some potential issues with float and  
11 delays and things like that. So I think it's  
12 important to understand who would own the  
13 float between contract time and construction  
14 schedule.

15 MR. BILL BOOTH: Bill Booth.  
16 Commonwealth Construction.

17 Testing, third-party testing,  
18 who is responsible for it?

19 MR. KING: Quality assurance  
20 will be performed by DelDOT for concrete hot  
21 mix asphalt. If there is testing outlined in  
22 the AIA Specifications that needs to be  
23 provided by the contractor, then it's the  
24 contractor's responsibility.



1 MR. BILL BOOTH: If it's by  
2 DelDOT, then it would be by DelDOT?

3 MR. KING: That's correct.

4 MR. DAVID PHELPS: David  
5 Phelps. Patriot.

6 Does DelDOT have a time frame  
7 on the abatement of the building?

8 MR. KING: We plan to start  
9 abatement at the end of February.

10 MR. DAVID PHELPS: And you feel  
11 that you will be done by 3/9 for the NTP?

12 MR. KING: That's what we're  
13 anticipating.

14 MR. HOAGLAND: People in the  
15 hallway, make sure you get signed in on this  
16 sheet.

17 MR. KING: Any other questions?

18 MR. BILL BOOTH: The Self  
19 Performance Clause, I don't see where it's  
20 modified in the RFP. DelDOT bid requires 51  
21 percent self performance.

22 Can we have that reduced for  
23 this particular project since it's more of a  
24 general contractor project, not a road



1 project?

2 MR. KING: We're willing to  
3 reduce the self perform percent to  
4 20 percent.

5 Last call for questions. If  
6 you have any more questions, you can submit  
7 them through the DOT-Ask E-mail address.

8 Back to Jim.

9 MR. HOAGLAND: Let me go  
10 through most of these, or actually all of  
11 these are on the document that's available on  
12 Bids.Delaware.Gov.

13 I just want to emphasize  
14 bidders must be registered with DelDOT. If  
15 you're not currently registered, we have a  
16 registration document on our website. If you  
17 have any questions, send it in to DOT-Ask.  
18 If you have trouble finding it or have a  
19 question with it, we would recommend getting  
20 that in right away, not waiting until your  
21 bid itself. But we will still accept them if  
22 you submit them with your bid. But we cannot  
23 accept that after the bids are accepted. So,  
24 if you send it in the day after bids, it's



1 not going to be good.

2 And the registration is very  
3 simple. It's not a pre-qualification. It's  
4 simply a registration. But to bid on it, you  
5 must be registered. Subcontractors are not  
6 required to be registered.

7 As was mentioned already,  
8 questions go to dot-ask@delaware.gov.

9 There is a ten percent surety  
10 bond that must be submitted with your bid.  
11 There is drug testing affidavit, which is  
12 required to be signed by the bidder and  
13 submitted.

14 You must also submit your  
15 Delaware business license with your bid.

16 There are five breakout sheets  
17 that must be submitted with your bid for this  
18 project. Some of those are located in the  
19 addendum. So, make sure you review each  
20 addendum.

21 There is an Appendix A, which  
22 are the technical specifications that are  
23 posted.

24 There are a couple of other



1 documents posted for your reference.

2 Asbestos abatement report, et cetera.

3                   And for this project, there is  
4 a bidder criteria and reference sheet that's  
5 included. You must meet the criteria listed,  
6 submit the fully completed reference sheet  
7 and the supplied information must be  
8 determined to be valid by DelDOT.

9                   So, make sure you submit that  
10 form. And, again, questions go to dot-ask.

11                   On the bid forms themselves,  
12 don't leave a bid amount blank. Do not put a  
13 zero in the bid amount column. If the bid is  
14 a unit price of zero or fails to provide a  
15 unit price, the bid will be rejected.

16                   When submitting your bid,  
17 please use the electronic disk that was  
18 provided when you requested a copy of the  
19 documents.

20                   The certification page, make  
21 sure you fill that out properly. You have to  
22 also acknowledge all addendums. And the  
23 final questions and answers date that are  
24 posted on the website.





1                   And our last topic is our  
2 subcontractor categories. Once we make a  
3 determination today, we'll post the addendum  
4 with the subcontractor categories online.  
5 Eventually we'll also post the transcript of  
6 this meeting. We'll post the attendance list  
7 for this meeting.

8                   And remember, it doesn't do any  
9 good to tell you, if you're not here, then  
10 your company is not represented here, and we  
11 cannot accept your bid.

12                   So, for subcontractor  
13 categories, I'll take recommendation.

14                   According to Delaware law and  
15 DelDOT policy, there's a penalty of \$2,000  
16 withheld from the successful bidder for  
17 failure to utilize any of the subcontractors  
18 you submit with your bid.

19                   We don't have to name every  
20 possible subcontracting opportunity. But  
21 we'll take recommendations from the floor.

22                   Mr. Booth.

23                   MR. BILL BOOTH: I was thinking  
24 site work, concrete, steel, masonry, aluminum



1 curtain wall, roofing, cement, siding,  
2 electrical, plumbing and HVAC.

