



Massport Primavera Schedule Toolkit



VERSION SPRING 2026

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1. Purpose and Applicability

This Schedule Toolkit establishes the minimum requirements for the development, maintenance, and submission of project schedules for all Massport capital projects, including projects delivered under all contracts. It consolidates and replaces the previously issued separate toolkits for each delivery method.

While certain requirements may vary by contract type or project characteristics, this Toolkit provides a single governing framework. Any delivery-method-specific requirements shall be identified in the Contract Documents or in supplemental guidance issued by Massport.

This Toolkit compliments the Project Schedule Specification contained in the Contract Documents. In the event of any conflict or inconsistency, the Contract Documents shall govern.

2. Disclaimer and Authority

This Schedule Toolkit establishes the minimum requirements for the development, maintenance, and submission of project schedules for Massport capital projects delivered under all contracts. It applies to all Designers, Construction Managers (CMs), and Contractors responsible for preparing Design, Contract Time Determination (CTD), and Construction Schedules using Primavera P6.

The Designer, CM, and Contractor remain solely responsible for ensuring that all schedule submittals comply with the Contract Documents, including all schedule, reporting, and submittal requirements. Each party remains responsible for its respective scope of work, means and methods, and planned sequence of work.

This Toolkit is provided for guidance and standardization purposes only. Massport does not warrant that this Toolkit is free from errors or omissions. The presence of any error or inconsistency in this Toolkit shall not relieve any party from compliance with the Contract Documents.

Massport assumes no liability for any damages or losses arising from the use, misuse, or inability to use this Toolkit. Massport reserves the right to revise, amend, or withdraw this Toolkit at any time without prior notice.

Massport review, comment, or acceptance of any schedule or schedule update shall not relieve the Designer, CM, or Contractor of responsibility for the accuracy, completeness, logic integrity, or compliance of the schedule with the Contract Documents.

The Schedule is not a Contract amendment. The Schedule is a management and reporting tool and shall not modify Contract Time, Contract Milestones, or any other contractual requirement unless expressly approved by Massport in writing.

3. Hierarchy of Documents

In the event of any conflict, inconsistency, or ambiguity, the following order of precedence shall govern:

- a) Contract Documents
- b) Project Schedule Specification
- c) This Schedule Toolkit
- d) Massport Primavera P6 XML Schedule Template

- e) Massport Standard PLF Layout Files
- f) Supplemental Scheduling Guidance issued by Massport.

Nothing contained in this Toolkit or in any schedule submittal shall modify, waive, or supersede any requirement of the Contract Documents.

The Designer, CM, and Contractor remain solely responsible for ensuring that all schedule submittals comply with the Contract Documents, including all schedule, reporting, and submittal requirements. Each party remains responsible for its respective scope of work, means and methods, and planned sequence of work.

4. Roles and Responsibilities

<i>Entity</i>	<i>Design Schedule</i>	<i>CTD Schedule</i>	<i>Construction Schedule</i>
Massport PM Team	Final Approval	Final Approval	Final Approval
Massport PC Team	Review & Initial Approval	Review & Initial Approval	Review & Initial Approval
Design Team	Develop	Develop	Support
CM/Contractor	N/A	N/A	Develop

5. Project Lifecycle Schedule Framework

Schedules shall be developed and submitted in logical sequence consistent with the progression of the project lifecycle, as summarized below. It shall be noted that projects with a Preconstruction period will be required to submit project schedules to support Massport Capital Programs in its decision-making process.

- a) Design Schedule – Submitted with the Design Work Order and maintained through 100% Design.
- b) CTD Schedule – Submitted at 30%, 60%, 90%, and 100% Design to establish a constructible contract duration.
- c) Construction Baseline Schedule – Submitted thirty (30) days following Construction NTP.
- d) Monthly Update Schedules – Submitted ninety (90) following Construction NTP, monthly, throughout construction until thirty (30) days following Final Completion.

6. Software Standards (Primavera P6)

6.1. General

- 6.1.1. All schedules shall be prepared in Primavera P6.
- 6.1.2. The Massport schedule template (.XML) and standard layouts (.PLF) shall be used.
- 6.1.3. Global activity codes and global resources shall not be used.
- 6.1.4. All activity codes and resources shall be maintained at the Project level.

