



Prime Provider Evaluations

2022 PEPS Conference

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“This year for our FCCLA public advocacy project, we decided to attempt to tackle the enormous subject that is traffic safety. Our ultimate goal is to spread awareness through a student led project to reduce deaths on Texas Roadways.”

“So far, our campaign has grown tremendously, most recently involving the Childress Traffic Safety Fair this November 7th with TxDOT and local law enforcement. We have established a social media presence and recently began the bigger pushes of our project. For the future, one of our largest goals is to communicate with other schools in the area. We are pushing to do more Traffic Safety events at Paducah, Wellington, Quanah, Hedley, and Clarendon. In addition to work on these campuses, we will be going to Childress Elementary School and Childress Junior High to give presentations. We hope to have heavy involvement with each of these student bodies and promote safety on the roads as students to other students.” –Darren Pratt



1 • Purpose of Prime Provider Evaluations

2 • General Information

3 • Evaluation Score Average (ESA)

4 • Definition of WA PM

5 • PM and Firm Evaluation Criteria

6 • Evaluation Comments

7 • Average PM and Firm Scores

8 • Evaluation Appeals

9 • Consultant PS-CAMS Access

10 • TxDOT PM and Consultant PM Survey Discussion

Purpose of Prime Provider Evaluations

Purpose of Prime Provider Evaluations



Opportunity to provide ongoing feedback through life of contract and at contract completion

Required by Texas Administrative Code (43 TAC §9.41 (d))

Used as a management tool to communicate level of satisfaction

Used as a selection tool – PS-CAMS evaluation scores are used during proposal phase of the contract solicitation process

General Information



TxDOT began using PS-CAMS evaluation scores in August 2019

From August 2019 forward, scores from CCIS were no longer used

Currently there are more than 11,561 evaluations are in PS-CAMS



Required TxDOT PM Evaluation Schedule:

- At least once a year for Specific Deliverable (SD) contracts
- At least once a year for Indefinite Deliverable (ID) contract work authorizations (WAs) and at the termination of an ID WA

Recommended TxDOT Evaluation Schedule:

- At the completion of major milestones or submittals on project
- Any time there is a change in TxDOT project manager
- Any time there is a change in prime provider project manager
- Any time the provider is not performing to the expected standards

Evaluation Score Average (ESA)

Evaluation Score Average (ESA)

The ESA is used to determine the Prime Provider Past Performance Score during the proposal phase of the contract solicitation process.

ESA Range	Solicitation Process Score	Percentage of Consultant PM's (out of 1,164 PMs)
$80 \leq \text{ESA}$	5	47%
$60 \leq \text{ESA} < 80$	4	49%
$40 \leq \text{ESA} < 60$	3	4%
$20 \leq \text{ESA} < 40$	2	0%

Note: The minimum ESA is 20.



$$\text{ESA} = (\text{PM score} * 80\%) + (\text{Firm score} * 20\%)$$

- PM score:
 - Includes all evaluations performed on that individual regardless of firm or contract discipline type
 - Is an average of all PM evaluations performed over the past 5 years

ESA scores range from 5% to 15% of the overall proposal score; percentage is determined by each Consultant Selection Team (CST)

CST members do not see the ESA score during the proposal phase, only a solicitation process score ranging from 2 to 5



If a firm or PM does not have a score in PS-CAMS, the median score is used.

Current Median Data	
PM Median Score	76.00
Firm Median Score	75.00
PM and Firm Combined Median Score	75.80

$$\text{ESA} = (76.00 * 80\%) + (75.00 * 20\%) = 75.80$$

Note: Once a PM receives their first evaluation, that score replaces the median score previously used.

Definition of WA PM



“prime provider's employee who is assisting with the management of the work authorization” can be evaluated

- TxDOT PM may evaluate a WA PM designated by the Prime firm when performing a WA evaluation
- WA PM will receive the rate for their contract job classification when serving this role, not the negotiated contract PM rate
- Contract PM is still evaluated on both the contract and the WA evaluations

PM and Firm Evaluation Criteria

How is the scoring weighted? (all three (3) scores)

Criterion	Criteria Measured	Description	Assigned Raw Score by TxDOT	Weight	Weighted Score	Designee
1.a	Accuracy	Information and quantities are correct	3	7.5	22.5	PROJECT MANAGER
1.b	Completeness	Deliverables included all required elements	3	5	15	
2	Timeliness of Submittals	Deliverables/reports submitted on time	3	7.5	22.5	
3.a	Budget	Costs billed are consistent with progress of work to date, budget is well managed	3	1	3	
3.b	Schedule	Adherence to schedule and ability to meet deadlines	3	1	3	
3.c	Invoices	Invoices are accurate, timely, consistent, and prepared according to the payment type and contract terms	3	1	3	
4	PM Responsiveness and Availability	PM anticipates and identifies needs of TxDOT and makes necessary adjustments	3	7.5	22.5	
5	Resolution of Issues	Issues are quickly resolved without TxDOT help	3	2.5	7.5	
6	Communication and Coordination	Issues are communicated promptly and professionally	3	2.5	7.5	
7	Management of Sub-Providers	PM took responsibility for subs work and managed any issues	3	2.5	7.5	
8	Adequate use and prompt payment of HUB/DBE firms	HUB/DBE firms were utilized according to requirements	3	1	3	
9	PM performance	Based on their performance would you want to work with this PM again?	3	1	3	
1	Firm responsiveness	Identifies TxDOT needs making necessary adjustments, (e.g. adjusting resources to meet demands, replacing PM due to problems)	3	10	30	FIRM
2	Firm invoicing	Invoices are accurate, timely, consistent, and prepared according to the payment type and contract terms	3	5	15	
3	Firm resource management	Personnel, expertise, and equipment are appropriately allocated for the project	3	5	15	

FINAL SCORE:

180 60%

Evaluation Comments



All scoring criteria have standard comments

- Standard comments may be modified to provide additional details
- Comments are intended to
 - add clarity to sub-provider management scoring
 - add clarity to HUB/DBE and prompt payment scoring

Evaluation Comments for the PM



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
Project Manager Evaluation							
1.	Quality of Deliverables						
1.a.	Accuracy - Information and quantities are correct	7.5	Deliverables submitted: contained significant errors and red lines showing that QA/QC was not completed / conducted	Deliverables submitted: contained more errors and red lines than expected, thus required additional QA/QC	Deliverables submitted: contained a reasonable level of red lines; required minor corrections	Deliverables submitted: were in good form; contained few red lines	Deliverables submitted: were in excellent form; required few, if any, red lines saving TxDOT time
1.b.	Completeness - Deliverables included all required elements	5	Deliverables submitted: were incomplete (e.g. missing more than 10% of deliverable's details/information) and were unorganized; required significant clarification to and/or additional details or notes and caused significant delays	Deliverables submitted: were somewhat complete (e.g. missing less than 10% of deliverable's details/information) and were somewhat organized; required clarification to details or notes and caused minor delays	Deliverables submitted: were complete and organized (e.g. NO missing details/information), AND required a REASONABLE AMOUNT of minor (between 10% and 20% of deliverable) clarifications to details or notes and were corrected without causing delays	Deliverables submitted: were complete and organized (e.g. NO missing details/information), AND required FEW (less than 10% of deliverable) clarifications to details or notes required and were corrected without causing delays	Deliverables submitted: were complete and well organized (e.g. NO missing details/information), NO clarifications required saving TxDOT time

Evaluation Comments for the PM



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
2.	Timeliness of submittals - Deliverables/reports submitted on time	7.5	Deliverables submitted: were consistently late, schedule delays were common	Deliverables submitted: were received mostly on time but some were late	Deliverables submitted: were received on time or within recommended time frames and overall project development progress met expectations	Deliverables submitted: were received slightly (1 to 3 days) ahead of schedule	Deliverables submitted: were received ahead (more than 3 days) of schedule
3.	Contract administration						
3.a.	Budget - Costs billed are consistent with progress of work to date, budget is well managed	1	PM / WA Manager: did not manage, identify, or readily communicate issues with budget impacts	PM / WA Manager: had some budgeting issues and could have communicated issues more effectively	PM / WA Manager: managed the budget satisfactorily and maintained communication regarding budget issues	PM / WA Manager: displayed good budget management and communication skills	PM / WA Manager: managed the budget well; quickly identified and communicated issues with budget impacts; and provided solutions to address impacts
3.b.	Schedule - Adherence to schedule and ability to meet deadlines	1	PM / WA Manager: frequently missed deadlines which significantly impacted the schedule	PM / WA Manager: met most of the deadlines; however, some missed deadlines caused negative impacts to the schedule	PM / WA Manager: met deadlines and managed the schedule satisfactorily	PM/WA Manager: schedule was managed well; when issues that could impact the schedule were identified, they were addressed	PM/WA Manager: schedule was well managed; was proactive in addressing issues that had potential schedule impacts

Evaluation Comments for the PM



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
3.c.	Invoices - Invoices are accurate, timely, consistent, and prepared according to the payment type and contract terms	1	Invoices: were frequently submitted late; contained multiple significant errors; did not use correct invoice template(s); invoices were frequently rejected	Invoices: were mostly submitted on time but contained some errors causing invoices to be rejected	Invoices: were submitted on time with no errors but required some requests for additional clarification/information (three or more pieces of documentation) prior to approving invoices	Invoices: were submitted on time with no errors but required little in additional clarification/information (two or less pieces of documentation) prior to approving invoices	Invoices: were submitted on time, with no errors, and required NO additional clarification/documentation/information
4.	Responsiveness & availability of the PM - PM anticipates and identifies needs of TxDOT and makes necessary adjustments	7.5	PM / WA Manager: was rarely available or responsive to requests; did not resolve issues; did not return calls or emails; missed or was late to scheduled meetings; required frequent prompts to get a response.	PM / WA Manager: usually available or responsive to requests; resolved most issues but was slow; returned most calls or emails; missed or was late to some meetings; required some prompting to get a response.	PM / WA Manager: available and responsive to requests; resolved most issues in an adequate time period; returned calls and emails; attended meetings.	PM / WA Manager: consistently available and responsive to requests; resolved most issues quickly; promptly returned calls and emails; attended meetings.	PM / WA Manager: consistently available and responsive to requests; showed initiative to quickly resolve issues; promptly returned calls or emails; attended meetings; anticipated needs.

