## PREFERRED SOLUTION UPDATED PROJECT SCHEDULE

NE Metro - Master	Project Schedule		PMA Layout_1	21-Dec-20 15:22
Activity ID	Activity Name	Original Start Duration	Finish	Total Float
NIE Matua	Master Breitart Calcadula			Float
	- Master Project Schedule			
OPM Sel	ection		,	
A1000	PMA Interview	1 27-Jun-19 A	27-Jun-19 A	PMA Interview
A1010	OPM Selection Period	27 27-Jun-19 A	05-Aug-19 A	OPM Selection Period
A1380	MSBA OPM Review Panel	1 05-Aug-19 A	05-Aug-19 A	I MSBA OPM Review Panel
A1020	Contract Negotiation	3 05-Aug-19 A	08-Aug-19 A	Contract Negotiation
A1390	PMA Contract Executed	1 08-Aug-19 A	08-Aug-19 A	I PMA Contract Executed
Designe	r Selection			
A1030	OPM Draft Designer RFS & Send DRAFT to District	10 05-Aug-19 A	16-Aug-19 A	■ OPM Draft Designer RFS & Send DRAFT to District
A1430	District Approve Designer RFS	5 28-Aug-19 A	03-Sep-19 A	District Approve Designer RFS
A1040	MSBA Approve Designer RFS	8 04-Sep-19 A	13-Sep-19 A	MSBA Approve Designer RFS
A1060	Designer RFS Advertisements	5 03-Oct-19 A	09-Oct-19 A	■ Designer RFS Advertisements
A1470	Designer Site Visit	1 16-Oct-19 A	16-Oct-19 A	Designer Site Visit
A1050	Designer RFS Response Period	21 09-Oct-19 A	06-Nov-19 A	Designer RFS Response Period
A1070	Evaluate Responses & Submit to MSBA	6 07-Nov-19 A	14-Nov-19 A	Evaluate Responses & Submit to MSBA
A1080	Designer Selection Panel Mtg #1	0	06-Dec-19 A	♦ Designer Selection Panel Mtg #1
A1090	Designer Selection Panel Mtg #2	0	17-Dec-19 A	♦ Designer Selection Panel Mtg #2
A1100	Negotiate & Execute Contract	17 18-Dec-19 A	09-Jan-20 A	Negotiate & Execute Contract
Prelimin	ary Design Program	· · · · · ·		
A1110	School Dept Develop DRAFT Education Program	126 09-Aug-19 A	31-Jan-20 A	School Dept Develop DRAFT Education Program
A1130	Evaluation of Existing Conditions	31 10-Jan-20 A	21-Feb-20 A	Evaluation of Existing Conditions
A1190	Education Program Refined with Designer Input	21 03-Feb-20 A	02-Mar-20 A	■ Education Program Refined with Designer Input
A1120	Draft Initial Space Summary	10 24-Mar-20 A	06-Apr-20 A	■ Draft Initial Space Summary
A1140	Establish Site Development Requirements	5 31-Mar-20 A	29-May-20 A	Establish Site Development Requirements
A1150	Preliminary Evaluation of Alternatives	20 07-Apr-20 A	23-Jul-20 A	Preliminary Evaluation of Alternatives
A1160	Compile & Submit PDP to MSBA (target Aug 14, 2020)	3 11-Aug-20 A	13-Aug-20 A	Compile & Submit PDP to MSBA (target Aug 14, 2020)
A1200	Final Review & Acceptance of Education Program	15 03-Mar-20 A	13-Aug-20 A	Final Review & Acceptance of Education Program
A1220	SBC Approval of PDP Alternatives (target Aug 13, 2020)	1 13-Aug-20 A	13-Aug-20 A	SBC Approval of PDP Alternatives (target Aug 13, 2020)
A1210	Cost & Schedule Analysis of PDP Alternatives	31 01-Jul-20 A	14-Aug-20 A	Cost & Schedule Analysis of PDP Alternatives
A1170	MSBA Review Period	21 14-Aug-20 A	16-Oct-20 A	MSBA Review Period
A1180	Respond to MSBA Review Comments	12 19-Oct-20 A	30-Oct-20 A	Respond to MSBA Review Comments
Preferre	d Schematic Report			
A1230	Evaluation of Existing Conditions (Phase II Exploration)	30 17-Aug-20 A	09-Dec-20 A	Evaluation of Existing Conditions (Phase II Exploration)
A1240	Final Evaluation of Alternatives	40 17-Aug-20 A		Final Evaluation of Alternatives
A1250	Identification and Development of Preferred Solution	23 09-Nov-20 A		Identification and Development of Preferred Solution
A1260	Local Actions and Approvals (Dec 10, 2020 SBC Mtg)	1 10-Dec-20 A	10-Dec-20 A	Local Actions and Approvals (Dec 10, 2020 SBC Mtg)
A1310	Compile and Submit PSR [Dec 29, 2020 Deadline]	13 11-Dec-20 A	24-Dec-20*	9 Compile and Submit PSR [Dec 29, 2020 Deadline]
