

# **World Trade Center Quarterly Report**

**2<sup>nd</sup> Quarter 2010**

August 31, 2010

The Honorable David A. Paterson  
Governor of the State of New York  
State Capitol  
Albany, New York 12224

Dear Governor Paterson:

I am pleased to provide you with the seventh of The Port Authority of New York and New Jersey's World Trade Center Quarterly Reports – an ongoing initiative to give the public a tangible way to track the agency's progress. These quarterly installments are published on our WTC website – [www.wtcprogress.com](http://www.wtcprogress.com) – and contain a complete accounting of the interim milestones that the Port Authority established in October 2008 and others we have since added, as well as an overview of the other work going on at the WTC site, so the public has a full understanding of what we are doing to advance the rebuilding effort.

The 2<sup>nd</sup> Quarter of 2010 continued to see important progress on the 9/11 Memorial, One World Trade Center (1 WTC), the World Trade Center Transportation Hub and the other public infrastructure the Port Authority is responsible for building. Specifically, construction of the Memorial Plaza and fountains advanced significantly, with our construction team finding ways to accelerate this work by capturing more Plaza area through revised logistical planning. 1 WTC reached the 28<sup>th</sup> floor (and is now at the 36<sup>th</sup> floor and rising), with coordinated steel and concrete work now progressing at a rate consistent with the building's overall schedule. And, perhaps most importantly, critical steel was fabricated, delivered and installed for the WTC Transportation Hub, meeting a key milestone for the erection of the Memorial's Pavilion steel, which we noted in our last quarterly update faced significant risk.

Also during the 2<sup>nd</sup> Quarter of 2010, the Port Authority and Silverstein Properties continued toward finalizing the development plan we announced in March for the east side of the World Trade Center site. The plan provides greater certainty over the development of this space by calling for the immediate restoration of the east side of the site to at least street level, the completion of Tower 4 by 2013, and the phase in of Towers 2 and 3 over time as market conditions permit. We very much look forward to this productive new partnership and the progress it will bring to the site.

Overall this past quarter, we hit 12 of 17 milestones. Listed below are the missed milestones and what we have done to mitigate their impact on the project's overall schedule. Most of these milestones relate to the re-sequencing of work and will not result in a delay to the project's critical path.

- Complete Concrete for West Vent Structure: Comprised of two separate structures, this element serves as the primary air exchange for the Memorial,

Central Chiller Plant, PATH Tunnel, and other sub-grade program spaces. The West Vent Structure will also house a freight elevator, which will provide access for materials to the Memorial's museum and will enable both the north and south temporary hoists to be removed. This concrete forms the outside walls of the structure. During the second quarter, several design changes required by the Memorial Foundation had to be addressed, which resulted in a potential delay in the completion date of the concrete for the West Vent Structure to as late as the end of 2010. Working in conjunction with the Memorial Foundation and our contractor, however, we have found ways to accelerate work (including extended shifts) so that we can achieve completion by August, a delay which will not hurt the Memorial's critical path. This acceleration will allow the freight elevator to be installed in the structure prior to the end of the year and enable both North and South hoists to be dismantled, thereby opening up more areas of the Memorial plaza for early construction.

- Steel Erection to 32<sup>nd</sup> Floor: Steel erection reached the 28<sup>th</sup> floor prior to the end of the second quarter and is currently at the 36<sup>th</sup> floor. This delay has not altered the ultimate completion date of One World Trade Center because of built-in float to the erection schedule. Both the concrete and steel contractors continue to reduce their cycle time for floor construction and are targeting to reduce it further to achieve a sustainable production rhythm. Furthermore, the steel contractor has developed a plan to use temporary structural steel to enable the "gap" between the concrete and steel to increase from 8 to 10 floors, which will help speed steel erection because the steel contractor will not need to wait as long for the concrete contractor to "catch up." This process will provide more distance between contractors work effort and facilitate a further reduction in cycle time.
- Start Spray Fireproofing: Although incomplete by the last day of June, the spray on fireproofing began work shortly after the 4<sup>th</sup> of July holiday. The spray on fireproofing work will continue up the building behind the steel erection and deck installation. Starting this work in early July has no negative impact on the building's critical path schedule.
- East and West Truss Installation: This represents the beginning of the installation of trusses that sit atop the super columns and span the 200' wide PATH Underpass. Since the October 2008 Assessment, the project has been restaged based on priorities in order to disconnect this work from our 9/11/11 commitments. Focus, instead, has been on completing the southern portion of Greenwich Street in preparation for the load transfer in that area, as well as steel erection in the Memorial Pavilion and Plaza areas. This focus will help to ensure that we meet our 9/11/11 commitment to deliver the southern portion of Greenwich Street as an access point onto the Memorial Plaza. Start of the East and West Truss installation is now scheduled for the 4<sup>th</sup> Quarter 2010.
- Excavation Complete to the 262 ft level (South End): This represents the second level of excavation under the #1 Subway line. Only a 50-foot section of the entire

