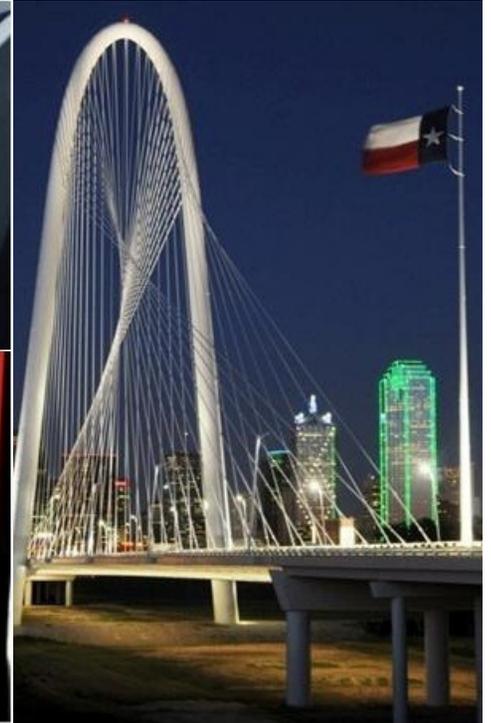




# TEXAS DEPARTMENT OF TRANSPORTATION



## Overview of PEPS for Council of Engineering Companies

Presentation by Joe Jancuska, P.E.  
PEPS Division  
Dallas Service Center Manager

January 27, 2014

# Objectives

- 1 Introduce the PEPS Division
  - Our mission, values, and goals
  - Organization structure
  - Leadership team
- 2 Background and context
  - Challenges with the prior procurement process
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  - Examples
- 4 Next steps and questions

# 1 PEPS Division provides efficient consultant procurement

## Mission

Work with our TxDOT customers and external partners to procure the most qualified consultants to deliver effective solutions for Texas

## Goals

Provide best-in-class customer service; be responsible stewards to maximize the value of resources; promote competition among consultants, and collaboration with our partners

## Values

Trust, Integrity, Responsibility, Excellence, Service (TIRES)



