Value Engineering Annual Report FY 2012/2013

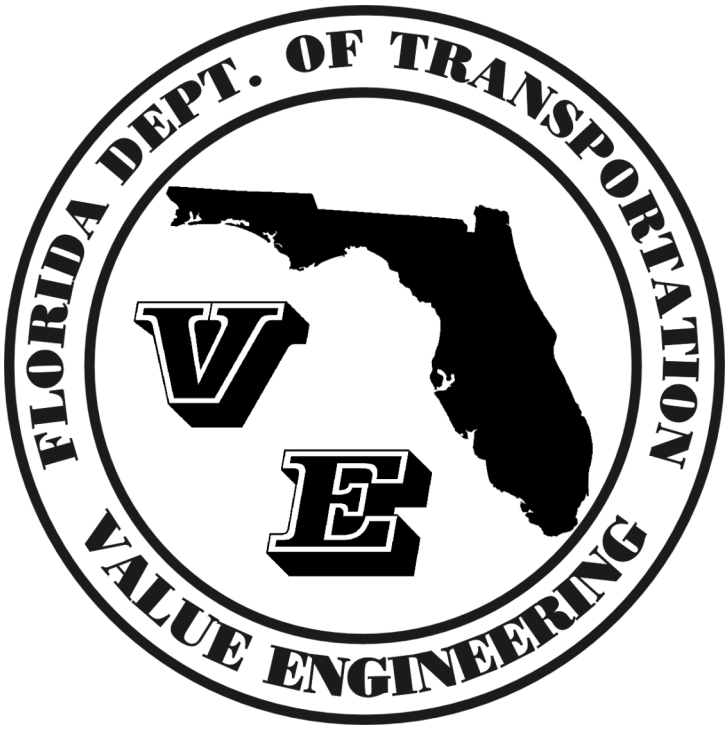


Table of Contents

Executive Summary

Value Engineering During Project Development

The districts conducted 22 studies or 67% of the original number of studies scheduled for fiscal year 20012/2013. The original work plan had 33 studies scheduled for the year and the target was to complete 75% or 25 of the planned studies. Due to the dynamics of the department's work program, 18 of the 33 scheduled studies (55%) were either dropped from the work plan altogether or rescheduled for the 2012/2013 fiscal year, while seven of the conducted studies were added to the original work plan.

During this same period, the districts acted on 144 recommendations, approving 71 for a 49% adoption rate. Fifty-eight of the approved recommendations resulted in $182.2 million in project cost avoidance/savings. The remaining 13 approved recommendations were value added recommendations that increased project performance, while adding $29.6 million to the project cost. Therefore, the total value of the approved recommendations, including the value added recommendations, produced **$152.6 million in project cost avoidance/savings.**

The approved recommendations resulted in a 4.65% project saved, 10.58% program saved and a Return on Investment (ROI) of $118 to $1. The percent project saved is calculated by dividing the value of all approved recommendations by the total costs of the projects studied, while the percent program saved is calculated by dividing the value of all approved recommendations by the average project cost of three fiscal year lettings. The ROI is calculated by dividing the value of all approved recommendations by the cost of administering the program.

There were 46 pending recommendations totaling $177.9 million in potential cost avoidance/ savings at the end of the 2012/2013 fiscal year. This is a 35% decrease in the total number of pending recommendations from the end of the 2011/2012 fiscal year. Thirty-six of the 46 recommendations have been pending for more than 12 months, which is 78% of the total number of pending recommendations. Since the VE Study is a 'snapshot' of the project at some point in time of project development and projects are continuously moving forward in development, this is a concern. The longer recommendations are unresolved and in a pending status the less likely that they will be adopted because the development of the project has advanced.

Cost Savings Initiatives During Construction

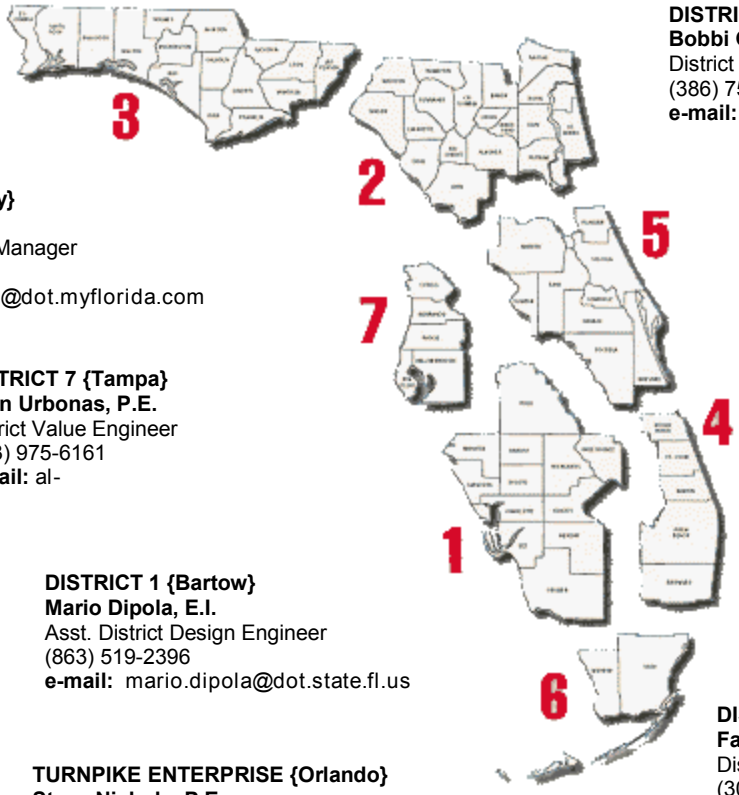
Thirty-six Cost Savings Initiative (CSI)'s) Proposals were submitted during fiscal year 20012/20013. During this same period, the districts acted on 34 proposals totaling more than $5.89 million and approving 21 of the proposals. The implemented savings from the 21 approved CSI's was $5.11 million. The approved CSI proposals resulted in a 0.81% project saved and a 0.30% program saved. There are currently seven pending CSI's totaling $3.17 million in potential project savings.

Program Organization

Mission: Administer the Florida Department of Transportation Value Engineering and Cost Savings Initiative Programs, satisfying the needs of the stakeholders.

Vision: Value Engineering . . . providing an effective support function which maximizes project and process value for the transportation systems in the State of

CENTRAL OFFICE {Tallahassee}
Kurt Lieblong, P.E., CVS
State Value Engineer
(850) 414-4787
e-mail:



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DISTRICT 4 {Ft. Lauderdale}
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District Value Engineer
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e-mail: fang.mei@dot.state.fl.us

TURNPIKE ENTERPRISE {Orlando}
Steve Nichols, P.E.
Assistant Design Engineer
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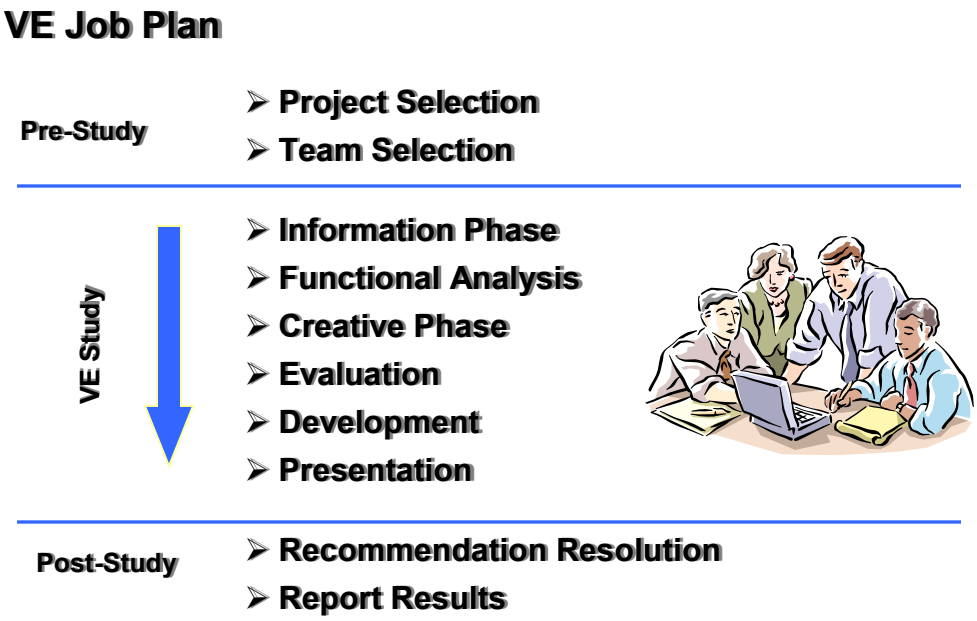
Value Engineering Overview

What is Value Engineering

Value Engineering (VE) is the formal application of a proven and effective tool used to improve the value of a project, product or service. VE strives to optimize the use of allocated funds without reducing the quality or performance. A multi-disciplined team is assembled and the six phases of the VE Job Plan (Information, Functional Analysis, Creative, Evaluation, Development and Presentation) are used to guide the team through the process.



The administration of the VE Program can be broken down into the following key processes.

Pre-Study	Study	Post Study
Project Selection	Conduct VE Study	Recommendation Resolution
Team Selection		Report Results

Value Engineering Overview

Performance Measures

The VE Program and the Cost Savings Initiative (CSI) Program are managed through the use of the Process Control Systems found in Appendix B. Each process has a set of Quality and In-Process measures that are used to evaluate the performance of the program. The Quality Measures for the overall VE program are defined below.

VE Program	
Quality Measure	**Calculation**
Q1: Approved Cost Avoidance Recommendations	Sum of all approved cost avoidance/ savings recommendations
Q2: Approved Value Added Recommendations	Sum of all approved value added recommendations
Q3: Adoption Rate	$\frac{\text{\# of Approved Recommendations}}{\text{\# of Proposed Recommendations}}$
Q4: Percent Project Saved	$\frac{\text{Value of Approved Recommendations}}{\text{Total Project Costs}}$
Q5: Percent Program Saved	$\frac{\text{Value of Approved Recommendations}}{\text{3 Year Monthly Average Lettings}}$
Q6: Return on Investment (only reported annually)	$\frac{\text{Value of Approved Recommendations}}{\text{Total cost of VE Program}}$

Cost Savings Initiative Overview

What is Cost Savings Initiative

The Cost Savings Initiative Program offers an opportunity for the contractor to propose cost savings ideas prior to work beginning and as work progresses on a project. Contractors can demonstrate their innovation and ingenuity by proposing ideas that contribute to the cost effectiveness of the project. The contractors are then rewarded for this ingenuity and innovation by sharing in any project savings generated from an approved Cost Savings Initiative (CSI) proposal.

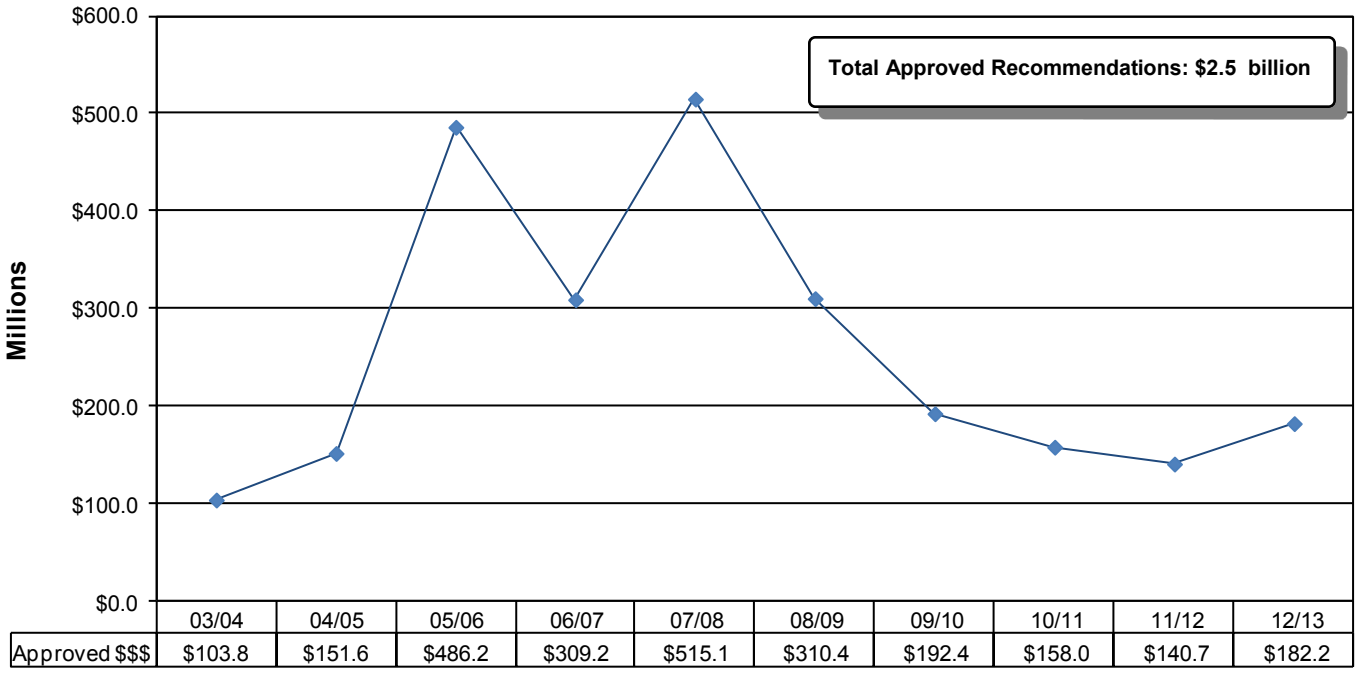
Performance Measures

CSI Program	
Q1: Number of CSI's	Sum of all CSI's
Q2: Approved Cost Savings	Sum of all approved CSI savings
Q3: Percent Project Saved	$\frac{\text{Value of Approved Proposals}}{\text{Total Project Costs}}$
Q4: Percent Program Saved	$\frac{\text{Value of Approved Recommendations}}{\text{3 Year Monthly Average Lettings}}$

Fiscal Year 2012/2013
Value Engineering
Performance Measures

Adopted Recommendations

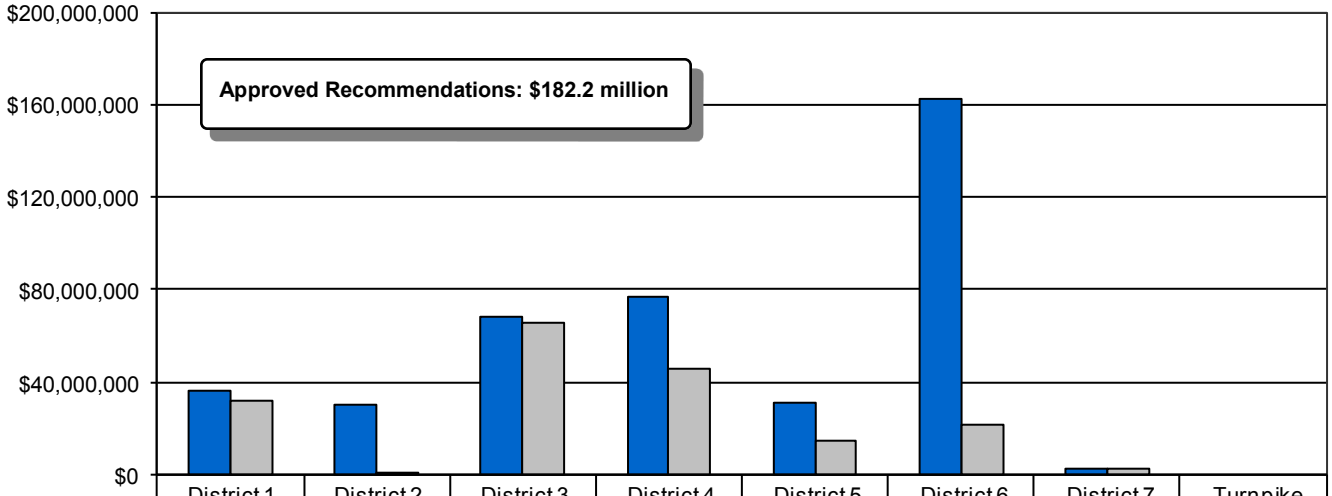
Q1: Annual Approved Cost Avoidance/Savings



