		PUBLIC DISCLOSURE COPY - STATE REGISTRATI	LON NO. 20-88-8	
	0	Return of Organization Exempt Fron	n Income Tax	OMB No. 1545-0047
Forr		Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code		s) 2010
		Do not enter social security numbers on this form as it m	ay be made public.	Open to Public
Depa Intern	rtment o al Rever	f the Treasury Decision Decisi	test information.	Inspection
AF	or the	e 2019 calendar year, or tax year beginning and ending		
Bc	heck if	C Name of organization	D Employer identific	ation number
а	pplicable	NATIONAL SEPTEMBER II MEMORIAL & MUSEUM		
	Addres	AT THE WORLD TRADE CENTER FOUNDATION, INC		
	Name Change	Doing business as 9/11 MEMORIAL & MUSEUM	38-367845	58
	Initial return	Number and street (or P.O. box if mail is not delivered to street address) Room/s		
X	Final return/	200 LIBERTY STREET, 16TH FLOOR	(212)312-	
	termin ated	City or town, state or province, country, and ZIP or foreign postal code	G Gross receipts \$	155,558,988.
	Ameno	NEW IORR, NI 10281	H(a) Is this a group re	
	Applic tion pendin	F Name and address of principal officer: ALLCE M. GREENWALD	for subordinates?	
		SAME AS C ABOVE	H(b) Are all subordinates inc	
		empt status: $X = 501(c)(3) = 501(c) () \checkmark$ (insert no.) $4947(a)(1)$ or $4947(a)(1)$ or		ist. (see instructions)
		e: WWW.911MEMORIAL.ORG	H(c) Group exemption	
	orm of art I	organization: X Corporation Trust Association Other ► L Summary	Year of formation: 2003	State of legal domicile: N Y
Fd	_			11
e		Briefly describe the organization's mission or most significant activities:		
anc		MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER I		
Governance		Check this box b X if the organization discontinued its operations or disposed of n		ets. 53
20				53
8		Number of independent voting members of the governing body (Part VI, line 1b)		476
ties		Total number of individuals employed in calendar year 2019 (Part V, line 2a)		773
Activities &		Total number of volunteers (estimate if necessary) Total unrelated business revenue from Part VIII, column (C), line 12		0.
Ac		Net unrelated business taxable income from Form 990-T, line 39		0.
			Prior Year	Current Year
	8	Contributions and grants (Part VIII, line 1h)	8,968,587.	9,633,910.
Revenue		Program service revenue (Part VIII, line 2g)	69,519,084.	72,308,853.
ivel		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	816,243.	1,222,196.
Å		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	5,230,552.	5,578,803.
		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	84,534,466.	88,743,762.
		Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
		Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
s	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	25,594,869.	27,480,610.
nse			270,000.	306,612.
Expenses	b	Total fundraising expenses (Part IX, column (A), line 11e)		
ш	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	85,787,919.	84,076,222.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	111,652,788.	111,863,444.
	19	Revenue less expenses. Subtract line 18 from line 12	-27,118,322.	-23,119,682.
t or Ces	20 21 22		Beginning of Current Year	End of Year
sets alan	20	Total assets (Part X, line 16)	662,473,661.	0.
t As	21	Total liabilities (Part X, line 26)	30,517,355.	0.
Eun	22	Net assets or fund balances. Subtract line 21 from line 20	631,956,306.	0.
Pa	rt II	Signature Block		
		Ities of perjury, I declare that I have examined this return, including accompanying schedules and sta		knowledge and belief, it is
true,	correc	t, and complete. Declaration of preparer (other than officer) is based on all information of which prep	oarer has any knowledge.	
			1	

Sign Here	Signature of officer <u>ALICE M. GREENWALD, P</u> Type or print name and title	RESIDENT/CEO	Date						
Paid Preparer	Print/Type preparer's name GARRETT M. HIGGINS Firm's name PKF O'CONNOR DA	Preparer's signature GARRETT M. HIGGINS VIES, LLP	Date Check PTIN 11/16/20 if 900543209 Firm's EIN ► 27-1728945						
Use Only Firm's address 665 FIFTH AVENUE NEW YORK, NY 10022 Phone no.212-2									
May the IF 932001 01-2	RS discuss this return with the preparer shown a 0-20 LHA For Paperwork Reduction Act No		<u>X</u> Yes <u>No</u> Form 990 (2019)						

932001 01-20-20 LHA For Paperwork Reduction Act Notice, see the separate instructions. SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

Pa	rt III Statement of Program Service Accomplishments
	Check if Schedule O contains a response or note to any line in this Part III
1	Briefly describe the organization's mission:
	THE NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER BEARS SOLEMN WITNESS TO THE TERRORIST ATTACKS OF SEPTEMBER 11, 2001
	AND FEBRUARY 26, 1993. RESPECTING THIS SITE MADE SACRED THROUGH LOSS, THE MEMORIAL & MUSEUM REMEMBERS AND HONORS THE NEARLY 3,000 VICTIMS OF
~	
2	Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?
~	If "Yes," describe these new services on Schedule O. Did the organization cease conducting, or make significant changes in how it conducts, any program services? X Yes No
3	
4	If "Yes," describe these changes on Schedule O.
4	Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and
40	
4a	(Code:) (Expenses \$04,733,047 including grants of \$) (Revenue \$0,804,007
	OF ERATIONS.
	THE 9/11 MEMORIAL CONTINUED OPERATING A WORLD-CLASS, TOP NYC
	DESTINATION, OPEN DAILY, YEAR-ROUND. THE MEMORIAL, WHICH OPENED IN
	2011, HAS WELCOMED OVER 50 MILLION LIFETIME VISITORS THROUGH THE END OF
	2019 WITH MORE THAN 6.3 MILLION VISITORS IN 2019 ALONE.
	2019 WITH MORE THEM 0.5 MILLETON VIBITORD IN 2019 MECHE.
	THE 9/11 MEMORIAL MUSEUM WELCOMED OVER 3.1 MILLION VISITORS IN 2019,
	RAISING THE LIFETIME VISITOR TOTAL TO MORE THAN 17 MILLION PEOPLE FROM
	MAY 2014 THROUGH THE END OF 2019. VISITORS CONTINUE TO TRAVEL TO THE
	MUSEUM FROM ALL 50 STATES AND OVER 190 COUNTRIES. ALSO, IN 2018, THE
	9/11 MEMORIAL MUSEUM RANKED SECOND ON TRIP ADVISOR'S LIST OF TOP
4b	(Code:) (Expenses \$ 26,384,481. including grants of \$) (Revenue \$ 72,308,853.
ч	MUSEUM & PUBLIC PROGRAMS:
	IN 2019, THE MUSEUM OPENED A SPECIAL EXHIBITION TITLED "REVEALED: THE
	HUNT FOR BIN LADEN", WHICH EXAMINES THE INTELLIGENCE AND MILITARY
	OPERATIONS THAT LED TO A COMPOUND IN ABBOTTABAD, PAKISTAN, WHERE OSAMA
	BIN LADEN WAS KILLED NEARLY 10 YEARS AFTER 9/11. "K-9 COURAGE", WHICH
	HONORS THE HUNDREDS OF WORKING DOGS THAT PARTICIPATED IN THE RESPONSE
	TO THE 9/11 ATTACKS, WAS ALSO INSTALLED IN 2019, IN THE SOUTH TOWER
	GALLERY.
	FOR THE 18TH ANNIVERSARY OF THE 9/11 ATTACKS, THE MUSEUM AGAIN PRODUCED
	THE "TRIBUTE IN LIGHT", THE ICONIC ANNUAL MEMORIAL THAT DOMINATES THE
4c	(Code:) (Expenses \$ including grants of \$) (Revenue \$
	CONSTRUCTION:
	ON MAY 30, 2019, THE 17TH ANNIVERSARY OF THE END OF THE 9/11 RESCUE AND
	RECOVERY EFFORTS, THE MEMORIAL GLADE WAS DEDICATED AND OPENED. THIS
	WAS THE FIRST MAJOR CAPITAL CONSTRUCTION PROJECT SINCE THE MUSEUM
	OPENED IN 2014. THE 9/11 MEMORIAL'S ORIGINAL ARCHITECTS, MICHAEL ARAD
	AND PETER WALKER, DESIGNED THE GLADE WITH GUIDANCE PROVIDED BY
	9/11-HEALTH ADVOCATES AND PROVIDERS, 9/11 FAMILY MEMBERS, FIRST
	RESPONDERS, AND LOWER MANHATTAN RESIDENTS.
	THE GLADE'S DESIGN INCLUDES A PATHWAY FLANKED BY SIX LARGE STONE
	MONOLITHS, RANGING FROM 13 TO 18 TONS, THAT ARE INLAID WITH REMNANT
	Other program services (Describe on Schedule O.)
4d	(Expenses \$ including grants of \$) (Revenue \$)
4d	
	01 110 100

AT THE WORLD TRADE CENTER FOUNDATION, INC Part IV Checklist of Required Schedules

			Yes	No
1	Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)?			
~	If "Yes," complete Schedule A	1	X	
2	Is the organization required to complete Schedule B, Schedule of Contributors?	2	Х	
3	Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for			v
	public office? If "Yes," complete Schedule C, Part I	3		<u> </u>
4	Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect		x	
-	during the tax year? If "Yes," complete Schedule C, Part II	4	~	
5	Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or	5		x
6	similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to	5		
0	provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I	6		х
7	Did the organization receive or hold a conservation easement, including easements to preserve open space,			- 23
'	the environment, historic land areas, or historic structures? <i>If</i> "Yes," <i>complete Schedule D, Part II</i>	7		х
8	Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete	<u> </u>		
Ũ	Schedule D, Part III	8	x	
9	Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for			
Ū	amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services?			
	If "Yes," complete Schedule D, Part IV	9		х
10	Did the organization, directly or through a related organization, hold assets in donor-restricted endowments			
	or in quasi endowments? If "Yes," complete Schedule D, Part V	10		х
11	If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VII, IX, or X			
	as applicable.			
а	Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes." complete Schedule D.			
	Part VI	11a		х
b	Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total			
	assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII	11b		Х
с	Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total			
	assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII	11c		Х
d	Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in			
	Part X, line 16? If "Yes," complete Schedule D, Part IX	11d		X
е	Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X	11e		X
f	Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses			
	the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X	11f	Х	
12a	Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete			
	Schedule D, Parts XI and XII	12a	Х	
b	Was the organization included in consolidated, independent audited financial statements for the tax year?			
	If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional	12b		X
13	Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13		X
	Did the organization maintain an office, employees, or agents outside of the United States?	14a		<u> </u>
b	Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business,			
	investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000			
	or more? If "Yes," complete Schedule F, Parts I and IV	14b		<u> </u>
15	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any			v
	foreign organization? If "Yes," complete Schedule F, Parts II and IV	15		<u> </u>
16	Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to			v
-	or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16		_X_
17	Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX,			
40	column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>	17	X	<u> </u>
18	Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines	4.0	v	
40	1c and 8a? If "Yes," complete Schedule G, Part II	18	X	
19	Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes,"	4		v
		19		<u>X</u>
20-	complete Schedule G, Part III			X
	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		X
b	Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>			
	Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a		x

3

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Form 990 (2019)

AT THE WORLD TRADE CENTER FOUNDATION, INC Part IV Checklist of Required Schedules (continued)

			Yes	No
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on			
	Part IX, column (A), line 2? If "Yes," complete Schedule I, Parts I and III	22		X X
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current			
	and former officers, directors, trustees, key employees, and highest compensated employees? If "Yes," complete		v	
04-	Schedule J	23	X	<u> </u>
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the			
	last day of the year, that was issued after December 31, 2002? If "Yes," answer lines 24b through 24d and complete	24a		x
h	Schedule K. If "No," go to line 25a Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24a 24b		
	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	240		
Ŭ	any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit			
	transaction with a disqualified person during the year? If "Yes," complete Schedule L, Part I	25a		x
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and			
	that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? If "Yes," complete			
	Schedule L, Part I	25b		X
26	Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current			
	or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35%			
	controlled entity or family member of any of these persons? If "Yes," complete Schedule L, Part II	26		X
27	Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee,			
	creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled			
~~	entity (including an employee thereof) or family member of any of these persons? If "Yes," complete Schedule L, Part III	27		X
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV			
_	instructions, for applicable filing thresholds, conditions, and exceptions):			
а	A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If</i>	28a		x
h	"Yes," complete Schedule L, Part IV A family member of any individual described in line 28a? If "Yes," complete Schedule L, Part IV	28b		X
	A 35% controlled entity of one or more individuals and/or organizations described in lines 28a or 28b? If	200		
Ū	"Yes," complete Schedule L, Part IV	28c		x
29	Did the organization receive more than \$25,000 in non-cash contributions? If "Yes," complete Schedule M	29	Х	
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation			
	contributions? If "Yes," complete Schedule M	30	Х	
31	Did the organization liquidate, terminate, or dissolve and cease operations? If "Yes," complete Schedule N, Part I	31	Х	
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? If "Yes," complete			
	Schedule N, Part II	32		X
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations			
	sections 301.7701-2 and 301.7701-3? If "Yes," complete Schedule R, Part I	33		X
34	Was the organization related to any tax-exempt or taxable entity? If "Yes," complete Schedule R, Part II, III, or IV, and			
	Part V, line 1	34	Х	
	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		x
D	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity	254		
36	within the meaning of section 512(b)(13)? <i>If</i> "Yes," <i>complete Schedule R, Part V, line 2</i> Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization?	35b		<u> </u>
30	If "Yes," complete Schedule R, Part V, line 2	36		x
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization			
07	and that is treated as a partnership for federal income tax purposes? If "Yes," complete Schedule R, Part VI	37		x
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19?			
	Note: All Form 990 filers are required to complete Schedule O	38	Х	
Pa				
	Check if Schedule O contains a response or note to any line in this Part V			
			Yes	No
1a	Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable 1a 78			
b	Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable 1b 0			
С	Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming			
	(gambling) winnings to prize winners?	1c	000	
932004	01-20-20	⊦orm	990	(2019)

Form 990 (2019)

Form 990 (2019) A'I' Part V Statements Regard	THE WORLD		

1 41									
			Yes	No					
2a	Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return 2a 476								
			v						
b	If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	2b	Х						
•	Note: If the sum of lines 1a and 2a is greater than 250, you may be required to e -file (see instructions)	•		v					
	Did the organization have unrelated business gross income of \$1,000 or more during the year?	3a		X					
	If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation on Schedule O	3b							
4a	At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a	4.0		x					
L	financial account in a foreign country (such as a bank account, securities account, or other financial account)?	4a							
D	See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).								
5a Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?									
	 b Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction? 								
	Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit	5c							
	any contributions that were not tax deductible as charitable contributions?	6a		x					
 b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts 									
were not tax deductible?									
7	Organizations that may receive deductible contributions under section 170(c).								
а	Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	7a	Х						
b	If "Yes," did the organization notify the donor of the value of the goods or services provided?	7b	Х						
с	Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required								
	to file Form 8282?	7c		X					
d	If "Yes," indicate the number of Forms 8282 filed during the year 7d								
е	e Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?								
f									
g	If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	7g		 					
h If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?									
8 Sponsoring organizations maintaining donor advised funds. Did a donor advised fund maintained by the									
~	sponsoring organization have excess business holdings at any time during the year?	8							
9	Sponsoring organizations maintaining donor advised funds.	0-							
a h	Did the sponsoring organization make any taxable distributions under section 4966?	9a 9b							
	Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	90							
10 а	Initiation fees and capital contributions included on Part VIII, line 12 10a								
	Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities 10b								
11	Section 501(c)(12) organizations. Enter:								
	Gross income from members or shareholders 11a								
b	Gross income from other sources (Do not net amounts due or paid to other sources against								
	amounts due or received from them.)								
12a	Section 4947(a)(1) non-exempt charitable trusts. Is the organization filing Form 990 in lieu of Form 1041?	12a							
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year								
13	Section 501(c)(29) qualified nonprofit health insurance issuers.								
а	Is the organization licensed to issue qualified health plans in more than one state?	13a							
	Note: See the instructions for additional information the organization must report on Schedule O.								
b	Enter the amount of reserves the organization is required to maintain by the states in which the								
	organization is licensed to issue qualified health plans 13b								
	Enter the amount of reserves on hand 13c								
	Did the organization receive any payments for indoor tanning services during the tax year?	14a		X X					
	If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation on Schedule O	14b							
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or			v					
	excess parachute payment(s) during the year?	15		X					
16	If "Yes," see instructions and file Form 4720, Schedule N.	40		X					
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	16							
	If "Yes," complete Form 4720, Schedule O.								

Form **990** (2019)

932005 01-20-20

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

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Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

	Check if Schedule O contains a response or note to any line in this Part VI						Х			
Sec	tion A. Governing Body and Management									
					Ye	s	No			
1a	Enter the number of voting members of the governing body at the end of the tax year	1a	5	3						
	If there are material differences in voting rights among members of the governing body, or if the governing									
	body delegated broad authority to an executive committee or similar committee, explain on Schedule O.									
b	Enter the number of voting members included on line 1a, above, who are independent	1b	5	3						
2	Did any officer, director, trustee, or key employee have a family relationship or a business relationship	with a	any other							
	officer, director, trustee, or key employee?			2	Х					
3	Did the organization delegate control over management duties customarily performed by or under the									
	of officers, directors, trustees, or key employees to a management company or other person?			3			Х			
4	Did the organization make any significant changes to its governing documents since the prior Form 9	90 wa	s filed?	4	Х					
5	Did the organization become aware during the year of a significant diversion of the organization's ass	ets?		5			Х			
6										
7a	Did the organization have members, stockholders, or other persons who had the power to elect or ap									
	more members of the governing body?									
b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or										
	persons other than the governing body?			75			Х			
8	Did the organization contemporaneously document the meetings held or written actions undertaken during the year									
а	The governing body?		-	88	X					
b	Each committee with authority to act on behalf of the governing body?			8b	Х					
9	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be read									
	organization's mailing address? If "Yes." provide the names and addresses on Schedule O			9			х			
Sec	tion B. Policies (This Section B requests information about policies not required by the Internal Re	venue	Code.)							
		101100	0000		Ye	s	No			
10a	Did the organization have local chapters, branches, or affiliates?			10	a 🗌		Х			
	If "Yes," did the organization have written policies and procedures governing the activities of such ch									
	and branches to ensure their operations are consistent with the organization's exempt purposes?	•		10	5					
11a	Has the organization provided a complete copy of this Form 990 to all members of its governing body			11	a X					
	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		Ū							
	Did the organization have a written conflict of interest policy? If "No," go to line 13			12	a X					
	b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?									
	Did the organization regularly and consistently monitor and enforce compliance with the policy? // "/									
	in Schedule O how this was done	,		12	x					
13	Did the organization have a written whistleblower policy?			13	X					
14	Did the organization have a written document retention and destruction policy?				X					
15	Did the process for determining compensation of the following persons include a review and approva	l by in	dependent							
	persons, comparability data, and contemporaneous substantiation of the deliberation and decision?									
а	The organization's CEO, Executive Director, or top management official			15	a X					
	Other officers or key employees of the organization				5 X					
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).									
16a	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangen	nent w	ith a							
	taxable entity during the year?			16	a		Х			
b	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluat									
	in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organ	-	-							
	exempt status with respect to such arrangements?			16	5					
Sec	tion C. Disclosure									
17	List the states with which a copy of this Form 990 is required to be filed SEE SCHEDULE	0								
18	Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, ar		-T (Section 501(c)	3)s onl	y) ava	ilable	e			
	for public inspection. Indicate how you made these available. Check all that apply.									
	X Own website X Another's website X Upon request Other (explain	n on Sc	hedule O)							
19	Describe on Schedule O whether (and if so, how) the organization made its governing documents, co			nd fina	ncial					
	statements available to the public during the tax year.									
20	State the name, address, and telephone number of the person who possesses the organization's boo	oks and	d records 🕨							
	ALICE M. GREENWALD, PRESIDENT & CEO - 212-312-8800									
	200 LIBERTY STREET, 16TH FLOOR, NEW YORK, NY 10281									
932006	§ 01-20-20			Fo	m 99	0 (2	019)			
	6									

Form 990 (2019)

Form 990 (2019)	AT THE WORLD	TRADE CENTER	R FOUNDATION, INC	38-3678458	Page 7						
Part VII Compense	ation of Officers, Directo	ors, Trustees, Key	Employees, Highest Com	pensated							
Employees, and Independent Contractors											
Check if Sch	edule O contains a response or r	note to any line in this P	art VII								
Section A. Officers, Di	rectors, Trustees, Key Employ	vees, and Highest Com	pensated Employees								
1a Complete this table for	or all persons required to be liste	ed. Report compensatior	for the calendar year ending wit	h or within the organization's	s tax year.						
 List all of the organ 	ization's current officers, directo	ors, trustees (whether in	dividuals or organizations), regar	dless of amount of compens	ation.						

Enter -0- in columns (D), (E), and (F) if no compensation was paid.

• List all of the organization's current key employees, if any. See instructions for definition of "key employee."

• List the organization's five current highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.

• List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.

