

WATERTOWN MALL

550 ARSENAL STREET

WATERTOWN, MA

EXHIBIT NUMBER

ID	Task Name	Duration	Start	Finish	26 Mar	Qtr 2, 2026 Apr May Jun	Qtr 3, 2026 Jul Aug Sep	Qtr 4, 2026 Oct Nov Dec	Qtr 1, 2027 Jan Feb Mar	Qtr 2, 2027 Apr May Jun	Qtr 3, 2027 Jul Aug Sep	Qtr 4, 2027 Oct Nov Dec	Qtr 1, 2028 Jan Feb Mar	Qtr 2, 2028 Apr May Jun	Qtr 3, 2028 Jul Aug Sep	Qtr 4, 2028 Oct Nov Dec
0	Watertown Mall	433 days	Fri 3/20/26	Mon 12/6/27	Watertown Mall											
1	Preconstruction	319 days	Fri 3/20/26	Thu 6/24/27	Preconstruction											
2	2026 Budgeting	21 days	Fri 3/20/26	Fri 4/17/26	2026 Budgeting											
6	Bid Documents	63 days	Tue 4/21/26	Fri 7/17/26	4/21 Bid Documents											
7	RFP Issued	0 days	Fri 7/17/26	Fri 7/17/26	7/17 RFP Issued											
8	NEC Pricing and RFP Due Date	20 days	Mon 7/20/26	Fri 8/14/26	7/20 NEC Pricing and RFP Due Date											
9	RFP Submitted	0 days	Fri 8/14/26	Fri 8/14/26	8/14 RFP Submitted											
10	Client Review of Proposals and Interviews	5 days	Mon 8/17/26	Fri 8/21/26	8/17 Client Review of Proposals and Interviews											
11	Project Award - FNTF	0 days	Fri 8/21/26	Fri 8/21/26	8/21 Project Award - FNTF											
12	Project Kickoff Meeting	7 days	Mon 8/24/26	Tue 9/1/26	8/24 Project Kickoff Meeting											
13	Award Abatement/ Demo - Phase 1	7 days	Mon 8/24/26	Tue 9/1/26	8/24 Award Abatement/ Demo - Phase 1											
14	Contract Prep, Review and Execution	5 days	Mon 8/24/26	Fri 8/28/26	8/24 Contract Prep, Review and Execution											
15	Axiom PACM - Carters	28 days	Fri 9/11/26	Wed 10/21/26	9/11 Axiom PACM - Carters											
16	Axiom Testing for PACM (Carters)	10 days	Fri 9/11/26	Thu 9/24/26	9/11 Axiom Testing for PACM (Carters)											
17	ACM Pricing & Approval (Carters)	15 days	Fri 9/25/26	Fri 10/16/26	9/25 ACM Pricing & Approval (Carters)											
18	ACM Award (Carters)	3 days	Mon 10/19/26	Wed 10/21/26	10/19 ACM Award (Carters)											
19	Axiom PACM - Joyful Garden	16 days	Thu 6/3/27	Thu 6/24/27	6/3 Axiom PACM - Joyful Garden											
20	Axiom Testing for PACM (Joyful Garden)	5 days	Thu 6/3/27	Wed 6/9/27	6/3 Axiom Testing for PACM (Joyful Garden)											
21	ACM Pricing & Approval (Joyful Garden)	10 days	Thu 6/10/27	Wed 6/23/27	6/10 ACM Pricing & Approval (Joyful Garden)											
22	ACM Award (Joyful Garden)	1 day	Thu 6/24/27	Thu 6/24/27	6/24 ACM Award (Joyful Garden)											
23	Permits	210 days	Mon 8/24/26	Thu 6/24/27	8/24 Permits											
24	Building Permit	25 days	Mon 8/24/26	Mon 9/28/26	8/24 Building Permit											
25	Building Permit Submission	5 days	Mon 8/24/26	Fri 8/28/26	8/24 Building Permit Submission											
26	Building Permit Application Review	20 days	Mon 8/31/26	Mon 9/28/26	8/31 Building Permit Application Review											
