

**REMARKS**  
**THE SOCIETY OF AMERICAN MILITARY ENGINEERS**  
**NEW YORK CITY POST - 2005 SCHOLARSHIP DINNER**  
**THE WALDORF=ASTORIA**  
**NOVEMBER 5, 2005**

- **RETURNING TO WORK IN LOWER MANHATTAN**  
**EARLIER THIS YEAR WAS LIKE A HOME COMING.**
  
- **I'M SURE MANY OF YOU UNDERSTAND AND**  
**APPRECIATE HOW ONE CAN BECOME EMOTIONALLY**  
**INVESTED IN A BUILDING, A HIGHWAY, OR EVEN A**  
**BRIDGE. SOME WOULD REFER TO IT AS AN EDIFICE**  
**COMPLEX.**
  
- **FOR ME, THE EMOTIONAL TIE WAS, AND STILL IS, TO**  
**THAT 20 SQUARE BLOCK SITE IN LOWER MANHATTAN.**
  
- **IN THE PAST, PEOPLE OFTEN DESCRIBED THE WORLD**  
**TRADE CENTER COMPLEX AS COLD AND FORBIDDING.**  
**BUT FOR THOSE OF US WHO BUILT IT, WHO WORKED IN**  
**IT, AND WHO TRAVELED THROUGH IT EVERY DAY – IT**  
**WAS A FAR DIFFERENT PLACE.**

- **THOSE BUILDINGS HAD A LIFE, A SOUL. THE COMMUTERS, THE BUSINESSES, THE TOURISTS. THE PACE OF THE PEOPLE COURSING THROUGH ALL THAT STEEL AND CONCRETE GAVE THE PLACE A HEARTBEAT.**
  
- **I GREW UP IN THE TRADE CENTER TRANSFORMING FROM A 22- YEAR OLD FIELD ENGINEER TO A PORT AUTHORITY TRIAL ATTORNEY TO THE DIRECTOR OF THE WORLD TRADE CENTER. I HAVE NEARLY THREE DECADES OF MY LIFE INVESTED IN THOSE 16 ACRES – AND NOW, AS EXECUTIVE DIRECTOR OF THE LOWER MANHATTAN CONSTRUCTION COMMAND CENTER, I’VE COME BACK HOME.**
  
- **THE LATE JAMES KIP FINCH, NOTED ACADEMIC AND FORMER DEAN OF THE COLUMBIA UNIVERSITY SCHOOL OF ENGINEERING AND APPLIED SCIENCE ONCE SAID, “THE ENGINEER HAS BEEN, AND IS, A MAKER OF HISTORY.”**

- **NEVER HAS THIS BEEN TRUER THAN IN THE REBUILDING EFFORTS OF LOWER MANHATTAN.**
  
- **AS ENGINEERS, ARCHITECTS AND PLANNERS, WE ARE CHARGED WITH THE RESPONSIBILITY OF CREATING A TANGIBLE LEGACY, THE PHYSICAL ENVIRONMENT THAT NURTURES HUMAN EVOLUTION – WHETHER IT’S RECONSTRUCTING A HIGHWAY, BUILDING A NEW BRIDGE OR CREATING THAT SIGNATURE SKYSCRAPER, OR TRANSFORMING THE PHYSICAL LANDSCAPE.**
  
- **THAT FINISHED PRODUCT STANDS IN TRIBUTE TO THOSE WHO DARED TO THINK AND DREAM BIG...AND THEN HAD THE COURAGE TO ACT AND MAKE THOSE GRAND IDEAS A REALITY.**
  
- **THAT DETERMINATION AND IMAGINATION THAT CREATED THE TRADE CENTER WAS NOT**

**EXTINGUISHED WITH ITS DEMISE – AND THAT IS WHY THOSE TERRORISTS WILL NEVER WIN.**

- **WE MOURN NOT ONLY THE FAMILY, FRIENDS AND COLLEAGUES THAT WE LOST, BUT THE DESTRUCTION OF AN ENGINEERING MARVEL THAT WAS THE LEGACY OF MY ENGINEERING COLLEAGUES & BRETHERN.**
  
- **MOST OF US HERE UNDERSTAND WHY WE NEED TO REBUILD. AND WE UNDERSTAND WHY IT MUST BE DONE WELL. AND WHY WE MUST DO IT NOW.**
  
- **WE KNOW THE CHALLENGE THAT LIES BEFORE US. WE KNOW THE BURDEN OF A THOUSAND HOPES THAT REST ON OUR SHOULDERS TO CREATE A FITTING MEMORIAL TO THOSE WE LOST WHILE FILLING THE VOID IN OUR ECONOMIC EPICENTER.**
  
