

World Trade Center Quarterly Report

1st Quarter 2010

June 4, 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 sixth 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 – 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 1st Quarter of 2010 continued to see important progress on the 9/11 Memorial, One World Trade Center (1WTC), the World Trade Center Transportation Hub and the other public infrastructure the Port Authority is responsible for building. Specifically, we reached the substantial completion of steel erection for the 9/11 Memorial plaza and have now poured nearly two-thirds of the concrete for the Memorial structure, using nearly 1,000 concrete trucks during this past quarter. One World Trade Center reached the 22nd floor for steel erection and is now up to the 26th floor, climbing each day. And we have positioned the largest crawler crane in New York City in the East Bathtub in anticipation of the major shipments of steel for the WTC Transportation Hub.

Most significantly, during the 1st Quarter of 2010 (March 25, 2010), the Port Authority and Silverstein Properties announced a development plan 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. The parties are currently negotiating the agreements required to implement this development plan. We very much look forward to this productive new partnership and the progress it will bring to the site.

Overall, we hit 13 of 17 milestones this past quarter. Listed below are the missed milestones and what we have done to mitigate their impact on the project's overall schedule. Importantly, 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 PATH Hall Roof Footings in NE Quadrant: This work will serve as the base for the columns that support the PATH Hall roof. In order to maintain continuity with the integration of the Tishman-Turner JV and the phasing out of Phoenix Constructors, a series of early-action contracts were awarded. One of

those contracts was the completion of the foundations for the PATH Hall steel. It called for the completion of 17 footings by the end of the 1Q. Ten of 17 were complete by the end of the 1Q. The reason this milestone was missed was because it was re-sequenced, based upon priority, in order to coordinate several different trades working within close proximity of each other. Currently, all but one of the footings is complete (the remaining one will be complete before the end of the month) and the availability of the footings is not delaying steel erection. All foundations will be ready for steel by the end of May 2010.

- Begin Excavation in Western portion of the VSC site: Delays to the completion of the 130 Liberty Street demolition and the relocation of Liberty Street Pedestrian Bridge caused this milestone to slip into the 2nd Quarter of 2010. The bridge relocation was completed on April 22, allowing the contractor to demolish and remove the old pedestrian bridge. The excavation could not start until the Liberty Street Pedestrian Bridge was relocated. This work will eventually allow the foundation work and the placement of VSC steel to begin in the western portion of the VSC site.
- Complete Liberty Street Bridge Relocation: As discussed above, NYSDOT opened the relocated pedestrian bridge on April 22nd. The newly redirected Liberty Street Bridge allows pedestrians to walk from the World Financial Center, across West Street and exit at 90 West in the vicinity of Albany Street.
- Excavation under #1 Subway Line between Bents 90-150 to Elevation 240': Work in this area was re-sequenced in order to focus on key excavation locations under the #1 Subway Line to accommodate the massive super column footing installation. Currently, over 75% of the area is at elevation 240' or below (some as low as 218'). The remaining area in the center of the underpass is approximately at the 250' level as the contractors focus on the continued rock excavation for the super columns. Once the super column footing excavation is complete, the contractor will shift operations back to the center area which they have already pre-drilled for excavation. This should not affect the project's overall critical path.

During the second quarter of 2010, we face several challenges.

- The fabrication of some of the back-span arches for the PATH Hall Roof is behind schedule, which is important for the erection of Pavilion steel. We have ramped up our oversight of the steel fabricator in Spain and hope to increase productivity over the next several months.
- The Port Authority and Silverstein Properties continue to work toward implementing the development plan established on March 25, 2010. The two teams are meeting daily to ensure the work is coordinated. While this work is going smoothly, it involves a significant amount of coordination and cooperation given, among other things, the interconnectedness of Silverstein's towers and the

WTC Transportation Hub. So far so good, but we will need to continue making progress in order for all of the projects on the east side of the site to succeed.