6.2. Schedule Settings

- 6.2.1. Schedules shall adhere to the settings provided in the Massport P6 template.

6.3. Calendars

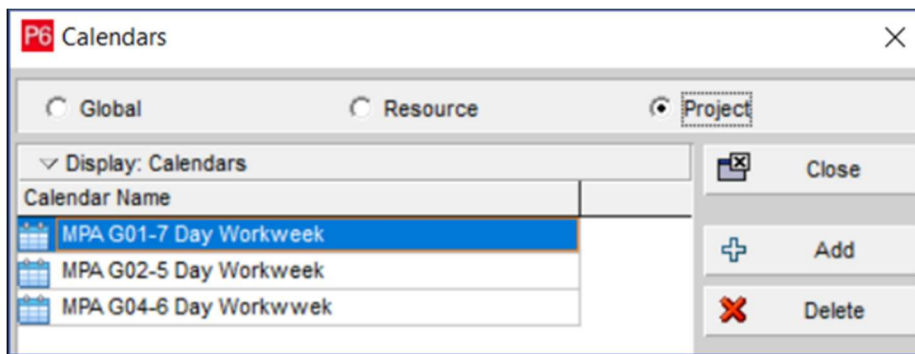
6.3.1. Massport standard calendars shall be used.

6.3.2. Requests for additional calendars shall be submitted for Massport approval prior to use.

6.3.3. Massachusetts holidays are preloaded in the template and are as follows:

- New Year's Day
- Martin Luther King Jr. Day
- Patriots' Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day
- Columbus Day
- Veterans' Day
- Thanksgiving Day
- Christmas Day

6.3.4. For projects with durations exceeding the template files, the Submitter is required to extend the holidays through various calendars appropriately.



6.4. Logic Integrity Requirements

All schedules shall be fully logic-driven and constructed in accordance with Critical Path Method (CPM) principles.

6.4.1. Predecessors and Successors

- a) All activities shall have at least one (1) predecessor and one (1) successor, except for the first and last activities in the schedule. Open-ended activities are not permitted unless expressly approved by Massport in writing.

6.4.2. Logical Relationships

- a) All activities shall be connected using appropriate finish-to-start (FS), start-to-start (SS), finish-to-finish (FF), or start-to-finish (SF) relationships.
- b) Logic ties shall reflect actual construction or design sequencing and shall not be used solely to manipulate float or forecast dates.
- c) Dangling logic, circular logic, or logic loops are not permitted.

6.4.3. Leads and Lags

- a) The use of positive or negative lags is discouraged and should be minimized.
- b) Leads and lags exceeding five (5) working days require Massport approval and should be noted as part of the schedule narrative as to the need to have it in the schedule.
- c) Where possible, lags shall be replaced with discrete activities to clearly represent work, review periods, curing times, or waiting periods.

6.4.4. Constraints

- a) Hard constraints (including Mandatory Start, Mandatory Finish, Start On, or Finish On) are prohibited unless expressly approved by Massport.
- b) For any and all Contractual Completion Milestones, soft constraints (Start On or After, Finish On or Before) shall be added in and match the dates within the Contract.
- c) Additional use of soft constraints (Start On or After, Finish On or Before) shall be limited and must be justified in the schedule narrative.
- d) Constraints shall not be used to force milestone dates or suppress float.

6.4.5. Calendars

- a) Logic ties shall not be used to compensate for incorrect calendar assignments.
- b) Activities shall be assigned calendars that accurately reflect allowable work periods.
- c) Predecessor and successor relationships shall not rely on mismatched calendars to create artificial logic or float.
- d) All calendars used should be described in the schedule narrative and should follow Massport's standard calendars in the template unless otherwise agreed upon in writing.
- e) Changes to an activities calendar in any monthly schedule update must be justified in the schedule narrative.
- f) All contract Milestones should be placed on a 7-day no holiday calendar.

6.4.6. Level of Effort (LOE) and Hammock Activities

- a) LOE and hammock activities shall not be used to drive the critical path.
- b) LOE and hammock activities shall only be used for summary, oversight, or management-level tracking purposes.
- c) All LOE and hammock activities shall be tied to discrete activities and shall not contain logic that controls successor activities.