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Approved $$$	$103.8	$151.6	$486.2	$309.2	$515.1	$310.4	$192.4	$158.0	$140.7	$182.2

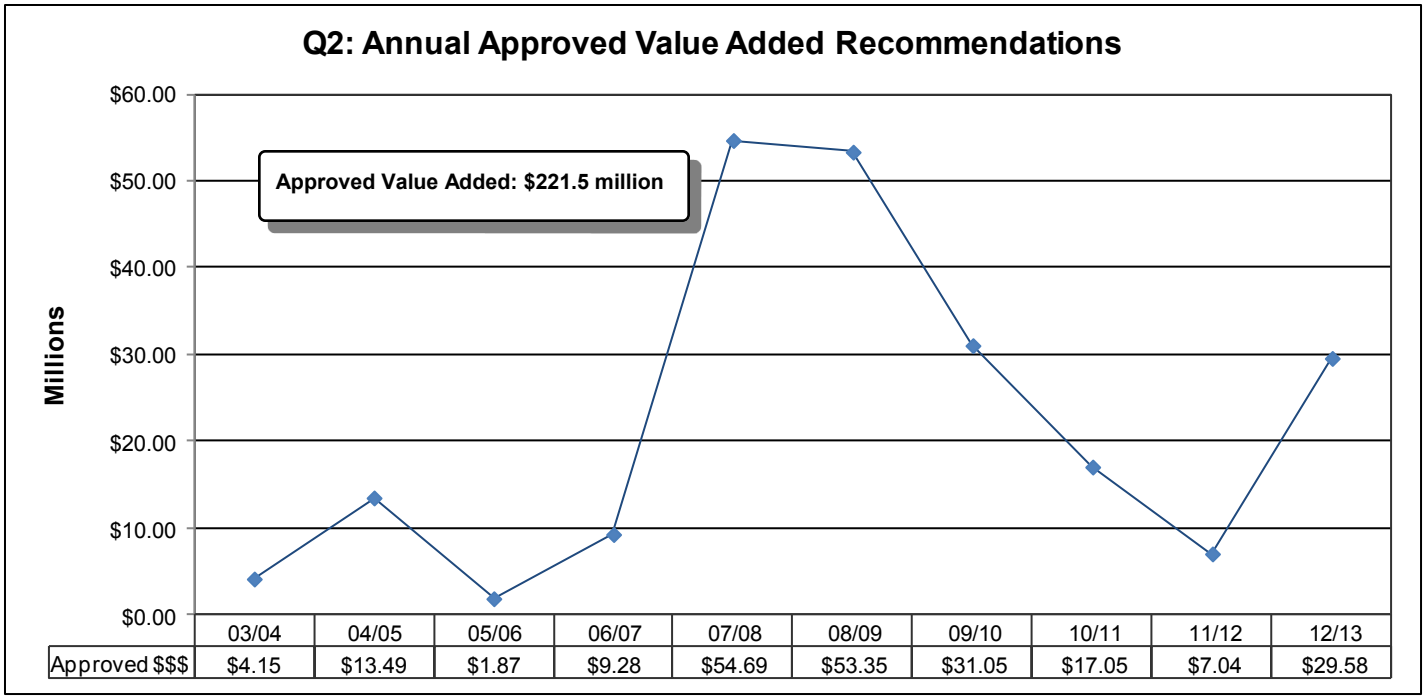
Q1: Cost Avoidance Recommendations

Annual Report FY 2012/2013

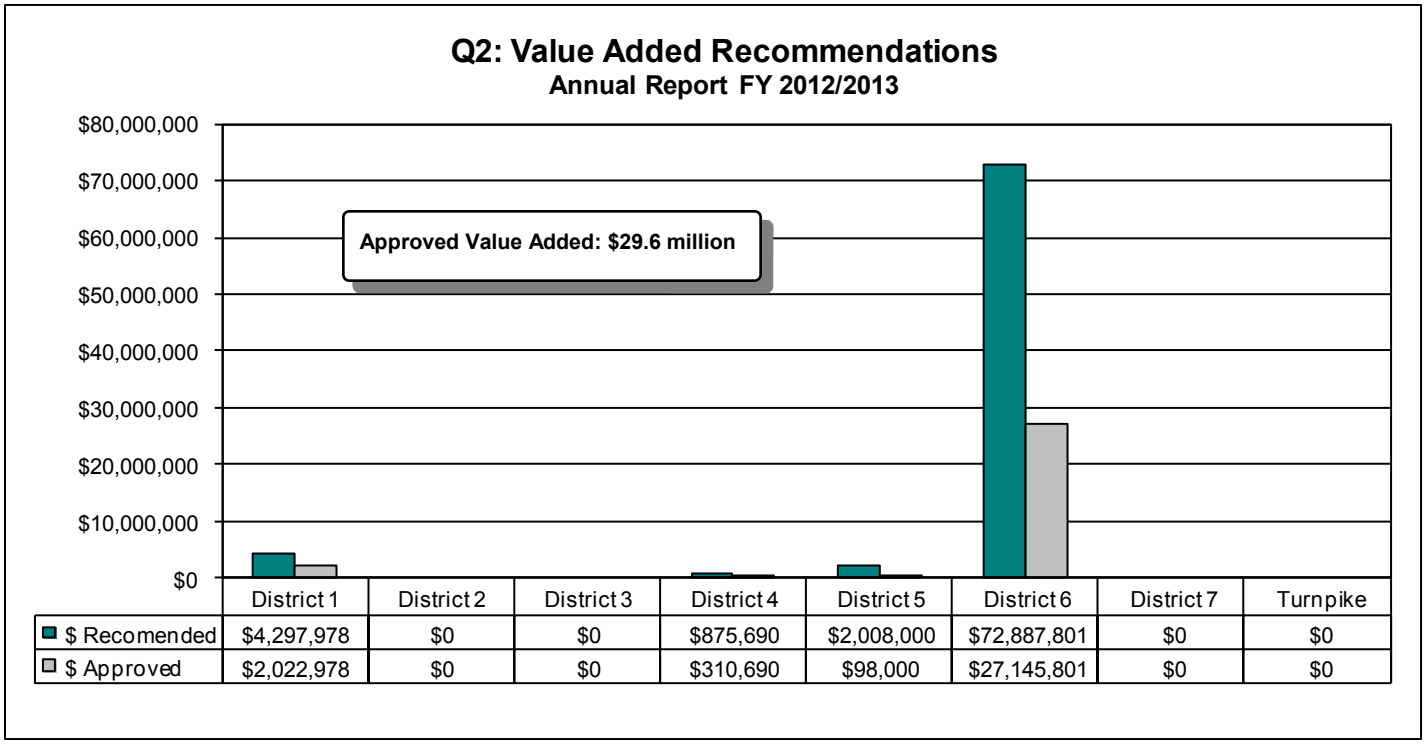


	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike
$ Recommended	$36,229,099	$30,238,000	$67,982,194	$76,885,695	$31,037,400	$162,285,799	$2,609,292	$0
$ Approved	$31,603,168	$94,000	$66,001,241	$45,955,364	$14,751,400	$21,193,025	$2,609,292	$0

Adopted Recommendations



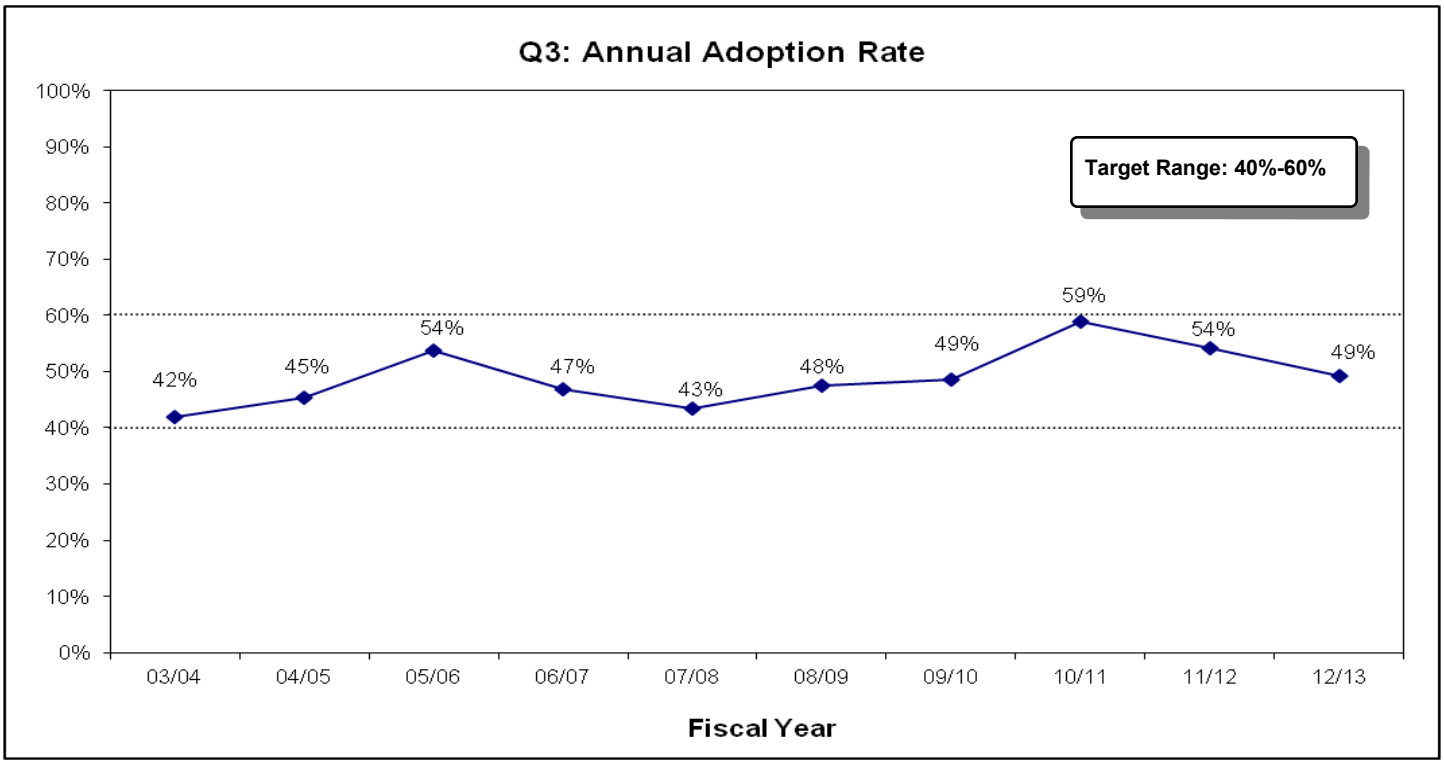
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Approved $$$	$4.15	$13.49	$1.87	$9.28	$54.69	$53.35	$31.05	$17.05	$7.04	$29.58

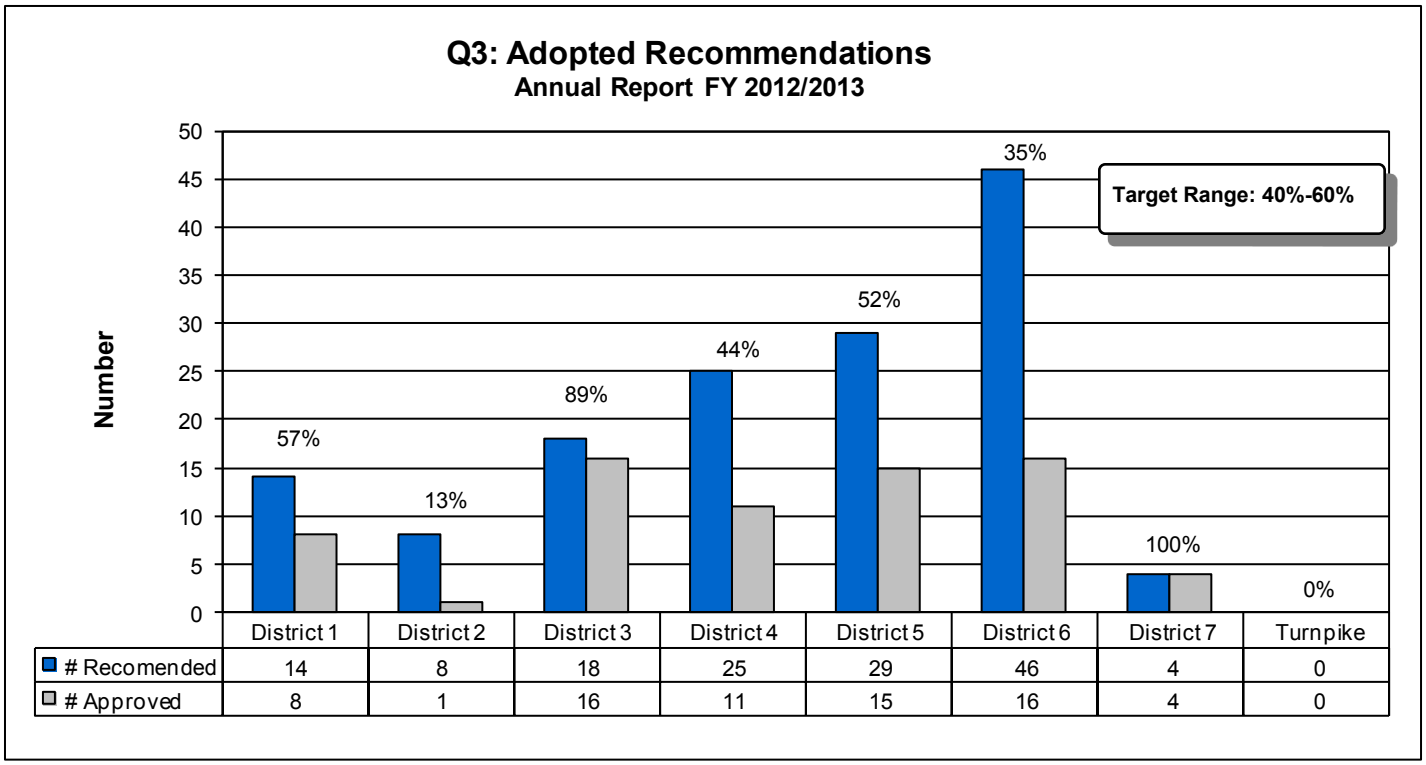


	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike
$ Recomended	$4,297,978	$0	$0	$875,690	$2,008,000	$72,887,801	$0	$0
$ Approved	$2,022,978	$0	$0	$310,690	$98,000	$27,145,801	$0	$0