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



December 2009



March 2010

A full description of the 1st Quarter 2010 milestones is provided below, along with a three-month look ahead at the key milestones for the 2nd Quarter of 2010.

1st Quarter 2010

National September 11 Memorial & Museum

- Complete Erection of Sector 1A Steel - Complete

This critical section in the southeast corner of the Memorial required the coordination of both the Memorial and Transportation Hub programs. It is comprised of over 380 tons of steel and outlined the southern foundation's northeastern edge. Completing this sector allows for the construction of the south pump room and forms the northeastern perimeter of the south fountain.

- Complete Core and Shell of the South Fountain Pump Room - Complete

This area established the location for the mechanical equipment that will operate the south fountain of the Memorial. Its completion allowed the start of the Mechanical, Electrical, and Plumbing placement within the pump room. The installations of these mechanical items are crucial to having functional fountains for the tenth anniversary of the 9/11 attacks.

- Complete Turnover of the Central Chiller Plant for Fit-Out - Complete

The Central Chiller Plant is a critical component of the HVAC systems for the Memorial. The completion of the core and shell work allowed the start of

equipment and MEP installation. Currently, 36 inch diameter piping is being installed in the piping gallery on both the 242' and 256' level.

- Start Sector 3A Concrete - Complete

Concrete placement began on all levels of Sector 3A. Currently, 3,400 CY of the 3,800 CY of deck slab has been placed along with a substantial amount of the overall 6,500 CY of concrete in the area. Sector 3A is located over the inbound and operational PATH tracks. Completion of this concrete work allows for operations to proceed in this area without the need for PATH outages.

- Finish Spray-on Fireproofing in Sector 3 and Start Spray-on Fireproofing in Sector 4 - Complete

The fireproofing material is sprayed to the underside of the metal decking and columns to slow the effects of heat on the materials to which it is applied. It is a necessary requirement for occupancy of the space.

WTC Transportation Hub

- First Roof Steel to Site - Complete

Delivery of this material was the first structural steel to the site to support the PATH Hall roof structure. This enabled the start of steel placement, which is critical to the “Deckover” approach that was established during the 2008 Assessment to expedite the completion of the Memorial Plaza. This “Deckover” approach will help deliver the 25 foot section of the northeast corner of the Memorial Plaza by 9/11/11. The first sections delivered to the site included the Calatrava columns that make up a portion of the sweeping arches of the PATH Hall Transit Hall roof system. The concept for these columns – to simplify the Calatrava-designed PATH Hall – was also developed during the 2008 Assessment.

- Begin East Box Girder Shoring - Complete

Currently, temporary footings and columns are in place to support the East Box Girder assembly and installation. The East Box Girder is a primary support member of the #1 Subway Line in the PATH Hall area. This 200-foot, 1,500-ton beam will transfer the Hub Roof loads to the super columns. Moving forward, the East Box Girder has been re-sequenced to allow for better coordination between the temporary shoring and permanent PATH columns. It is expected to arrive on site toward the end of 2010.

- Begin Plate Girder Erection (AS-1) and Continue with Plate Girder (BS-1) erection - Complete

These plate girders provide support for the arches that tie into the East Box Girder and North/South Shear Wall. Currently, portions of BS-1, the northern plate girder, are in place forming the north eastern portion of the north pool. The first section of the AS-1 plate girder arrived at the end of the quarter and was recently installed on the North/South Shear Wall. This work is being closely coordinated with the Memorial Pavilion steel which will be installed over select girders in the Southern portion of the PATH Hall. Additional sections of the girders will be erected as they arrive on site.

- Complete Access Bridge for Memorial Pavilion Transfer Structure - Complete

This temporary bridge located in the southeast corner of the Memorial allows for crane access to the area to provide construction material for the southern portion of the PATH Station and eastern portion of the Memorial Plaza.

