

World Trade Center Quarterly Report

4th Quarter 2009

April 2, 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 fifth 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 4th Quarter of 2009 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 completed key parts of the Memorial Plaza on time, which, as you may recall, we expressed some concern over in our last quarterly report. This was important to ensure the Memorial Plaza opens on 9/11/11. We also continued steel erection at 1WTC, which now reaches the 24th floor and climbing. And we also began steel fabrication for the WTC Transportation Hub's PATH Hall roof, which will also serve as the floor for the northeast corner of the Memorial Plaza. This milestone was also critical to ensure we can begin steel erection next quarter and stay on track for the 9/11/11 Memorial opening.

Overall, we hit 16 of 19 milestones. Listed below are the missed milestones and what we have done to mitigate their impact on the project's overall schedule.

- Complete 1A Steel Decking at 307 Level: Decking at the 307 level was 75% complete by the end of the 4th Quarter. This is the decking on the east side along the southeastern sector of the Memorial Plaza, as well as the entire western side of the South Fountain. The 25% that was not complete was intentional in order to leave a portion of the 1A section open to support placement of Hub columns and precast members (the entire sector will be complete in the 1st Quarter of 2010). This work was re-sequenced in coordination with the Memorial Foundation and the Mayor's Office. The placement of this steel was accomplished by use of a crane-way along the Greenwich Street corridor. This crane-way supports both Memorial and Transportation Hub steel erection.
- Complete Steel Erection at South Mezzanine & Pavilion Transfer Structure: This represents the steel that supports the Memorial Pavilion as well as the southeast corner of the Memorial Plaza. While technically "incomplete," this

activity, along with portions of the 1A steel erection (discussed above), was re-sequenced in order to best support our 9/11/11 commitment and in coordination with the Memorial Foundation and the Mayor's Office. Currently, steel is erected in the extreme eastern area of the Memorial Plaza and the area forming the bottom of the Memorial's South Pool. A re-sequencing of this work will allow placement of precast concrete members over the PATH tracks under portions of both the Memorial's southern pool and Memorial Pavilion. These precast concrete sections will form the deck of the Memorial's East Spot Network space, which will house the electrical switchgear that will provide power to the Memorial's South Fountain. Had we fully completed this work instead of partially completing it, it would have severely complicated the installation of the concrete precast sections in that area. This underscores the interdependencies and connectivity of many of the projects on the site.

- Place Concrete on Second Tier Floor 2M Floors for 1WTC: This will be the first concrete placement on an elevated deck to be built above Ground Level. Deck turn over and reinforcing bar placement began at the end of the 4th Quarter 2009, but was not completed. Both floors 2M and 3 were placed in January and this slight delay regarding Floor 2M has not altered the critical path of 1WTC.

In addition to hitting several key milestones, the Port Authority also worked out a plan with the MTA that will relieve the significant subway outages the project once required. In the Port Authority's October 2008 Report, we announced the need for a six-week long summer outage during 2010 in order to facilitate the permanent underpinning of the MTA's #1 Line Subway box. Since that announcement, the Port Authority and its construction manager – Tishman-Turner – have been working closely with its contractors and the MTA to develop a re-sequencing of the underpinning work in order to significantly reduce the outages required. As a result, the project will no longer require the original 6 week summer shutdown of the #1 Subway Line. Instead, the Port Authority and the MTA will use 53-hour weekend outages planned to coincide with the MTA's planned maintenance work for that line. The first outage occurred the weekend of March 27, 2010, and subsequent outages are planned for April 3 and April 10, with potential additional ones as needed to be coordinated with the MTA in the 3rd and 4th quarter of 2010. We also will be able to take advantage of certain night time outages.

During the first quarter of 2010, we faced several significant challenges.

