



2023 PEPS Conference  
**RIDING THE WAVES**

Moody Gardens Hotel • Galveston, Texas

***Navigating the Procurement  
Process Through Collaboration***



**2023 TxDOT Professional Engineering  
Procurement Services Conference**

**December 5–6, 2023**

# TUESDAY, DECEMBER 5

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7:00 a.m. – 8:00 a.m.

## **BREAKFAST**

**Exhibit Hall C**

8:00 a.m. – 8:45 a.m.

## **OPENING REMARKS**

**Exhibit Hall C**

*Lucio Vasquez* (PEPS Deputy Division Director)

*Martin Rodin* (PEPS Division Director)

*Mo Bur* (Director of Project Development)

## **SHINING STAR AWARD PRESENTATION**

*Heather Evans* (PEPS Center of Excellence)

8:45 a.m. – 9:45 a.m.

## **TXDOT LEADERSHIP PANEL**

*Brandye Hendrickson* (Deputy Executive Director for Planning & Administration)

*Mo Bur* (Director of Project Development)

*Eliza Paul* (Houston District Engineer)

9:45 a.m. – 10:00 a.m.

## **BREAK AND SNACKS**

**CONCURRENT BREAKOUT SESSIONS**

10:00 a.m. – 10:45 a.m.

<p><b>Hall A1</b></p>	<p><b>One-on-One with the Invoice Center</b></p>
<p><b>MODERATOR:</b> <i>Allison De Luna</i></p>	<p><b>PRESENTERS:</b> <i>Tira Dobrozensky, Priscilla Vasquez, and Nikki Cervantes (PEPS Invoice Center)</i></p> <p><i>This will be an open question and answer session with the Invoice Center Team to address invoice related items such as best practices, timelines, and invoice submissions.</i></p>
<p><b>Hall A2</b></p>	<p><b>Errors &amp; Omissions</b></p>
<p><b>MODERATOR:</b> <i>Shana Thomas</i></p>	<p><b>PRESENTERS:</b> <i>Dan Neal (PEPS Center of Excellence) and John Lamb (Lamb-Star Engineering, LLC)</i></p> <p><i>This session will cover the topic of errors and omissions from both the TxDOT and consultant perspective, focusing on the identification of the problem, solving the problem, and resolving the error and omission.</i></p>
<p><b>Hall A3</b></p>	<p><b>Timely Communication &amp; Coordination</b></p>
<p><b>MODERATOR:</b> <i>Gail Morea</i></p>	<p><b>PRESENTER:</b> <i>Mindy Sawyer (PEPS Dallas Service Center)</i></p> <p><i>This session will cover best practices for communicating procurement needs, from start to finish. Using a timeline of a contract need, walking customers, stakeholders, and PEPS staff through the process to show why their timely interaction is key to creating a successful end product while referring back to rules and regulations to show importance of required information.</i></p>
<p><b>Hall A4</b></p>	<p><b>Labor-Hours Modeling: Transparency and Accountability in Contract Negotiations (Part 1)</b></p>
<p><b>MODERATOR:</b> <i>Julie Rook</i></p>	<p><b>PRESENTER:</b> <i>Michael Haithcock (Abilene District)</i></p> <p><i>The Level of Effort (LOE) tool is an ongoing database of previously negotiated contracts that provides historical data for similar type of work. This session will provide an update on the LOE tool for preventive maintenance projects, bridge replacement projects, and Construction Engineering Inspection (CEI) projects, along with future enhancements.</i></p>

10:45 a.m. – 11:00 a.m.

**BREAK**

CONCURRENT BREAKOUT SESSIONS

11:00 a.m. – 11:45 p.m.

<b>Hall A1</b>	<b>Administrative Qualifications: Process and Pain Points</b>
<b>MODERATOR:</b> <i>Adrianna Perryman</i>	<b>PRESENTERS:</b> <i>Roy Gonzales, Angie Yokie, and Gabe Villanueva (PEPS Business Operations Center)</i>  <i>This topic will cover the current process for submitting a Federal Acquisition Rate (FAR) compliant overhead audit report to TxDOT for review. The presentation will also go over some of the most common issues encountered by firms seeking administrative qualification with helpful tips to overcome them.</i>
<b>Hall A2</b>	<b>Discipline-specific Contracts</b>
<b>MODERATOR:</b> <i>Crystal Zhang</i>	<b>PRESENTER:</b> <i>Martin Rodin (PEPS Division Director)</i>  <i>This session will cover discipline-specific DBE contracts, including the purpose and strategy to improve utilization going forward.</i>
<b>Hall A3</b>	<b>Digital Roadway Data and PEPS Contracts</b>
<b>MODERATOR:</b> <i>Shana Thomas</i>	<b>PRESENTER:</b> <i>Benjamin McCulloch (Strategic Planning Division)</i>  <i>New types of available transportation data provide novel opportunities for streamlining data collection and creating new analysis opportunities. This session covers some of the available new data sources and provides some suggestions on including it in PEPS contracting language.</i>
<b>Hall A4</b>	<b>Labor-Hours Modeling: Transparency and Accountability in Contract Negotiations (Part 2)</b>
<b>MODERATOR:</b> <i>Jacy Butler</i>	<b>PRESENTERS:</b> <i>Cliff Hallford (PEPS Negotiations Center) and Natalie Cox (Abilene District)</i>  <i>The Level of Effort (LOE) tool is an ongoing database of previously negotiated contracts that provides historical data for similar type of work. This session will provide an update on the LOE tool for preventive maintenance projects, bridge replacement projects and Construction Engineering Inspection (CEI) projects, along with future enhancements.</i>

11:45 a.m. – Noon

**BREAK**

Noon – 1:00 p.m.

**LUNCH (Cajun Buffet)**  
**GUEST SPEAKER:** *Ari Gunzburg*  
**Exhibit Hall C**

1:10 p.m. – 1:50 p.m.

**SERVICE CENTER MEET & GREET**  
**Exhibit Hall B**

*Each PEPS Service Center will have tables set up for a meet and greet session. This is an excellent opportunity to make connections and put faces with names.*

1:50 p.m. – 2:00 p.m.

**BREAK**

**CONCURRENT BREAKOUT SESSIONS**

**2:00 p.m. – 2:45 p.m.**

<b>Hall A1</b>	<b>HUB Compliance Overview</b>
<b>MODERATOR:</b> <i>Tina Farias</i>	<b>PRESENTER:</b> <i>Gloria Hearn (Civil Rights Division)</i>  <i>This presentation is for those who would like to have a better understanding of the compliance requirements of the Historically Underutilized Business (HUB) Program. It will include a discussion of the background of the HUB Program, common HSP questions, and reporting.</i>
<b>Hall A2</b>	<b>Preclusions</b>
<b>MODERATOR:</b> <i>Todd Speck</i>	<b>PRESENTER:</b> <i>Dan Neal (PEPS Center of Excellence)</i>  <i>This session will cover the preclusion process and how the process is impacted by the recent passage of House Bill 3989.</i>
<b>Hall A3</b>	<b>Commercial Lab Accreditation</b>
<b>MODERATOR:</b> <i>Natashia Tabatabaai</i>	<b>PRESENTER:</b> <i>Enad Mahmoud (Materials Testing Division)</i>  <i>Part of district lab accreditation by MTD is review of lab documentation of CEI labs certifications and calibrations. Districts struggle with CEI providing necessary documentation and the district labs are receiving very low ratings from MTD because of this. This presentation would help explain the requirements and what MTD is trying to do to streamline the process for everyone!</i>
<b>Hall A4</b>	<b>Effective Interviewing</b>
<b>MODERATOR:</b> <i>Gail Morea</i>	<b>PRESENTERS:</b> <i>Phil Howlett and Najitha Bulathsinhala (PEPS San Antonio Service Center)</i>  <i>This session will cover best practices for setting up interview format, content, and effective interview questions; and best practices for presenting and answering questions.</i>