- **WE HAVE AN OBLIGATION TO USE OUR TALENTS AS MASTER PLANNERS AND BUILDERS TO SHAPE THE FUTURE OF OUR SKYLINE. TO ADVANCE THE VISION OF**

**A THRIVING, 24-7 COMMUNITY IN LOWER MANHATTAN  
– AND THEN BRING ALL OF THIS TO A PHYSICAL  
FRUITION.**

- **NEW YORKERS ARE AN IMPATIENT PEOPLE. WE WANT IT DONE, AND WE WANT IT DONE RIGHT NOW.**
  
- **MANY OF US, SOME OF US MORE THAN OTHERS QUITE FRANKLY, ARE INTIMATELY ACQUAINTED WITH THAT SENSE OF URGENCY.**
  
- **BUT IMPATIENCE MUST BE MET WITH IGENUITY - URGENCY WITH UNANIMITY OF PURPOSE.**
  
- **THE VISUALIZATION OF THOSE PLANS IS ALREADY TAKING SHAPE. MORE THAN \$9.99 BILLION IN CONSTRUCTION IS EITHER UNDERWAY OR WILL BE COMMENCING IN THE NEXT SIX MONTHS. WE'VE BEGUN TO DECONSTRUCT 130 LIBERTY STREET. WORK HAS STARTED ON BOTH THE CALATRAVA STATION AND**

**THE FULTON TRANSIT HUB. THE GROUNDBREAKING FOR GOLDMAN SACHS' NEW BUILDING WILL HAPPEN IN THE NEXT MONTH. AND THE FOOTINGS FOR THE FREEDOM TOWER WILL COMMENCE INSTALLATION BY SPRING.**

- **THAT IS JUST A SMALL SAMPLING OF THE ENORMITY OF THE PROGRESS AND PLANS THAT HAVE BEEN FORTHCOMING TO DATE.**
  
- **TOGETHER, THOSE IN GOVERNMENT AND THE PRIVATE SECTOR, PLANNERS AND BUILDERS, ENGINEERS AND ARCHITECTS WILL ACHIEVE THE GREATEST URBAN INFRASTRUCTURE INVESTMENT THIS COUNTRY - IF NOT THE WORLD - HAS EVER SEEN.**
  
- **THE REALIZATION OF THAT MASTER PLAN AND THE RESTORATION OF LOWER MANHATTAN WILL BE THE CROWNING ACHIEVEMENT FOR MANY OF US IN THIS ROOM.**

- **FOR THOSE SCHOLARSHIP RECEIPIENTS HERE WITH US TONIGHT, THEIR CROWNING ACHIEVEMENTS ARE YET TO COME.**
  
- **I CHALLENGE EACH AND EVERY STUDENT IN THIS ROOM TO PURSUE THIS GREAT PROFESSION WITH ENTHUSIASM AND INTEGRITY, AND WITH THE FORTITUDE TO GO AFTER THAT GREAT IDEA, TO PLAN, DESIGN, AND BUILD IT.**
  
- **FOR ME, TONIGHT REMINDS ME OF WHERE I STARTED.**
  
- **I'M A LITTLE OLDER AND A LITTLE GRAYER NOW AND MY THEN INFANT SON IS A NOW A GROWN MAN SITTING HERE WITH ME TONIGHT.**
  
- **BUT THE PROMISE OF CREATING SOMETHING SPECIAL OUT OF THOSE 16-ACRES STILL REMAINS.**

- **THERE IS ONCE AGAIN THE CHANCE IN LOWER MANHATTAN, FOR A PLACE TO BECOME SOMETHING MORE THAN PHYSICAL MANIFESTATIONS OF ITS FORM.**
  
- **THAT POSSIBILITY IS AS REAL TODAY AS IT WAS THE DAY I FIRST STOOD IN THE WORLD TRADE CENTER SUBGRADE NEARLY FOUR DECADES AGO.**
  
- **I CAME BACK HOME TO LOWER MANHATTAN TO ONCE AGAIN DARE TO THINK AND DREAM BIG – AND THEN HAVE THE COURAGE TO MAKE THOSE PLANS A REALITY FOR FUTURE GENERATIONS TO COME.**
  
- **THAT FUTURE SITS AMONG US TONIGHT AND IT IS MY GREATEST HOPE THAT THEY ARE THE ONES WHO WILL THINK AND DREAM BIG TODAY, SO WE MAY ALL REALIZE A BETTER TOMORROW.**
  
- **THANK YOU SO MUCH FOR THIS AWARD.**