- We continue to look at ways to mitigate the impact the delay in the deconstruction of 130 Liberty Street, which is not managed by the Port Authority, has on the construction of the Vehicle Security Center (VSC). After reviewing the latest delays announced during the 4th Quarter – a delay of one year – we have had to move back the schedule for the VSC to 2013. The VSC schedule continues to depend on the completion of the demolition of 130 Liberty Street by the end of 2010. As has been discussed in prior reports, because 130 Liberty Streets sits on top of the future VSC site, until that building is fully demolished, work cannot begin on the eastern portion of the VSC site. In order to mitigate at least some of

the 130 Liberty Street delays, the Port Authority has constructed a “demising” wall that divides the VSC site into two halves so work can continue on the western side of the VSC site, which is unencumbered by 130 Liberty Street.

- We continue to manage aggressively the successful execution of our restructured procurement strategy for the WTC Transportation Hub’s Structures to Grade work. On February 25, 2010, we awarded the West Bathtub Structures-to-Grade package, which is the next major construction package for the project. The \$542 million package came in on budget, and reinforces our confidence in the project’s overall budget of \$3.26 billion. The Port Authority will also begin rolling out its East Bathtub Structures-to-Grade packages over the first half of 2010.
- On March 25, 2010, following months of discussions, the States of New York and New Jersey, the City of New York, 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. Over the next 120 days, the parties will negotiate agreements consistent with this development plan and framework.

I look forward to updating you next Quarter on our progress as well as our challenges, as we work every single day to rebuild the 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



October 2009



April 2010

A full description of the 4th Quarter 2009 milestones is provided below, along with a six-month look ahead at the key milestones for the 1st and 2nd Quarters of 2010.

4th Quarter 2009

National September 11 Memorial & Museum

- Complete 1A Steel Decking at 307 Level – Incomplete

Decking at the 307 level was 75% complete by the end of the 4th Quarter. This is the decking on the east side along the southeastern sector of the Memorial Plaza, as well as the entire western side of the South Fountain. The 25% that was not complete was intentional in order to leave a portion of the 1A section open to support placement of Hub columns and precast members (the entire sector will be complete in the 1st Quarter of 2010). This work was re-sequenced in coordination with the Memorial Foundation and the Mayor's Office. The placement of this steel was accomplished by use of a crane-way along the Greenwich Street corridor. This crane-way supports both Memorial and Transportation Hub steel erection.

- Sector 5 Concrete Operations Substantially Complete – Complete

This concrete creates the Museum viewing area and is the balance of the concrete for the south-west corner of the North Fountain.

- Installation of Phase 1 of Sector 2 Interior Masonry – Complete

This masonry work enabled the fit-out for the Museum's northern area to begin. Currently mechanical, electrical, and plumbing installation is ongoing within

these sections to support the North Fountain as well as other Museum interior spaces.

- Complete Sector 3A Steel Erection – Complete

Completed steel erection in south west corner along the interface with the VSC and over the PATH Right-of-Way. With a hardened structure over the PATH tracks, concrete and other work within the 3A sector can now occur independent of PATH Outages.

- Complete Central Chiller Plant Concrete – Complete

Substantially completed slabs, hardened walls, and shear walls for the core and shell of the Central Chiller Plant. Final turnover of the CCP core and shell is a 1st quarter milestone and is scheduled for the end of January. [Final turnover of the CCP core and shell was in fact completed in January.]

- Complete Sector 3 Masonry Walls – Complete

This completed the masonry work in the Sector 3 area and is allowing mechanical, electrical and plumbing installation to continue in that area.

WTC Transportation Hub

- Begin Construction of Underpass Super Columns – Complete

Excavation of the “overburden” (i.e., soil and rock) has begun for these massive columns which will serve to support the #1 Subway Line at the PATH Underpass as well as the PATH Hall Roof and Transit Hall grade slab. Columns are currently scheduled for completion in 3rd quarter of 2010 and work is proceeding in this area based on the Port Authority’s updated procurement strategy and the re-sequencing of the construction in this area.