		1.	J.	
Actual W			Page 1 of 5	PMA Consultants
Remainir	ng Work ◆ Milestone			

NE Metro - Master F	Project Schedule		PMA Layout_1		21-Dec-20 15:22
Activity ID	Activity Name	Original Start Duration	Finish	Total Float	
A 1200	MCDA DCD Deview Devied		44 lon 24		m MSBA PSR Review Period
A1280	MSBA PSR Review Period	21 25-Dec-20	14-Jan-21	14	MSBA Facilities Assessment Subcommittee [Jan 13, 2021 or Jan 20, 2021]
A1290	MSBA Facilities Assessment Subcommittee [Jan 13, 2021 or Jan 2	1 20-Jan-21*	21-Jan-21	0	Response to MSBA PSR Review Comments Due
A1300	Response to MSBA PSR Review Comments Due	14 15-Jan-21	28-Jan-21	14	◆ MSBA Board of Directors Approval of PSR [Feb 11, 2020 estimated]
A1270	MSBA Board of Directors Approval of PSR [Feb 11, 2020 estimated]	0	11-Feb-21*	0	₩ WODA Board of Directors Approval of 1 STC[1 eb 11, 2020 estimated]
	ic Design				
A1400	Schematic Estimate Set Due	0	12-May-21	0	◆ Schematic Estimate Set Due
A1410	Schematic Estimating Period	15 12-May-21	02-Jun-21	0	Schematic Estimating Period
A1320	Schematic Design Period (early start @ risk after FAS)	99 21-Jan-21*	09-Jun-21	0	Schematic Design Period (early start @ risk after FAS)
A1420	Estimate Reconcilation & Value Engineering	5 02-Jun-21	09-Jun-21	0	Estimate Reconcilation & Value Engineering
A1480	SBC Meeting for VE & Approval of SD (6/10/21 target)	1 10-Jun-21*	10-Jun-21	0	SBC Meeting for VE & Approval of SD (6/10/21 target)
A1330	Compile and Submit SD to MSBA [July 7, 2021 deadline]	19 11-Jun-21	07-Jul-21*	0	■ Compile and Submit SD to MSBA [July 7, 2021 deadline]
A1340	MSBA Review Period	21 08-Jul-21	28-Jul-21	7	MSBA Review Period
A1350	Respond to MSBA Review Comments	14 29-Jul-21	11-Aug-21	14	Respond to MSBA Review Comments
A1370	Negotiate PS&B / Project Funding Agreement	15 28-Jul-21	18-Aug-21	5	■ Negotiate PS&B / Project Funding Agreement
A1360	MSBA Board Approval of Project Scope and Budget [Aug 25, 2021	0	25-Aug-21*	0	◆ MSBA Board Approval of Project Scope and Budget [Aug 25, 2021 estimates]
DESE St	ubmittal				
A2620	Schematic Design DESE Submittal (July 7 deadline)	23 07-Jun-21	07-Jul-21	10	☐ Schematic Design DESE Submittal (July 7 deadline)
A2630	DESE Review Period (21 calendar days)	21 08-Jul-21	28-Jul-21	14	DESE Review Period (21 calendar days)
A2640	DESE Supplement - Provide add'l info if requested	10 28-Jul-21	11-Aug-21	10	DESE Supplement - Provide add'l info if requested
OIG CMA	AR Approval				
A2940	PMA Submit Application to OIG	33 18-Dec-20	02-Feb-21	1	■ PMA Submit Application to OIG
A2950	OIG Review & Approval Period	20 03-Feb-21	02-Mar-21	1	<ul><li>OIG Review &amp; Approval Period</li></ul>
Project F					
A1440	Critical Community Outreach Period	102 09-Jun-21	29-Oct-21	0	Critical Community Outreach Period
A1450	Appropriation of Funds - Special Town Meetings (TBD)	39 01-Nov-21	23-Dec-21	0	Appropriation of Funds - Special Town Meetings (TBD)
A1460	Authorization of Borrowing - Ballot Vote (TBD)	39 01-Nov-21	23-Dec-21	0	Authorization of Borrowing - Ballot Vote (TBD)