3 MR. HOAGLAND: I got the first  
4 four.

5 MR. BILL BOOTH: Do you want me  
6 to repeat them?

7 MR. HOAGLAND: Please.

8 MR. BILL BOOTH: Aluminum  
9 curtain wall, roofing, cement, siding,  
10 electrical, plumbing, HVAC.

11 MR. HOAGLAND: Okay. That was  
12 ten categories that you read off.

13 MR. BILL BOOTH: Ten, yes.

14 MR. HOAGLAND: Anyone else?

15 MR. JOE MIROLLI: Joe Mirolli.  
16 Assurance Media.

17 Voice and data telecom low  
18 voltages -- State of Delaware approved  
19 contractor?

20 MR. KING: I believe voice and  
21 data is under a separate contract.

22 MR. JOE MIROLLI: It will be  
23 under a separate contract?

24 MR. KING: I believe that is



1 how it's shown in the plans. I believe the  
2 generator contractor is providing pathway.

3 MR. DAVID PHELPS: From the hub  
4 to the road.

5 MR. AL HEIN: Al Hein.  
6 Wickersham.

7 I've not been to one of your  
8 Pre-Bids before. So I'm not exactly sure  
9 what we're asking here for the subcontractor  
10 categories.

11 Are you asking about things  
12 that we may not self perform?

13 MR. HOAGLAND: Yes. These  
14 would be areas that you would not be self  
15 performing and that you would be then  
16 required on your submittal to indicate who  
17 the subcontractor is going to be that for  
18 that work.

19 So, for instance, if everyone  
20 accepts the ten categories that have been  
21 recommended so far, each bid would have to  
22 specify who they're using for that work.

23 You are allowed to list your  
24 own company provided that it is recognized in



1 the industry that you do perform that work.

2 MR. AL HEIN: For example, if  
3 we are only doing the ten listed, but it is  
4 not something that we self perform, should I  
5 be speaking up now and say, Hey, we don't  
6 mount studs or whatever?

7 MR. HOAGLAND: It is incumbent  
8 of everyone here to agree that these are  
9 categories that exist in this project.

10 And once they are accepted here  
11 today, you must list on a form that will be  
12 posted as an addendum when you submit your  
13 bid, you have to specify who is going to do  
14 this type of work.

15 The site work, for instance,  
16 who is going to do the site work. Is it  
17 going to be your firm, or is it going to be a  
18 subcontractor? And if it's a subcontractor,  
19 the name of the subcontractor and so on for  
20 each of those subcontracting categories.

21 I can talk with you afterwards  
22 if you have additional questions.

23 Any other recommendations?

24 MR. BILL BOOTH: No.



1 MR. HOAGLAND: That will  
2 conclude the meeting.

3 We're going to have a short  
4 tour afterwards.

5 MR. BILL BOOTH: Can I ask a  
6 question before we adjourn.

7 The breakout sheets, why are we  
8 not allowed to submit them seven days after  
9 the bid as typical DelDOT protocol?

10 MR. HOAGLAND: Typical DelDOT  
11 protocol is done as a convenience for the  
12 contracting community.

13 In this case, they need to see  
14 the break down to review the bids to be able  
15 to make an award. We need them all at one  
16 time.

17 MR. BILL BOOTH: Is there any  
18 flexibility at all, maybe a day, two days?

19 MR. HOAGLAND: I don't know.  
20 We can discuss it. And we can take that as a  
21 question and respond on the questions and  
22 answers.

23 MR. BILL BOOTH: Okay. Thank  
24 you.



1 MR. HOAGLAND: So give us a few  
2 minutes to organize the building walkthrough.

3 Any other questions before I  
4 adjourn?

5 Make sure your company's name  
6 is on the sign-in sheet. And please make  
7 sure the sign-in sheets get up here.

8 The meeting is adjourned.

9 (The Pre-Bid Meeting was  
10 concluded at, approximately, 11:45 a.m.)

11

12

13

14

15

16

17

18

19

20

21

22

23

24



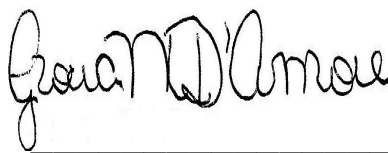
1 State of Delaware:

2 New Castle County:

3  
4 CERTIFICATE OF REPORTER

5  
6 I, Gloria M. D'Amore, Registered  
7 Professional Reporter and Notary Public, do  
8 hereby certify that the foregoing record,  
9 Pages 1 to 22 inclusive, is a true and  
10 accurate transcript of my stenographic notes  
11 taken on Monday, January 6, 2020, in the  
12 above-captioned matter.

13 IN WITNESS WHEREOF, I have hereunto set  
14 my hand and seal this 11th day of January,  
15 2020, at Wilmington, Delaware.

