

Bid Documents before Advertising (BDBA) Workstream Overview

August 2021

Overall Goal: Reduce time between Advertisement and Construction NTP to 120 Days

- 120-day goal was set by the MA Legislature
- The objective is to have a reliable, reasonable timeframe between project advertisement and shovels in the ground
- Assessing data over time, we have refined our understanding of how long this process should take
- Continuous monitoring and improvement



HISTORY



In 2019, the Secretary's office created 4 committees (called Workstreams) to improve project delivery.



The Workstreams are:



Project Development



Bid Documents Before Advertising

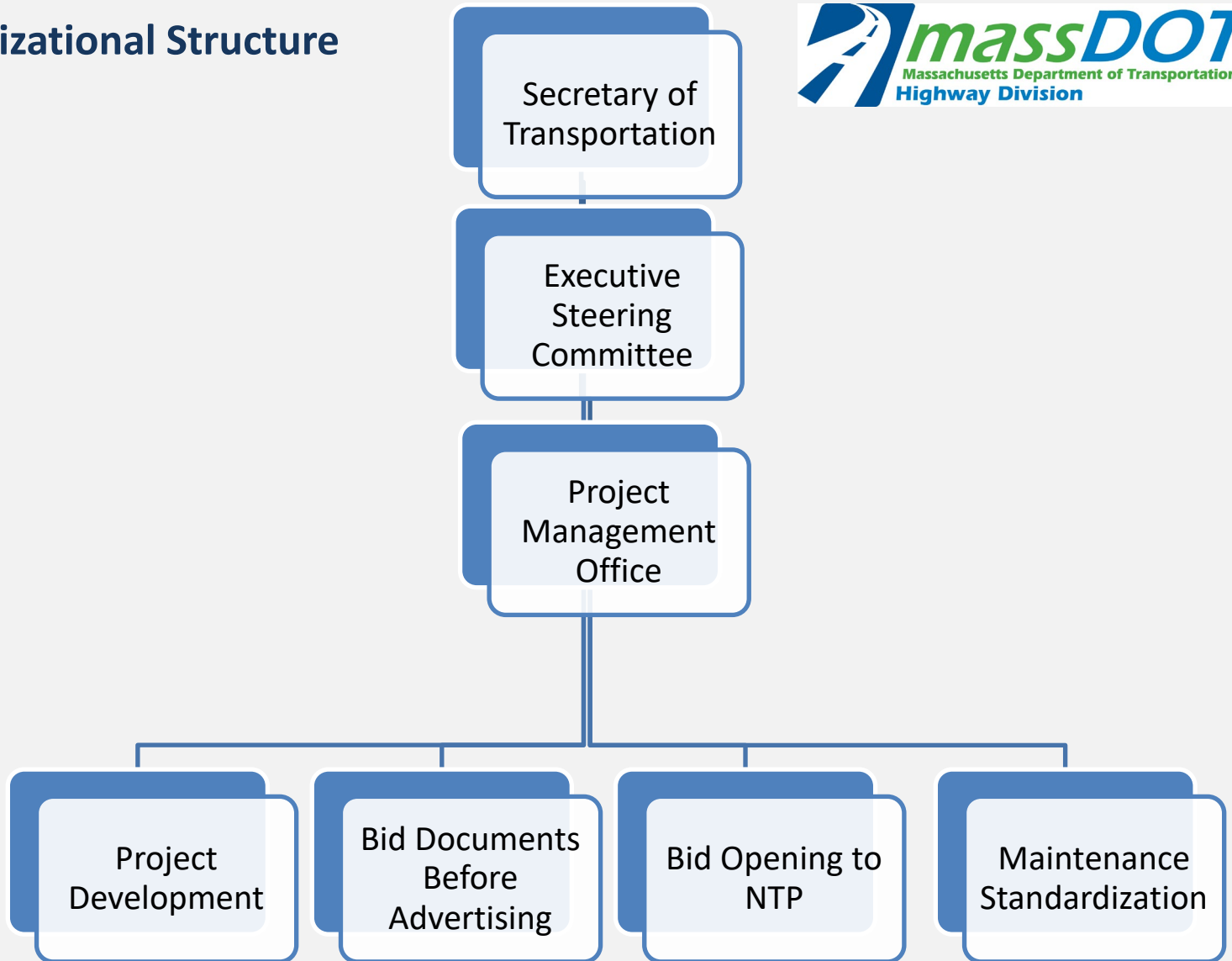


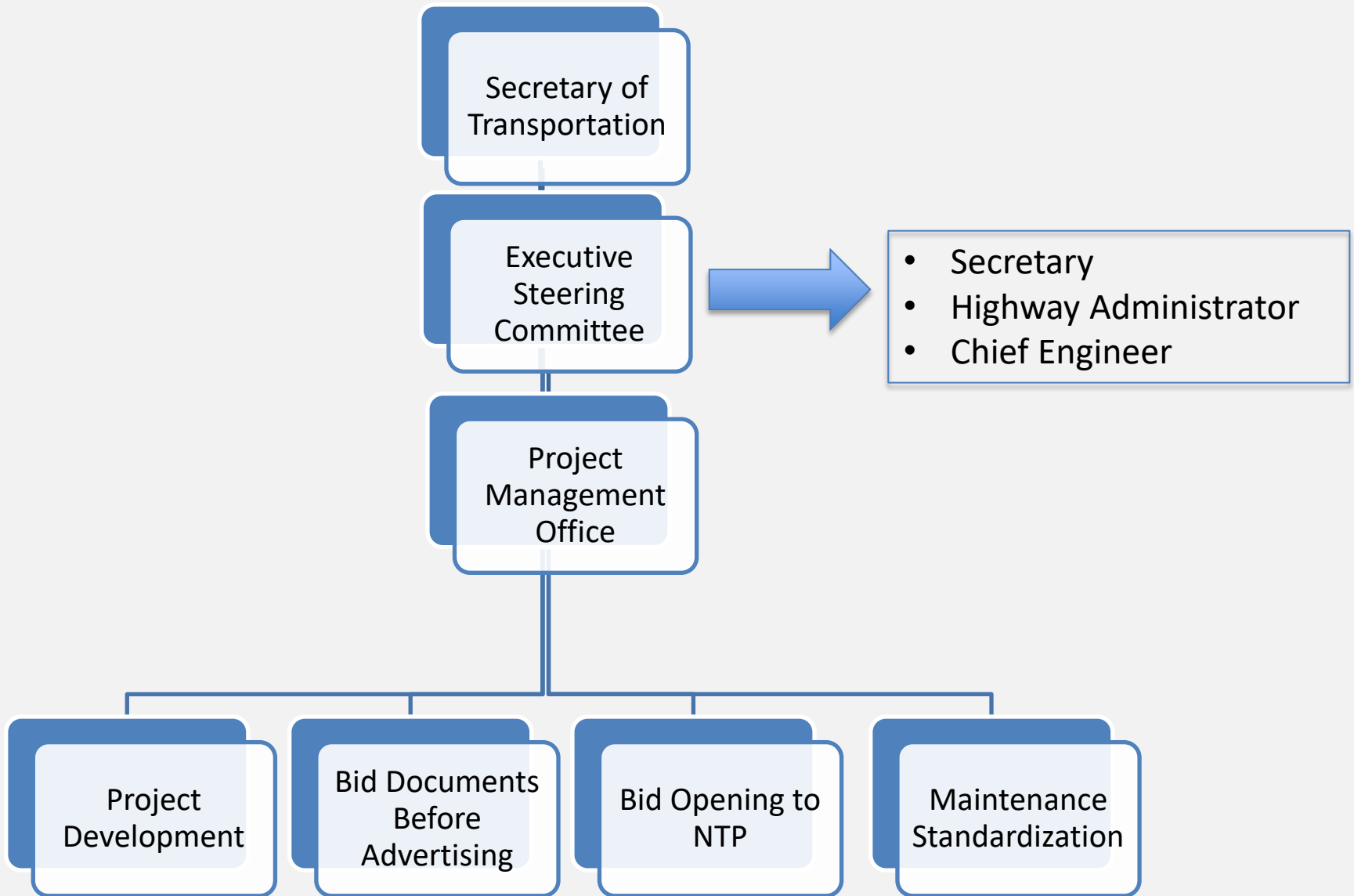
Bid Opening to NTP

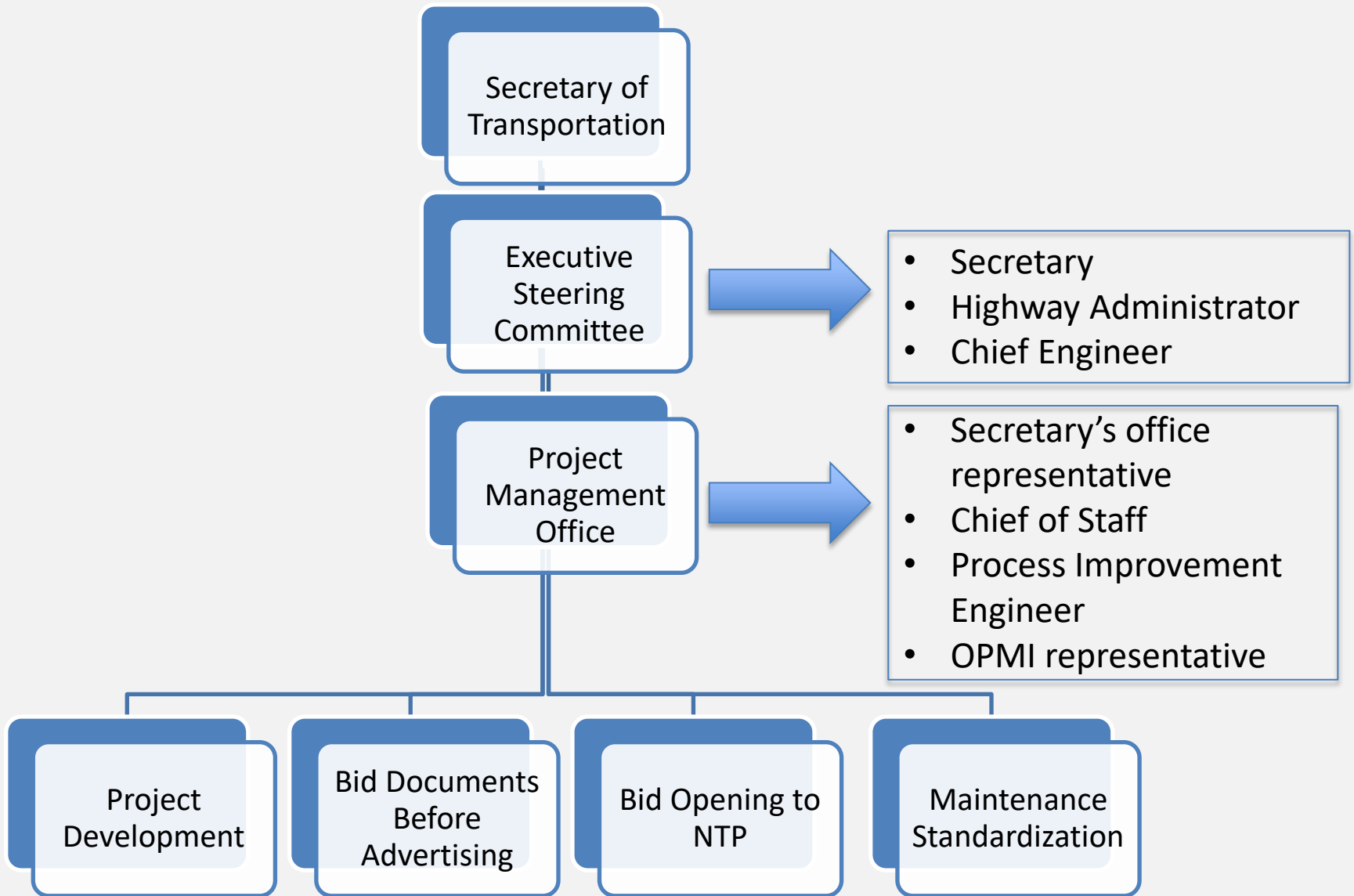


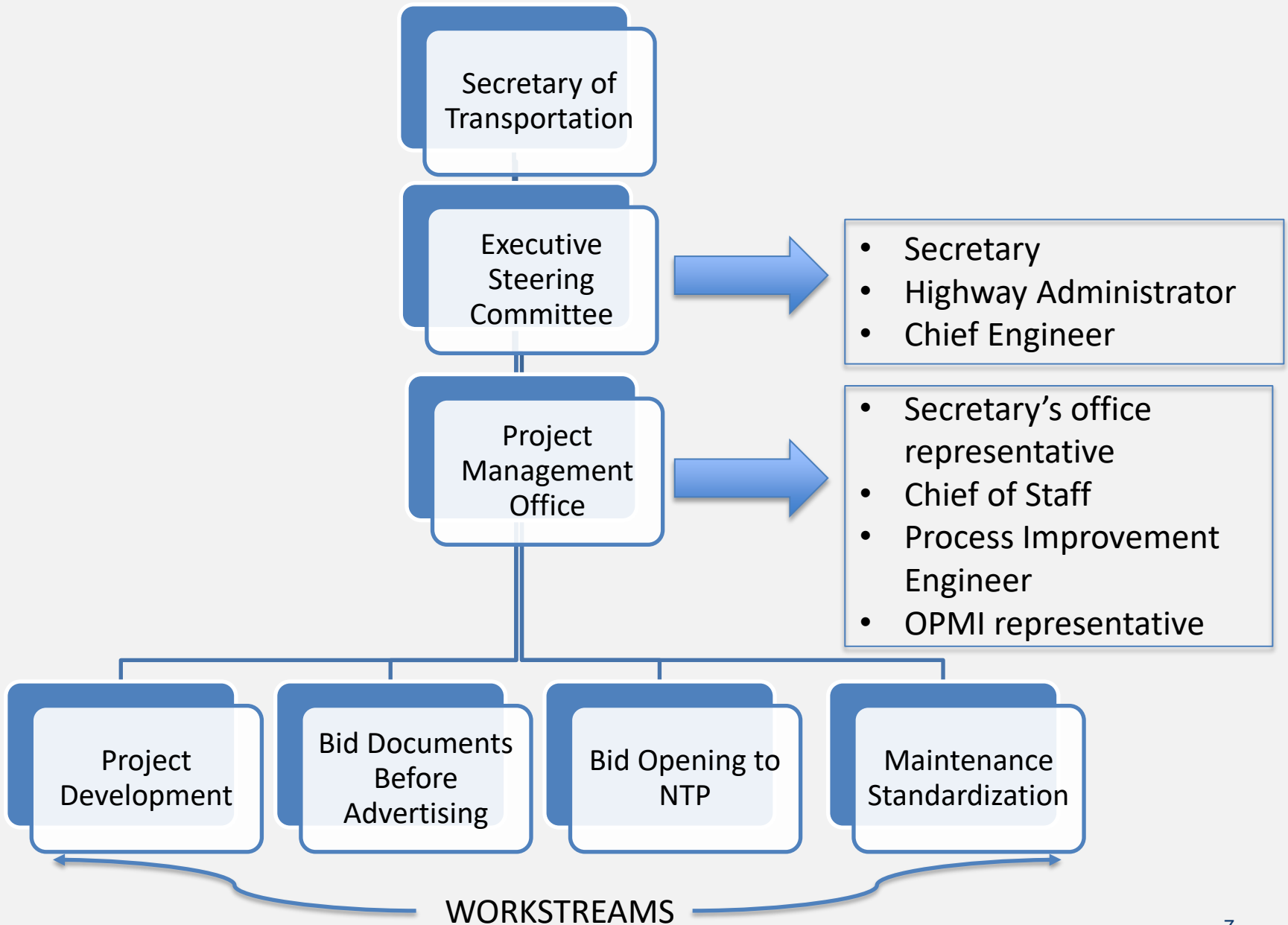
Maintenance Standardization

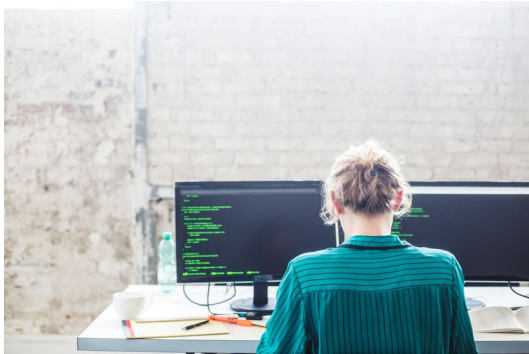
Organizational Structure









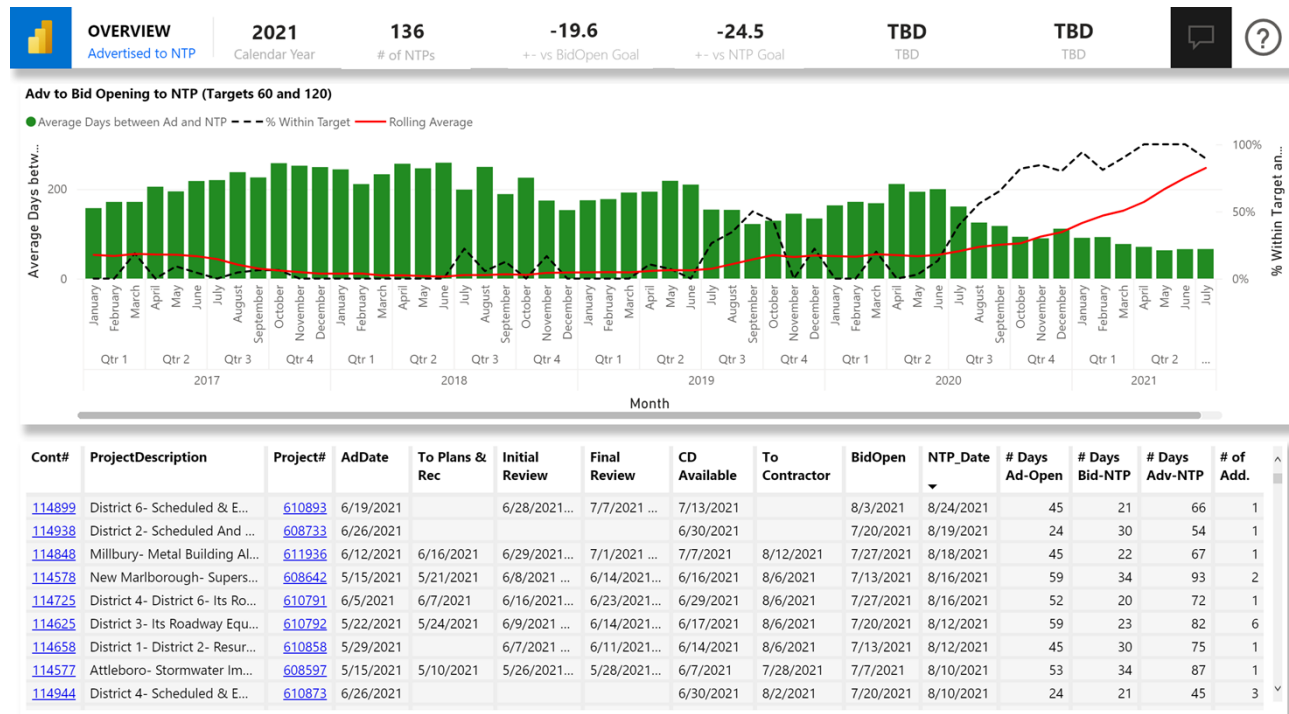


The Workstreams used the “Agile” methodology.

Agile methodology is a way to manage a project by breaking it up into several phases, or releases.

- Each release was 12 weeks long and had six 2-week cycles. Once the work began, Workstreams cycled through a process of planning, executing, and evaluating.
