



TEXAS DEPARTMENT OF TRANSPORTATION



CONSULTANT SELECTION TEAM (CST) SCORING & HOW CSTs ARE FORMED

2018 PEPS Conference
Raul Ortega, P.E.



November 27, 2018

Presentation Topics

- 1 How CST members are formed
- 2 How the scoring process works
 - a State Process
 - b Federal Process
- 3 How the scoring criteria is developed
- 4 What CST members look for in a good response
- 5 Questions and Discussion

How CST members are formed

How CST members are formed



CST requirements

Selection Team consists of:

- Lead CST - TxDOT PM
- At least two other TxDOT SMEs

Requirements

- Engineering Contracts – Professional Engineer
- Surveying Contracts – Professional Engineer or Registered Professional Land Surveyor
- Architectural Contracts – Registered Architect

PEPS Procurement Engineer (PcE) as CST option

PEPS Procurement Engineer

- Optional role – serving as a CST member
 - subject matter expertise
 - if the CST only has two other members
 - if a CST member cannot complete the procurement (originally a CST of 3)

SMEs not on the CST help develop:

- Non-listed categories (NLC)
- Scope
- Request for Qualifications (RFQ) interview questions
- Request for Proposal (RFP) topics
- Criteria

How the scoring process works

a. State Process

Evaluation Criteria

Statement of Qualifications
(SOQ) Evaluations:
Questions and Responses
(Q&R) Template

CST assigned
weight %

Prime Provider's Past
Performance Score

CST assigned weight %.
*Currently from TxDOT's
CCIS Database.

How the scoring process works

*a. State Process **with Interviews***

State Process – Comprehensive and Streamlined (**with Interviews**)

Evaluation Criteria

SOQ Evaluations:
Questions and Responses
(Q&R) Template

CST assigned
weight %

Prime Provider's Past
Performance Score
(SOQ Phase)

CST assigned weight %.
*Currently from TxDOT's
CCIS Database.

2 Step Process

Short-list based on SOQ scores
Interview and Contract Guide
(ICG)

CST assigned weight %
for the Interview
Evaluation Criterion

How the scoring process works

b. Federal Process

Evaluation Criteria

Proposal Evaluations

CST assigned weight % for proposal

Prime Provider's Past Performance Score

CST assigned weight %
*Currently from TxDOT's CCIS Database.

ICG -
Federal Selection Process

CST assigned weight %
for the Interview Evaluation Criteria

Similar to the State 2 Step Process

How the scoring criteria is developed

Five steps for developing questions/topics

1. Develop goals & characteristics

2. Create questions/topics based on goals

3. Develop scoring criteria for questions/topics

4. Refine questions/topics & scoring criteria

5. Set weightings & length for each response

Develop scoring criteria

Question/Interview Criteria

Does not meet requirements

1

These responses indicate that the firm does not meet the requirements for the question

Meets TxDOT requirements

2

These are responses that would satisfy the CST that the firm is qualified to do the work

3

A score of 2 or 4 is also a scoring option for the CST. Based on the scoring criteria and the CST's subject matter expertise.

Significantly exceeds requirements

5

These are the “wow” factors “CST criteria for the 5’s may be include, but are not limited to...” What this means is that the CST may have not captured all of the “wow” factors

4

Example scoring criteria

Provide an example of a project similar to the project advertised including project details...explanation of unexpected issues...description of resolution of issues...

Does not meet requirements

1

CST ensures that the scoring criteria is in line with what is asked for

Meets TxDOT requirements

3

Project discussed includes most of the following:

- ❖ Details
 - xxx
- ❖ Issues
 - xxx
- ❖ Resolution
 - xxx

Exceeds TxDOT requirements

5

In addition to the items listed in 3, response may include, but is not limited to the following:

- ❖ Details
 - xxx
- ❖ Issues
 - xxx
- ❖ Resolution
 - xxx

Example scoring criteria – State Process

Based on your team’s experiences with the advancement of bridge design tools and methodologies, discuss the pros and cons of these advancements.