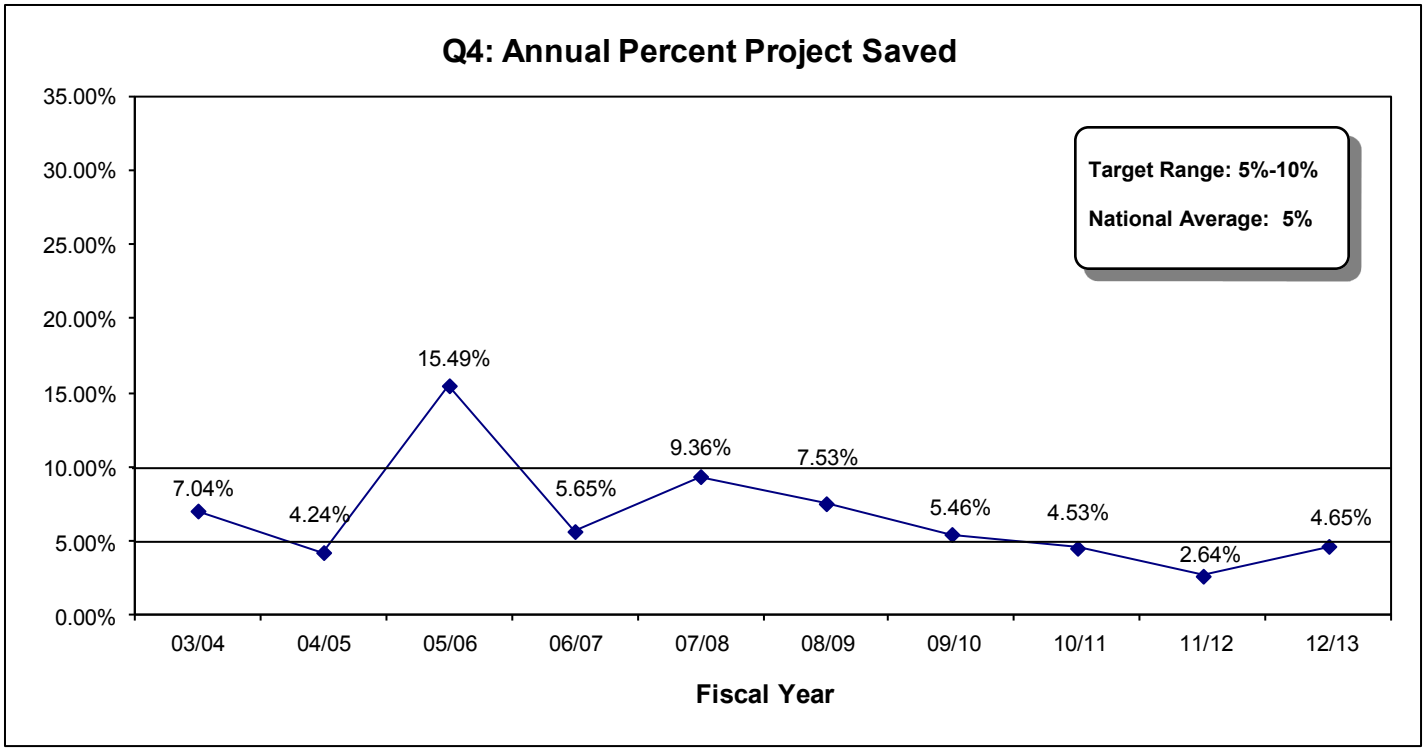
* A Value Added Recommendation significantly increases the performance of a function while also increasing the cost.