# PEPS

**Professional Engineering Procurement Services**

*<http://www.txdot.gov/inside-txdot/division/peps.html>*

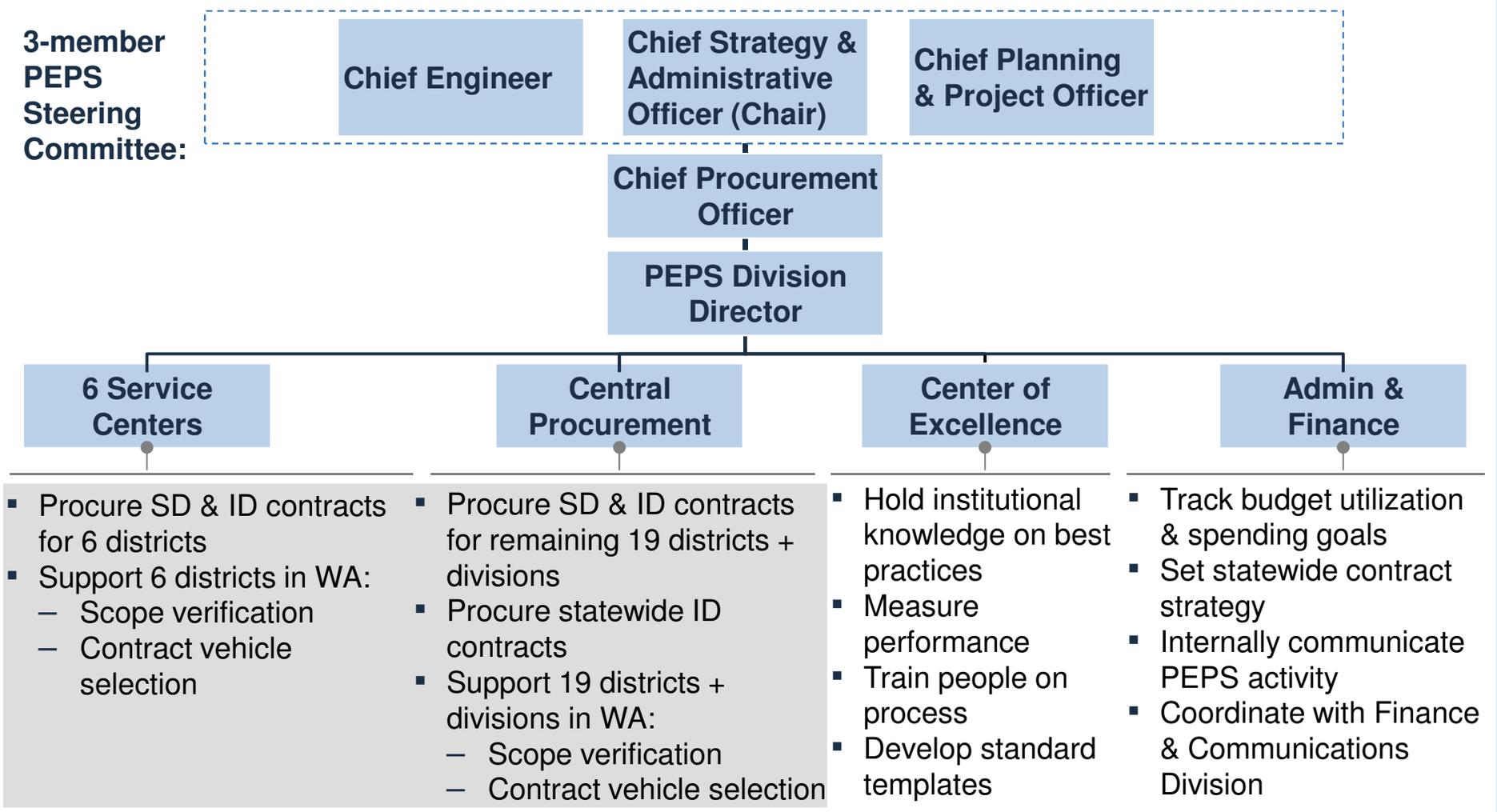
**What does PEPS represent?**

**Professional Engineering Procurement Services (PEPS)** represents the new consolidated procurement organization supporting engineering, architectural, and surveying contracts

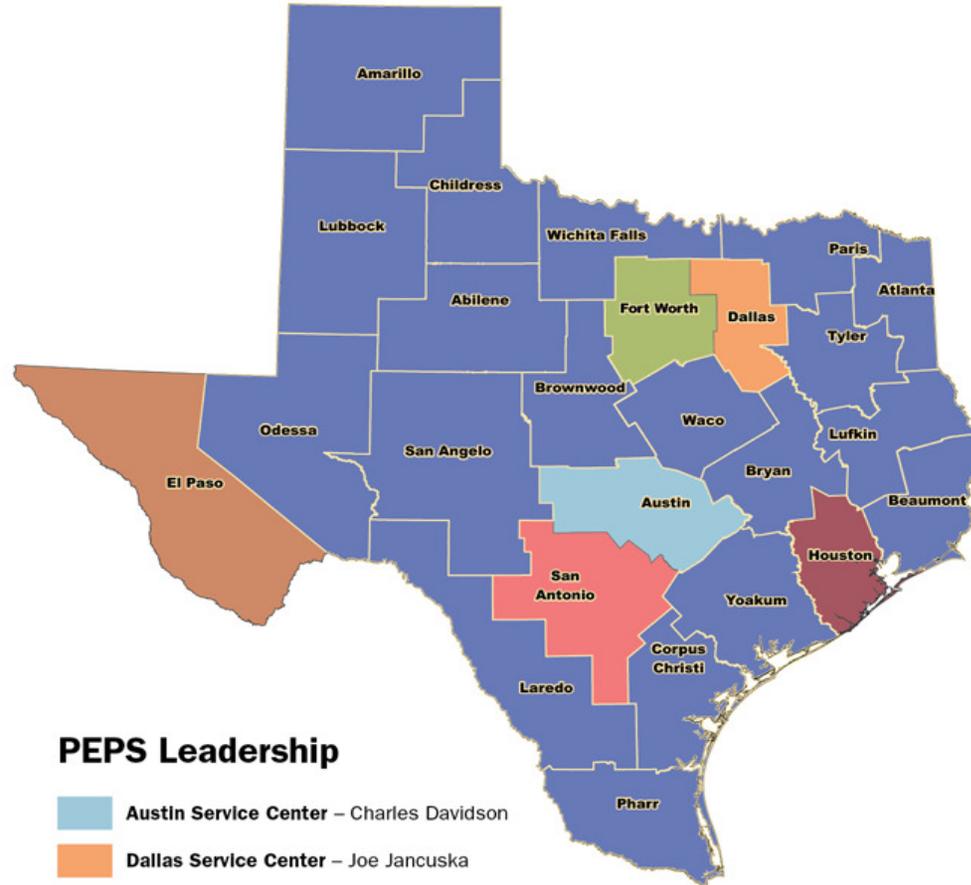
# 1 PEPS's 6 Service Centers and Central Procurement are here to help Districts and Divisions with the procurement process