Evaluation Comments for the PM



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
5.	Resolution of issues - Issues are quickly resolved without TxDOT help	2.5	PM / WA Manager: repeatedly failed to identify and resolve issues, which resulted in a supplemental; required frequent contact by TxDOT PM to resolve issues	PM / WA Manager: was slow to identify and resolve issues; required some prompting by TxDOT PM to resolve issues	PM / WA Manager: was satisfactory in identifying issues and working with the TxDOT PM to resolve issues in a timely manner	PM / WA Manager: proactively identified issues and worked well with TxDOT PM to resolve issues in a timely manner with no prompting needed	PM / WA Manager: often anticipated issues and took the initiative to resolve issues independently; resolved all issues quickly
6.	Communication and coordination - Issues are communicated promptly and professionally	2.5	PM / WA Manager: did not communicate and coordinate well and was often unclear, misleading, or unprofessional; coordination was not timely and required prompting by TxDOT PM	PM / WA Manager: had some issues with communication and coordination; some items were unclear or misleading; some prompting by TxDOT PM was required	PM / WA Manager: did a satisfactory job in communicating and coordinating; little to no prompting was required by TxDOT PM	PM / WA Manager: communicated and coordinated well; ensured issues were communicated with all the appropriate parties	PM / WA Manager: always communicated and coordinated in a clear, effective, and professional manner; ensured issues were communicated promptly and with all the appropriate parties; was proactive in addressing issues

Evaluation Comments for the PM



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
7.	Management of subproviders - PM took responsibility for subs work and managed any issues	2.5	PM / WA Manager: did not manage subproviders well thus causing delays or other problems, issues, and/or disagreements	PM / WA Manager: had some issues in managing subproviders thus causing minor delays	PM / WA Manager: did a satisfactory job in managing subproviders with little interference to production	PM / WA Manager: managed the subproviders well with no interference to production	PM / WA Manager: managed the subproviders very well with no issues apparent to TxDOT; took responsibility for all products
8.	Adequate use and prompt payment of HUB/DBE firms - HUB/DBE firms were utilized according to requirements	1	PM \ Firm: subprovider(s), including HUB/DBE, notified TxDOT of non-payment, prime needed to be prompted to use subproviders, including HUB/DBE, and/or prime did NOT make a good faith effort to use subproviders; did NOT promptly pay subproviders; failed to document prompt payment in PSCAMS	PM \ Firm: prime needed some prompting to use subproviders, including HUB/DBE but did make a good faith effort to use subproviders; was occasionally late in paying subproviders and/or occasionally late in documenting prompt payment in PSCAMS	PM \ Firm: prime needed little to no prompting to use subproviders, including HUB/DBE and made a good faith effort to fulfill contract HUB/DBE terms and conditions; met the prompt payment requirements and consistently documented prompt payment in PSCAMS	PM \ Firm: prime was proactive in making use of subproviders, including HUB/DBE; met the prompt payment requirements and consistently documented prompt payment in PSCAMS	PM \ Firm: prime was proactive in making use of subproviders, including HUB/DBE and EXCEEDED contract HUB/DBE terms and conditions; met the prompt payment requirements and consistently documented prompt payment in PSCAMS

Evaluation Comments for the PM



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
9.	PM performance - Based on their performance, would you want to work with this PM again?	1	Firm PM / WA Manager: deliverables had significant errors and red lines; submitted incomplete deliverables; missed deadlines frequently; was rarely available; behaved in an unprofessional manner; managed resources poorly; required frequent prompting by TxDOT PM	Firm PM / WA Manager: deliverables had more errors and red lines than expected; deliverables were somewhat complete (missing less than 10% of deliverable's details/information) causing schedule delays; some budgeting and communication issues; was occasionally available when requested; slow to identify and resolve issues; some issues in managing resources	Firm PM / WA Manager: deliverables contained a reasonable level of red lines, were complete, and were organized, but needed minor corrections (between 10% and 20% of deliverable) with little or no delay to the schedule; managed budget and other resources satisfactorily; was typically available; resolved issues in a timely manner	Firm PM / WA Manager: deliverables were in good form, were complete, and were organized; deliverables had few (less than 10% of the deliverable) red lines and/or clarifications to details/information issues with submittals; good management of budget and other resources; was available and responded to issues within 24 hours	Firm PM / WA Manager: deliverables were high quality, complete, and on-time; managed budget and resources very well; promptly responded (within 12 hours); proactive and anticipated needs; took responsibility for all products

Evaluation Comments for the Firm



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
Firm Evaluation							
1.	Firm Responsiveness - Identifies TxDOT needs making necessary adjustments, (e.g. adjusting resources to meet demands, replacing PM due to problems)	10	Firm: rarely responsive to requests, requiring multiple attempts; did not resolve most issues, or required escalation of issues above PM; did not provide adequate or timely resources to support the project	Firm: usually responsive to requests, but occasionally required follow ups.; resolved most issues but was slow, or required prompting by TxDOT; resources weren't provided in a timely manner to support the project	Firm: responsive when requests; resolved issues in an adequate time period, with little prompting by TxDOT; adequately resourced to support the project	Firm: consistently available and responsive when requested; resolved issues quickly; anticipated resource needs to support the project	Firm: consistently available and responsive when requested; showed initiative to quickly resolve issues; proactive in anticipating needs and was part of normal project communications
2.	Firm Invoicing - Invoices are accurate, timely, consistent, and prepared according to the payment type and contract terms	5	Firm Invoices: were frequently submitted late; contained multiple significant errors; did not use correct invoice template(s); invoices were frequently rejected	Firm Invoices: were mostly submitted on time but contained some errors causing invoices to be rejected	Firm Invoices: were submitted on time with no errors but required some requests for additional clarification/information (three or more pieces of documentation) prior to approving invoices	Firm Invoices: were submitted on time with no errors but required little in additional clarification/information (two or less pieces of documentation) prior to approving invoices	Firm Invoices: were submitted on time, with no errors, and required NO additional clarification/documentation/information

Evaluation Comments for the Firm



No.	Criteria	Relative Weight	1 Unsatisfactory	2 Below Average	3 Satisfactory	4 Above Average	5 Excellent
3.	Firm Resource Management - Personnel, expertise, and equipment are appropriately allocated for the project.	5	Firm: did not manage resources; resources were limited and/or frequently changed resulting in disruption to production (e.g. unwarranted PM replacement) or caused delays to others (e.g. construction contractor)	Firm: had some issues in managing/maintaining resources causing minor delays	Firm: did a satisfactory job in managing/maintaining resources with limited impacts	Firm: managed/maintained resources well with minimal interference to production	Firm: exceeded expectations; managed/maintained resources very well with minimal resource adjustments and with little or no impacts to production