1,000 foot overall length of the 262 ‘ level excavation remains unexcavated. Additionally, re-sequencing of the work has enabled early completion of over 75% of the areas at the 254’ level as well as portions of the 242’ level. Concrete slabs and walls are continuing to be placed as the contractors maximize their work effort since the procedure for excavation under the subway line was re-sequenced to allow excavation to occur on multiple levels simultaneously. As a result, this delay from re-sequencing will not impact the critical path of the schedule.

I look forward to updating you next Quarter on our progress as well as our challenges, as we work every single day to build a new World Trade Center.

Sincerely,

Chris Ward  
Executive Director  
Port Authority of New York & New Jersey

Cc: Governor Chris Christie  
Anthony R. Coscia, Chairman, Port Authority of NY & NJ  
Henry R. Silverman, Vice-Chairman, Port Authority of NY & NJ  
Port Authority Board of Commissioners  
Mayor Michael Bloomberg  
Assembly Speaker Sheldon Silver  
Senate Democratic Conference Leader John Sampson  
Senate President Malcolm Smith  
Senate Majority Leader Pedro Espada Jr.  
Assembly Minority Leader Brian Kolb  
Senate Minority Leader Dean Skelos  
State Senator Daniel Squadron  
Council Speaker Christine Quinn  
Council Member Margaret Chin  
Manhattan Borough President Scott Stringer  
Senator Charles Schumer  
Senator Kirsten Gillibrand  
Congressman Jerrold Nadler

## MILESTONES



*March 2010*



*June 2010*

A full description of the 2<sup>nd</sup> Quarter 2010 milestones is provided below, along with a look ahead at the key milestones for the 3<sup>rd</sup> Quarter of 2010.

### 2nd Quarter 2010

#### **National September 11 Memorial & Museum**

- Memorial Plaza to Grade – Complete

This represents the placement of concrete to the 307' level on all of the remaining Memorial Plaza areas exclusive of the Northeast Quadrant over the PATH Hall Roof and south mezzanine (as noted in the 2008 Assessment, the northeast quadrant is the final piece of the plaza to be complete). Some additional penetrations or “leave outs” have intentionally remained in the Plaza to enable delivery of chiller plant equipment, large artifact placement and the continued operation of the north and south hoists.

- Pavilion Steel Erection Begins – Complete

This is the start of the steel erection for the Museum Pavilion structure located north of the southern fountain and serving as the entrance to the Memorial Museum below. In total, over 1,000 tons of steel will be installed for the structure. In the second quarter, the initial steps for the erection began with the preparation of the large transfer girders currently on site. This work included the plumbing of beams, the layout of steel, the drilling of holes for connections and the installation of base plates to accept Pavilion columns. Installation of stiffeners and the erection of drag beams recently began. Both this work and the installation of the Transportation Hub's back spans have been carefully coordinated to either meet or exceed the Port Authority's 9/11/11 commitments.

- North Fountain Vertical Stone 50% Complete – Complete

This represents another milestone critical to our 9/11/11 commitment of having functioning fountains. The placement of waterproofing and ornamental granite along the vertical face was substantially completed for not only 50% of the North Fountain but all 100% of the perimeter walls.