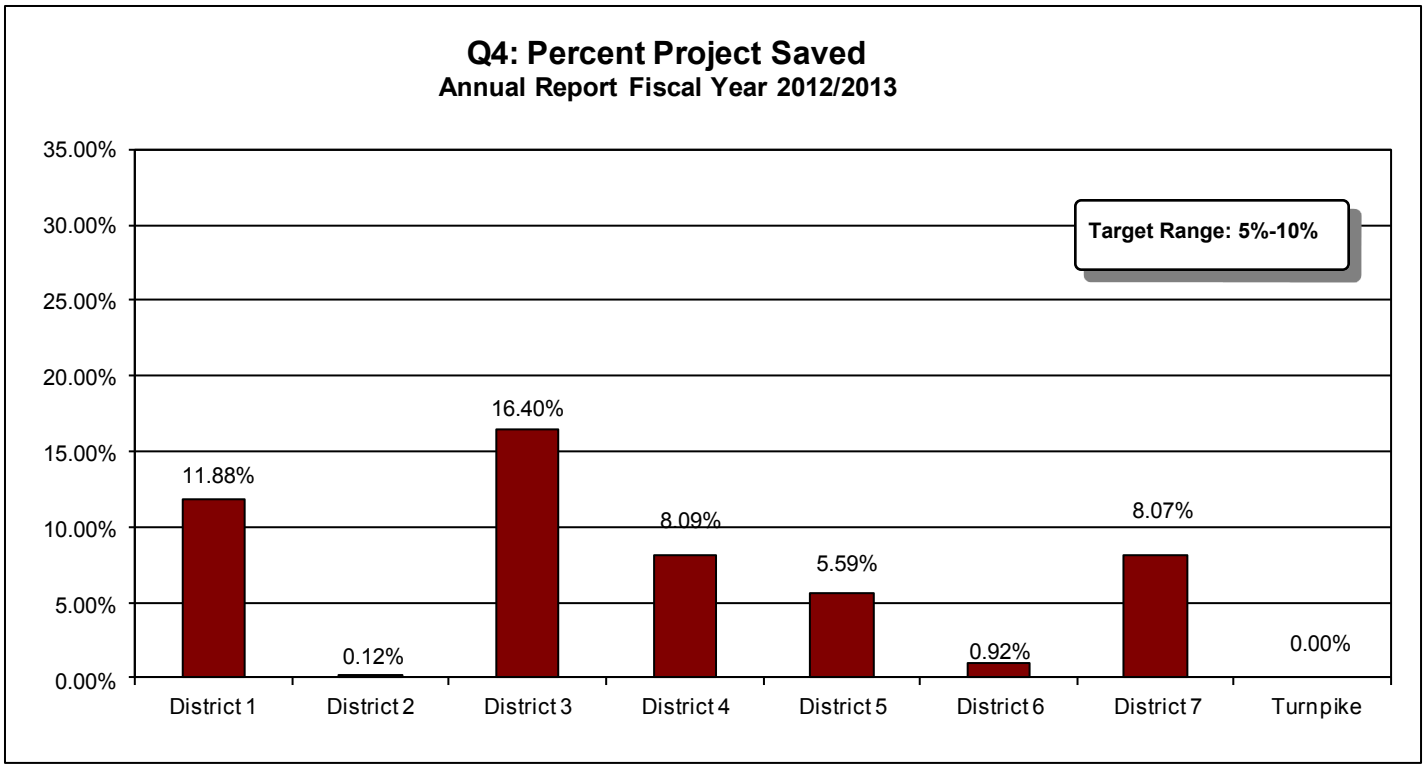
Adoption Rates





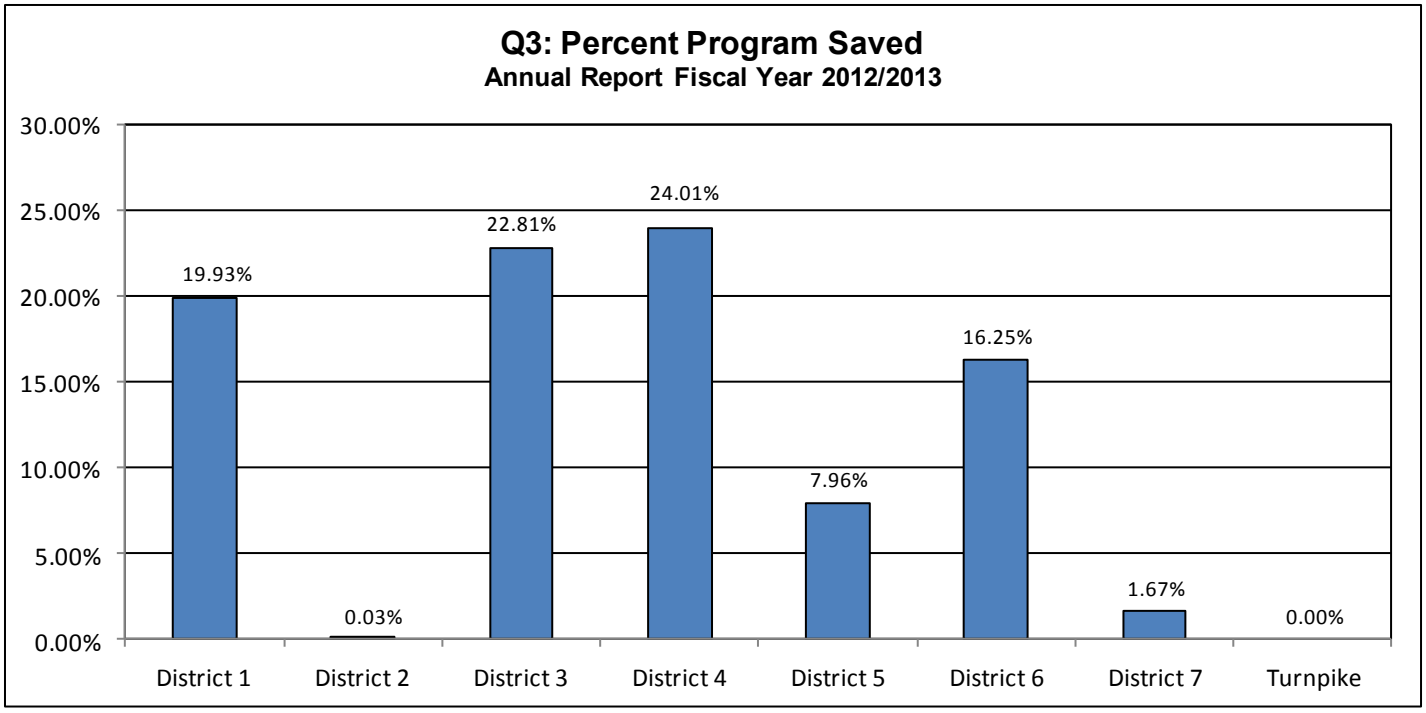
Percent Project Saved

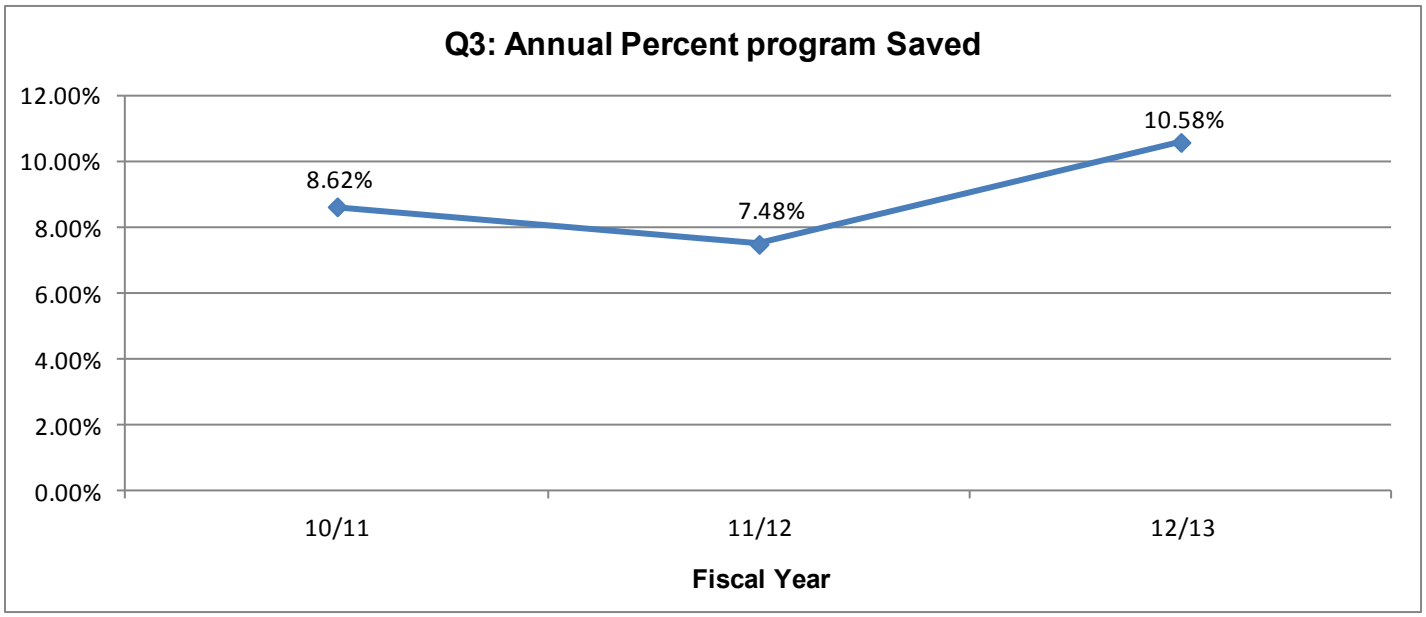




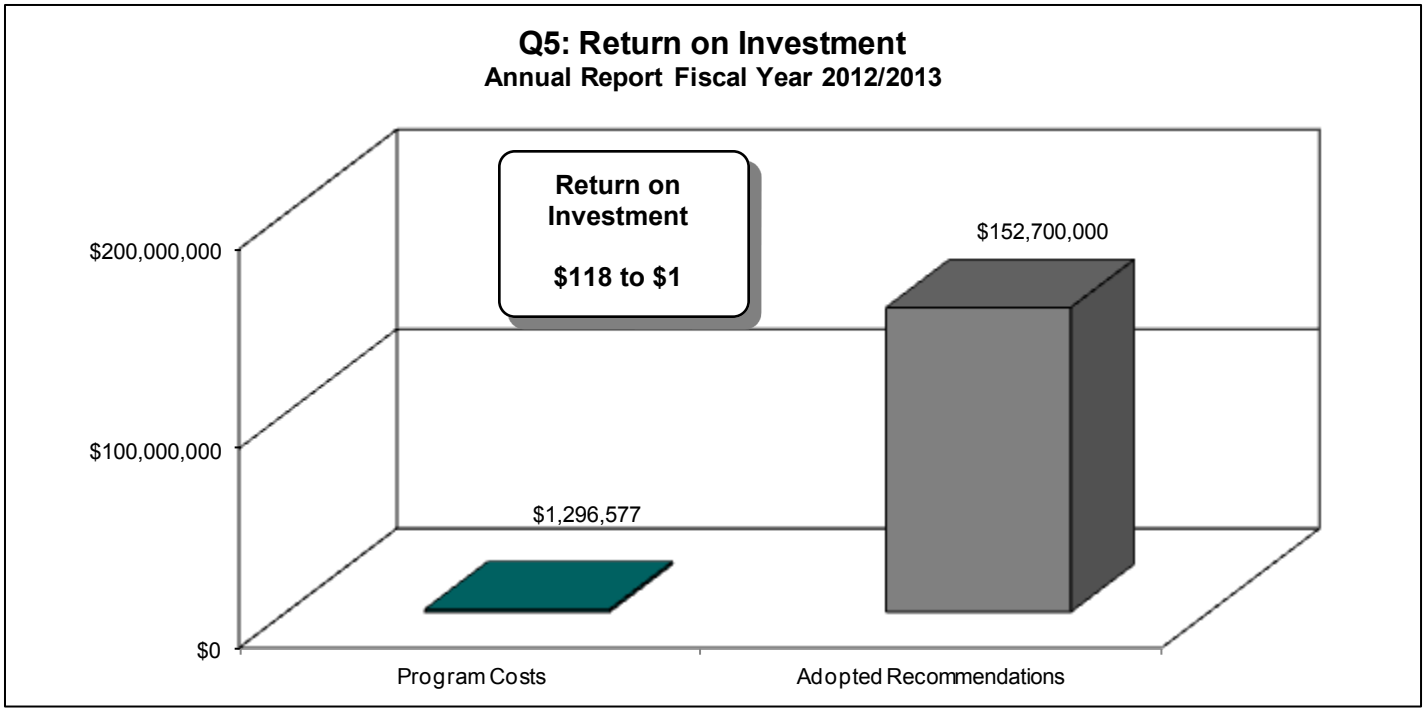
Percent Program Saved

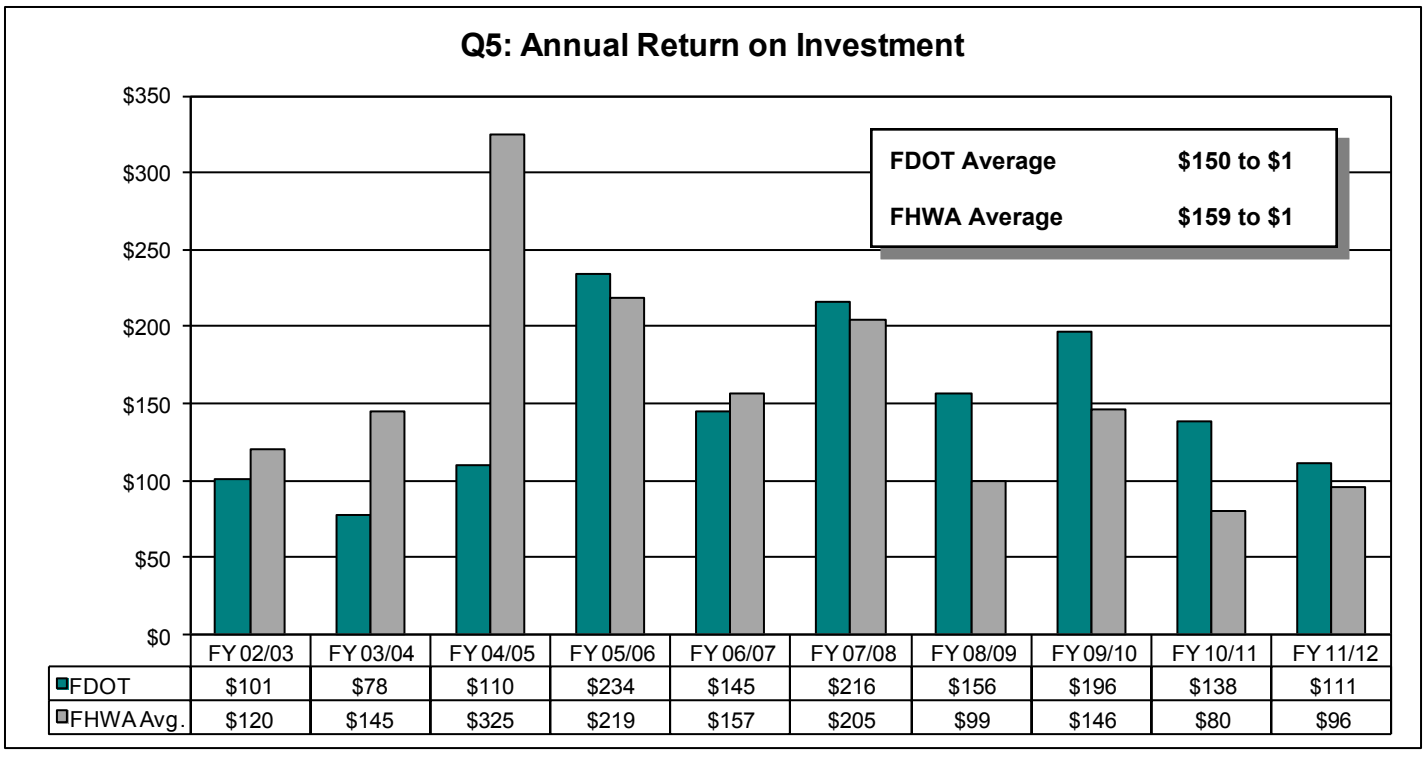
The Percent Program Saved is a new measure introduced last year. The intent is to compare the cost avoidance/savings to the overall work program. The measure is calculated by dividing the three year average monthly lettings into the overall cost avoidance/savings. Line charts showing trends will be developed in future years as data becomes available.





Return on Investment

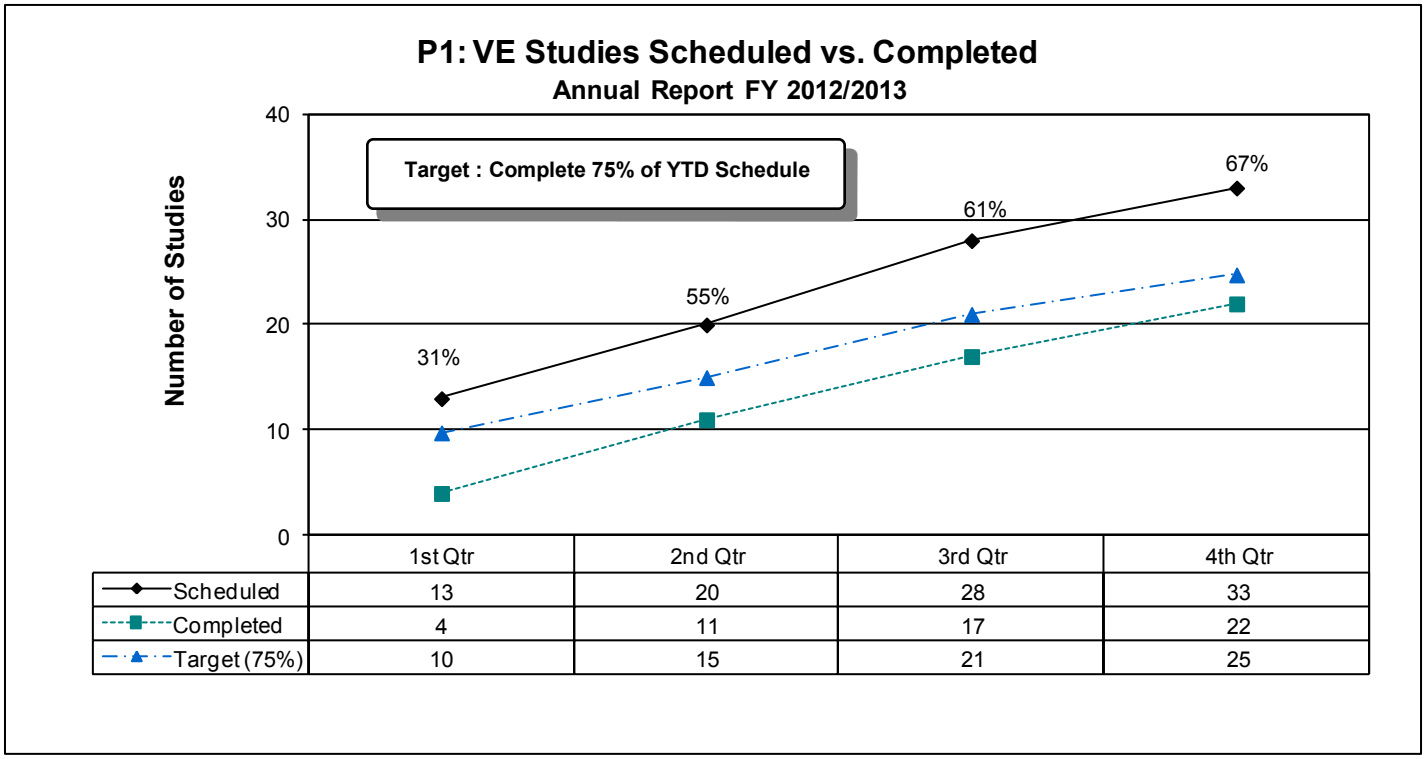




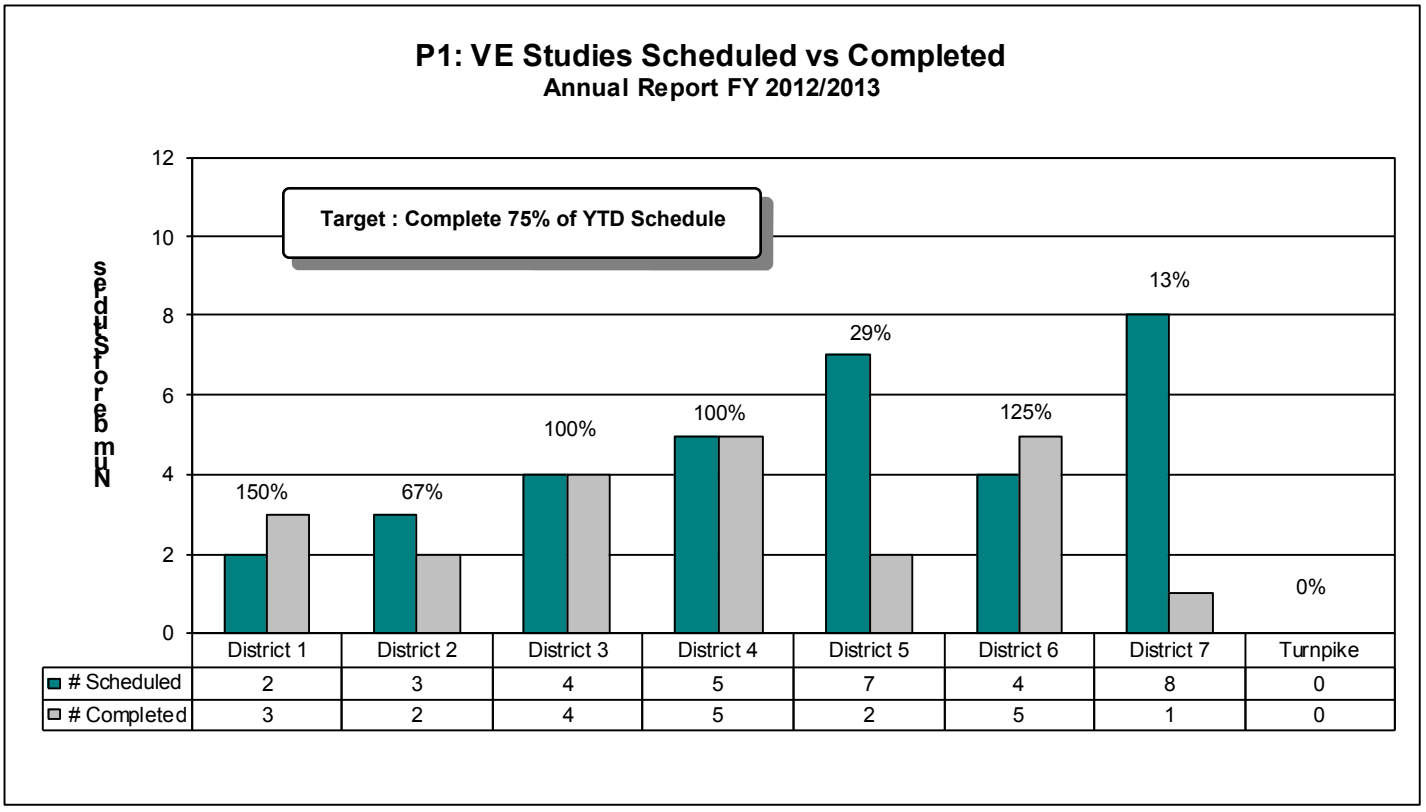
	FY 02/03	FY 03/04	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
FDOT	$101	$78	$110	$234	$145	$216	$156	$196	$138	$111
FHWA Avg.	$120	$145	$325	$219	$157	$205	$99	$146	$80	$96

* FHWA data for fiscal year 2012/2013 was not available at time of publication.

Work Plan Completion



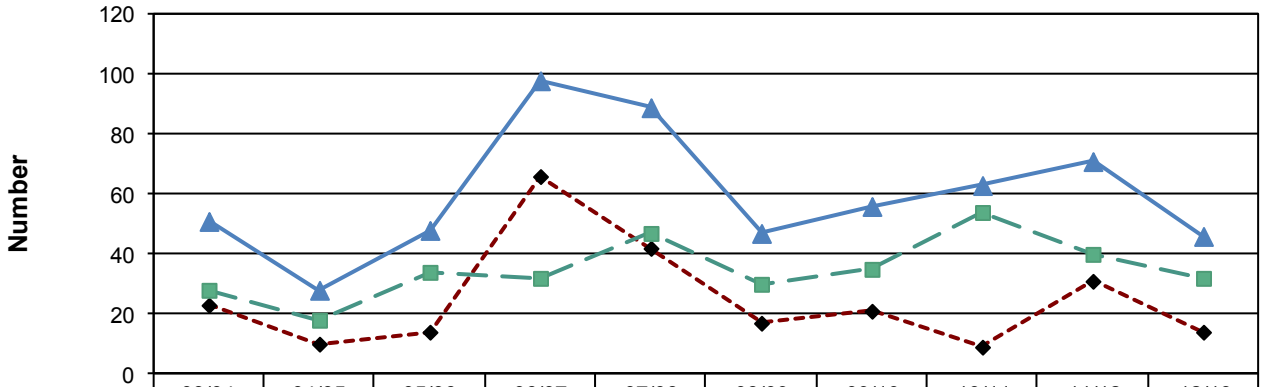
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr
Scheduled	13	20	28	33
Completed	4	11	17	22
Target (75%)	10	15	21	25



	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike
# Scheduled	2	3	4	5	7	4	8	0
# Completed	3	2	4	5	2	5	1	0

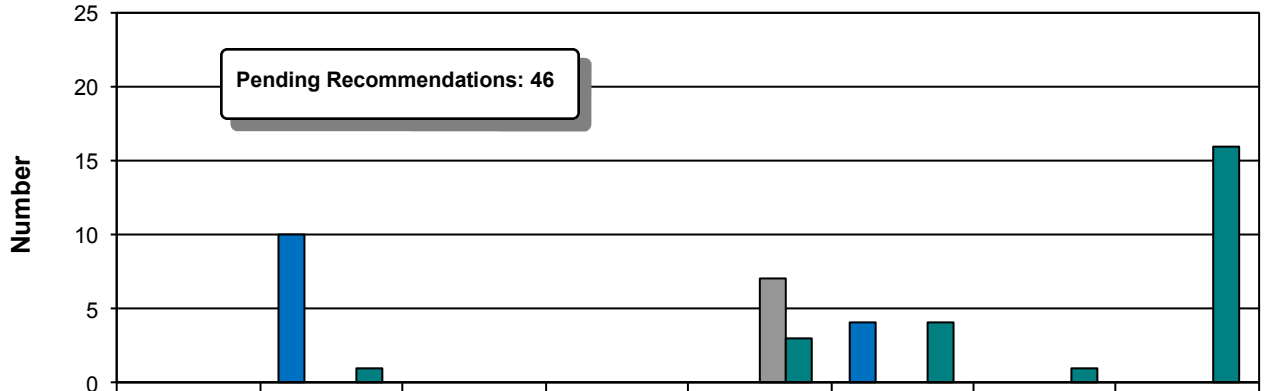
Pending Recommendations

P4: Annual # Pending Recommendations
Annual Report FY 2012/2013



	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
0 - 6 Months	23	10	14	66	42	17	21	9	31	14
> 7 Months	28	18	34	32	47	30	35	54	40	32
Total	51	28	48	98	89	47	56	63	71	46