- Complete Steel Erection at South Mezzanine & Pavilion Transfer Structure – Incomplete

This represents the steel that supports the Memorial Pavilion as well as the southeast corner of the Memorial Plaza. While technically “incomplete,” this activity, along with portions of the 1A steel erection, was re-sequenced in order to best support our 9/11/11 commitment and in coordination with the Memorial Foundation and the Mayor’s Office. Currently, steel is erected in the extreme eastern area of the Memorial Plaza and the area forming the bottom of the Memorial’s South Pool. A re-sequencing of this work will allow placement of precast concrete members over the PATH tracks under portions of both the Memorial’s southern pool and Memorial Pavilion. These precast concrete sections will form the deck of the Memorial’s East Spot Network space, which

will house the electrical switchgear that will provide power to the Memorial's South Fountain. Had we fully completed this work instead of partially completing it, it would have severely complicated the installation of the concrete precast sections in that area. This underscores the interdependencies and connectivity of many of the projects on the site.

Begin Fabrication of PATH Hall Roof Steel – Complete

Following shop-drawing submissions and approvals, the contractor (DCM) began to fabricate the PATH Hall roof steel to be logically sequenced in time for delivery to the site. The first structural members expected onsite next quarter are the columns and plate girders supporting the arched roof structure. By beginning the fabrication of the PATH Hall roof steel in the 4th Quarter of 2009, steel erection for the PATH Hall roof will be able to begin during the 1st Quarter of 2010.

- Complete Fulton Street Access Roadway – Complete

This work consists of concrete retaining walls, slab infill, permanent backfill, and a temporary paving course for the western portion of Fulton Street. This roadway now provides access for Hub roof construction and 1WTC steel staging.

- Complete PATH Hall Roof Demolition over Platform A (Tracks 1&2) – Complete

This activity includes utility relocations and demolition of the existing temporary station roof over Platform A and Tracks 1 and 2. The completion of this work allows for the subsequent construction of the West Super Columns and #1 Subway Line truss as well as the East Box Girder. Work for the Transit Hall foundations is ongoing in this area.

WTC Vehicular Security Center and Tour Bus Parking Facility

- Complete Buttress Wall Panels along Cedar Street – Complete

These walls provide the support to the slurry wall along Cedar Street in an area where tie backs could not be placed. All panels enclosing the western portion of the VSC site are currently in place.

- Start Construction of Liberty Street Pedestrian Bridge – Complete

The completion of this bridge by NYSDOT will allow for the excavation of the west side of the VSC site while providing uninterrupted safe passage of commuters around the WTC site. Construction commenced in the 4th Quarter with the driving of piles for the foundations of the elevator pit and stair landing. Work will continue with and estimated completion during the 1st Quarter 2010.

One World Trade Center

- Start Erection of Tower Steel – Complete

Placement of this steel began at the end of the 3rd Quarter 2009. 1WTC is now well above street level.

- Erect Tier 2 – Floors 2M & 3 – Perimeter – Complete

This represents the first two above grade floors within 1 WTC. Steel erection is continuing with a target of reaching the 20th floor level during the 1st Quarter.

- Jump Crane onto Steel at North Core – Complete

With the North Core shear walls completed to ground level and erection steel assembled, the North Crane completed its “jump” on to the erection steel to rise to the same level as the southern crane. This will enable the contractor to continue with the erection of the structural steel. Both cranes will continue “jumping” up as the building rises.

- Place Concrete on Second Tier Floor 2M Floors – Incomplete

This will be the first concrete placement on an elevated deck to be built above Ground Level. Deck turn over and reinforcing bar placement began at the end of the 4th Quarter 2009, but was not completed. Both floors 2M and 3 were placed in January and this slight delay regarding Floor 2M has not altered the critical path of 1WTC.

Greenwich Street

- Begin Construction of Underpass Super Columns – Complete

Excavation of the “overburden” (i.e., soil and rock) has begun for these massive columns which will serve to support the #1 Subway Line at the PATH Underpass as well as the PATH Hall Roof and Transit Hall grade slab. Columns are currently scheduled for completion in 3rd quarter of 2010 and work is proceeding in this area based on the Port Authority’s updated procurement strategy and the re-sequencing of the construction in this area.

- Begin Construction of Elevation 274' Concrete Slabs – Complete

This represents the first level of structural concrete slabs that will laterally support the mini-pile columns currently supporting the #1 Subway Line box.

