

**THE PORT AUTHORITY OF NEW YORK AND NEW JERSEY**

**COMMITTEE ON OPERATIONS  
MINUTES OF SPECIAL MEETING**

**Wednesday, May 29, 2013**

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**225 Park Avenue South  
New York, NY  
Wednesday, May 29, 2013**

**PRESENT:**

Hon. David Samson, Chairman  
Hon. Jeffrey H. Lynford, *pro tem*  
Hon. James P. Rubin  
Hon. William P. Schuber, *pro tem*

Committee Members

Hon. Scott H. Rechler, Vice-Chairman  
Hon. Richard H. Bagger  
Hon. Jeffrey A. Moerdler  
Hon. Raymond M. Pocino  
Hon. Anthony J. Sartor  
Hon. David S. Steiner

Commissioners

Patrick J. Foye, Executive Director  
William Baroni, Jr., Deputy Executive Director  
Darrell B. Buchbinder, General Counsel  
Karen E. Eastman, Secretary

Susan M. Baer, Director, Aviation  
Thomas E. Belfiore, First Deputy Chief Security Officer  
Quentin M. Brathwaite, Assistant Director, World Trade Center Construction  
Rosemary Chiricolo, Deputy Director, Management and Budget  
Steven J. Coleman, Deputy Director, Media Relations  
Philippe Danielides, Senior Advisor to the Chairman  
Stephanie E. Dawson, Acting Chief Operating Officer  
John C. Denise, Audio Visual Supervisor, Marketing  
Michael A. Fedorko, Director, Public Safety/Superintendent of Police  
Michael B. Francois, Chief, Real Estate and Development  
Cedrick T. Fulton, Director, Tunnels, Bridges and Terminals  
David Garten, Senior Advisor to the Vice Chairman  
Lash L. Green, Director, Office of Business Diversity and Civil Rights  
Linda C. Handel, Deputy Secretary  
Mary Lee Hannell, Chief, Human Capital  
Andrew T. Hawthorne, Director, Marketing  
Anthony Hayes, Manager, Media Planning, Media Relations  
Mark Hoffer, Director, New Port Initiatives, Port Commerce Department

Howard G. Kadin, Esq., Law  
Stephen Kingsberry, Director, Rail Transit  
Cristina M. Lado, Director, Government and Community Affairs, New Jersey  
Richard M. Larrabee, Director, Port Commerce  
John J. Liantonio, Senior External Relations Client Manager, Government and Community Affairs  
John H. Ma, Chief of Staff to the Executive Director  
Lisa MacSpadden, Director, Media Relations  
Stephen Marinko, Esq., Law  
Ronald Marsico, Assistant Director, Media Relations  
Michael G. Massiah, Director, Management and Budget  
Daniel G. McCarron, Comptroller  
Elizabeth M. McCarthy, Chief Financial Officer  
James E. McCoy, Manager, Board Management Support, Office of the Secretary  
David J. McGrath, Manager, Marketing  
Christopher J. Mohr, Executive Business Manager, Office of the Secretary  
Jared Pulosio, Staff External Relations Representative, Government and Community Affairs  
Steven P. Plate, Deputy Chief, Capital Planning/Director, World Trade Center Construction  
Krista I. Powers, External Relations Client Manager, Government and Community Affairs  
Alan L. Reiss, Deputy Director, World Trade Center Construction  
Juan Carlos Rojas, Senior External Relations Representative, Government and Community Affairs  
Jessica D. Russ, Associate Board Management and Support Specialist, Office of the Secretary  
Timothy G. Stickelman, Assistant General Counsel  
Robert A. Sudman, Director, Audit  
Ralph Tragale, Assistant Director, Public Affairs, Aviation  
David B. Tweedy, Chief, Capital Programs  
I. Midori Valdivia, Principal Financial Analyst, Executive Director's Office  
Christopher M. Valens, Senior Public Information Officer, Media Relations  
Lillian D. Valenti, Director, Procurement  
Sheree R. Van Duyne, Manager, Policies and Protocol, Office of the Secretary  
David M. Wildstein, Director, Interagency Capital Projects, Office of the Deputy Executive Director  
William J. Young, Senior External Relations Client Manager, Tunnels, Bridges and Terminals  
Peter J. Zipf, Chief Engineer

Guests:

Nicole Crifo, Senior Counsel, Authorities Unit, Office of the Governor of New Jersey  
Kerstin Sundstrom, Assistant Counsel, Authorities Unit, Office of the Governor of New Jersey

Speakers:

Marcus Babzien, Member of the Public  
Murray Bodin, Member of the Public  
Margaret Donovan, Twin Towers Alliance  
Robert A. Genna, Member of the Public  
Richard Hughes, Twin Towers Alliance

Michael Prokosch, Member of the Public  
Kalev Savi, Member of the Public  
Jackson Scott, Member of the Public  
Lisa Turano-Wojcik, Member of the Public  
Neile Weissman, Member of the Public

In view of the fact that, as a result of prospective recusals, there would not be a sufficient number of Commissioners present to consider certain items on the agenda at today's Board meeting, the Secretary reported that, pursuant to the By-Laws, a special meeting of the Committee on Operations was called to permit the Committee to act on the items for and on behalf of the Board.