Average PM and Firm Scores

Average PM and Firm Scores from Districts*



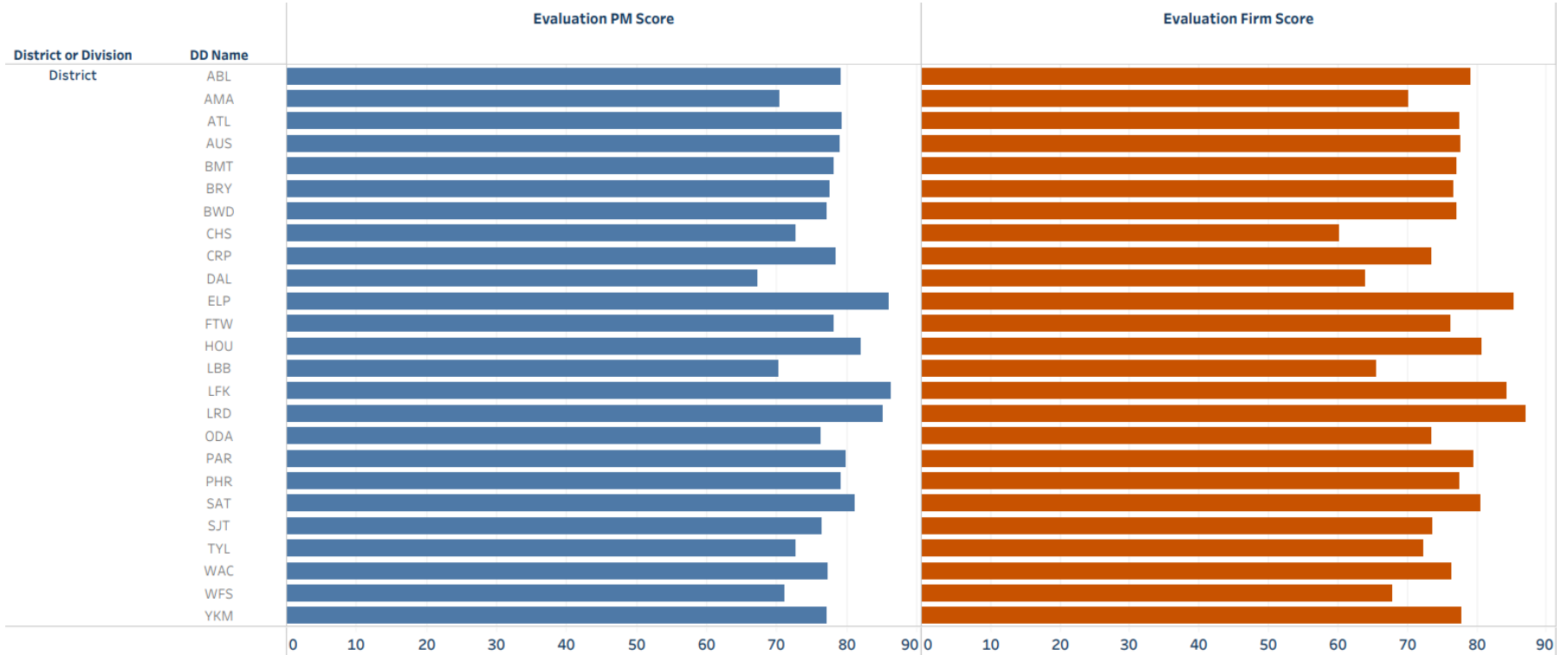
Avg Evaluation PM Score

77.8

Avg Evaluation Firm Score

76.3

*As of 10/28/22



Average PM and Firm Scores from Divisions*



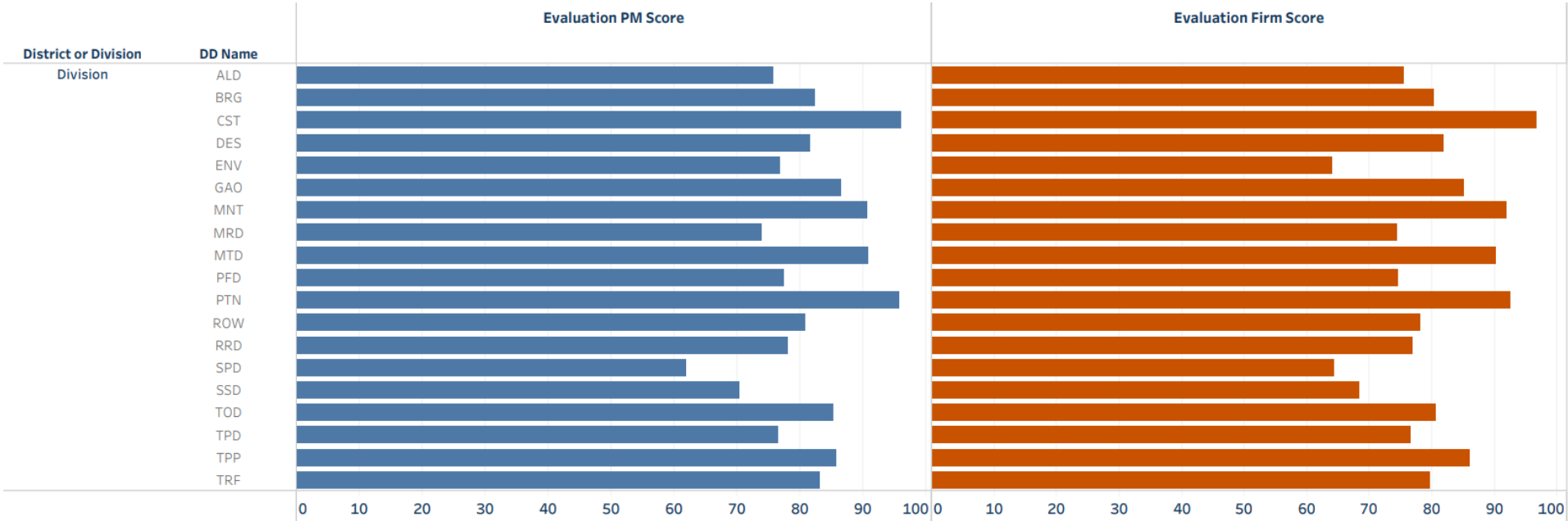
*As of 10/28/22

Avg Evaluation PM Score

81.1

Avg Evaluation Firm Score

79.8



Evaluation Appeals



Title 43 TAC §9.41 (f) defines the process

TxDOT PM & Provider PM try to resolve the scoring dispute

If the PMs can't resolve the issue, dispute goes to the TxDOT District Engineer (DE) or Division Director (DD) for consideration

If resolution is not reached, the issue is escalated to the PEPS Division Director (PEPS DD).

PEPS DD will gather information, speak with TxDOT staff as well as the firm's staff, and then provide the final decision in writing.



Three possible outcomes from an evaluation appeal to the PEPS DD:

Void the evaluation

Request a re-evaluation or adjustment

Affirm the original evaluation

Consultant PS-CAMS Access



<https://www.txdot.gov/business/peps/manage-active-contracts/manage-active-contracts-ps-cams.html>

Instructions are posted along with a contact number for questions

A PM can view their own evaluation scores from any firm in which they have been employed

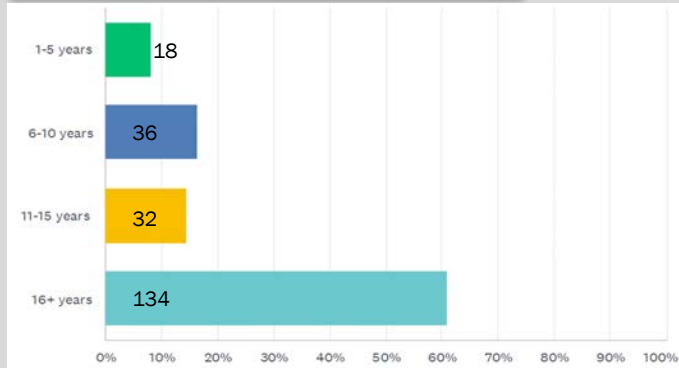
A PM can view their overall firm score and the combined average score of all PMs within their firm of current employment

A PM cannot view any other PM's individual evaluation scores, any other Firm's average score, or the combined average score of all PMs within another firm

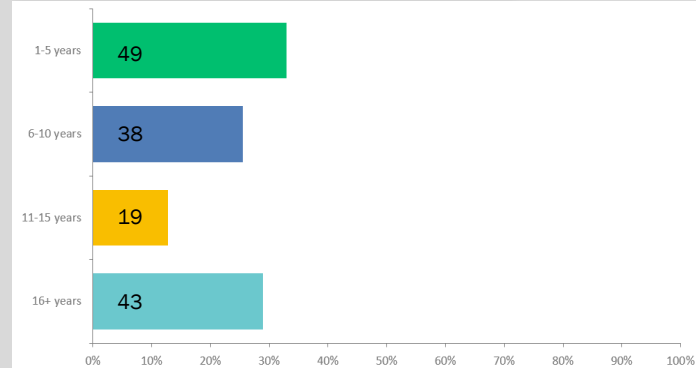
TxDOT PM and Consultant PM Survey Discussion

1. How many years of experience do you have as a project manager?

Provider PM Responses (220)

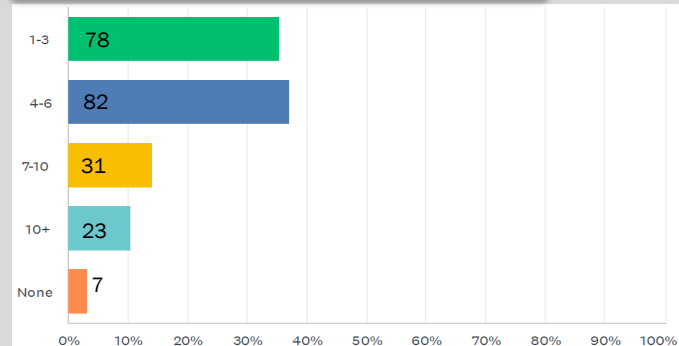


TxDOT PM Responses (149)

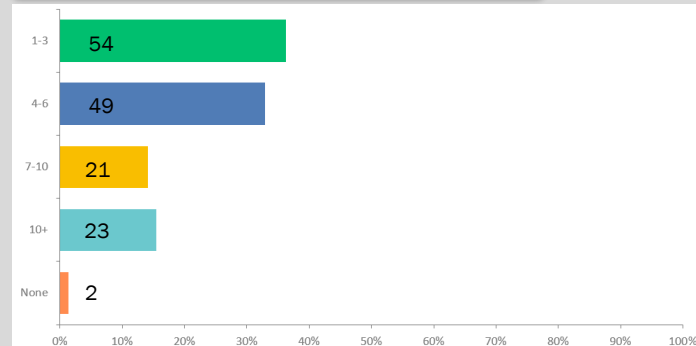


2. How many work authorizations are you currently managing?

Provider PM Responses (221)