- Complete Concrete for West Vent Structure – Incomplete

Comprised of two separate structures, this element serves as the primary air exchange for the Memorial, Central Chiller Plant, PATH Tunnel, and other sub-grade program spaces. The West Vent Structure will also house a freight elevator, which will provide access for materials to the Memorial's museum and will enable both the north and south temporary hoists to be removed. This concrete forms the outside walls of the structure. During the second quarter, several design changes required by the Memorial Foundation had to be addressed, which resulted in a potential delay in the completion date of the concrete for the West Vent Structure to as late as the end of 2010. Working in conjunction with the Memorial Foundation and our contractor, however, we have found ways to accelerate work (including extended shifts) so that we can achieve completion by August, a delay which will not hurt the Memorial's critical path. This acceleration will allow the freight elevator to be installed in the structure prior to the end of the year and enable both North and South hoists to be dismantled, thereby opening up more areas of the Memorial plaza for early construction.

## **WTC Transportation Hub**

- PATH Hall Arch Installation Begins – Complete

This arch system serves as the major spanning elements of the PATH Hall roof. This roof area also serves as the floor of the extreme Northeast Quadrant of the Memorial Plaza. Installation of the arch system began in the 2<sup>nd</sup> quarter with column and hangar placement. The four massive Calatrava columns designed to support the arches (a re-design that was implemented as part of the 2008 Assessment to simplify the Hub's original design) were installed along with the individual hangars for each arch. Currently, backspan arches are being installed underneath the area of the Memorial Pavilion site.

- Complete Super Column Foundation Work – Complete

This work represents the rock excavation required for placement of the super column footings. These foundations support the main columns (dubbed "Super Columns" due to their massive size), which in turn support the 200' underpass span of the #1 Subway Line. Substantial completion for the excavation of all four super column foundations was achieved in the second quarter.

- Complete 6.C.1 Steel Erection over the PATH Substation – Complete

Completed in June, this steel rises above and below the PATH substation at the extreme south end of the site, forming the south edge of the south pool at the Memorial Plaza.

- Install Girders and Pre-cast Slabs in the 20 B,C,D Area – Complete

This activity is being completed over the PATH railway right of way, requiring all work to be completed during outages and modified rail operations. The completion of construction in this area is important to allow for further construction of the East Spot Network to begin, an area critical to our 9/11/11 commitment. The precast slabs also serve as ventilation ducts for the PATH tracks. Work in this area is being closely coordinated between the Transportation Hub contractor and Memorial contractor.

### **WTC Vehicular Security Center and Tour Bus Parking Facility**

- Start Excavation – Complete

Following the relocation of the Liberty Street Pedestrian Bridge by NYSDOT, excavation of the western portion of the site began immediately. This was the original milestone to start excavation for the entire VSC bathtub. Because of the delay in the deconstruction of 130 Liberty Street, a work-around was implemented last year in which the site was bisected with a demising wall. Currently, over 35,000 tons of dirt have been removed from the site.

- Award Structural Steel Detailing Contract – Complete

The scope of this package includes early detailing of the complex structural connections associated with the vehicular ramp helix and structural-steel framing, as well as for the production of a 3-D model of the structure to identify any potential conflicts with the structural steel and the concrete perimeter walls.

- Award Rock Excavation and Foundation Package – Award Timeline Adjusted (due to delays in the demolition of 130 Liberty Street)

The Port Authority continues to develop work-around options to mitigate the schedule impact associated with the continuous delay of the deconstruction of 130 Liberty Street, which the Lower Manhattan Development Corporation oversees. This milestone was originally set when it was anticipated that the deconstruction of 130 Liberty Street would be completed sooner. As a result of ongoing delays, and in order to mitigate to the extent possible, schedule and cost impacts, the VSC procurement process has been restructured to better align the required construction timeline to the availability of the 130 Liberty Street site. Currently, bids have been received for the new contract and an award is anticipated in the 3<sup>rd</sup> Quarter.

- Award Structural Steel Contract – Award Timeline Adjusted (due to delays in the demolition of 130 Liberty Street)

As discussed immediately above, the Port Authority had to restructure its procurement process to better align with delays of the 130 Liberty Street deconstruction. In particular, timing of the structural steel contract has been realigned to better link with the timeline for the construction of the soon- to- be- awarded excavation and foundations contract. Award of this contract is now scheduled to occur during the 4<sup>th</sup> Quarter 2010.

## **One World Trade Center**

- Metal Decking to 27th Floor – Complete

This represents the metal decking on the 27<sup>th</sup> floor slab, which is approximately 270 feet above street level. Concrete slab work begins immediately following the welding and approval of the deck. Currently metal decking has been placed to the 30<sup>th</sup> floor level.