• List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

See instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

Name and title Average hours per bulket any bulket any bulk	(A)	(B)		(C)			(D)	(E)	(F)		
hous per veck week (its any bours for related organizations below set ine) Desc. unless person is both an week (its any bours for related organizations below set ine) Compensation the organizations (W-2/1099-MISC) Compensation the organizations (W-2/1099-MISC) amount of sthe compensation (W-2/1099-MISC) (1) ALICE M. GREENNALD 40.00 X 539,991. 0. 41,285. (2) ALISOP BLIS, EVP, 40.00 X 539,991. 0. 41,285. (3) NOELL FLIEN, EVP, 40.00 X 268,441. 0. 60,127. (3) NOELL FLIEN, EVP, 40.00 X 268,441. 0. 59,527. (4) CLIFFORD CHAIN, EVP, 40.00 X 246,655. 0. 61,360. (5) JENERY FRAZIER, EVP, 40.00 X 246,655. 0. 61,360. (6) JENERY FRAZIER, EVP, 40.00 X 236,556. 0. 42,448. (9) JOBENE FOR EXTERNAL AFFAIRS X 236,556. 0. 31,500. SECURITY, FIRE & LIFE SAFE X 203,455. 0. 31,500. (10) BENJAMIN E, MILAKOFSKY 40.00 X 197,956.<	Name and title	Average	Pos					Reportable	Reportable	Estimated	
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(7) CHARLES DUNNE, EVP, SECURITY, FIRE & LIFE SAFE 40.00 (8) JOSHUA CHERWIN 40.00 (9) JOSEPH WEINKAM, EVP 40.00 GOVERNMENT & COMMUNITY AFFAIRS X 236,556. 0. 42,448. (9) JOSEPH WEINKAM, EVP 40.00 X 203,657. 0. 53,367. (10) BENJAMIN E. MILAKOFSKY 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0. 35,903. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0. 36,826. (12) ENILE BLUNDELL, EVP, 40.00 X 186,425. 0. 8,807. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. 0. CHAIRMAN 0.10 X X 0. 0. 0. 0. 0. 0. 0. <td><pre>(6) JERMEY FRAZIER, EVP,</pre></td> <td>40.00</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td>	<pre>(6) JERMEY FRAZIER, EVP,</pre>	40.00									
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(8) JOSHUA CHERWIN 40.00 X 236,556. 0. 42,448. (9) JOSEPH WEINKAM, EVP 40.00 X 203,657. 0. 53,367. (10) BENJAMIN E. MILAKOFSKY 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELL, SVP, 40.00 X 197,956. 0. 35,903. (12) ENNIE BLUNDELL, EVP, 40.00 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. 0. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. 0. 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. 0. <td< td=""><td>(7) CHARLES DUNNE, EVP,</td><td>40.00</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	(7) CHARLES DUNNE, EVP,	40.00									
CHIEF ADVANCEMENT OFFICER X 236,556. 0. 42,448. (9) JOSEPH WEINKAM, EVP 40.00 X 203,657. 0. 53,367. (10) BENJAMIN E. MILAKOFSKY 40.00 X 203,657. 0. 53,367. (11) MARIANNE GATTINELLA, SVP, 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0. 35,903. (12) ENNIE BLUNDELL, EVP, 40.00 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X 0. 0. 0. 0. (17) VIRGINIA S. BAUER 0.10 X X 0. 0. 0.	SECURITY, FIRE & LIFE SAFE						X		253,798.	0.	31,177.
(9) JOSEPH WEINKAM, EVP 40.00 X 203,657. 0.53,367. (10) BENJAMIN E. MILAKOFSKY 40.00 X 203,455. 0.31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0.35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0.36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0.8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0.1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0.0.0. 0.0.0. (16) ANDREW M. SENCHAK 2.00 X 0.0.0.0. 0.0.0. TREASURER 0.10 X 0.0.0.0. 0.0.0.	(8) JOSHUA CHERWIN	40.00									
GOVERNMENT & COMMUNITY AFFAIRS X 203,657. 0. 53,367. (10) BENJAMIN E. MILAKOFSKY 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0. 35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 (16) ANDREW M. SENCHAK 2.00 TREASURER 0.10 X X 0. 0. 0. . (17) VIRGINIA S. BAUER 2.00 	CHIEF ADVANCEMENT OFFICER					Х			236,556.	0.	42,448.
(10) BENJAMIN E. MILAKOFSKY 40.00 X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0. 35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 197,956. 0. 35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. 0IRECTOR 0.10 X X 0. 0. 0.	(9) JOSEPH WEINKAM, EVP	40.00									
CHIEF OF STAFF X 203,455. 0. 31,500. (11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0. 35,903. DIRECTOR OF HUMAN RESOURCES X 197,956. 0. 35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X 0. 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. 0. DIRECTOR 0.10 X X 0. 0. 0. 0.	GOVERNMENT & COMMUNITY AFFAIRS						X		203,657.	0.	53,367.
(11) MARIANNE GATTINELLA, SVP, 40.00 X 197,956. 0.35,903. DIRECTOR OF HUMAN RESOURCES X 197,956. 0.35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0.36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0.8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0.1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0.0.0.0. 0. (16) ANDREW M. SENCHAK 2.00 X 0.0.0.0. 0. TREASURER 0.10 X X 0.0.0.0. 017) VIRGINIA S. BAUER 2.00 0.10 0.0.0.0. 0.	(10) BENJAMIN E. MILAKOFSKY	40.00									
DIRECTOR OF HUMAN RESOURCES X 197,956. 0. 35,903. (12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X 0. 0. 0. TREASURER 0.10 X 0. 0. 0. DIRECTOR 0.10 X 0. 0. 0.							X		203,455.	0.	31,500.
(12) ERNIE BLUNDELL, EVP, 40.00 X 186,425. 0.36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0.8,807. (14) DAVID SHEEHAN 40.00 X 134,872. 0.12,291. (15) MICHAEL R. BLOOMBERG 2.00 108,647. 0.1,291. (16) ANDREW M. SENCHAK 2.00 0.10 X 0.0. 0.0. TREASURER 0.10 X X 0.0. 0. 0. DIRECTOR 0.10 X X 0.0. 0. 0.	(11) MARIANNE GATTINELLA, SVP,	40.00									
DEP DIR. FOR OPERATION THRU 7/27/19 X 186,425. 0. 36,826. (13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0. 8,807. CHIEF FIN & ADMIN OFF. THRU 2/1/19 0.10 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X X 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. 0. DIRECTOR 0.10 X X 0. 0. 0. 0.							X		197,956.	0.	35,903.
(13) MARVIN SUCHOFF, EVP, 40.00 X 134,872. 0.8,807. (14) DAVID SHEEHAN 40.00 X 134,872. 0. 8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. (17) VIRGINIA S. BAUER 2.00 X 0. 0. 0. 0. DIRECTOR 0.10 X 0. 0. 0. 0. 0.	(12) ERNIE BLUNDELL, EVP,	40.00									
CHIEF FIN & ADMIN OFF. THRU 2/1/19 0.10 X 134,872. 0.8,807. (14) DAVID SHEEHAN 40.00 X 108,647. 0.1,291. EVP & CFO 0.10 X 108,647. 0.1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0.00. 0.0. CHAIRMAN 0.10 X X 0.0. 0. (16) ANDREW M. SENCHAK 2.00 X X 0.0. 0. TREASURER 0.10 X X 0.0. 0. 0. (17) VIRGINIA S. BAUER 2.00 X 0.0. 0. 0. 0. DIRECTOR 0.10 X 0.0. 0. 0. 0. 0.						Х			186,425.	0.	36,826.
(14) DAVID SHEEHAN 40.00 X 108,647. 0.1,291. EVP & CFO 0.10 X 108,647. 0.1,291. (15) MICHAEL R. BLOOMBERG 2.00 X 0.00. 0.0. CHAIRMAN 0.10 X X 0.00. 0. (16) ANDREW M. SENCHAK 2.00 X X 0.00. 0. TREASURER 0.10 X X 0.00. 0. 0. (17) VIRGINIA S. BAUER 2.00 X 0.00. 0. 0. DIRECTOR 0.10 X 0.00. 0. 0.											
EVP & CFO 0.10 X 108,647. 0. 1,291. (15) MICHAEL R. BLOOMBERG 2.00 X X 0. 0. 0. CHAIRMAN 0.10 X X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00	CHIEF FIN & ADMIN OFF. THRU 2/1/19				X				134,872.	0.	8,807.
(15) MICHAEL R. BLOOMBERG 2.00 X X 0. 0. 0. CHAIRMAN 0.10 X X 0. 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X X 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. (17) VIRGINIA S. BAUER 2.00 X 0. 0. 0. DIRECTOR 0.10 X 0. 0. 0.	(14) DAVID SHEEHAN										
CHAIRMAN 0.10 X X 0. 0. 0. (16) ANDREW M. SENCHAK 2.00 X X 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. (17) VIRGINIA S. BAUER 2.00 0.10 X X 0. 0. 0. DIRECTOR 0.10 X V 0. 0. 0.					X				108,647.	0.	1,291.
(16) ANDREW M. SENCHAK 2.00 X X 0. 0. 0. TREASURER 0.10 X X 0. 0. 0. 0. (17) VIRGINIA S. BAUER 2.00 X X 0. 0. 0. 0. DIRECTOR 0.10 X X 0. 0. 0. 0.	(15) MICHAEL R. BLOOMBERG										-
TREASURER 0.10 X X 0.			Х		X				0.	0.	0.
(17) VIRGINIA S. BAUER 2.00 0.10 X 0.00 0.00 0.00										<u>,</u>	-
DIRECTOR 0.10 X 0. 0. 0.			Х		X				0.	0.	0.
	DIRECTOR	0.10	Х						0.	0.	

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Form 990 (2019)

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AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 8

	ORLD TRA	DE	C	EN'	ΤE	R	FC	UNDATION, INC	38-3	<u>678</u>	458	Pa	age 8
Part VII Section A. Officers, Directors, Trus	tees, Key Emp	oloye	ees, a	and	Hig	ghes	t C	ompensated Employee	s (continued)				
(A)	(B)			(C				(D)	(E)			(F)	
Name and title	Average			Posit				Reportable	Reportable		Fs	timate	d
	hours per		not ch					compensation	compensatio			nount d	
	week		er and					from	from related			other	
	(list any	ctor						the	organization	s	com	pensat	tion
	hours for	r dire				ed		organization	(W-2/1099-MIS	SC)	fro	om the	э
	related	tee o	ustee			ensat		(W-2/1099-MISC)			orga	anizati	on
	organizations	l trus	nal tr		oyee	omp					and	d relate	əd
	below	Individual trustee or director	Institutional trustee	cer	Key employee	Highest compensated employee	Former				orga	nizatio	ons
	line)	Indi	Inst	Officer	Key	Hig emi	For						
(18) PAULA GRANT BERRY	2.00												
DIRECTOR	0.10	Х						0.		0.			0.
(19) FRANK BISIGNANO	2.00												
DIRECTOR	0.10	Х						0.		0.			0.
(20) DEBRA BURLINGAME	2.00												
DIRECTOR	0.10	Х						0.		0.			Ο.
(21) JOHN P. CAHILL	2.00												
DIRECTOR	0.10	х						0.		0.			0.
(22) RUSSELL L. CARSON	2.00												
DIRECTOR	0.10	х						0.		0.			0.
(23) KENNETH I. CHENAULT	2.00	23		_	_					~ •			<u> </u>
DIRECTOR	0.10	х						0.		0.			0.
(24) RIC CLARK	2.00	Δ		_	_			0.					0.
DIRECTOR	0.10	х						0.		0.			0.
	2.00	Δ		_				0.		<u> </u>			0.
(25) H. RODGIN COHEN		77						0					0
DIRECTOR	0.10	Х						0.		0.			0.
(26) KEATING CROWN	2.00												•
DIRECTOR	0.10	Х						0.		0.			0.
1b Subtotal								3,399,047.		0.	549	9,31	
c Total from continuation sheets to Part VI	, Section A							0.		0.			0.
d Total (add lines 1b and 1c)								3,399,047.		0.	549	9,31	12.
2 Total number of individuals (including but n	ot limited to th	ose	listed	lab	ove)) wh	o re	eceived more than \$100,	000 of reportable	Э			
compensation from the organization													54
												Yes	No
3 Did the organization list any former officer,	director, truste	ee, k	ey er	nplo	oyee	e, or	hig	hest compensated empl	oyee on				
line 1a? If "Yes," complete Schedule J for s	uch individual										3		Х
4 For any individual listed on line 1a, is the su													
and related organizations greater than \$150											4	X	
5 Did any person listed on line 1a receive or a													
rendered to the organization? If "Yes." com											5		Х
Section B. Independent Contractors	piete oerieduk	201	21 500		10/00					<u></u>			
1 Complete this table for your five highest con	mpensated inc	lene	nden	t co	ntra	actor	's th	nat received more than \$	100 000 of com	oensat	rion fro	m	
the organization. Report compensation for t	-	-											
(A)	ino outondui ye		<u>inann</u>	9				(B)			(C	3	
رحر Name and business	address							Description of s	ervices	С	omper		า
ABM FACILITY SERVICES								LABOR AND			<u>.</u>		
LOCKBOX 787401, PHILADELP	ита ра	1	917	78				ENGINEERING	SEBUTCES	16	,230	าดว	36
SOS SECURITY LLC			<u>, </u>	0			_	SECURITY & K		10	, 250	, 0.	<u> </u>
PO BOX 21577, NEW YORK, N	W 10007							SERVICES		0	621		דר
	1 10007						_				,624	±,90	<u> </u>
KELCO CONSTRUCTION INC.		1 7	• •					SITE CONSTRU	TION	1	E D (<u> </u>	<u></u>
25 NEWTON PLACE, HAUPPAUG	E, NY 1	1/	88				_	SERVICES			,539	9,30	<u>)/.</u>
HADLEY EXHIBITS INC.				. –				OBL FABRICAT					~ ~
1700 ELMWOOD AVENUE, BUFF							_	SERVICES		1	,046	5,85	<u> 98.</u>
GRAVITY MEDIA, 114 WEST 2	6TH STR	EE	т 8	STF	H			INTERACTIVE					
FL., NEW YORK, NY 10001								FOR ADVERTIS	ING		900),78	36.
2 Total number of independent contractors (in	ncluding but n	ot lin	nited	to t	hos	e lis	ted	above) who received mo	ore than				
\$100,000 of compensation from the organiz					40								
SEE PART VII, SECTION	A CONT	IN	UAJ	ΓIŌ	ЛC	S	ΗE	ETS			Form 9	990 (2	2019)

932008 01-20-20

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AT THE WORLD TRADE CENTER FOUNDATION, INC

38-3678458

Port VII Section A. Officers, Directors, Tru								Compensated Employe		0450
(A)	(B)		yee.		C)	iigiii	531 1	(D)	(E)	(F)
Name and title	Average				., ition			Reportable	(-) Reportable	Estimated
	hours	(cł			that		ly)	compensation	compensation	amount of
	per						,,	from	from related	other
	week					yee		the	organizations	compensation
	(list any	ecto r				old me		organization	(W-2/1099-MISC)	from the
	hours for	or dir	96			ated 6		(W-2/1099-MISC)		organization
	related	ustee	trust		ee	bens				and related
	organizations below	lual tr	tional		nploy	st con	L			organizations
	line)	Individual trustee or director	nstitutional trustee	Officer	Key employee	Highest com pen sated em ployee	Former			
(27) BILLY CRYSTAL	2.00	_	_	0	-	-	4			
DIRECTOR	0.10	х						0.	0.	0.
(28) ROBERT DE NIRO	2.00									
DIRECTOR	0.10	х						0.	0.	0.
(29) SAMUEL A. DIPIAZZA, JR.	2.00									
DIRECTOR	0.10	х						0.	0.	0.
(30) RICHARD EDELMAN	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(31) CHRISTINE A. FERER	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(32) ANNE M. FINUCANE	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(33) JENNIFER GLICK	2.00	37							0	0
DIRECTOR	0.10 2.00	Х						0.	0.	0.
(34) MAURICE R. GREENBERG DIRECTOR	0.10	х						0.	0.	0.
(35) DR. VARTAN GREGORIAN	2.00	~						0.	0.	0.
DIRECTOR	0.10	х						0.	0.	0.
(36) PATRICIA E. HARRIS	2.00									
DIRECTOR	0.10	х						0.	0.	0.
(37) LEE A. IELPI	2.00									
DIRECTOR	0.10	х						0.	Ο.	0.
(38) ROBERT IGER	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(39) MONICA IKEN	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(40) JEH JOHNSON	2.00									_
DIRECTOR	0.10	Х						0.	0.	0.
(41) THOMAS S. JOHNSON	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(42) ROBERT KASDIN	2.00								0	0
DIRECTOR THRU MARCH 2019	0.10	X						0.	0.	0.
(43) ANTHOULA KATSIMATIDES	2.00	v						0.	0	0
DIRECTOR (44) PETER M. LEHRER	2.00	Δ						0.	0.	0.
DIRECTOR	0.10	v						0.	0.	0.
(45) HOWARD W. LUTNICK	2.00	~						0.	0.	0.
DIRECTOR	0.10	x						0.	0.	0.
(46) JOEL S. MARCUS	2.00									U
DIRECTOR	0.10	х						0.	0.	0.
Total to Part VII, Section A, line 1c										

932201 04-01-19

Form 990

Form 990 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458										
Part VII Section A. Officers, Directors, Tru	ustees, Key Er	nplo	yee	s, ar	nd H	lighe	est (Compensated Employe	es (continued)	
(A)	(B)			(C	C)			(D)	(E)	(F)
Name and title	Average			Posi	ition			Reportable	Reportable	Estimated
	hours	(cl	neck	all t	that	app	ly)	compensation	compensation	amount of
	per							from	from related	other
	week	or				Highest compensated employee		the	organizations	compensation
	(list any hours for	Individual trustee or director				l em p		organization (W-2/1099-MISC)	(W-2/1099-MISC)	from the organization
	related	e or c	stee			satec		(00-2/1099-00130)		and related
	organizations	truste	Institutional trustee		yee	m per				organizations
	below	dual t	utiona	5	Key employee	stco	er			organizatione
	line)	Indivi	Instit	Officer	Key e	Highe	Former			
(47) J. KEVIN MCCARTHY	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(48) JULIE MENIN	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(49) IRA M. MILLSTEIN	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(50) HOWARD MILSTEIN	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(51) JOSEPH MOINIAN	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(52) PAUL NAPOLI	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(53) TERENCE O'TOOLE	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(54) EMILY K. RAFFERTY	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(55) KEVIN M. RAMPE	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(56) SCOTT RECHLER	2.00									-
DIRECTOR	0.10	Х						0.	0.	0.
(57) TERRI J. RICHARDSON	2.00									
DIRECTOR	0.10	Х						0.	0.	0.
(58) THOMAS H. ROGER	2.00									_
DIRECTOR	0.10	Х						0.	0.	0.
(59) JANE ROSENTHAL	2.00									-
DIRECTOR		Х						0.	0.	0.
(60) E. JOHN ROSENWALD, JR.	2.00								•	•
DIRECTOR	0.10	Х						0.	0.	0.
(61) AVI SCHICK	2.00								0	0
DIRECTOR	0.10	Х						0.	0.	0.
(62) JERRY I. SPEYER	2.00								0	0
DIRECTOR	0.10	Х						0.	0.	0.
(63) CRAIG ROBERTS STAPLETON	2.00								0	0
DIRECTOR	0.10	Х						0.	0.	0.
(64) JON STEWART	2.00								0	0
DIRECTOR	0.10	Х						0.	0.	0.
(65) ANNE M. TATLOCK	2.00								•	
DIRECTOR	0.10	Х		$\left \right $				0.	0.	0.
(66) DANIEL R. TISHMAN	2.00	v							•	
DIRECTOR	0.10	Х						0.	0.	0.
Total to Part VII, Section A, line 1c										

932201 04-01-19

Form 990 AT THE WO								UNDATION, INC	2 38-367	8458
Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)										
(A) Name and title	(B) Average hours	(cł	neck	((Pos all f	ition		ly)	(D) Reportable compensation	(E) Reportable compensation from related	(F) Estimated amount of
	per week (list any hours for related organizations below line)	Individual trustee or director	Institutional trustee	Officer	Key em ployee	Highest com pensated em ployee	Former	from the organization (W-2/1099-MISC)	organizations (W-2/1099-MISC)	other compensation from the organization and related organizations
(67) SETH WAUGH DIRECTOR	2.00	x						0.	0.	0.
(68) JEFFREY S. WILPON	2.00									
DIRECTOR	0.10	X						0.	0.	0.
Total to Part VII, Section A, line 1c					<u></u>	<u></u>	<u></u>			

