

**GREEN LINE EXTENSION PROJECT  
STEERING COMMITTEE MEETING  
OCTOBER 6<sup>TH</sup>, 2011**

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The meeting was called to order at approximately 3:15 p.m.

**ATTENDEES**

- See Attached Attendance Register

**PURPOSE**

- David Mohler, MassDOT Director of Planning, stated that the purpose of the Steering Committee is to explore options to expedite the project, including incremental phases.

**PROJECT PHASING**

- Mary Ainsley, MBTA Senior Project Manager for the Green Line Extension project provided an overview of the project scope of work/construction plan, and an overview of existing conditions.

**BASELINE SCHEDULE**

- Michael McBride, HDR/Gilbane Program Manager, stated that the baseline schedule assumes the Federal Transit Administration (FTA) will issue the “Finding of No Significant Impact” (FONSI) by the end of this year. This is what is holding up the property acquisition start. He also reported that the schedule assumes 2 years for real estate acquisition and relocation which is the longest time frame expected for any one property. There may be cases that it is shorter than that and we would be ready with the DB team award earlier than the 2 years.
- Mr. McBride also pointed out that the project schedule contingency is based on the risk analysis performed by the HDR/Gilbane team, which projects a range of outcomes based on the level of risk.

**PROJECT PHASING**

- Michael McBride stated that the priority is to get something into construction as soon as possible, (Fall of 2012) with a focus on the Phase I Early Bridge Work (Medford Street Bridge and Harvard Street Bridge). Goal would be to get construction to begin on the Lechmere to Washington Street and Union Square segments of the Green Line Extension, ASAP with a projected end date of end of 2016, with completion of the rest of the service between 2018 and 2019.
- Michael McBride pointed out that the General Manager/General Contractor (GMGC) model allows the project to be contracted for on an incremental basis, provides flexibility and allows work to proceed prior to the completion of the property acquisition and relocation. He stated that the 30% design of the entire program is ongoing and the Phase I work is currently being designed to a 100% level. The scope of the Phase I work was presented as follows:
  - ✓ Reconstruct and widen the Harvard Street Rail Bridge
  - ✓ Reconstruct and widen the Medford Street Rail Bridge
  - ✓ Demolish one MBTA-owned building (21 Water Street)
  - ✓ Relocate railroad tracks
  - ✓ Build retaining and noise walls adjacent to Harvard Street Rail Bridge
  - ✓ Drainage work
  - ✓ Utility Relocation
  - ✓ Traffic Management
  - ✓ Environmental Inspection/Testing

## **PHASE I RISKS**

Michael McBride presented the following Phase I risks:

- Proceeding in advance of New Starts Funding
- Coordination of track and signal relocation
- Working adjacent to active commuter rail operations
- AT&T Fiber Optic Conduits
- Coordination with adjacent property owners
- Drainage issues at Harvard Street

## **PHASES II & IIA (Construction Start: 2013-Construction End: End of 2016)**

Michael McBride presented the following relative to Phases 2 & 2A:

- Service from Lechmere to Washington Street, including the Washington Street Rail Bridge Reconstruction
- Union Square Station
- Real Estate Acquisitions
- Green Line Tracks and Viaducts
- Construct three new stations
- Replace vehicle storage facility
- Viaduct and track work
- Substation and Systems work
- New Lechmere Station at Bus Facility
- Washington Street Station

## **CMGC**

Michael McBride pointed out that MBTA approval of the CMGC delivery system would require obtaining legislative approval, a MBTA Board vote (January 2012), with a subsequent sign-off by the Inspector General (February 2012). The MBTA and team would then take six months to solicit proposals and select a team for Design and a bit longer for the CM/GC Contractor. Using this delivery system, it is felt that the Phase II/IIA portion of the project could begin revenue service by the end of 2016. He highlighted the following key tasks associated with the CMGC delivery system:

- ✓ MassDOT is preparing language for insertion into the legislative Bond Bill.
- ✓ MassDOT is preparing the CMGC Process and Procedures for the Longfellow Bridge in conjunction with the Inspector General's office. The presumption is that this material can be used for the Green Line Extension Project.
- ✓ The MBTA is preparing the Green Line Extension Approval Package for submission to the MassDOT Board

## **PHASE II RISKS**

Michael McBride presented the following risks associated with Phase II/IIA.

- Coordination with North Point Developer and City of Cambridge regarding Lechmere
- Resolve O'Brien Highway redesign and construction
- Partial property takings
- Resolve environmental issues
- Access/Egress at Washington Street Station and Coordination of Community Paths at Washington Street and Union Square
- Utilities and drainage
- Coordination with the City of Somerville's Long-Term Development Plan
- Property acquisitions at Union Square
- Traction power
- Working adjacent to active Commuter Rail

### **PHASE III MAINTENANCE FACILITY AND STORAGE YARD**

Michael McBride presented the following scope of work for the Maintenance Facility and Storage Yard.