Looking Ahead – 1st Quarter 2010

National September 11 Memorial & Museum

- Complete Erection of Sector 1A Steel

This critical section in the southeast corner of the Memorial requires the coordination of both the Memorial and Transportation Hub programs. It is comprised of over 380 tons of steel and outlines the southern foundation's northeastern edge. Completing this sector will facilitate the construction of the south pump room and form the northeastern perimeter of the south fountain.

- Complete Core and Shell of the South Fountain Pump Room

Completion of this area will establish the location for the mechanical equipment that will operate the south fountain of the Memorial. When complete, it will allow 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

The Central Chiller Plant is a critical component of the HVAC systems for the Memorial. Completion of the core and shell work will allow the focus of the construction team to shift to equipment installation and MEP installation.

- Start Sector 3A Concrete

With steel completed in this sector during the 4th Quarter 2009, metal decking is being placed and welded so reinforcing bars can be placed followed by the placement of 6,500 CY of concrete. Sector 3A is located over the inbound and operational PATH tracks.

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

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 of occupancy of the space.

WTC Transportation Hub

- First Roof Steel to Site

Delivery of this material will be the first structural steel to the site for the PATH Hall roof structure. This will enable the start of steel placement, which is critical to the "Deckover" approach that was established during the 2008 Assessment process 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.

- Begin East Box Girder Shoring

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.

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

These plate girders provide support for the arches that tie into the East Box Girder and North / South Shear Wall.

- Complete Access Bridge for Memorial Pavilion Transfer Structure

This temporary bridge located in the southeast corner of the Memorial will allow 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

This work will complete critical foundations, which will serve as the base for the columns that support the PATH Hall roof.

WTC Vehicular Security Center and Tour Bus Parking Facility

- Complete Demising Wall

This will complete the cut off of the western portion of the south bathtub and allow 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.

- Begin Excavation in Western portion of site

This excavation of the western half of the site will enable the completion of foundations and the placement of VSC steel.

Complete Liberty Street Bridge Relocation

Currently, the Liberty Street Bridge allows pedestrians to walk from the World Financial Center along the planned Liberty Street roadway to gain access to Greenwich Street. The modification to the Liberty Street Bridge will enable excavation to begin in the south bathtub by redirecting pedestrians to Albany Street.

One World Trade Center

- Steel Erection Complete - 20th Floor

By the 1st Quarter of 2010, steel erection should reach the 20th floor level and climbing. It is at this level – above the reinforced base of 1WTC – that the construction of the typical floor sections will begin.

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

This represents the ability of 1WTC to make connections to major utility services. These services will provide the building with domestic water, water for the sprinkler system, and connection to the City's sewer system when needed for building fit-out. 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. A temporary construction power connection from the Barclay substation is scheduled to be completed shortly.

- Concrete Core & Slabs Complete - 3rd Floor

This is where the Concrete Contractor picks up the core again after waiting for the Steel Contractor to get ahead and create a lag. The concrete core and slab placement for the 3rd floor will occur once the steel installation is sufficiently ahead in order to ensure uninterrupted work.

Greenwich Street

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

Excavation under this portion of the #1 Subway Line box will provide access to install the permanent underpinning steel and permanent concrete down to elevation 240'. Work in this area consists of massive excavation of soil.

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 the remaining Memorial Plaza areas exclusive of the Northeast Quadrant over the Path Hall Roof and the south mezzanine.

- 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.

- 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 subgrade program spaces.

- 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.

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.

- 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

This structure serves as the support for the south mezzanine area and 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 to start excavation for the entire VSC bathtub. Because of the delay in the deconstruction of 130 Liberty Street, a work-around was implemented in which the site was bisected with a demising wall. Under this plan, excavation of the western portion of the site is planned to begin by the 1st

Quarter 2010 following the relocation of the Liberty Street Pedestrian Bridge by NYSDOT.

- 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 structural 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.