932201 04-01-19

01011116 756359 1176095.000

AT THE WORLD TRADE CENTER FOUNDATION, INC

			2019) AT THE WORLD	TRADE CEN	NTER FOUNDA	ATION, INC	38-3678	458 Page 9
Pa	rt V	/111	Statement of Revenue					_
			Check if Schedule O contains a response	or note to any lin		(D)	(0)	
					(A) Total revenue	(B) Related or exempt	(C) Unrelated	(D) Revenue excluded
					Total revenue	function revenue	business revenue	from tax under
								sections 512 - 514
ts ts	1	а	Federated campaigns 1a					
ran Vun		b	Membership dues 1b					
۵, G		с	Fundraising events 1c	4,235,203.				
ifts ar A			Related organizations 1d					
Contributions, Gifts, Grants and Other Similar Amounts			Government grants (contributions) 1e	2,397,302.				
Sis			All other contributions, gifts, grants, and					
her		-	similar amounts not included above 1f	3,001,405.				
ĢĘ		a	Noncash contributions included in lines 1a-1f	104,948.				
no N du		-	Total. Add lines 1a-1f	/	9,633,910.			
0 0				Business Code	-,,			
	0	~	MUSEUM ADMISSIONS & SERVICE FEES	611710	64,363,732.	64,363,732.		
Program Service Revenue	2	a ⊾	MUSEUM & MEMORIAL TOURS	611710	6,119,528.	6,119,528.		
er,		b	MEMBERSHIP	900099	1,475,404.			
n S /en		с	CIVIC PROGRAMS & OTHER	900099	, ,	1,475,404.		
araı Be∖		d	CIVIC PROGRAMS & OTHER	300033	350,189.	350,189.		
loo Loo		е						
₽			All other program service revenue					
			Total. Add lines 2a-2f		72,308,853.			
	3		Investment income (including dividends, intere					
			other similar amounts)		1,129,738.			1,129,738.
	4		Income from investment of tax-exempt bond p	roceeds 🕨 🕨				
	5		Royalties	►	76,444.			76,444.
			(i) Real	(ii) Personal				
	6	а	Gross rents					
		b	Less: rental expenses 6b 836.					
		с	Rental income or (loss) 6c 75,495.					
		d	Net rental income or (loss)		75,495.			75,495.
	7	а	Gross amount from sales of (i) Securities	(ii) Other				
			assets other than inventory 7a 62,348,524.					
		b	Less: cost or other basis					
ē			and sales expenses					
evenue		с	Gain or (loss) 7c 92,458.					
Jev			Net gain or (loss)		92,458.			92,458.
Other Re	8		Gross income from fundraising events (not	F	·			
£	Ŭ		including \$4,235,203. of					
Ŭ			contributions reported on line 1c). See					
			Part IV, line 18	171,964.				
		h	Less: direct expenses 8b					
			Net income or (loss) from fundraising events	,,	-1,439,643.			-1,439,643.
	0		Gross income from gaming activities. See		3,3,3.			_,,
	ฮ	a	Part IV, line 19					
		h						
	40		Net income or (loss) from gaming activities	····· 🕨				
	10	а	Gross sales of inventory, less returns	0 010 704				
				9,810,784.				
			Less: cost of goods sold 10k	2,946,717.	6 964 967	C 0.04 0.05		
		С	Net income or (loss) from sales of inventory	>	6,864,067.	6,864,067.		
S				Business Code				
eou	11	а	ALL OTHER INCOME	900099	2,440.			2,440.
lan		b						
cell Vev		С						
Miscellaneous Revenue			All other revenue	900099				
-		е	Total. Add lines 11a-11d	►	2,440.			
	12		Total revenue. See instructions	►	88,743,762.	79,172,920.	0.	-63,068.
93200	9 01	-20-	20					Form 990 (2019)

12

Form 990 (2019) AT THE WORLD TRADE CENTER FOUNDATION, INC Part IX Statement of Functional Expenses

38-3678458 Page 10

16 Occupancy 7,782,307. 5,579,501. 2,017,338. 185,468. 17 Travel 402,683. 313,119. 45,425. 44,139. 18 Payments of travel or entertainment expenses for any federal, state, or local public officials 82,635. 60,630. 15,440. 6,565. 19 Conferences, conventions, and meetings 82,635. 60,630. 15,440. 6,565. 20 Interest 64,607. 64,607. 33,340,659. 29,865,408. 3,402,943. 72,308. 21 Payments to affiliates 3,252,141. 3,133,584. 71,216. 47,341. 22 Depreciation, depletion, and amortization line 24e amount exceeds 10% of line 24e. If line 24e amount exceeds 10% of line 24e. If line 24e expenses on line 24e. If line 24e expenses on line 24e. If line 24e expenses on Schedule 0.) 46,202. 46,202. 3 JANITORIAL & ENGINEERIN c SECURITY 46,202. 13,211,970. 11,211,274. 1,987,811. 12,885. 10,087,076. 10,062,396. 24,680. 2,608,301. 2,262,276. 339,075. 6,950.	Part IX Statement of Functional Expenses									
De not include amounts reported on lines 60, 26, 80, 80, and 100 of Part VII. Total expenses Program Basine Operation Services Program Basine Operation Services Fordial Description 1 Grants and other assistance to domestic inclovatals. See Part V, Ines 12 and domestic operations: Compensation of current of toreign organizations, Foreign governments, and foreign inclovatals. See Part V, Ines 13 on 15 Compensation of current of toreign organizations of current of toreign organizations of current of toreign organizations of current of toreign organizations of current of the set is and 16 Compensation of current of the set is and 16 Particle and wages 19, 582, 042. 13, 916, 634. 3, 814, 346. 1, 851, 062. 2 Compensation of current of the set is disting (N) and pressing descriptions in station 40560(N)) and pressing descriptions in station 40560(N) and estimation of the set is disting services. See Part V, Ines 12 . 19, 582, 042. 13, 916, 634. 3, 814, 346. 1, 851, 062. 0 Compensation in fluidud 3does to disqualified pressing description and section 46560(N) and estimation 4000 paratyper continutions; 19, 582, 042. 13, 916, 634. 3, 814, 346. 1, 851, 062. 1 Total expenses in Station 16 . 19, 582, 042. 13, 916, 634. 3, 814, 346. 1, 851, 062. 1 Total expenses in Station 16 . 13, 358, 841. 945, 991. 28, 520. 10, 02, 84.	Secti				nplete column (A).					
(2) (2) <th></th> <th>Check if Schedule O contains a respor</th> <th></th> <th>this Part IX</th> <th>(0)</th> <th></th>		Check if Schedule O contains a respor		this Part IX	(0)					
ard domests governments. See Part IV, line 21 2 Grants and other assistance to domestic individuals. See Part IV, line 22 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 12 and 18 2 6 2 5 6 1 5 5 2 6 2 5 2 5 2 5 6 2 5 7 6 1 5 5 0 6 0 1 5 0 1 5 0 1 5 0 1 5 0 1 5 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 1 0 0 1 0 1 0 0 1 0 0 0 0 0 0 0 0			(A) Total expenses	(B) Program service expenses						
2 Grants and other assistance to domestic individuals. So Pert V, line S2 Image: Some Section 1. 3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part V, line S and 16. Image: Some Section 1. 4 Benefts paid to of to members Image: Some Section 1. Image: Some Section 1. 5 Compensation of Larder 3 down of designaling presons (as diffied under section 4958(K)(1) and presons (as diffied under 4958(K)(1) and presons (as diffied under 4958(K)(1) and presons (as diffied under 4958(K)(1) and presont and under 4958(K) (1) and presons (as diffied und	1	-								
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a UBI TAX PAYMENT 46,202. b JANITORIAL & ENGINEERIN 13,211,970. 11,211,274. 1,987,811. 12,885. c SECURITY 10,087,076. 10,062,396. 24,680. 2,608,301. 2,262,276. 339,075. 6,950. e All other expenses 2,185,425. 2,042,626. 87,969. 54,830. 25 Total functional expenses. Add lines 1 through 24e 111,863,444. 91,118,128. 15,514,792. 5,230,524. 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Image: Complete the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Image: Complete the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Image: Complete the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Image: Complete the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Image: Complete the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.	24	above (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A)								
c SECURITY 10,087,076. 10,062,396. 24,680. d EQUIP REPAIRS & MAINT 2,608,301. 2,262,276. 339,075. 6,950. e All other expenses 2,185,425. 2,042,626. 87,969. 54,830. 25 Total functional expenses. Add lines 1 through 24e 111,863,444. 91,118,128. 15,514,792. 5,230,524. 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.	а									
d EQUIP REPAIRS & MAINT 2,608,301. 2,262,276. 339,075. 6,950. e All other expenses 2,185,425. 2,042,626. 87,969. 54,830. 25 Total functional expenses. Add lines 1 through 24e 111,863,444. 91,118,128. 15,514,792. 5,230,524. 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. From a combined address of the organization of the or	b	JANITORIAL & ENGINEERIN			1,987,811.	12,885.				
eAll other expenses2,185,425.2,042,626.87,969.54,830.25Total functional expenses. Add lines 1 through 24e111,863,444.91,118,128.15,514,792.5,230,524.26Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.Image: Complete the second sec	с	SECURITY			24,680.					
25 Total functional expenses. Add lines 1 through 24e 111,863,444. 91,118,128. 15,514,792. 5,230,524. 26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Image: Complete the solution of the organization of the organization. Image: Complete the organization of the organization. Image: Complete the organization of the organization. Image: Complete the organization of the organizat	d	EQUIP REPAIRS & MAINT				6,950.				
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.	е					54,830.				
reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.	25	Total functional expenses. Add lines 1 through 24e	111,863,444.	91,118,128.	15,514,792.	5,230,524.				
educational campaign and fundraising solicitation.	26	Joint costs. Complete this line only if the organization								
Check here 🕨 🔝 if following SOP 98-2 (ASC 958-720)										
Earm 990 (2010)		Check here if following SOP 98-2 (ASC 958-720)				000				

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01011116 756359 1176095.000

13

Form	990	(2019)	

AT THE WORLD TRADE CENTER FOUNDATION, INC

orm Par	990 (2 t X	2019) AT THE WORLD TRADE CENTER F Balance Sheet	OUNI	DATION, INC	38-	3678458 Page 11
		Check if Schedule O contains a response or note to any line in this Part X				
				(A) Beginning of year		(B) End of year
	1	Cash - non-interest-bearing		3,486,063.		0.
	2	Savings and temporary cash investments		10,800,825.		0.
	3	Pledges and grants receivable, net		13,983,622.		0.
	4	Accounts receivable, net		3,924,958.	4	0.
	5	Loans and other receivables from any current or former officer, director,				
		trustee, key employee, creator or founder, substantial contributor, or 35%				-
		controlled entity or family member of any of these persons			5	0.
	6	Loans and other receivables from other disqualified persons (as defined				<u> </u>
		under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)			6	0.
ste	7	Notes and loans receivable, net		450.254	7	0.
Assets	8	Inventories for sale or use		458,354.	8	0.
٦	9	Prepaid expenses and deferred charges		3,344,413.	9	0.
	10a	Land, buildings, and equipment: cost or other	٥			
		basis. Complete Part VI of Schedule D 10a	0.	586,990,694.	10.	0.
		Less: accumulated depreciation 10b		35,832,123.		0.
	11 12	Investments - publicly traded securities		55,052,125.	11 12	0.
	12	Investments - other securities. See Part IV, line 11 Investments - program-related. See Part IV, line 11			13	0.
	14	Investments - program-related. See Part IV, line 11			14	0
	15	Other assets. See Part IV, line 11		3,652,609.		0.
	16	Total assets. Add lines 1 through 15 (must equal line 33)		662,473,661.		0.
	17	Accounts payable and accrued expenses		18,738,648.	17	0.
	18	Grants payable			18	
	19	Deferred revenue		2,261,635.	19	0.
	20	Tax-exempt bond liabilities			20	
	21	Escrow or custodial account liability. Complete Part IV of Schedule D			21	
s	22	Loans and other payables to any current or former officer, director,				
litie		trustee, key employee, creator or founder, substantial contributor, or 35%				
Liabilities		controlled entity or family member of any of these persons		7,500,000.	22	0.
	23	Secured mortgages and notes payable to unrelated third parties			23	
	24	Unsecured notes and loans payable to unrelated third parties			24	
	25	Other liabilities (including federal income tax, payables to related third				
		parties, and other liabilities not included on lines 17-24). Complete Part X		0 01 0 000		<u> </u>
		of Schedule D		2,017,072.		0.
	26	Total liabilities. Add lines 17 through 25		30,517,355.	26	0.
s		Organizations that follow FASB ASC 958, check here X				
e l		and complete lines 27, 28, 32, and 33.		617 014 404		0
alar	27	Net assets without donor restrictions		617,914,494. 14,041,812.	27	0.
ар Пр	28	Net assets with donor restrictions	 1	14,041,012.	28	0.
Net Assets or Fund Balances		Organizations that do not follow FASB ASC 958, check here	L			
۶.	20	and complete lines 29 through 33.			20	
ets	29 30	Capital stock or trust principal, or current funds Paid-in or capital surplus, or land, building, or equipment fund			29 30	
Ass	30 31	Detained a sector secto			30	
et/	32	Total net assets or fund balances		631,956,306.		0.
z	33	Total liabilities and net assets/fund balances		662,473,661.		0.
I				= , = . • , • • = •		Form 990 (2019

932011 01-20-20

Form 990 (2019) AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Pa Part XI Reconciliation of Net Assets Check if Schedule O contains a response or note to any line in this Part XI 1 88,743,7 1 Total revenue (must equal Part VIII, column (A), line 12) 1 88,743,7	44. 82. 06.
Check if Schedule O contains a response or note to any line in this Part XI	62. 44. 82. 06.
	62. 44. 82. 06.
1 Total revenue (must equal Part)/III. column (A) line 12)	44. 82. 06.
1 Total revenue (must equal Part VIII column (A) line 12)	44. 82. 06.
	82. 06.
2 Total expenses (must equal Part IX, column (A), line 25) 2 111,863,4	06.
3 Revenue less expenses. Subtract line 2 from line 1 323,119,6	
4 Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A)) 4 631,956,3	F C
5 Net unrealized gains (losses) on investments5 9,7	56.
6 Donated services and use of facilities 6	
7 Investment expenses 7	
8 Prior period adjustments 8	
9 Other changes in net assets or fund balances (explain on Schedule O) 9 -608,846,3	80.
10 Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32,	
column (B))	0.
Part XII Financial Statements and Reporting	
Check if Schedule O contains a response or note to any line in this Part XII	X
Yes	No
1 Accounting method used to prepare the Form 990: Cash X Accrual Other	
If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.	
2a Were the organization's financial statements compiled or reviewed by an independent accountant?	X
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a	
separate basis, consolidated basis, or both:	
Separate basis Consolidated basis Both consolidated and separate basis	
b Were the organization's financial statements audited by an independent accountant?	
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis,	
consolidated basis, or both:	
X Separate basis Consolidated basis Both consolidated and separate basis	
c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit,	
review, or compilation of its financial statements and selection of an independent accountant?	
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.	
3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit	
Act and OMB Circular A-133? 3a	<u> </u>
b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit	
or audits, explain why on Schedule O and describe any steps taken to undergo such audits	(0010)

Form **990** (2019)

932012 01-20-20

SCHEDULE A (Form 990 or 990-EZ)	Public Cha	OMB No. 1545-0047							
		nization is a section 501 947(a)(1) nonexempt cha		n or a section		2019			
Department of the Treasury Internal Revenue Service		Attach to Form 990 or F v/Form990 for instruction		information		Open to Public Inspection			
Name of the organization					Employer	identification number			
	AT THE WORLD T					8-3678458			
	or Public Charity Status				S.				
	private foundation because it is:								
	vention of churches, or association		-)(1)(A)(i).					
	ribed in section 170(b)(1)(A)(ii). cooperative hospital service org			Viii)					
	arch organization operated in co)(iii). Enter	the hospital's name,			
	city, and state:								
5 🗌 An organizatio	5 An organization operated for the benefit of a college or university owned or operated by a governmental unit described in								
section 170(I)(1)(A)(iv). (Complete Part II.)								
	e, or local government or govern								
-	n that normally receives a substa	antial part of its support fr	om a governmenta	al unit or from t	ne general p	ublic described in			
	(1)(A)(vi). (Complete Part II.)	V1VAVui) (Complete Dart	ш						
	rust described in section 170(b) research organization described		-	niunction with a	land-grant	college			
3	a non-land-grant college of agrid			-	-	-			
university:	5 5 5		,	,	5				
10 An organizatio	n that normally receives: (1) more	e than 33 1/3% of its supp	oort from contribut	ions, members	hip fees, an	d gross receipts from			
activities relate	ed to its exempt functions - subje	ect to certain exceptions, a	and (2) no more th	an 33 1/3% of i	ts support f	rom gross investment			
	related business taxable income	e (less section 511 tax) fro	m businesses acq	uired by the or	ganization a	fter June 30, 1975.			
	09(a)(2). (Complete Part III.)			F00(-)(4)					
	n organized and operated exclus n organized and operated exclus	•	-		rny out the	ourposes of one or			
0	supported organizations describe	-	-		•				
	igh 12d that describes the type of			-					
a 🗌 Type I. A su	oporting organization operated, s	supervised, or controlled b	by its supported o	rganization(s), t	ypically by g	giving			
the supporte	d organization(s) the power to re	egularly appoint or elect a	majority of the dir	ectors or truste	es of the su	pporting			
	You must complete Part IV, S								
	pporting organization supervised			-		-			
	anagement of the supporting org (s). You must complete Part IV ,		me persons that o	control or mana	ge the supp	orted			
	tionally integrated. A supportir		n connection with	and functiona	llv integrate	d with			
	d organization(s) (see instructions				ily integrate				
d 🗌 Type III nor	-functionally integrated. A sup	porting organization opera	ated in connection	with its suppo	rted organiz	ation(s)			
that is not fu	nctionally integrated. The organi	zation generally must sati	sfy a distribution r	equirement and	d an attentiv	eness			
	(see instructions). You must co								
	ox if the organization received a			a Type I, Type	II, Type III				
	ntegrated, or Type III non-functic f supported organizations								
	g information about the support	ed organization(s)							
(i) Name of suppo		(iii) Type of organization	(iv) Is the organization liste in your governing document	d (v) Amount o	f monetary	(vi) Amount of other			
organization		(described on lines 1-10 above (see instructions))	Yes No	support (see i	nstructions)	support (see instructions)			
Total	uction Act Notice, see the Inst	ructions for Form 990 or	990-F7 032021 (19-25-19 Sche	dule A (For	m 990 or 990-F7) 2010			

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. 932021 09-25-19 Schedule A (Form 990 or 990-EZ) 2019

Schedule A (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 2 Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi) (Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Sec	ction A. Public Support							
Cale	ndar year (or fiscal year beginning in) 🕨	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total	
1	Gifts, grants, contributions, and							
	membership fees received. (Do not							
	include any "unusual grants.")	17044358.	<u>16316460.</u>	<u>14988952.</u>	8968587.	9633910.	66952267.	
2	Tax revenues levied for the organ-							
	ization's benefit and either paid to							
	or expended on its behalf							
3	The value of services or facilities							
	furnished by a governmental unit to							
	the organization without charge	17044250	1 () 1 () ()	14000050	0060507	0622010	66952267.	
	Total. Add lines 1 through 3	17044358.	16316460.	14988952.	8968587.	9633910.	00952207.	
5								
	by each person (other than a							
	governmental unit or publicly							
	supported organization) included on line 1 that exceeds 2% of the							
	amount shown on line 11, column (f)						5392268.	
6							61559999.	
	Public support. Subtract line 5 from line 4.							
	ndar year (or fiscal year beginning in)	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total	
	Amounts from line 4	17044358.	16316460		8968587.	9633910.	66952267.	
	Gross income from interest,			119009011		50005200		
Ŭ	dividends, payments received on							
	securities loans, rents, royalties,							
	and income from similar sources	267,388.	211,497.	654,432.	1370234.	1282513.	3786064.	
9	Net income from unrelated business		/					
•	activities, whether or not the							
	business is regularly carried on							
10	Other income. Do not include gain							
	or loss from the sale of capital							
	assets (Explain in Part VI.)	43,962.	84,044.	13,540.	17,367.	2,440.	161,353.	
11	Total support. Add lines 7 through 10						70899684.	
12	Gross receipts from related activities,	, etc. (see instructio	ons)			12 382	,369,478.	
13	First five years. If the Form 990 is fo	r the organization's	s first, second, thir	d, fourth, or fifth ta	x year as a sectior	1 501(c)(3)		
Sec	organization, check this box and stor	p here ic Support Per	centage			<u></u>		
	Public support percentage for 2019 (I		•	column (fl)		14	86.83 %	
	Public support percentage from 2018		•			15	92.66 %	
	33 1/3% support test - 2019. If the							
100	stop here. The organization qualifies							
b	33 1/3% support test - 2018. If the		-					
~	and stop here. The organization qual	-						
17a								
	I7a 10% -facts-and-circumstances test - 2019. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part VI how the organization							
	meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization							
b	10% -facts-and-circumstances test	-	-					
	more, and if the organization meets th	-						
	organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization							
18	Private foundation. If the organization		-				s >	
	······································						or 990-EZ) 2019	

932022 09-25-19

Schedule A (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 3 Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Sup	port						
Calendar year (or fiscal year be	ginning in) 🕨 📘	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
1 Gifts, grants, contributio	ons, and						
membership fees receive	ed. (Do not						
include any "unusual gra	ants.")						
2 Gross receipts from adn merchandise sold or ser formed, or facilities furni any activity that is relate organization's tax-exemption	vices per- ished in ed to the						
3 Gross receipts from acti are not an unrelated trac							
iness under section 513	·						
4 Tax revenues levied for t	ũ						
ization's benefit and eith or expended on its beha							
5 The value of services or	facilities						
furnished by a governme	ental unit to						
the organization without	charge						
6 Total. Add lines 1 through	gh 5						
7a Amounts included on lin 3 received from disquali							
b Amounts included on lines 2 and from other than disqualified pers exceed the greater of \$5,000 or amount on line 13 for the year	I 3 received ons that 1% of the						
c Add lines 7a and 7b							
8 Public support. (Subtract lin	ne 7c from line 6.)						
Section B. Total Suppo	ort						
Calendar year (or fiscal year be	ginning in) 🕨 📘	(a) 2015	(b) 2016	(c) 2017	(d) 2018	(e) 2019	(f) Total
9 Amounts from line 6							
10a Gross income from inter dividends, payments red securities loans, rents, re and income from similar	ceived on oyalties,						
b Unrelated business taxable	income						
(less section 511 taxes) fro	m businesses						
acquired after June 30, 197	75						
c Add lines 10a and 10b							
11 Net income from unrelat activities not included in whether or not the busin regularly carried on	line 10b,						
12 Other income. Do not in or loss from the sale of c assets (Explain in Part V	capital						
13 Total support. (Add lines 9, 1	· /						
14 First five years. If the F	orm 990 is for t	he organization's	first, second, thir	d, fourth, or fifth t	ax year as a sectior	n 501(c)(3) orga	inization,
check this box and stop							>
Section C. Computation	on of Public	Support Per	centage				
15 Public support percenta	ige for 2019 (lin	e 8, column (f), di	ivided by line 13, o	column (f))		15	%
16 Public support percenta						16	%
Section D. Computation							
17 Investment income perc				ne 13, column (f))		17	%
18 Investment income perc	-					18	%
19a 33 1/3% support tests							e 17 is not
more than 33 1/3%, che							▶∟
b 33 1/3% support tests							
line 18 is not more than							on
20 Private foundation. If the	ne organization	aid not check a l	box on line 14, 19	a, or 19b, check t			
932023 09-25-19			18		Sch	eaule A (Form	990 or 990-EZ) 2019