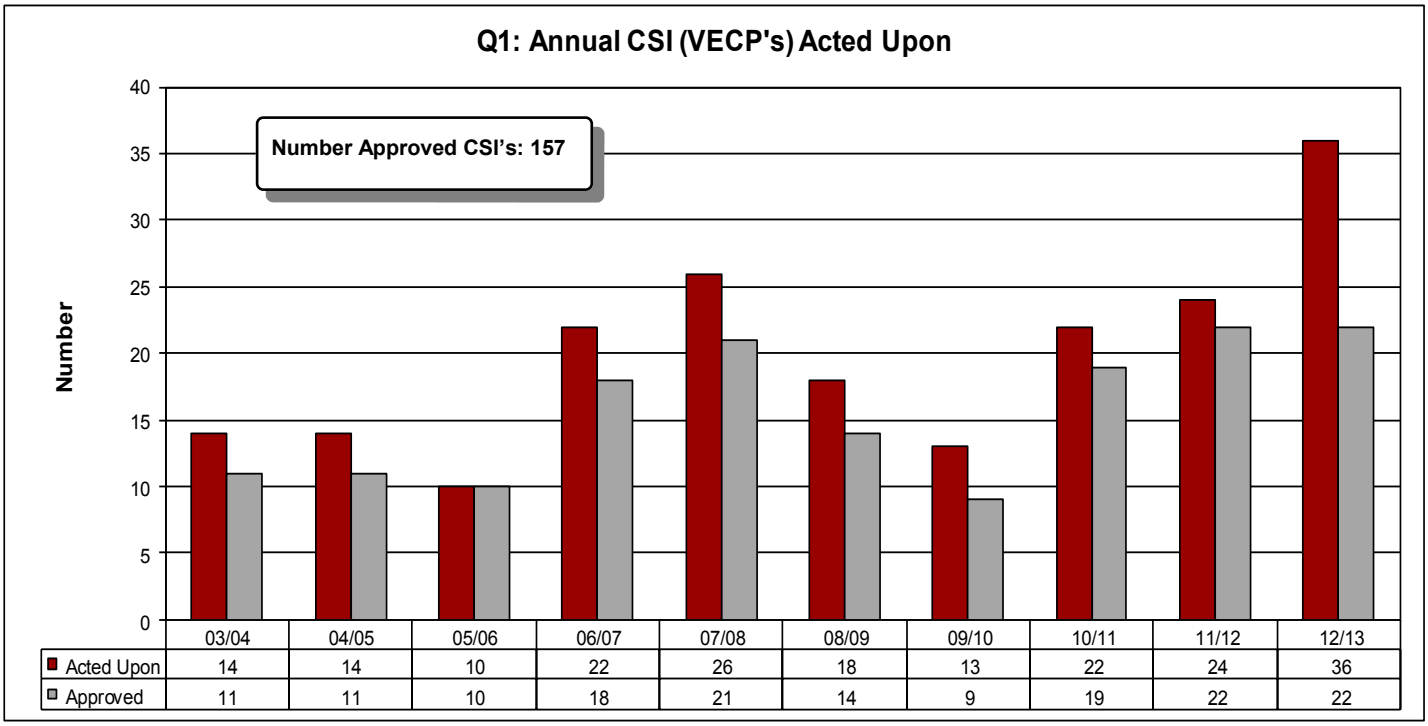
P4: # Pending Recommendations
Annual Quarter Report FY 2012/2013



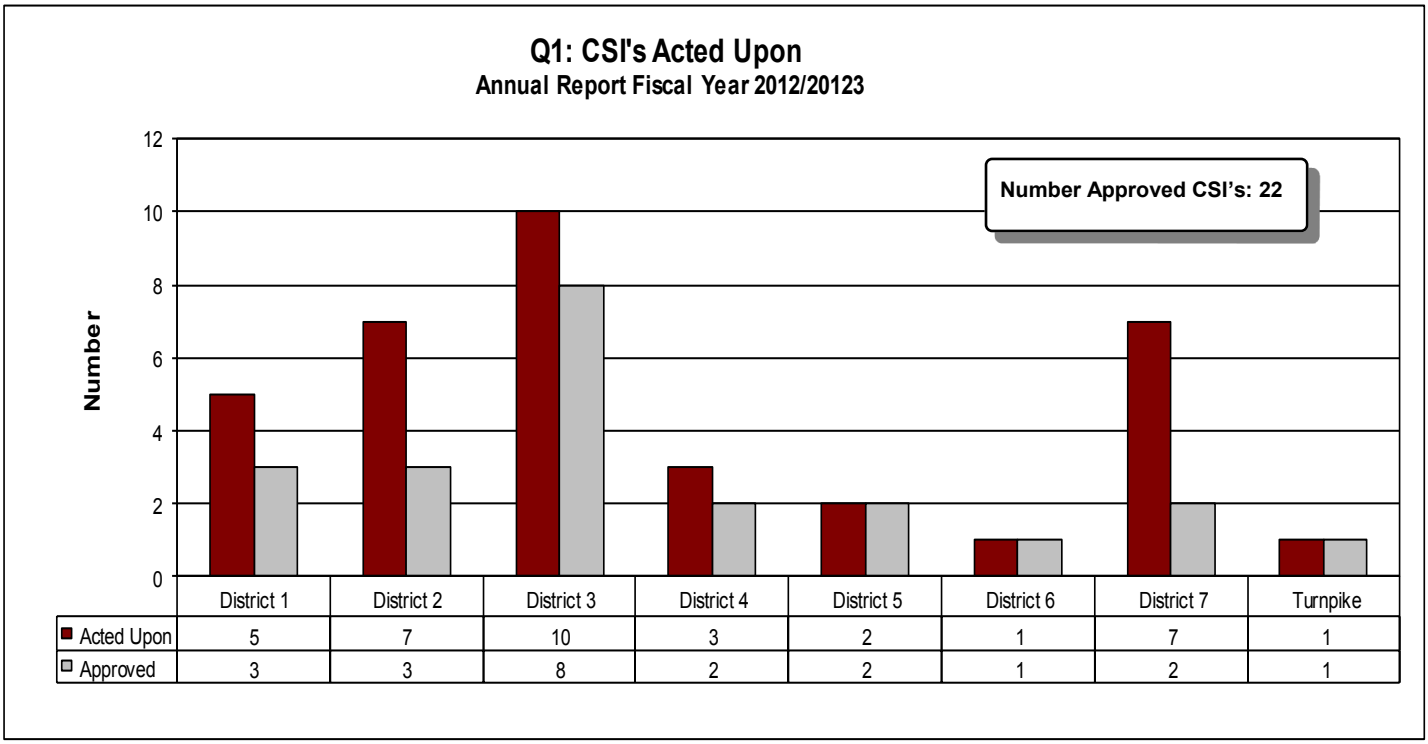
	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike
0 - 3 Months	0	10	0	0	0	4	0	0
4 - 6 Months	0	0	0	0	0	0	0	0
7 - 12 Months	0	0	0	0	7	0	0	0
> 12 Months	0	1	0	0	3	4	1	16

Fiscal Year 2012/2013
Cost Savings Initiative
Performance Measures

CSI Summary



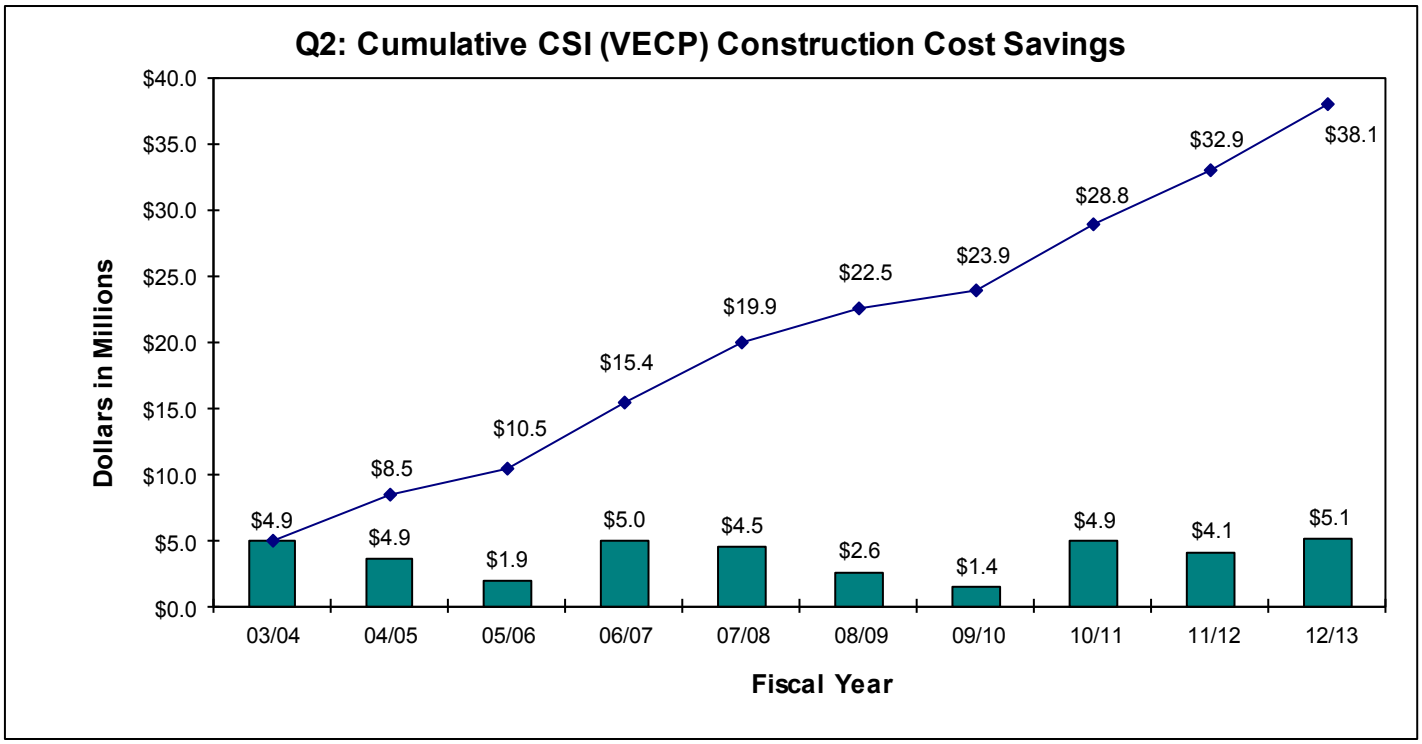
	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13
Acted Upon	14	14	10	22	26	18	13	22	24	36
Approved	11	11	10	18	21	14	9	19	22	22

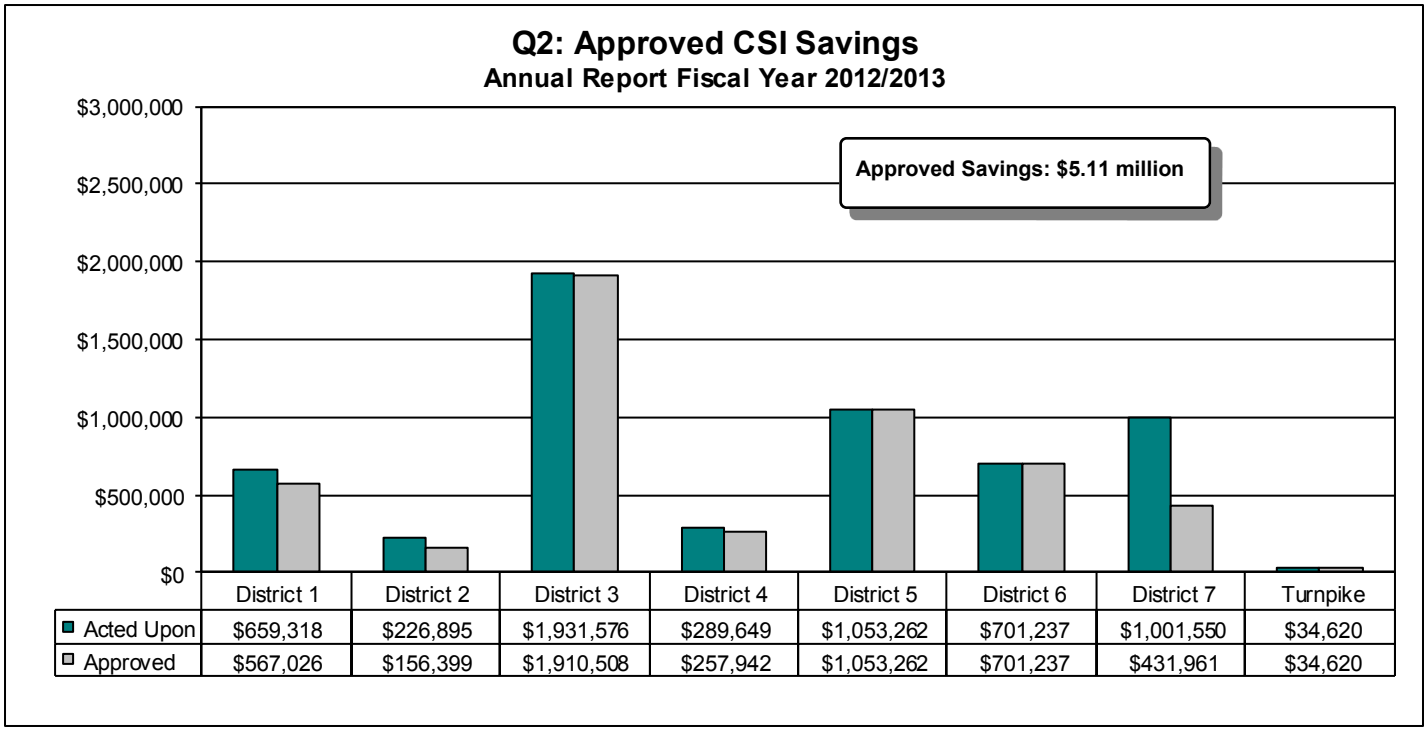


	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike
Acted Upon	5	7	10	3	2	1	7	1
Approved	3	3	8	2	2	1	2	1

* Prior to fiscal year 2010/2011, Cost savings Initiatives (CSI) were formerly referred to as Value Engineering Change Proposals (VECP's).