- The Project Development, Bid Opening to NTP, and Maintenance Standardization Workstreams have moved to a monitoring phase.
- Currently, the BDPA Workstream is in Release 7, Cycle 1.

All workstreams used data and dashboards to maintain direct ties to the overarching project goal of 120 days from Advertisement to Construction NTP.



Workstream Lead – Marie Rose

- Owns the Product Backlog
- Sets the priorities, provides direction and ensures Scrum Team working on the appropriate tasks/goals from the business perspective

Scrum Master/Workstream Coordinator – Koby Lemrise

- Coach/fixer/gatekeeper
- Manages process

The Scrum Team/Workstream Team

- Problem Solvers
- Decide how work is arranged and distributes assignments

Stakeholders/Consultants

- Observes team's progress
- Advises Workstream Lead and Scrum Master

Project Development

Goals:

- Aggressively monitored adherence to our established Federal Fiscal Year Advertising Schedule.
- Developed a meaningful project development pipeline.

Bid Documents Before Advertising (BDBA)

Goals:

- Establish process for FFY22 projects to have CDSP ready the Wednesday after newspaper advertisement for all projects, excluding Vertical Construction and Design Build.
- For FFY 21, Ensure Ad to Bid duration is maintained at no more than 60 Days.



Bid Documents Before Advertising Workstream Members

- Marie Rose – Director of Project Management
- Larry Cash – Project Management
- Dave Shedd – Project Management
- Shahpar Negah – Project Management
- Eric Cardone – Specifications
- Joanne Ruddy - Specifications
- AJ Nunes – Construction
- Koby Lemrise – Highway Design
- Jeff Hoynoski – District 2
- Hung Pham – Environmental
- Lois Parker Carmona – Highway Division Consultant

Bid Opening to NTP

Goals:

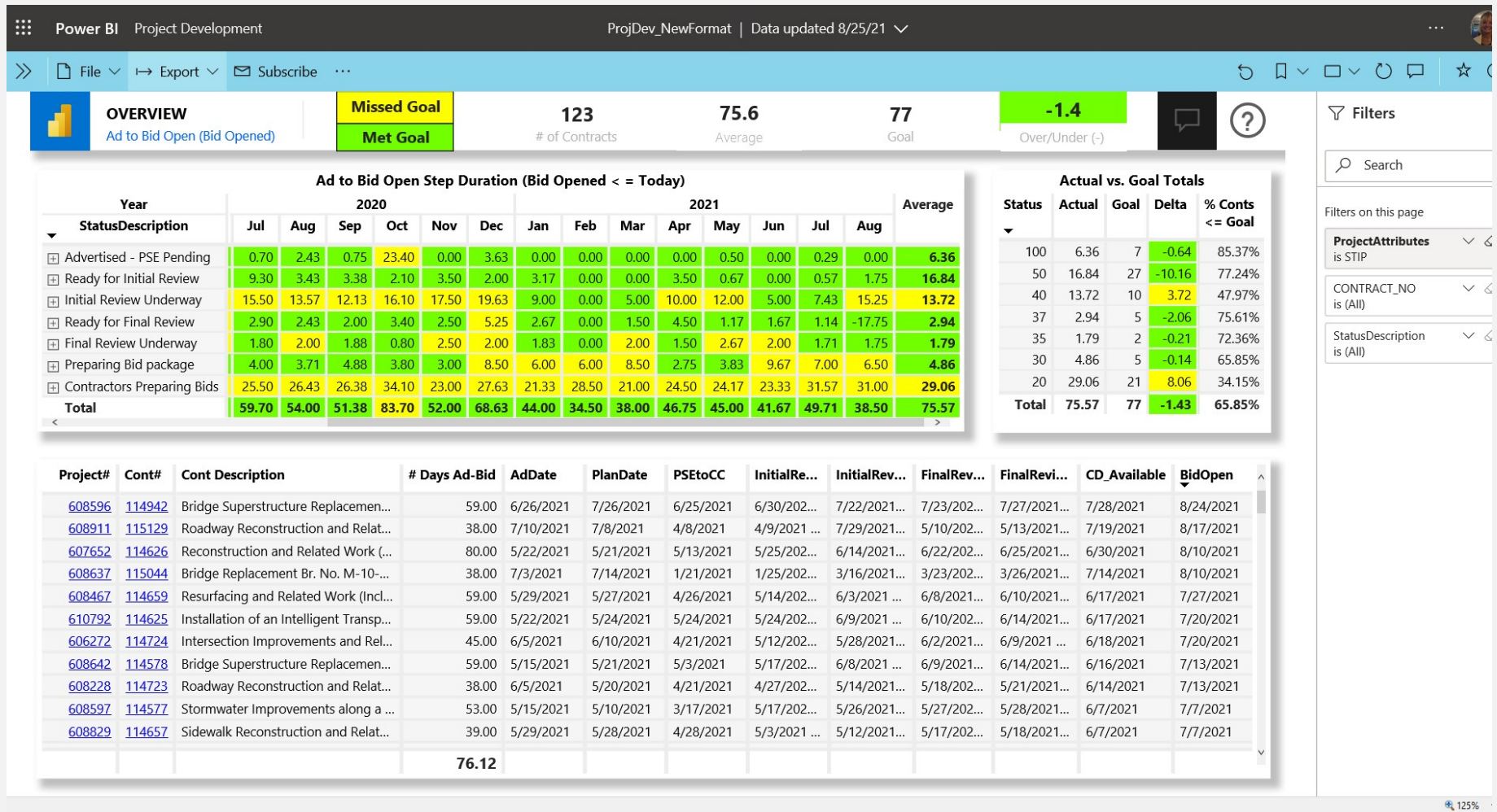
- **Triaged Contractor's bid packages in the Bid-to-NTP process to address impediments in progress and keep majority below 60-day goal.**
- **Reduced the amount of time for ODCR approval.**

Maintenance Standardization

Goals:

- **Implemented Standardized Maintenance Contracts for various location maintenance contracts.**
- **This standardization eliminates the need for initial reviews and increases Spec Reviewers capacity– helping to reach the goal of 120 days.**

Power BI – Ad to Bid Opening History – 08/25/21



Advertisement and Bid Opening Days of the week

Activity	Day of the week	Reason
Ad in newspaper	Saturdays	MassDOT policy, can be changed but gives 2 days after ad approval for adding contract number
Ad in Central Register	Wednesdays	State Regulation – 950 CMR 21.00
Bid Opening	Tuesdays	CIM Recommendation





CONCLUSIONS:

Keep ad in newspaper on Saturday; this gives Specs adequate time to add the contract number (generated by CMS) and Wage Rates.