**CONCURRENT BREAKOUT SESSIONS**

**3:00 p.m. – 3:45 p.m.**

<b>Hall A1</b>	<b>How to Modify an Approved HUB Subcontracting Plan</b>
<b>MODERATOR:</b> <i>Tina Farias</i>	<b>PRESENTERS:</b> <i>Kimlinh Nguyen and Angelina Adame (PEPS Houston Service Center)</i>  <i>This session will discuss when a revised HSP is required and the process to obtain approval for the revised HUB Subcontracting Plan (HSP).</i>
<b>Hall A2</b>	<b>PS&amp;E Scope Template and Table of Deliverable Updates</b>
<b>MODERATOR:</b> <i>Todd Speck</i>	<b>PRESENTERS:</b> <i>Kelly Morris (Lufkin District Engineer) and Dan Neal (PEPS Center of Excellence)</i>  <i>This session will cover the new PS&amp;E scope template revisions and other related updates, including a discussion on Lump Sum Payments.</i>
<b>Hall A3</b>	<b>PS-CAMS</b>
<b>MODERATOR:</b> <i>Gabe Villanueva</i>	<b>PRESENTER:</b> <i>Gunalini Rajkumar (PEPS Center of Excellence)</i>  <i>This session will go over the PS-CAMS database for internal and external users.</i>
<b>Hall A4</b>	<b>Assigning a Work Authorization</b>
<b>MODERATOR:</b> <i>Alan Gonzalez</i>	<b>PRESENTER:</b> <i>Jaime Vela (PEPS Central Service Center)</i>  <i>This session will include a discussion about the process of assigning a work authorization, depending on whether the contract is a state or federally procured contract.</i>

3:45 p.m. – 4:00 p.m.

**BREAK**

**CONCURRENT BREAKOUT SESSIONS**

**4:00 p.m. – 4:45 p.m.**

<b>Hall A1</b>	<b>Precertification Changes</b>
<b>MODERATOR:</b> <i>Amanda Flores</i>	<b>PRESENTERS:</b> <i>Stacy James (PEPS Center of Excellence), Khalid Jamil (Design Division), and LaTasha Brookins (Project Finance, Debt, and Strategic Contracts Division)</i>  <i>This session will describe precertification in general terms and then dive into the changes to the precertification requirements for Traffic Operation and Safety Analysis and Toll Operations Planning and Data Analysis.</i>
<b>Hall A2</b>	<b>New PEPS Initiatives</b>
<b>MODERATOR:</b> <i>Crystal Zhang</i>	<b>PRESENTERS:</b> <i>Martin Rodin (PEPS Division Director) and Dan Neal (PEPS Center of Excellence)</i>  <i>This session will cover the new program initiatives to improve the effectiveness and efficiency of the program.</i>
<b>Hall A3</b>	<b>Bonfire!</b>
<b>MODERATOR:</b> <i>Shana Thomas</i>	<b>PRESENTER:</b> <i>Shirin Helmi (PEPS San Antonio Service Center)</i>  <i>This session will cover a glance at how PEPS uses the Bonfire platform.</i>
<b>Hall A4</b>	<b>Win-Win Negotiations</b>
<b>MODERATOR:</b> <i>Joe Jancuska</i>	<b>PRESENTER:</b> <i>Darren McDaniel (Transportation Programs Division)</i>  <i>The Project Manager Development (PMD) Institute conducts a win-win negotiation exercise to demonstrate the need for negotiations that result in a win-win scenario. This activity can be done as a workshop with group participation or as presentation using past results.</i>

5:00 p.m. – 6:30 p.m.

**CONFERENCE RECEPTION**

**Exhibit Hall B**

*Hors d'oeuvres and a cash bar*

## WEDNESDAY, DECEMBER 6

7:00 a.m. – 8:00 a.m.

**BREAKFAST**  
Exhibit Hall C

8:00 a.m. – 8:45 a.m.

**DRIVE PROGRAM SHOWCASE**  
**PRESENTER:** *Caleb Bryant (PEPS DRIVE Program Director)*  
Exhibit Hall C

### CONCURRENT BREAKOUT SESSIONS

9:00 a.m. – 9:45 a.m.

Hall A1

**Public Involvement Overview and Lessons Learned in Contracting**

**MODERATOR:**  
*Allison Kurwitz*

**PRESENTER:** *Susan Howard (Transportation Planning and Programming Division)*

*This session will include a discussion of best practices in public involvement, how to plan and engage even during construction, and the tools and training available to assist with the process.*

Hall A2

**CCIS/PTC Form Update**

**MODERATOR:**  
*Kristina Kottke*

**PRESENTERS:** *Dan Neal and Stacy James (PEPS Center of Excellence)*

*TxDOT is replacing the Consultant Certification Information System (CCIS). This session will cover the new system and what is new, including the incorporation of the project team composition (PTC) form into CCIS.*

Hall A3

**Work Schedule for Time Extension: Amend/Add vs. Delete/Replace**

**MODERATOR:**  
*Gail Morea*

**PRESENTERS:** *Tiffany Nguyen, Tara Blackwell, (PEPS Houston Service Center), and Tina Farias (PEPS Support Services Center)*

*This session will cover a presentation of the benefits of Amend/Add vs. Delete/Replace Work Schedule for a time extension.*

Hall A4

**Labor-Hours Modeling: Transparency and Accountability in Contract Negotiations (Part 1)**

**MODERATOR:**  
*Shana Thomas*

**PRESENTER:** *Michael Haithcock (Abilene District)*

*The Level of Effort (LOE) tool is an ongoing database of previously negotiated contracts that provides historical data for similar type of work. This session will provide an update on the LOE tool for preventive maintenance projects, bridge replacement projects and Construction Engineering Inspection (CEI) projects, along with future enhancements.*



9:45 a.m. – 10:00 a.m.

**BREAK AND SNACKS**

**CONCURRENT BREAKOUT SESSIONS**

10:00 a.m. – 10:45 a.m.