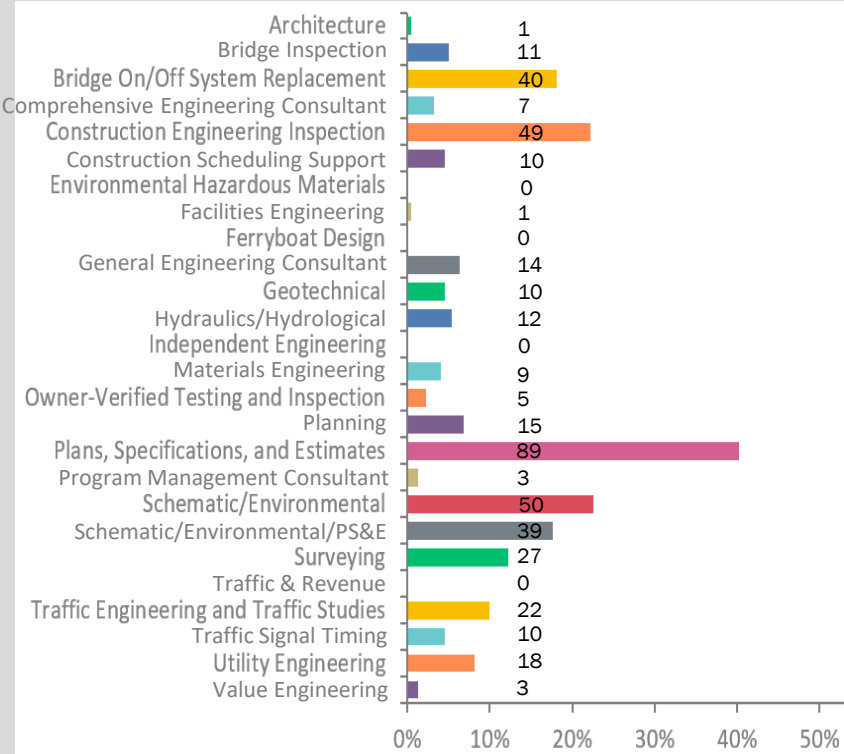


TxDOT PM Responses (149)

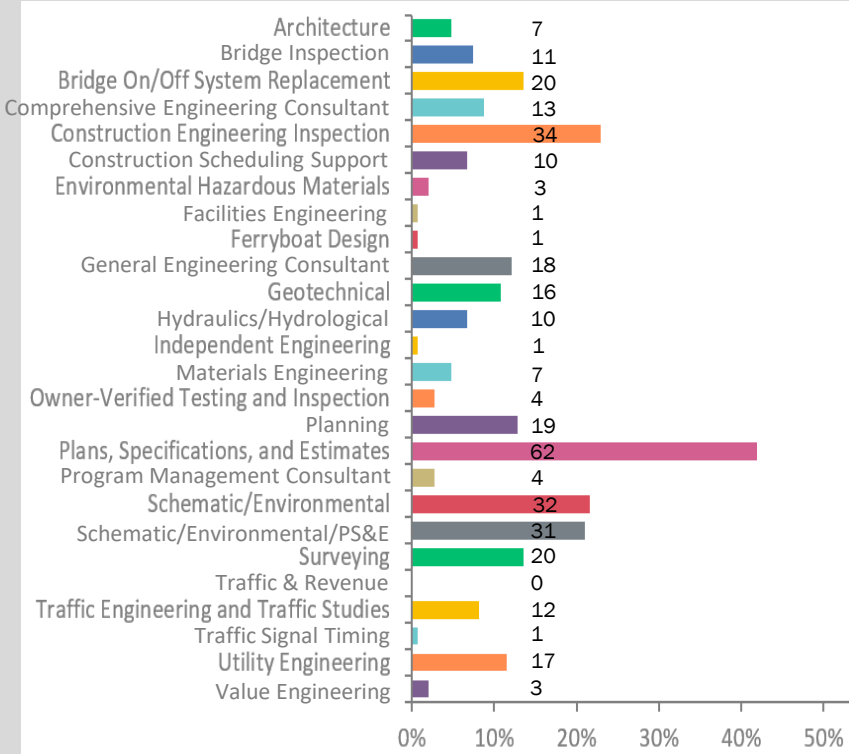


3. Which disciplines of work are you currently managing?

Provider PM Responses (221)

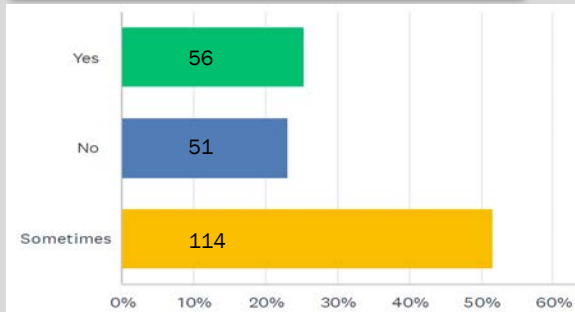


TxDOT PM Responses (148)

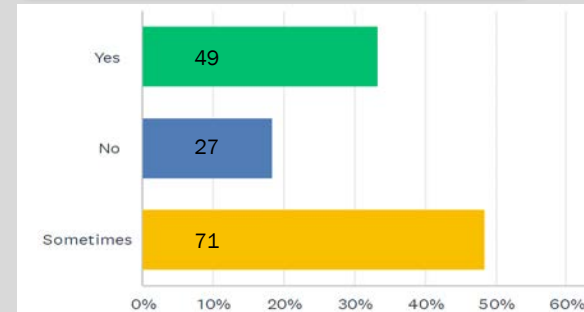


4. In your opinion, does the current Prime Provider Evaluation process accurately document the Provider PM and Provider Firm performance?

Provider PM Responses (221)

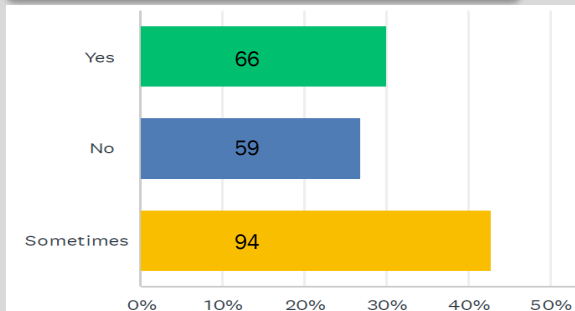


TxDOT PM Responses (147)

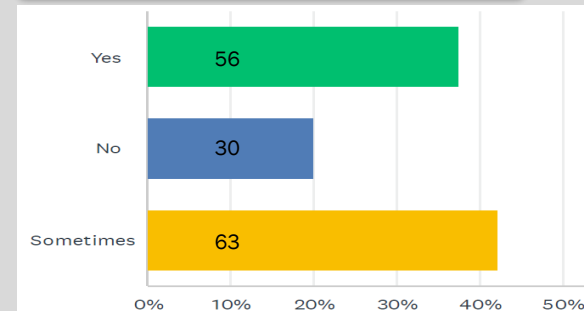


5. Is the current evaluation process a useful management tool?

Provider PM Responses (219)

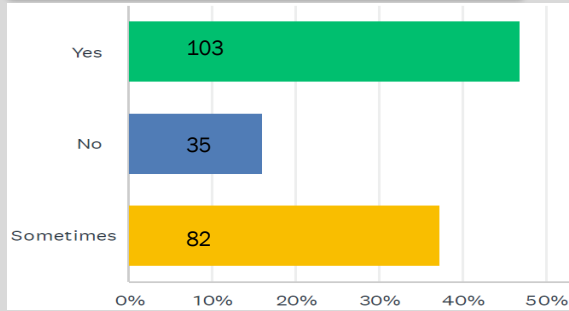


TxDOT PM Responses (149)

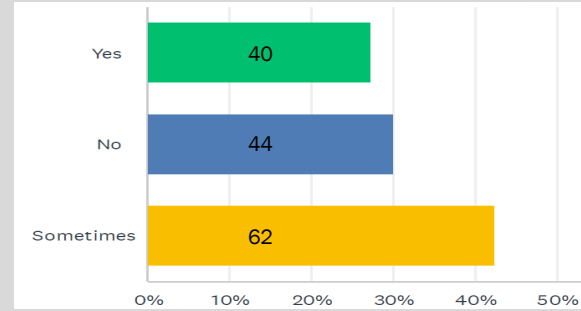


6. Does the evaluation score average (ESA) add significant impact to the contract solicitation selection process?

Provider PM Responses (220)

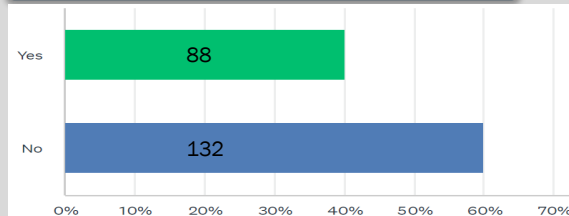


TxDOT PM Responses (146)

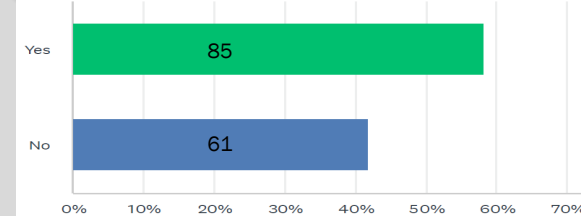


7. Does the current evaluation scoring process and ESA score provide a fair and reasonable weight on the provider project manager and the provider firm during the solicitation process?