Detailed l	<u> </u>				
A2570	LEED/CHPS Registration (After DD Estimate Set)	5 31-Mar-22	06-Apr-22	222	LEED/CHPS Registration (After DD Estimate Set)
A2580	LEED/CHPS Provisional Design Pkg Submittal (After 60% Estimate	10 14-Nov-22	25-Nov-22	65	LEED/CHPS Provisional Design Pkg Submittal (After 60)
	Development (Early Site Prep)	10 111101 ==			
A1630	DD Estimate Set (3/30/22)	69 24-Dec-21	30-Mar-22	0	DD Estimate Set (3/30/22)
A1870	DD Cx Review	10 31-Mar-22	13-Apr-22	26	DD Cx Review
A1640	DD Estimating	15 31-Mar-22	20-Apr-22	0	■ DD Estimating
A1660	DD Design & Constructibility Reviews	20 31-Mar-22	27-Apr-22	16	DD Design & Constructibility Reviews
A1650	DD VE & Reconciliation	19 21-Apr-22	17-May-22	0	■ DD VE & Reconciliation
A1670	DD Submission to MSBA (5/19/22)	23 19-Apr-22	19-May-22		DD Submission to MSBA (5/19/22)
A1680	DD MSBA Review Period	21 20-May-22	09-Jun-22	143	DD MSBA Review Period
711000	22 327 (Trotton Tottod	Z. Zo May ZZ	33 3411 ZZ	1 10	
Actual Wo			Page 2 of 5		PMA Consultants

	Project Schedule		PMA Layout_1		21-Dec-20 15:2
tivity ID	Activity Name	Original Start Duration	Finish	Total Float	
A1690	DD District Response to MSBA Review Comments	14 10-Jun-22	23-Jun-22	143	DD District Response to MSBA Review Comments
60% De	sign				
A1770	60% Estimate Set	126 20-May-22	11-Nov-22	0	60% Estimate Set
A1850	60% Cx Review	10 14-Nov-22	25-Nov-22	55	☐ 60% Cx Review
A1780	60% Estimating	15 14-Nov-22	02-Dec-22	0	■ 60% Estimating
A1800	60% Design & Constructibility Reviews	20 14-Nov-22	09-Dec-22	5	■ 60% Design & Constructibility Reviews
A1790	60% VE & Reconciliation	10 05-Dec-22	16-Dec-22	0	
A1810	60% Submission to MSBA	5 19-Dec-22	23-Dec-22	0	ι 60% Submission to MSBA
A1820	60% MSBA Review Period	21 24-Dec-22	13-Jan-23	28	□ 60% MSBA Review Period
A1830	60% District Response to MSBA Review Comments (in working day	14 14-Jan-23	27-Jan-23	28	60% District Response to MSBA Review Comments
90% De	sign (Early Foundation & Steel)			,	
A1700	90% Estimate Set (EARLY BID DOCUMENTS)	45 26-Dec-22	24-Feb-23	0	90% Estimate Set (EARLY BID DOCUMENTS)
A1710	90% Estimating	15 27-Feb-23	17-Mar-23	0	■ 90% Estimating
A1730	90% Design & Constructibility Reviews	20 27-Feb-23	24-Mar-23	24	90% Design & Constructibility Reviews
A1720	90% VE & Reconciliation	29 20-Mar-23	27-Apr-23	0	■ 90% VE & Reconciliation
A1740	90% Submission to MSBA	5 28-Apr-23	04-May-23	0	▮ 90% Submission to MSBA
A1860	90% Cx Review	10 05-May-23	18-May-23	56	g 90% Cx Review
A1750	90% MSBA Review Period	21 05-May-23	25-May-23	66	90% MSBA Review Period
A1760	90% District Response to MSBA Review Comments (in working day	0 26-May-23	26-May-23	66	ρ 90% District Response to MSBA Review Comm
100% D	esign				
A1840	100% Bid Package	66 05-May-23	04-Aug-23	0	100% Bid Package
A1880	100% Submission to MSBA	5 31-Jul-23	04-Aug-23	0	▮ 100% Submission to MSBA
Permitti	ng		-		
	MA Historical Commission				
A1610	Compile & Submit PNF to MHC @ PSR	10 12-Jun-20 A	25-Jun-20 A		Compile & Submit PNF to MHC @ PSR