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 the building. 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

This includes perimeter steel erection to the 32nd floor, which is more than 340 feet above street level. Steel erection will continue moving at a faster pace going forward as the contractor gets into a rhythm of constructing the “standard” floors and after the “cocoon” safety netting is put in place.

- Metal Decking to 27th Floor

This represents the metal decking for the floor slab which is approximately 270 feet above street level. Concrete slab work will begin once the decking is in place, welded and approved. The decking lags the steel placement. Metal decking erection will continue moving at a faster pace for the same reasons described above.

Greenwich Street

- East and West Truss Installation

These trusses sit atop the super columns and span the 200' wide PATH Underpass. They 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

National September 11 Memorial & Museum

- More than 6,000 CY of a total of 50,000 CY of concrete was placed on the Memorial during the quarter bringing the total concrete placed at over 21,000 CY.
- Steel erection now approximately 95% complete
- Completed installation of the sector 3A steel, thus completing the steel over the PATH track right of way
- Over 7.7 million pounds of rebar installed
- Over 25 miles of high and low-voltage wiring installed

WTC Transportation Hub

- Brought Fulton Street to grade level along the southern portion of 1WTC
- Removed approximately 10,500 CY of Soil from the 9A underpass area, which will connect the WTC Transportation Hub to the World Financial Center
- Installed 22 minipiles to temporarily support the sewer lines running through the 9A underpass area.
- Approximately 60,000 tons of soil, concrete, and steel removed from the former H&M station site, which serves as the foundation for the Transit Hall.
- Began placement of minipiles, structural walls, and slabs in support of the Greenwich Street top-down construction
- Over 1,200 CY removed from demolition of the eight-foot thick slab under the #1 Subway Line

One World Trade Center

- Placed over 3,300 of superstructure concrete in the 4th quarter. To date, almost 62,000 CY has been placed.
- Completed erection of the remaining perimeter super columns. The columns are in excess of 70 tons each.
- Installed over 4,400 tons of steel, bringing the total to over 12,000 tons of steel to date. Steel erection is currently above the 24th floor level.
- Metal deck installation was complete up to the 4th floor by the end of the quarter and is now installed to the 22nd floor.

VSC

- Completed construction of the demising wall to bisect the site. This proactive approach is being used to mitigate some of the delays with the deconstruction of 130 Liberty Street.

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- Over 4,000 CY of concrete in place
- Approximately 650 tons of rebar 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.

1. Planning/Analysis

- Advanced development of a Truck Arrival Scheduling System (TASS). The software will serve as an operational management tool that will support The Port Authority's ongoing efforts to effectively and efficiently manage daily truck arrivals during construction. The system will collect and centralize contractor-submitted daily schedules and identify potential delivery conflicts across projects. This allows The Port Authority to work with contractors to create the most efficient delivery schedule for all stakeholders. In addition, the system will allow the Port Authority to analyze and plan for future gate operations. As a planning tool, projected truck volumes can be entered into the system to determine the total number of trucks that can be accommodated on site at any given time and how much off-site staging area may be required. 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 to compile and present vehicle and pedestrian volume data around the site. This data serves as critical input in the traffic engineering and planning analyses the Office is undertaking to support the smooth movement of pedestrians and vehicles around the WTC site and the intake and egress of construction vehicles through the construction site.
 - Continued regular site-wide noise monitoring to ensure that the surrounding community is not unduly affected by construction noise.
- #### 2. Stakeholder Coordination: Continuing stakeholder outreach efforts to identify and proactively address issues related to various construction projects on the WTC site.
- Coordinated closely with NYSDOT and contractors working on the WTC Site to create NYSDOT work zones within the WTC site. NYSDOT requires work zones to complete utility work critical to advancing the Route 9A, VSC and Memorial