6.4.7. Float and Critical Path Integrity

- a) Logic shall be constructed to produce a single, continuous critical path or longest path from Notice to Proceed to Final Completion.

- b) Logic should not be manipulated to create multiple artificial critical paths or suppress negative float.
- c) Float shall be generated solely through logic and durations, not through constraints or imposed dates.

6.4.8. Out-of-Sequence Progress

- a) Schedules shall be updated using retained logic unless otherwise directed by Massport.
- b) Progress shall not be entered in a manner that deletes or overrides original logic relationships without Massport approval. Any Logic changes that are approved must explicitly be noted in the narrative of the monthly update it occurs in.
- c) Any out-of-sequence work shall be explained in the schedule narrative.

6.4.9. Actuals and Statusing Rules

- a) Activities shall be statused using actual start and actual finish dates where work has occurred.
- b) Remaining durations shall reflect a realistic estimate of work remaining.
- c) Percent complete values shall not be used to mask incomplete logic or missing progress. Actual progress must be recorded up to the Data Date only; do not project or include work completed after the reporting cutoff.

6.4.10. Schedule Calculation Settings

- a) Schedules shall be calculated using CPM forward-pass and backward-pass calculations.
- b) Resource leveling shall be turned off unless expressly approved by Massport.
- c) Multiple calendars shall not be used to artificially alter float or critical path results.

6.4.11. Logic Changes

- a) Logic revisions that materially affect the critical path, milestone dates, or float values shall be identified and explained in the schedule narrative.

7. Design Schedule Requirements

7.1. Purpose

The Design Schedule shall be used to plan, control, and report all design, permitting (if applicable), long lead procurement, and engineering activities.

7.2. Baseline

The Design Schedule shall be submitted with the Design Work Order and shall serve as the Design Baseline Schedule.

7.3 Design Update Schedules

The Design Update Schedule shall be submitted periodically to reflect the current status of design activities, including progress, changes to sequencing, and any impacts to key milestones. Updates shall clearly identify progress achieved, forecast completion dates, and any variances from the Design Baseline Schedule.

7.3. Design Reporting Milestones (Fixed Ids)

- **MPA2000** – Design Selection and NTP
- **MPA2100** – Finish Schematic Design (30%)
- **MPA2200** – Finish Design Development (60%)
- **MPA2300** – Finish Final Design Documents (90%)
- **MPA2400** – Finish Bid / Construction Documents (100%)
- **MPA5000** – Construction NTP

These milestones shall be assigned a 7-day calendar and shall not be modified without Massport approval.

7.4. Work Breakdown Structure (WBS)

7.4.1. The Design WBS included in the Massport template shall be used.

WBS Code	WBS Name
MPA Design - CM@Risk Temp.	MPA Design Schedule Template - CM@RiskProjects (v1.0)
MPA Design - CM@Risk Temp..Start-Up	MPA Project Start-Up
MPA Design - CM@Risk Temp..Design Milestones	Design Milestones
MPA Design - CM@Risk Temp..Design Milestones.1	Work Order Summary Line Items
MPA Design - CM@Risk Temp..Design Milestones.MPA2000	Design Selection and NTP
MPA Design - CM@Risk Temp..Design Milestones.MPA2100	Schematic Design (30%)
MPA Design - CM@Risk Temp..Design Milestones.MPA2200	Design Development (60%)
MPA Design - CM@Risk Temp..Design Milestones.MPA2400	Design Documents (90%)
MPA Design - CM@Risk Temp..Design Milestones.MPA2500	Complete Construction Documents (100%)
MPA Design - CM@Risk Temp..Const	Construction

7.4.2. Additional WBS levels require Massport approval.

7.5. Activities

7.5.1. Summary-level activities shall correspond to Design Work Order tasks.

7.5.2. Activity durations: no longer than eighteen (18) days. Longer durations require Massport approval.

7.5.3. All activities shall be logically linked.

8. Contract Time Determination (CTD) Schedule Requirements

8.1. Purpose

When directed by Massport, a CTD Schedule may be required. This CTD Schedule establishes a constructible and reasonable contract duration for bidding and planning purposes.