- Demolition and site clean-up
- Construct new facility, Yard and systems
- Provide storage for 76 vehicles
- Construct Transportation Building
- Construct Maintenance of Way Building
- Construct Employee Parking and Deck
- Some of the associated risks are: (1) Taking of the Walker Building, parking lot, and vacant building; (2) Drainage at site; (3) Soil/Site Clean Up.

### **PHASE IV SERVICE TO COLLEGE AVENUE STATION**

Michael McBride presented the following scope of work for Phase IV.

- Remainder of Phase I Bridges
- Construct retaining walls/Noise walls
- Move Commuter Rail
- Construct four stations and four bridges
- Utilities and Drainage
- Substation/Systems
- Roadway and Pedestrian Improvements

### **FTA UPDATE**

Michael McBride presented the following update on where things stand with the FTA.

- The project is still in advanced conceptual design and is proceeding to obtain approval to enter the P/E phase.
- The EA has been distributed and the Public Hearing will be held on October 20<sup>th</sup>.
- FTA has given initial concurrence to separate the Phase I Bridge Package from the rest of the project, as a fully state funded package.
- FTA has given initial concurrence that the CMGC delivery system would mitigate risk and is a recognized project delivery method for consideration on this project. Further discussions are ongoing.
- The next meeting with FTA is October 7<sup>th</sup>.

### **QUESTIONS/COMMENTS**

- Are there criticisms of this process that might evolve during the legislative process? There may be pushback from certain contractors because it is a new procurement style, and some firms have assembled teams in anticipation of Design/Build, so contractors are not familiar with CMGC. Also, there may be some criticism or perception that using this model may not generate the lowest bid. It is also important to note that this delivery system may or may not reduce the schedule, but in comparison to D/B it does reduce the risk associated with certain items like property acquisition and relocation.
- Will the CMGC report to the HDR/Gilbane project team? The CMGC will be under contract directly to the MBTA, but the HDR/Gilbane team will manage the CM/GC.

- What are the specifics of the HDR/Gilbane selection process? The selection process will involve the following:
  - ✓ A separate design contract, and separate CM/GC contract with MBTA
  - ✓ A series of interim GMP's Associated with individual construction scopes of work
  - ✓ An initial pre-construction professional services type contract. (with some particular items, hard bid, some negotiated)
  - ✓ Through construction, three estimates will be developed and negotiated into Interim GMP's,
- Is there any potential for early traffic work? Such as the College Avenue right turn? It does not make sense to get out in front of station construction. However, it may be possible to combine station and bridge work to shorten the schedule for work at each location. The current focus is to complete the Phase I design and get it out to bid, while continuing to focus on completing the design work for the other phases.
- It would be helpful if MassDOT, the MBTA and the project team provide some bullet points that can assist legislators in addressing questions that might be raised by other legislators related to the CMGC delivery system. Michael McBride indicated that the team is just beginning to prepare information for the MassDOT Board, and this information can also be shared with the Steering Committee.
- The City of Medford wants further discussion on interim traffic management during the construction of the College Avenue Bridge.
- Can the Maintenance Facility Design be done separately to shorten the schedule and advance the project? The maintenance facility design is not the critical path, at this time it is the property acquisitions and relocation which is now held up by FTA receipt of the FONSI.
- What is involved in relocating the commuter rail tracks? The process of working around the commuter rail tracks and operations is very complex is limited in hours and access and it will be very challenging to keep the trains running while construction is underway. Our contractor will do the main track relocations but the tie-ins and signals have to be done by the rail operator.
- What is the status of new cars for the Green Line Extension? The new cars have not yet been worked into the plan. The plan is to add them on an incremental basis. Additionally, some existing cars may be rehabbed before any new cars are purchased.
- How will Route 16 be phased into this project? The Route 16 project is not part of the Steering Committee's work.

The meeting adjourned at approximately 5pm.

10/06/11

Steering Committee

Attendance

Mary Ainsley (MBTA)

Karen Arpino-Shaffer (HDR/Gilbane)

Wally DeGugliemo (Sen. DiDomenico's Office)

Lauren Di Lorenzo (City of Medford)

Kate Fichter (MassDOT)

Bob Fitzpatrick (Sen. Jehlen's Office)

Raffi Freedman-Gurspan (Rep. Sciortino's Office)

Mike Izzo (HDR/Gilbane)

Beverly Johnson (Bevco)

Ken Krause (MGNA)

Jon Lenicheck (Congressman Capuano's Office)

Rafael Mares (CLF)

Janice Martin-Bergeron (HDR/Gilbane)

Michael McBride (HDR/Gilbane)

David Mohler (MassDOT)

Hayes Morrison (City of Somerville)

Ellin Reisner (STEP)

Jeffrey Sarin (MBTA)

Carl Sciortino (State Representative)

Tim Snyder (Rep. Toomey's Office)