

# DRAFT GLX 90 Day PLAN

1.20.16

# Conditions to be met for GLX Project to Proceed

- Undertaking **value engineering and redesign** to substantially reduce the cost of delivering the project while maintaining its core functionality;
- Developing a **re-procurement strategy** that will ensure that a reliable cost estimate, viable cost reduction strategies, and appropriate risk allocation will be incorporated into the GLX project going forward;
- Putting in place **new project management** both within the MBTA and for needed outside professional services contracts; and
- Limiting additional Commonwealth funding and instead focusing on obtaining any needed **additional funding from other sources** such as the Boston Metropolitan Planning Organization, and the municipalities, landowners, and developers benefitting from the project.

# Objective of the next 90 days

- Pursuant to the Board's directive on 12/14/15, MassDOT and the MBTA are working together to develop and execute a 90 day plan that will deliver a recommendation on how to proceed with the project.

# The 90 day Plan will focus on Five areas

- Redesign/Re-estimating
- Project Controls
- Revenue
- Procurement
- Stakeholder Engagement

# Draft Timeline

1/25/16

Redesign and budget estimate

4/7/16

Revised Cost and schedule

5/6/16

Revised Finance Plan

5/11/16

Reprocure YES/NO

If YES, Reprourement

# GLX Project Interim Leadership

Interim PM  
Jack Wright, PE  
(Weston & Sampson)

Design/Estimate  
Manager  
John Karn  
(ARUP)

Project Controls  
Manager  
Matthew Poirer  
(Keville)

Stakeholder  
Engagement  
Interim Manager  
Kate Fichter

Revenue  
Interim Manager  
David Mohler

Procurement  
Interim Manager  
Jamey Tesler

# GLX Interim Project Manager

## Objective:

To manage the development of the GLX project and the transition from the current project status to the re-design project.

Task	Start Date	End Date
Identify and transition MBTA PM to manage construction contracts	12/09/15	DONE
Hire Interim Project Manager	12/28/15	1/25/16
Select and Hire executive search firm for permanent PM	01/01/16	DONE
Develop project organizational structure	01/01/16	1/25/16
Hire permanent PM, if needed	01/04/16	05/31/16
Enter into transition/close-out agreements with professional service firms	12/09/15	ONGOING
Review and evaluate real estate acquisition agreements/contracts	01/01/16	TBD
Disposition of 100 Summer street	01/01/16	03/25/16
Obtain Board vote of approval for work orders executed in accordance with existing authorization levels	01/01/16	TBD
Transfer of project records from PM/CM	01/01/16	02/15/16
Evaluate current IGMP contracts for scope reduction/augumentation if GLX cancelled	01/01/16	5/31/16

# Redesign

Objective: Evaluate the potential areas of costs savings in an effort to produce a redesigned project consistent with the project benefits, scope and functionality articulated in the Full Funding Grant Agreement, and fits within available funding.

Task	Start Date	End Date
Confirm Engineer of Record	12/10/15	05/31/16
Confirm redesign lead	12/28/15	01/25/16
Confirm structure for redesign process	01/08/16	1/26/16
Develop the Redesign project	01/11/16	5/4/16
Coordination with FTA to ensure redesign and re-scoping remain consistent with FFGA	02/05/16	ONGOING 4/4/16
Build reliable cost estimates for different redesign options and develop new program budget	01/01/16	TBD
Manage development of new means and methods (strategic closures of Lowell and Fitchburg lines) for cost improvement	01/01/16	ONGOING 4/4/16



# Project Controls

Objective: To monitor and track progress of re-design efforts. Revise current program schedule to reflect re-design and re-procurement effort with the resultant commercial revised operation date(s).

Task	Start Date	End Date
Establish budget for 90 day plan for ongoing work through completion	01/01/16	2/29/16
Implement project controls to minimize ongoing spending consistent with all potential redesign options	01/01/16	5/4/16
Complete detailed sunk cost analysis	01/11/16	2/29/16
Prepare draft finance plan for submission to FTA (if board authorizes continuation of project at end of 90 days)	03/01/16	5/4/16
Monitor AECOM/HNTB on construction phase services	01/01/16	ONGOING

# Revenue

Objective: To secure additional revenue from non-state sources.

Task	Start Date	End Date
Potential Reprogramming of Boston MPO funds from GLX phase 2 to core GLX project	04/29/16	05/31/16
Potential revenue MOU with city of Cambridge	04/01/16	05/31/16
Potential revenue MOU with city of Somerville	04/01/16	05/31/16
Potential agreements with other project partners on revenue/cost shifting (TUFTS/DVICO; US2)	04/01/16	05/31/16

# Procurement

Objective: To evaluate and propose a new procurement approach to include a complementary project management/professional services, if on 5/11 the Joint Boards determine to proceed with revised GLX project.

Task	Start Date	End Date
Select consultant to advise on re-procurement process and delivery terms	01/18/16	01/29/16
Develop recommendations for procurement methodology	01/29/16	2/29/16
Develop and release RFQ package for selected methodology	01/29/16	TBD
Release RFQ for PM/CM services	01/01/16	2/29/16
Consult with and receive necessary approvals from Inspector General	03/01/16	05/31/16

# Stakeholder Engagement

Objective: To engage and share information with project stakeholders while building patronage throughout the project.

Task	Start Date	End Date
Develop and implement engagement strategy for GLX Working Group	01/01/16	04/01/16
Develop and implement legislative engagement strategy	01/01/16	04/01/16
Develop and implement community engagement strategy	01/01/16	04/01/16
Develop and implement Advocacy Group engagement strategy	01/01/16	04/01/16
Stakeholder review of redesign options	01/01/16	TBD
Manage GLX website and email box	01/01/16	04/01/16
Submit project status letter to FTA	01/01/16	01/20/16

# Board Actions

**1/11/16:** Board authorization of GLX Contracts

**1/20/16:** Review revised GLX 90 day Plan

**1/25/16:** Authorization to enter into contractual agreements with firms to provide an Interim Project Manager, Re-design services and Project Control services.