27	Demo Permit	20 days	Tue 8/25/26	Tue 9/22/26	8/25 Demo Permit											
28	Demo/Target Entry Permit Application Review	20 days	Tue 8/25/26	Tue 9/22/26	8/25 Demo/Target Entry Permit Application Review											
29	Demo/Target Entry Permit Approval	0 days	Tue 9/22/26	Tue 9/22/26	9/22 Demo/Target Entry Permit Approval											
30	Abatement Phase 1	13 days	Wed 9/2/26	Mon 9/21/26	9/2 Abatement Phase 1											
31	Gather and File for DEP Approval	3 days	Wed 9/2/26	Fri 9/4/26	9/2 Gather and File for DEP Approval											
32	DEP Waiting Period	10 days	Tue 9/8/26	Mon 9/21/26	9/8 DEP Waiting Period											
33	Building Permit Approval	0 days	Mon 9/28/26	Mon 9/28/26	9/28 Building Permit Approval											
34	Abatement Phase 2 (Carter's)	13 days	Thu 10/22/26	Mon 11/9/26	10/22 Abatement Phase 2 (Carter's)											
35	Gather and File for DEP Approval	3 days	Thu 10/22/26	Mon 10/26/26	10/22 Gather and File for DEP Approval											
36	DEP Waiting Period	10 days	Tue 10/27/26	Mon 11/9/26	10/27 DEP Waiting Period											
37	Abatement Phase 3 (Joyful Gardens)	11 days	Thu 6/10/27	Thu 6/24/27	6/10 Abatement Phase 3 (Joyful Gardens)											
38	Gather and File for DEP Approval	1 day	Thu 6/10/27	Thu 6/10/27	6/10 Gather and File for DEP Approval											
39	DEP Waiting Period	10 days	Fri 6/11/27	Thu 6/24/27	6/11 DEP Waiting Period											
40	Milestones	324 days	Fri 8/21/26	Mon 12/6/27	8/21 Milestones											
41	Notice to Proceed	0 days	Fri 8/21/26	Fri 8/21/26	8/21 Notice to Proceed											
42	Project Kick off Meeting	0 days	Tue 9/1/26	Tue 9/1/26	9/1 Project Kick off Meeting											
43	Mobilize	0 days	Mon 9/28/26	Mon 9/28/26	9/28 Mobilize											
44	Abatement Phase 1 Start	0 days	Tue 10/6/26	Tue 10/6/26	10/6 Abatement Phase 1 Start											
45	Abatement Phase 1 Complete	0 days	Wed 12/2/26	Wed 12/2/26	12/2 Abatement Phase 1 Complete											
46	Core & Shell Phase 1 Start	0 days	Thu 12/3/26	Thu 12/3/26	12/3 Core & Shell Phase 1 Start											
47	Core & Shell Phase 1 Complete	0 days	Mon 2/1/27	Mon 2/1/27	2/1 Core & Shell Phase 1 Complete											
48	JG Fitout Start	0 days	Tue 11/10/26	Tue 11/10/26	11/10 JG Fitout Start											
49	JG Fitout Complete	0 days	Wed 6/30/27	Wed 6/30/27	6/30 JG Fitout Complete											
50	BCF Construction Start	0 days	Wed 3/10/27	Wed 3/10/27	3/10 BCF Construction Start											
51	BCF Construction Complete	0 days	Mon 12/6/27	Mon 12/6/27	12/6 BCF Construction Complete											
52	Turnover - Certificate of Occupancy	0 days	Mon 12/6/27	Mon 12/6/27	12/6 Turnover - Certificate of Occupancy											
53	Procurement	98 days	Mon 8/31/26	Thu 1/21/27	8/31 Procurement											