Provider PM Responses (220)

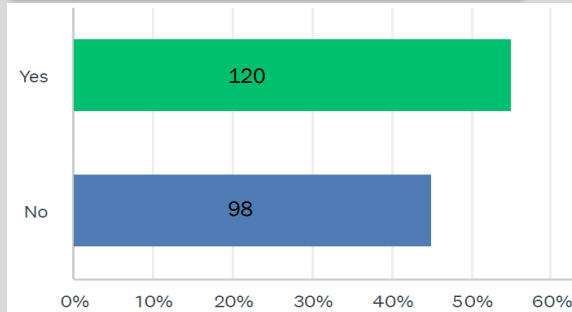


TxDOT PM Responses (146)

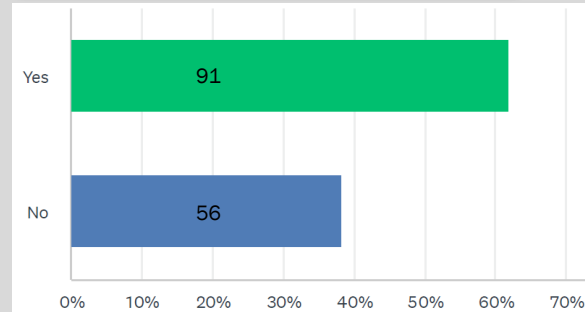


8. Should the weighting for ESA scores be a predetermined, constant percentage for all contract solicitations?

Provider PM Responses (218)

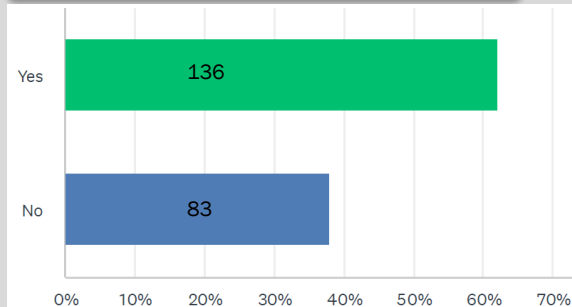


TxDOT PM Responses (147)

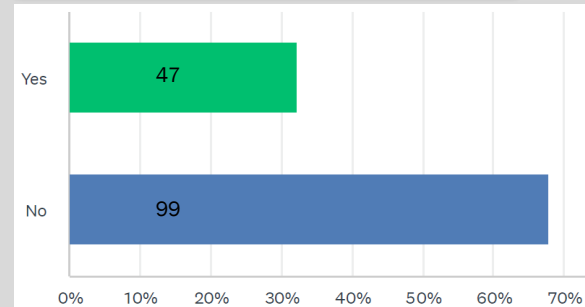


9. Do you believe that an ESA score has been the deciding factor on which firm was awarded a contract?

Provider PM Responses (219)

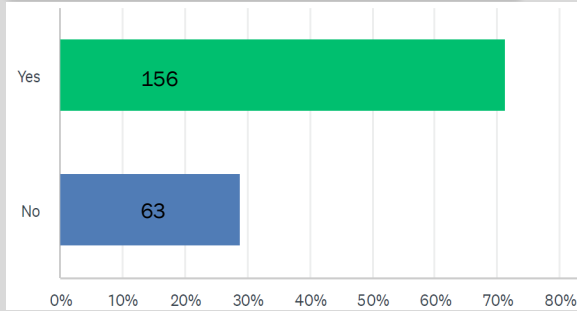


TxDOT PM Responses (146)

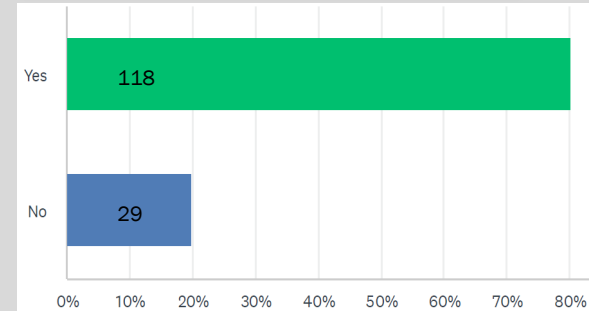


10. Do TxDOT PMs use Prime Provider Evaluations to convey the level of satisfaction and dissatisfaction with your performance?

Provider PM Responses (219)

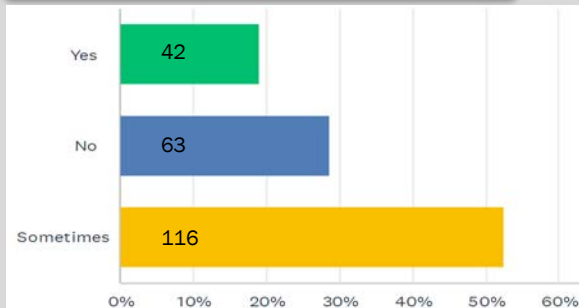


TxDOT PM Responses (147)

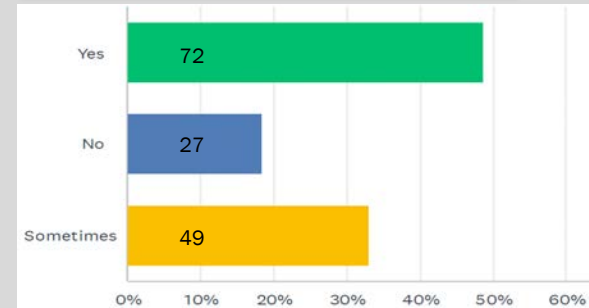


11. Do TxDOT PMs clearly define performance expectations at work authorization kick off meetings?

Provider PM Responses (221)

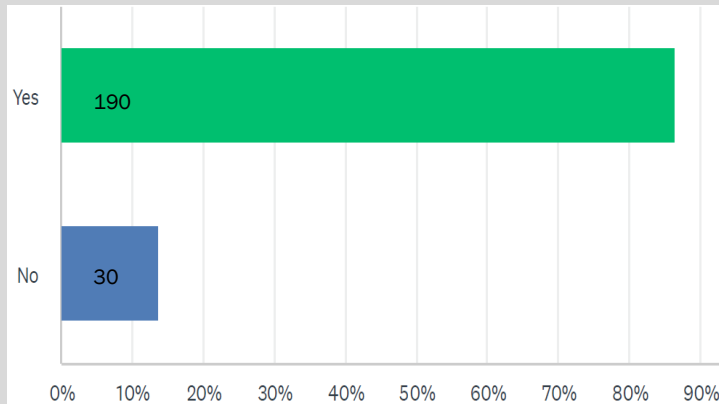


TxDOT PM Responses (148)

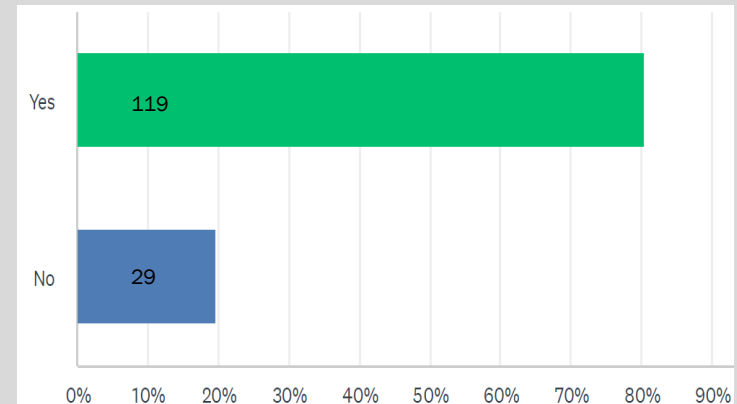


12. Would a supplemental document that clearly defines performance expectations based on the Prime Provider Evaluation criteria, measurement standards, and the expected evaluation schedule for each District or Division be a helpful tool during WA kickoff meetings to establish a mutual understanding between TxDOT and their Prime Providers?

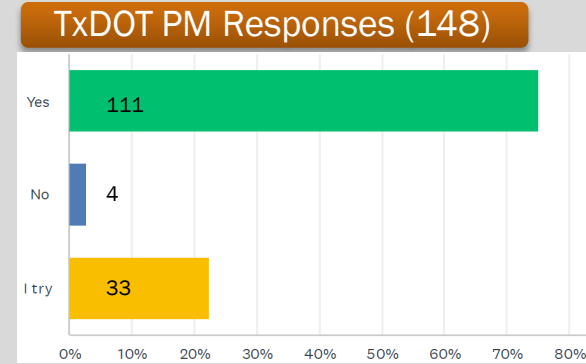
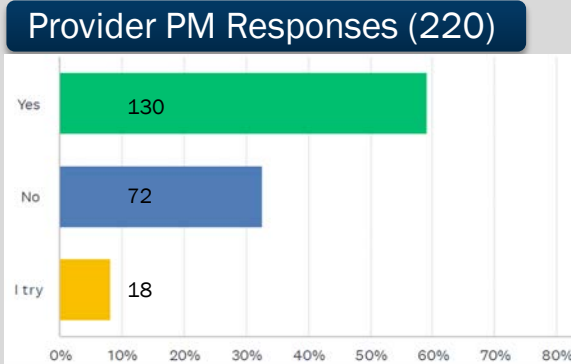
Provider PM Responses (220)