<p><b>Hall A1</b></p>	<p><b>2024 Spec Book Updates</b></p>
<p><b>MODERATOR:</b> <i>Fleciano Montgomery</i></p>	<p><b>PRESENTER:</b> <i>Aubrey Badoe (Construction Division)</i></p> <p><i>This session will cover the 2024 Spec Book Updates.</i></p>
<p><b>Hall A2</b></p>	<p><b>Procurement Planning — Past, Present, and Future</b></p>
<p><b>MODERATOR:</b> <i>Phil Howlett</i></p>	<p><b>PRESENTER:</b> <i>Martha Juch (PEPS Center of Excellence)</i></p> <p><i>The PEPS Procurement Plan is posted as the Projected Contracts List on the txdot.gov website. This session will include a reviews of the trends in Procurement Planning for the past ten years and project forward to the current plans for FY2024 and FY2025.</i></p>
<p><b>Hall A3</b></p>	<p><b>Words Matter: Getting the Most from GIS Contract Deliverables</b></p>
<p><b>MODERATOR:</b> <i>Chris Franco</i></p>	<p><b>PRESENTER:</b> <i>Jennifer Lash (Transportation Planning and Programming Division)</i></p> <p><i>This session will include a discussion about TxDOT's GIS Deliverable standards and how to incorporate GIS standards into scopes and contracts. Examples of best practices and resources available to support TxDOT and help consultant partners find success.</i></p>
<p><b>Hall A4</b></p>	<p><b>Labor-Hours Modeling: Transparency and Accountability in Contract Negotiations (Part 2)</b></p>
<p><b>MODERATOR:</b> <i>Shana Thomas</i></p>	<p><b>PRESENTERS:</b> <i>Cliff Hallford (PEPS Negotiations Center) and Natalie Cox (Abilene District)</i></p> <p><i>The Level of Effort (LOE) tool is an ongoing database of previously negotiated contracts that provides historical data for similar type of work. This session will provide an update on the LOE tool for preventive maintenance projects, bridge replacement projects and Construction Engineering Inspection (CEI) projects, along with future enhancements.</i></p>

# WEDNESDAY, DECEMBER 6

10:45 a.m. – 11:00 a.m.

**BREAK**

## CONCURRENT BREAKOUT SESSIONS

11:00 a.m. – 11:45 a.m.

Hall A1

**Information Security Updates**

**MODERATOR:**  
*Feciano Montgomery*

**PRESENTER:** *Peter Lee (Information Technology Division)*

*As the cyberthreat landscape changes over time, so do TxDOT's requirements. From TxRAMP to TxDOT's own security control catalog, updates are continually made to help keep TxDOT systems and data secure. This session will give an overview of the most recent update to the published TxRAMP program manual and how TxDOT is meeting the updated requirements, as well as provide context surrounding why TxDOT requires the controls it does.*

Hall A2

**CEI Contract Procurement and Management**

**MODERATOR:**  
*Tiffany Nguyen*

**PRESENTERS:** *Martha Juch and Levi Pavia (PEPS Center of Excellence)*

*CEI contracts have been procured by TxDOT since 2014, but the number and size of both Specific Deliverable and Indefinite Deliverable CEI contracts has grown tremendously in those years. Examples of the types of CEI contracts through the years will be shown. In addition, review changes to procure these contracts, and best practices and challenges in managing these contract will be shared.*

Hall A3

**Open**

Hall A4

**Conflicts of Interest**

**MODERATOR:**  
*Gail Morea*

**PRESENTER:** *Anthony Thomas (Compliance Division)*

*Attendees will have the opportunity to learn about and use real examples of Conflicts of Interest within TxDOT and how they impact its core values of PATH – People, Accountability, Trust and Honesty.*

11:45 a.m. – Noon

**BREAK**

Noon – 1:30 p.m.

**LUNCH**

**CLOSING:** *Martin Rodin, PEPS Division Director*  
**Exhibit Hall C**

## CONFERENCE SPEAKERS



### **Adrianna Perryman**

Adrianna began her TxDOT career in 2015 as a contract employee on a temporary assignment. She was hired later in the year as a Contract Specialist with the PEPS San Antonio Service Center where she began executing contracts and work authorizations. In 2019, she helped establish the PEPS Invoice Service Center where she processed a high volume of invoices for districts and divisions. She is currently a Contract Specialist with the PEPS Austin Service Center and a participant in the 2023 PEPS Leadership Enrichment and Development (LEAD) Program.

### **Alan Gonzalez, P.E.**

Alan is a Procurement Engineer for the El Paso Service Center in the PEPS Division. Alan procures engineering, architectural, and surveying services for transportation projects through professional services contracts. Alan has been with the department for over 9 years. He previously worked for TxDOT's El Paso West Area Construction Office and the Central Design Office. He earned a Bachelor of Science degree in Civil Engineering from the University of Texas at El Paso.

### **Allison De Luna**

Allison graduated from the University of Notre Dame in 2014. There she helped manage the football team and served as Multicultural Commissioner and President of the Native American Student Association. She has 10 years of customer service and contract administration experience working for Southwest Airlines and Pacer. Allison joined TxDOT in September 2022 working in the PEPS Invoice Center. There she has exceeded metrics as a consistent high performer with an average of 99% on-time completion. She looks forward to learning new processes, assisting her team, and networking with Project Managers. In her spare time, Allison enjoys spending time with her family, traveling across the country to visit college friends, and crocheting blankets for family and friends. Go Irish!

### **Allison Kurwitz, P.E.**

Allison works for the PEPS Division in the Central Service Center. She is a Procurement Engineer who has worked at TxDOT for 28 years. Allison holds a BS in Civil Engineering from Texas A&M University. Allison procures professional services contracts statewide and for the urban districts. She also serves as a point of contact for the districts to answer contracting questions and to assist with their professional services contracting program.

### **Amanda Flores**

Amanda is a Contract Specialist for the San Antonio Service Center. Amanda develops Prime Contracts, Supplemental Agreements, Work Authorizations, and Supplemental Work Authorizations. She also processes and reviews consultant selection documentation and related documents through execution. Amanda has been with the department for 8 years. She previously worked for the TxDOT Pharr District Construction Office as a Construction Records Auditor and also served as a Contract Specialist. Amanda earned a Bachelor of Business Administration in Finance degree from the University of Texas Pan American.

### **Angelina Adame**

Angelina is a Contract Specialist with the PEPS Houston Service Center. Angela manages contracts for the PEPS procurement program for engineering, surveying, and architecture contracts. Angelina has been with PEPS for over 5 years. She has over 20 years of business experience in contract administration, invoicing, and auditing.

## CONFERENCE SPEAKERS

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### Angela Yokie

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Angela is a Resource Management Analyst in the Business Operation Center – Administrative Qualifications (AQ) group in the PEPS Division. Angela develops, implements, and improves the AQ program for TxDOT’s qualifications-based engineering, surveying, and architecture overhead rates. She represents TxDOT in several Department of Transportation committees, such as, WASHTO, Midwest, and the Southwest. Angela has been with the department for over nine years. She previously worked for the Health and Human Services Commission for over 20 years auditing provider agencies. She attended Howard Payne University.

### Anthony Thomas, CFE

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Anthony is the Investigations Section Director in TxDOT’s Compliance Division. He has overseen this section since March 2012. When hired, Anthony was provided funding to hire a staff of two investigators. TxDOT’s Investigations Section has since grown to a staff of nine with investigators in Austin, Houston, Dallas, and El Paso. Anthony has managed over 1,000 occupational fraud and EEO investigations and has conducted fraud and ethics training throughout the country. Anthony’s prior career consisted of serving in the US Army, Child Support Enforcement Special Investigator with the Texas Attorney General’s Office, Travis County Deputy Sheriff, and the Lead Investigator for the City of Austin Office of City Auditor’s Integrity. Anthony is a graduate of Texas State University where he received his bachelor’s degree in social science.