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EXHIBIT NUMBER

ID	Task Name	Duration	Start	Finish	2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028																						
					Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
362	Construction	300 days	Mon 9/28/26	Mon 12/6/27																																		
363	Mobilization	16 days	Mon 9/28/26	Tue 10/20/26																																		
364	Mobilization - enabling	1 day	Mon 9/28/26	Mon 9/28/26																																		
365	Install construction separation at (Target Interior)	5 days	Tue 9/29/26	Mon 10/5/26																																		
366	Install Corridor Demising Wall outside of RMV	15 days	Tue 9/29/26	Tue 10/20/26																																		
367	Install Temp Protection and Way Finding Signs	2 days	Fri 10/2/26	Mon 10/5/26																																		
368	Core and Shell Construction (Phase 1)	85 days	Tue 9/29/26	Mon 2/1/27																																		
369	Target Entry Closure Work	22 days	Tue 10/6/26	Thu 11/5/26																																		
370	Make Safe	2 days	Tue 10/6/26	Wed 10/7/26																																		
371	Demo	3 days	Thu 10/8/26	Tue 10/13/26																																		
372	Layout and Frame 2hr Rated Wall	2 days	Wed 10/14/26	Thu 10/15/26																																		
373	In-Wall Electrical/ FA	1 day	Fri 10/16/26	Fri 10/16/26																																		
374	In-Wall Inspection	1 day	Mon 10/19/26	Mon 10/19/26																																		
375	Board, Tape & Finish GWB	3 days	Tue 10/20/26	Thu 10/22/26																																		
376	Remove Temp Walls/ Poly Walls	1 day	Fri 10/23/26	Fri 10/23/26																																		
377	Paint Walls	2 days	Fri 10/23/26	Mon 10/26/26																																		
378	Patch ACT	2 days	Tue 10/27/26	Wed 10/28/26																																		
379	Install OH MEPs (Lights, Sprinklers)	2 days	Thu 10/29/26	Fri 10/30/26																																		
380	OH Inspection	1 day	Mon 11/2/26	Mon 11/2/26																																		
381	Patch Flooring	2 days	Tue 11/3/26	Wed 11/4/26																																		
382	Final Inspection	1 day	Thu 11/5/26	Thu 11/5/26																																		
383	Abatement Phase 1	40 days	Tue 10/6/26	Wed 12/2/26																																		
384	Abate New Joyful Garden Space	14 days	Tue 10/6/26	Mon 10/26/26																																		
385	Abate Rest of Phase 1 Abatement	40 days	Tue 10/6/26	Wed 12/2/26																																		
386	Core and Shell Construction Phase 1(Demo, Demising, JG Egress)	85 days	Tue 9/29/26	Mon 2/1/27																																		
387	Construct new rated egress corridor for JG (Within Moda Suite)	20 days	Tue 9/29/26	Tue 10/27/26																																		
388	Joyful Garden - Temp Vestibule Entry in Mall Corridor	10 days	Wed 10/28/26	Tue 11/10/26																																		
389	Interior Make-Safe and Demo of Existing Suites	40 days	Thu 12/3/26	Mon 2/1/27																																		
390	Joyful Garden Demo (Following Abatement)	2 wks	Tue 10/27/26	Mon 11/9/26																																		
391	RMV Corridor Work (Night Work)	36 days	Wed 10/21/26	Thu 12/10/26																																		
392	Install Floor Protection at HVAC Areas	2 days	Wed 10/21/26	Thu 10/22/26																																		
393	Remove Existing ACT at HVAC Locations	3 days	Fri 10/23/26	Tue 10/27/26																																		
394	Demo Existing Ductwork	4 days	Wed 10/28/26	Mon 11/2/26																																		
395	Install New HVAC Ductwork & Equipment Drops	8 days	Tue 11/3/26	Thu 11/12/26																																		
396	Install FA Devices in HVAC	2 days	Wed 11/11/26	Thu 11/12/26																																		
397	Power & Controls for HVAC Equipment	2 days	Fri 11/13/26	Mon 11/16/26																																		
398	Reinstall ACT Grid (HVAC Locations)	3 days	Tue 11/17/26	Thu 11/19/26																																		
399	Install RGDs, Re-Install Lights, Sprinkler Heads	4 days	Fri 11/20/26	Wed 11/25/26																																		
400	Above Ceiling Inspection	2 days	Fri 11/27/26	Mon 11/30/26																																		