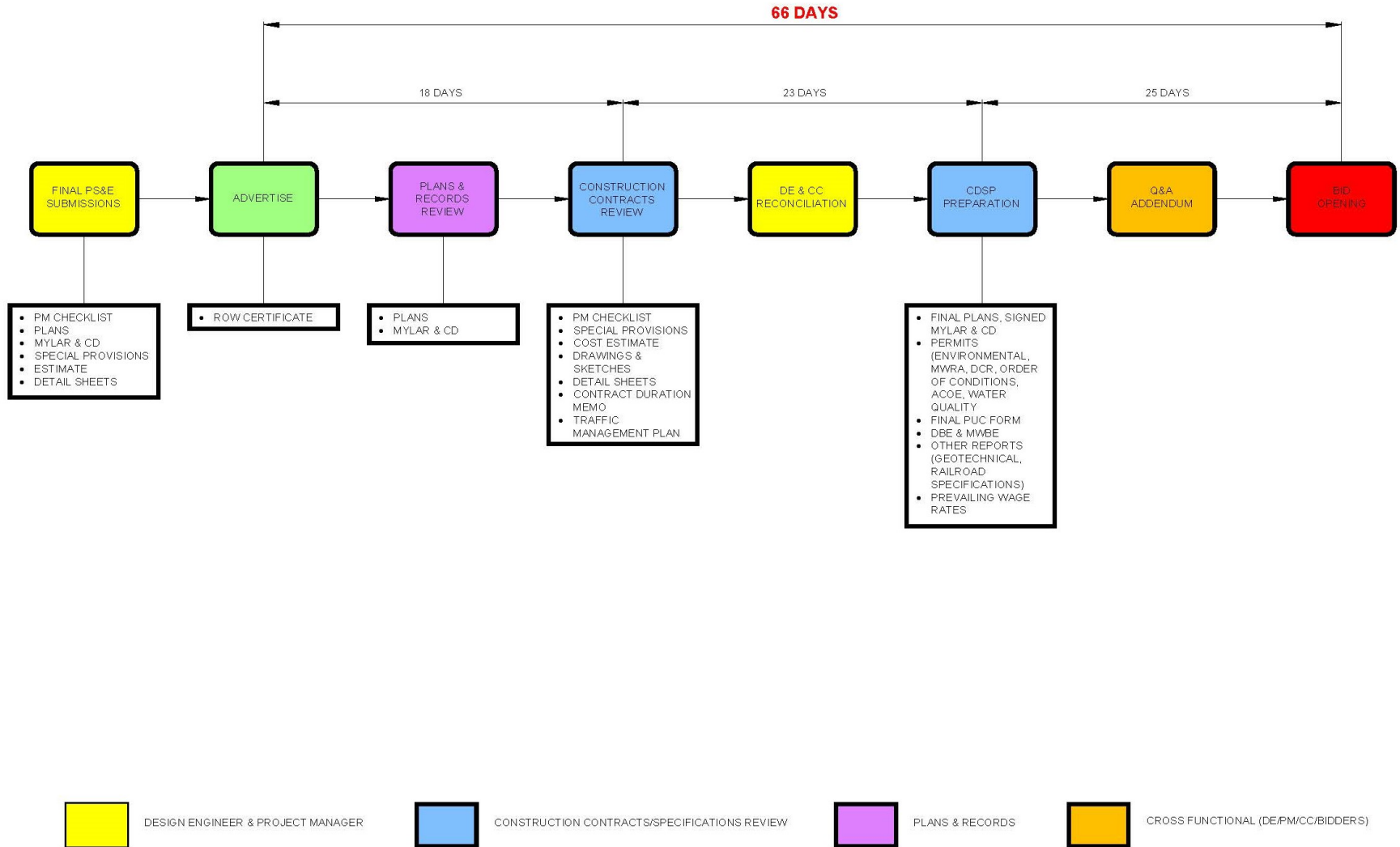
Keep ad in Central Register on Wednesday (State law)

The Wednesday date is the official advertisement date, and when the “clock starts ticking”.

Keep bid opening date of Tuesdays at the request of CIM (Construction Industries of Massachusetts).