### Aubrey Badoe, CEng MICE, P.E.

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Aubrey is a Field Engineer for the Construction Division. Aubrey is a subject matter expert who processes defaults, terminations, Takeover Agreements, Corrective Action Plans, Performance Review Committee documents, and Change Order Peer reviews. He earned a bachelor’s degree in civil engineering with surveying from City University in London, England. He began his engineering career at Jacobs Engineering in England where he had the opportunity to work on various design and build projects in the United Kingdom, Saudi Arabia, and Morocco. He became a Chartered Engineer in 2010. Aubrey relocated to Texas in 2013. He joined TxDOT in 2014 after graduating with a Master of Science in Civil Engineering at Texas A&M Kingsville.

### Benjamin McCulloch

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Ben McCulloch is the Strategic Data Scientist for the Strategic Planning Division. He established the Digital Roadway Data project. He co-chairs the Enterprise Data Management Workgroup that is set to deliver policies, guidelines, and resources to accessing, storing, and using data to make business decisions. Ben graduated from Texas State University with a Bachelor of Science in Applied Sociology.

### Billy Connolly

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Billy works for the PEPS Division as a Management Analyst. He has worked at TxDOT for 3 ½ years. Billy holds a BBA and an MBA from St. Mary’s University. Prior to TxDOT, Billy was responsible for developing, promoting, and implementing various policies, projects, and programs at USAA, including an accessibility program for their facilities, website, and mobile app.

### Brandye Hendrickson

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Brandye Hendrickson is the TxDOT Deputy Executive Director for Planning and Administration. She served much of her career in various roles within the Indiana Department of Transportation, including leading the agency as Commissioner in a CEO capacity from 2015–2017. As deputy director of AASHTO, Brandye worked on critical legislative initiatives that included COVID relief funding for state DOTs and key legislative efforts for transportation funding. She led development efforts for AASHTO’s Strategic Plan and increased focus for the organization’s diversity, equity, and inclusion initiatives. From 2017–2019, she served as Acting Administrator of FHWA. At FHWA, Brandye led development of policy and programs around the administration’s safety, infrastructure, innovation, and accountability goals. She is a graduate of Indiana University.

## CONFERENCE SPEAKERS

### **Christopher Franco, P.E.**

Chris works for the PEPS Division in the Dallas Service Center as a Portfolio Project Manager. He has worked for TxDOT for 15 1/2 years and holds a BS in Civil Engineering from the University of Texas at El Paso. Chris leads a team of procurement engineers and contract specialists that procure, negotiate, and execute contracts in support of the Dallas District.

### **Cliff Hallford, PMP**

Cliff is a Portfolio Project Manager for the PEPS Negotiations Center. He negotiates rates with consultants for labor, unit costs, and other direct expenses. Cliff has been with TxDOT for over 30 years. Most of his 30 years with TxDOT were spent in Construction and TP&D. Cliff earned a Bachelor of Business Administration with a minor in management.

### **Crystal Zhang, MBA, PMP**

Crystal has worked for TxDOT for almost 10 years and holds a Master of Business Administration from the University of Texas at Austin. She is passionate about Data Innovation and automates the data sharing process, empowers data users, and facilitates data driven decisions. Crystal enjoys merging her business background with her data science skills, striving to make data the most dynamic assets.

### **J. Dan Maupin, J.D., P.E., CTCD, CTCM**

Dan is the Contract Review Section Director for the Contract Services Division (CSD). He conducts legal reviews of engineering, architecture, and surveying professional services contracts and other private entity and intergovernmental contracts. Dan has been with TxDOT over 26 years. Before coming to CSD, Dan worked as an engineer in TxDOT's Traffic Safety and Research Divisions and TxDOT's Tyler and Houston District. Dan earned a Bachelor of Science in Mechanical Engineering and Civil Engineering from the University of Texas at Austin and a Doctor of Jurisprudence from the University of Houston Law Center.

### **Dan Neal, P.E., P.G., CTCM**

Dan is the Section Director of the Center of Excellence within the PEPS Division. He is responsible for the development, implementation, and improvement of the PEPS program for qualifications-based engineering, surveying, and architecture contracts. Dan has been with the department for 21 years. He previously worked for TxDOT's Environmental Affairs Division and



the Texas Water Commission and its successor agencies. Dan holds a BS in petroleum engineering from the University of Texas at Austin.

### **Darren McDaniel, P.E., PMP**

Darren is a Program Manager in the Center of Excellence for the Transportation Programs Division at TxDOT. He supports TxDOT project managers statewide with the development and delivery of the Project Manager Development Institute workshops. He is also an instructor for the University of Texas at Austin Extended Campus. Darren has worked for TxDOT for 29 years. He earned a Bachelor of Science degree in Civil Engineering from the University of Texas at Austin. He is a registered Professional Engineer in the State of Texas, a Project Management Professional, and a TxDOT Certified Adjunct Instructor.

### **Deanne Simmons, P.E.**

Deanne Simmons is a Project Development Advisor working on project delivery initiatives for the Director of Project Development. She works with all the districts and many divisions on efforts and initiatives aimed at managing and delivering TxDOT's portfolio of transportation projects more efficiently. Upon graduation from Texas A&M University with a Bachelor of Science in Civil Engineering, Deanne began her TxDOT career in the Atlanta District where she worked for over 22 years, serving as the District's Advance Planning Engineer for 12 years and the Director of Transportation Planning & Development for four years. Deanne also worked with the TxDOTCONNECT team for a brief period before transitioning to her current role in December 2022.

# CONFERENCE SPEAKERS

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## **Ed Butler, P.E.**

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Ed works in the PEPS Division as a Transportation Engineer in the Service Center for Divisions. He has worked for the agency for 16 years and holds a BS in Civil Engineering from San Diego State University and an MBA through TxDOT's Tuition Assistance Program from Texas State University. Ed assists his team with issuing new work authorizations and assists 16 divisions in procuring professional services contracts.

## **Eliza C. Paul, P. E.**

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Eliza has been with TxDOT for over 30 years and is the District Engineer for the six-county Houston District. She oversees the planning, designing, building, operation, and maintenance of the State Transportation System for the District. Eliza earned a BS in Civil Engineering in August 1984 from the Imperial College of Science and Technology in London, England, and a master's in civil engineering from the University of Houston. She began her career as an Engineering Assistant in the Houston District Laboratory where she worked on different geotechnical designs for numerous projects. Eliza received the Woman of the Year award from the Women's Transportation Seminar - Houston Chapter in 2016. She also received the Dewitt C. Greer Award at the 2016 TxDOT Transportation Short Course.

