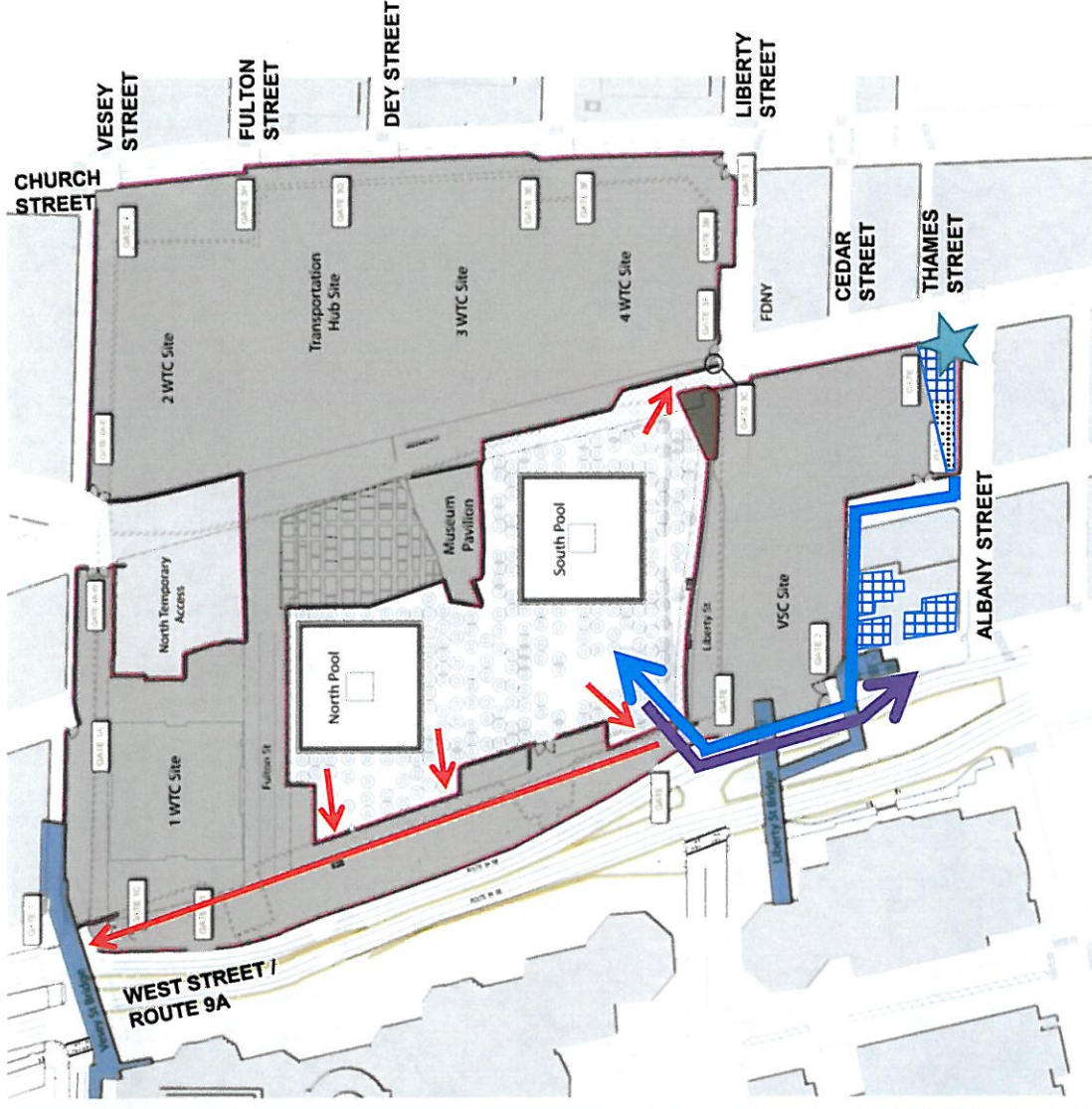


Visitor Facilities Construction Update

Principals Meeting
April 26, 2011




National September 11 Memorial & Museum

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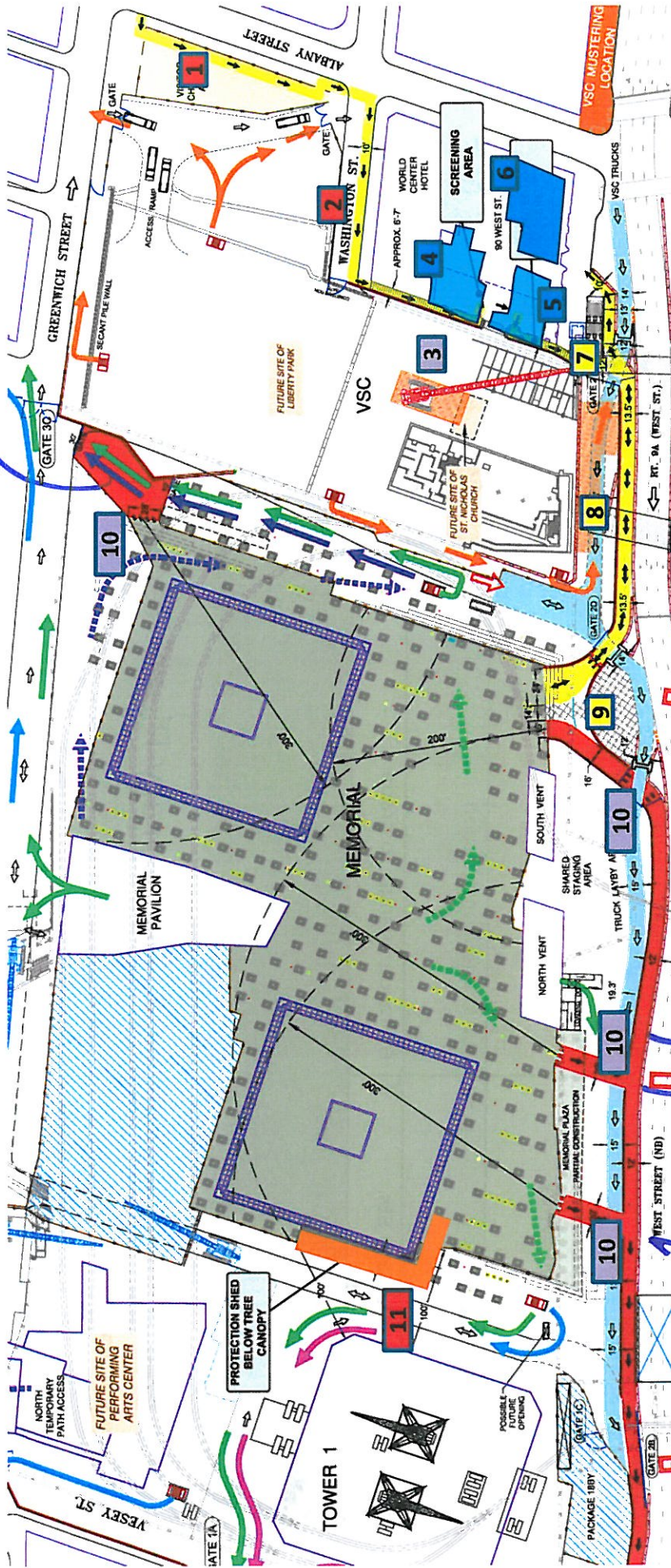


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Day 2 Visitor Facilities Project Map - Access & Egress Routes

-  Memorial Entry
-  Welcome Site spaces and Entry site
-  Visitor access route to Plaza
-  Visitor egress route from Plaza
-  Emergency egress routes and exits

Access to 90 West



Built by Port Authority

- Memorial Entry
- Washington St.
- Plaza Overhead Protection

Built by Port Authority & NYS-DOT

- Cedar St. Sidewalk
- Emergency Egress Courts

Built by NYS-DOT

- Liberty St. Bridge Crossing
- 9A/Haul Rd. Pipeline
- Memorial Plaza Entry Portal

Built by 9/11 Memorial

- Orientation/Screening (90 West)
- Back-of-House (90 West)
- Retail Outlet (90 West)