Does not meet requirements

1

Pros:

Design Tools:

- Integration
- Ease of revisions if needed
- Easier to graphically or visually verify input correctness
- Optimization of design
- Help to reduce calculation mistakes

Methods:

- More accurately captures the behavior of complex structures
- Modeling time dependent effects
- Harmonic behavior for cable stay bridges
- line element model vs. grillage model vs. FEM
- stiffness of connections (column to cap)
- point of fixity for foundations

Cons:

Design Tools:

- Non-practical optimization of design
- May not get uniformity of the design of certain elements
- Time and training required for developing familiarization
- Not knowing how software is calculating certain elements – “black box”
- Harder to hand check calculations

Methods:

- More complicated code
- LLDFs
- Load combinations
- Time of execution –duration (ex. Running a FEM)

Meets TxDOT requirements

3

Exceeds TxDOT requirements

5

Pros:

Design Tools:

- Keeping up with specifications/codes is easier
- Design policy implementation
- consistency
- 3D visualizations for public

Methods:

- Safety/reliability (ASD vs. LRFD)

Cons:

Design Tools:

- Software adaptability to state design preferences
- Time and training required for developing familiarization
- When a new version comes out - not being able to decipher what changed in the software and how it affects your design
- Discrepancies in software versions, lack of backward compatibility

Methods

- Understanding applicability
- Calculations could be more prone to errors due to misinterpretations

Example criteria of what constitutes a Meets and Exceeds

Example Interview Criteria – State Process

Interview Criteria	Weight
Criterion 1: Solid Understanding of multimodal transportation & potential environmental needs	CST assigned weight %
Criterion 2: Well-rounded public involvement and outreach experience	CST assigned weight %
Criterion 3: Clear understanding of data collection and reporting	CST assigned weight %
Total	100 %

Long Range
Planning -
Example of
Presentation
Topic

Presentation Topics

Topic 1: The population of Texas is predicted to nearly triple in the next 25 years. Transportation officials are facing some critical decisions on addressing congestion, mobility, and safety concern issues. Provide your team's plan and approach to problem solving solutions that address each of these 3 areas?

Topic 2: Multimodal planning is an essential part of updating the TTP 2040 Plan. Assume you are presenting to the following groups: (a) Business executive group in a metropolitan location; (b) Home Owners association in a suburban community; (c) Small rural town residents; (d) LEP or Low SES residents in an urban setting.

For each group, provide an explanation of multimodal planning and its importance.

Topic 3: Assume your team has been tasked with created a GIS model to survey and map cultural resources important to tribes. What challenges and constraints would you anticipate? Outline the team members you would assign to this project and explain your team's methodology to successfully deliver this assignment.

Example Interview Criteria – State Process

Criterion 1: Solid Understanding of multimodal transportation planning and potential environmental needs or considerations (**Topic 1 & any follow up questions**)

Does not meet requirements

1

Meets TxDOT requirements

3

Exceeds TxDOT requirements

5

Example segment
Interview Criteria

Response displays sufficient understanding and knowledge of most of the following

- Provides an approach to address Congestion, Mobility, and Safety that:
 - Can relate project selection to performance outcomes.
 - Understands the intricacies associated with multiple stakeholders and agencies
 - Identifies and describes multimodal performance-based transportation planning issues
 - Understands planning, programming, and environmental phases.
 - Identifies issues that could impact the process and provides potential solutions
 - Able to provide standard best practices to minimize delays

In addition to items listed under score 3 - response may also include but is not limited to the following

- Approaches provided also:
 - Recognizes that no one set or number of performance measures will fit multiple customer groups or “market segments” & that performance measures must evolve over time to be effective
 - Demonstrates an understanding that performance is not simply defined or measured by planning or engineering standards (e.g., cost-benefit, operations or life-cycle), & must include qualitative measurements to account for the user’s transportation experience (e.g., desire for shorter travel times & mode choice to reduce delays and improve experience).
 - Acknowledges the difficulties sustaining a performance measure program with competing priorities Stresses & understands the collaborative nature of each piece of the project development process in order to minimize delay.