A1620	MHC Review Period	20 26-Jun-20 A			MHC Review Period
	M @ Risk Approval	20 20 00 2071			
A2930	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability @ PSR
	ENF/EIR	0 10 000 20	24 000 20		
A2190	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability @ PSR
		3 10-Dec-20	24-Dec-20	9	
	ticle 97 Land Disposition Policy	5 40 Dec 20	24 Dag 20	0	Determination of Applicability @ PSR
A2650	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability & 1 Six
	P BWP Air Quality Program				. CC to Cubacit Notification 40 Days Dries to Everyation Start
A2840	GC to Submit Notification 10 Days Prior to Excavation Start	1 12-May-21	12-May-21	606	GC to Submit Notification 10 Days Prior to Excavation Start
MA DO	T Permitting				
A2660	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability @ PSR
	<u></u>				
Actual W	Vork Critical Remaining Work		Page 3 of 5		PMA Consultan

NE Metro - Master F	Project Schedule		PMA Layout_1		21-Dec-20 15:22
Activity ID	Activity Name	Original Start Duration	Finish	Total Float	
MA DDU				1	
<del> </del>	l Permitting	5 40 D 00	0.4.5		Determination of Applicability @ PSR
A2670	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability @ FSK
	Accessibility Variances		_		
A2680	Determination of Applicability @ SD	5 08-Jul-21	14-Jul-21	30	Determination of Applicability @ SD
Wetland	ls Protection Act NOI (310 CMR 10.00)				
A2870	Submit NOI @ 60% (BRP WPA Form 3) to Con Com and MA DEP	10 26-Dec-22	06-Jan-23	1064	
A2880	MA DEP Assignment of File Number	10 09-Jan-23	20-Jan-23	1064	MA DEP Assignment of File Number
A2890	Public Hearing to Solicit Public Comments	5 23-Jan-23	27-Jan-23	1064	
A2900	Public Comment Period (21 CDs)	15 30-Jan-23	17-Feb-23	1064	
A2910	Order of Conditions Issued	1 20-Feb-23	20-Feb-23	1064	Order of Conditions Issued
MA Offic	ce of Coastal Zone Mgmt (CZMA)				
A2920	Determination of Applicability @ PSR	10 18-Dec-20	31-Dec-20	94	Determination of Applicability @ PSR
Planning	g & Zoning				
A2820	Determination of Applicability @ PSR	10 18-Dec-20	31-Dec-20	94	Determination of Applicability @ PSR
MA DEP	Mass Contingency Plan (MCP)				
A2210	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability @ PSR
<u>                                 </u>	I Heritage Endangered Species Program	0 10 200 20	1 - 1 - 2 - 3		
A2220	Determination of Applicability @ PSR	5 18-Dec-20	24-Dec-20	9	Determination of Applicability @ PSR
	f Health Review	3 10-Dec-20	24-Dec-20	9	у долиния в принадами, в того
		5 00 1 104	44 1 1 04	00	Determination of Applicability @ SD
A2230	Determination of Applicability @ SD	5 08-Jul-21	14-Jul-21	30	Determination of Applicability @ 3D
Bidding					
CMAR					
A1910	CMAR RFQ Period	20 03-Mar-21	30-Mar-21	1	☐ CMAR RFQ Period
A1920	CMAR Shortlist & Interviews	20 31-Mar-21	27-Apr-21	1	☐ CMAR Shortlist & Interviews
A1980	CMAR Contract Executed	10 28-Apr-21	11-May-21	1	CMAR Contract Executed
PH1A Ea	arly Site				
A3000	Procurement of Early Site (DD Package)	25 20-May-22	23-Jun-22	115	■ Procurement of Early Site (DD Package)