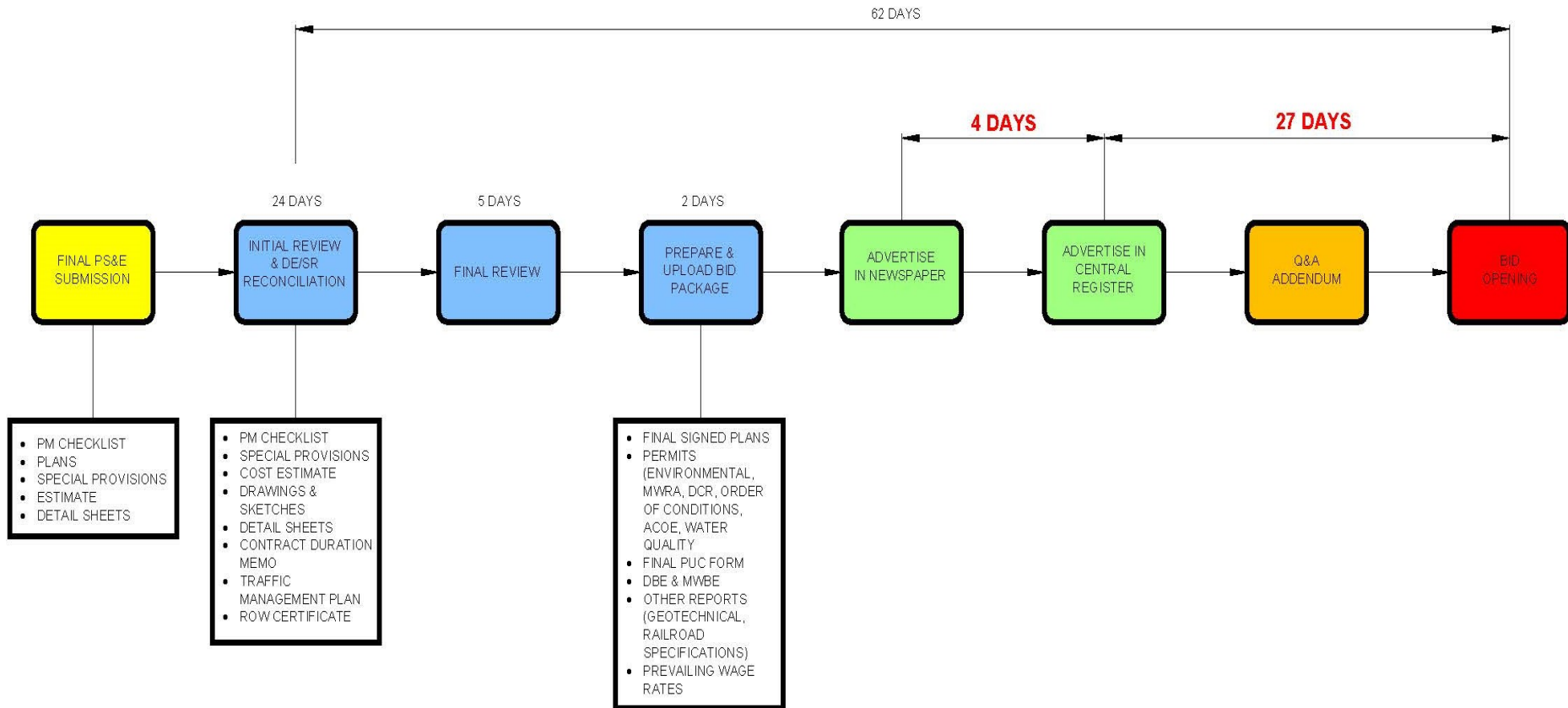
Strive to issue the CDSP on the Wednesday date so that the ad to bid opening will be reduced to a 31-day average.

AD - BID CURRENT STATE (FFY 20 - PRESENT) (ADVERTISE TO BID OPENING = 66 DAYS)



AD - BID FUTURE STATE (FFY 22 & BEYOND)

(ADVERTISE TO BID OPENING = 31 DAYS)



EXAMPLE TIMELINE FOR AN FFY 2022 PROJECT



S	M	T	W	T	F	S	OCTOBER
					1	2	
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	
31							

S	M	T	W	T	F	S	NOVEMBER
	1	2	3	4	5	6	
7	8	9	10	11	12	13	
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	
28	29	30					

Ad in newspaper:

October 9th

CDSP issued

October 13th

Bid opening:

November 9th

Ad to bid opening: 31 days

Questions?