Example Interview Criteria – State Process

Criterion 2: Well-rounded public involvement and outreach experience (Topic 1, 2 & any follow up questions)

Does not meet requirements

1

Meets TxDOT requirements

3

Exceeds TxDOT requirements

5

Example segment of Interview Criteria

Response displays sufficient understanding and knowledge of most of the following

- Describes techniques for the effective communication of data/information needs and deadlines to ensure timely responses from our transportation partners and providers
- Ability to convey their ideas clearly and effectively based on the audience.
- Proposes methods of outreach to engage bilingual and underserved communities and stakeholders
- Displays a proactive communicative approach to mitigate public concerns
- Good communicator (including presentation skills)
- Handles conflict or pressure with calm and focus
- Brainstorming is evident throughout the development of responses
- Addresses documentation and follow-up communication methods (meeting minutes...)

In addition to items listed under score 3 - response may also include but is not limited to the following

- Demonstrates the potential of communicating to audiences at every level through excellent articulation of ideas throughout presentation and responses to follow up questions
- Displays very strong understanding of importance of communication
- Exemplifies strong communication skills
- Established program/technology for sharing time sensitive/critical information without delay
- Describes innovative public involvement techniques to encourage stakeholder participation
- Discusses the importance of coordination among the team
- Recognizes the effects of issues on various and multiple different tasks
- Recognizes the importance of the Public Involvement coordination for sensitive issues

Example Interview Criteria – State Process

Criterion 3: Clear understanding of data collection and reporting (Topic 1, 3 & any follow up questions)

Does not meet requirements

1

Meets TxDOT requirements

3

Exceeds TxDOT requirements

5

Example segment
Interview Criteria

Response displays sufficient understanding and knowledge of most of the following

- Describes effective methods for building professional trust necessary to obtain proprietary data/information
- Discusses a tool to track project development and how to communicate that to internal and external stakeholders.
- Demonstrates ability to gather, store, and access data.
- Demonstrates flexibility in being able to deliver different tools based on client need
- Identified possible user requirements for a new system and a method to ensure the requirements were included in the implementation
- Describes or proposes possible techniques and tools to conduct training that promotes user-friendly aspects and enhances user skills

In addition to items listed under score 3 - response may also include but is not limited to the following

- Provides innovative best practices that go beyond the standards.
- Demonstrates innovative methods to extract and utilize data.
- Provides customizable tools and reporting.
- Includes training the user as an important component to developing the data management tools
- Team actually developed a management information system or added value to an existing system for a transportation agency
- Team provided continued support for users after implementation and initial training
- Describes method(s) for requesting and obtaining data/information in multiple formats to accommodate entities with limited human resources, technological resources or technical skills

Example Criteria – Federal Process

Evaluation Criteria	Weight
Technical Approach – project understanding, innovative concepts or alternatives, quality control procedures, staffing	CST assigned weight %
Project Manager’s Relevant Experience – similar or related projects, project management	CST assigned weight %
Key Staff’s Relevant Experience – similar projects	CST assigned weight %
Total	100 %

CEI - Example of Presentation Topic

Presentation Topics
Topic 1: Your firm has been assigned to provide CEI services for an 3 mile highly urban section on a state highway corridor project. Describe your team’s specific experience in providing inspection, record keeping, and engineering support at the highest quality and responsiveness. You will be evaluated against: Technical Approach, Project Manager’s Relevant Experience, & Key Staff’s relevant experience.