- Complete PATH Hall Roof Footings in NE Quadrant - Incomplete

This work will serve as the base for the columns that support the PATH Hall roof. In order to maintain continuity with the integration of the Tishman-Turner JV and the phasing out of Phoenix Constructors, a series of early-action contracts were awarded. One of those contracts was the completion of the foundations for the PATH Hall steel. It called for the completion of 17 footings by the end of the 1Q. Ten of 17 were complete by the end of the 1Q. The reason this milestone was missed was because it was re-sequenced, based upon priority, in order to coordinate several different trades working within close proximity of each other. Currently, all but one of the footings is complete (the remaining one will be complete before the end of the month) and the availability of the footings is not delaying steel erection. All foundations will be ready for steel by the end of May 2010.

WTC Vehicular Security Center and Tour Bus Parking Facility

- Complete Demising Wall - Complete

Completion of the Demising Wall finalized the cut off of the western portion of the south bathtub and allows for the excavation and tieback work to start. By completing the bisection of the site, we hope to be able to mitigate some (but not all) of the VSC delays caused by the delay in the deconstruction of the former Deutsche Bank building (130 Liberty Street).

- Begin Excavation in Western portion of site - Incomplete

Delays to the completion of the 130 Liberty Street demolition and the relocation of NYSDOT's Liberty Street Pedestrian Bridge caused this milestone to slip into the 2nd Quarter of 2010. The bridge relocation was completed by NYSDOT on April 22, allowing the contractor to demolish and remove the old pedestrian

bridge. The excavation could not start until the Liberty Street Pedestrian Bridge was relocated. This work will eventually allow the foundation work and the placement of VSC steel to begin in the western portion of the VSC site.

- Complete Liberty Street Bridge Relocation - Incomplete

As discussed above, the relocated pedestrian bridge opened on April 22nd. The newly redirected Liberty Street Bridge will allow pedestrians to walk from the World Financial Center, across West Street and exit at 90 West in the vicinity of Albany Street.

One World Trade Center

- Steel Erection Complete - 20th Floor - Complete

Steel erection reached the 20th floor level in the first quarter. The contractor is now installing a protective state-of-the art “cocoon.” The cocoon wraps the entire perimeter of the building and extends two floors above the working deck. When complete, the cocoon will protect a total of 16 floors at any given time. The cocoon allows the steel erection, concrete placement and spray on fireproofing operations to take place within a completely wrapped perimeter, enhancing worker safety, the safety of the public and workers on the ground, and worker productivity given that it partially shields the workspace from the elements.

- Utility Connections to West Street – Water, Sewer and Fire Services - Complete

This represents the ability of 1WTC to make connections to major utility services including domestic water, water for the sprinkler system, and the City’s sewer system. Preparation for these connections within the building is complete and the final connection of these systems will be coordinated with NYSDOT, as they continue their work along West Street. Permanent activation of these services is scheduled to occur by 1st Quarter 2012. Temporary construction power connections have been completed.

- Concrete Core & Slabs Complete – 3rd Floor - Complete

The completion of the concrete core of the building allows for steel erection to proceed at higher floors. The core also provides the shell of the vertical transportation items such as the elevators and emergency egress stairwells.

Greenwich Street

- Excavation under #1 Subway Line between Bents 90-150 to Elevation 240' - Incomplete

Work in this area was re-sequenced in order to focus on key excavation locations under the #1 Subway Line to accommodate the massive super column footing

installation. Currently, over 75% of the area is at elevation 240' or below (some as low as 218'). The remaining area in the center of the underpass is approximately at the 250' level as the contractors focus on the continued rock excavation for the super columns. Once the super column footing excavation is complete, the contractor will shift operations back to the center area which they have already pre-drilled for excavation. This should not affect the project's overall critical path.

Looking Ahead – 2nd Quarter 2010

National September 11 Memorial & Museum

- **Memorial Plaza to Grade**

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. Some other penetrations will remain 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**

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. With the resequencing of steel erection for the Transportation Hub, the start of the erection of the Pavilion Steel is being scheduled to support 9/11/11 commitments and the placement of the Back Span beams for the Transportation Hub. This start date may be moved to early 3rd quarter, depending on the Hub's back span erection resequencing.