CSI Approved Savings

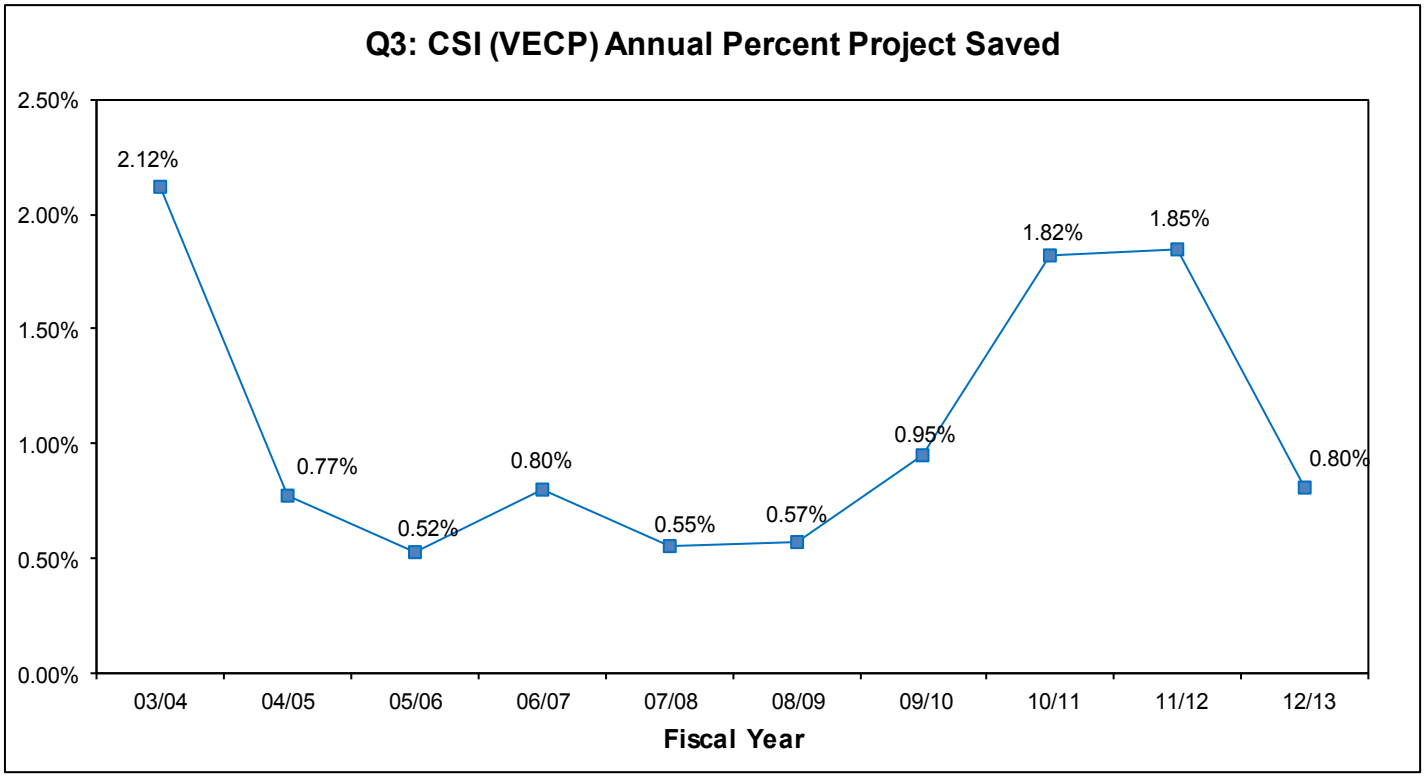


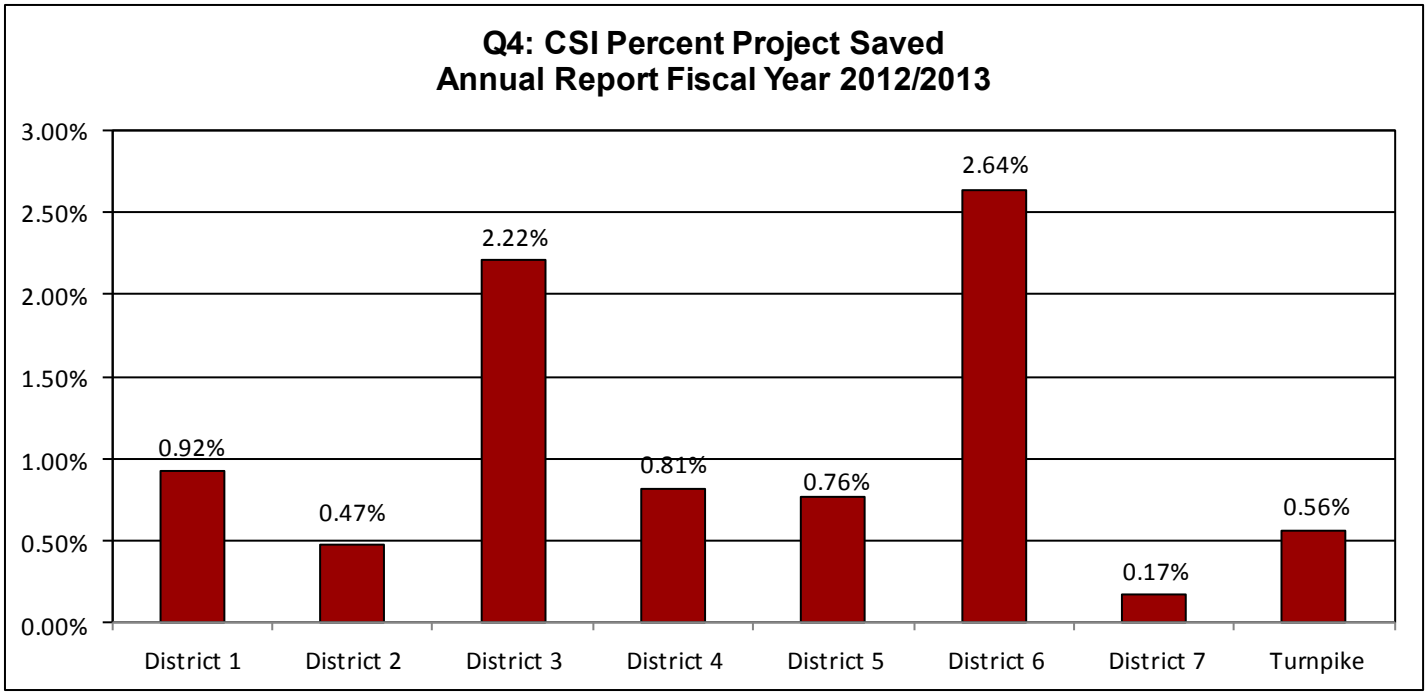


	District 1	District 2	District 3	District 4	District 5	District 6	District 7	Turnpike
Acted Upon	$659,318	$226,895	$1,931,576	$289,649	$1,053,262	$701,237	$1,001,550	$34,620
Approved	$567,026	$156,399	$1,910,508	$257,942	$1,053,262	$701,237	$431,961	$34,620

* Prior to fiscal year 2010/2011, Cost savings Initiatives (CSI) were formerly referred to as Value Engineering Change Proposals (VECP's).

CSI Percent Project Saved





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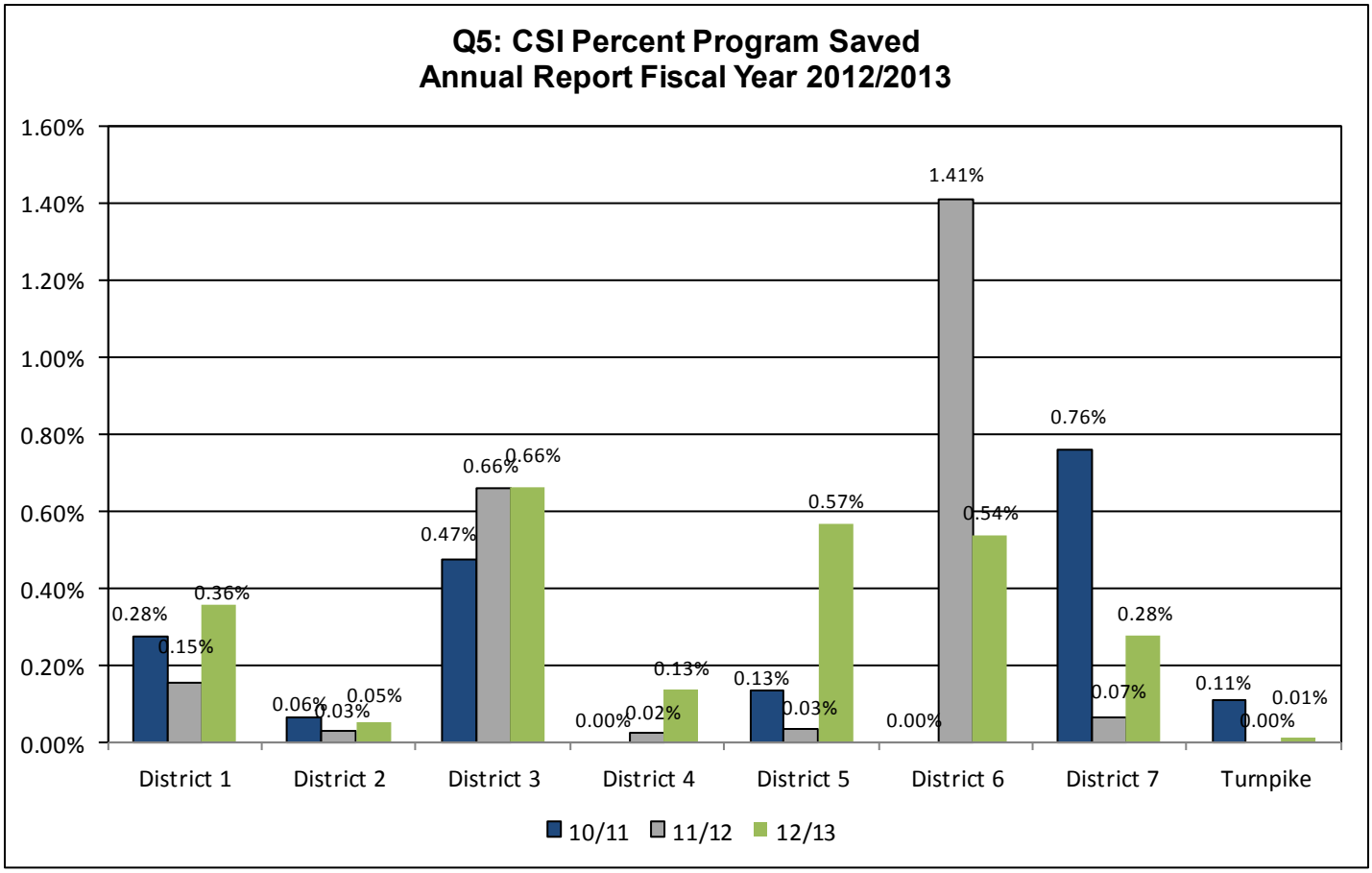
CSI Percent Program Saved

The Percent Program Saved is a new measure introduced last year. The intent is to compare the cost avoidance/savings to the overall work program. The measure is calculated by dividing the three year average monthly lettings into the overall cost avoidance/savings. Line charts showing trends will be developed in future years as data becomes available.



Appendix A
Process Control Systems

Process Control System

Process Name: Value Engineering Program

Product/Service: Perform Value Engineering analysis on selected projects and document findings

Primary Customers: Management

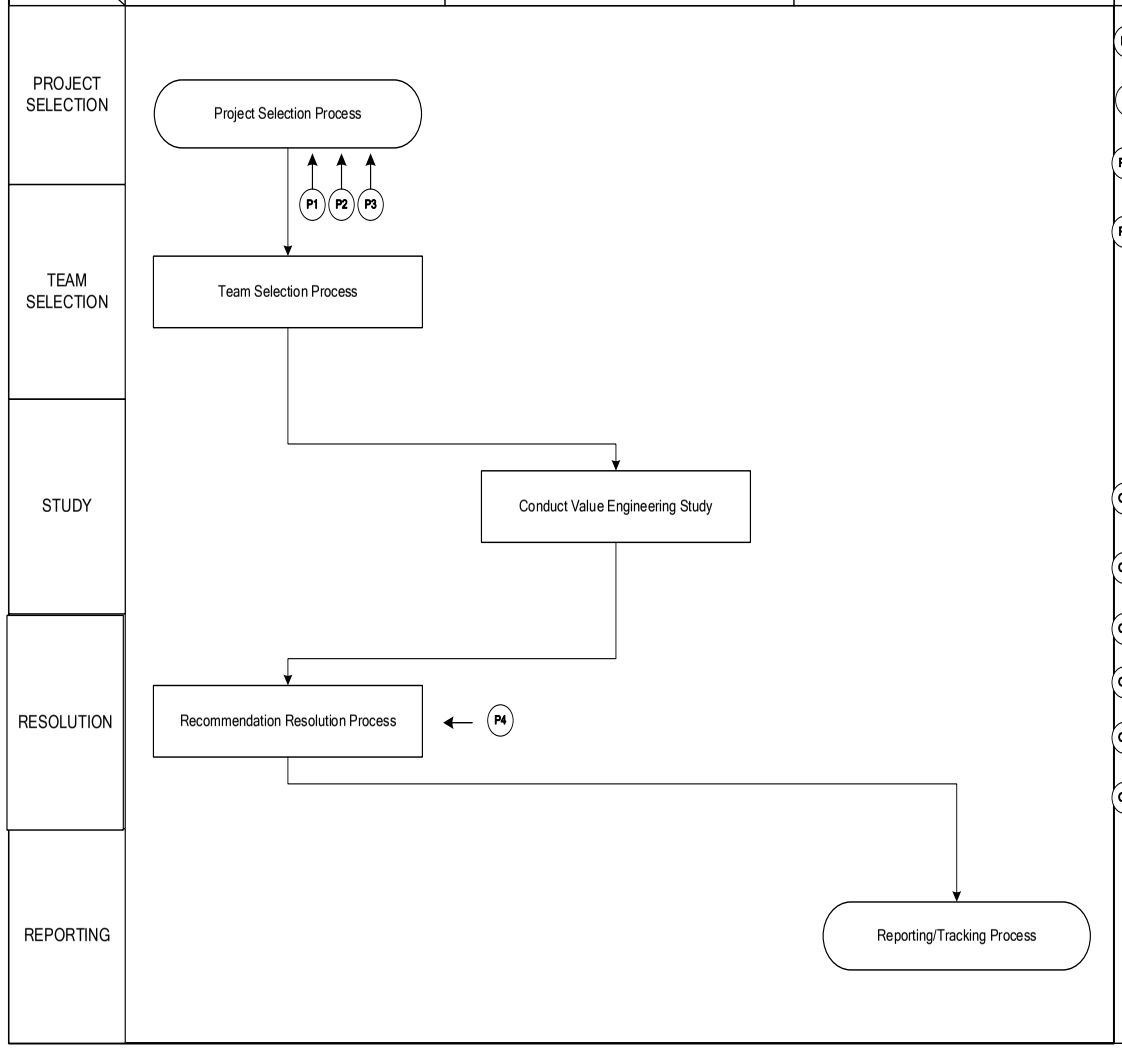
Regulators: FHWA

Customer's Valid Requirement(s): Effective use of resources to produce a quality transportation system.

Regulator's Valid Requirement(s): Projects with total costs of $25 million or more have a VE study performed during the design process.

Input(s): Projects
Supplier(s): Work Program

Flow Chart



Process and Quality Measures (QA/QC)

Process Measures (Quality Measures)	And	Control Limits (Specs / Targets)
P1 % scheduled studies completed		75%
P2 # projects > $25 million never studied		0
P3 % projects studied in PD&E		75%
P4 # of pending rec. per time perio		
Q1 $$$ Saved per time period		
Q2 Value Added $$$ oer time period		
Q3 Adoption Rate		40%-60%
Q4 Percent Saved		5% - 10%
Q5 Retun on Investment		$130 to $1
Q6 % Customer Satisfaction		

Checking / Measurement Monitoring

Checking Item (What is to be checked?)	Timeframe (Frequency) (When to check?)	Respon-sibility (Who will check?)	QAR (Date of Last Review)
VER & Work Plan	Quarterly	SVE	D1: 11/2006 C
Work Program	Annual	SVE	
VER	Quarterly	SVE	D2: 12/2006 C
VER	Quarterly	SVE	
			D3: 12/2006 C
			D4:5/2007 C
VER	Quarterly	SVE	D5: 1/2007 C
VER	Quarterly	SVE	
VER	Quarterly	SVE	D6: 5/2007 C
VER	Quarterly	SVE	
VER	Quarterly	SVE	D7:11/2006 C
VER	Annual	SVE	
Surveys	Annual	DVE	
			TPK: 1/2007 C

Miscellaneous Information

- Abbreviations
- Procedure Reference
- Notes, etc.