Example Interview Criteria – Federal Process

Topic 1: Your firm has been assigned to provide CEI services for an 3 mile highly urban section on a state highway corridor project. Describe your team’s specific experience in providing inspection, record keeping, and engineering support at the highest quality and responsiveness. **You will be evaluated against: Technical Approach, Project Manager’s Relevant Experience, & Key Staff’s relevant experience.**

Does not meet requirements

1

Example criteria for the Interview Criteria

Meets TxDOT requirements

3

- PM/Key Staff will attend kickoff meeting (Pre-Con).
- PM/Key Staff to establish protocol with Client to keep project on time and on budget for decision-making.
- PM will keep constant communication with client’s project team.
- Inspectors to meet escalation protocol established through the partnering process.
- PM will establish method of communication with district (weekly progress reports, issue escalation...)
- Reporting methods to keep records updated
- Regular reporting of testing to keep deficiencies at a minimum.
- Responsiveness of PM in a timely manner to issues that arise.
- Key Staff to coordinate with adjacent projects (safety, traffic control, barricades, closures)

Exceeds TxDOT requirements

5

- Technical approach shows an exceptional or innovative strategy by the PM for managing the development of the CEI project.
- PM is proactive and identifies issues in a timely manner to provide recommendations & solutions to avoid potential issues.
- PM keeps client’s leadership involved/informed on issues through duration of project.
- Team familiarity with area, testing, challenges, and can present options to best suit the area

What CST members look for in a good response

What CST members look for in a good response - SOQ or Proposal

Recommendations

- Keep in mind that the CST are subject matter experts
- Read the Question thoroughly
- Answer the questions being asked
- Focus on readability
- Roles and responsibilities on previous work need to be clearly identified. Don't over-generalize
- Be clear, concise, specific, and technical
- Take and show project ownership on samples provided
- Use your best examples and give credit to firm that performed work under your team, as applicable
- Use space wisely
- Don't waste space by marketing
- Clearly identify the roles of the team members if asked
- Consider innovative techniques, challenges, and lessons learned

What CST members look for in a good response - Interview

Recommendations

- Read the ICG thoroughly
- Focus on the ICG format and requirements
- Focus on the interview topics given in the ICG as well as the evaluation criteria and weighting
- Focus on the interview delivery
- Use time wisely
- Focus on technical expertise - not on marketing material that will not be scored
- Anticipate follow-up questions from the CST. These questions are important to clarify and expand on topics
- Expect tough competition
- Show team's leadership between PM and task leads