The meeting was called to order in public session at 1:17 p.m. and ended at 2:08 p.m.

**DOWNTOWN RESTORATION PROGRAM – AUTHORIZATION OF ADDITIONAL WORLD TRADE CENTER CONTRACT ACTIONS AND EXPENSES TO SUPPORT POST-HURRICANE SANDY RECOVERY AND STORM PREPAREDNESS WORK**

It was recommended that the Board authorize: (1) the expenditure of an additional estimated amount of approximately \$71 million for certain contract actions and expenses expected to be required through June 30, 2013 to effectuate ongoing repair and replacement of facilities and equipment at the World Trade Center (WTC) site that were damaged or destroyed as a result of Hurricane Sandy and its associated storm surge, resulting in a cumulative total authorization of approximately \$306 million for the response, recovery and restoration efforts at the WTC site; (2) the expenditure of an additional estimated amount of \$5.5 million for certain contract actions and expenditures for enhanced storm preparedness measures for the WTC site, that would be ready for installation by the upcoming 2013 hurricane season; and (3) the Executive Director to take all actions necessary to effectuate the foregoing, consistent with the terms outlined to the Board.

During the week of October 28, 2012, Hurricane Sandy and its associated storm surge caused significant flooding and devastating damage in Lower Manhattan and throughout the New York-New Jersey region. The storm resulted in severe flooding throughout the WTC site, particularly affecting the WTC Transportation Hub, Vehicular Security Center, WTC Memorial Museum, and One WTC, among other WTC projects in construction. Although the de-watering of the WTC site was substantially completed in early November, and pre-storm levels of construction activity resumed throughout the WTC site by the end of November 2012, Hurricane Sandy recovery activities are ongoing, to assess and evaluate damaged areas and equipment for future repair or replacement. Through separate actions at its meetings from February 6, 2013 through April 24, 2013, the Board, and the Committee on Operations, acting for and on behalf of the Board pursuant to the By-Laws, ratified and authorized certain actions required for Hurricane Sandy response, recovery and restoration work at the WTC site through May 31, 2013, in a total estimated amount of \$235.2 million.

Although comprehensive damage assessments and project impact evaluations related to Hurricane Sandy will be ongoing throughout 2013, staff is ordering various contractors to repair or replace damaged and destroyed equipment and infrastructure, including the purchase or repurchase of major long-lead items, such as electrical switchgear and substation equipment, vertical circulation equipment, and mechanical fans, air handling units and controls. Increases in contract amounts also are needed to provide for construction management, program management, design support, and other professional services to support the repair/replacement and re-installation work.

Consistent with previous discussions with the Board throughout 2013, as additional information is made available by contractors, further project evaluations and implementation decisions regarding Hurricane Sandy's impact are being made. It is anticipated that there will be further requests for increases to contract amounts for actions that will be attributable to Hurricane Sandy recovery, including further equipment replacement and installation costs, construction general conditions and potential acceleration costs, on an ongoing basis.

In conjunction with the project damage assessments, various measures for enhanced construction site protection in preparation for future severe weather events also are being evaluated. For the upcoming 2013 hurricane season, staff has identified certain contract actions and expenditures for enhanced storm preparedness measures at the WTC site, including, but not limited to, temporary water intrusion barriers, mechanical pumps, and emergency generators, all of which could be installed or deployed on an interim basis, if necessary.

Pursuant to the foregoing report, the Committee on Operations, acting for and on behalf of the Board pursuant to the By-Laws, adopted the following resolution, with Commissioners Lynford, Rubin, Samson and Schuber voting in favor. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Committee being present.

**RESOLVED**, that the expenditure of an additional estimated amount of approximately \$71 million for certain additional actions and expenses expected to be required through June 30, 2013, to effectuate the repair and replacement of facilities and equipment at the World Trade Center (WTC) site that were damaged or destroyed by Hurricane Sandy and its associated storm surge, be and it hereby is authorized, consistent with the terms outlined to the Board; and it is further

**RESOLVED**, that the expenditure of an additional estimated amount of \$5.5 million for certain contract actions and expenditures for enhanced storm preparedness measures at the WTC site, that would be ready for installation by the upcoming 2013 hurricane season, be and it hereby is authorized, consistent with the terms outlined to the Board; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take all actions necessary to facilitate the foregoing, consistent with the terms outlined to the Board; and it is further

**RESOLVED**, that the form of all contracts and agreements in connection with the foregoing shall be subject to the approval of General Counsel or his authorized representative.