- programs. These areas often overlap with key WTCC project material laydown areas along the site's western border utilized by the Memorial and the VSC. The Office reviewed NYSDOT staging plans and assisted with the realignment of the site perimeter fence to establish work zones that allowed NYSDOT to expedite the utility work. The Office also coordinated closely with contractors on the WTC site to find alternate material laydown areas that were lost during the fence realignment.
- Continued to study pedestrian paths around the WTC site to ensure that the public can move quickly and safely as construction progresses. The Office partnered with NYSDOT to coordinate the installation of the relocated east entrance to the Liberty Street Pedestrian Bridge, which will benefit pedestrians and accommodate construction as Memorial and VSC activities progress. The Office performed Bridge-related outreach coordination with various stakeholders, including 90 West, local building owners such as Brookfield Properties, and area residents and community groups. NYSDOT is installing piers on West Street for the Bridge, and a weekly Liberty Street/Vehicle Security Center (VSC) construction schedule was provided to residents of 90 West to inform them about construction activities that may impact them. Bridge relocation activity included a comprehensive wayfinding and signage plan to direct pedestrians to the new Bridge landing location.
 - As work on the # 1 Subway Line Box and Greenwich Street progressed, the Office continually reviewed and updated its existing guidelines for safety and its Environmental Performance Commitments. Coordination of the construction process continued with agencies such as the Metropolitan Transportation Authority and various construction firms working on the project.
 - Continued to coordinate the arrival and erection of cranes on Greenwich Street and other points at the WTC site. The Manitowoc 18000, so far the biggest crane to have arrived on site, was brought in to work on One WTC. Once work is completed, the crane will be deconstructed and reassembled in a different location to assist allow for WTC Transportation Hub construction. The Office is ensuring that all permits are submitted and all crane activity is documented and communicated to stakeholders.
3. Operations: Coordinating future WTC site operation requirements that will ensure safety of workers and coordinated vehicle and pedestrian flow, both in the current condition and as portions of the site become operational.
- Worked closely with site operations and security personnel to complete construction of the Site Logistics Coordination Center (SLCC) in the Downtown Manhattan offices of The Port Authority. This will be a complete logistics and safety command center, which will greatly enhance the safety in and around the perimeter of the construction site. A security monitoring center with 12 CCTV screens and the ability to view points around the site has been set up. The rest of

the SLCC is currently being constructed, and will be completed in the early part of the first quarter of 2010.

- 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.
 - Developed an outreach campaign for construction workers who access the site. The new Iris Photo Recognition program will allow authorized individuals to gain access to construction areas. The campaign consists of informative brochures and a poster to inform all workers of the new procedure and the advantages/safety points of the new system. It will be implemented once the system is ready to go into effect, early in the first quarter of 2010.
4. Communication: Providing a central information source for stakeholders, agencies, and the general public regarding WTC program logistics and ongoing process.
- Made a number of key WTC site presentations. The Office presented to CB1's WTC Subcommittee in October; CB1's Battery Park City Subcommittee in November; and held a CB1 working meeting regarding the Liberty Bridge realignment in December. It also arranged and led a WTC Memorial & Museum event for over 200 middle school students who raised money for the Memorial.
 - Continued its biweekly presentations to owners and residents of 90 West, updating them on current and future construction activities that may impact their quality of life. A weekly construction schedule aimed to directly inform 90 West residents of construction activities near their building was disseminated weekly; resident feedback has been collected on a weekly basis as well.
 - Continued to communicate all temporary street closures, night work, and noise due to construction activity, site drills and crane activity via the weekly construction schedule, which forecasts site work for two-week stretches and is distributed to all stakeholders every Friday.
 - Construction alerts and WTC updates, which serve to remind the stakeholders of looming changes in construction activity and educate them on what these changes mean, continued to be dispatched every month, as necessary. They informed stakeholders and the community of events such as a PATH elevator outage, two site-contained Port Authority Police Department evacuation drills, and Battery Park City work resulting in the closure of a public plaza, for which the Office also arranged the fabrication of signs.
 - The monthly Construction Progress Newsletter continued to inform stakeholders, site visitors and various associated agencies of construction progress at the site; it

continued to increase circulation among agencies, stakeholders and site workers, as the print run is expected to hit 9,000 physical copies in January, in addition to electronic distribution.

- Additionally, updates were provided to interested parties through the www.wtcprogress.com website. The website also provided information and email updates to subscribers.