PH1B Ea	arly Foundations/Steel	<u>,                                      </u>			
A3010	Procurement of Early Foundation/Steel (90% Package)	25 18-Dec-20	21-Jan-21	565	□ Procurement of Early Foundation/Steel (90% Package)
PH2 Nev	w Bldg (incl FSBs)		<u> </u>	<u> </u>	
A1890	Trade Prequal	20 19-Dec-22	13-Jan-23	104	□ Trade Prequal
A2360	Complete Prequal & Notify Prequalified Firms	20 16-Jan-23	10-Feb-23	104	0 14 5 10 10 10 10
A2140	Trade Prequal Bid Protest Schedule Contingency	20 13-Feb-23	10-Mar-23	104	T . D
A1900	Trade Bidding	25 04-Aug-23	07-Sep-23	0	— Toda Diddie s
Construc			•		
Actual Wo	ork Critical Remaining Work		Page 4 of 5		
Remaining	ng Work ◆ Milestone		3- / 0. 0		PMA Consultants

ctivity ID	Activity Name	Original Start Duration	Finish	Total	
		Duration		Float	
	A Early Site Prep				- FDA NDDEO National Bull to di Biochema Elimination O et
A2710	EPA NPDES National Pollutant Discharge Elimination System NOI	10 20-May-22	02-Jun-22	210	■ EPA NPDES National Pollutant Discharge Elimination Syst
A2740	SWPPP	10 20-May-22	02-Jun-22	210	SWPPP
A2960	Phase 1A Early Site Prep	80 24-Jun-22	13-Oct-22	115	Phase 1A Early Site Prep
Phase 1	B Early Foundations/Steel				
A2970	Phase 1B Excavation	40 27-Feb-23	21-Apr-23	19	Phase 1B Excavation
A2980	Phase 1B Foundations	60 27-Mar-23	16-Jun-23	19	Phase 1B Foundations
A2990	Phase 1B Steel	60 22-May-23	11-Aug-23	19	Phase 1B Steel
Phase 2	New Building				
A1930	Phase 2 New Building	451 08-Sep-23	30-May-25	0	Phase 2 New Build
A2010	Phase 2 Substantial Completion (5/30/25 Target)	1 30-May-25	30-May-25	0	Phase 2 Substantia
A2410	Phase 2 Commissioning	60 21-Apr-25	11-Jul-25	25	Phase 2 Commis
A2350	Phase 2 Punchlist	45 02-Jun-25	01-Aug-25	10	Phase 2 Punchli
A2020	Phase 2 FFE / IT / Move	55 02-Jun-25	15-Aug-25	0	Phase 2 FFE / I
A1940	Phase 2 Ready for Occupancy (08/18/25 Targetl)	1 18-Aug-25	18-Aug-25*	0	Phase 2 Ready
Phase 3	Abate/Demo/Site	'	'	'	
A2760	Phase 2 Owner Vacate Existing Building	30 02-Jun-25	11-Jul-25	0	■ Phase 2 Owner V
A2750	Phase 2 Abatement & Demolition	60 14-Jul-25	03-Oct-25	0	Phase 2 Abate
A2790	Phase 2 Final Site Improvements	170 06-Oct-25	29-May-26	0	Phase
A2800	Phase 2 Substantially Complete (5/29/26 Target)	1 29-May-26	29-May-26*	0	ı Phase
A2810	Phase 2 Punchlist	30 01-Jun-26	10-Jul-26	0	■ Phas
Closeout	t				
A2720	Complete 50% DCAM Evals	30 04-Oct-24	14-Nov-24	501	☐ Complete 50% DCAM Eva
A2730	Complete 100% DCAM Evals	30 01-Jun-26	10-Jul-26	100	□ Com
A1950	10 Month Warranty Walkthrough & Cx Inspection	5 13-Jul-26	17-Jul-26	80	I 10 M
A2560	GC Submits Request for Final Payment	15 20-Jul-26	07-Aug-26	80	□ GC
A2590	Final Cx Report Submission to MSBA w/ Certificate of Completion	20 20-Jul-26	14-Aug-26	95	_ Final
A2600	Submission of Final Reimbursement Request	20 10-Aug-26	04-Sep-26	80	□ Su
A1960	LEED Final Construction Package Submitted / Approved	120 13-Jul-26	25-Dec-26	0	
A1970	MSBA Financial Closeout	60 28-Dec-26	19-Mar-27	0	