In focus

## PEPS Division organizational structure



# 1 PEPS Division Leadership Team



## PEPS Leadership

- Austin Service Center – Charles Davidson
- Dallas Service Center – Joe Jancuska
- Fort Worth Service Center – Michael Bolin
- Houston Service Center – Gail Morea
- San Antonio Service Center – Kori Rodriguez
- El Paso Service Center – Efrain Esparza
- PEPS Central Procurement Center - Mo Bur

Note. The Central Procurement Center services TxDOT divisions and the remaining 19 districts.

**Center of Excellence**  
Camille Thompson

**Administrative Functions**  
Tim Powers

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## 2 Our internal and external stakeholders raised common challenges regarding the prior procurement process

Interviews with the Commissioners, Divisions, Districts and consultants in January 2013 raised common challenges with TxDOT's engineering procurement process

### Key Themes

### Description

#### Inefficient

- **“One size fits all” procurement process** meant routine engineering work (e.g., PS&E) went through the same process as more complex or higher-risk work (e.g., bridge inspections)

#### Cumbersome

- Overwhelming paperwork with **10-15 forms** manually completed for each procurement
- Procurement process took **~7 months** on average

#### Arbitrary

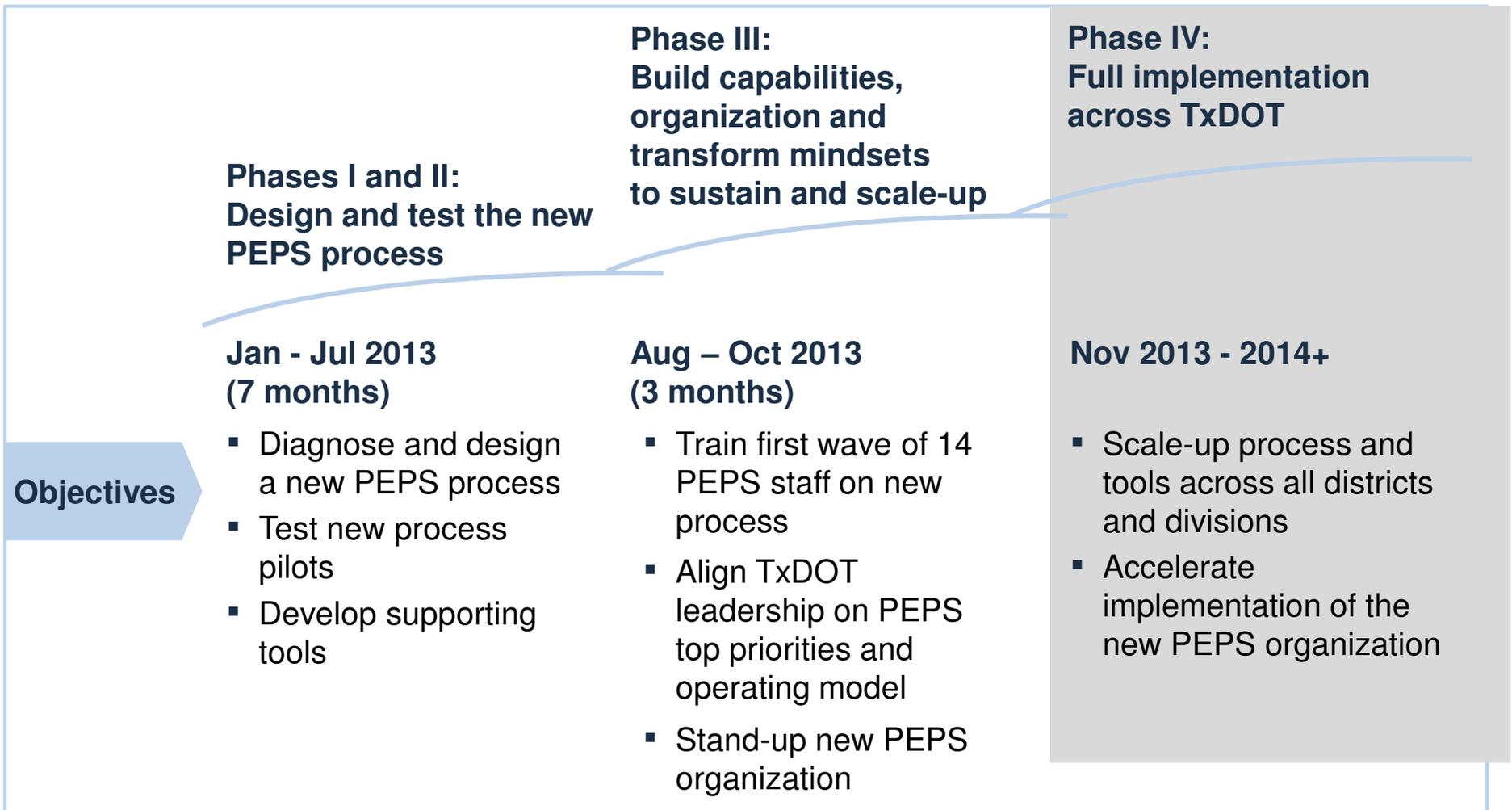
- **No specific qualifications-based questions** in our solicitations and only generic questions (e.g., “demonstrate project understanding”)
- **No interactions and discussion** among CST members, resulting in significant variability and inconsistency in evaluating qualifications