16  
17  
18   
19 \_\_\_\_\_

20 GLORIA M. D'AMORE, RPR

21  
22  
23  
24



<b>\$</b>	<b>addendum (4)</b> 14:19,20 16:3 19:12	14:14 15:22 16:5	7:24
<b>\$2,000 (1)</b> 16:15	<b>addendums (1)</b> 15:22	<b>aluminum (2)</b> 16:24 17:8	<b>asking (3)</b> 9:6 18:9,11
<b>A</b>	<b>additional (1)</b> 19:22	<b>amount (2)</b> 15:12,13	<b>asphalt (1)</b> 11:21
<b>abate (1)</b> 4:23	<b>address (1)</b> 13:7	<b>another (1)</b> 11:6	<b>assist (1)</b> 3:24
<b>abatement (4)</b> 5:5 12:7,9 15:2	<b>adjourn (2)</b> 20:6 21:4	<b>answer (1)</b> 11:3	<b>Assistant (1)</b> 4:6
<b>abating (1)</b> 4:20	<b>adjourned (1)</b> 21:8	<b>answers (2)</b> 15:23 20:22	<b>assisting (1)</b> 5:5
<b>able (5)</b> 4:23 7:23 8:2 9:8 20:14	<b>Administration (1)</b> 3:4	<b>Anticipated (1)</b> 7:6	<b>assuming (1)</b> 8:16
<b>above-captioned (1)</b> 22:12	<b>affidavit (1)</b> 14:11	<b>anticipating (1)</b> 12:13	<b>assurance (2)</b> 11:19 17:16
<b>accept (4)</b> 10:10 13:21,23 16:11	<b>after (6)</b> 5:22 6:1 8:21 13:23, 24 20:8	<b>anyone (2)</b> 8:22 17:14	<b>attendance (2)</b> 7:16 16:6
<b>accepted (2)</b> 13:23 19:10	<b>afterwards (2)</b> 19:21 20:4	<b>Appendix (1)</b> 14:21	<b>attendees (1)</b> 7:15
<b>accepts (1)</b> 18:20	<b>again (1)</b> 15:10	<b>approach (1)</b> 6:16	<b>available (1)</b> 13:11
<b>access (3)</b> 9:8 10:2,4	<b>aggressive (1)</b> 10:22	<b>approved (1)</b> 17:18	<b>award (2)</b> 5:22 20:15
<b>According (1)</b> 16:14	<b>agree (1)</b> 19:8	<b>approximately (1)</b> 21:10	<b>awarded (2)</b> 4:22 5:3
<b>accurate (1)</b> 22:10	<b>ahead (2)</b> 3:2 5:7	<b>Archives (1)</b> 8:1	<b>away (1)</b> 13:20
<b>acknowledge (1)</b> 15:22	<b>AIA (1)</b> 11:22	<b>area (1)</b> 8:17	<b>B</b>
<b>active (2)</b> 9:1,6	<b>AI (3)</b> 18:5,5 19:2	<b>areas (1)</b> 18:14	<b>back (2)</b> 3:16 13:8
<b>actual (1)</b> 5:24	<b>allow (1)</b> 10:21	<b>around (2)</b> 4:24 6:6	<b>basic (1)</b> 4:7
<b>actually (1)</b> 13:10	<b>allowed (2)</b> 18:23 20:8	<b>asbestos (2)</b> 6:7 15:2	<b>basically (1)</b> 9:4
	<b>already (1)</b> 14:7	<b>Asbestos-containing (2)</b> 4:15,17	<b>basis (2)</b> 4:4 10:14
	<b>also (3)</b>	<b>as-built (1)</b> 7:21	<b>Bear (1)</b> 3:4
		<b>as-builts (1)</b>	