Questions and Discussion



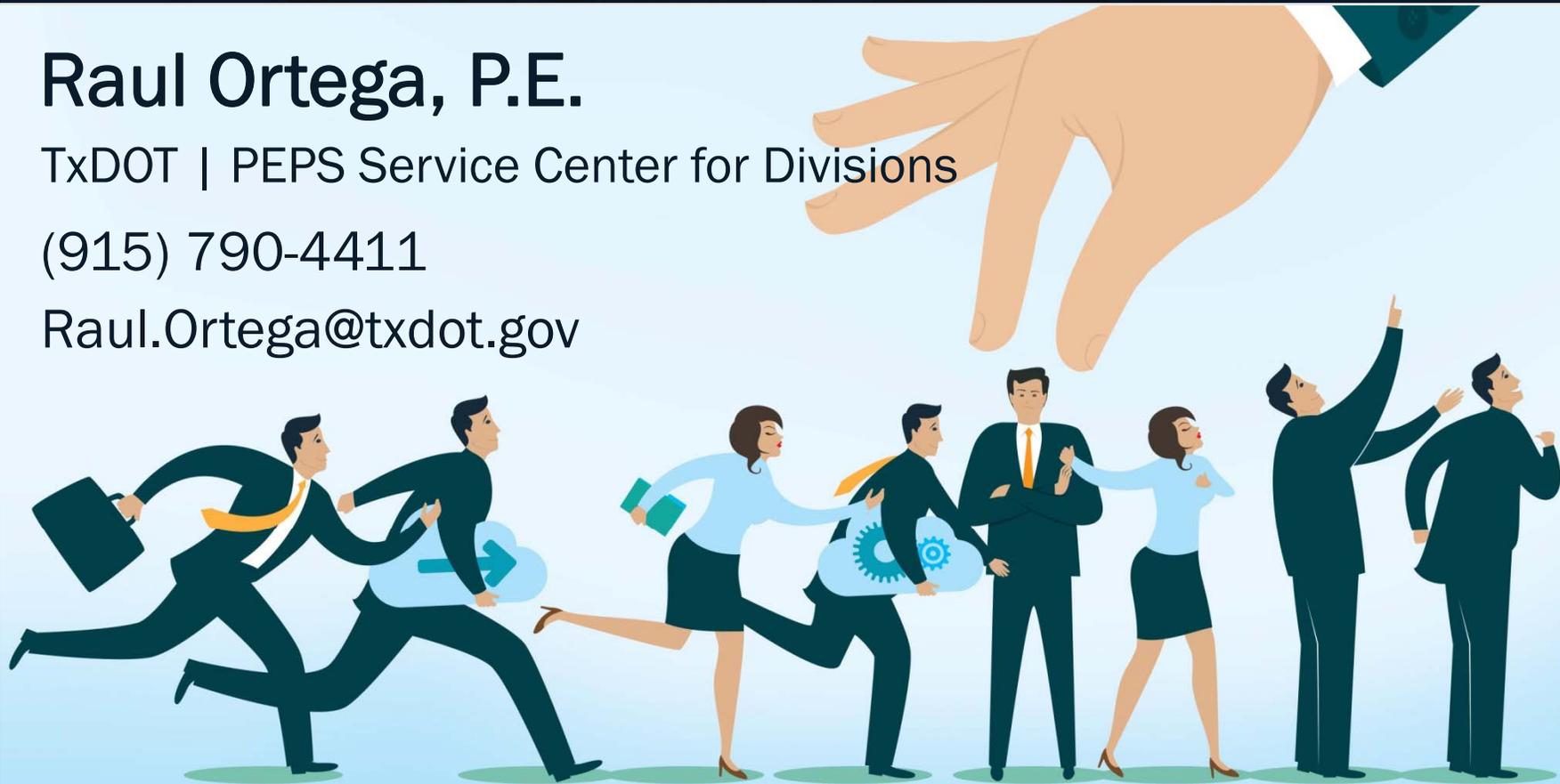
Contact Information

Raul Ortega, P.E.

TxDOT | PEPS Service Center for Divisions

(915) 790-4411

Raul.Ortega@txdot.gov



Example Scoring Criteria

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Example Scoring Criteria (slide #18)

Based on your team’s experiences with the advancement of bridge design tools and methodologies, discuss the pros and cons of these advancements.

Does not meet requirements

Meets TxDOT Requirements

Exceeds TxDOT Requirements

1

3

5

<p>Pros:</p> <p>Design Tools:</p> <ul style="list-style-type: none"> • Integration • Ease of revisions if needed • Easier to graphically or visually verify input correctness • Optimization of design • Help to reduce calculation mistakes <p>Methods:</p> <ul style="list-style-type: none"> • More accurately captures the behavior of complex structures • Modeling time dependent effects • Harmonic behavior for cable stay bridges • Line element model vs. grillage model vs. FEM • Stiffness of connections (column to cap) • Point of fixity for foundations <p>Cons:</p> <p>Design Tools:</p> <ul style="list-style-type: none"> • Non-practical optimization of design • May not get uniformity of the design of certain elements • Time and training required for developing familiarization • Not knowing how software is calculating certain elements – “black box” • Harder to hand check calculations <p>Methods:</p> <ul style="list-style-type: none"> • More complicated code • LLDFs • Load combinations • Time of execution –duration (ex. Running a FEM) 	<p>Pros:</p> <p>Design Tools:</p> <ul style="list-style-type: none"> • Keeping up with specifications/codes is easier • Design policy implementation • Consistency • 3D visualizations for public <p>Methods:</p> <ul style="list-style-type: none"> • Safety/reliability (ASD vs. LRFD) <p>Cons:</p> <p>Design Tools:</p> <ul style="list-style-type: none"> • Software adaptability to state design preferences • Time and training required for developing familiarization • When a new version comes out - not being able to decipher what changed in the software and how it affects your design • Discrepancies in software versions, lack of backward compatibility <p>Methods:</p> <ul style="list-style-type: none"> • Understanding applicability • Calculations could be more prone to errors due to misinterpretations
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Example Interview Criteria (slide #19)