## **Enad Mahmoud**

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Enad joined TxDOT in January 2016 as a transportation engineer and has held several managerial positions in pavement design, asphalt binder, and flexible pavements, prior to becoming the Deputy Division Director for the Materials and Tests Division (MTD). He assists in overseeing and directing the daily operations of MTD to including quality assurance of materials, development of test specifications, programs for acceptance of pretested materials, commercial laboratory contracting, certification of laboratory equipment, and accreditation of district laboratories and technicians. Prior to joining TxDOT Enad had over 12 years in the transportation, materials, and pavements fields in multiple academic positions. His work focused on providing practical solutions and developing specifications and test procedures for local agencies, State DOTs and Federal Highway Administration. He earned a bachelor's degree in civil engineering from the University of Jordan in 2003 and his master's and doctorate degrees in Civil Engineering from Texas A&M University while working with the Texas Transportation Institute's Pavement and Materials group.



## **Fleciano R. Montgomery, MPA, CTCM**

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Fleciano is the Contract Administrator for the Houston Service Center in the PEPS Division. He supports the Service Center Manager by helping manage the Houston District's professional service contract program. He leads and mentors the office's contract team and advises the Procurement Engineers on best contract practices. Fleciano earned his BS in Rehabilitation Services/Technology and MPA from Southern University A&M College. He has been with TxDOT for 19 years.

## **Gabe Villanueva, CTCM**

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Gabe is a Project Management Specialist in the Business Operations Center of the PEPS Division. He reviews annual Administrative Qualifications submittals, and works on the development, implementation, and improvement of special projects. Gabe has been with the department for over 20 years. He previously worked for TxDOT's El Paso District. He earned a Master of Business Administration from Sul Ross State University in Alpine, Texas.

## **Gail Eileen Morea, P.E.**

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Gail is the PEPS Contract Utilization Manager who will has been with TxDOT for 31 years! She holds a BS in Civil Engineering from the University of Houston. Gail assists TxDOT's districts and divisions and the external consultant community to optimize the use of indefinite deliverable contracts for professional engineering, architectural, and surveying services. Gail has over 36 years of experience in Civil Engineering in the private and governmental sectors. Gail established the Support Center for Contract Utilization in February 2021.



## CONFERENCE SPEAKERS



### **Gloria Hearn, CTCD, CTCM**

Gloria joined the Civil Rights Division in December of 2022 as a Compliance Analyst for the HUB Program. She oversees program compliance and provides guidance to internal and external customers when necessary. Gloria also acts as a liaison between the Comptroller of Public Accounts and TxDOT. She has been with the department for 7 years, 6 of which were with the PEPS Division. Gloria earned a Bachelor of Arts degree in Political Science from the University of Texas at San Antonio.

### **Gunalini Rajkumar**

Gunalini is a Performance Management Analyst in the PEPS Center of Excellence. She supports the PS-CAMS database and designs, builds, and implements programs and/or queries for spreadsheet or database software to create reports and import/export data and ad hoc reports in response to customer inquiries. She has worked for TxDOT for over 20 years. Gunalini earned a bachelor's degree in civil engineering from UT Austin.

### **Jacy Butler**

Jacy is a Contract Administrator in the Central Service Center. She joined the department in 2015, beginning her career in the Borger Maintenance Section within the Amarillo District. Jacy then added to her TxDOT experience, serving in the PEPS Division and the Amarillo District. In her most recent position, she worked as a Project Manager in the Amarillo District, assisting in the development of increasing regional and local mobility through the SL 335 corridor, before returning to PEPS in 2023. Jacy works out of the Amarillo district office but lives in Hereford — The Beef Capital of the World.

### **Jaime A. Vela, Jr., P.E.**

Jaime has over 25 years of experience, including 7 years in consulting. In 2005 he joined TxDOT in the Laredo District and was quickly promoted into the South Region where he was instrumental in the development of TxDOT's 4-year project development plan, helping with the Prop 12 program. He was later named the PEPS Central Service Center Manager, supporting 19 rural and urban districts and about 14 divisions with professional services contracts. Jaime continues to support all 19 urban and rural districts under the Central Service Center. His hobbies include spending time with family, traveling, and raising Charolaise cattle. He has a B.S. in Civil Engineering from Texas A&M University in College Station.

### **Jeffery Vinklarek, P.E.**

Jeff is the Director of Transportation Planning and Development for TxDOT's Yoakum District. He received his Civil Engineering degree from Texas A&M University in 2001. He received his engineering license in 2006. Jeff was the Director of Operations for the Yoakum District from 2013 through 2015 where he handled operations for the district. In 2016, he was selected as the Director of Transportation Planning and Development for the Yoakum District. He currently oversees project development for the Yoakum District.

### **Jennifer Lash**

Jenn Lash is the Director of Geographic Information for TxDOT and is a certified project management professional. She has worked for over 17 years in GIS in both the private and public sectors across a range of geospatial disciplines and is passionate about "Putting TxDOT on the Map." Her section supports users across the agency with their geospatial implementations and objectives. She focuses on education for the enterprise and provides guidance for the department's geospatial strategy regarding data and application standards and governance.

### **John Lamb**

John is the CEO of Lamb-Star Engineering and loves helping people plan, optimize, and build infrastructure assets. He has spent his career in the AEC industry gaining experiences in areas such as public private partnerships, design-build, and design-bid-build contracts. While the advancement of infrastructure is his primary function by day, John also enjoys spending time with his family, reading, and playing golf.

## CONFERENCE SPEAKERS

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### **Joseph (Joe) Jancuska, P.E.**

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Joe is the PEPS Dallas Service Center Manager. He supports the contracting needs of the Dallas District, including getting contracts executed and processing work authorizations and supplemental agreements for those contracts. Joe earned his bachelor's in civil engineering from UT-Arlington. He has worked for the department for 35 years, having spent 25+ years working in the Dallas District's Roadway Design Section on many great projects.

### **Julie Rook, P.E.**

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Julie is a Transportation Engineer for the Negotiation Center in the PEPS Division. She negotiates engineering contracts, prepares transfer files, and builds consultant portfolios. Julie has been with the department for over 24 years. She previously worked for the Paris District as the Design Engineer and Advanced Planning Engineer. She earned a Bachelor of Science degree in Industrial Engineering from Texas A&M University (WHOOPI!).

### **Kelly Morris, P.E.**

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As the District Engineer, Kelly oversees the planning, designing, building, operation and maintenance of the state transportation system for the Lufkin District since 2020. She began her TxDOT career as an engineering assistant in the Lufkin District's Livingston Area Office in 1996. In 1999, Kelly left TxDOT, continuing to work in the private sector on plans and schematic designs for transportation projects. She rejoined TxDOT in 2013 as the project manager responsible for the development of IH 69 in the Lufkin District. Kelly was promoted to director of transportation planning and development in 2014. She earned her bachelor's degree in civil engineering from Texas A&M University in 1995 and received her license as a professional engineer in 2000.



### **Khalid Jamil, P.E.**

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Khalid supervises the Highway Safety and Operations Branch of the Project Delivery Section in the Design Division. He leads the Traffic Simulation and Safety Analysis program including implementing the new TSAP manual and Interstate project activities, including IAJRs, schematics, and design exceptions associated with Interstate projects. Khalid is a senior transportation engineer with 25+ years of experience in transportation planning, traffic engineering and design. He received a master's degree in civil engineering from the University of Arkansas. Khalid started his career in the U.S. as summer engineering intern with the Arkansas Highway Department in 1992. He later worked for various consulting firms in New England for major projects including Central Artery or Big Dig in Boston and Tappan Zee Bridge/I-287/I-87 corridor in New York. For the past 17+ years, Khalid has been involved in the planning and design of various projects in Texas.