<p><b>before (4)</b>                  9:22 18:8 20:6 21:3</p> <p><b>behind (2)</b>                  9:5 10:5</p> <p><b>believe (4)</b>                  7:1 17:20,24 18:1</p> <p><b>best (1)</b>                  8:8</p> <p><b>better (2)</b>                  8:14 11:2</p> <p><b>between (1)</b>                  11:13</p> <p><b>bid (22)</b>                  3:18 4:19 5:24                  10:21 12:20 13:21,22                  14:4,10,15,17 15:11,                  12,13,13,15,16 16:11,                  18 18:21 19:13 20:9</p> <p><b>bidder (3)</b>                  14:12 15:4 16:16</p> <p><b>bidders (1)</b>                  13:14</p> <p><b>bids (3)</b>                  13:23,24 20:14</p> <p><b>BidsDelawareGov (2)</b>                  7:18 13:12</p> <p><b>BILL (16)</b>                  5:12,12 10:17,17                  11:15,15 12:1,18                  16:23 17:5,8,13 19:24                  20:5,17,23</p> <p><b>bit (1)</b>                  5:16</p> <p><b>blank (1)</b>                  15:12</p> <p><b>BLANKFELD (11)</b>                  6:3,4,11,17 7:14                  8:3,6,18 9:14,18,23</p> <p><b>B-L-A-N-K-F-E-L-D (1)</b>                  6:5</p>	<p><b>bond (1)</b>                  14:10</p> <p><b>BOOTH (17)</b>                  5:12,12 10:17,17                  11:15,15 12:1,18                  16:22,23 17:5,8,13                  19:24 20:5,17,23</p> <p><b>B-O-O-T-H (1)</b>                  5:13</p> <p><b>break (1)</b>                  20:14</p> <p><b>breakout (2)</b>                  14:16 20:7</p> <p><b>Brian (1)</b>                  4:5</p> <p><b>Brick (2)</b>                  10:9,11</p> <p><b>build (1)</b>                  9:15</p> <p><b>Building (18)</b>                  3:5 4:8,12,14,16,21                  5:1 6:13 7:22 8:7,10                  9:5,15,21,22 10:4                  12:7 21:2</p> <p><b>business (1)</b>                  14:15</p>	<p>22:2</p> <p><b>categories (10)</b>                  3:11,19 16:2,4,13                  17:12 18:10,20 19:9,                  20</p> <p><b>cement (2)</b>                  17:1,9</p> <p><b>CERTIFICATE (1)</b>                  22:4</p> <p><b>certification (1)</b>                  15:20</p> <p><b>certify (1)</b>                  22:8</p> <p><b>cetera (1)</b>                  15:2</p> <p><b>chance (1)</b>                  3:7</p> <p><b>clarifying (1)</b>                  9:24</p> <p><b>Clause (1)</b>                  12:19</p> <p><b>color (1)</b>                  10:12</p> <p><b>column (1)</b>                  15:13</p> <p><b>come (1)</b>                  3:16</p> <p><b>comes (1)</b>                  9:21</p> <p><b>comfortable (2)</b>                  6:15 8:21</p> <p><b>comments (1)</b>                  3:14</p> <p><b>commissioning (1)</b>                  4:14</p> <p><b>Commonwealth (3)</b>                  5:13 10:18 11:16</p> <p><b>community (1)</b>                  20:12</p> <p><b>company (5)</b></p>	<p>5:10,14 10:9 16:10                  18:24</p> <p><b>company's (1)</b>                  21:5</p> <p><b>complete (1)</b>                  5:4</p> <p><b>completed (1)</b>                  15:6</p> <p><b>completion (2)</b>                  11:7,9</p> <p><b>conclude (1)</b>                  20:2</p> <p><b>concluded (1)</b>                  21:10</p> <p><b>concrete (2)</b>                  11:20 16:24</p> <p><b>construction (8)</b>                  4:11 5:13,21 9:1                  10:2,18 11:13,16</p> <p><b>continuous (1)</b>                  9:6</p> <p><b>contract (4)</b>                  4:8 11:13 17:21,23</p> <p><b>contracting (1)</b>                  20:12</p> <p><b>contractor (7)</b>                  4:22 5:3,19 11:23                  12:24 17:19 18:2</p> <p><b>contractor's (1)</b>                  11:24</p> <p><b>contracts (1)</b>                  11:2</p> <p><b>convenience (1)</b>                  20:11</p> <p><b>copy (1)</b>                  15:18</p> <p><b>correct (4)</b>                  7:10,13 9:11 12:3</p> <p><b>costs (1)</b>                  5:24</p>
	<b>C</b>		

<p><b>Could (2)</b>                  8:6 11:10</p> <p><b>County (1)</b>                  22:2</p> <p><b>couple (1)</b>                  14:24</p> <p><b>cover (1)</b>                  7:2</p> <p><b>criteria (2)</b>                  15:4,5</p> <p><b>currently (1)</b>                  13:15</p> <p><b>curtain (2)</b>                  17:1,9</p> <p><b>cut (1)</b>                  10:15</p> <hr/> <p style="text-align: center;"><b>D</b></p> <hr/> <p><b>D'Amore (2)</b>                  22:6,20</p> <p><b>data (2)</b>                  17:17,21</p> <p><b>date (3)</b>                  6:23 7:4 15:23</p> <p><b>DAVID (6)</b>                  7:19,19 12:4,4,10                  18:3</p> <p><b>day (4)</b>                  10:19 13:24 20:18                  22:14</p> <p><b>days (3)</b>                  10:23 20:8,18</p> <p><b>day-to-day (1)</b>                  4:4</p> <p><b>Delaware (7)</b>                  8:1 10:9 14:15                  16:14 17:18 22:1,15</p> <p><b>delays (1)</b>                  11:11</p>	<p><b>DelDOT (12)</b>                  3:3 4:20 11:20 12:2,                  2,6,20 13:14 15:8                  16:15 20:9,10</p> <p><b>DelDOT's (2)</b>                  9:2,10</p> <p><b>demolished (1)</b>                  5:1</p> <p><b>Demolition (3)</b>                  3:5 4:9 5:20</p> <p><b>detail (1)</b>                  5:17</p> <p><b>determination (1)</b>                  16:3</p> <p><b>determine (1)</b>                  3:10</p> <p><b>determined (1)</b>                  15:8</p> <p><b>directly (1)</b>                  4:4</p> <p><b>Director (1)</b>                  4:6</p> <p><b>discuss (1)</b>                  20:20</p> <p><b>disk (1)</b>                  15:17</p> <p><b>document (2)</b>                  13:11,16</p> <p><b>documents (3)</b>                  4:19 15:1,19</p> <p><b>done (2)</b>                  12:11 20:11</p> <p><b>door (1)</b>                  8:19</p> <p><b>dot-ask (5)</b>                  10:16 11:1 13:7,17                  15:10</p> <p><b>dot-ask@delawaregov (1)</b>                  14:8</p> <p><b>down (4)</b></p>	<p>6:13 9:16,21 20:14</p> <p><b>drawings (1)</b>                  7:21</p> <p><b>drug (1)</b>                  14:11</p> <p><b>duration (2)</b>                  6:22,24</p> <p><b>during (2)</b>                  9:1 10:2</p> <hr/> <p style="text-align: center;"><b>E</b></p> <hr/> <p><b>each (3)</b>                  14:19 18:21 19:20</p> <p><b>early (2)</b>                  11:7,9</p> <p><b>either (1)</b>                  6:16</p> <p><b>electrical (2)</b>                  17:2,10</p> <p><b>electronic (1)</b>                  15:17</p> <p><b>elevator (6)</b>                  4:23,24 6:7,9,10                  8:17</p> <p><b>else (1)</b>                  17:14</p> <p><b>E-mail (1)</b>                  13:7</p> <p><b>E-mailed (1)</b>                  7:15</p> <p><b>emphasize (1)</b>                  13:13</p> <p><b>end (1)</b>                  12:9</p> <p><b>entertain (1)</b>                  3:15</p> <p><b>entrance (2)</b>                  9:7,10</p> <p><b>envelope (1)</b></p>	<p>4:14</p> <p><b>et (1)</b>                  15:2</p> <p><b>Eventually (1)</b>                  16:5</p> <p><b>every (2)</b>                  8:16 16:19</p> <p><b>everyone (3)</b>                  3:2 18:19 19:8</p> <p><b>everything (1)</b>                  9:5</p> <p><b>exactly (1)</b>                  18:8</p> <p><b>example (1)</b>                  19:2</p> <p><b>except (1)</b>                  4:22</p> <p><b>exist (1)</b>                  19:9</p> <p><b>existing (2)</b>                  4:9 7:22</p> <p><b>expect (1)</b>                  7:9</p> <hr/> <p style="text-align: center;"><b>F</b></p> <hr/> <p><b>face (1)</b>                  10:11</p> <p><b>Facility (1)</b>                  3:23</p> <p><b>fails (1)</b>                  15:14</p> <p><b>failure (1)</b>                  16:17</p> <p><b>familiarize (1)</b>                  5:6</p> <p><b>far (2)</b>                  6:22 18:21</p> <p><b>February (1)</b>                  12:9</p>
---	--	--	---