- Steel Erection to 32<sup>nd</sup> Floor – Incomplete

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## **Greenwich Street**

- East and West Truss Installation – Incomplete

This represents the beginning of the installation of trusses that sit atop the super columns and span the 200’ wide PATH Underpass. Since the October 2008

Assessment, the project has been restaged based on priorities in order to disconnect this work from our 9/11/11 commitments. Focus, instead, has been on completing the southern portion of Greenwich Street in preparation for the load transfer in that area, as well as steel erection in the Memorial Pavilion and Plaza areas. This focus will help to ensure that we meet our 9/11/11 commitment to deliver the southern portion of Greenwich Street as an access point onto the Memorial Plaza. Start of the East and West Truss installation is now scheduled for the 4<sup>th</sup> Quarter 2010.

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### **3<sup>rd</sup> Quarter 2010**

#### **National September 11 Memorial & Museum**

- Plaza Finishes Begin

This milestone represents the placement of infrastructure and systems supporting the final Memorial Plaza and Trees. This sequence includes the installation of waterproofing, concrete, masonry walls, soil, irrigation and electrical systems; as well as final pavements, furnishings and landscaping.

- Start Phase 2 of Plaza Construction

This area, originally totaling 38% of the overall plaza area has been resequenced to allow over 50% of the Memorial Plaza to start being brought to final grade/finishes. The capture of more Plaza area earlier will reduce risk for the delivery of the plaza area for 9/11/11 and was enabled by the changing of the means and methods of the steel, concrete and curtain wall installation for the Memorial Pavilion.

- Complete Concrete Pavers in the North Fountain

The Concrete Pavers form the visible floor of the North Fountain and provide protection to the waterproofing layer below.

## **WTC Transportation Hub**

- Complete Concrete on sector 6C.1 Steel

This area is located over the PATH Substation and its completion is critical to allow Phase 2A of the Memorial Plaza finishes to begin

- Back spans erected to column line D-30

These Back Spans are located directly below the footprint of the Memorial Pavilion and must be installed prior to the vertical erection of the Pavilion steel.

- Complete Installation of North and South Plate Girders

This represents placement of the plate girders to connect the columns to support the Calatrava steel within the Transit Hall. These Massive Plate Girders provide the structural support for both the back spans and roof ribs located within the PATH Hall.

## **WTC Vehicular Security Center and Tour Bus Parking Facility**

- Start Tie-Back Installation

This represents the start of placement of tie backs to support the excavation of the “bathtub” area for the VSC. These tiebacks will allow excavation to continue to the next level of excavation.

- Award of Rock Excavation and Foundation Package

This contract includes the excavation of rock to as low as elevation 205’ for mechanical spaces beginning in the western portion of the VSC site as well as construction of foundations for all future building elements.

## **One World Trade Center**

- Start Curtain Wall Installation

This represents the start of activities to support the placement of curtain wall above the 20<sup>th</sup> story level of 1WTC. Beginning activity will include the installation of hangers on the 1WTC structural steel and be follow by the placement of the curtain wall panels themselves. The curtain wall will enclose the building and trail the Cocoon system as it rises with the erection of the Structural steel.

- Steel Erection to the 36<sup>th</sup> floor

This Represents the structural steel framing which makes up the building's "Skeleton."

- Concrete core to the 28<sup>th</sup> floor

This Represents the Interior Concrete Core, which provides the structural stability, or the building's "spine," of the building as it rises.

- Metal Decking to 33<sup>rd</sup> Floor

This represents the metal decking on the 33<sup>rd</sup> floor slab, which is approximately 670 feet above street level.

### **Greenwich Street**

- Cortlandt Street Station Structure (start)

This represents the start of the initial activities for the construction of the Cortlandt Street Station and its connections to the Transportation Hub area.