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Schedule A (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 4

Part IV Supporting Organizations

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

- 1 Are all of the organization's supported organizations listed by name in the organization's governing documents? If "No," describe in **Part VI** how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.
- 2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? If "Yes," explain in **Part VI** how the organization determined that the supported organization was described in section 509(a)(1) or (2).
- **3a** Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? If "Yes," answer (b) and (c) below.
- **b** Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? If "Yes," describe in **Part VI** when and how the organization made the determination.
- c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? If "Yes," explain in **Part VI** what controls the organization put in place to ensure such use.
- **4a** Was any supported organization not organized in the United States ("foreign supported organization")? *If* "Yes," and *if you checked 12a or 12b in Part I, answer (b) and (c) below.*
- **b** Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? *If* "Yes," *describe in* **Part VI** *how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.*
- **c** Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? *If* "Yes," *explain in* **Part VI** *what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.*
- 5a Did the organization add, substitute, or remove any supported organizations during the tax year? If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).
- **b Type I or Type II only.** Was any added or substituted supported organization part of a class already designated in the organization's organizing document?
- c Substitutions only. Was the substitution the result of an event beyond the organization's control?
- 6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? *If "Yes," provide detail in* Part VI.
- 7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? *If* "Yes," *complete Part I of Schedule L (Form 990 or 990-EZ).*
- 8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? *If* "Yes." *complete Part I of Schedule L (Form 990 or 990-EZ).*
- **9a** Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? *If* "Yes," *provide detail in* **Part VI.**
- **b** Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? *If* "Yes," *provide detail in* **Part VI.**
- c Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? If "Yes," provide detail in Part VI.
- **10a** Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? *If* "Yes," *answer 10b below.*
- **b** Did the organization have any excess business holdings in the tax year? (Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)

19

932024 09-25-19

Schedule A (Form 990 or 990-EZ) 2019

Yes No

1

2

3a

3b

3c

4a

4b

4c

5a

5b

5c

6

7

8

9a

9b

9c

10a

10b

Schedule A (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 5 Part IV Supporting Organizations (continued)

I UI	Supporting Organizations (continued)			
			Yes	No
11	Has the organization accepted a gift or contribution from any of the following persons?			
а	A person who directly or indirectly controls, either alone or together with persons described in (b) and (c)			
	below, the governing body of a supported organization?	11a		
	A family member of a person described in (a) above?	11b		
	A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in Part VI.	11c		
Sec	tion B. Type I Supporting Organizations			
			Yes	No
1	Did the directors, trustees, or membership of one or more supported organizations have the power to			
	regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the			
	tax year? If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or			
	controlled the organization's activities. If the organization had more than one supported organization,			
	describe how the powers to appoint and/or remove directors or trustees were allocated among the supported			
	organizations and what conditions or restrictions, if any, applied to such powers during the tax year.	1		
2	Did the organization operate for the benefit of any supported organization other than the supported			
	organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in			
	Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated,			
0	supervised, or controlled the supporting organization.	2		
Sec	tion C. Type II Supporting Organizations			
			Yes	No
1	Were a majority of the organization's directors or trustees during the tax year also a majority of the directors			
	or trustees of each of the organization's supported organization(s)? If "No," describe in Part VI how control			
	or management of the supporting organization was vested in the same persons that controlled or managed			
<u></u>	the supported organization(s).	1		
Sec	tion D. All Type III Supporting Organizations			
			Yes	No
1	Did the organization provide to each of its supported organizations, by the last day of the fifth month of the			
	organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax			
	year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the			
	organization's governing documents in effect on the date of notification, to the extent not previously provided?	1		
2	Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported			
	organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in Part VI how			
	the organization maintained a close and continuous working relationship with the supported organization(s).	2		
3	By reason of the relationship described in (2), did the organization's supported organizations have a			
	significant voice in the organization's investment policies and in directing the use of the organization's			
	income or assets at all times during the tax year? If "Yes," describe in Part VI the role the organization's			
6 00	supported organizations played in this regard.	3		
	tion E. Type III Functionally Integrated Supporting Organizations			
1	Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions)			
a	The organization satisfied the Activities Test. <i>Complete</i> line 2 <i>below.</i>			
b	The organization is the parent of each of its supported organizations. <i>Complete</i> line 3 <i>below</i> .			
c	The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see inst	ructions)		
2	Activities Test. Answer (a) and (b) below.		Yes	No
а	Did substantially all of the organization's activities during the tax year directly further the exempt purposes of			
	the supported organization(s) to which the organization was responsive? If "Yes," then in Part VI identify			
	those supported organizations and explain how these activities directly furthered their exempt purposes,			
	how the organization was responsive to those supported organizations, and how the organization determined	0-		
	that these activities constituted substantially all of its activities.	2a		
b	Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more			
	of the organization's supported organization(s) would have been engaged in? If "Yes," explain in Part VI the			
	reasons for the organization's position that its supported organization(s) would have engaged in these	OL.		
~	activities but for the organization's involvement.	2b		
3	Parent of Supported Organizations. Answer (a) and (b) below.			
а	Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or	0-		
L	trustees of each of the supported organizations? <i>Provide details in</i> Part VI.	3a		
b	Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each	0Ŀ		
	of its supported organizations? If "Yes," describe in Part VI the role played by the organization in this regard.	3b	0 57	2040
932025	5 09-25-19 Schedule A (Form 9	50 or 99	v-⊏Z)	2019

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	NATIONAL SEPTEMBER II ME			0 0 0 0 0 0 0 0
	dule A (Form 990 or 990 EZ) 2019 AT THE WORLD TRADE CENTE			38-3678458 Page 6
Pa				
1	Check here if the organization satisfied the Integral Part Test as a qualifying			Part VI). See instructions. All
	other Type III non-functionally integrated supporting organizations must com	plete S	ections A through E.	
Sect	ion A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
_1	Net short-term capital gain	1		
2	Recoveries of prior-year distributions	2		
3	Other gross income (see instructions)	3		
4	Add lines 1 through 3.	4		
5	Depreciation and depletion	5		
6	Portion of operating expenses paid or incurred for production or			
	collection of gross income or for management, conservation, or			
	maintenance of property held for production of income (see instructions)	6		
7	Other expenses (see instructions)	7		
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8		
Sect	ion B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see			
	instructions for short tax year or assets held for part of year):			
а	Average monthly value of securities	1a		
b	Average monthly cash balances	1b		
с	Fair market value of other non-exempt-use assets	1c		
d	Total (add lines 1a, 1b, and 1c)	1d		
е	Discount claimed for blockage or other			
	factors (explain in detail in Part VI):			
2	Acquisition indebtedness applicable to non-exempt-use assets	2		
3	Subtract line 2 from line 1d.	3		
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount,			
	see instructions).	4		
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5		
6	Multiply line 5 by .035.	6		
7	Recoveries of prior-year distributions	7		
8	Minimum Asset Amount (add line 7 to line 6)	8		
Sect	ion C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1		
2	Enter 85% of line 1.	2		
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3		
4	Enter greater of line 2 or line 3.	4		
5	Income tax imposed in prior year	5		
6	Distributable Amount. Subtract line 5 from line 4, unless subject to			
	emergency temporary reduction (see instructions).	6		

7 Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).

Schedule A (Form 990 or 990-EZ) 2019

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90 or 990-EZ) 20	19 AT	THE	WORLD	TRADE	CENTER	FOUNDATION,	INC	38-3678458	Page 7
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Sche Par	dule A (Form 990 or 990 EZ) 2019 AT THE WORLD '			8-3678458 Page 7
	on D - Distributions			Current Year
1	Amounts paid to supported organizations to accomplish exer	mot purposes		
2	Amounts paid to supported organizations to accomplish exer Amounts paid to perform activity that directly furthers exemp			
2	organizations, in excess of income from activity	r purposes or supported		
3	Administrative expenses paid to accomplish exempt purpose	s of supported organization	\$	
4	Amounts paid to acquire exempt-use assets	s of supported organizations	5	
5	Qualified set-aside amounts (prior IRS approval required)			
6	Other distributions (describe in Part VI). See instructions.			
7	Total annual distributions. Add lines 1 through 6.			
8	Distributions to attentive supported organizations to which the	e organization is responsive		
0	(provide details in Part VI). See instructions.	le organization is responsive		
9	Distributable amount for 2019 from Section C, line 6			
10	Line 8 amount divided by line 9 amount			
10		(i)	(ii)	(iii)
Secti	on E - Distribution Allocations (see instructions)	Excess Distributions	Underdistributions Pre-2019	Distributable Amount for 2019
1	Distributable amount for 2019 from Section C, line 6			
2	Underdistributions, if any, for years prior to 2019 (reason-			
	able cause required- explain in Part VI). See instructions.			
3	Excess distributions carryover, if any, to 2019			
а	From 2014			
b	From 2015			
с	From 2016			
d	From 2017			
е	From 2018			
f	Total of lines 3a through e			
g	Applied to underdistributions of prior years			
h	Applied to 2019 distributable amount			
i	Carryover from 2014 not applied (see instructions)			
i	Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
4	Distributions for 2019 from Section D,			
	line 7: \$			
а	Applied to underdistributions of prior years			
b	Applied to 2019 distributable amount			
с	Remainder. Subtract lines 4a and 4b from 4.			
5	Remaining underdistributions for years prior to 2019, if			
	any. Subtract lines 3g and 4a from line 2. For result greater			
	than zero, explain in Part VI. See instructions.			
6	Remaining underdistributions for 2019. Subtract lines 3h			
	and 4b from line 1. For result greater than zero, explain in			
	Part VI. See instructions.			
7	Excess distributions carryover to 2020. Add lines 3j			
	and 4c.			
8	Breakdown of line 7:			
а	Excess from 2015			
	Excess from 2016			
	Excess from 2017			
	Excess from 2018			
	Excess from 2019			

Schedule A (Form 990 or 990-EZ) 2019

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NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Schedule A (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 8

Part VI Supplemental Information. Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

SCHEDULE A, PART II, LINE 10, EXPLANATION FOR OTHER INCOME:

FEMA REIMBURSEME	INTS		
CASH FOUND ON PF	ROPERTY		
2015 AMOUNT: \$	999.		
2016 AMOUNT: \$	1,728.		
2017 AMOUNT: \$	1,927.		
2018 AMOUNT: \$	1,824.		
REBATES/REIMBURS	SEMENTS		
2015 AMOUNT: \$	36,459.		
2016 AMOUNT: \$	69,146.		
FILMING FEES			
2015 AMOUNT: \$	2,000.		
2016 AMOUNT: \$	5,280.		
2017 AMOUNT: \$	11,613.		
MISCELLANEOUS			
2015 AMOUNT: \$	4,504.		
2016 AMOUNT: \$	7,890.		
2018 AMOUNT: \$	15,543.		
2019 AMOUNT: \$	2,440.		
932028 09-25-19		12	Schedule A (Form 990 or 990-EZ) 2019

Schedule B

(Form 990, 990-EZ, or 990-PF) Department of the Treasury Internal Revenue Service

Name of the organization

** PUBLIC DISCLOSURE COPY **

Schedule of Contributors

Attach to Form 990, Form 990-EZ, or Form 990-PF.
 Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2019

Employer identification number

3	8 –	3	6	7	8	4	5	8	
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Name of the organizatio										
	NAT	TON	AL SEPT	FEMBER	11	MEMO	ORIAL	&	MUSI	EUM
	AT	THE	WORLD	TRADE	CEI	NTER	FOUNI)A	FION	, INC
Organization type (che	eck on	e):								

Filers of:	Section:
Form 990 or 990-EZ	\boxed{X} 501(c)(3) (enter number) organization
	4947(a)(1) nonexempt charitable trust not treated as a private foundation
	527 political organization
Form 990-PF	501(c)(3) exempt private foundation
	4947(a)(1) nonexempt charitable trust treated as a private foundation
	501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**. **Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

X For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000; or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year for an *exclusively* set is contributions totaling \$5,000 or more during the year for an *exclusively* set is contributions totaling \$5,000 or more during the year for an *exclusively* set is contributions totaling \$5,000 or more during the year for an *exclusively* set is contributions totaling \$5,000 or more during the year for an *exclusively* set is contributed.

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

 $\label{eq:LHA} \ \ \mbox{For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.}$

(a)	(b)	(c)	(d)
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution
1		\$2,392,302.	Person X Payroll Noncash (Complete Part II for noncash contributions.)
(a)	(b)	(c)	(d)
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution
2		\$881,250.	Person X Payroll Noncash (Complete Part II for noncash contributions.)
(a)	(b)	(c)	(d)
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution
3		\$ <u>500,000.</u>	Person X Payroll Noncash (Complete Part II for noncash contributions.)
(a)	(b)	(c)	(d)
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution
4		\$500,000.	Person X Payroll Noncash (Complete Part II for noncash contributions.)
(a)	(b)	(c)	(d)
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution
5		\$415,000.	Person X Payroll Noncash (Complete Part II for noncash contributions.)
(a)	(b)	(c)	(d)
No.	Name, address, and ZIP + 4	Total contributions	Type of contribution
6		\$ <u>210,000.</u>	Person X Payroll Noncash (Complete Part II for

Name of organization

Part I

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

Employer identification number

38-3678458

Schedule B (Form 990, 990-EZ, or 990-PF) (2019)

noncash contributions.)

Page 2

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2019.05000 NATIONAL SEPTEMBER 11 MEM 11760951

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Schedule B (Form 990, 990-EZ, or 990-PF) (2019)
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Name of organization

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

Employer identification number

38-3678458

Part I	Contributors (see instructions). Use duplicate copies of Part I if add	itional space is needed.	
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7		\$00,000.	Person X Payroll Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)
(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
		\$	Person Payroll Noncash (Complete Part II for noncash contributions.)

Schedule B (Form 990, 990-EZ, or 990-PF) (2019)

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2019.05000 NATIONAL SEPTEMBER 11 MEM 11760951

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ATION	ganization JAL SEPTEMBER 11 MEMORIAL & MUSEUM	E	Employer identification numbe
T THE Part II	E WORLD TRADE CENTER FOUNDATION, INC Noncash Property (see instructions). Use duplicate copies of Pa	art II if additional space is needed	38-3678458
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$	
(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received

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923453 11-06-19

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Schedule B (Form 990, 990-EZ, or 990-PF) (2019)

Page 3

Schedule E	B (Form 990, 990-EZ, or 990-PF) (2019)			Page 4				
Name of or	rganization			Employer identification number				
	NAL SEPTEMBER 11 MEMORI							
	E WORLD TRADE CENTER FO			38-3678458				
Part III	Exclusively religious, charitable, etc., contribution from any one contributor. Complete columns (a) through (e) and the following line er	ntry. For organizations					
	completing Part III, enter the total of exclusively religious,	charitable, etc., contributions of \$1,000 o	less for the year. (Enter this info. o	once.) 🕨 \$				
(a) No.	Use duplicate copies of Part III if additiona	I space is needed.						
from	(b) Purpose of gift	(c) Use of gift	(d) Des	scription of how gift is held				
Part I								
		(e) Transfer of gi	ft					
Ļ	Transferee's name, address, a	and ZIP + 4	Relationship of tr	ansferor to transferee				
(a) No.								
from Part I	(b) Purpose of gift	(c) Use of gift	(d) De	scription of how gift is held				
		· · · · · · · · · · · · · · · · · · ·						
ŀ								
	(e) Transfer of gift							
	Transferee's name, address, a	and ZID + 4	Polationship of tr	ansferor to transferee				
F								
(a) No. from	(b) Purpose of gift	(c) Use of gift	(d) De	scription of how gift is held				
Part I	(2) - 2: 2000 0: 3:	(0) 000 01 g	(,					
F	(e) Transfer of gift							
Ļ	Transferee's name, address, a	and ZIP + 4	Relationship of transferor to transferee					
(a) No.								
`from Part I	(b) Purpose of gift	(c) Use of gift	(d) De	scription of how gift is held				
ŀ								
		(e) Transfer of gi	ft					
			Deletionship of t	anafayay ta tuanafaya a				
ŀ	Transferee's name, address, a	anu ZIF + 4		ansferor to transferee				
923454 11-06	-19		Schedul	e B (Form 990, 990-EZ, or 990-PF) (2019)				

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SCHEDULE C	EDULE C Political Campaign and Lobbying Activities							
(Form 990 or 990-EZ)	2010							
	Form 990 or 990-E2) For Organizations Exempt From Income Tax Under section 501(c) and section 527							
Department of the Treasury	Complete	if the organization is described	below. 🕨 Attach to	Form 990 or Form	990-EZ	opon to r abito		
Internal Revenue Service		Go to www.irs.gov/Form990 for i	nstructions and the I	atest information.		Inspection		
If the organization answ	wered "Yes," or	n Form 990, Part IV, line 3, or For	m 990-EZ, Part V, lin	e 46 (Political Camp	aign Ao	ctivities), then		
 Section 501(c)(3) org 	anizations: Com	plete Parts I-A and B. Do not com	plete Part I-C.					
 Section 501(c) (other 	r than section 50	01(c)(3)) organizations: Complete F	Parts I-A and C below.	Do not complete Par	t I-B.			
 Section 527 organiza 	ations: Complete	e Part I-A only.						
If the organization answ	wered "Yes," or	n Form 990, Part IV, line 4, or For	m 990-EZ, Part VI, lir	ne 47 (Lobbying Acti	vities),	then		
 Section 501(c)(3) org 	anizations that I	have filed Form 5768 (election unc	ler section 501(h)): Co	mplete Part II-A. Do r	not com	plete Part II-B.		
 Section 501(c)(3) org 	anizations that I	have NOT filed Form 5768 (election	n under section 501(h))): Complete Part II-B	. Do not	complete Part II-A.		
If the organization answ	wered "Yes," or	n Form 990, Part IV, line 5 (Proxy	Tax) (see separate in	nstructions) or Form	990-EZ	Z, Part V, line 35c (Proxy		
Tax) (see separate instr				-				
 Section 501(c)(4), (5) 	, or (6) organizat	tions: Complete Part III.						
Name of organization		L SEPTEMBER 11 ME	MORIAL & MU	SEUM	Emplo	yer identification number		
	AT THE	WORLD TRADE CENTE	R FOUNDATIO	N,INC		38-3678458		
Part I-A Comple	ete if the org	janization is exempt unde	r section 501(c) c	or is a section 52	27 org	anization.		
2 Political campaign a	activity expendit	ation's direct and indirect political ures ign activities						
Part I-B Comple	ete if the org	anization is exempt under	r section 501(c)(3	3).				
1 Enter the amount of	f any excise tax	incurred by the organization unde	r section 4955		▶\$			
		incurred by organization manager						
		n 4955 tax, did it file Form 4720 fo						
4a Was a correction m	ade?		-			Yes No		
b If "Yes," describe in								
Part I-C Comple	ete if the org	anization is exempt unde	r section 501(c),	except section 5	501(c)((3).		
1 Enter the amount d	irectly expended	d by the filing organization for sect	ion 527 exempt functi	on activities	. ► \$			
2 Enter the amount o	f the filing organ	ization's funds contributed to othe	er organizations for se	ction 527				
exempt function ac	tivities				▶\$			
3 Total exempt functi	on expenditures	. Add lines 1 and 2. Enter here and	d on Form 1120-POL,					
line 17b					▶\$_			
		1120-POL for this year?				Yes No		
5 Enter the names, ad	ddresses and en	nployer identification number (EIN)	of all section 527 poli	itical organizations to	which t	the filing organization		
made payments. Fo	or each organiza	tion listed, enter the amount paid	from the filing organiza	ation's funds. Also er	ter the	amount of political		
		omptly and directly delivered to a s			eparate	segregated fund or a		
political action com	mittee (PAC). If	additional space is needed, provid	le information in Part I	V.				
(a) Name	•	(b) Address	(c) EIN	(d) Amount paid filing organizatic funds. If none, ent	on's	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0		

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Schedule C (Form 990 or 990-EZ) 2019