#### Compliance heavy

- **“Checkers checking checkers”** with multiple reviews and approvals for every procurement

## 2 To address those challenges, we embarked on a transformation with changes that are now being implemented across TxDOT

■ Current phase



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### 3 There are now 4 simplified selection processes tailored for different levels of project complexity

Category	Objectives	Applicable to	Timeline and what is different
<b>Comprehensive SD; Federal SD &amp; ID</b>	Rigorous, but efficient process to ensure quality outcome for complex, high-value and high-profile projects	>\$1M SD contracts (e.g. GEC contracts, PS&E to design 5 miles in metro areas)	<ul style="list-style-type: none"> <li>▪ <b>65–100 working day process</b> (40-50% improvement)</li> <li>▪ Requires interactive interviews focused more on ‘fit’ questions</li> </ul>
<b>Streamlined ID</b>	Streamlined process to expedite standard IDs, while ensuring sufficient rigor for more complex / high-risk engineering disciplines	Complex engineering disciplines such as <sup>1</sup> : <ul style="list-style-type: none"> <li>▪ Hydraulics &amp; Hydrology</li> <li>▪ Schematic/Env.</li> <li>▪ Traffic Engineering</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>45-70 working day process</b> (60-65% improvement)</li> <li>▪ Same as Accelerated, but with interviews as optional</li> <li>▪ Use of templates for scopes</li> <li>▪ Use of deliberative scoring</li> </ul>
<b>Accelerated ID &amp; SD</b>	Accelerated process for low-risk work that accelerates contracts and also creates more opportunity for HUB/DBEs	<b>IDs:</b> Low complexity engineering disciplines (e.g., surveying, SUE, geotech)  <b>SDs:</b> Low-dollar (<\$1M), single-discipline work	<ul style="list-style-type: none"> <li>▪ <b>45-50 working day process</b> (70-75% improvement)</li> <li>▪ Use of templates for scopes</li> <li>▪ No interviews; selection based on Statement of Qualifications (SOQ) evaluation</li> </ul>

<sup>1</sup> ID contracts for PS&E, Schematic & Environmental, Bridge inspection, CE&I, Hydraulics & Hydrology, Traffic Engineering, Toll Operations, Traffic & Revenue and Utility Engineering