### **Kimlinh Nguyen, P.E.**

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Kimlinh is the PEPS Houston Service Center Section Director. She manages the procurement and contract administration activities in support of the Houston District. She has been with the department for over 18 years. Kimlinh earned a Bachelor of Science in Civil and Environmental Engineering from the University of Wisconsin at Madison and a Master of Science in Engineering Management from the University of Houston at Clear Lake.

### **Kristina Kottke**

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Kristina Kottke is the Executive Assistant to the Director & Deputy Director in the PEPS Division with over 20 years' experience in E/A administrative operations. In her role, she is responsible for multiple leadership initiatives within PEPS Division to support the entire operation. These initiatives including Wellness, SECC, Lead Travel Coordinator along with serving as the Community Council Chair at Stassney Headquarters. Kristina serves as a liaison at times to the consultant community to assist in various procurement inquiries. Kristina joined TxDOT in 2014.



## CONFERENCE SPEAKERS



### LaTasha Brookins

LaTasha is a transportation engineer in the Planning and Engineering Section of the Project Finance, Debt, and Strategic Contracts Division. She plans and coordinates with districts and divisions on advanced project development, design, construction, and toll system integration for TxDOT-operated toll projects statewide. LaTasha earned a Bachelor of Science degree in Civil Engineering from Texas Tech University in 2003 and has been with the department for 20 years.

### Levi L. Pavia, P.E.

Levi joined TxDOT in January 2008 working 13 years in survey, construction, maintenance, design, and project management in the El Paso District. Prior to TxDOT, he worked for 10 years with El Paso Water Utilities, Lower Valley Water District, and the City of Socorro as a project manager, GIS specialist, and designer. Levi holds a Bachelor of Science Degree in Civil Engineering from the University of Texas at El Paso.

### Lucio Vasquez, P.E.

Lucio is the Deputy Director for the PEPS Division. He assists the division director to lead the overall operation of the PEPS Division. Lucio has been with the department for over 25 years. He earned a bachelor's degree in civil engineering from Texas A&M University in Kingsville and a master's degree in engineering from the University of Texas at Austin.

### Martha Ferrero Juch, P.E., CFM

Martha is a Portfolio Project Manager in the Center of Excellence in the PEPS division. She holds a BS and ME in Civil Engineering from Texas A&M University, and an MS in Environmental Engineering from Rice University. Martha provides support to the Section Director and manages the COE Projects Portfolio and Projected Contracts Portfolio. She edits the division's manuals, leads the annual

procurement planning process, and is a liaison with Bonfire vendors, FHWA, and the ITD Third Party Security Team. Martha also teaches several recurring classes and numerous workshops throughout the year. She has over 35 years of experience in the public and private sector, working as a water resources engineer and planning manager for her own firm, international consulting firms, and the Harris County Flood Control District before joining TxDOT in 2015.

### Martin Rodin, P.E.

Martin is the PEPS Division Director. He oversees the procurement of over \$2 billion annually in professional services contracts for engineering, architectural, and surveying needs statewide. He works with all 25 TxDOT districts and with 16 of the TxDOT divisions to translate their needs into professional services contracts, while also overseeing the management of TxDOT's annual consultant contracts budget and serving as the department's liaison with the ACEC. Martin holds an MBA from West Texas A&M University and a B.S. in civil engineering from Texas Tech University.

### Michael A. Haithcock, P.E.

Michael has been the Director of TP&D in the Abilene District since December of 2014. He manages Planning and Programming, Preconstruction, Plan Development, and Project Management in 13 West Texas counties including the Abilene MPO. He oversees Advanced Transportation Planning including the 4-year STIP and 10-year UTP. Michael is the mentor for the Young Professionals Group and is working with PEPS on AJAR the Labor Hour Level of Effort tool. He earned his bachelor's degree in civil engineering technology from Kennesaw State University and a master's in business administration from Georgia State University. He likes jogging, playing piano, and taking long walks on the weekends with his wife Lorraine.

# CONFERENCE SPEAKERS

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## **Mindy N. Sawyer, P.E.**

Mindy serves as a Transportation Engineer for the Dallas Service Center in the PEPS Division, procuring professional services to support TxDOT projects. In her current role, she manages multiple solicitations and is always striving to maximize resources to enhance procurement engineer tasks. Mindy also serves as a Lead Co-Chair for the Connecting TxDOT Women Employee Resource Group. Mindy has been with TxDOT for over 10 years. Prior to TxDOT, she joined the engineering industry working on retaining wall designs for projects across the United States. She earned a Bachelor of Science in Architecture and a Bachelor of Science in Civil Engineering from Texas Tech University.

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## **Mo Bur, P.E.**

Mo serves as the Director of Project Development. He manages the Alternative Delivery, Design, Environmental Affairs, Professional Engineering Procurement Services, Right of Way, and Transportation Programs divisions. He is a recipient of the DeWitt C. Greer Award. Mo earned his BS in civil engineering from the University of Maryland.

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## **Najitha Bulathsinhala, P.E.**

Najitha is a Portfolio Project Manager in the PEPS San Antonio Service Center. She facilitates procurements for the San Antonio District, including review for quality assurance, oversight for selection process compliance, facilitating Consultant Selection Team (CST) meetings, preparing procurement documents, and negotiating contracts. She has been with the department for six years. Previously, she worked for the New York City Transportation Authority and the private sector for over 11 years. She holds a BS in Civil Engineering from the University of Texas at Arlington.

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## **Natalie Cox, E.I.T.**

Natalie is an Engineering Assistant in TP&D at TxDOT's Abilene District. She started her TxDOT career in June of 2020 as a summer hire for the San Angelo District. She has earned her BS in Civil Engineering from Angelo State University. Natalie is responsible for managing in-house and consultant teams to deliver various types of projects ranging from preventative maintenance, on and off-system bridge design, rehabilitation, widening, HSIP, and Intersection improvement projects.

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## **Natashia Tabatabaii, P.E.**

Natashia is the PEPS Fort Worth Service Center Manager. She provides procurement services, quality assurance, and customer service to meet Fort Worth District's contracting needs. Natashia has been with the department for over twelve years. She earned a Bachelor of Science in Civil and Environmental Engineering with a minor in Mathematics from the University of Texas at Arlington.

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## **Nikki Cervantes**

Nikki is a PEPS Invoice Center Contract Administrator who has worked for TxDOT 7 1/2 years. She is responsible for training, auditing, assisting, and delegating tasks to both internal and external clients for the PEPS Division. She began with the PEPS Central Service Center then helped to establish the PEPS Invoicing Center.

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## **Peter Lee, CISSP, MBA**

Peter is the Information Security Officer for Risk Management at TxDOT. He is responsible for the secure system development life cycle activities, documenting and tracking risk to information systems, evaluating third party risk, and ensuring the system inventory is accurate. He has been with TxDOT for over four years, having previously worked at HHSC. Prior to working for the state, he served in the Army for 10 years. He has a BS in Computer Science from Millersville University of PA, and an MBA from UT Austin.