932041 11-26-19

				MEMORIAL & M		679459 0000 2		
Schedule C (Form 990 or 990-EZ) 2019 Part II-A Complete if the org	anization	is exen	npt under section	501(c)(3) and file	d Form 5768 (ele	ction under		
section 501(h)).								
	-			Part IV each affiliated	group member's name	e, address, EIN,		
expenses, and shar B Check ► if the filing organiza			expenditures). Id "limited control" pro	visions apply				
¥ ¥			•	visions apply.	(a) Filing	(b) Affiliated group		
	ts on Lobby ditures" me		nditures nts paid or incurred.)		organization's totals	totals		
1a Total lobbying expenditures to influ	uence public	c opinion (g	rassroots lobbying)					
b Total lobbying expenditures to influ	uence a legis	slative bod	y (direct lobbying)		140,843.			
c Total lobbying expenditures (add li	nes 1a and	1b)			140,843.			
d Other exempt purpose expenditure	es				106436860.			
e Total exempt purpose expenditure		,			106577703.			
f Lobbying nontaxable amount. Ente		nt from the	following table in both	n columns.	1,000,000.			
If the amount on line 1e, column (a) o	or (b) is:		bying nontaxable amo	ount is:				
Not over \$500,000			he amount on line 1e.					
Over \$500,000 but not over \$1,000			0 plus 15% of the exce					
Over \$1,000,000 but not over \$1,5			0 plus 10% of the exce					
Over \$1,500,000 but not over \$17, Over \$17,000,000	000,000	\$225,00 \$1,000,0	0 plus 5% of the exces	s over \$1,500,000.				
Over \$17,000,000		\$1,000,0						
g Grassroots nontaxable amount (en	ter 25% of li	ine 1f)			250,000.			
h Subtract line 1g from line 1a. If zero		,			0.			
i Subtract line 1f from line 1c. If zero					0.			
j If there is an amount other than ze								
reporting section 4911 tax for this	year?					Yes No		
(Some organizations th	hat made a	section 50	raging Period Under)1(h) election do not h ate instructions for lin	nave to complete all o	of the five columns be	low.		
	Lobby	ing Exper	ditures During 4-Yea	r Averaging Period				
Calendar year (or fiscal year beginning in)	(a) 20	016	(b) 2017	(c) 2018	(d) 2019	(e) Total		
2a Lobbying nontaxable amount	1,000	,000.	1,000,000.	1,000,000.	1,000,000.	4,000,000.		
 b Lobbying ceiling amount (150% of line 2a, column(e)) 						6,000,000.		
c Total lobbying expenditures	160	,763.	162,584.	159,172.	140,843.	623,362.		
d Grassroots nontaxable amount	250	,000.	250,000.	250,000.	250,000.	1,000,000.		
e Grassroots ceiling amount	250	,	200,0001	200,0001	200,000	_,,		
(150% of line 2d, column (e))						1,500,000.		
f Grassroots lobbying expenditures								

Schedule C (Form 990 or 990-EZ) 2019

932042 11-26-19

Schedule C (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, IN 38-3678458 Page 3 Part II-B Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response on lines 1a through 1i below, provide in Part IV a detailed description	(a)		(b	(b)	
of the lobbying activity.	Yes	No	Amo	unt	
 During the year, did the filing organization attempt to influence foreign, national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of: a Volunteers? 					
 b Paid staff or management (include compensation in expenses reported on lines 1c through 1i)? c Media advertisements? 					
d Mailings to members, legislators, or the public?					
e Publications, or published or broadcast statements?					
f Grants to other organizations for lobbying purposes?					
g Direct contact with legislators, their staffs, government officials, or a legislative body?					
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?					
i Other activities?					
j Total. Add lines 1c through 1i					
2a Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?					
b If "Yes," enter the amount of any tax incurred under section 4912					
c If "Yes," enter the amount of any tax incurred by organization managers under section 4912					
d If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?					
Part III-A Complete if the organization is exempt under section 501(c)(4), section 501(c)(6).	on 501(c)(5)	, or sec	tion		
			Yes	No	
1 Were substantially all (90% or more) dues received nondeductible by members?		. 1			
2 Did the organization make only in-house lobbying expenditures of \$2,000 or less?		. 2			
3 Did the organization agree to carry over lobbying and political campaign activity expenditures from t	he prior year?	3			
Part III-B Complete if the organization is exempt under section 501(c)(4), section	on 501(c)(5)	, or sec	tion		
501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered answered "Yes."	"No" OR (b) Part I	II-A, line	3, is	
Dues, assessments and similar amounts from members		1			
2 Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenditures)					
expenses for which the section 527(f) tax was paid).					
a Current year		2a			
b Carryover from last year					
c Total					
 4 If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the ex 					
does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and					
expenditure next year?		4			
 5 Taxable amount of lobbying and political expenditures (see instructions) 		5			
Part IV Supplemental Information					
Provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A (affiliated grou	p list); Part II-A,	lines 1 a	nd 2 (see		

Schedule C (Form 990 or 990-EZ) 2019

932043 11-26-19

instructions); and Part II-B, line 1. Also, complete this part for any additional information.

	SC	HEDULE D	Supplementa	I Financial	Statement	S	OMB No. 1545-0047	
Department to the search of the organization in the search of the organization intermediate organizat		orm 990) Complete if the organization answered "Yes" on Form 990,						
Interference intervention and the latest information. Inspection number Art THE WORLD TRADE CENTER FOUNDATION, INC. Employer identification number Art THE WORLD TRADE CENTER FOUNDATION, INC. Employer identification number Art THE WORLD TRADE CENTER FOUNDATION, INC. Employer identification number Art THE WORLD TRADE CENTER FOUNDATION, INC. Employer identification number Art of Complexition anawerd "Yet" on Form 900, Part N, Ine 6. Part1 Organization Anawerd Tyse" on Form 900, Part N, Ine 6. 1 total number at end of year (a) Doror advised funds 2 Aggregate value of contributions to (during year) (b) Funds and other accounts 2 Aggregate value of departs from (during year) (c) Doror advised in doro advised in writing that the assets held in door advised funds 2 Aggregate value of departs from (during year) (c) Doror advises in writing that grant funds can be used only for charable purposes and not for the benefit of the deorer of doorne advises in writing that grant funds can be used only for charable purposes and not for the benefit of the deorer of doorne advises in writing that grant funds can be used only for charable purposes and not passes Protection of natural habitat Protection of natural habitat Protection of natural habitat Protection of advises in advises in writing that grant funds can be used only Anomer of conservation easements in advised in (a) qualied conservation contribution in the form of a contribution fund area Protection of natural habitat A number of conservation easements in modified, transferred, released, extinguished, or terminated by the organization held a qualied conservation assement is included in (a) aquited after 72:500, and not on a historic gonservation easements during the year Anomer of advises in write prop	Depart							
AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678455 Part Organizations Munitarianing DoorA dvised Funds or Other Similar Funds or Accounts. Complete it the organization answered "Yes" on Form 980, Part IV, line 6. (a) Denor advised funds (b) Funds and other accounts 3 Aggregate value of contributions to (during year) (a) Denor advised funds (b) Funds and other accounts 3 Aggregate value of and thom (during year) (a) Denor advised funds (b) Funds and other accounts 4 Aggregate value of and thom (during year) (b) Denot advised funds (c) The second other accounts 5 Dat the organization inform all afforms and donor advisors in writing that the assets held in donor advised funds (c) To any other purpose conterning 1 Purpose(b) conservation essements held by the morganization (free all afform advisor, or form 300, Part IV, line 7. No Perseevation of and that Pattel (c) enservation essements held by the organization their all that apply. Propose(b) conservation essements held by the organization check all that apply. (c) a centified historic structure Propose(b) conservation essements held by the distrip structure included in (d). (d) a censervation assements in cluded in the organization check at the apply. 2 Complete inse 23 through 24 if the organization held a qualified conservation castructure (d) a center do a matter poster assements in cluded in (d) accurited historical treasset. 1 that intet	Interna	Revenue Service				-	•	
Part II Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yea" on Form 980, Part IV, line 6. Instal number at end of year (a) Donor advised hunds (b) Funds and other accounts Aggregate value of contributions to (during year) (a) Donor advised hunds (b) Punds and other accounts Aggregate value of contributions to (during year) (a) Donor advised hunds (b) Punds and other accounts Control of the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization inform all grantes, donors, and donor advisors in writing that grant thunds can be used only for charable purposes and not for the benefit of the donor or donor advisor, or for any other purpose confiring importantiation exclusive legal control? Yes No Portoschol of conservation Basements. (c) Perservation of a certified historic structure Yes No Protoschol of conservation easements (c) acquired attribution in the farm of a conservation easement in last dry of the tax year. Yes No 2 Complete if the organization induced in (c) acquired attribution in the farm of a conservation easement is located by oronservation easements in conservation easements in conservation easements. Yes No 2 Complete if the organization held a qualified conservation conservation easements in conservation easements in conservation easements in conservation easements. <	Nam	e of the organization	-					
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Impermissible private benefit? Yes Nc Part II Conservation Easements. Complete if the organization answered 'Yes' on Form 990, Part IV, line 7. Imperative the second of the second of the organization (check all that apply). Imperative the second of the s	6							
Part III Conservation Easements. complete if the organization answered 'Yes' on Form 980, Part IV, line 7. 1 Purpose(5) of conservation easements held by the organization (check all that apply) Preservation of a historically important land area 1 Purpose(5) of conservation easements held by the organization (check all that apply) Preservation of a certified historic structure 1 Preservation of a certified historic structure Preservation of a certified historic structure 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last 2 Total another of conservation easements 2a 2 Data arcsage restricted by conservation easements 2a 2 Data arcsage restricted by conservation easements in cluded in (a) acquired after 7/25/06, and not on a historic structure 2d 3 Number of conservation easements madified, transferred, released, extinguished, or terminated by the organization during the tax year 4 Number of states where property subject to conservation easements in tolocated > 5 Dess the organization have a written policy regarding the periodic monitoring, inspecting, handling of violations, and enforcing conservation easements during the year 5 S 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of viola		for charitable purpos	ses and not for the benefit of the donor or	donor advisor, or fo	or any other purpose	conferring		
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□ Preservation of a certified historic structure □ Preservation of open space 2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year. 1 a Total anomber of conservation easements 20 2 20 3 Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure 1 Istain the National Register 3 Number of states where property subject to conservation easement is located ▶ 4 Number of states where property subject to conservation easements it holds? 5 Does the conservation easement modified, transferred, released, extinguished, or terminated by the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcing conservation easements it holds? 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year 6 Does each conservation easement reported on line 2(d) above satisfy the requirements of saccutin easter. Yes No 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements. Yes No 8 Does each conservation ea	1	Purpose(s) of conser	vation easements held by the organization	on (check all that app	oly).			
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 3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ 4 Number of states where property subject to conservation easement is located ▶ 5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcing conservation easements during the year ▶ 6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ 7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(l) and section 170(h)(4)(B)(li)? 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and incude, if applicable, the text of the footnote to the organization's financial statements that describes the organization saccounting for conservation easements. Part IIII Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answerd "Yes" on Form 990, Part IV, line 8. 1a If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the following amounts relating to these items: () Revenue included on Form 990, Part X 2 If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service,	d	Number of conservation	tion easements included in (c) acquired a	fter 7/25/06, and no	t on a historic struct	ure		
year		listed in the National	Register			2d		
 A Number of states where property subject to conservation easement is located ▶ Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year S Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? Yes No In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization answered "Yes" on Form 990, Part IV, line 8. If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: (i) Revenue included on Form 990, Part X S If the organization received or held works of art, historical treasures, or other similar assets for financi	3	Number of conserva	tion easements modified, transferred, rele	eased, extinguished	or terminated by the	e organizatio	n during the tax	
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 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year \$								
 \$	6	Staff and volunteer h	nours devoted to monitoring, inspecting, l	nandling of violation	s, and enforcing con	servation ea	sements during the year	
 \$		►						
 8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)?	7		s incurred in monitoring, inspecting, hand	ling of violations, an	d enforcing conserva	ation easeme	ents during the year	
and section 170(h)(4)(B)(iii)? Yes No 9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements. Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8. Ia If the organization elected, as permitted under FASB ASC 958, not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide in Part XIII the text of the footnote to its financial statements that describes these items. If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: If the organization elected, as permitted under FASB ASC 958, to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items: If the organization elected in Form 990, Part X Image: Complete items it		· · ·						
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LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2019 932051 10-02-19								
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Sche Par	dule D (Form 990) 2019 AT THE THE Organizations Maintaining C										age 2
									• (contir	ued)	
3	Using the organization's acquisition, accession collection items (check all that apply):	on, and other record	is, check	any or the l	ioliowing that	make si	gnincant i	use of its			
а	X Public exhibition		I I	Loop or ove	hange progra	m					
a b	X Scholarly research				nange progra						
	X Preservation for future generations	e									
C A	-	llastions and avala	n haw th	ov furthor th		n'n avan	ant numa	aa in Dart	VIII		
4	Provide a description of the organization's co During the year, did the organization solicit o							sempart	AIII.		
5	0,,,		,		,				7 ¥22	v	No
Dar	to be sold to raise funds rather than to be ma t IV Escrow and Custodial Arran								Yes		
Fai	reported an amount on Form 990, Par		ete if the	organizatio	n answered "	res" on	Form 990	, Part IV,	line 9, or		
4						- 4 4 - 5					
па	Is the organization an agent, trustee, custodi								7.		٦
	on Form 990, Part X?							L	Yes		No
b	If "Yes," explain the arrangement in Part XIII	and complete the fo	llowing t	able:							
									Amoun		
	Beginning balance										
	Additions during the year										
е	Distributions during the year										
f	Ending balance						1f				
	Did the organization include an amount on Fe						ty?	L	Yes		No
_	If "Yes," explain the arrangement in Part XIII.										
Par	t V Endowment Funds. Complete i	if the organization ar	nswered	"Yes" on Fo	1						
		(a) Current year	(b) F	rior year	(c) Two years	s back	(d) Three y	/ears back	(e) Four	years	back
1a	Beginning of year balance										
b	Contributions										
С	Net investment earnings, gains, and losses										
d	Grants or scholarships										
е	Other expenditures for facilities										
	and programs										
f	Administrative expenses										
g	End of year balance										
2	Provide the estimated percentage of the curr	rent year end balanc	e (line 1g	g, column (a))) held as:						
а	Board designated or quasi-endowment		%								
b	Permanent endowment	%									
с		%									
	The percentages on lines 2a, 2b, and 2c sho	uld equal 100%.									
3a	Are there endowment funds not in the posse		ation tha	t are held ar	nd administere	ed for th	e organiza	ation			
	by:	Ũ					•		[Yes	No
	(i) Unrelated organizations								3a(i)		
	(ii) Related organizations								3a(ii)		
b	If "Yes" on line 3a(ii), are the related organiza	tions listed as requi	red on S	chedule R?							
4	Describe in Part XIII the intended uses of the										
Par	t VI Land, Buildings, and Equipm										
	Complete if the organization answere). Part IV	/ line 11a. S	See Form 990.	Part X.	line 10.				
	Description of property	(a) Cost or d			t or other		ccumulate	be	(d) Boo	c valu	
	Description of property	basis (investi		. ,	(other)	• •	preciation			vaiu	
10	Land	· · · · ·	,	20010							
	Land										
	Buildings										
	Leasehold improvements										
	Equipment										
	Other										0
Tota	. Add lines 1a through 1e. (Column (d) must e	<u>qual Form 990, Part</u>	<u>X. colun</u>	<u>nn (B), line 1</u>	<u>0c.)</u>				D /=		0.
								Schedule	D (Forn	n 990)) 2019

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

38-3678458 Page 3

Schedule D (Form 990) 2019 Part VII Investments - Other Securities.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 12.)		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, col. (B) line 13.)		

Part IX Other Assets.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

	(a) Description	(b) Book value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total.	(Column (b) must equal Form 990. Part X. col. (B) line 15.)	
Part	(Column (b) must equal Form 990. Part X. col. (B) line 15.) Other Liabilities.	
	Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.	
1.	(a) Description of liability	(b) Book value
(1)	Federal income taxes	
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		

Total. (Column (b) must equal Form 990, Part X, col. (B) line 25.)

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII

Schedule D (Form 990) 2019

X

932053 10-02-19

(8) (9)

NATIONAL SEPTEMBER 1	11	MEMORIAL	&	MUSEUM
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Sche	dule D (Form 990) 2019 AT THE WORLD TRADE CENTER I	FOUNDA	TION, INC	38-	3678458	Page 4
	t XI Reconciliation of Revenue per Audited Financial Statemer	nts With				
	Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.		-			
1	Total revenue, gains, and other support per audited financial statements			1	88,837	,160.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:					
а	Net unrealized gains (losses) on investments	2a	9,756.			
b	Donated services and use of facilities	2b	168,624.			
с	Recoveries of prior year grants	2c				
d	Other (Describe in Part XIII.)	2d				
е	Add lines 2a through 2d			2e		<u>,380.</u>
3	Subtract line 2e from line 1			3	88,658,	<u>,780.</u>
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:					
а	Investment expenses not included on Form 990, Part VIII, line 7b		82,717.			
b	Other (Describe in Part XIII.)	4b	2,265.			
С	Add lines 4a and 4b			4c		<u>,982.</u>
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990. Part I. line 12.)			5	88,743	,762.
Pa	t XII Reconciliation of Expenses per Audited Financial Stateme		Expenses per F	letur	n.	
	Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.				111 040	000
1	Total expenses and losses per audited financial statements			1	111,947	,086.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:	1 1	100 004			
а	Donated services and use of facilities		168,624.			
b	Prior year adjustments					
С	Other losses					
d	Other (Describe in Part XIII.)				1.00	CO A
е	Add lines 2a through 2d			2e		,624.
3	Subtract line 2e from line 1			3	111,778,	,462.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:	1.1	00 717			
а	Investment expenses not included on Form 990, Part VIII, line 7b		82,717.			
b	Other (Describe in Part XIII.)	4b	2,265.		04	000
_c	Add lines 4a and 4b			4c	84, 111,863	,982.
5 Da	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.) T XIII Supplemental Information.			5	111,003	,444.
ra						

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

PART III, LINE 1A:

THE VALUE OF THE ORGANIZATION'S COLLECTION IS NOT REFLECTED AS AN ASSET IN
THE STATEMENT OF FINANCIAL POSITION AND GIFTS OF COLLECTION ITEMS ARE
EXCLUDED FROM REVENUE IN THE STATEMENT OF ACTIVITIES. PURCHASES OF
COLLECTION ITEMS ARE RECORDED IN THE YEAR IN WHICH THE ITEMS WERE ACQUIRED
AS DECREASES IN UNRESTRICTED NET ASSETS IN THE STATEMENT OF ACTIVITIES.
PURSUANT TO THE ORGANIZATION'S COLLECTIONS MANAGEMENT POLICY, PROCEEDS
FROM DEACCESSIONS ARE TO BE USED EXCLUSIVELY FOR THE ACQUISITION OR DIRECT
CARE OF ITEMS FOR THE COLLECTION AND WILL BE RECORDED AS UNRESTRICTED NET
ASSETS DESIGNATED FOR ACQUISITIONS OF COLLECTION ITEMS.

PART III, LINE 4:

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NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 5 Schedule D (Form 990) 2019

Part XIII | Supplemental Information (continued)

SIGNIFICANT USE OF COLLECTION ITEMS:

PUBLIC EXHIBITION (I)

THE COLLECTIONS OF THE 9/11 MEMORIAL & MUSEUM COMPRISE A COMPREHENSIVE PHYSICAL, VISUAL, AUDIO AND ANALYTICAL RECORD OF THE EVENTS, IMPACT AND LEGACY OF THE SEPTEMBER 11, 2001 TERRORIST ATTACKS ON THE UNITED STATES, INCLUDING MATERIAL RELEVANT TO THE PRECURSOR BOMBING OF THE WORLD TRADE CENTER ON FEBRUARY 26, 1993. THE MUSEUM CURRENTLY DISPLAYS APPROXIMATELY 925 OBJECTS IN ITS PUBLIC EXHIBITION SPACES, WHICH INCLUDES ITEMS ON LOAN AS WELL AS APPROXIMATELY 650 OBJECTS FROM ITS PERMANENT COLLECTION. ANNUAL ROTATIONS OF COLLECTION OBJECTS ARE REGULARLY SCHEDULED FOR VARIOUS INSTALLATIONS THROUGHOUT THE MUSEUM.

SCHOLARLY RESEARCH (II)

THE MUSEUM WELCOMES RESEARCHERS BY APPOINTMENT AND FACILITATED APPROXIMATELY 30 SUBSTANTIVES, EXTERNAL RESEARCH REQUESTS VIA ITS ONLINE CATALOGUE IN 2019 AS WELL AS ACCOMMODATING ADDITIONAL ON-SITE VISITS BY SCHOLARS AND DOCUMENTARY FILM PRODUCERS REQUESTING PHYSICAL ACCESS TO THESE RESOURCES UNDER THE SUPERVISION OF COLLECTIONS STAFF. IN ADDITION, PERSONNEL IN THE MUSEUM PROGRAMS DIVISION ADDRESSED NUMEROUS PHONE AND E-MAIL CONSULTATIONS WITH OUTSIDE RESEARCHERS. A SEPARATE E-MAIL SYSTEM IMPLEMENTED IN 2014 FOR ADDRESSING GENERAL COLLECTIONS, EDUCATION, AND EXHIBITIONS OUESTIONS CONTINUES TO FACILITATE READY RESPONSES TO MORE COMMONLY-POSED PUBLIC INQUIRIES. MEMBERS OF THE COLLECTIONS, EDUCATION, AND EXHIBITIONS TEAMS WERE ALSO ACTIVE AS PRODUCERS OF RESEARCH IN THEIR RESPECTIVE AREAS OF EXPERTISE, DELIVERING TALKS AT NATIONAL PROFESSIONAL CONFERENCES, LECTURING AT VARIOUS COLLEGE AND PEER INSTITUTIONAL VENUES, TEACHING ON-SITE CLASSES, AND FACILITATING CONTENT-FOCUSED VISITS BY Schedule D (Form 990) 2019

932055 10-02-19

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 5 Schedule D (Form 990) 2019 Part XIII Supplemental Information (continued) OUTSIDE SCHOLARS, GRADUATE STUDENTS AND PEERS FROM HISTORIC SITES AND MUSEUMS AROUND THE WORLD. UNDER THE AUSPICES OF THE CHIEF CURATOR AND HER COLLECTIONS DEPARTMENT COLLEAGUES, THE MUSEUM CONVENED AN INTERNATIONAL SYMPOSIUM IN OCTOBER 2019 THAT EXAMINED THE CHALLENGES OF URGENT COLLECTING AND PRESERVING OF ARTIFACTS COLLECTED IN TIMES OF CONTEMPORARY CRISIS. MUSEUM PROFESSIONALS, ARCHIVISTS AND DELEGATES FROM CITIES REPRESENTING 17 INSTITUTIONS AND AGENCIES MET AT THE MUSEUM'S CORPORATE OFFICES AND VIA LIVE ZOOM LINKS TO SHARE EXPERIENCES OF COLLECTING EVIDENCE OF MASS VIOLENCE AND ITS AFTERMATH, AND TO OFFER GUIDANCE TO THOSE NEWLY EXPOSED TO THESE CHALLENGES. COMPREHENSIVE TAKE-AWAY NOTES WERE SHARED WITH THIS CONSORTIUM OF PARTICIPANTS, WHO REMAIN IN COMMUNICATION WITH EACH OTHER.