## **QUARTERLY UPDATE**

The following sections detail the significant actions taken over the past quarter:

### **Highlights (as of June 30, 2010)**

#### **National September 11 Memorial & Museum**

- Approximately 5,500 CY of concrete was placed throughout various locations within the Memorial during the 2<sup>nd</sup> quarter. Currently, over 75% of the Memorial concrete or 38,000 CY of the 50,000 CY – has been placed to date
- Over 1.7 million pounds of rebar was installed in the 2<sup>nd</sup> quarter and over 12.7 million pounds has been installed to date - the same weight of over 6,000 automobiles
- Substantially completed the vertical stone placement in the North Fountain and began vertical stone installation in the South Fountain
- Completed the pump installation in the north and south pump rooms
- Began Plaza finish work in preparation for tree installation
- Over 60 miles of high and low-voltage wiring installed to date

#### **WTC Transportation Hub**

- Began application of the intumescent paint on the Calatrava arches in the E/W Connector
- Completed excavation and minipile installation in zones 1 and 2 in the Route 9a underpass area
- Rebar installation is currently on going in preparation for the pouring of the base slab
- Completed the excavation of the footing locations in the east bathtub for the Transit Hall
- Began excavation of the 242' level under the #1 Subway Line for the top-down construction
- Completed the installation of the structural slabs on the 274' level under the #1 Subway Line and have completed a majority of the slabs on the 254' level
- Installed the first precast concrete sections for the future PATH train platforms
- Began installation of the Calatrava hangars to support the back span installation in the Path Hall
- Completed the installation of the structural steel in area 6C.1.

#### **One World Trade Center**

- Reached the 28<sup>th</sup> floor (300 foot level) for steel erection by the end of the 2<sup>nd</sup> quarter (steel erection is currently at the 36<sup>th</sup> floor)
- Installed approximately 1,500 tons of superstructure steel in the 2<sup>nd</sup> quarter. The total superstructure steel currently installed is over 18,000 tons or more than twice the amount of steel in the Eiffel Tower.

- Placed approximately 12,000 CY of superstructure concrete in the 1st quarter. To date, over 76,000 CY has been placed, which is enough concrete to make a sidewalk from New York City to Pittsburgh, Pennsylvania.
- Five additional floors of metal deck were placed in the 2<sup>nd</sup> quarter. Installation is now complete to the 30<sup>th</sup> floor
- Began installation of the high speed personnel and material hoists located on the west and east elevations respectively

### **WTC Office of Program Logistics**

The Office of Program Logistics advances its work through efforts in four primary areas:

- Planning and Analysis
- Stakeholder Coordination
- Operations
- Communication

Planning / Analysis: The Office expanded proactive efforts to develop and maintain the coordinated movement of vehicles and pedestrians around the site perimeter while providing site access for construction vehicles to ensure construction productivity.

- Worked with the New York City Department of Transportation (NYCDOT) and the National September 11 Memorial and Museum (NS11MM) to study approaches to accommodate visitors and tour buses after the opening of the Memorial Plaza in 2011.
- Continued regular site noise monitoring, ensuring that the surrounding community is not unduly affected by construction noise. A special noise consultant has been hired to assist with identification of problems and to immediately react to incoming complaints, in real time, by going on site and addressing the noise concern.
- Worked with WTC construction managers and project executives to generate site access drawings that describe potential site conditions throughout the life of the project, particularly in 2011 and beyond, as parts of the site become accessible to the public. These drawings will continue to be used for analysis of future conditions, to coordinate with stakeholders and the public, and to plan for future operations both on- and off-site.
- Performed a count program to update pedestrian and vehicle volume data. This data serves as critical input in the traffic engineering and planning analyses the Office is undertaking to support smooth movement of pedestrians and vehicles around the site. The data was reduced, analyzed and compared to previous data collected around the site to better understand the impacts of changes around the WTC site perimeter, such as the relocation of the Liberty Street Bridge access on

West Street and the opening of the northbound Cortlandt Street R/W subway station. In the upcoming quarters, this data will continue to be shared with stakeholders such as NS11MM and NYCDOT to help plan Memorial events on 9/11/10, 9/11/11 and beyond.

- Assisted site contractors in obtaining the permits and approvals they needed to bring in large pieces of equipment and oversized trucks. The Office helped DCM, the steel contractor for the Transportation Hub, to perform the necessary analyses and gain approvals to bring in a 70-ton steel girder that will be placed in the West Bathtub. This required coordination with various stakeholders and agencies, such as NYCDOT and NYSDOT, to remove a signal pole and temporarily relocate several barriers on Route 9A. The girder is expected to arrive at the site in early third quarter.

Stakeholder Coordination: The Office continued stakeholder outreach efforts to identify and proactively address issues related to various construction projects at the WTC site.