### 3 Each of the 4 phases in the procurement process was also improved

Phases	Major improvements
Scoping	<ul style="list-style-type: none"><li>▪ Create <b>customizable</b> templates for SD scopes</li><li>▪ Utilize <b>standardized</b> templates for ID scopes</li></ul>
Solicitation	<ul style="list-style-type: none"><li>▪ Ask <b>detailed qualifications-based questions</b> in Request for Qualifications (RFQ)</li><li>▪ Provide <b>detailed selection criteria</b> in RFQ to solicit meaningful responses</li></ul>
Consultant interviews	<ul style="list-style-type: none"><li>▪ Streamline use of interview format specific to most complex projects</li><li>▪ Use as opportunity for “<b>design competition</b>” – consultants identify cost-saving measures, innovative ideas or creative scope execution ideas</li><li>▪ Allow and encourage detailed, <b>follow-up questions</b></li></ul>
Evaluation	<ul style="list-style-type: none"><li>▪ Allow and encourage <b>discussion of individual scores</b></li><li>▪ Confine sub-scores to 0-5 range (instead of 10) and define each number with examples to <b>reduce subjectivity</b></li></ul>

### 3 For example, in the solicitation phase, we use a standard Question & Response template with specific questions

#### Example consultant response template

TxDOT Receipt Deadline  
Receive by: May 17, 2013  
11:00am ET

1) Design-survey expertise:

A) Please provide one example each from the past 5 years when the Project Manager (PM) executed on the work as described in (i) and (ii) below. In your example, please specify when and where the work was performed and the scope of the work. Please describe in detail the survey methods and terrain features used in executing the work.

Perform design-level survey work for a bridge over a waterway that:

i. Is to be completely replaced

ii. Is to remain in place but needs to be widened

B) What data should your field crew collect for the design survey described in the following scope?

Locked template with standard font size, character spacing, and response space

#### Key benefits of change

- Response template allows **easy scoring** and comparison across firms
- Consultant responses are consistently spaced and sized making it **easier to read**
- Consultant Selection Team (CST) attention is **focused on content** of response rather than formatting
- Consultants **eliminate non-value, marketing material** from SOQ; **reduction in time** formatting responses

### 3 When interviews are conducted, there is also greater CST flexibility to tailor the interview and ask follow-up questions

#### Old interview process

“Pop quiz” approach

Questions very “test-based”

Tendency to rehash the Letter of Interest (LOI)

No follow-up questions “permitted”

Scoring criteria tied to individual questions

Deliberation of scores did not occur

#### New interview process

Some questions shared in advance

Questions designed to pressure-test experience and are more of information exchange opportunity

Builds on SOQ

Follow-up questions encouraged

Criteria focus on topics

Deliberative scoring encouraged

# 3 In evaluation phase, the introduction of an Excel-based scoring tool enhances efficient information sharing

## Example scoring tool

LONG LIST EVALUATION WORKSHEET

Solicitation Number: 31-3RFP5018

Firm: Firm A

Evaluator: Cheryl Rodriguez

Date completed: 7/2/2013

Question	Evaluation (Scale 1-5)	Weight	Overall Evaluation
1a : Managed lanes approach feasibility	5	5%	5.00
1b: Managed lanes experience	5	5%	5.00
1c: Managed lanes environmental	5	5%	5.00
2a: Added capacity and realignment approach	5	5%	5.00
2b: Added capacity and realignment experience	5	10%	10.00
2c: Added capacity and realignment environmental - federal EA	5	10%	10.00
2d: Added capacity and realignment environmental experience	5	10%	10.00
3: Interchange and controlled access	5	20%	20.00
4a: Work authorization execution approval	5	5%	5.00
4b: Work authorization execution project execution	5	5%	5.00
5: Team experience	5	10%	50.00
6: Firm innovation	5	10%	50.00
<b>Total Score</b>		<b>100.0%</b>	<b>180.00</b>

INSTRUCTIONS FOR SET-UP / PLEASE COMPLETE / READ ME / Firm A / Firm B / Firm C / INDIVIDUAL SUMMARY

CST members submit scores via easy to use Excel-based scoring tool

## Key benefits of change

- Allows efficient sharing of information among CST members
- Quickly highlights outliers to be discussed in the deliberation meetings
- Eliminates manual transcription and reviews of previous paper-based scoring sheets
- Enables efficient calculation of scores and re-calculation if there are adjustments from the deliberation meeting

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## 4 Questions?