PRESERVATION FOR FUTURE GENERATIONS (III)

THE MUSEUM ACTIVELY WORKS TO CONSERVE ITS COLLECTION THROUGH PROACTIVE, BEST-PRACTICE STANDARDS FOR THE CORRECT HANDLING AND STORAGE OF MUSEUM COLLECTIONS OF DIVERSE MEDIA. FOR EXAMPLE, NEW ACQUISITIONS ARE REHOUSED AND STORED USING ARCHIVAL MATERIALS. ENVIRONMENTAL AND SECURITY CONTROLS ARE ALSO IN PLACE IN STORAGE AND EXHIBITION SPACES TO ENSURE THE SAFETY OF ONLY TRAINED AND AUTHORIZED PERSONNEL MAY HANDLE THE COLLECTION. COLLECTION OBJECTS. IN 2019, THE MUSEUM'S CONSERVATORS REMEDIATED AND PREPARED OBJECTS FOR "REVEALED: THE HUNT FOR BIN LADEN", THE MUSEUM'S NEWEST TEMPORARY EXHIBITION. NOTABLE AMONG THESE ARTIFACTS ARE AN AFGHAN CARPET HORSE SADDLE USED BY A MEMBER OF THE U.S. SPECIAL FORCES IN FALL 2001 AND A TIN TRUNK APPROPRIATED FROM AN AL-QAEDA SAFEHOUSE. CONSERVATORS ALSO CREATED SEVERAL FACSIMILES OF OBJECTS FOR THAT EXHIBITION. OF SPECIAL NOTE, AND TIED TO AN INDEPENDENT PROJECT FUNDED BY AMERICAN EXPRESS, THE MUSEUM CONSERVATORS DEDICATED THEMSELVES TO IN-DEPTH RESEARCH Schedule D (Form 990) 2019

932055 10-02-19

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 5 Schedule D (Form 990) 2019 Part XIII | Supplemental Information (continued) AND CLOSE EXAMINATION OF A LARGE, SURVIVING SEGMENT OF THE SLURRY WALL, WHICH CONTINUES TO PERFORM AS A BARRIER BETWEEN THE HUDSON RIVER AND WORLD TRADE CENTER'S ORIGINALLY EXCAVATED "BATHTUB." THIS PROJECT HAS BEEN EXPLORING PRESERVATION STRATEGIES FOR MITIGATING ONGOING MOISTURE SEEPAGE THAT HAS BEEN AFFECTING THE WALL'S METAL TIE-BACK RODS AND THE OVERALL VISUAL INTEGRITY OF THIS ICONIC ARTIFACT.

LOAN OR EXCHANGE PROGRAMS (IV)

IN 2019, THE MUSEUM ORGANIZED 10 LOANS FROM ITS COLLECTIONS. SIX OF THESE WERE FOR THE SIMULTANEOUS PRESENTATION OF A DAY-LONG SEGMENT FROM WOLFGANG STAEHLE'S HAUNTING TIME-LAPSE WORK, 2001, AT CULTURAL INSTITUTION HOST-SITES IN ALL FIVE BOROUGHS OF NEW YORK CITY AND IN A UNIVERSITY IN NEW JERSEY. THE EXCERPT FROM THE LONGER ARTWORK CAPTURED THE APPROACH OF HIJACKED PLANE FLIGHT 11 IN MANHATTAN AIRSPACE AND ITS CATACLYSMIC IMPACT IN REAL TIME. SCREENINGS TOOK PLACE AT THE CATHEDRAL OF ST. JOHN THE DIVINE, THE BROOKLYN HISTORICAL SOCIETY, THE QUEENS MUSEUM, PREGONES/PUERTO RICAN TRAVELING THEATER, SNUG HARBOR CULTURAL CENTER & BOTANICAL GARDEN, AND POLLAK THEATER AT MONMOUTH UNIVERSITY.

ADDITIONALLY, THE MUSEUM SECURED 25 NEW INCOMING LOANS FOR DISPLAY IN VARIOUS ON-SITE EXHIBITIONS.

THE ORGANIZATION CONTINUES TO BUILD ITS PERMANENT COLLECTION AND HAS ADOPTED A COLLECTIONS MANAGEMENT POLICY TO DEFINE THE SCOPE AND INTELLECTUAL FRAMEWORK OF ASSETS AND THE PROCEDURES BY WHICH THESE MATERIALS ARE ACCESSIONED, CATALOGUED AND PRESERVED. THAT DOCUMENT REVIEWED AND UPDATED AS NEEDED ONCE EVERY FEW YEARS WAS MOST RECENTLY MODIFIED IN 2018 IN PREPARATION FOR THE MUSEUM'S SUBMISSION OF KEY POLICY Schedule D (Form 990) 2019

932055 10-02-19

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NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 5 Schedule D (Form 990) 2019 Part XIII Supplemental Information (continued) AND PROCEDURAL DOCUMENTS FOR ITS FIRST-TIME ACCREDITATION REVIEW BY THE AMERICAN ALLIANCE OF MUSEUMS. THROUGH LEADERSHIP OF THE BOARD AND STAFF, THE ORGANIZATION STRIVES TO ESTABLISH, PRESERVE AND DOCUMENT PRIMARY RECORDS, MATERIAL EVIDENCE, SPOKEN TESTIMONY AND OTHER WIDE-RANGING CULTURAL DOCUMENTATION RELATED TO THE SEPTEMBER 11, 2001 AND FEBRUARY 26, 1993 TERRORIST ATTACKS, THE HISTORICAL CONTEXT LEADING UP TO THEM, AND THEIR AFTERMATH AND ONGOING REPERCUSSIONS. THE ORGANIZATION ALSO COLLECTS ARTIFACTS, SPOKEN REMEMBRANCES AND OTHER MATERIALS THAT HONOR AND COMMEMORATE THE VICTIMS OF THE SEPTEMBER 11, 2001 AND FEBRUARY 26, 1993 TERRORIST ATTACKS AND THEIR LEGACIES. THE ORGANIZATION MAKES ITS COLLECTION AVAILABLE AS LOANS TO OTHER MUSEUMS AND PRESENTING INSTITUTIONS, IN THE U.S. AND ABROAD, THAT MEET OUR SECURITY AND ENVIRONMENTAL CRITERIA. THE COLLECTION IS ALSO AVAILABLE, THROUGH ITS CATALOGUE AND BY APPOINTMENT, TO THE PUBLIC FOR RESEARCH PURPOSES AND IN COOPERATION WITH OUR PROFESSIONAL STAFF AND SCHOOL EDUCATORS FOR THE CREATION OF LESSON PLANS THAT ARE THEN MADE AVAILABLE THROUGH OUR WEBSITE. THE MUSEUM'S COLLECTIONS ARE ALSO USED IN EDUCATIONAL AND PUBLIC PROGRAMS AND WIDE-RANGING WEB-BASED CONTENT COMMUNICATIONS FOR THE BENEFIT OF VISITORS.

IN 2019, THE ORGANIZATION SPENT \$74,190 ON ACQUISITION OF COLLECTION ITEMS. THIS INCLUDED A PAYMENT FOR A SINGULAR, LIFE-SIZED POLAROID PORTRAIT BY TIME-LIFE PHOTOGRAPHER JOE MCNALLY FROM HIS 2001 SERIES, "FACES OF GROUND ZERO", PURCHASE OF FIVE PAINTINGS IN E JAY WEISS'S "9/11 ELEGY" SERIES; A PHOTOGRAPHIC PRINT AND CORRESPONDING DIGITAL IMAGE FROM JONATHAN HYMAN'S "9/11 AND THE AMERICAN LANDSCAPE" SERIES; AND A FIFTH PARTIAL PAYMENT FOR WOLFGANG STAEHLE'S UNIQUE TIME-BASED MEDIA ARTWORK THAT IS BEING ACQUIRED FROM ITS CREATOR OVER SIX INSTALLMENTS, WHICH WILL Schedule D (Form 990) 2019

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NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Schedule D (Form 990) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Part XIII Supplemental Information (continued)
CONCLUDE IN 2020. THESE PURCHASED ACQUISITIONS WERE FUNDED IN PART BY
BOARD-ALLOCATED FUNDS ANNUALLY RESERVED IN A RESTRICTED, ROLL-OVER
ACQUISITIONS LINE.
PART X, LINE 2:
THE ORGANIZATION RECOGNIZES THE EFFECT OF INCOME TAX POSITIONS ONLY IF
THOSE POSITIONS ARE MORE LIKELY THAN NOT TO BE SUSTAINED. MANAGEMENT HAS
DETERMINED THAT THE ORGANIZATION HAD NO UNCERTAIN TAX POSITIONS THAT WOULD
REQUIRE FINANCIAL STATEMENT RECOGNITION OR DISCLOSURE. THE ORGANIZATION IS
NO LONGER SUBJECT TO EXAMINATION BY THE APPLICABLE TAXING JURISDICTIONS
FOR YEARS PRIOR TO 2016.
PART XI, LINE 4B - OTHER ADJUSTMENTS:
BAD DEBT EXPENSES 2,265.
PART XII, LINE 4B - OTHER ADJUSTMENTS:
BAD DEBT EXPENSES 2,265.

Schedule D (Form 990) 2019

932055 10-02-19

SCHEDULE G	Suppleme	ntal Information F	Regarding	Func	Iraisi	ng or Gaming A	ctivi	ties	OMB No. 1545-0047
(Form 990 or 990-EZ)		e organization answer organization entered n					or 19, c	or if the	2019
Department of the Treasury		Attach	to Form 990	or Fo	rm 99	0-EZ.			Open to Public
Internal Revenue Service	► Go	to www.irs.gov/Form	1990 for instru	uction	s and	the latest informati	on.		Inspection
Name of the organization	NATIONA	L SEPTEMBER	11 MEM	ORIZ	AL 8	MUSEUM		Employer id	entification number
	AT THE	WORLD TRADE	CENTER	FO	JNDA	ATION, INC		38-3678	3458
	complete this part	Complete if the organ	ization answe	ered "Y	'es" or	n Form 990, Part IV, I	ine 17	. Form 990-E	Z filers are not
 c X Phone solici d X In-person so 2 a Did the organization key employees list 	ions email solicitations tations licitations on have a written o ed in Form 990, Pa highest paid indiv	e f g or oral agreement with a art VII) or entity in conn viduals or entities (fund	X Solicitat X Solicitat X Special any individual aection with pr	tion of tion of fundra (incluc rofessi	non-g gover aising o ling of onal fu	overnment grants nment grants events ficers, directors, trus undraising services?		X Ye	
(i) Name and addres or entity (func	s of individual	(ii) Activity	у	or cor	ustody	(iv) Gross receipts from activity	tò (or fi	Amount paid r retained by) undraiser ed in col. (i)	(vi) Amount paid to (or retained by) organization
BLUE STATE DIGITAL	- 41			Yes	No				
FLATBUSH AVE, 8TH H	FLOOR,	DIGITAL FUNDRAISI	NG		x	232,489.		302,470	69,981.
								200.153	
Total						232,489.		302,470	
3 List all states in whi or licensing	ich the organizatio	n is registered or licens	sed to solicit o	contrib	utions	or has been notified	it is e	xempt from r	egistration

AL, AK, AR, CA, CO, CT, FL, GA, HI, IL, KS, KY, ME, MD, MA, MI, MN, MS, MO, NV, NH, NJ, NM, NY, NC ND, OH, OK, OR, PA, RI, SC, TN, UT, VA, WA, WV, WI

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ. SEE PART IV FOR CONTINUATIONS Schedule G (Form 990 or 990-EZ) 2019

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NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Schedule G (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 2

Part II Fundraising Events. Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990 FZ lines 1 and 6b. List events with gross receipts greater than \$5,000

- 1			(a) Event #1	(b) Event #2	(c) Other events	(1) Table 1
			BENEFIT		.,	(d) Total events
				5K RUN/WALK	2	(add col. (a) through
			(event type)	(event type)	(total number)	col. (c))
P			(010()po)		(1010111001)	
нечепие	1	Gross receipts	3,189,008.	610,134.	608,025.	4,407,167
	2	Less: Contributions	3,050,324.	610,134.	574,745.	4,235,203
_	3	Gross income (line 1 minus line 2)	138,684.		33,280.	171,964
	4	Cash prizes				
<i>"</i>	5	Noncash prizes				
Delise	6	Rent/facility costs	293,071.			293,071
Ulrect Expenses	7	Food and beverages				
	8	Entertainment				
	9	Other direct expenses		535,179.	168,159.	1,318,536
	10			•	•	1,611,607
	11	, , ,	() (((((((((((((((((((((((((((((((((((-1,439,643
,		\$15,000 on Form 990-EZ, line 6a.	(a) Bingo	(b) Pull tabs/instant	(c) Other gaming	(d) Total gaming (add
שבאבוותם			(u) Dirigo	bingo/progressive bingo		col. (a) through col. (c
21						
Ĕ	1	Gross revenue				
	1 2	Gross revenue				
	1 2 3					
		Cash prizes				
	3 4	Cash prizes Noncash prizes Rent/facility costs				
		Cash prizes	Yes %	Yes %	Yes %	
	3 4 5	Cash prizes Noncash prizes Rent/facility costs	 Yes% No	%	☐ Yes %	
	3 4 5	Cash prizes Noncash prizes Rent/facility costs Other direct expenses	No		No	
	3 4 5 6 7	Cash prizes	No	No	No►	
	3 4 5 6	Cash prizes Noncash prizes Rent/facility costs Other direct expenses Volunteer labor	No	No	No►	
DILECT EXPENSES	3 4 5 7 8	Cash prizes	h 5 in column (d)	No	No►	
	3 4 5 6 7 8 Ent	Cash prizes	h 5 in column (d) 7 from line 1, column (d) ucts gaming activities:	No	No ►	Yes N
	3 4 5 7 8 Ent Is t	Cash prizes	h 5 in column (d) 7 from line 1, column (d) ucts gaming activities: ctivities in each of these	No No	No ►	Yes N
d b C Direct Expenses	3 4 5 7 8 Ent Is t If "	Cash prizes	h 5 in column (d) 7 from line 1, column (d) ucts gaming activities: ctivities in each of these	states?	No	
	3 4 5 6 7 8 Entl Is t If "	Cash prizes	h 5 in column (d) 7 from line 1, column (d) ucts gaming activities: ctivities in each of these s	states?	No	
	3 4 5 6 7 8 Entl Is t If "	Cash prizes	h 5 in column (d) 7 from line 1, column (d) ucts gaming activities: ctivities in each of these s	states?	No	

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Enter the name and address of the person who prepares the organization's gaming/special events books and records: Name ▶		Does the organization conduct gaming activities with nonmembers?		Yes		No
a) Indicate the percentage of gaming activity conducted in: b An outdate facility c) Enter the name and address of the person who prepares the organization's gaming/special events books and records: Name ▶ Activess ▶ a Does the organization have a contract with a third party from whom the organization receives gaming revenue?						
a The organization's facility				Yes		NO
b An outside leadiny			120	1		0
t Enter the name and address of the person who prepares the organization's gaming/special events books and records: Name ▶						- 2
Name			100	1		
Address >	• •					
Sa Does the organization have a contract with a third party from whom the organization receives gaming revenue? Yes No b If 'Yes,' enter the amount of gaming revenue received by the organization > \$ and the amount of gaming revenue retained by the third party: Name >		Name				
b If 'Yes,' enter the amount of gaming revenue received by the organization ▶ \$ and the amount of gaming revenue retained by the third party ▶ \$ a (If 'Yes,' enter name and address of the third party ▶ \$ Address ▶ 3 Gaming manager information: Name ▶ Gaming manager compensation ▶ \$ Description of services provided ▶ Description of services provided with the two make charitable distributions from the gaming proceeds to retarn the state gaming license? Description required under state law to make charitable distributions from the gaming proceeds to retarn the state gaming license? Description of services required under state law to be distributed to other exempt organizations or spent in the organizations or un-exempt addrifted during the state law to be distributed to other exempt organizations or spent in the organizations or un-exempt addrifted addrifted have part by Part I, line 2b, columns (ii) and (v); and Part II, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS Statedule G(form 990 or 990-E2) 201 BERNET 10 42 42		Address				
of gaming revenue retained by the third party ▶ \$ c If Yes, 'enter name and address of the third party: Name ▶	15a	Does the organization have a contract with a third party from whom the organization receives gaming revenue?		Yes		Nc
c If 'Yes," enter name and address of the third party: Name ▶ Address ▶ 3 Gaming manager information: Name ▶ Garning manager compensation ▶ \$	b					
Name		of gaming revenue retained by the third party \blacktriangleright \$				
Address ▶ 3 Gaming manager information: Name ▶ Gaming manager compensation ▶ \$ Gaming manager compensation ▶ \$ Description of services provided ▶ □ Director/officer □ Director/officer □ Director/officer □ Director/officer □ Director/officer □ Director/officer □ Independent contractor 7 Mandatory distributions: a Is the organization required under state law to make charitable distributions from the gaming proceeds to organizations or some exempt achithes during the tax year ▶ \$ Start IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (ii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL M	с	If "Yes," enter name and address of the third party:				
3 Gaming manager information: Name ▶		Name				
3 Gaming manager information: Name ▶		Address 🕨				
Gaming manager compensation ▶ \$						
Gaming manager compensation ▶ \$		Name				
Description of services provided ▶						
□ Director/officer Employee Independent contractor 7 Mandatory distributions: Independent contractor a Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Image: State St		Gaming manager compensation > \$				
a is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?						
retain the state gaming license? Yes b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ Part IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19						
b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS Schedule G (Form 990 or 990-EZ) 201 43	17	Director/officer Employee Independent contractor				
b Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS Schedule G (Form 990 or 990-EZ) 201 43		Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to				
Yart IV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS Schedule G (Form 990 or 990-EZ) 201 43	а	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license?				Nc
15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. CHEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISERS: I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2003 09-11-19 423	а	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the				No
I) NAME OF FUNDRAISER: BLUE STATE DIGITAL I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2003 09-11-19 Schedule G (Form 990 or 990-EZ) 201 43	a b	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$		Yes		
I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2081 09-11-19	a b	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ tiv Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Pa		13a 13b 13b 13b Yes Yes III, lines 9, 91 : NY 112 EMENT MAIL GITAL I 990 or 990-1		
I) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, NY 11217 ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2083 09-11-19 2081 09-11-19	a b Pai	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ tiv Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Pa 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.	🗔			
ART I, LINE 2B, COLUMN (V): LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19 Schedule G (Form 990 or 990-EZ) 201 43	a b Pai	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ tiv Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Pa 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.	🗔	Yes		
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LUE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGREEMENT OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19 Schedule G (Form 990 or 990-EZ) 201 43	a b Pai 5C1	□ Director/officer □ Employee □ Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ TIV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER; NAME OF FUNDRAISER: BLUE STATE DIGITAL	art III, Iii	Yes	9b, 10	b,
OR DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF EMAIL AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19 Schedule G (Form 990 or 990-EZ) 201 43	a b Pai	□ Director/officer □ Employee □ Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ TIV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER; NAME OF FUNDRAISER: BLUE STATE DIGITAL	art III, Iii	Yes	9b, 10	b,
AMPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE DIGITAL IS 2083 09-11-19 43	a b Pai SCI	Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ TIV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Pa 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER; NAME OF FUNDRAISER: BLUE STATE DIGITAL ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN,	art III, Iii	Yes	9b, 10	b,
2083 09-11-19 Schedule G (Form 990 or 990-EZ) 201 43		Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ TIV Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER; ADDRESS OF FUNDRAISER: BLUE STATE DIGITAL ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, RT I, LINE 2B, COLUMN (V):	art III, Iii S: NY	Yes	9b, 10	b,
43		□ Director/officer □ Employee □ Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ Image: Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER; ADDRESS OF FUNDRAISER: BLUE STATE DIGITAL ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, RT I, LINE 2B, COLUMN (V): UE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGR.	art III, Iii S: NY EEME	Yes nes 9, 9	9b, 10	b,
		□ Director/officer □ Employee □ Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ TIM Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER: ADDRESS OF FUNDRAISER: BLUE STATE DIGITAL) ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, RT I, LINE 2B, COLUMN (V): UE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGR: R DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF 1	art III, Iii S: NY EEME	Yes nes 9, 9 11	9b, 10l	b,
	a b Pai SCI (1 (1 (1 (1 (1 (1 (1 (1 (1 (1	□ Director/officer Employee Independent contractor Mandatory distributions: Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ▶ \$ TM Supplemental Information. Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions. HEDULE G, PART I, LINE 2B, LIST OF TEN HIGHEST PAID FUNDRAISER; ADDRESS OF FUNDRAISER: BLUE STATE DIGITAL ADDRESS OF FUNDRAISER: 41 FLATBUSH AVE, 8TH FLOOR, BROOKLYN, RT I, LINE 2B, COLUMN (V): UE STATE DIGITAL AND THE ORGANIZATION HAVE A NON-EXCLUSIVE AGR: R DIGITAL MARKETING, INCLUDING THE CREATION AND PRODUCTION OF 1 MPAIGNS AND OTHER DIGITAL FUNDRAISING ACTIVITIES. BLUE STATE D 3 0e-11-19	art III, Iii S: NY EEME EMAI IGIT	Yes nes 9, 9 11 SNT L PAL	9b, 10 217 IS	b,

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Schedule G (Form 990 or 990-EZ) AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 4 Part IV Supplemental Information (continued) PAID ON A MONTHLY RETAINER BASIS FOR ALL SERVICES RENDERED AND WAS PAID A TOTAL OF \$302,470 IN 2019. THESE EMAIL FUNDRAISING ACTIVITIES GENERATED CONTRIBUTION REVENUE TOTALING \$232,489.00 IN 2019.