Interview Criteria	Weight
Criterion 1: Solid Understanding of multimodal transportation & potential environmental needs	CST assigned weight %
Criterion 2: Well-rounded public involvement and outreach experience	CST assigned weight %
Criterion 3: Clear understanding of data collection and reporting	CST assigned weight %
Total	100 %

Presentation Topics

Topic 1: The population of Texas is predicted to nearly triple in the next 25 years. Transportation officials are facing some critical decisions on addressing congestion, mobility, and safety concern issues. Provide your team's plan and approach to problem solving solutions that address each of these 3 areas?

Topic 2: Multimodal planning is an essential part of updating the TTP 2040 Plan. Assume you are presenting to the following groups: (a) Business executive group in a metropolitan location; (b) Home Owners association in a suburban community; (c) Small rural town residents; (d) LEP or Low SES residents in an urban setting.

For each group, provide an explanation of multimodal planning and its importance.

Topic 3: Assume your team has been tasked with created a GIS model to survey and map cultural resources important to tribes. What challenges and constraints would you anticipate? Outline the team members you would assign to this project and explain your team's methodology to successfully deliver this assignment.

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Example Interview Criteria (slide #20)

Criterion 1: Solid understanding of multimodal transportation planning and potential environmental needs or considerations (Topic 1 and any follow up questions)

Does not meet requirements

Meets TxDOT Requirements

Exceeds TxDOT Requirements

1

3

5

Response displays sufficient understanding and knowledge of most of the following	In addition to items listed under score 3 - response may also include but is not limited to the following
<ul style="list-style-type: none"> • Provides an approach to address Congestion, Mobility, and Safety that: <ul style="list-style-type: none"> ○ Can relate project selection to performance outcomes. ○ Understands the intricacies associated with multiple stakeholders and agencies ○ Identifies and describes multimodal performance-based transportation planning issues ○ Understands planning, programming, and environmental phases. ○ Identifies issues that could impact the process and provides potential solutions ○ Able to provide standard best practices to minimize delays 	<ul style="list-style-type: none"> • Approaches provided also: <ul style="list-style-type: none"> ○ Recognizes that no one set or number of performance measures will fit multiple customer groups or “market segments” & that performance measures must evolve over time to be effective ○ Demonstrates an understanding that performance is not simply defined or measured by planning or engineering standards (e.g., cost-benefit, operations or life-cycle), & must include qualitative measurements to account for the user’s transportation experience (e.g., desire for shorter travel times& mode choice to reduce delays and improve experience). ○ Acknowledges the difficulties sustaining a performance measure program with competing priorities Stresses & understands the collaborative nature of each piece of the project development process in order to minimize delay.

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Example Interview Criteria (slide #21)

Criterion 2: Well-rounded public involvement and outreach experience (Topic 1, 2 & any follow up questions)

Does not meet requirements

Meets TxDOT Requirements

Exceeds TxDOT Requirements

1

3

5

<i>Response displays sufficient understanding and knowledge of most of the following</i>	<i>In addition to items listed under score 3 - response may also include but is not limited to the following</i>
<ul style="list-style-type: none"> • Describes techniques for the effective communication of data/information needs and deadlines to ensure timely responses from our transportation partners and providers • Ability to convey their ideas clearly and effectively based on the audience. • Proposes methods of outreach to engage bilingual and underserved communities and stakeholders • Displays a proactive communicative approach to mitigate public concerns • Good communicator (including presentation skills) • Handles conflict or pressure with calm and focus • Brainstorming is evident throughout the development of responses • Addresses documentation and follow-up communication methods (meeting minutes...) 	<ul style="list-style-type: none"> • Demonstrates the potential of communicating to audiences at every level through excellent articulation of ideas throughout presentation and responses to follow up questions • Displays very strong understanding of importance of communication • Exemplifies strong communication skills • Established program/technology for sharing time sensitive/critical information without delay • Describes innovative public involvement techniques to encourage stakeholder participation • Discusses the importance of coordination among the team • Recognizes the effects of issues on various and multiple different tasks • Recognizes the importance of the Public Involvement coordination for sensitive issues