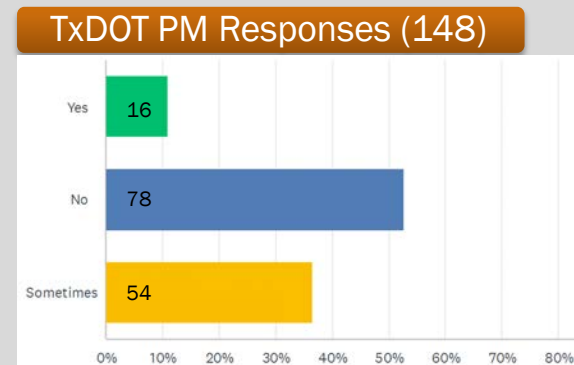
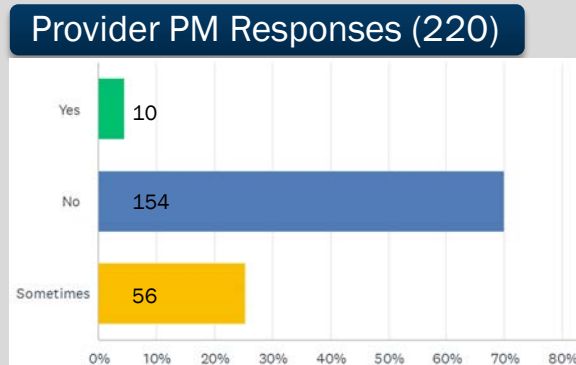
TxDOT PM Responses (148)



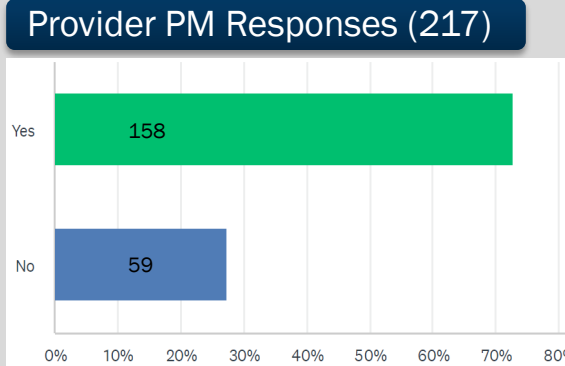
13. Do TxDOT PMs perform Prime Provider Evaluations on all WAs annually, as required?



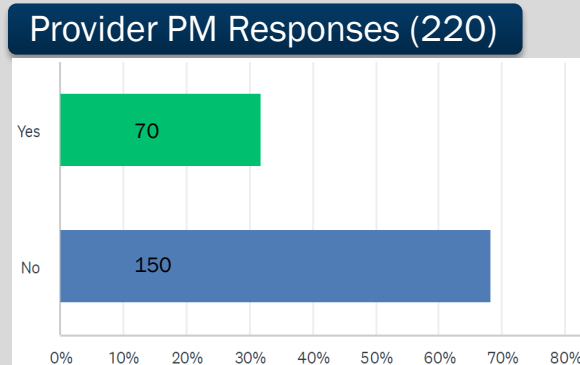
14. Do TxDOT PMs perform more than the required annual Prime Provider Evaluations?



15. Are you satisfied with the frequency of Prime Provider Evaluations that you receive?

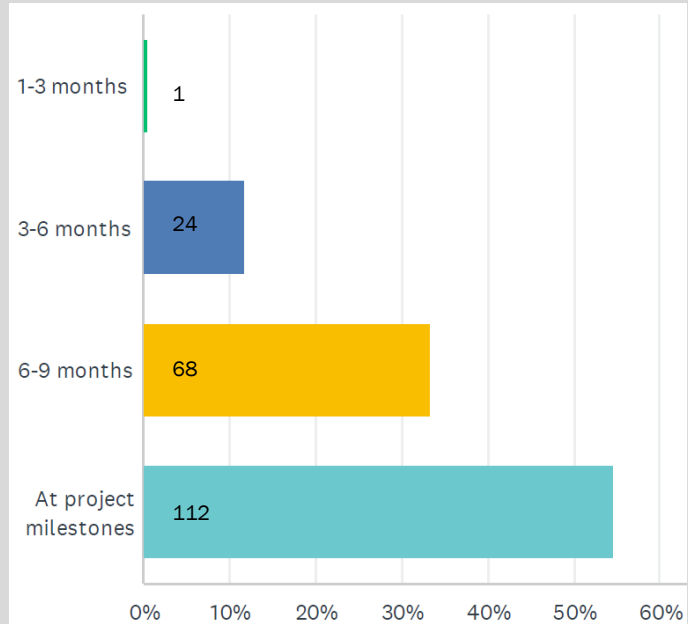


16. Would you prefer to have Prime Provider Evaluations performed more frequently?



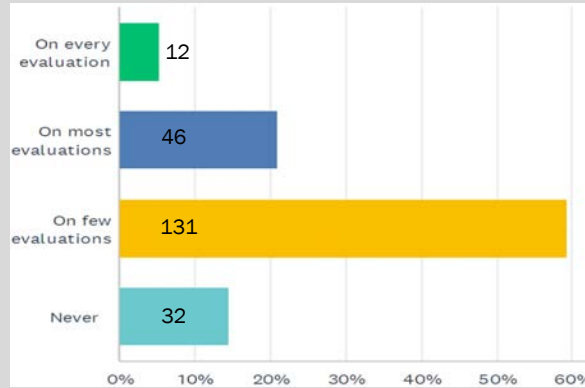
17. How often would you prefer to have evaluations performed?

Provider PM Responses (205)



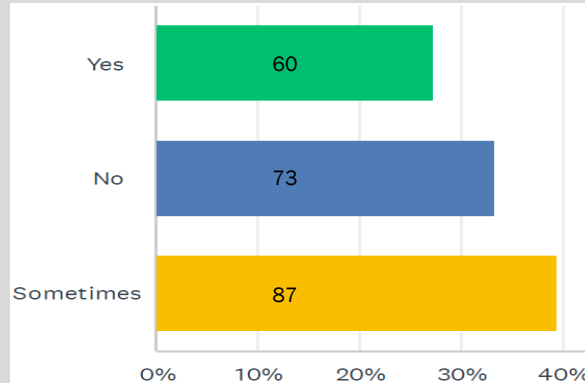
18. How often do you question the TxDOT PM or have issue with the evaluation scores you are given?

Provider PM Responses (221)



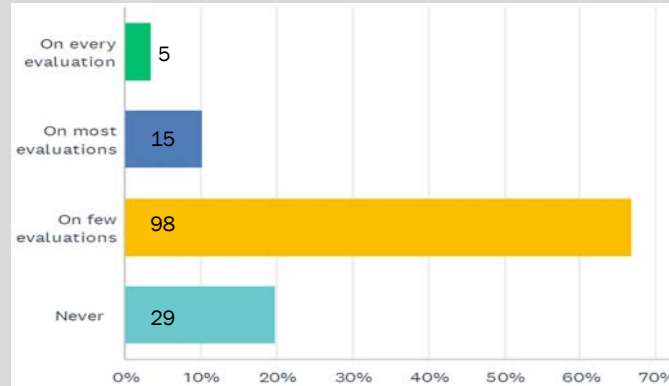
19. Does the TxDOT PM have conversations with you to discuss the Prime Provider Evaluation scores you were given and their reasoning?

Provider PM Responses (220)



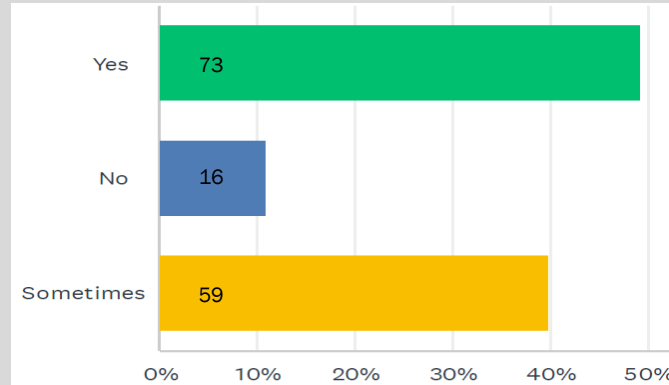
20. How often do Provider PMs question or have issue with the evaluation scores you awarded?

TxDOT PM Responses (147)



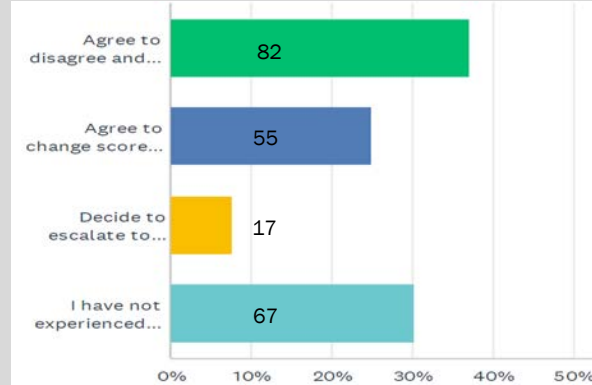
21. Do you have conversations with the Provider PM to discuss the Prime Provider Evaluation scores awarded and your reasoning?

TxDOT PM Responses (148)



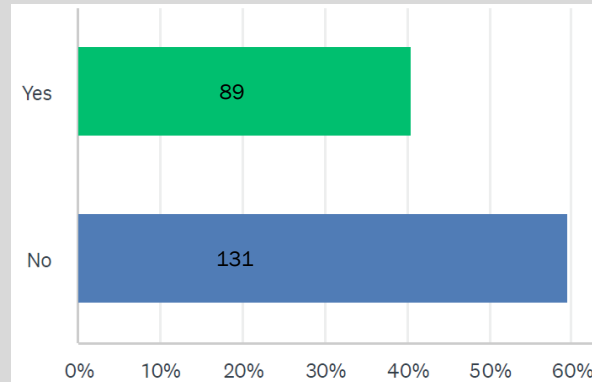
22. When issues have been raised with the TxDOT PM about the evaluation scores, what has been the usual resolution from these discussions?