Federal Regulation 23 CFR 627

VE Procedure 625-030-002

1999 AASHTO Guidelines for VE

NCHRP Synthesis 352 - Value Engineering Applications in Transportation

CODES:

C- Compliance
NC - Noncompliant
BP Best Practice

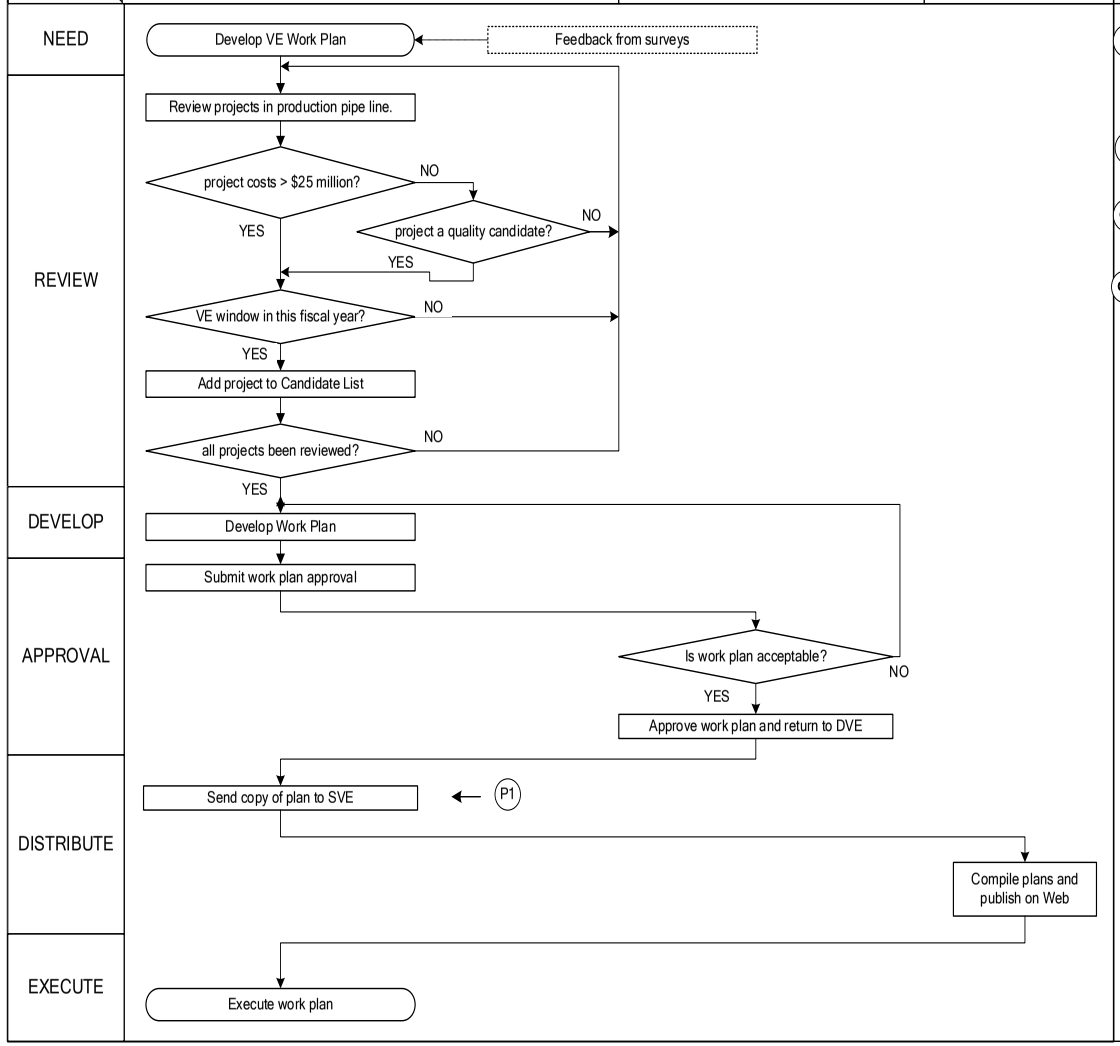
Approved: _____ **Date:** _____ **Process Owner:** State Value Engineer **Rev #:** 1.5 **Rev Date:** 10/2007

Process Control System

Process Name: Value Engineering Project Selection	**Product/Service:** Develop a Value Engineering Work Plan by July 1 of each fiscal year.	**Primary Customers:** District Management, State Value Engineer. **Partners:** FHWA	**Valid Requirement(s):** All projects with the most potential for improvement have a VE Analysis.	**Regulator's Valid Requirement(s):** All projects on the NHS system with estimated total costs > $25 million have a VE analysis

Input(s): Projects
Supplier(s): Work Program

Flow Chart



Process Indicators And Quality Indicators	Control Limits Specs / Targets	Checking Item: What is to be checked?	Timeframe (Frequency): When to check?	Respon-sibility: Who will check?	QAR: Date of Last Review	Miscellaneous Information
P1 **% work plans approved by July 1**	100%	Work Plan Received	Annual	SVE	D1: 11/2006 C	- Abbreviations - Procedure Reference - Notes, etc.
						Federal Regulation 23 CFR 627
Q1 **% scheduled studies completed**	75%	VER & Work Plan	Quarterly	SVE	D2: 12/2006 C	VE Procedure 625-030-002
Q2 **# projects > $25 million never studied**	0	Work Program	Annual	SVE		AASHTO Guidelines for VE
Q3 **% projects studied in Pre-Design phase**	60%	VER	Quarterly	SVE	D3: 12/2006 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation
					D4:5/2007 C	
					D5: 1/2007 C	
					D6: 5/2007 C	
					D7:11/2006 C	
					TPK: 1/2007 C	

CODES:

C- Compliance
NC - Noncompliant
BP Best Practice

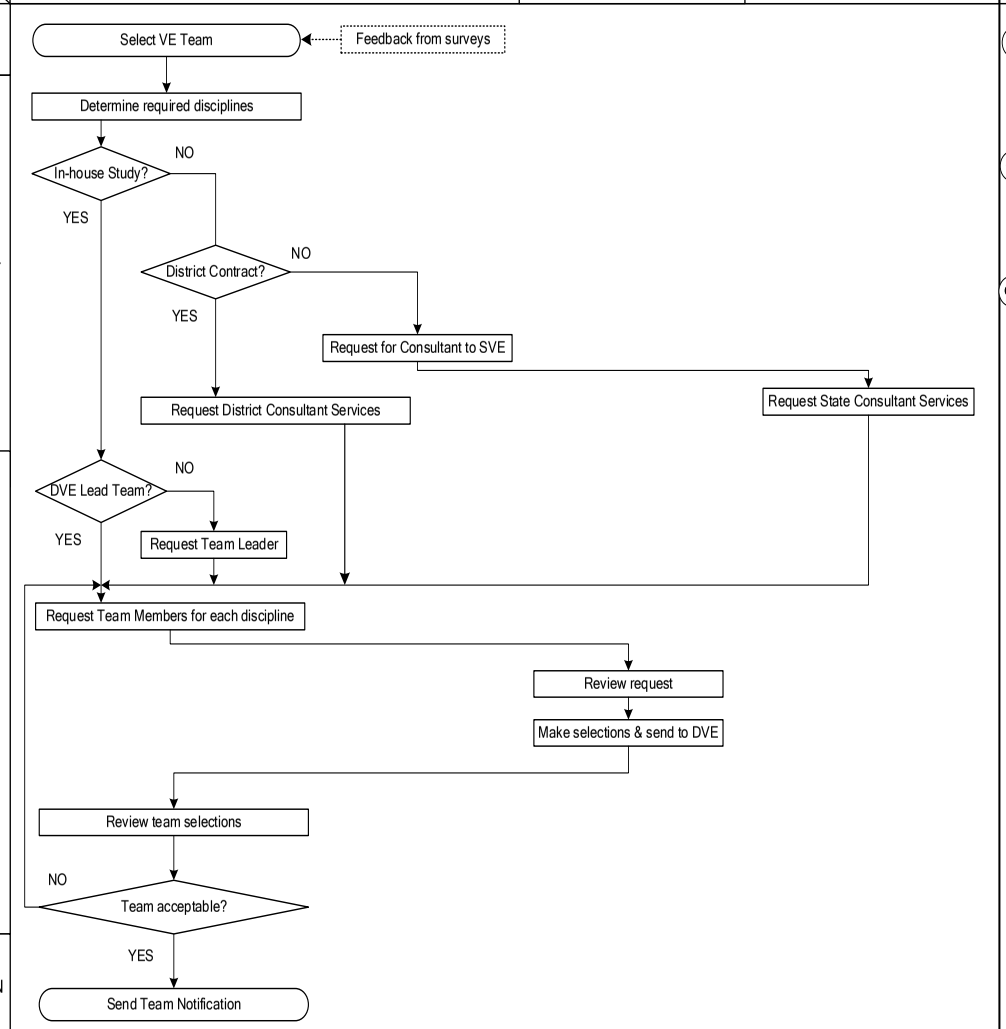
Approved: _____ **Date:** _____ **Process Owner:** District Value Engineer **Rev #:** 1.5 **Rev Date:** 8/2007

Process Control System

Process Name: Value Engineering Team Selection	**Product/Service:** Team with the necessary skills and experience to conduct a value engineering analysis	**Primary Customers:** Team Leaders & Team Members **Partner:** FHWA & Project Manager	**Valid Requirement(s):** Team makeup has the required disciplines, leadership skills and VE experience to study the selected project .	**Regulator's Valid Requirement(s):** Mulit-disciplined team of individuals not personally involved in the design of the project

Input(s): Project disciplines
Supplier(s): Department Heads, Consultants

Flow Chart



Process Indicators And Quality Indicators	Control Limits Specs / Targets	Checking Item: What is to be checked?	Timeframe (Frequency): When to check?	Respon-sibility: Who will check?	QAR: Date of Last Review
Q1 # of teams missing required disciplines	0	VER & VE Study Report	Annual	SVE	D1: 11/2006 C
Q2 # of teams with more than 2 untrained teammembers serving as primary team member	0	VER & VE Study Report	Annual	SVE	D2: 12/2006 C
Q3 # of team leaders not meeting qualifications	0	VER, VE study report, SAVE, FLPE, TRESS	Annual	SVE	D3: 12/2006 C D4:5/2007 C D5: 1/2007 C D6: 5/2007 C D7:11/2006 C TPK: 1/2007 C

Miscellaneous Information

- Abbreviations
- Procedure Reference
- Notes, etc.

Federal Regulation 23 CFR 627

VE Procedure 625-030-002

AASHTO Guidelines for VE

NCHRP Synthesis 352 - Value Engineering Applications in Transportation

CODES:

C- Compliance
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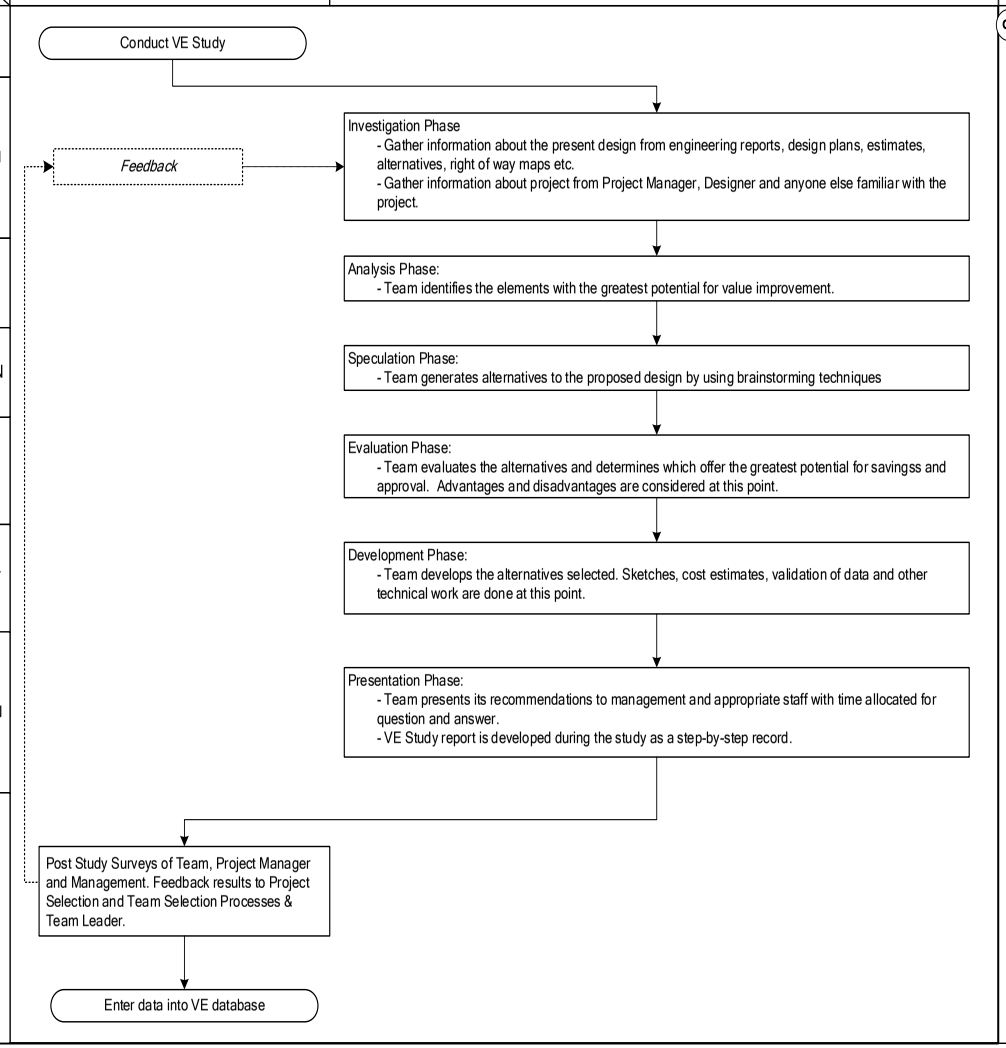
Approved: _____ Date: _____ Process Owner: District Value Engineer Rev #: 1.5 Rev Date: 8/2007

Process Control System

Process Name: Conduct Value Engineering Study	**Product/Service:** Completed VE Analysis with a report documenting the findings of the team.	**Primary Customers:** Management & DVE. **Partners:** FHWA, State Value Engineer	**Customer's Valid Requirement(s):** Follow the VE Job Plan to produce quality recommendations that can be implemented.	**Regulator's Valid Requirement(s):** Follow widely recognized systematic problem solving process that is used throughout private inductry and government agencies.