Day 2 Visitor Facilities

Complete Access & Egress Concept

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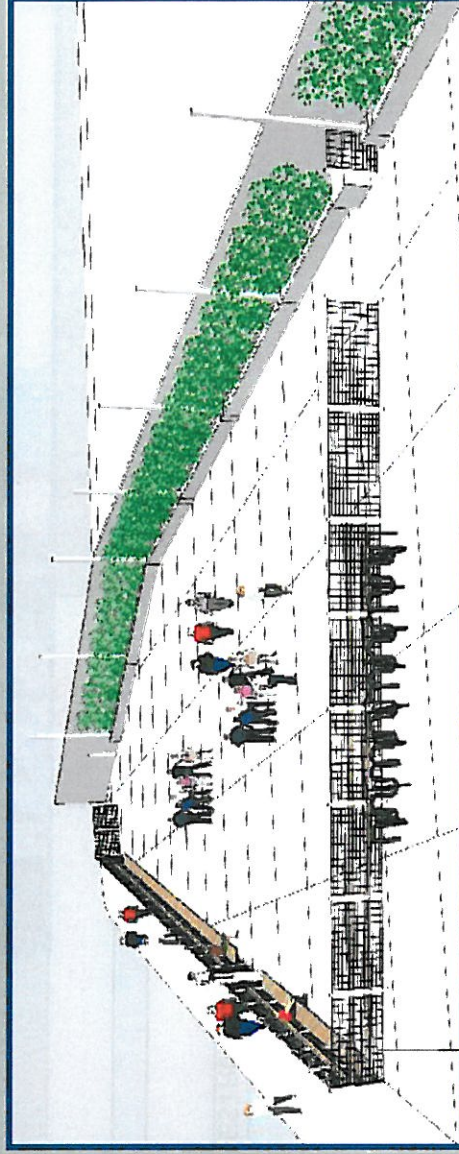
KEY MILESTONES			
SEGMENT	TASK	COMPLETE	
1 Entry Site	Platform design Plaza design Construct platform Construct plaza Substantial Completion	4/1 4/29 5/20 7/15 8/26	
2 Washington St.	Fit-out design Substantial Completion (West sidewalk option) Substantial Completion (East sidewalk option)	4/18 5/9 7/29	
3 Cedar St.	Sidewalk design Shed design Sidewalk construction Shed installation Substantial Completion	4/21 5/3 5/16 6/13 8/10	
4 Welcome Site	Fit-out design Interior demo Build-out Substantial Completion	4/1 5/4 7/19 8/17	
5 thru 9 Rte. 9A: "Pipeline" and Egressway	Design development Entry Portal Substantial Completion Egressway Substantial Completion "Pipeline" Substantial Completion	4/21 8/9 8/29 9/2	
10 Memorial Plaza	SW Corner construction Interim Alterations Substantial Completion TCO	6/1 8/25 9/9	
11 Greenwich & Liberty Sts.	Bermuda Triangle to grade Substantial Completion	4/1 8/22	



Off-site Visitor Facilities & Temporary Plaza Requirements Schedule

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	✓ Conceptual design	2/25
	✓ Platform schematic design	3/18
	✓ Platform design	4/1
	Plaza design	4/29
APPROVALS	✓ Port Authority platform design review	4/8
	PA, NYPD & NYC-DOT plaza design review	5/13
	TCO	7/15
CONSTRUCTION	Platform construction	5/20
	Plaza construction	7/15
FIT-OUT	Aesthetics installation	7/27
	Camera installation/testing	8/26
SUBSTANTIAL COMPLETION		8/26



Day 2 Visitor Facilities

Site 5 (“Memorial Entry”)

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	✓ Conceptual design	2/25
	✓ Fit-out design	4/18
EAST SIDEWALK PEDESTRIAN LANE OPTION		
CONSTRUCTION	Sewer work	5/2
	Secant piles	5/2
	North sidewalk restoration	5/16
	South sidewalk restoration	7/15
FIT-OUT	North fit-out	5/23
	South fit-out	7/22
	Aesthetics installation	7/29
SUBSTANTIAL COMPLETION		7/29
WESTERN SIDE OF STREET PEDESTRIAN LANE OPTION		
CONSTRUCTION	✓ Install VSC MPT	4/25
	Sidewalk fit-out	5/2
FIT-OUT	Aesthetics installation	7/27
SUBSTANTIAL COMPLETION		7/27