<b>feel (1)</b> 12:10	8:24 9:9 10:1,7 11:5	4:21	22:9
<b>fees (1)</b> 5:17	<b>fully (1)</b> 15:6	<b>handled (1)</b> 5:18	<b>incumbent (1)</b> 19:7
<b>few (1)</b> 21:1	<b>G</b>	<b>handy (1)</b> 7:3	<b>indicate (1)</b> 18:16
<b>fill (1)</b> 15:21	<b>gather (1)</b> 7:22	<b>HEIN (3)</b> 18:5,5 19:2	<b>industry (1)</b> 19:1
<b>final (1)</b> 15:23	<b>general (1)</b> 12:24	<b>hereby (1)</b> 22:8	<b>information (1)</b> 15:7
<b>find (1)</b> 7:24	<b>generator (1)</b> 18:2	<b>hereunto (1)</b> 22:13	<b>insight (1)</b> 3:8
<b>finding (1)</b> 13:18	<b>getting (2)</b> 5:23 13:19	<b>Hey (1)</b> 19:5	<b>instance (2)</b> 18:19 19:15
<b>firm (1)</b> 19:17	<b>give (4)</b> 3:7,8 5:16 21:1	<b>HOAGLAND (17)</b> 3:1 7:4,6,16 8:13 12:14 13:9 17:3,7,11, 14 18:13 19:7 20:1,10, 19 21:1	<b>interested (1)</b> 8:23
<b>first (1)</b> 17:3	<b>Gloria (2)</b> 22:6,20	<b>hot (1)</b> 11:20	<b>issues (1)</b> 11:10
<b>five (1)</b> 14:16	<b>goes (1)</b> 9:22	<b>hub (1)</b> 18:3	<b>item-by-item (1)</b> 10:14
<b>flexibility (1)</b> 20:18	<b>going (9)</b> 3:20 9:19 14:1 18:17 19:13,16,17,17 20:3	<b>HVAC (2)</b> 17:2,10	<b>itself (1)</b> 13:21
<b>float (3)</b> 11:3,10,13	<b>Good (3)</b> 3:1 14:1 16:9	<b>I</b>	<b>J</b>
<b>floor (1)</b> 16:21	<b>group (1)</b> 4:6	<b>identified (3)</b> 4:16,18 6:9	<b>January (2)</b> 22:11,14
<b>foot (2)</b> 4:9,11	<b>guys (1)</b> 8:11	<b>Immediately (2)</b> 8:21 10:5	<b>Jim (1)</b> 13:8
<b>foregoing (1)</b> 22:8	<b>H</b>	<b>important (1)</b> 11:12	<b>JOE (3)</b> 17:15,15,22
<b>form (2)</b> 15:10 19:11	<b>hallway (1)</b> 12:15	<b>include (1)</b> 5:23	<b>K</b>
<b>forms (1)</b> 15:11	<b>hallways (1)</b> 8:17	<b>included (1)</b> 15:5	<b>King (30)</b> 3:21,22,23 5:19 6:8, 15,22 7:1,10,13,23 8:5,8,20 9:3,11,17,20 10:3,13,24 11:8,19 12:3,8,12,17 13:2 17:20,24
<b>four (1)</b> 17:4	<b>hand (1)</b> 22:14	<b>includes (2)</b> 4:8,13	
<b>frame (1)</b> 12:6	<b>handing (1)</b>	<b>inclusive (1)</b>	
<b>FRANK (11)</b> 6:19,19,23 7:5,8,11			

