Advantages of NetPoint® / GPM® for World Trade Center Redevelopment Portfolio Schedule Management
Advantages of NetPoint® for WTCR Portfolio
Schedule Management - The Set-Up

World Trade Center

• Construction (WTCC) – Integrated Master Schedule (IMS)

• Redevelopment (WTCR) – Turnover, Operations, Maintenance & Leasing Schedules
Advantages of NetPoint® for WTCR Portfolio Schedule Management - The Set-Up

• Mission – Generate an integrated WTCR baseline schedule and subsequent updates consisting of 34 projects, some of which are interrelated.

• MDQ – At what extent to leverage NetPoint to best accomplish project schedule delivery?
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Criteria

Criteria - Organization
Advantages of NetPoint® for WTCR Portfolio
Schedule Management - Criteria

Department Director

Business Area Lead
- Retail
  - 1 WTC Marketing
  - Site-Wide Branding
  - Retail Fitout
- Development
  - Observation Deck
  - Sustainability Planning
- Operations
  - Site-Wide Integration
  - Commissioning
  - PM/PAPD Facility
- Security
  - Trusted Access Program
  - Interim Security Access
  - Campus Plan

Program / Project Managers
## Advantages of NetPoint® for WTCR Portfolio Schedule Management - Criteria

<table>
<thead>
<tr>
<th>Project</th>
<th>Program</th>
<th>Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Interactive Planning Sessions (IPS)</td>
<td>• Combining Project Schedules</td>
<td>• Interface with External Schedules</td>
</tr>
<tr>
<td>• Project Schedules</td>
<td>• Rolling-up Activities</td>
<td>• Manage to Org. Chart / OBS</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Assist with Enterprise System</td>
</tr>
</tbody>
</table>

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Advantages of NetPoint® for WTCR Portfolio Schedule Management - Criteria

- Portfolio Schedule Summary
- Program Summary Schedules and Quarterly Look-Ahead Reports
- Project Schedules & Updates
  - Integration Into Master Redevelopment Schedule

Levels:
- Director-Level
- Business Area Lead
- Project Manager
Advantages of NetPoint® for WTCR Portfolio
Schedule Management - Criteria

Criteria –
Integration
Advantages of NetPoint® for WTCR Portfolio
Schedule Management - Criteria

- IMS Completion Milestone
- WTCR Integration
- IMS / Stakeholder Constraint
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Criteria

- Vehicular Security
- Interim Security
- Campus Plan
- Site-Wide Integration
  - Leveling & Labeling
  - Fire Alarms
  - Access Readers
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Delivery

Delivery
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Delivery

Interactive Planning Session (IPS) Agenda

- Project Introduction
- Review of Existing Schedule Status
- Identify Major Work Elements
- Identify Logic
- Identify Project Interfaces
- Backward Pass for Deliverables / Procurements
Advantages of NetPoint® for WTCR Portfolio
Schedule Management - Delivery

Stand-Alone Project
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Delivery

Benchmarks Link Projects w/ IMS
Advantages of NetPoint® for WTCR Portfolio
Schedule Management - Delivery

Benchmarks Link Portfolio Projects Together
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Delivery

Benchmarks Link Portfolio Projects Together
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Delivery

### Dashboard: Security Business Area

#### Quarterly Look-Ahead Summary - Draft

<table>
<thead>
<tr>
<th>Previous Quarter</th>
<th>Actual Completion Date</th>
<th>Forecast Completion Date</th>
<th>On-Time Completion</th>
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<tbody>
<tr>
<td>Milestones Accomplished (Jul 1st - Sep 30th)</td>
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<td>Board Authorization - Interim Access</td>
<td>1-Aug-12</td>
<td>1-Aug-12</td>
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<td>AECOM On-Board - Interim Access</td>
<td>20-Aug-12</td>
<td>20-Aug-12</td>
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<td>Functional Requirements to Vendor - VSSS</td>
<td>30-Aug-12</td>
<td>30-Jun-12</td>
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<td>Stakeholder Kick-off Meetings with AECOM (City &amp; NYPD) - Interim Access</td>
<td>1-Sep-12</td>
<td>1-Feb-12</td>
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<table>
<thead>
<tr>
<th>Next Quarter</th>
<th>Target Start Date</th>
<th>Current Forecast</th>
<th>Current Forecast</th>
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</thead>
<tbody>
<tr>
<td>Projected Milestones (Oct 1st - Dec 31st)</td>
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<tr>
<td>Agreement on Stakeholder Funding - Permanent Security</td>
<td>28-Sep-12</td>
<td>28-Sep-12</td>
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<tr>
<td>PA Approve Vendor Proposal - VSSS</td>
<td>28-Sep-12</td>
<td>28-Sep-12</td>
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<td>Tower 1 25% Design - Interim Access</td>
<td>5-Oct-12</td>
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<td>ConOps Requirements - TAP</td>
<td>11-Oct-12</td>
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<tr>
<td>Board Authorization - Permanent Security</td>
<td>18-Oct-12</td>
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<tr>
<td>Tower 4 25% Design - Interim Access</td>
<td>9-Nov-12</td>
<td>9-Nov-12</td>
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</table>

**Legend:**
- **G**: On-Time
- **R**: Over 30 CD Late
- **Y**: 0 to 30 CD Late
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Delivery

- **Finish Update Cycle 1: 1 FTE Over Two-Month Update Cycles - Matches WTCC**
  - 2/22/2012 Schedule Update Meetings (26 Project Schedules - could grow to 30+)
    - Update current activities progress (Actualize)
    - Re-cast to include anticipated future schedule changes
    - Add any new information (rolling wave concept)
    - Create any new requested schedules (e.g., parking, additional tenants, etc.)
  - 2/15/2012 Receive Integrated Master Schedule Update (WTCC) Between 1st and 15th of the Month - Update Construction Interfaces
  - 2/28/2012 Optimize Schedule Dependencies, Logic and Interfaces
  - 2/28/2012 Business Area Validation Meeting (4 meetings) - Comments / Approval
  - 2/28/2012 Finalize Executive Status Reports Data points / Validate with Project Managers - Excel Reports with Custom Milestones
  - 2/28/2012 Incorporate Changes into Primavera Schedule
  - 3/1/2012 Issue Update to Baseline (Progress matching WTCC)
  - 3/8/2012 Project Manager Support
    - Present WTCR Master Schedule and Reports - Intent for Use (PowerPoint)*
    - Hand-delivery / Clarifications / Access
    - Customization
    - Championing
Advantages of NetPoint® for WTCR Portfolio Schedule Management - Benefits

- Project progress meetings (aligning understanding of scope and critical dates)
- Gap analysis (e.g., Where are the busts? What can be accelerated?)
- Coordination with WTCC (e.g., fire alarm integration commissioning position)
- Understanding deliverable dependencies and timeline (e.g., design inputs, turnovers, agreements, etc.)
- Inter-departmental alignment (e.g., Procurement, Review/Approval Cycles, etc.)
- Stakeholder communications
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