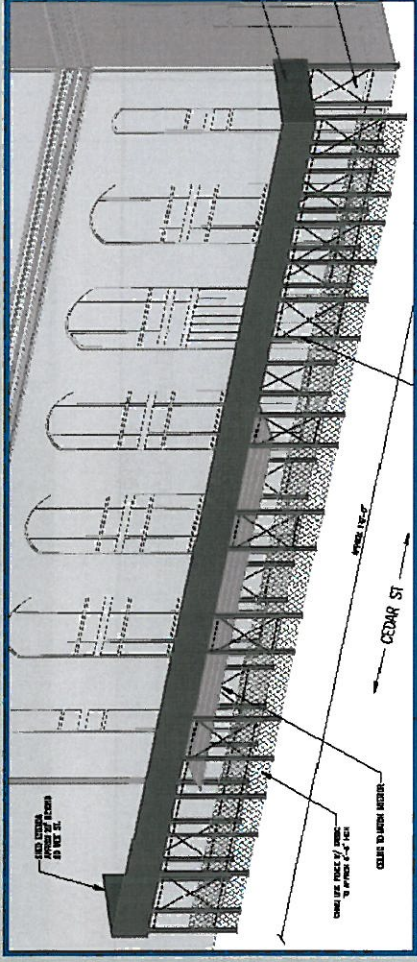
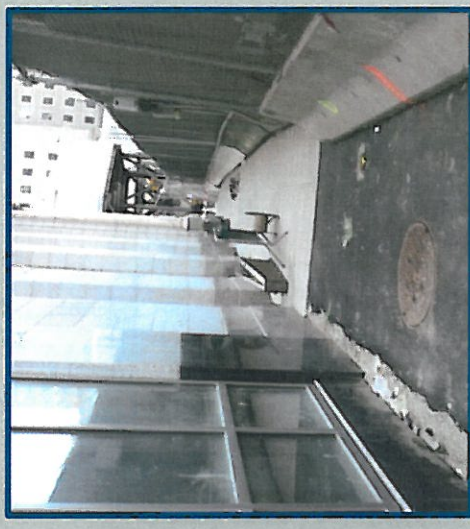
RISKS/COMMENTS
<ul style="list-style-type: none"> Decision on closing street affects construction schedule Business impacts



Day 2 Visitor Facilities Washington Street

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	✓ Conceptual design	2/25
	✓ Schematic design	3/11
	✓ Sidewalk design	4/21
	Shed design	5/3
APPROVALS	✓ NYS-DOT shed contractor approval	5/12
	DOB review	5/12
CONSTRUCTION	Sidewalk construction	5/16
	Relocate VSC fence	5/23
	Shed installation	6/13
FIT-OUT	Aesthetics installation	8/10
	Camera installation/testing	7/25
SUBSTANTIAL COMPLETION		8/10
RISKS/COMMENTS		
<ul style="list-style-type: none"> • VSC Slurry Wall End Stop impact on eastern-most sidewalk slab widening • NYPD/DOT official street closure 		