FORM 990, PART VIII, LINE 8C AND FORM 990, SCHEDULE G, PART II, LINE 11: THE PROPER COMPLETION OF FORM 990 REQUIRES ORGANIZATIONS TO REPORT THE ACTIVITY FROM FUNDRAISING EVENTS THAT SUBSTANTIALLY FURTHER THE ORGANIZATION'S EXEMPT PURPOSE IN PART VIII, LINE 8C AND FORM 990, SCHEDULE G, PART II, LINE 11. FUNDRAISING EVENTS OFTEN GENERATE BOTH CONTRIBUTIONS AND INCOME, SUCH AS WHEN AN INDIVIDUAL PAYS MORE THAN THE RETAIL VALUE FOR THE GOODS OR SERVICES FURNISHED. DURING THE YEAR ENDED DECEMBER 31, 2019, THE MEMORIAL CONDUCTED FOUR SUCCESSFUL FUNDRAISING EVENTS GENERATING CONTRIBUTION REVENUE TOTALING \$4,235,203. THIS CONTRIBUTION REVENUE IS REQUIRED TO BE REPORTED ON PART VIII, LINE 1C OF THE FORM 990 AS CONTRIBUTIONS FROM FUNDRAISING EVENTS PER THE IRS INSTRUCTIONS. DIRECT EXPENSES TOTALED \$1,611,607 AND AFTER ADDITIONAL REVENUE OF \$171,964, PART VIII, LINE 8C AND SCHEDULE G, PART II, LINE 11 SHOWS NET LOSS OF \$1,439,643.

Schedule G (Form 990 or 990-EZ)

932084 04-01-19

SC	HEDULE J		OMB No. 1	545-004	47
(Fo	rm 990) For certain Officers, Directors, Trustees, Key Employees, and Highest		00	40	
•	Compensated Employees		20	19)
	The total the Treasury. Complete if the organization answered "Yes" on Form 990, Part IV, line 23.		Open to	Publ	ic
	Trach to Form 990. Attach to Form 990. ► Go to www.irs.gov/Form990 for instructions and the latest information.		Inspe		-
_		nployer ide	ntificatio	n nur	mber
	AT THE WORLD TRADE CENTER FOUNDATION, INC	38-36	7845	3	
Pa	rt I Questions Regarding Compensation				
				Yes	No
1a	Check the appropriate box(es) if the organization provided any of the following to or for a person listed on Form 990),			
	Part VII, Section A, line 1a. Complete Part III to provide any relevant information regarding these items.				
	First-class or charter travel Housing allowance or residence for personal u	use			
	Travel for companions Payments for business use of personal reside	ence			
	Tax indemnification and gross-up payments Health or social club dues or initiation fees				
	Discretionary spending account Personal services (such as maid, chauffeur, ch	hef)			
b	If any of the boxes on line 1a are checked, did the organization follow a written policy regarding payment or				
	reimbursement or provision of all of the expenses described above? If "No," complete Part III to explain		. 1b		
2	Did the organization require substantiation prior to reimbursing or allowing expenses incurred by all directors,				
	trustees, and officers, including the CEO/Executive Director, regarding the items checked on line 1a?		2		
3	Indicate which, if any, of the following the organization used to establish the compensation of the organization's				
	CEO/Executive Director. Check all that apply. Do not check any boxes for methods used by a related organization to	0			
	establish compensation of the CEO/Executive Director, but explain in Part III.				
	X Compensation committee Written employment contract				
	Independent compensation consultant				
	X Form 990 of other organizations X Approval by the board or compensation comr	nittee			
4	During the year, did any person listed on Form 990, Part VII, Section A, line 1a, with respect to the filing				
	organization or a related organization:			v	
a	Receive a severance payment or change-of-control payment?			X	v
b	Participate in, or receive payment from, a supplemental nonqualified retirement plan?				X X
С	Participate in, or receive payment from, an equity-based compensation arrangement?		4c		
	If "Yes" to any of lines 4a-c, list the persons and provide the applicable amounts for each item in Part III.				
	Only solution $501(a)(2)$ $501(a)(4)$ and $501(a)(20)$ examinations must complete lines 5.0				
5	Only section 501(c)(3), 501(c)(4), and 501(c)(29) organizations must complete lines 5-9. For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation				
5	contingent on the revenues of:				
а			5a		x
	The organization?Any related organization?		5a 5b		X
2	If "Yes" on line 5a or 5b, describe in Part III.		0.0		
6	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization pay or accrue any compensation				
Ŭ	contingent on the net earnings of:				
а	The organization?		6a		x
	Any related organization?		6b		x
-	If "Yes" on line 6a or 6b, describe in Part III.				
7	For persons listed on Form 990, Part VII, Section A, line 1a, did the organization provide any nonfixed payments				
	not described on lines 5 and 6? If "Yes," describe in Part III		7		x
8	Were any amounts reported on Form 990, Part VII, paid or accrued pursuant to a contract that was subject to the				
-	initial contract exception described in Regulations section 53.4958-4(a)(3)? If "Yes," describe in Part III		8		X
9	If "Yes" on line 8, did the organization also follow the rebuttable presumption procedure described in				
_	Regulations section 53.4958-6(c)?	<u></u>	9		
LHA	For Paperwork Reduction Act Notice, see the Instructions for Form 990.	Schedul	e J (Forn	n 990)	2019

932111 10-21-19

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Schedule J (Form 990) 2019

Part II Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees. Use duplicate copies if additional space is needed.

For each individual whose compensation must be reported on Schedule J, report compensation from the organization on row (i) and from related organizations, described in the instructions, on row (ii). Do not list any individuals that aren't listed on Form 990, Part VII.

Note: The sum of columns (B)(i)-(iii) for each listed individual must equal the total amount of Form 990, Part VII, Section A, line 1a, applicable column (D) and (E) amounts for that individual.

AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458

		(B) Breakdown of	W-2 and/or 1099-MI	SC compensation	(C) Retirement and other deferred	(D) Nontaxable benefits	(E) Total of columns	(F) Compensation
(A) Name and Title		(i) Base compensation	(ii) Bonus & incentive compensation	(iii) Other reportable compensation	compensation	Denents	(B)(i)-(D)	in column (B) reported as deferred on prior Form 990
(1) ALICE M. GREENWALD	(i)	538,408.	0.	1,583.	27,500.	13,785.	581,276.	0.
PRESIDENT & CEO	(ii)	0.	0.	0.	0.	0.	0.	0.
(2) ALLISON BLAIS, EVP,	(i)	302,619.	0.	222.	27,500.	32,627.	362,968.	0.
DEP. DIR. FOR STRATEGY	(ii)	0.	0.	0.	0.	0.	0.	0.
(3) NOELLE LILIEN, EVP,	(i)	268,109.	0.	332.	26,900.	32,627.	327,968.	0.
GENERAL COUNSEL & SECRETARY	(ii)	0.	0.	0.	0.	0.	0.	0.
(4) CLIFFORD CHANIN, EVP,	(i)	270,304.	0.	2,814.	26,444.	10,122.	309,684.	0.
DEP. DIR. FOR MUSEUM PROGRAMS	(ii)	0.	0.	0.	0.	0.	0.	0.
(5) MARC CIMA	(i)	246,323.	0.	332.	25,649.	35,711.	308,015.	0.
CHIEF TECHNOLOGY OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(6) JERMEY FRAZIER, EVP,	(i)	242,413.	0.	222.	19,494.	29,634.	291,763.	0.
DEP. DIR. FOR EXTERNAL AFFAIRS	(ii)	0.	0.	0.	0.	0.	0.	0.
(7) CHARLES DUNNE, EVP,	(i)	253,288.	0.	510.	25,649.	5,528.	284,975.	0.
SECURITY, FIRE & LIFE SAFE	(ii)	0.	0.	0.	0.	0.	0.	0.
(8) JOSHUA CHERWIN	(i)	236,339.	0.	217.	9,821.	32,627.	279,004.	0.
CHIEF ADVANCEMENT OFFICER	(ii)	0.	0.	0.	0.	0.	0.	0.
(9) JOSEPH WEINKAM, EVP	(i)	203,389.	0.	268.	20,740.	32,627.	257,024.	0.
GOVERNMENT & COMMUNITY AFFAIRS	(ii)	0.	0.	0.	0.	0.	0.	0.
(10) BENJAMIN E. MILAKOFSKY	(i)	203,297.	0.	158.	19,589.	11,911.	234,955.	0.
CHIEF OF STAFF	(ii)	0.	0.	0.	0.	0.	0.	0.
(11) MARIANNE GATTINELLA, SVP,	(i)	196,837.	0.	1,119.	15,502.	20,401.	233,859.	0.
DIRECTOR OF HUMAN RESOURCES	(ii)	0.	0.	0.	0.	0.	0.	0.
(12) ERNIE BLUNDELL, EVP,	(i)	186,217.	0.	208.	18,298.	18,528.	223,251.	0.
DEP DIR. FOR OPERATION THRU 7/27/19	(ii)	0.	0.	0.	0.	0.	0.	0.
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							
	(i)							
	(ii)							

Part III Supplemental Information

Provide the information, explanation, or descriptions required for Part I, lines 1a, 1b, 3, 4a, 4b, 4c, 5a, 5b, 6a, 6b, 7, and 8, and for Part II. Also complete this part for any additional information.

PART I, LINE 4A:

PURSUANT TO THE TERMS AND CONDITIONS STIPULATED IN EVP, CHIEF FINANCIAL AND

ADMINISTRATIVE OFFICER: MARVIN SUCHOFF'S SEVERANCE AGREEMENT, THE

ORGANIZATION PAID A SEVERANCE PAYMENT TO MARVIN SUCHOFF IN THE AMOUNT OF

\$91,539 IN 2019. THIS PAYMENT WAS TREATED AS TAXABLE COMPENSATION TO THE

RECIPIENT.

Schedule J (Form 990) 2019

	HEDULE M rm 990)		Nonc	ash Contr	ibutions			омв №. 1 20	4.0	<u> </u>
	ment of the Treasury I Revenue Service	 Complete if the orgative Attach to Form 990. Go to www.irs.gov/l 					r 30.	Open to Inspe	Publi	
Name	e of the organization	NATIONAL SEP	TEMBER	11 MEMOR	IAL & MUSE	EUM	Employer	identificatio	on nur	nber
		AT THE WORLD	TRADE	CENTER FO	OUNDATION,	INC	3	8-3678	458	
Par	tl Types of	Property								
			(a) Check if applicable	(b) Number of contributions or items contributed	(c) Noncash contri amounts repor Form 990, Part VI	ted on	Method noncash co	(d) of determin ntribution ar		S
1	Art - Works of art									
2	Art - Historical treas	sures	X	1,885						
3	Art - Fractional inte	rests								
4	Books and publicat	tions								
5	Clothing and house	ehold goods								
6	Cars and other veh	icles								
7	Boats and planes .									
8		у								
9	Securities - Publicly	rtraded	X	1	24	,108.AV	/G. SEL	LING P	RICE	3
10	Securities - Closely	held stock								
11	Securities - Partner	ship, LLC, or								
	trust interests									
12	Securities - Miscella	aneous								
13	Qualified conservat	tion contribution -								
14	Qualified conservat	tion contribution - Other $_{\dots}$								
15	Real estate - Reside	ential								
16	Real estate - Comm	nercial								
17	Real estate - Other									
18	Collectibles									
19	Food inventory		X	4	13	<u>,081.CC</u>	DST			
20		supplies								
21	Taxidermy									
22	Historical artifacts									
23	Scientific specimer	าร								
24	Archeological artifa									
25	Other \blacktriangleright (EQ	QUIP/SUPPLIE)	X	7	67	<u>,759.</u> CC	OST			
26	Other 🕨 ()								
27	Other 🕨 ()								
28	Other 🕨 ()								
29	Number of Forms 8	3283 received by the organiz	zation during	g the tax year for co	ontributions					
	for which the organ	nization completed Form 828	33, Part IV, I	Donee Acknowledg	jement	29			0	
									Yes	No
30a	During the year, did	d the organization receive by	/ contributio	n any property rep	orted in Part I, line	s 1 through 2	8, that it			
	must hold for at lea	ast three years from the date	e of the initia	I contribution, and	which isn't require	ed to be used	for			
	exempt purposes for	or the entire holding period?	,					<u>30a</u>		X
b	If "Yes," describe tl	he arrangement in Part II.								
31	Does the organizati	ion have a gift acceptance p	oolicy that re	equires the review o	of any nonstandard	d contribution	s?	31	Х	
32a		ion hire or use third parties o		•				32a		x
b	If "Yes," describe in									
33		didn't report an amount in c	olumn (c) fo	r a type of property	for which column	(a) is checke	Ч			
	describe in Part II.	a.a.reropore un amoune mo					-,			
LHA		Reduction Act Notice, see	the Instruct	tions for Form 990).		Scher	lule M (Forr	n 990)	2019
<u> </u>							001100			

932141 09-27-19

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

 Schedule M (Form 990) 2019
 AT
 THE
 WORLD
 TRADE
 CENTER
 FOUNDATION, INC
 38-3678458
 Page 2

 Part II
 Supplemental Information.
 Provide the information required by Part I, lines 30b, 32b, and 33, and whether the organization is reporting in Part I, column (b), the number of contributions, the number of items received, or a combination of both. Also complete this part for any additional information.

SCHEDULE M, PART I, COLUMN (B):

THE ORGANIZATION IS REPORTING THE NUMBER OF CONTRIBUTIONS IN PART I,

COLUMN (B).

Schedule M (Form 990) 2019

932142 09-27-19

SCHEDULE N Liquida	ation Termi	nation Dissol	ution or Signi	ificant Disn	osition of Asse	ate	OMB No.	1545-0	J47
(Form 990 or 990-EZ)	omplete if the organiz	ation answered "Yes" o	n Form 990, Part IV, line ution, resolutions, or pla	s 31 or 32, or Form 9			20)19	J
Internal Revenue Service	tach to Form 990 or 9 to www.irs.gov/For	990-EZ. m990 for the latest infor	mation.				Open f Insp	to Pub ectior	
······································		11 MEMORIAL CENTER FOUNI				Employer ide 38-3	entificatio 67845		ber
Part I Liquidation, Termination, or Dissussed is needed.	olution. Complete this	s part if the organization a	answered "Yes" on Form 9	990, Part IV, line 31, c	or Form 990-EZ, line 36. Pa	art I can be dup	licated if a	additio	nal
1 (a) Description of asset(s) distributed or transaction expenses paid	(b) Date of distribution	(c) Fair market value of asset(s) distributed or amount of transaction expenses	(d) Method of determining FMV for asset(s) distributed or transaction expenses	(e) EIN of recipient	(f) Name and address	of recipient	tax-exer	ient(s) (if	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
CASH ACCOUNTS	12/31/19	9,300,748.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
INVESTMENT	12/31/19	42,552,482.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
ACCOUNTS AND OTHER RECEIVABLES	12/31/19	4,429,803.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
CONTRIBUTIONS RECEIVABLE	12/31/19	13,059,702.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
PREPAID EXPENSES & OTHER ASSETS	12/31/19	3,447,191.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
MERCHANDISE INVENTORY	12/31/19	453,414.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
					NATIONAL SEPTEMBER 1	11 MEMORIAL			
					200 LIBERTY STREET,	16TH FLOOR			
BUILDINGS, PROPERTY AND EQUIPMENT	12/31/19	562,312,894.	BOOK VALUE	61-1745872	NEW YORK, NY 10281		501(C)(3	3)	
								Yes	No
2 Did or will any officer, director, trustee, of	or key employee of the	organization:							
a Become a director or trustee of a succes	ssor or transferee orga	anization?					. 2a	X	
b Become an employee of, or independen	t contractor for, a suc						2b	X	
c Become a direct or indirect owner of a s							2c		X
d Receive, or become entitled to, compen	sation or other similar						2d		X
e If the organization answered "Yes" to an	ly of the questions on	lines 2a through 2d, prov	ide the name of the perso	n involved and explai	n in Part III. 🕨 SEE	PART II	I		

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or Form 990-EZ.

Schedule N (Form 990 or 990-EZ) 2019

Schedule N (Form 990 or 990-EZ) AT THE WORLD TRADE CENTER FOUNDATION, INC

38-3678458 Page 1

Part I Continuation of Liquidation, Term	ination, or Dissolutio	n (Schedule N (Form 990	or 990-EZ), Part I, line 1.)	-	1	
(a) Description of asset(s) distributed or transaction expenses paid	(b) Date of distribution	(c) Fair market value of asset(s) distributed or amount of transaction expenses	(d) Method of determining FMV for asset(s) distributed or transaction expenses	(e) EIN of recipient	(f) Name and address of recipient	(g) IRC section of recipient(s) (if tax-exempt) or type of entity
					NATIONAL SEPTEMBER 11 MEMORIAL	
					200 LIBERTY STREET, 16TH FLOOR	
CONSTRUCTION IN PROGRESS	12/31/19	1,430,501.	BOOK VALUE	61-1745872	NEW YORK, NY 10281	501(C)(3)

Schedule N (Form 990 or 990-EZ)

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Schedule N (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458

Part	Liquidation, Termination, or Dissolution (continued)			
	Note: If the organization distributed all of its assets during the tax year, then Form 990, Part X, column (B), line 16 (Total assets), and line 26 (Total liabilities), should equal -0		Yes	No
3	Did the organization distribute its assets in accordance with its governing instrument(s)? If "No," describe in Part III	3	Х	
4a	Is the organization required to notify the attorney general or other appropriate state official of its intent to dissolve, liquidate, or terminate?	4a	Х	
b	If "Yes," did the organization provide such notice?	4b	Х	
5	Did the organization discharge or pay all of its liabilities in accordance with state laws?	5	Х	
6a	Did the organization have any tax-exempt bonds outstanding during the year?	6a		Х
b	If "Yes" to line 6a, did the organization discharge or defease all of its tax-exempt bond liabilities during the tax yr in accordance with the Internal Revenue Code and state laws?	6b		

c If "Yes" on line 6b, describe in Part III how the organization defeased or otherwise settled these liabilities. If "No" on line 6b, explain in Part III.

Part II Sale, Exchange, Disposition, or Other Transfer of More Than 25% of the Organization's Assets. Complete this part if the organization answered "Yes" on Form 990, Part IV, line 32, or Form 990-EZ, line 36. Part II can be duplicated if additional space is needed.

1	(a) Description of asset(s) distributed or transaction expenses paid	(b) Date of distribution	(c) Fair market value of asset(s) distributed or amount of transaction expenses	(d) Method of determining FMV for asset(s) distributed or transaction expenses	(e) EIN of recipient	(f) Name and address of recipient	(g) IRC section of recipient(s) (if tax-exempt) or type of entity

			Yes	No
2	Did or will any officer, director, trustee, or key employee of the organization:			
а	Become a director or trustee of a successor or transferee organization?	2a		
b	Become an employee of, or independent contractor for, a successor or transferee organization?	2b		
с	Become a direct or indirect owner of a successor or transferee organization?	2c		
d	Receive, or become entitled to, compensation or other similar payments as a result of the organization's significant disposition of assets?	2d		
е	If the organization answered "Yes" to any of the questions on lines 2a through 2d, provide the name of the person involved and explain in Part III.			

Page **2**

AT THE WORLD TRADE CENTER FOUNDATION, INC Schedule N (Form 990 or 990-EZ) 2019 NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM 38-3678458 Page 3

Part III Supplemental Information. Provide the information required by Part I, lines 2e and 6c, and Part II, line 2e.