8.2. Submittal Milestones

The CTD Schedule shall be submitted at:

- **30%** Design
- **60%** Design
- **90%** Design

- **100%** Design

8.3. Development Standards

The CTD Schedule shall:

- 8.3.1. Reflect at least one constructible plan.
- 8.3.2. Consider seasonal restrictions, permits, long-lead items, work restrictions, third-party coordination, and site constraints.
- 8.3.3. Be based on current plans, specifications, and estimates.

The CTD Schedule is a pre-construction planning tool and shall not be included in bid or advertisement documents.

9. Construction Schedule Requirements

9.1. Baseline Schedule

The Construction Baseline Schedule shall be submitted within thirty (30) days from Construction NTP in accordance with the Contract.

9.2. WBS and Activities

- 9.2.1. The Construction WBS included in the Massport template shall be used.
- 9.2.2. Activities shall represent physical work and discrete deliverables.
- 9.2.3. Logic ties shall be provided for all activities.

9.3. Reporting Milestones

All required Massport reporting milestones should be included using fixed, standardized Activity IDs and Activity Names.

10. Reporting Milestones (All Schedule Types)

Reporting Milestones are required for all Schedule Types. These Milestones shall use Massport-Defined Activity IDs and Names. The Milestones Shall Be Assigned a 7-Day Calendar. These Milestones are for Massport Reporting Purposes Only Unless Contractually Defined. The following table identifies these Milestones:

Milestone Activity ID	Activity Description
MPA 5000	Construction NTP
MPA 5100	Enabling Work Complete
MPA 5200	Environmental Remediation Complete
MPA 5300	Weathertight
MPA 5400	Commissioning/ Testing Complete
MPA 5500	Construction Substantial Complete
MPA 5700	Final Completion

NOTE: If there are multiple substantial completion milestone dates required in the contract these Activity IDs should continue through the numbering process. (i.e., 5700, 5701, 5702, etc.)

11. Schedule Updates and Submittals

Massport reserves the right to direct reasonable changes to schedule structure, activity coding, logic, calendars, and reporting formats to maintain consistency across the capital program and to support effective project controls.

11.1. Submittal Completeness

Incomplete or noncompliant schedule submittals may be rejected without review and shall not be deemed accepted for purposes of Contract compliance.

11.2. Update Cycle

Update Cycle - Monthly updates shall be submitted within ten (10) calendar days of the start of each month. Data date shall be the first (1st) day of the month.

11.3. Submittal Method

Schedules shall be submitted in PMWeb with the following attachments: - Primavera XER schedule file - PDF schedule narrative - PDF schedule layouts.

11.3.1. Schedule ID - Naming Convention should be as follows (*for example: L1234D1-DUP.04 or L1234C2-CUP.04*):

- Design Baseline: <CONTRACT No.>-DBL.## (Where the ## is the revision number starting with 00)
- Design Update: <CONTRACT No.>-DUP.## (Where the ## is the revision number starting with 00)
- Construction Baseline: <CONTRACT No.>-CBL.## (Where the ## is the revision number starting with 00)
- Construction Update: <CONTRACT No.>-CUP.## (Where the ## is the revision number starting with 00)

11.3.2 Schedule Title/Description – Naming Convention for the project schedule .XER file should be as follows:

- Design Baseline: : <CONTRACT No.>-DBL.## DD MM/DD/YY: FULL PROJECT NAME IN ALL CAPS (Where the DD is the data date)
- Design Update: : <CONTRACT No.>-DUP.## DD MM/DD/YY: FULL PROJECT NAME IN ALL CAPS (Where the DD is the data date)
- Construction Baseline: : <CONTRACT No.>-CBL.## DD MM/DD/YY: FULL PROJECT NAME IN ALL CAPS (Where the DD is the data date)
- Construction Update: : <CONTRACT No.>-CUP.## DD MM/DD/YY: FULL PROJECT NAME IN ALL CAPS (Where the DD is the data date)

12. Required Schedule Layouts

12.1. The Following Layouts Shall Be Submitted with Each Schedule. The Primavera Layout Files (PLF Format) are included within the Schedule Toolkit folder:

12.1.1. All Activities

12.1.2. Critical Path / Longest Path

12.1.3. Look Ahead

12.1.4. Recent Progress - Baseline Variance

12.2. Layouts Shall Include:

12.2.1. Activity ID, Name, Start, Finish, Total Float

12.2.2. Baseline Start, Baseline Finish, Baseline Total Float, and Finish Variance

12.2.3. Appropriate grouping, filtering, headers, and page formatting

13. Schedule Narrative Requirements

Each schedule submission shall include a narrative addressing:

- a) Executive summary
 - a. A brief summary of overall project status, highlighting key accomplishments during the reporting period, current schedule position relative to major milestones, and any significant risks or concerns affecting the schedule.
- b) Milestone table (baseline, previous, current, variances)
 - a. A table identifying all contract or program milestones showing the baseline date, previous update date, current forecast date, and variance. The narrative shall explain any milestone movement since the previous update and identify the primary drivers of change.
- c) Summary of progress during the update period
 - a. A summary of work performed during the reporting period including major activities started or completed, key deliverables submitted, and any notable achievements or delays affecting progress.
- d) Schedule Changes Since Previous Update
 - a. A description of all significant schedule revisions since the previous submission, including, but not limited to:
 - i. Calendar changes
 - ii. Logic changes (added, deleted, or revised relationships)
 - iii. Activity revisions (added, deleted, renamed, or duration changes)
 - iv. Activities with actual starts or finishes recorded during the update period.
 - b. The narrative shall include justification for all significant schedule revisions and identify whether the changes were directed, corrective, or the result of evolving project conditions.
- e) Key decisions required and need dates.
 - a. Identification of pending decisions, approvals, or external actions required to maintain the schedule, including the date by which each decision is required to avoid schedule impact.

- f) Assumptions
 - a. Identification of assumptions used in developing the schedule update including design progress assumptions, permitting timelines, resource availability, procurement durations, and any external dependencies that could affect schedule performance.

14. Change Management

All schedule revisions resulting from approved scope changes, directives, or other authorized modifications shall be incorporated into the schedule in the update following approval. Change management shall be documented and reflected in accordance with the following requirements:

- a) Incorporation of Approved Changes:
 - a. All approved changes affecting scope, sequencing, or duration of work shall be incorporated into the schedule in a timely manner and clearly reflected in the next schedule submission.
- b) Milestone Impacts:
 - a. Any change that impacts baseline milestone dates shall require prior written approval from Massport. Documentation of this approval shall be included with the schedule submission. Schedule submissions containing milestone revisions without documented Massport approval may be rejected.
- c) Documentation of Schedule Impacts:
 - a. All schedule impacts resulting from approved changes shall be clearly identified and described in the schedule narrative, including the nature of the change, activities affected, and resulting impact to milestone or completion dates.
- d) Revised Baseline Identification:
 - a. When a baseline schedule is formally revised due to approved scope or schedule changes, the schedule file shall be clearly renamed "Revised Baseline ###" to maintain proper version control and historical tracking.

15. Baseline Definitions and Control

15.1. Design Baseline Schedule

The Design Baseline Schedule is the Design Schedule submitted with and approved in conjunction with the Design Work Order. It establishes the approved time framework for the design phase. Changes to the Design Baseline require Massport's prior written approval.

15.2. CTD Baseline Schedule

There may be a situation where Massport requires a CTD Baseline Schedule. This CTD Baseline Schedule is the CTD Schedule submitted at 100% Design and accepted by Massport for contract duration planning purposes. The CTD Baseline does not constitute a contractual construction schedule and shall not be included in bid or advertisement documents.

15.3. Construction Baseline Schedule

The Construction Baseline Schedule is the Contractor's detailed construction schedule submitted after Construction NTP and approved by Massport in accordance with the Contract. It establishes the approved time framework for construction execution and progress measurement.

15.4. Revised Baseline Schedule

No baseline schedule shall be modified without Massport's prior written approval. All approved baseline changes shall be documented in the schedule narrative.

16. Cost Loading

Cost loading is not a requirement under this Toolkit. If cost loading is required for a specific project, the requirements shall be established and documented during the project kickoff or initial scheduling coordination meeting.

17. Toolkit Components

- a) This document
- b) Massport Primavera P6 XER schedule template
- c) Standard PLF layout files