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EXHIBIT NUMBER	DESCRIPTION
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ID	Task Name	Duration	Start	Finish	Q1 2026 Mar	Q2 2026 Apr May Jun	Q3 2026 Jul Aug Sep	Q4 2026 Oct Nov Dec	Q1 2027 Jan Feb Mar	Q2 2027 Apr May Jun	Q3 2027 Jul Aug Sep	Q4 2027 Oct Nov Dec	Q1 2028 Jan Feb Mar	Q2 2028 Apr May Jun	Q3 2028 Jul Aug Sep	Q4 2028 Oct Nov Dec
413	Loading Dock Work	16 wks	Wed 4/7/27	Thu 7/29/27							4/7					
414	Core and Shell Construction (Phase 2)	50 days	Tue 11/10/26	Fri 1/22/27							11/10					
415	Abatement Phase 2 (Carter's Only)	10 days	Tue 11/10/26	Mon 11/23/26							11/10					
416	Core and Shell Construction Phase 2	40 days	Tue 11/24/26	Fri 1/22/27							11/24					
417	Abatement Phase 3 (Joyful Gardens Only)	20 days	Thu 7/1/27	Wed 7/28/27												
418	BCF Construction	189 days	Wed 3/10/27	Mon 12/6/27												
419	Construction (60%, less Joyful Garden)	20 wks	Wed 3/10/27	Thu 7/29/27												
420	Façade (Need JG Entry Protection)	14 wks	Wed 4/21/27	Wed 7/28/27												
421	Demo & Construction (Joyful Garden Area)	14 wks	Thu 7/29/27	Fri 11/5/27												
422	BCF Initial Punch List	5 days	Mon 11/1/27	Fri 11/5/27												
423	BCF Operations	20 days	Mon 11/8/27	Mon 12/6/27												
424	BCF Final Inspections	3 days	Thu 12/2/27	Mon 12/6/27												
425	BCF Back Punch	5 days	Mon 11/8/27	Fri 11/12/27												
426	Project Completion	0 days	Mon 12/6/27	Mon 12/6/27												
427	Final Inspections, Close-out, Commissioning	185 days	Tue 3/16/27	Mon 12/6/27												
428	Commissioning	99 days	Fri 7/2/27	Fri 11/19/27												
429	Factory Startup Equipment	10 days	Fri 7/2/27	Thu 7/15/27												
430	Programming and Controls	10 days	Fri 7/16/27	Thu 7/29/27												
431	Balancing Systems	5 days	Fri 7/30/27	Thu 8/5/27												
432	Balancing reports	3 days	Fri 8/6/27	Tue 8/10/27												
433	Close-out	15 days	Mon 11/1/27	Fri 11/19/27												
434	O&M Manuals	5 days	Mon 11/8/27	Fri 11/12/27												
435	Punchlist walk for acceptance	5 days	Mon 11/1/27	Fri 11/5/27												
436	Owner training	5 days	Mon 11/15/27	Fri 11/19/27												
437	NFPA required paperwork	11 days	Mon 10/25/27	Mon 11/8/27												
438	Below ground sprinkler test reports (NFPA 12)	2 days	Mon 10/25/27	Tue 10/26/27												
439	Signage	5 days	Mon 10/25/27	Fri 10/29/27												
440	Flammability data submitted to FD for review	5 days	Mon 10/25/27	Fri 10/29/27												
441	Above ground test reports (NFPA 13)	2 days	Mon 10/25/27	Tue 10/26/27												
442	Standpipe Test	2 days	Wed 10/27/27	Thu 10/28/27												
443	Above & below ground test reports for standpipe (NFPA 22)	2 days	Wed 10/27/27	Thu 10/28/27												
444	Fire & safety EVAC Plan (Narrative Form)	2 days	Fri 10/29/27	Mon 11/1/27												
445	Record of Completion FA System (NFPA 72)	5 days	Tue 11/2/27	Mon 11/8/27												
446	Final Inspections	185 days	Tue 3/16/27	Mon 12/6/27												
447	GSA/DPW final sign-off	3 days	Tue 3/16/27	Thu 3/18/27												
448	Structural Affidavit from design team	5 days	Fri 7/30/27	Thu 8/5/27												
449	Plumbing Affidavit from design team	3 days	Mon 10/25/27	Wed 10/27/27												
450	Electrical/FA Affidavit from design team	3 days	Mon 10/25/27	Wed 10/27/27												
451	Mechanical Affidavit from design team	3 days	Mon 10/25/27	Wed 10/27/27												
452	Architectural Affidavit from design team	3 days	Thu 10/28/27	Mon 11/1/27												
453	Plumbing Final	1 day	Thu 10/28/27	Thu 10/28/27												
454	Electrical Final	1 day	Thu 10/28/27	Thu 10/28/27												
455	HVAC Final	1 day	Thu 10/28/27	Thu 10/28/27												
456	Fire Dept. Final	2 days	Tue 11/9/27	Wed 11/10/27												
457	Building Dept. Final	1 day	Mon 12/6/27	Mon 12/6/27												
458	DPW sign final	5 days	Wed 10/27/27	Tue 11/2/27												
459	Apply for certificate of occupancy	4 days	Wed 12/1/27	Mon 12/6/27												
460	Receive Certificate of Occupancy	1 day	Mon 12/6/27	Mon 12/6/27												
461																
462	Turnover	0 days	Mon 12/6/27	Mon 12/6/27												