Provider PM Responses (221)



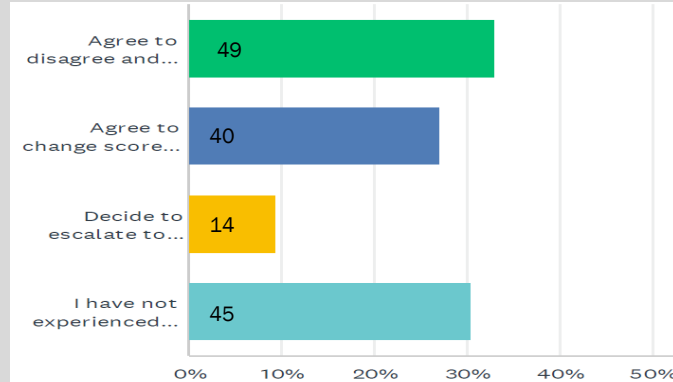
23. Are you aware of and understand the established escalation process for disputing Prime Provider Evaluations?

Provider PM Responses (220)



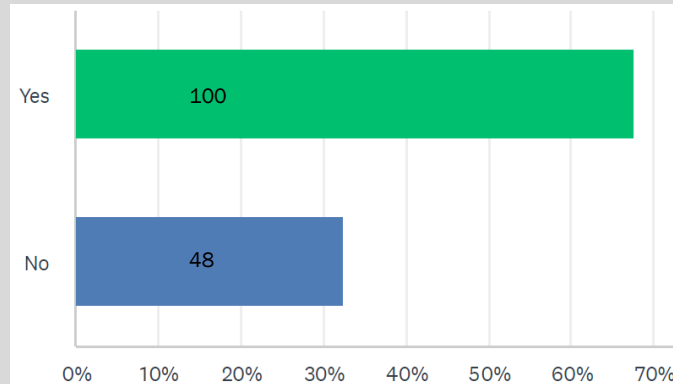
24. When the Provider PM has taken issue with the evaluation scores you awarded, what has been the usual resolution from these discussions?

TxDOT PM Responses (148)



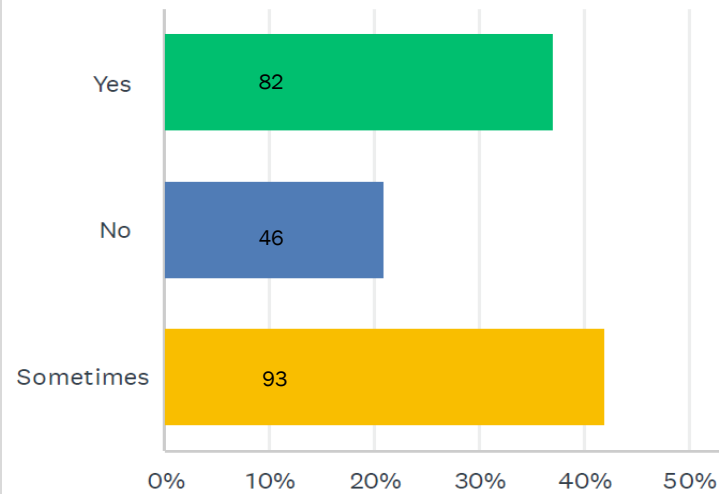
25. Are you aware of and understand the established escalation process for disputing Prime Provider Evaluations?

TxDOT PM Responses (148)

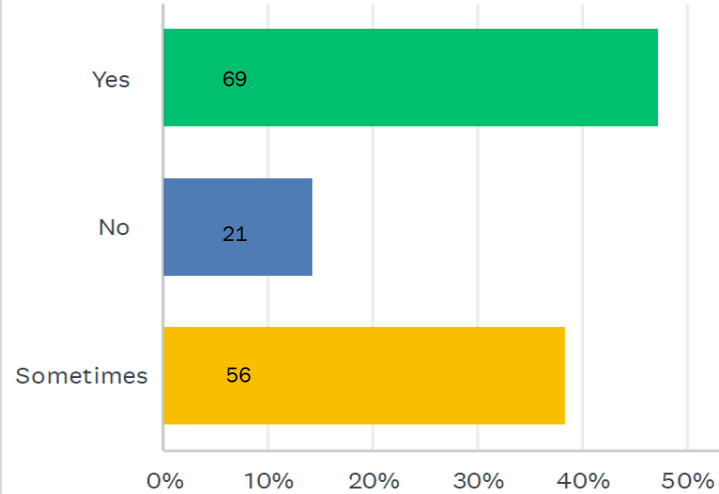


26. Do the current Prime Provider Evaluation criteria accurately represent the work being performed on your WAs?

Provider PM Responses (221)

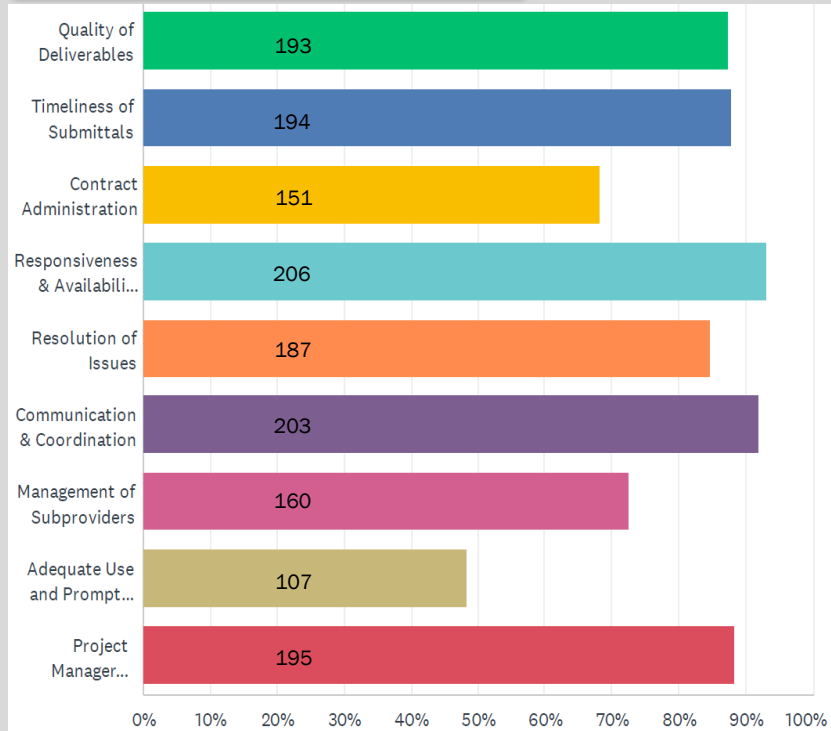


TxDOT PM Responses (146)

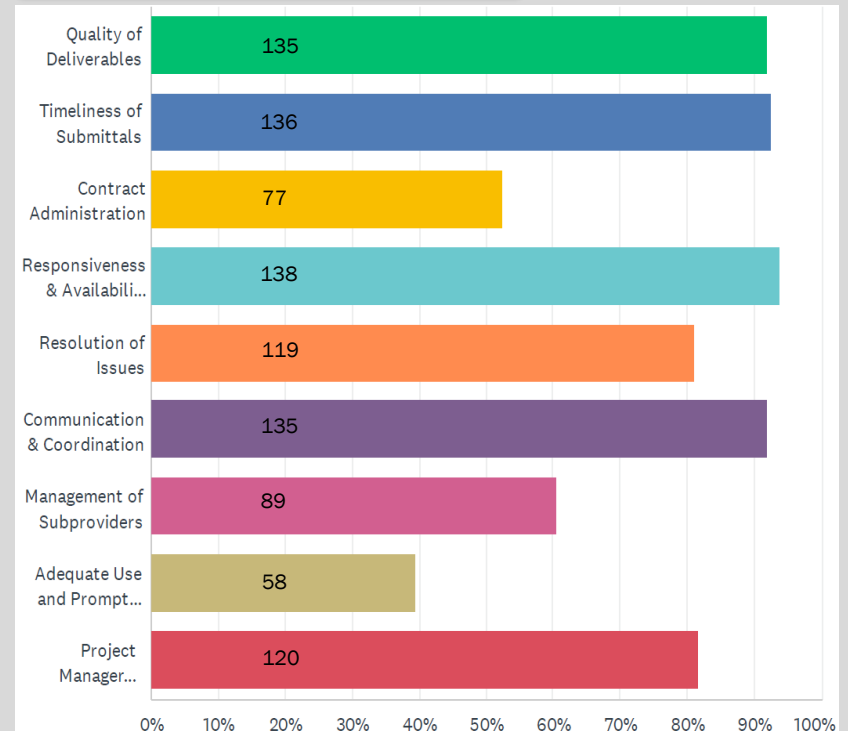


27. Which evaluation criteria for the Provider PM effectively apply to your WAs as a performance measurement?

Provider PM Responses (221)

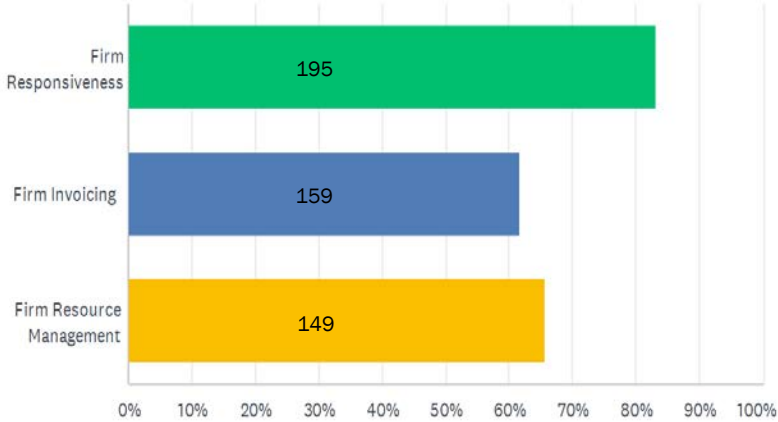


TxDOT PM Responses (147)



28. Which evaluation criteria for the Provider Firm evaluations effectively apply to your WAs as a performance measurement?