- In coordination with NYSDOT, completed installation of the relocated east entrance to the Liberty Street Bridge, with the new landing location on West Street (near Albany Street) in front of the 90 West residential building. The Office performed bridge-related outreach coordination with various stakeholders, including area residents, community groups and local building owners. The Office then worked with NYSDOT and Brookfield Properties to develop and implement a comprehensive wayfinding and signage plan to direct pedestrians to the new Bridge entrance. Wayfinding signage was placed in the area leading up to the entrance, and Pedestrian Managers initially occupied strategic locations approaching the pedestrian bridge to inform and direct the public. The Office also continued to coordinate with Brookfield Properties to eventually place wayfinding posters in the World Financial Center and inside the pedestrian bridge itself. The Office will provide input on new fence wrap that will beautify the extension.
- Ran weekly coordination meetings with NYSDOT to coordinate and address impacts of construction activity on Route 9A and the West Haul Road. The Office, assisted by NYSDOT, developed and maintained schedules for the delivery of various packages, ensuring timely achievement of critical project milestones. It also developed coordination drawings which project site conditions as construction progresses.
- Coordinated construction logistics with multiple site contractors at weekly construction coordination meetings. These meetings address overall construction progress and logistical concerns arising from the work performed. The Office set the agenda and ensured that all parties were working to limit the impact of construction on stakeholders and community.
- Designed and installed, in coordination with NYCDOT and NYSDOT, a new site exit gate on Route 9A, south of Vesey Street (Gate 2B). The Office also completed the relocation of Gate 7. Work on these gates began in the first quarter of 2010, and both are now operational.

Operations: The Office coordinated future WTC site operation requirements to ensure the safety of workers and coordinated vehicle and pedestrian flow, both in the current condition and as portions of the site become operational.

- Oversaw the Site Logistics Coordination Center (SLCC), including completion of installation of all Closed Circuit Television cameras, and the testing and repositioning of said cameras, which continued through the second quarter. Additionally, the Office coordinated daily with contractors and project managers for each of the projects on site to gather information about anticipated truck volumes for the following day. The Truck Arrival Scheduling Software (TASS), which is run through the SLCC, was used to determine if there were conflicts among trucks at access points and staging areas on- and off-site.
- Continued the Pedestrian Management program (and awarded a new contract for these services), which places pedestrian management personnel at key intersections around the WTC site. The office has been working closely with NYCDOT to ensure an enhanced pedestrian experience at these intersections. Pedestrian managers were also instrumental in guiding the public to the new Liberty Street Bridge entrance. At the request of the community and NYCDOT, the Office continues to maintain pedestrian management coverage at specific locations around the site.

Communication: The Office provided a central information source for stakeholders, agencies, and the general public regarding WTC program logistics and ongoing process.

- Delivered several presentations in the second quarter, including a regular quarterly update presentation to Community Board 1 in April, informing the community, stakeholders and media about the WTC rebuilding progress, as well as a presentation on the WTC redesign process and construction progress to the World Trade Center's Association in June.
- Worked on updating the fence wrap design on the construction fence along Liberty Street between Church and Greenwich streets, as well as along Church Street and in two places on Vesey Street. The new design will feature updated and improved wayfinding information and site images. The new fence wrap will be fabricated and installed in the second half of 2010 in an effort to continuously maintain an informative, clean and appealing WTC site perimeter.
- Continued biweekly presentations to owners and residents of 90 West, updating them on current and future construction activities that may impact their quality of life. These meetings were supplemented with the distribution of weekly 90 West Vehicle Security Center / Memorial construction schedules. A newsletter to inform 90 West residents of Lower Manhattan amenities went into development as well.

- Communicated all temporary street closures, night work, construction-related noise and crane activity to stakeholders via the weekly construction schedule, which forecasts site work for two-week periods.
- Dispatched WTC Alerts and Updates, as necessary, informing stakeholders of construction activity that may impact their quality of life.
- Published the monthly construction progress newsletter, which provides stakeholders and the general public with an inside look at WTC construction progress and how The Port Authority achieves its site-wide goals.
- Additionally, updates were provided to interested parties through the [www.wtcprogress.com](http://www.wtcprogress.com) website. The website also provided email updates to subscribers.