<b>L</b>	<b>main (1)</b> 9:7	<b>minutes (1)</b> 21:2	3:14 22:10 <b>Notice (2)</b>
<b>labor (1)</b> 5:23 <b>Last (2)</b> 13:5 16:1 <b>law (1)</b> 16:14 <b>leave (1)</b> 15:12 <b>Lerro (11)</b> 6:19,19,23 7:5,8,11 8:24 9:9 10:1,7 11:5 <b>L-E-R-R-O (1)</b> 6:20 <b>license (1)</b> 14:15 <b>limits (1)</b> 9:4 <b>list (4)</b> 7:15 16:6 18:23 19:11 <b>listed (2)</b> 15:5 19:3 <b>little (2)</b> 3:8 5:16 <b>locate (1)</b> 8:2 <b>located (1)</b> 14:18 <b>long (1)</b> 10:11 <b>look (1)</b> 11:1 <b>low (1)</b> 17:17	<b>make (9)</b> 3:15 12:15 14:19 15:9,20 16:2 20:15 21:5,6 <b>Manager (3)</b> 3:21,24 4:3 <b>Managers (2)</b> 3:7,13 <b>mandatory (1)</b> 10:20 <b>March (1)</b> 7:7 <b>masonry (1)</b> 16:24 <b>mastic (1)</b> 6:10 <b>material (1)</b> 4:24 <b>materials (3)</b> 4:15,17,21 <b>matter (1)</b> 22:12 <b>may (2)</b> 8:8 18:12 <b>maybe (1)</b> 20:18 <b>Media (1)</b> 17:16 <b>meet (1)</b> 15:5 <b>meeting (11)</b> 3:3,6,10,17 7:17 8:22 16:6,7 20:2 21:8, 9 <b>mentioned (1)</b> 14:7 <b>MIKE (2)</b> 10:8,8	<b>MIROLLI (3)</b> 17:15,15,22 <b>mix (1)</b> 11:21 <b>mobilized (1)</b> 7:9 <b>modified (1)</b> 12:20 <b>Monday (1)</b> 22:11 <b>more (3)</b> 10:22 12:23 13:6 <b>morning (1)</b> 3:1 <b>most (1)</b> 13:10 <b>mount (1)</b> 19:6 <b>much (1)</b> 8:24 <b>must (8)</b> 13:14 14:5,10,14, 17 15:5,7 19:11	<b>7:7,12</b> <b>NTP (1)</b> 12:11 <hr/> <p style="text-align: center;"><b>O</b></p> <hr/> <b>obtain (2)</b> 5:20 6:1 <b>off (2)</b> 4:21 17:12 <b>office (3)</b> 4:10,12 8:16 <b>Once (2)</b> 16:2 19:10 <b>One (6)</b> 3:6 8:14 9:16,16 18:7 20:15 <b>online (2)</b> 7:17 16:4 <b>only (1)</b> 19:3 <b>open (3)</b> 5:8 8:18 10:6 <b>opportunity (1)</b> 16:20 <b>organize (1)</b> 21:2 <b>other (5)</b> 9:14 12:17 14:24 19:23 21:3 <b>out (2)</b> 6:12 15:21 <b>outlined (1)</b> 11:21 <b>outlines (1)</b> 5:3 <b>over (2)</b> 3:13,17
<b>M</b>		<b>N</b>	
		<b>name (5)</b> 3:22 5:9 16:19 19:19 21:5 <b>need (2)</b> 20:13,15 <b>needs (1)</b> 11:22 <b>new (4)</b> 4:11 9:16,22 22:2 <b>Notary (1)</b> 22:7 <b>notes (2)</b>	