## CONFERENCE SPEAKERS

### Phil Howlett, P.E.

Phil is a Portfolio Project Manager with the PEPS division in the San Antonio Service Center. He has overseen and coordinated the procurement of numerous multi-million-dollar state and federally funded Indefinite Deliverable and Specific Deliverable contracts, enabling the department's district and divisions to obtain the most qualified consultants to deliver their specific project development needs. Phil has over 22 years of service with TxDOT. He received his bachelor's in civil engineering from the University of Texas San Antonio.

### Priscilla Vasquez

Priscilla is a Contract Administrator for the PEPS Invoice Center and helped establish the Center. She helps leads the Center to process over 19,000 invoices annually. Priscilla provides leadership, continuous training, and valuable resources to others in the Invoice Center. She is focused on providing excellent customer service to the private sector and all TxDOT Districts and Divisions. Priscilla holds a bachelor's degree in science from the University of Texas Pan American. She has been with TxDOT for nine and half years.

### Roy Gonzales, MBA

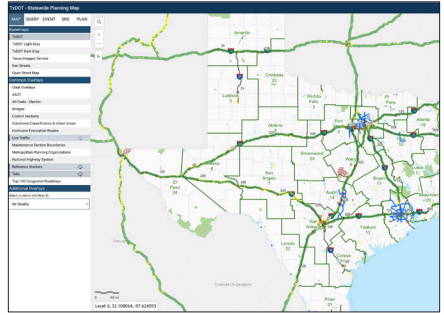
Roy is the PEPS Business Operations Center Manager. He oversees the operations of the PEPS Division to include resource management of staffing, operating and consultant contract budgets, supply chain goods, and administrative qualifications. He has been with the department for 11 years. Roy earned his MBA in management information systems and his MSPM in project management from St. Edward's University.

### Shana Thomas, PMP, CTCM

Shana is a Management Analyst in the PEPS Division. She has worked for TxDOT for 14 years and holds a master's degree in civil engineering from Virginia Tech. Shana manages Management Action Plans, monitors performance, offers continuous improvement, and ensures consistency in procuring engineering, architectural, and surveying contracts for the PEPS Division.

### Shirin Helmi, PE, PMP, CFM

Shirin is a Portfolio Project Manager in the San Antonio Service Center for PEPS. She has been with the agency almost 8 years and has a BS in Civil Engineering from the University of Texas at Austin. Shirin audits and ensures quality control processes



of projects; develops and implements management controls and oversight procedures; develops and interprets contract requirements and specifications in support of projects; manages professional service contracts to include developing work authorizations and supplemental agreements, processing payments and managing budget; and reviews and recommends proposals to management.

### Stacy W. James, P.E.

Stacy is a Portfolio Project Manager for the Center of Excellence (COE) in the PEPS Division. She supports the COE manager and coordinates with other COE staff to develop, maintain, and improve systems, tools, and training in support of PEPS programs and processes. Stacy has been a TxDOT employee for over 31 years and holds a Bachelor of Science degree in Civil Engineering from Texas A&M University.

### Susan Howard

Susan is the Director of Public Involvement at TxDOT. She is a public involvement and environmental conflict resolution practitioner with 30 years' experience in public outreach, public education, community relations, facilitation and public involvement, and more than 18 years' experience in public policy development, third-party facilitation, process design and conflict resolution. Susan oversees a staff of six, providing public involvement guidance, strategy and support to districts and divisions statewide, as well as adherence to TxDOT's official public involvement policy. She holds an MA in Interdisciplinary Studies and a BA in English/Political Science. Susan is a member of the Transportation Research Board (TRB) Standing Committee on Public Engagement and Communications and a member of the AASHTO PI Work Group.

# CONFERENCE SPEAKERS

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## Tara Blackwell

Tara is a Contract Specialist in the PEPS Houston Service Center. She has been with TxDOT and PEPS for almost 3 years. Tara graduated from Sam Houston State University.

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## Tiffany Nguyen, CAM, CTCM

Tiffany is a Contract Administrator for PEPS Houston Service Center. She has been working with the Division for 10 years. Her job duties entail providing advanced technical and administrative support to include reviewing, processing, assisting, handling complaints and resolution of discrepancies and problems regarding contracts. She is also a lead worker by serving as a resource for complex questions. Tiffany holds a BA in Business Administration from the University of Houston.

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## Tina G. Farias, CTCM, CTCM

Tina is the manager of the Support Services Center who leads a team of 12 contract workers. Her goal for the team is twofold: provide the team with training about the document execution and compliance monitoring aspects of PEPS processes; and provide a pool of trained and qualified contract specialists available for hiring to both PEPS and TxDOT. Tina is a junior at Texas A&M San Antonio and is a participant in the 2023 PEPS LEAD program.

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## Tira Dobrozensky

Tira is the PEPS Invoice Center Manager. She established the PEPS Invoice Center in 2018. She manages 17 Invoice Specialists who process the invoices for the Contracts and Work Authorizations managed by the PEPS Division. Additionally, her group addresses all payment inquiries and monitors Prompt Payment Compliance. Tira has overseen the review of 19,000 invoices a year and has significantly reduced the amount of penalty interest TxDOT pays. She provides continuous guidance and training to internal and external PEPS customers on invoicing and its processes. Tira has been with TxDOT for eight years.

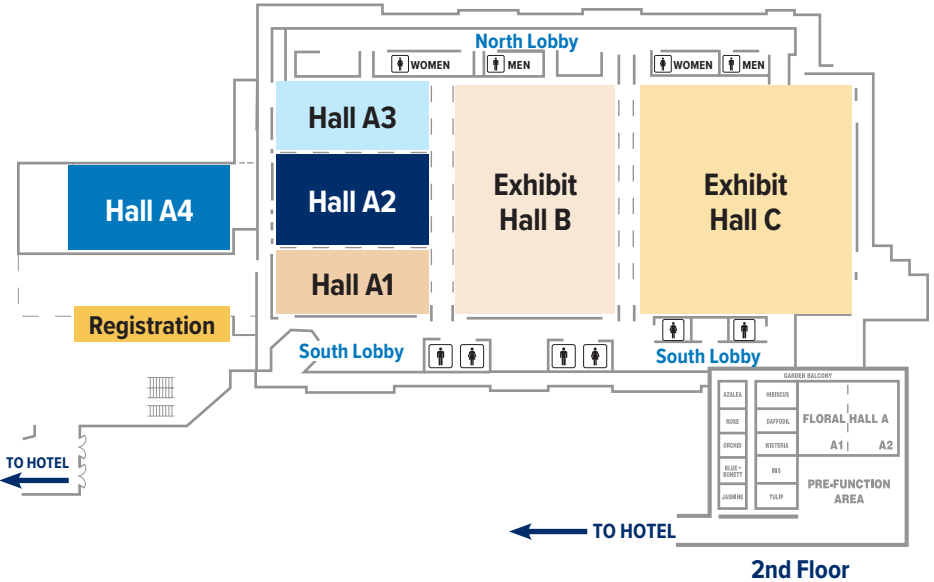
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## Todd Speck, P.E., CTCM

Todd is a procurement engineer for the PEPS Austin Service Center and supports the Austin District's procurement and contract needs. He has been with TxDOT for 11 years and was a consulting structural engineer for 19 years prior to joining the department. Todd has designed millions of square feet of buildings, scores of bridges, and many other structures in Texas and across the US, including the Texas Rangers' Ballpark in Arlington and 40-story high-rises in downtown Dallas. Todd has been a guest lecturer at the UT Austin Cockrell School of Engineering graduate program. He has a bachelor's in civil engineering from Michigan Technological University and a Master of Engineering in Civil Engineering from The University of Texas at Arlington.