- **Complete Concrete for West Vent Structure**

Comprised of two separate structures, this element serves as primary air exchange for the Memorial, Central Chiller Plant, PATH Tunnel, and other sub-grade program spaces. This concrete represents the outside walls of the structure and will enable the Plaza to be brought to grade as per the Plaza construction phasing plan that has been coordinated with the Memorial Foundation. The West Vent Structure will also house a freight elevator which will be critical in providing material access to the Memorial and will enable both the north and south temporary hoists to be removed.

- **North Fountain Vertical Stone 50% Complete**

This represents the placement of waterproofing and ornamental face stone along the vertical face of two of the four 180 foot wide perimeter walls of the

Memorial's northern fountain. This will enable completion of the plaza in those areas.

WTC Transportation Hub

- PATH Hall Arch Installation Begins

These arches serve as the major spanning elements of the PATH Hall roof. This roof area also serves as the extreme Northeast Quadrant of the Memorial Plaza.

- Complete Super Column Foundation Work

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. This work represents the rock excavation required for placement of the super column footings

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

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

The start of this activity, which must be done over the PATH railway right of way, will support the construction of the East Spot Network core and shell mentioned above. The precast slabs also serve as ventilation ducts for the PATH tracks.

WTC Vehicular Security Center and Tour Bus Parking Facility

- Start Excavation

This was the original milestone in the October 2008 Assessment to start excavation for the entire VSC bathtub. Because of third-party delays in the deconstruction of 130 Liberty Street, a work-around was implemented last year in which the site was bisected with a demising wall so excavation could begin on the western portion of the VSC site while the eastern portion was still occupied by the 130 Liberty Street building. Excavation has begun in the western portion of the site, following the relocation of the Liberty Street Pedestrian Bridge by NYSDOT, which occurred in April 2010.

- Award Rock Excavation and Foundation Package

The scope of these contracts includes the excavation of rock to as low as elevation 205' for mechanical spaces beginning in the western portion of the VSC site. The

foundation contract includes the construction of foundations for all future building elements.

- Award Structural Steel Detailing Contract

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 Structural Steel Contract

The scope of this package is to fabricate and install structural steel beginning in the western portion of the VSC site. The procurement of this work was re-sequenced to account for the delay to the 130 Liberty Street demolition. Awarding of this contract will occur as a more certain date is obtained for the demolition of 130 Liberty Street.

One World Trade Center

- Start Spray Fireproofing

This represents the beginning of fireproofing operations that will continue to follow steel erection and concrete decking construction throughout the remainder of building construction. The fireproofing material is applied to the underside of metal decking and on exposed steel members to slow the effects of heat to protect the structural integrity of the steel.

- Steel Erection to 32nd Floor

Steel erection will continue moving at a faster pace going forward as the contractor gets into a rhythm of constructing the “standard” floor and the concrete core construction becomes less complicated, allowing for more efficient concrete pours. In the 2nd quarter the contractor is also placing the protective “cocoon” safety netting system on the outside of the tower which will also affect sequencing of the erection during this quarter.

- Metal Decking to 27th Floor

This represents the metal decking on the 27th floor slab, which is approximately 270 feet above street level. Concrete slab work will begin once the decking is in place, welded and approved.

Greenwich Street

- East and West Truss Installation

This represents the beginning of the installation of the trusses that sit atop the super columns and span the 200' wide PATH Underpass. They will serve as part of a bridge to support the #1 Subway Line in this area.

- Excavation Complete to the 262 ft level (South End)

This represents the second level of excavation under the #1 Subway Line, exposing the mini-pile supports so that they can be encased in the permanent concrete structural slabs and walls.