Provider PM Responses (218)

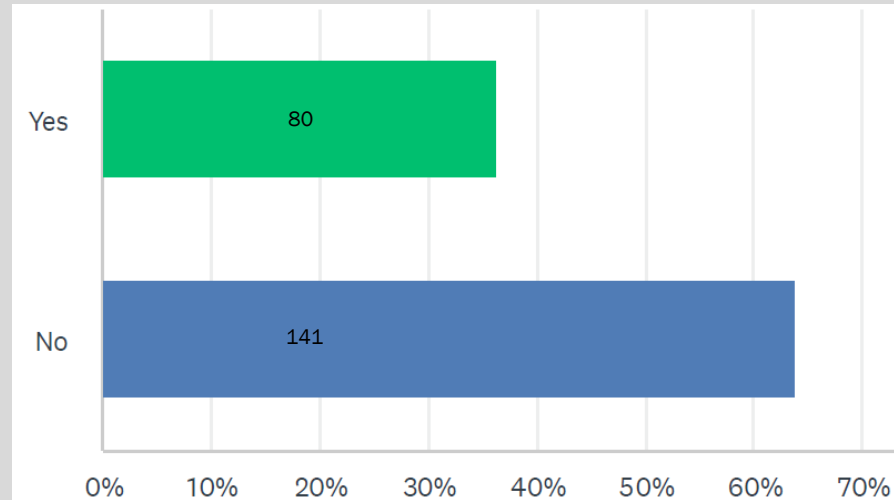


TxDOT PM Responses (143)

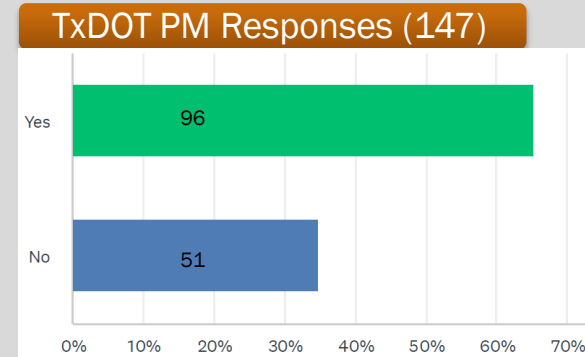
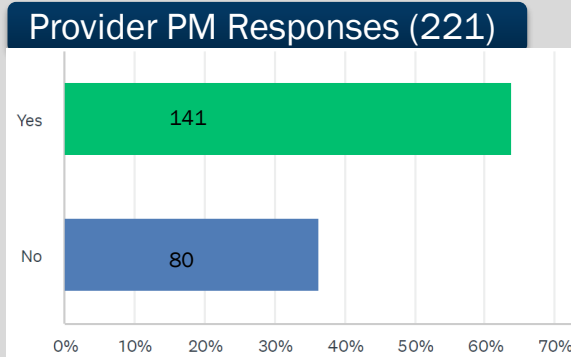


29. Are your WA Prime Provider Evaluation scores used as a metric in your company's internal performance evaluations?

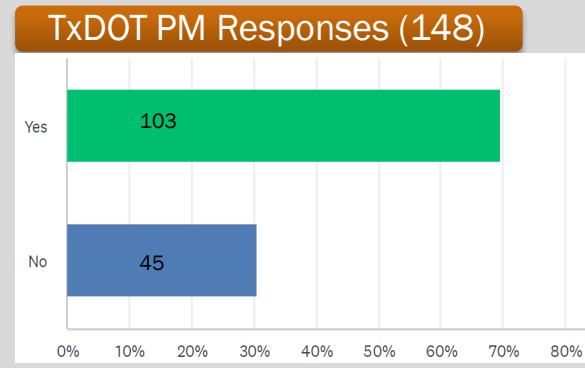
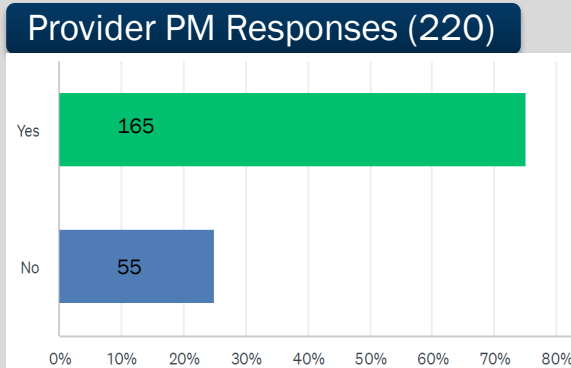
Provider PM Responses (221)

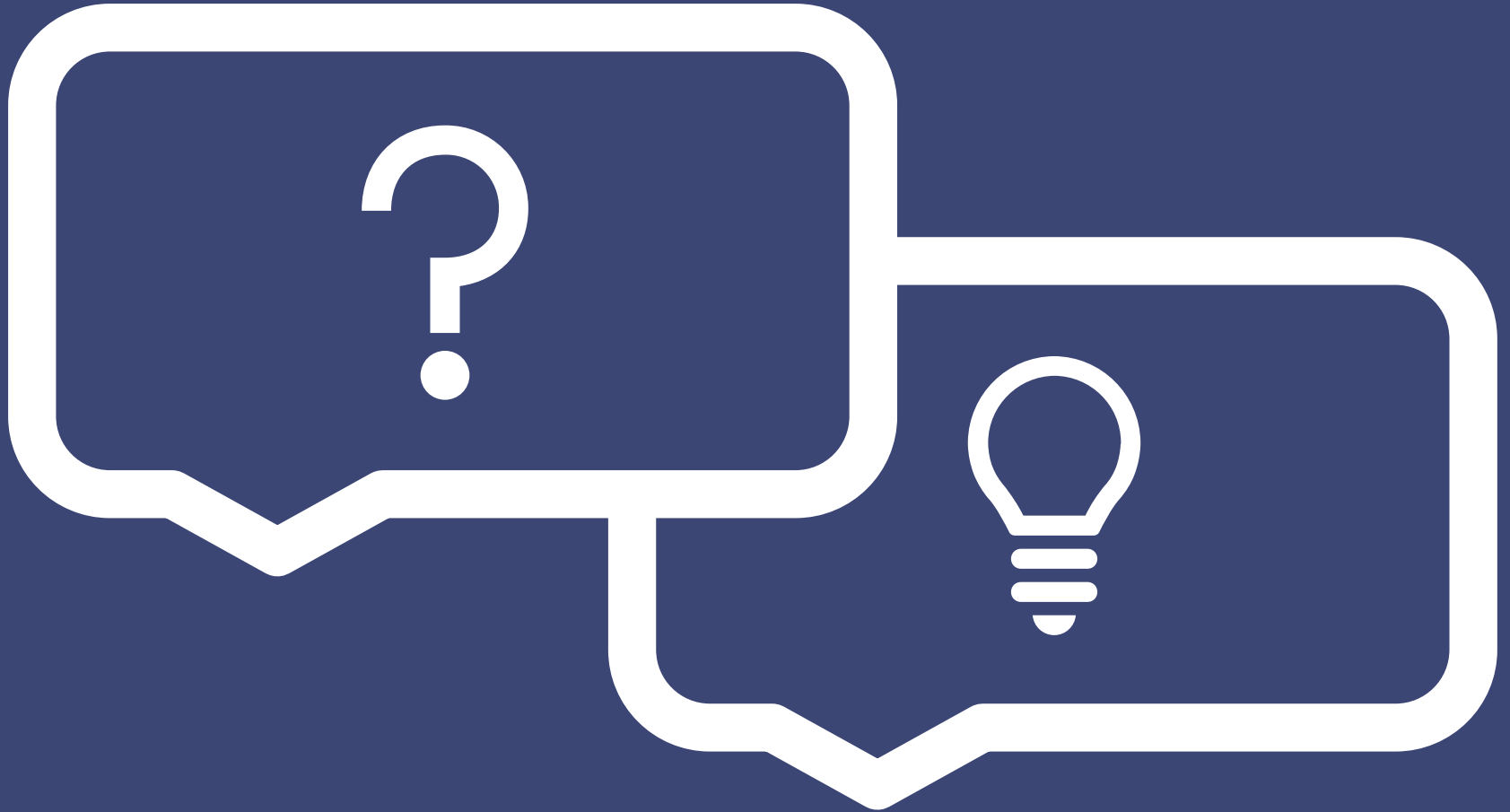


30. Do you think that additional or different criteria are needed to better represent the diversity of work performed within the various disciplines?



31. Would it be beneficial to have specific criteria that are tailored directly to the discipline represented within each WA rather than having a universal set of criteria?





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