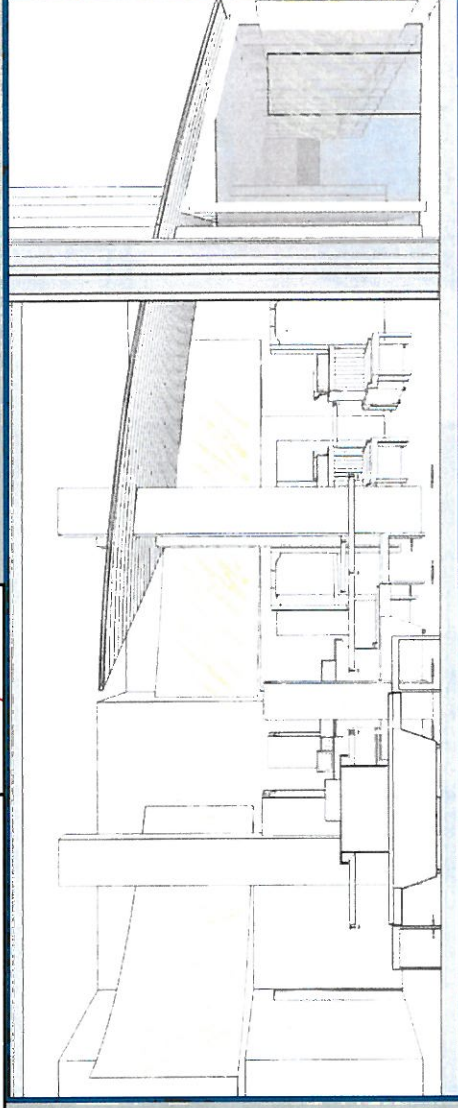
Day 2 Visitor Facilities Cedar Street

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	✓ Conceptual design	2/18
	✓ On-site security equipment test	3/17
	✓ Fit-out design	4/1
APPROVALS	✓ Landlord approval	4/12
	LPC and DOB review	4/26
	Permits	5/3
	LMDC Environmental Review	5/5
	TCO	7/19
CONSTRUCTION	✓ Interior demolition	5/4
	Build-out	7/19
FIT-OUT	Security equipment installation	7/26
	FF&E	8/16
	Camera Installation/Testing	8/16
	Aesthetics installation	8/17
SUBSTANTIAL COMPLETION		8/17

RISKS/COMMENTS

- LMDC Environmental Review (of entire visitor Access Route) must be complete before new exterior doors can be installed

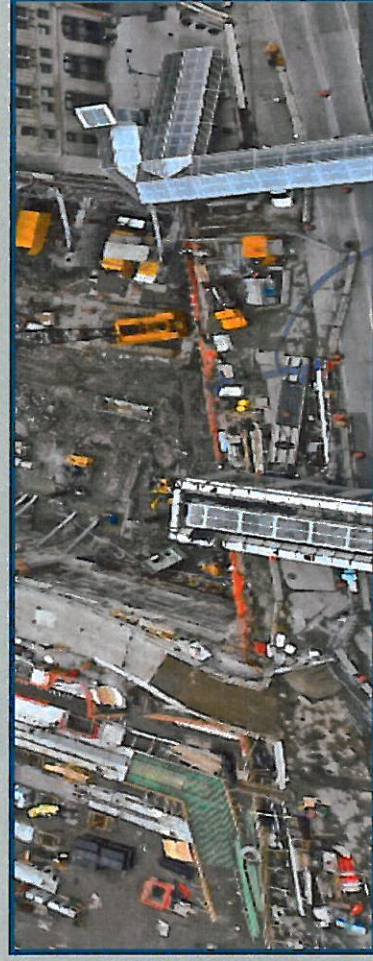


Day 2 Visitor Facilities

Welcome Site - Screening Space

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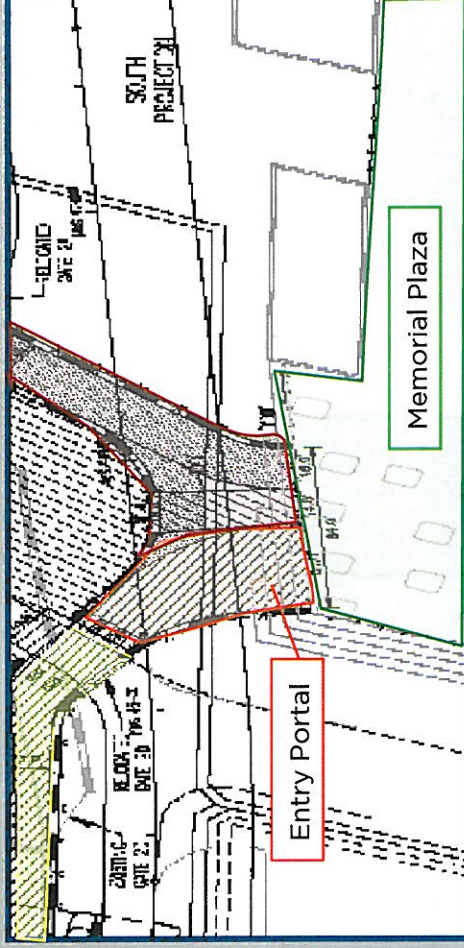
KEY MILESTONES		
	TASK	COMPLETE
DESIGN	<div>✓</div> Schematic design <div>✓</div> Design development	<div>3/31</div> <div>4/21</div>
CONSTRUCTION	<div>✓</div> Lane shift <div>✓</div> Relocate gate <div>✓</div> Relocate VSC fence (SW corner) <div>✓</div> Install grade beam steel <div>✓</div> Install temp support/permanent steel bracing <div>✓</div> Install concrete column stiffeners <div>✓</div> Pave "Pipeline" <div>✓</div> Relocate WTC fence <div>✓</div> Install barriers, fences, and gates	<div>3/9</div> <div>3/15</div> <div>3/21</div> <div>4/26</div> <div>5/19</div> <div>5/19</div> <div>7/18</div> <div>7/20</div> <div>7/23</div>
FIT-OUT	<div>✓</div> Install lighting <div>✓</div> Install vehicle security barriers <div>✓</div> Camera installation/testing	<div>7/30</div> <div>8/1</div> <div>9/2</div>
SUBSTANTIAL COMPLETION		9/2