# MOODY GARDENS CONVENTION CENTER MAP



*Thank you*

Scan to  
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*Please take a moment to  
complete a survey about  
this year's conference. Your  
feedback is appreciated.*

*All presentations will be  
made available through  
this QR code after the  
conference.*



# PROFESSIONAL DEVELOPMENT HOURS TRACKING LOG

## 2023 TxDOT Professional Engineering Procurement Services Conference

December 5–6, 2023 • Moody Gardens Hotel • Galveston, TX

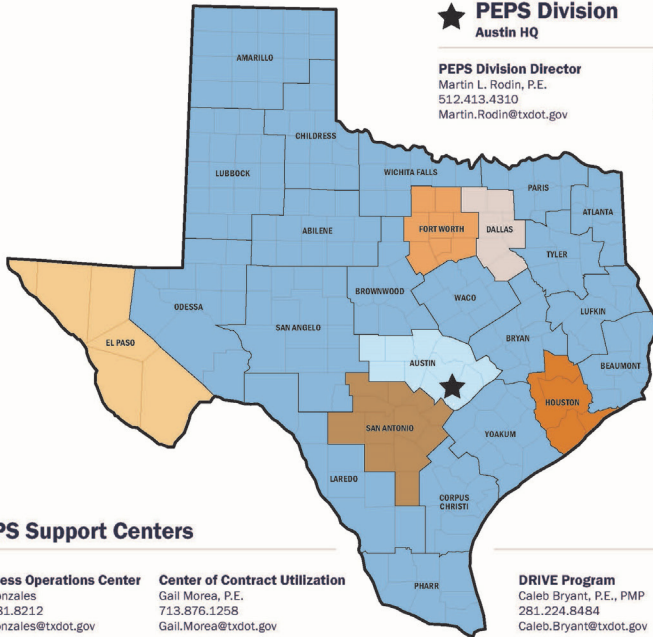
NAME \_\_\_\_\_ DISTRICT/DIVISION/COMPANY \_\_\_\_\_

✓	SESSION TOPIC	HOURS
<b>DECEMBER 5, 2023</b>		
	One-on-One with the Invoice Center	45 min
	Errors & Omissions	45 min
	Timely Communication & Coordination	45 min
	Labor-Hours Modeling (Part 1)	45 min
	Administrative Qualifications: Process & Pain Points	45 min
	Discipline-specific Contracts	45 min
	Digital Roadway Data & PEPS Contracts	45 min
	Labor-Hours Modeling (Part 2)	45 min
	HUB Compliance Overview	45 min
	Preclusions	45 min
	Commercial Lab Accreditation	45 min
	Effective Interviewing	45 min
	How to Modify an Approved HUB Subcontracting Plan	45 min
	PS&E Scope Template and Table of Deliverable Updates	45 min
	PS-CAMS Overview	45 min
	Assigning a Work Authorization	45 min
	Precertification Updates	45 min
	New PEPS Initiatives	45 min
	Bonfire	45 min
	Win-Win Negotiations	45 min
<b>DECEMBER 6, 2023</b>		
	Public Involvement Overview & Lessons Learned in Contracting	45 min
	CCIS/Project Team Composition Form Update	45 min
	Work Schedule for Time Extension	45 min
	Labor-Hours Modeling (Part 1)	45 min
	2024 Spec Book Updates	45 min
	Procurement Planning – Past, Present, & Future	45 min
	Words Matter: Getting the Most from GIS Contract Deliverables	45 min
	Labor-Hours Modeling (Part 2)	45 min
	Information Technology Division Security Concerns	45 min
	CEI Contract Procurement & Management	45 min
	Conflicts of Interest	45 min

\_\_\_\_\_  
*Signature (Your signature certifies your attendance at the sessions indicated)*



# PROFESSIONAL ENGINEERING PROCUREMENT SERVICES



## ★ PEPS Division Austin HQ

**PEPS Division Director**  
Martin L. Rodin, P.E.  
512.413.4310  
Martin.Rodin@txdot.gov

**Deputy Division Director**  
Lucio Vasquez, P.E.  
512.925.9578  
Lucio.Vasquez@txdot.gov

## PEPS Support Centers

**Business Operations Center**  
Roy Gonzales  
512.781.8212  
Roy.Gonzales@txdot.gov

**Center of Contract Utilization**  
Gail Morea, P.E.  
713.876.1258  
Gail.Morea@txdot.gov

**DRIVE Program**  
Caleb Bryant, P.E., PMP  
281.224.8484  
Caleb.Bryant@txdot.gov

**Negotiations Center**  
Rebecca Pinto, P.E.  
915.790.4344  
Rebecca.Pinto@txdot.gov

**Center of Excellence**  
Dan Neal, P.E., P.G., CTCM, CTPM  
512.416.2667  
Dan.Neal@txdot.gov

**Controls Center**  
Dione Albert  
512.284.2093  
Dione.Albert@txdot.gov

**Invoice Center**  
Tira Dobrozensky, CTCM  
512.317.8511  
Tira.Dobrozensky@txdot.gov

**Support Services Center**  
Tina Farias, CTCM, CTCD  
432.202.2144  
Tina.Farias@txdot.gov

## PEPS Service Centers

**Austin Service Center**  
AUSTIN Charles Davidson, P.E., CTCM  
512.832.7315  
Charles.Davidson@txdot.gov

**Fort Worth Service Center**  
FORT WORTH Natashaia Tabatabaai, P.E.  
469.766.9281  
Natashaia.Tabatabaai@txdot.gov

**Central Service Center**  
ABILENE LUFKIN SAN ANGELO  
AMARILLO LUBBOCK TYLER  
ATLANTA ODESSA WACO  
BEAUMONT PARIS WICHITA FALLS  
BROWNWOOD PHARR YOAKUM  
BRYAN  
CHILDRESS Jaime A. Vela, P.E.  
CORPUS CHRISTI 512.416.2007 or  
LAREDO 956.712.7730  
Jaime.A.Vela@txdot.gov

**Dallas Service Center**  
DALLAS Joseph Jancuska, P.E.  
214.320.6187  
Joseph.Jancuska@txdot.gov

**Houston Service Center**  
HOUSTON Kimlinh Nguyen, P.E.  
713.802.5799  
Kimlinh.Nguyen@txdot.gov

**El Paso Service Center**  
EL PASO Jaime Perales, P.E., CFM  
915.790.4231  
Jaime.Perales@txdot.gov

**San Antonio Service Center**  
SAN ANTONIO Clara Carbajal-Sanchez, P.E.  
210.209.7885  
Clara.CarbajalSanchez@txdot.gov

**Service Center for Divisions**  
AUSTIN Kori Rodriguez, P.E.  
210.284.5048  
Kori.Rodriguez@txdot.gov