Input(s): Project Information
Supplier(s): Project Manager

Flow Chart



Process and Quality Indicators / Checking / Indicator Monitoring / Miscellaneous Information

Process Indicators And Quality Indicators	Control Limits: Specs / Targets	Checking Item: What is to be checked?	Timeframe (Frequency): When to check?	Respon-sibility: Who will check?	QAR: Date of Last Review	Miscellaneous Information
Q1 Adoption Rate	40%-60%	VER	Quarterly	SVE	D1: 11/2006 C D2: 12/2006 C D3: 12/2006 C D4:5/2007 C D5: 1/2007 C D6: 5/2007 C D7:11/2006 C TPK: 1/2007 C	- Abbreviations - Procedure Reference - Notes, etc. Federal Regulation 23 CFR 627 VE Procedure 625-030-002 1999 AASHTO Guidelines for VE NCHRP Synthesis 352 - Value Engineering Applications in Transportation

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Approved: _____ Date: _____ Process Owner: District Value Engineer Rev #: 1.5 Rev Date: 8/2007

Process Control System

Process Name: Value Engineering Recommendation Resolution Process.

Product/Service: Resolution of VE Team Recommendations

Primary Customers: Project Manager, SVE

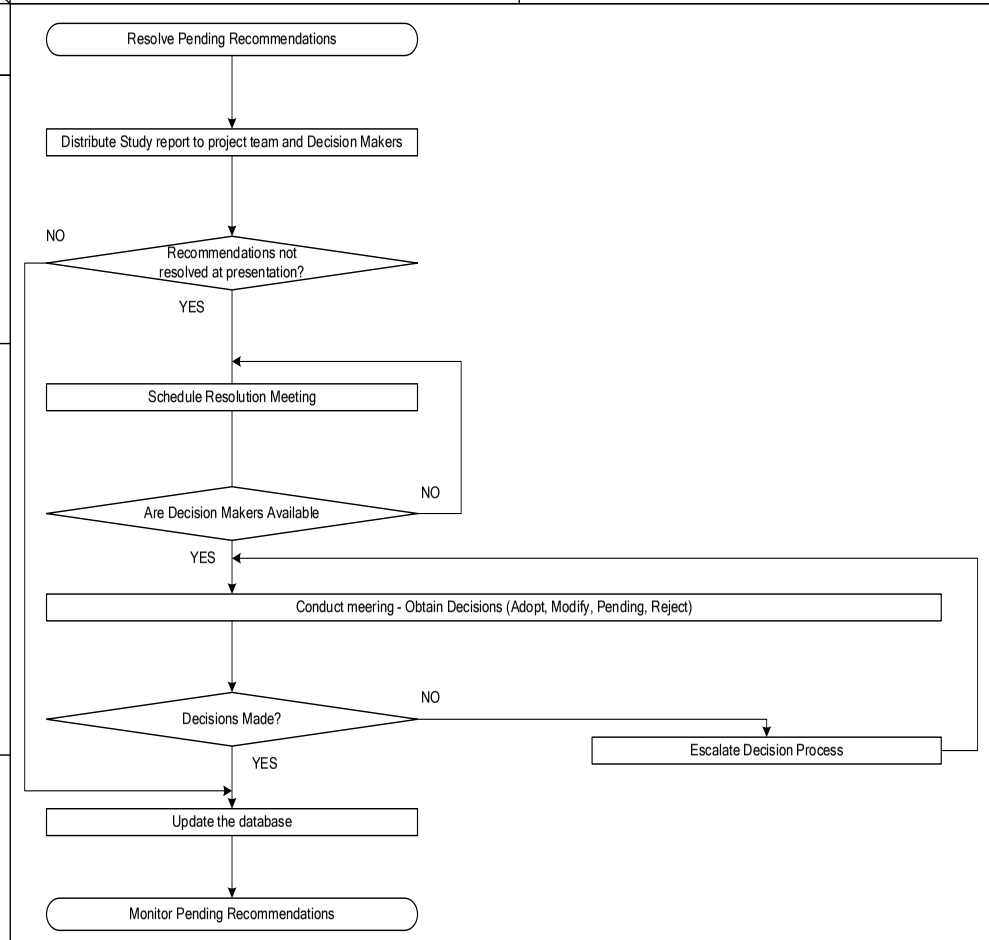
Partners: FHWA

Customer's Valid Requirement(s): Recommendations are acted upon ina timely manner, but that a recommendation is acted upon based on information and not time.

Regulator's Valid Requirement(s): Process to approve or reject recommendations to ensure the prompt review of VE recommendations

Input(s): Recommendations
Supplier(s): VE Team

Flow Chart



Process Indicators And Quality Indicators	Control Limits Specs / Targets	Checking Item: What is to be checked?	Timeframe (Frequency): When to check?	Respon-sibility: Who will check?	QAR: Date of Last Review
Q1 Adoption Rate	40%-60%	VER	Quarterly	SVE	D1: 11/2006 C
Q2 # of pending rec. per time period		VER	Quarterly	SVE	D2: 12/2006 C
					D3: 12/2006 C
					D4:5/2007 C
					D5: 1/2007 C
					D6: 5/2007 C
					D7:11/2006 C
					TPK: 1/2007 C

Miscellaneous Information

- Abbreviations
- Procedure Reference
- Notes, etc.

Federal Regulation 23 CFR 627

VE Procedure 625-030-002

1999 AASHTO Guidelines for VE

NCHRP Synthesis 352 - Value Engineering Applications in Transportation

CODES:

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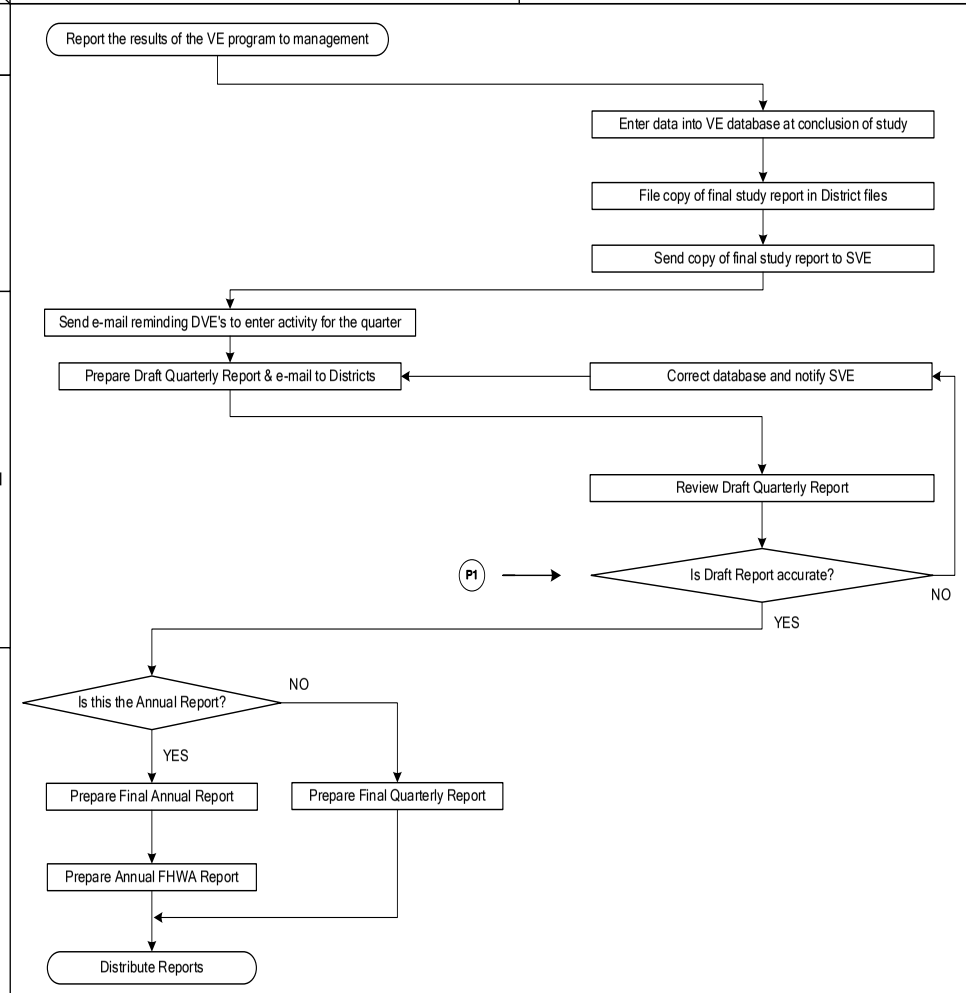
Approved: _____ **Date:** _____ **Process Owner:** District Value Engineer **Rev #:** 1.5 **Rev Date:** 08/2007

Process Control System

Process Name: Value Engineering Reporting Process.	**Product/Service:** Report detailing the results of the Value Engineering Program	**Primary Customers:** Management. **Partners:** FHWA	**Customer's Valid Requirement(s):** Prepare accurate and reliable reports	**Regulator's Valid Requirement(s):** Report accurate results of the Value Engineering Program

Input(s): Study Results
Supplier(s): DVE

Flow Chart



Process Indicators And Quality Indicators	Control Limits / Specs / Targets	Checking Item: What is to be checked?	Timeframe (Frequency): When to check?	Respon-sibility: Who will check?	QAR: Date of Last Review	Miscellaneous Information
P1 # of corrections			Quarterly	SVE	D1: 11/2006 C	- Abbreviations - Procedure Reference - Notes, etc.
Q1 Quarterly Reports complete by 30th of month following end of quarter			Quarterly	SVE	D2: 12/2006 C	Federal Regulation 23 CFR 627
Q2 FHWA Annual Report to Division Office by Nov 1			Annual	SVE	D3: 12/2006 C	VE Procedure 625-030-002
					D4:5/2007 C	1999 AASHTO Guidelines for VE
					D5: 1/2007 C	NCHRP Synthesis 352 - Value Engineering Applications in Transportation
					D6: 5/2007 C	
					D7:11/2006 C	
					TPK: 1/2007 C	

CODES:

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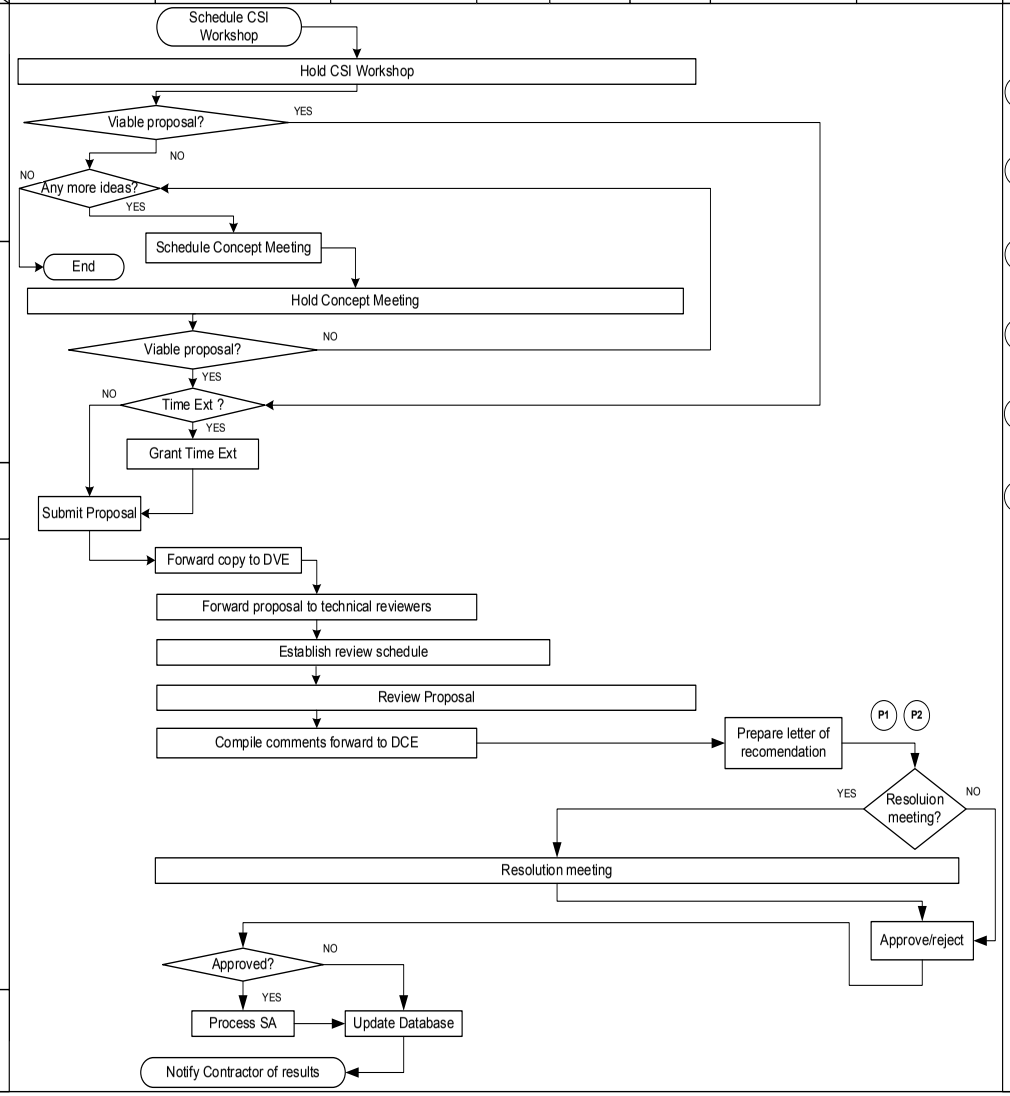
Approved: _____ **Date:** _____ **Process Owner:** State Value Engineer **Rev #:** 1.5 **Rev Date:** 8/2007

Process Control System

Process Name: Cost Savings Initiative (CSI) Proposal	**Product/Service:** Resolution of CSI proposed by the Construction Contractor	**Primary Customers:** Construction Contractor **Partners:** FHWA	**Customer's Valid Requirement(s):** Review and either approve or reject the CSI proposal in a timely manner.	**Regulator's Valid Requirement(s):** Program that encourages the use of a cost reduction incentive clause.

Input(s): Cost Savings Idea
Supplier(s): Contractor

Flow Chart



Step / Time	Dept / Person	CONTRACTOR	RESIDENT ENGINEER	DISTRICT VALUE ENGINEER	REVIEWERS: DESIGN	REVIEWERS: CONST.	REVIEWERS: OTHERS	DISTRICT CONSTRUCTION ENGINEER	DISTRICT DIRECTOR OF OPERATIONS
PRIOR TO BEGINNING OF CONTRACT TIME									
AFTER CONTRACT TIME BEGINS									
SUBMITTAL									
REVIEW									
NOTIFICATION									

Process and Quality Measures (QA/QC)		Checking / Indicator Monitoring				Miscellaneous Information
Process Measures / Quality Measures	Control Limits / Specs / Targets	Checking Item: What is to be checked?	Timeframe (Frequency): When to check?	Respon-sibility: Who will check?	QAR: Date of Last Review	- Abbreviations - Procedure Reference - Notes, etc.
P1 # pending		VER	Quarterly	DVE/SVE	D1: 11/2006 C	Federal Regulation 23 CFR 627
P2 $$$ pending		VER	Quarterly	DVE/SVE		Section 4 FDOT Specifications
					D2: 12/2006 C	
Q1 # Approved		VER	Monthly	SVE		Procedure Topic 625-030-005
Q2 $$$ Saved		VER	Monthly	SVE	D3: 12/2006 C	
Q3 % Project Saved		VER	Monthly	SVE	D4: 5/2007 C	
Q3 % Program Saved		VER	Monthly	SVE		
					D5: 1/2007 C	
					D6: 5/2007 C	
					D7: 11/2006 C	
					TPK: 1/2007 C	

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Approved: _____ **Date:** _____ **Process Owner:** _____ **Rev #:** 1.6 **Rev Date:** 5/2011