QUARTERLY UPDATE

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

Highlights (as of March 31, 2010)

National September 11 Memorial & Museum

- Approximately 9,000 CY of concrete was placed in the Memorial. This concrete was delivered by nearly 1,000 concrete trucks. Currently, 62 percent of the Memorial concrete – 31,000 CY of the 50,000 CY – has been placed to date
- Steel erection for the Plaza is now substantially complete
- Over 2.7 million pounds of rebar were installed in the 1st quarter and over 10.8 million pounds have been installed to date. If laid end to end, this rebar would stretch from New York City to Atlanta, Georgia
- Began waterproofing and vertical stone placement in the North Fountain
- Started installation of the air handling units within the Memorial mechanical spaces
- Started placement of the concrete in the walls of the South Fountain
- Fountain pumps have been delivered to the North Pump Room
- Over 45 miles of high and low-voltage wiring installed

WTC Transportation Hub

- Removed the existing slurry wall between the E/W Connector and the 9A underpass area
- Rock blasting and removal operations are substantially complete in the area of the former H&M station site. This area will be the location of the foundation for the Transit Hall. Currently, the area is being used as a crane pad for the Manitowoc 18,000 crane recently relocated from 1 WTC – capable of lifting over 800 tons of material
- Eleven of 12 areas on the 274' level under the #1 Subway Line have structural slabs completed
- Completed excavation to the 274' level under the #1 Subway Line for the top-down construction. Currently excavating on the 261' level
- Installed the first “Hammerhead Column” along the PATH platform area
- First Calatrava columns in the Path Hall Transit Hall area were delivered and installed
- South Tower Crane installed to assist with the erection of the PATH Hall steel
- Installed over 50% of the structural steel in areas 20BCD.1 and 6C.1

One World Trade Center

- Reached the 22nd floor for steel erection (currently up to the 26th floor)
- Began installation of the state-of-the-art Cocoon System

- Placed over 3,700 CY of superstructure concrete in the 1st quarter. To date, over 64,000 CY has been placed, which is enough concrete to build a sidewalk over 325 miles long.
- Installed approximately 4,200 tons of superstructure steel in the 1st quarter, the equivalent amount of steel in 30 Statues of Liberty. This brings the total to over 10,000 tons to date.
- Metal deck installation was complete up to the 4th floor by the end of the quarter and is now installed to the 22nd floor.
- Placed corner nodes steel from the 20 – 24th story level. This enabled the movement of the two large crawler cranes within the site to support the Hub construction
- Installed a permanent concrete pumping station on Vesey Street

VSC

- Completed construction of the demising wall to bisect the site. This proactive approach is being used to mitigate some of the third-party delays with the deconstruction of 130 Liberty Street.
- Completed the installation of the remaining slurry panels in the western portion of the site and completed all buttress panels along Cedar Street. These are critical to allow for the excavation of the site.
- Over 4,000 CY of concrete in place
- Approximately 650 tons of rebar installed

Infrastructure

- Rigged and installed all four 42” River Water Pipes from the slurry wall to the 242’ level of the Central Chiller Plant. These pipes weighed in excess of 7 tons each
- Began installation of the 36” diameter piping in the Central Chiller Plant piping gallery at the 242’ and 256’ levels. Currently, over 500 LF of pipe has been installed

WTC Office of Program Logistics

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

- Planning and Analysis
- Stakeholder Coordination
- Communication
- Operations

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.

- Continued work with NYCDOT and the 9/11 Memorial and Museum in studying approaches to accommodate tour buses for the period between 9/12/11 and the opening of the Vehicle Security Center.
- Continued to study the effect of increasing the number of trucks accessing One WTC via Washington Street. This issue becomes more and more important as the newly opened Goldman Sachs building on the northwest corner of Vesey and Route 9A continues its phased occupancy. The Office also started planning a program to update pedestrian counts and vehicle volume data in the spring of 2010. 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.
- Regular noise monitoring continued to enable us to take steps to mitigate to the greatest extent possible the impact of construction noise on the surrounding community. The Office collaborated with contractors to launch a construction schedule for the East Bath tub. This schedule tracks and informs stakeholders, including the Millennium Hotel and its guests, of any construction activity that might generate significant noise. In addition, a new noise monitor consultant was recruited to work site-wide on noise-related issues.