<p><b>overseeing (1)</b> 3:24</p> <p><b>own (2)</b> 11:12 18:24</p> <p><b>owns (1)</b> 11:3</p>	<p>5:17,24 6:2</p> <p><b>permits (3)</b> 5:21,22,23</p> <p><b>Permitting (1)</b> 5:15</p> <p><b>phase-in (2)</b> 9:3,20</p> <p><b>PHELPS (6)</b> 7:19,19 12:4,5,10 18:3</p> <p><b>P-H-E-L-P-S (1)</b> 7:20</p> <p><b>PHIL (11)</b> 6:3,4,11,17 7:14 8:3,6,18 9:14,18,23</p> <p><b>plan (2)</b> 9:4 12:8</p> <p><b>plans (1)</b> 18:1</p> <p><b>please (5)</b> 5:5,9 15:17 17:7</p> <p>21:6</p> <p><b>plumbing (2)</b> 17:2,10</p> <p><b>policy (1)</b> 16:15</p> <p><b>possible (2)</b> 3:10 16:20</p> <p><b>post (3)</b> 16:3,5,6</p> <p><b>posted (5)</b> 7:17 14:23 15:1,24 19:12</p> <p><b>potential (1)</b> 11:10</p> <p><b>Pre-Bid (1)</b> 21:9</p> <p><b>Pre-Bids (1)</b> 18:8</p> <p><b>pre-qualification (1)</b></p>	<p>14:3</p> <p><b>price (3)</b> 5:21 15:14,15</p> <p><b>prior (1)</b> 4:21</p> <p><b>probably (1)</b> 6:12</p> <p><b>Proceed (2)</b> 7:7,12</p> <p><b>Professional (1)</b> 22:7</p> <p><b>Program (1)</b> 3:23</p> <p><b>Project (17)</b> 3:4,7,8,11,13,14,21 4:1,3 5:15 6:21 12:23, 24 13:1 14:18 15:3 19:9</p> <p><b>properly (1)</b> 15:21</p> <p><b>propose (1)</b> 10:22</p> <p><b>protocol (2)</b> 20:9,11</p> <p><b>provide (1)</b> 15:14</p> <p><b>provided (3)</b> 11:23 15:18 18:24</p> <p><b>providing (1)</b> 18:2</p> <p><b>Provision (1)</b> 5:2</p> <p><b>Public (5)</b> 8:1 10:2,3,4 22:7</p> <p><b>put (2)</b> 10:23 15:12</p>	<p>11:19</p> <p><b>question (6)</b> 5:11 6:4 11:4 13:19 20:6,21</p> <p><b>questions (13)</b> 3:9,15 5:8 12:17 13:5,6,17 14:8 15:10, 23 19:22 20:21 21:3</p>
<b>P</b>			<b>R</b>
<p><b>page (1)</b> 15:20</p> <p><b>Pages (1)</b> 22:9</p> <p><b>parking (1)</b> 10:5</p> <p><b>part (1)</b> 4:18</p> <p><b>particular (1)</b> 12:23</p> <p><b>path (2)</b> 9:6,8</p> <p><b>pathway (1)</b> 18:2</p> <p><b>Patriot (2)</b> 7:20 12:5</p> <p><b>penalty (3)</b> 11:6,9 16:15</p> <p><b>People (1)</b> 12:14</p> <p><b>percent (4)</b> 12:21 13:3,4 14:9</p> <p><b>perform (4)</b> 13:3 18:12 19:1,4</p> <p><b>Performance (2)</b> 12:19,21</p> <p><b>performed (1)</b> 11:20</p> <p><b>performing (1)</b> 18:15</p> <p><b>permit (3)</b></p>			<p><b>read (1)</b> 17:12</p> <p><b>recognized (1)</b> 18:24</p> <p><b>recommend (1)</b> 13:19</p> <p><b>recommendation (1)</b> 16:13</p> <p><b>recommendations (2)</b> 16:21 19:23</p> <p><b>recommended (1)</b> 18:21</p> <p><b>Reconstruction (1)</b> 3:5</p> <p><b>record (1)</b> 22:8</p> <p><b>records (1)</b> 7:24</p> <p><b>reduce (1)</b> 13:3</p> <p><b>reduced (1)</b> 12:22</p> <p><b>reference (3)</b> 15:1,4,6</p> <p><b>registered (5)</b> 13:14,15 14:5,6 22:6</p> <p><b>registration (3)</b> 13:16 14:2,4</p>
		<b>Q</b>	
		<b>Quality (1)</b>	

reimbursed (2) 5:22 6:1	4:19 7:2 12:20	seven (1) 20:8	Specifications (2) 11:22 14:22
rejected (1) 15:15	right (4) 4:10 8:5 9:12 13:20	shaft (2) 6:7,10	specify (2) 18:22 19:13
remain (2) 9:5 10:6	road (2) 12:24 18:4	sheet (5) 10:15 12:16 15:4,6	square (2) 4:9,11
remainder (1) 3:17	roofing (2) 17:1,9	21:6	Staff (1) 9:10
remember (1) 16:8	Route (1) 9:12	sheets (3) 14:16 20:7 21:7	Start (3) 6:23 7:4 12:8
repeat (1) 17:6	RPR (1) 22:20	short (1) 20:3	started (1) 3:2
report (2) 4:18 15:2	<b>S</b>	shown (1) 18:1	state (3) 5:9 17:18 22:1
REPORTER (2) 22:4,7	Same (2) 7:11 9:10	shows (1) 9:4	staying (1) 9:15
represented (1) 16:10	Sanders (1) 4:2	siding (2) 17:1,9	steel (1) 16:24
representing (1) 5:10	saying (1) 6:6	signed (2) 12:15 14:12	stenographic (1) 22:10
requested (1) 15:18	schedule (5) 6:21 10:20,22,23	sign-in (2) 21:6,7	still (1) 13:21
required (4) 5:20 14:6,12 18:16	11:14	similar (1) 10:11	studs (1) 19:6
requirements (1) 3:18	scope (3) 4:7,13,17	simple (1) 14:3	subcontracting (2) 16:20 19:20
requires (1) 12:20	seal (1) 22:14	simply (1) 14:4	subcontractor (10) 3:11,18 16:2,4,12 18:9,17 19:18,18,19
resolved (1) 3:9	searched (1) 7:24	Site (6) 4:10 9:1,7 16:24 19:15,16	Subcontractors (2) 14:5 16:17
respond (1) 20:21	Self (6) 12:18,21 13:3 18:12,14 19:4	Skip (1) 4:2	submit (10) 10:15,24 13:6,22 14:14 15:6,9 16:18 19:12 20:8
responsibility (1) 11:24	send (2) 13:17,24	something (3) 6:12 10:15 19:4	submittal (1) 18:16
responsible (3) 5:4,18 11:18	sense (1) 10:20	speak (1) 3:20	submitted (3) 14:10,13,17
review (4) 10:13,16 14:19 20:14	separate (3) 8:9 17:21,23	speaking (1) 19:5	submitting (1)
RFP (3)	set (2) 8:9 22:13	Special (1) 5:2	