**WORLD TRADE CENTER SITE – SITE-WIDE INTEGRATION OF LIFE SAFETY, EMERGENCY RESPONSE AND OPERATIONS SYSTEMS – PHASE I – INTEGRATION OF FIRE ALARM SYSTEMS AND STANDARDIZED ROOM AND LEVEL IDENTIFICATION FOR LIFE SAFETY AND FIRST RESPONDERS – PROJECT AUTHORIZATION**

It was recommended that the Board authorize: (1) a project for Phase I of the World Trade Center (WTC) Site-wide Integration of Life Safety, Emergency Response and Operations Systems, which is composed of: (a) integration of fire alarm systems, and (b) initiatives for standardized room and level identification for life safety and first responders, at an estimated total project cost of \$33.7 million; and (2) the Executive Director to increase the amounts of certain construction trade contracts related to several WTC site projects, in order to support the implementation of the foregoing Phase I project, in an estimated aggregate amount of \$22,765,688, consistent with the terms outlined to the Board.

On February 24, 2011, the Board authorized planning work, in an estimated total amount of \$8.1 million, to conduct a comprehensive review of all operations systems at the WTC site (of which amount \$7.1 million has been allocated to planning for the proposed Phase I project), including operations related to the WTC Transportation Hub, One World Trade Center, the WTC retail development, the Vehicular Security Center, and the National September 11 Memorial and Museum.

Given that the WTC site consists of multiple buildings and components, the site-wide integration initiative has been developed to make certain that operational systems for the different WTC projects are fully integrated and coordinated, so as to optimize the interoperability of these systems on a site-wide basis for emergency response and life safety purposes. The initiative would promote the following goals: enhance life safety; improve emergency response and communications throughout the WTC site; integrate the critical building and operational systems, to optimize operational efficiency; enable the WTC site to function as a fully integrated facility; and reflect industry best practices of similar large-scale developments.

The proposed Standardized Room and Level Identification for Life Safety and Emergency Responders initiative would create a consistent building nomenclature, by: developing a uniform naming system for levels, rooms and critical equipment for all WTC site buildings and assets; updating the site-wide construction documents accordingly; and installing the appropriate signs and designations to each covered item or area. This initiative would aid first responders by providing unique identification of alarm locations and wayfinding aids, as well as promoting more efficient operations and maintenance programs.

The proposed Fire Alarm Integration initiative would integrate multiple fire alarm systems being installed in connection with the various WTC site components. The final integration of those systems would be accomplished by installing a remote annunciator and intercom system, enhancing emergency situational awareness at the WTC site among all stakeholders, and developing and programming sequences of operations to ensure that each fire alarm system acts collaboratively with the others.

These initiatives would be accomplished primarily through supplements to existing construction trade contracts with entities already performing work at the WTC site.

Phase II of the project, which would be subject to further Board authorization, would cover a utility metering and energy management program, and a building management and vertical transportation management system centralization program.

Pursuant to the foregoing report, the Committee on Operations, acting for and on behalf of the Board pursuant to the By-Laws, adopted the following resolution, with Commissioners Lynford, Rubin and Schuber voting in favor; Commissioner Samson recused and did not participate in the consideration of, or vote on, this item. General Counsel confirmed that sufficient affirmative votes were cast for the action to be taken, a quorum of the Committee being present.

**RESOLVED**, that a project for Phase I of the World Trade Center (WTC) Site-wide Integration of Life Safety, Emergency Response and Operations Systems, which is composed of integration of fire alarm systems and initiatives for standardized room and level identification for life safety and first responders, at an estimated total project cost of \$33.7 million, be and it hereby is authorized; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to increase the amounts of certain construction trade contracts related to several WTC site projects, to support the implementation of the foregoing Phase I project, in an estimated aggregate amount of \$22,765,688, consistent with the terms outlined to the Board; and it is further

**RESOLVED**, that the Executive Director be and he hereby is authorized, for and on behalf of the Port Authority, to take action with respect to construction contracts, contracts for professional and advisory services and such other contracts and agreements as may be necessary to effectuate the foregoing Phase I project, pursuant to authority granted in the By-Laws or other resolution adopted by the Board; and it is further

**RESOLVED**, that the form of all contracts and agreements in connection with the foregoing Phase I project shall be subject to the approval of General Counsel or his authorized representative.

Whereupon, the meeting was adjourned.

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Secretary