Day 2 Visitor Facilities
Rte. 9A/the Haul Rd. – the “Pipeline”

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	<div>✓</div> <div>✓</div> <div>Schematic design</div> <div>Design development</div>	<div>3/31</div> <div>4/21</div>
CONSTRUCTION	<div>Install steps</div> <div>Raise grade at entry portal</div> <div>Paving</div> <div>Relocate WTC fence</div> <div>Install barriers, fences, gates</div> <div>Install vehicle security barriers</div> <div>Install pedestrian security barriers</div>	<div>5/5</div> <div>6/14</div> <div>6/21</div> <div>6/23</div> <div>6/28</div> <div>7/5</div> <div>7/5</div>
FIT-OUT	<div>Install lighting</div> <div>Aesthetics installation</div> <div>Camera installation/testing</div>	<div>7/5</div> <div>7/27</div> <div>8/9</div>
SUBSTANTIAL COMPLETION		8/9

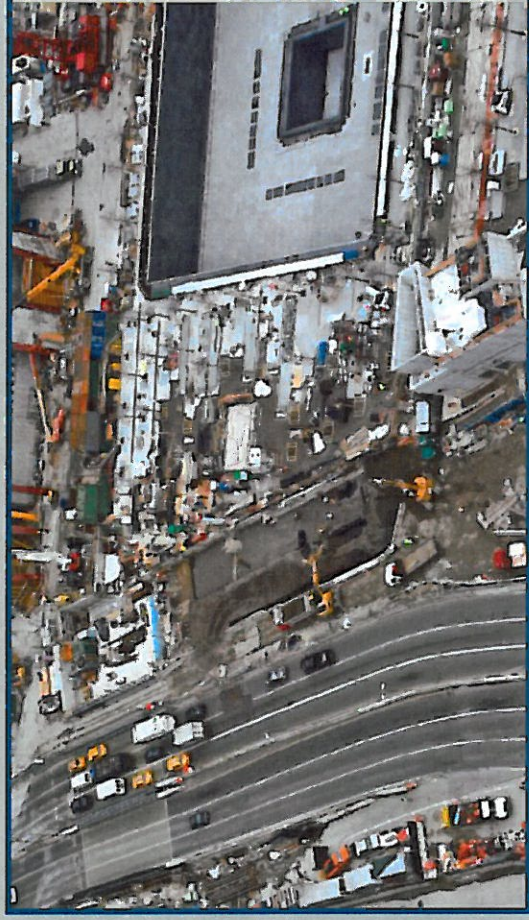


Day 2 Visitor Facilities

Memorial Plaza Entry Portal

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	<div>✓</div> Schematic design <div>✓</div> Design development	<div>3/31</div> <div>4/21</div>
CONSTRUCTION	<div>✓</div> South projection roof <div>✓</div> Backfill over south projection Pave egressway/Haul Rd. Relocate WTC fence Install Haul Rd. markings Install barriers, fences, gates Install lighting	<div>2/28</div> <div>3/23</div> <div>7/24</div> <div>7/27</div> <div>7/27</div> <div>8/1</div> <div>8/6</div>
SUBSTANTIAL COMPLETION		8/6