Stakeholder Coordination: Continuing stakeholder outreach efforts to identify and proactively address issues related to various construction projects on the WTC site.

- Coordination continues with NYCDOT and NYSDOT to revise the West Street haul road conditions along Route 9A, south of Vesey Street. Gate 2B's required traffic signal has been installed and the gate will now serve to relieve construction vehicle congestion around One World Trade Center. Gate 2B will provide another egress for vehicles staged along Fulton Street and those traveling north along the haul road for the Memorial Site. On the south side of the site, the Office began coordination in the relocation of Gate 7 now that the Liberty Bridge work is complete.
- Coordinated and designed Fulton Street access/egress along the south side of One WTC. Inside the site Fulton Street was brought to grade which helped improve truck logistics and material delivery to the One WTC and Hub West projects.
- Developed and implemented a comprehensive way-finding and signage plan to direct pedestrians to the new Liberty Street pedestrian bridge access location on West Street (near Albany Street). Prior to opening the new bridge entrance, way-finding signage was revealed approaching the bridge. Advance notification signage was strategically established around the immediate area of the bridge and arrangements made for Pedestrian Managers to occupy strategic locations approaching the pedestrian bridge to inform and direct the public as the bridge opened. Stakeholders such as NYSDOT, NYCDOT, LMCCC, Battery Park City Authority, Brookfield Properties and the Downtown Alliance were informed

through presentations and meetings, as well as via routine construction alerts. The Office coordinated the placement of images that have been designed to enhance the interior of the extension.

Operations: Coordinating future WTC site operation requirements that will address safety of labor and coordinated vehicle and pedestrian flow, both in the current condition and as portions of the site become operational.

- The Site Logistics Coordination Center (SLCC) started testing in February under the oversight of the Office. When all fence modifications are in place, the SLCC will have the capability to view all access points/gates to the WTC site. Its Closed Circuit Television cameras and associated Truck Arrival Scheduling System (TASS) is expected to begin normal operation in the second quarter of 2010. The TASS is part of the Port Authority's ongoing efforts to efficiently manage the construction process and minimize impacts on the Downtown community.
- Continued its Pedestrian Management Program, 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. At the request of the community and NYCDOT, the Office continues to maintain pedestrian management coverage at specific locations around the site.

Communication: Providing a central information source for stakeholders, agencies, and the general public regarding WTC program logistics and ongoing progress.

- Continued to publish its monthly construction progress newsletter, which provides stakeholders and the general public with an inside look at WTC site construction progress and how the Port Authority is achieving its site-wide goals. The newsletter has expanded its reach as the Office made it available in several downtown museums, including the Fire Museum, Police Museum and Skyscraper Museum.
- All temporary street closures, night work, construction-related noise and crane activities were communicated to stakeholders via the weekly construction schedule, which forecasts site work for two-week periods. Construction Alerts and Updates were dispatched as necessary, informing stakeholders of construction activity that may impact quality of life.
- Weekly construction coordination meetings with all projects and contractors on site were chaired by Office staff to help progress and facilitate construction and the sharing of access, egress, and work zones. The Office also continued its biweekly presentations to owners and residents of the 90 West residential building, updating them on current and future construction activities that may impact their quality of life. During the quarter, these meetings were often held in the field to better monitor the impact of Liberty Street Bridge construction. The

meetings were supplemented with the weekly 90 West VSC/Memorial construction schedule.

- Launched a monthly newsletter targeted to Millennium Hotel guests that both informed them of ongoing adjacent construction activities and shared important WTC site facts.
- Updates were provided to interested parties through the www.wtcprogress.com website. The website also provided information and email updates to subscribers.