15:16 <b>substitution (1)</b> 10:10 <b>successful (1)</b> 16:16 <b>supplied (1)</b> 15:7 <b>Sure (8)</b> 3:22 12:15 14:19 15:9,21 18:8 21:5,7 <b>surety (1)</b> 14:9 <b>systems (1)</b> 4:14	5 11:6,8,9,21 14:9,11, 16,21,24 15:3 20:17 <b>they (4)</b> 3:14,15 19:10 20:13 <b>things (2)</b> 11:11 18:11 <b>think (6)</b> 8:11,13 9:3 11:4,5, 11 <b>thinking (1)</b> 16:23 <b>third-party (1)</b> 11:17 <b>today (5)</b> 8:7,12,14 16:3 19:11 <b>topic (1)</b> 16:1 <b>tour (2)</b> 8:16 20:4 <b>transcript (2)</b> 16:5 22:10 <b>trouble (1)</b> 13:18 <b>true (1)</b> 22:9 <b>turn (2)</b> 3:12 9:12 <b>two (1)</b> 20:18 <b>twofold (1)</b> 3:6 <b>two-story (1)</b> 4:12 <b>type (1)</b> 19:14 <b>typical (2)</b> 20:9,10	<b>U</b>  <b>under (2)</b> 17:21,23 <b>understand (1)</b> 11:12 <b>unit (2)</b> 15:14,15 <b>until (2)</b> 4:24 13:20 <b>up (6)</b> 5:8 8:9,18 9:22 19:5 21:7 <b>Urbanek (1)</b> 4:5 <b>usage (1)</b> 9:2 <b>use (2)</b> 10:6 15:17 <b>using (2)</b> 9:10 18:22 <b>utilize (2)</b> 9:13 16:17	<b>walk (1)</b> 8:7 <b>WALKER (2)</b> 10:8,8 <b>walkthrough (3)</b> 8:9,22 21:2 <b>wall (2)</b> 17:1,9 <b>way (2)</b> 9:20 11:6 <b>website (2)</b> 13:16 15:24 <b>whatever (1)</b> 19:6 <b>What's (1)</b> 6:21 <b>WHEREOF (1)</b> 22:13 <b>Whiting-Turner (1)</b> 6:20 <b>Wickersham (1)</b> 18:6 <b>willing (1)</b> 13:2 <b>Wilmington (1)</b> 22:15 <b>withheld (1)</b> 16:16 <b>WITNESS (1)</b> 22:13 <b>word (1)</b> 11:6 <b>words (1)</b> 9:15 <b>work (10)</b> 4:10,13 5:3 16:24 18:18,22 19:1,14,15, 16 <b>working (1)</b> 4:3
<b>T</b>		<b>V</b>	
<b>T201880102.01 (1)</b> 3:4 <b>talk (1)</b> 19:21 <b>Taylor (4)</b> 3:20,21,23 5:16 <b>tear (2)</b> 6:13 9:16 <b>technical (1)</b> 14:22 <b>telecom (1)</b> 17:17 <b>ten (5)</b> 14:9 17:12,13 18:20 19:3 <b>Testing (4)</b> 11:17,17,21 14:11 <b>texture (1)</b> 10:12 <b>themselves (1)</b> 15:11 <b>there (17)</b> 6:7,12 9:12 10:1,3,		<b>W</b>  <b>wait (1)</b> 6:14 <b>waiting (1)</b> 13:20	

<b>Works (1)</b> 10:4	<b>3</b>		
<b>written (2)</b> 9:21 11:2	<b>3/9 (1)</b> 12:11		
<b>Y</b>	<b>5</b>		
<b>yourself (1)</b> 5:6	<b>51 (1)</b> 12:20		
<b>Z</b>	<b>6</b>		
<b>zero (2)</b> 15:13,14	<b>6 (1)</b> 22:11		
<b>1</b>	<b>677 (2)</b> 10:19,23		
<b>1 (1)</b> 22:9	<b>7</b>		
<b>11:45 (1)</b> 21:10	<b>7 (1)</b> 9:12		
<b>11th (1)</b> 22:14	<b>9</b>		
<b>2</b>	<b>9th (1)</b> 7:7		
<b>20 (1)</b> 13:4			
<b>2020 (2)</b> 22:11,15			
<b>202560 (1)</b> 5:2			
<b>22 (1)</b> 22:9			
<b>24,000 (1)</b> 4:11			
<b>25,000 (1)</b> 4:9			