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Example Interview Criteria (slide #22)

Criterion 3: Clear understanding of data collection and reporting (Topic 1, 3 & any follow up questions)

Does not meet requirements

1

Meets TxDOT Requirements

3

Exceeds TxDOT Requirements

5

<i>Response displays sufficient understanding and knowledge of most of the following</i>	<i>In addition to items listed under score 3 - response may also include but is not limited to the following</i>
<ul style="list-style-type: none"> • Describes effective methods for building professional trust necessary to obtain proprietary data/information • Discusses a tool to track project development and how to communicate that to internal and external stakeholders. • Demonstrates ability to gather, store, and access data. • Demonstrates flexibility in being able to deliver different tools based on client need • Identified possible user requirements for a new system and a method to ensure the requirements were included in the implementation • Describes or proposes possible techniques and tools to conduct training that promotes user-friendly aspects and enhances user skills 	<ul style="list-style-type: none"> • Provides innovative best practices that go beyond the standards. • Demonstrates innovative methods to extract and utilize data. • Provides customizable tools and reporting. • Includes training the user as an important component to developing the data management tools • Team actually developed a management information system or added value to an existing system for a transportation agency • Team provided continued support for users after implementation and initial training • Describes method(s) for requesting and obtaining data/information in multiple formats to accommodate entities with limited human resources, technological resources or technical skills

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Federal Procurement Process

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Example Criteria (slide #23)

Evaluation Criteria	Weight
Technical Approach – project understanding, innovative concepts or alternatives, quality control procedures, staffing	CST assigned weight %
Project Manager's Relevant Experience – similar or related projects, project management	CST assigned weight %
Key Staff's Relevant Experience – similar projects	CST assigned weight %
Total	100 %

Presentation Topics

Topic 1: Your firm has been assigned to provide CEI services for an 3 mile highly urban section on a state highway corridor project. Describe your team's specific experience in providing inspection, record keeping, and engineering support at the highest quality and responsiveness. **You will be evaluated against: Technical Approach, Project Manager's Relevant Experience, & Key Staff's relevant experience.**

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Example Criteria (slide #24)

Topic 1: Your firm has been assigned to provide CEI services for an 3 mile highly urban section on a state highway corridor project. Describe your team's specific experience in providing inspection, record keeping, and engineering support at the highest quality and responsiveness. **You will be evaluated against: Technical Approach, Project Manager's Relevant Experience, & Key Staff's relevant experience.**

Does not meet requirements

1

Meets TxDOT Requirements

3

Exceeds TxDOT Requirements

5

<ul style="list-style-type: none">• PM/Key Staff will attend kickoff meeting (Pre-Con).• PM/Key Staff to establish protocol with Client to keep project on time and on budget for decision-making.• PM will keep constant communication with client's project team.• Inspectors to meet escalation protocol established through the partnering process.• PM will establish method of communication with district (weekly progress reports, issue escalation...)• Reporting methods to keep records updated• Regular reporting of testing to keep deficiencies at a minimum.• Responsiveness of PM in a timely manner to issues that arise.• Key Staff to coordinate with adjacent projects (safety, traffic control, barricades, closures)	<ul style="list-style-type: none">• Technical approach shows an exceptional or innovative strategy by the PM for managing the development of the CEI project.• PM is proactive and identifies issues in a timely manner to provide recommendations & solutions to avoid potential issues.• PM keeps client's leadership involved/informed on issues through duration of project.• Team familiarity with area, testing, challenges, and can present options to best suit the area
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