Day 2 Visitor Facilities

Rte. 9A/the Haul Rd. – Liberty Street to Fulton Street

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	<div>✓</div> <div>✓</div> Schematic design Design development	3/31 4/21
CONSTRUCTION	Complete concourse roof work New Haul Rd. gate Remove Haul Rd. Bridge Utilities Backfill Pave egressway and Haul Rd. Relocate WTC fence Install barriers, fences, gates Install lighting	5/2 5/6 5/20 8/1 8/8 8/15 8/17 8/22 8/29
SUBSTANTIAL COMPLETION		8/29

RISKS/COMMENTS

- Further coordination needed between NYS-DOT and Port Authority to identify proper utility construction sequence



Day 2 Visitor Facilities Concourse

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KEY MILESTONES		
	TASK	COMPLETE
DESIGN	✓ Interim alterations schematic design	3/30
	✓ Rte. 9A access/egress	4/21
	Interim plaza emergency systems	5/4
	Interim below grade mechanicals	5/6
	Design North Pool overhead protection	5/11
APPROVALS	QAD design review and approval	5/25
	✓ DOB concurrence	5/25
PERMANENT CONSTRUCTION		
CONSTRUCTION	Southwest corner complete	6/1
	Install permanent Plaza lighting and cameras	7/29
	Day 2 Plaza substantial completion	7/29
INTERIM CONSTRUCTION		
CONSTRUCTION	Install interim landscape alterations	7/6
	Interim below grade mechanicals	7/15
	Install interim Plaza perimeter fence	7/29
	Install North Pool overhead protection	8/3
	Install fence wrap	8/11
	Install signage	8/18
	Install radio antenna repeater system	8/25
SUBSTANTIAL COMPLETION	Install interim lighting and cameras	8/25
		8/25

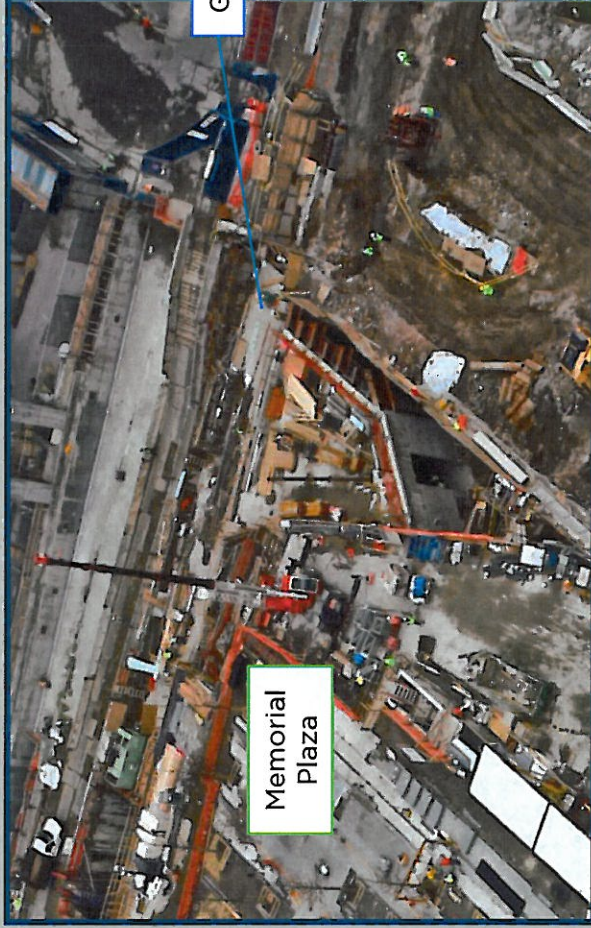


Day 2 Visitor Facilities Memorial Plaza

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KEY MILESTONES		
	TASK	COMPLETE
CONSTRUCTION	✓ Bermuda Triangle to Grade	4/1
	Waterproofing	8/15
	Permanent backfill	8/15
	Build Greenwich Street South	8/15
	Temporary Pavement	8/15
	Pave egressway	8/15
	Install barriers, fences, gates	8/22
	Install lighting	8/22
SUBSTANTIAL COMPLETION		8/22



Greenwich St.

Memorial Plaza

Day 2 Visitor Facilities

Greenwich & Liberty Streets Exit

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