Also complete this part to provide any additional information.
PART I, LINE 2E:
PART 1, LINE 2A - ALL DIRECTORS OF THE ORGANIZATION ARE ALSO DIRECTORS OF
THE SUCCESSOR ORGANIZATION AS FOLLOWS:
MICHAEL R. BLOOMBERG
ANDREW M. SENCHAK
VIRGINIA S. BAUER
PAULA GRANT BERRY
FRANK BISIGNANO
DEBRA BURLINGAME
JOHN P. CAHILL
RUSSELL L. CARSON
KENNETH I. CHENAULT
RIC CLARK
H. RODGIN COHEN
KEATING CROWN
BILLY CRYSTAL
ROBERT DE NIRO
SAMUEL A. DIPIAZZA, JR.
RICHARD EDELMAN
CHRISTINE A. FERER
ANNE M. FINUCANE
JENNIFER GLICK
MAURICE R. GREENBERG
DR. VARTAN GREGORIAN
PATRICIA E. HARRIS
LEE A. IELPI
ROBERT IGER
MONICA IKEN
932153 09-11-19 Schedule N (Form 990 or 990-EZ) 2019 53

AT THE WORLD TRADE CENTER FOUNDATION, INC NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM 38-3678458 Page 3

Also complete this part to provide any additional information.	d Part II, line 2e.
JEH JOHNSON	
THOMAS S. JOHNSON	
ANTHOULA KATSIMATIDES	
PETER M. LEHRER	
HOWARD W. LUTNICK	
JOEL S. MARCUS	
J. KEVIN MCCARTHY	
JULIE MENIN	
IRA M. MILLSTEIN	
HOWARD MILSTEIN	
JOSEPH MOINIAN	
PAUL NAPOLI	
TERENCE O'TOOLE	
EMILY K. RAFFERTY	
KEVIN M. RAMPE	
SCOTT RECHLER	
TERRI J. RICHARDSON	
THOMAS H. ROGER	
JANE ROSENTHAL	
E. JOHN ROSENWALD, JR.	
AVI SCHICK	
JERRY I. SPEYER	
CRAIG ROBERTS STAPLETON	
JON STEWART	
ANNE M. TATLOCK	
DANIEL R. TISHMAN	
SETH WAUGH	
JEFFREY S. WILPON	
932153 09-11-19 54	Schedule N (Form 990 or 990-EZ) 2019

Schedule N (Form 990 or 990-EZ) 2019

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Schedule N (Form 990 or 990-EZ) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 Page 3

Part III	Supplemental I	nformation. Provide the information required by Part I, lines 2e and 6c, and Part II, lines 2e and 6c, and 6c, and Part II, lines 2e and 6c, and Part II, lines 2e and 6c, and 6	ne 2e.
	Also complete this p	part to provide any additional information.	

ALICE M. GREENWALD

NOELLE LILIEN

DAVID SHEEHAN

ALLISON BLAIS

CLIFFORD CHANIN

JERMEY FRAZIER

JOSHUA CHERWIN

PART I, LINE 2E:

ON DECEMBER 31, 2019, THE NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM AT THE WORLD TRADE CENTER ("MUSEUM ORGANIZATION") WAS GRANTED A PERMANENT CHARTER BY THE NEW YORK STATE BOARD OF REGENTS. ON THAT SAME DAY, THE ORGANIZATION MERGED WITH THE MUSEUM ORGANIZATION AND TRANSFERRED ALL OF ITS NET ASSETS, VALUED AT \$608,846,380, TO THE MUSEUM ORGANIZATION. THE MUSEUM ORGANIZATION REMAINS AS THE CONTINUING ENTITY AFTER THE MERGER.

PART I, LINE 1(F)

NAME AND ADDRESS OF RECIPIENT:

NAME: NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM AT THE WORLD TRADE

CENTER

ADDRESS: 200 LIBERTY STREET, 16TH FLOOR

NEW YORK, NY 10281

932153 09-11-19

OMB No. 1545-0047 Supplemental Information to Form 990 or 990-EZ SCHEDULE O 19 Complete to provide information for responses to specific questions on (Form 990 or 990-EZ) / Form 990 or 990-EZ or to provide any additional information. Attach to Form 990 or 990-EZ. Open to Public Department of the Treasury Inspection Go to www.irs.gov/Form990 for the latest information. Internal Revenue Service NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Employer identification number Name of the organization AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION: THE TERRORIST ATTACKS OF SEPTEMBER 11, 2001 AND FEBRUARY 26, 1993. RESPECTING THIS SITE MADE SACRED THROUGH LOSS, THE MEMORIAL & MUSEUM REMEMBERS AND HONORS THE NEARLY 3,000 VICTIMS OF THESE ATTACKS AND ALL THOSE WHO RISKED THEIR LIVES TO SAVE OTHERS. IT FURTHER RECOGNIZES THE THOUSANDS WHO SURVIVED AND ALL WHO MANIFESTED EXTRAORDINARY COMPASSION AND LEADERSHIP IN THE WAKE OF THE ATTACKS. DEMONSTRATING THE CONSEQUENCES OF TERRORISM ON INDIVIDUAL LIVES AND ITS IMPACT ON COMMUNITIES AT THE LOCAL, NATIONAL, AND INTERNATIONAL LEVELS, THEMEMORIAL & MUSEUM ATTESTS TO THE TRIUMPH OF HUMAN DIGNITY OVER HUMAN DEPRAVITY AND AFFIRMS AN UNWAVERING COMMITMENT TO THE FUNDAMENTAL VALUE OF HUMAN LIFE.

"MAY THE LIVES REMEMBERED, THE DEEDS RECOGNIZED, AND THE SPIRIT REAWAKENED BE ETERNAL BEACONS, WHICH REAFFIRM RESPECT FOR LIFE, STRENGTHEN OUR RESOLVE TO PRESERVE FREEDOM, AND INSPIRE AN END TO HATRED, IGNORANCE AND INTOLERANCE."

IN 2019, THE 9/11 MEMORIAL & MUSEUM CONTINUED TO WELCOME A DIVERSE GROUP OF VISITORS, INCLUDING WORLD LEADERS, AND INFLUENTIAL POLITICAL, MILITARY, AND CULTURAL FIGURES.

 BEYOND WHAT IS DESCRIBED IN PARTS 4A, 4B AND 4C, THE 9/11 MEMORIAL &

 MUSEUM CONTINUED ITS SURVIVOR TREE SEEDLING DISTRIBUTION PROGRAM WHICH

 WAS INAUGURATED IN 2013. EACH YEAR, SEEDLINGS FROM THE SURVIVOR TREE ON

 THE 9/11 MEMORIAL PLAZA ARE GIVEN TO THREE COMMUNITIES THAT HAVE

 LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

 Schedule O (Form 990 or 990-EZ) (2019)

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Schedule O (Form 990 or 9	90-EZ) (2019)	Page 2							
Name of the organization	NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC	Employer identification number $38 - 3678458$							
ENDURED TRAGEI	ENDURED TRAGEDY, AS AN EXPRESSION OF SOLIDARITY AND COMPASSION AND AN								
AFFIRMATION OF THE POTENTIAL FOR RECOVERY AND RESILIENCE. A TOTAL OF 21									
LOCATIONS HAVE BEEN SELECTED AS PART OF THE SEEDLING DISTRIBUTION									
PROGRAM SINCE	SEPTEMBER 2013.								

IN 2019, SEEDLINGS WERE GIVEN TO THE COMMUNITIES OF LAS VEGAS, NEVADA, IN MEMORY OF THE 58 PEOPLE KILLED AND 400 INJURED BY A GUNMAN AT THE ROUTE 91 HARVEST FESTIVAL IN DECEMBER 2017; PITTSBURGH, PENNSYLVANIA, WHERE IN OCTOBER 2018, 11 PEOPLE WERE KILLED AND SIX WERE INJURED AT THE TREE OF LIFE SYNAGOGUE, THE DEADLIEST ATTACK ON THE JEWISH COMMUNITY IN UNITED STATES HISTORY; AND GREECE, WHERE A SERIES OF WILDFIRES RESULTED IN 102 FATALITIES AND 172 INJURIES IN 2018.

CONTINUING A SIMPLE AND POWERFUL TRIBUTE BEGUN IN 2013 SUGGESTED BY A VOLUNTEER, THE 9/11 MEMORIAL & MUSEUM DAILY RECOGNIZES THE BIRTHDAYS OF THE MEN, WOMEN AND CHILDREN WHOSE NAMES ARE INSCRIBED ON THE 9/11 MEMORIAL BY PLACING A SINGLE WHITE ROSE AT EACH PERSON'S NAME ON THEIR BIRTHDAY.

THE ROSES STAND AS A MOVING REMINDER OF THE VERY PERSONAL LOSS OF HUMAN LIFE ON SEPTEMBER 11, 2001, AND FEBRUARY 26, 1993, WHILE PROVIDING A SPECIAL WAY TO INVITE VISITORS FROM AROUND THE WORLD TO JOIN US IN HONORING THOSE WHO WERE KILLED.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

THESE ATTACKS AND ALL THOSE WHO RISKED THEIR LIVES TO SAVE OTHERS. IT

FURTHER RECOGNIZES THE THOUSANDS WHO SURVIVED AND ALL WHO MANIFESTED 932212 09-06-19

01011116 756359 1176095.000

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Schedule O (Form 990 or 990-EZ) (2019)

 Schedule O (Form 990 or 990-EZ) (2019)
 Page 2

 Name of the organization
 NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC
 Employer identification number 38-3678458

 EXTRAORDINARY
 COMPASSION AND LEADERSHIP IN THE WAKE OF THE ATTACKS.

 DEMONSTRATING
 THE CONSEQUENCES OF TERRORISM ON INDIVIDUAL LIVES AND ITS

 IMPACT ON COMMUNITIES AT THE LOCAL, NATIONAL, AND INTERNATIONAL LEVELS,

 THE MEMORIAL & MUSEUM ATTESTS TO THE TRIUMPH OF HUMAN DIGNITY OVER

 HUMAN DEPRAVITY AND AFFIRMS AN UNWAVERING COMMITMENT TO THE FUNDAMENTAL

 VALUE OF HUMAN LIFE.

"MAY THE LIVES REMEMBERED, THE DEEDS RECOGNIZED, AND THE SPIRIT REAWAKENED BE ETERNAL BEACONS, WHICH REAFFIRM RESPECT FOR LIFE, STRENGTHEN OUR RESOLVE TO PRESERVE FREEDOM, AND INSPIRE AN END TO HATRED, IGNORANCE AND INTOLERANCE."

FORM 990, PART III, LINE 3, CHANGES IN PROGRAM SERVICES: ON 12/31/2019, THE ORGANIZATION MERGED WITH THE NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM AT THE WORLD TRADE CENTER (THE "MUSEUM") AND CEASED OPERATIONS.

FORM 990, PART III, LINE 4A, PROGRAM SERVICE ACCOMPLISHMENTS: MUSEUMS IN THE WORLD, AND WAS AWARDED THE TRAVELER'S CHOICE AWARD, MAKING IT FIRST ON TRIP ADVISOR'S LIST OF TOP MUSEUMS IN THE UNITED STATES. THESE RANKINGS ARE PUBLISHED BIANNUALLY.

FORM 990, PART III, LINE 4B, PROGRAM SERVICE ACCOMPLISHMENTS:

LOWER MANHATTAN SKYLINE FROM DUSK ON SEPTEMBER 11 TO DAWN ON SEPTEMBER

12. THE YEAR 2019 MARKED THE MUSEUM'S FIFTH FULL YEAR OF OPERATION. IN

ADDITION TO SERVING VISITORS THROUGH ITS CORE EXHIBITIONS, THE MUSEUM

PRESENTED A FULL SEASON OF PUBLIC PROGRAMS, AND MAINTAINED CONTINUAL

Schedule O (Form 990 or 990-EZ) (2019)

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Schedule O (Form 990 or 9	90-EZ) (2019)	Page 2
Name of the organization	NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC	Employer identification number $38 - 3678458$
OBJECT AND EXH	IBITION ROTATIONS, WHICH WERE NECESSARY DUE	0
CONSERVATION R	EQUIREMENTS AND LOAN EXPIRATIONS. OBJECTS AND	D EXHIBITION
ROTATIONS ALSO	PROVIDED THE OPPORTUNITY TO FEATURE MORE OF	THE
PERMANENT COLL	ECTION.	

THE 9/11 MEMORIAL & MUSEUM ALSO HOSTED MORE THAN 2,100 NYPD RECRUITS, FDNY PROBIES AND FDNY EMERGENCY MEDICAL TEAM PROBIES AS A PART OF THEIR TRAINING IN ADDITION TO HOSTING OVER 200 MILITARY RE-ENLISTMENTS, RETIREMENTS AND PROMOTIONAL CEREMONIES FOR THE UNITED STATES MILITARY ON THE 9/11 MEMORIAL PLAZA.

PUBLIC PROGRAMS AND EDUCATIONAL OFFERINGS GREATLY INCREASED DURING THE FIFTH FULL YEAR OF THE MUSEUM'S OPERATION. OVER 180,000 VISITORS TOOK GUIDED TOURS OF THE MEMORIAL AND MUSEUM. WEEKLY YOUTH AND FAMILY PROGRAMS SAW OVER 5,925 PARTICIPANTS IN 125 PROGRAMS, AND 202 YOUTH & FAMILY TOURS WERE OFFERED FOR 3,139 VISITORS. OVER 10,673 STUDENTS TOOK PART IN STUDENT WORKSHOPS AND TOURS IN THE EDUCATION CENTER. NEARLY 2,000 TEACHERS TOOK PART IN OUR PROFESSIONAL DEVELOPMENT WORKSHOP AND EVENTS. OVER 323,000 STUDENTS, FROM ALL 50 STATES AND AROUND THE WORLD, PARTICIPATED IN OUR ANNUAL ANNIVERSARY IN THE SCHOOLS WEBINAR WHICH CONTINUES TO SERVE AS ONE OF OUR SIGNATURE ANNUAL PROGRAMS.

TWO FULL SEASONS OF EVENING PUBLIC PROGRAMS IN THE MUSEUM'S AUDITORIUM FOCUSED PRINCIPALLY ON DEEPENING UNDERSTANDING OF 9/11'S CONNECTION TO CURRENT EVENTS AND THE ATTACKS' ONGOING CULTURAL IMPACT. IN TOTAL THE MUSEUM HOSTED 24 PROGRAMS FOR NEARLY 2,500 ATTENDEES IN 2019. ATTENDANCE AT MULTIPLE DAILY SCREENINGS OF THE MUSEUM-PRODUCED FILMS "FACING CRISIS: AMERICA UNDER ATTACK" AND "FACING CRISIS: A CHANGED 332212 09-06-19 Schedule O (Form 990 or 990-EZ) (2019) 59

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^{2019.05000} NATIONAL SEPTEMBER 11 MEM 11760951

Name of the organization NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

WORLD" ALONG WITH OTHER DAYTIME PROGRAMMING TOTALED OVER 307,000 VISITORS.

THE 9/11 MEMORIAL & MUSEUM CONTINUED ITS PROFESSIONAL TRAINING PROGRAMS, WHICH PROVIDE AN IN-DEPTH EXPLORATION OF 9/11 FOR OFFICERS AND AGENTS FROM LAW ENFORCEMENT, INTELLIGENCE AND MILITARY GROUPS TO RECOGNIZE THE SPECIAL CONNECTIONS BETWEEN 9/11 AND THEIR WORK. EACH PROGRAM IS GEARED TOWARD MEETING THE UNIQUE NEEDS AND INTERESTS OF THE AGENCY IN ATTENDANCE. IN 2019, WE HOSTED 87 OF THESE PROGRAMS FOR 5,428 INDIVIDUAL PARTICIPANTS.

DURING 2019, MUSEUM VISITORS HELPED TO GROW THE DIGITAL RESOURCES USED IN THE CORE EXHIBITIONS WITH APPROXIMATELY 2,900 NEW VIDEO RECORDINGS OF REFLECTIONS ABOUT 9/11, APPROXIMATELY 725 AUDIO RECORDINGS ABOUT THEIR DAY-OF-9/11 OR AFTERMATH EXPERIENCES, NEARLY 70 AUDIO RECORDINGS FOR THE "IN MEMORIAM" EXHIBITION, NEARLY 205,000 SIGNATURES AND MESSAGES IN THE DIGITAL GUEST BOOK, AROUND 770 NEW PROFILES IN THE REGISTRY OF RESCUE AND RECOVERY WORKERS, AND ABOUT 35 NEW PROFILES IN THE REGISTRY OF PUBLIC MEMORIALS CREATED AROUND THE WORLD IN COMMEMORATION OF 9/11. DRAWING FROM THESE VISITOR CONTRIBUTIONS, THE MUSEUM CONTINUALLY ADDED TO THE EXHIBITIONS, INCLUDING AROUND 25 NEW VOICES IN THE INSTALLATION "REFLECTING ON 9/11" AND MORE THAN 120 UPDATED PROFILES IN THE MEMORIAL EXHIBITION. THANKS TO DONATIONS FROM THE FAMILY, FRIENDS, AND COWORKERS OF THE VICTIMS OF THE TERRORIST ATTACKS OF SEPTEMBER 11, 2001 AND FEBRUARY 26, 1993, THE MUSEUM UPDATED THREE IMAGES IN THE MEMORIAL EXHIBITION'S "WALL OF FACES" THAT PRESENTS PORTRAITS OF THE VICTIMS.

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Schedule O (Form 990 or 990-EZ) (2019) Page 2 Name of the organization NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Employer identification number AT THE WORLD TRADE CENTER FOUNDATION, INC 38-3678458 SUPPORTING THE PUBLIC-FACING ACTIVITIES OF THE MUSEUM WERE ONGOING EFFORTS TO BUILD, PRESERVE, CATALOGUE, AND MAKE ACCESSIBLE ARTIFACTS FROM THE PERMANENT COLLECTION, THEREBY ENHANCING PUBLIC UNDERSTANDING OF THE 9/11 ATTACKS AND THEIR ONGOING CONSEQUENCES. THROUGH DONATIONS, STRATEGIC PURCHASES, AND INTERVIEWS CONDUCTED BY THE MUSEUM'S ORAL HISTORIANS, THE MUSEUM CONTINUED ACTIVE GROWTH OF ITS PERMANENT COLLECTION WITH NEW OBJECTS, DOCUMENTS, AND ORAL TESTIMONIES. BY THE END OF 2019, THE MUSEUM'S ACQUISITIONS NUMBERED MORE THAN 21,000 THREE-DIMENSIONAL OBJECTS, 45,000 PRINT AND DIGITAL IMAGES, 360 MOVING IMAGES, AND 3,700 ORAL HISTORIES.

NOTABLE ACQUISITIONS IN 2019 INCLUDED: "STARS OF THE FOREST: ELEGY FOR 9/11", AN ACRYLIC ON CANVAS PAINTING BY NAOTO NAKAGAWA, AND PENS USED BY PRESIDENT DONALD TRUMP AND SPEAKER OF THE HOUSE NANCY PELOSI TO SIGN THE "NEVER FORGET THE HEROES: JAMES ZADROGA, RAY PFEIFER, AND LUIS ALVAREZ PERMANENT AUTHORIZATION OF THE SEPTEMBER 11TH VICTIM COMPENSATION FUND" ACT.

ONE NOTABLE OUTGOING LOAN WAS THE PRESENTATION OF A DAY-LONG SEGMENT FROM WOLFGANG STAEHLE'S HAUNTING TIME-LAPSE WORK, "2001". THROUGHOUT THE DAY ON SEPTEMBER 11, 2019, IN PARTNERSHIP WITH CULTURAL INSTITUTIONS IN ALL FIVE BOROUGHS OF NEW YORK CITY AND IN NEW JERSEY, THE 9/11 MEMORIAL & MUSEUM PRESENTED A SIMULTANEOUS SCREENING OF "2001", EXCERPTED FROM THE ARTIST'S LONGER DUAL-CHANNEL WORK, WHICH CAPTURED THE APPROACH OF HIJACKED PLANE FLIGHT 11 IN MANHATTAN AIRSPACE AND ITS CATACLYSMIC IMPACT IN REAL TIME. SCREENINGS TOOK PLACE AT THE CATHEDRAL OF ST. JOHN THE DIVINE, THE BROOKLYN HISTORICAL SOCIETY, THE QUEENS MUSEUM, PREGONES/PUERTO RICAN TRAVELING THEATER, SNUG HARBOR 101011116 756359 1176095.000 1010 NATIONAL SEPTEMBER 11 MEM 11760951 Name of the organization NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC

CULTURAL CENTER & BOTANICAL GARDEN, AND POLLAK THEATER AT MONMOUTH

OTHER NOTABLE OUTGOING LOANS ORGANIZED IN 2019 INCLUDED CHILDREN'S ARTWORK FROM THE CALHOUN SCHOOL AND DRAWINGS BY CANADIAN ARTIST JOHN COBURN LOANED TO THE GRACIE MANSION CONSERVANCY FOR AN EXHIBITION TITLED "CATALYST: ART AND SOCIAL CHANGE", RUNNING THROUGH SUMMER 2021, AND A PAIR OF BOOTS WORN BY A 9/11 RECOVERY WORKER LOANED TO THE MUSEUM OF THE CITY OF NEW YORK FOR THEIR EXHIBITION "CITY OF WORKERS, CITY OF STRUGGLE: HOW LABOR MOVEMENTS CHANGED NEW YORK".

OVER 20 INCOMING LOANS WERE NEGOTIATED AND SECURED FROM INDIVIDUALS, GOVERNMENT AGENCIES AND COLLECTING INSTITUTIONS FOR THE MUSEUM'S THIRD SPECIAL EXHIBITION, "REVEALED: THE HUNT FOR BIN LADEN," WHICH OPENED IN NOVEMBER 2019, AND FOR ROTATION INTO THE MUSEUM'S CORE AND TEMPORARY DISPLAYS.

"INSIDE THE COLLECTION", THE MUSEUM'S ONLINE COLLECTIONS CATALOG, HAS QUADRUPLED IN SIZE SINCE ITS LAUNCH IN NOVEMBER 2016, WITH NEARLY 500 NEW OBJECT ENTRIES ADDED IN 2019 ALONG WITH ROBUST CURATORIAL COMMENTARY ENHANCING EXISTING ENTRIES. FOUR NEW FEATURE GALLERIES SHOWCASING WOMEN AND 9/11, WTC ID CARDS, RECOVERY WORKER BOOTS AND KEYS WERE ADDED IN 2019. "INSIDE THE COLLECTION" HAS BEEN FUNCTIONING WELL AS A RESEARCH TOOL, PROVIDING A VALUABLE RESOURCE FOR PERSONNEL ACROSS DEPARTMENTS, STAFF AT OTHER MUSEUMS, SCHOLARS, AND EDUCATORS. APPROXIMATELY 30 EXTERNAL RESEARCH QUERIES WERE FIELDED THROUGH THE SITE.

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Schedule O (Form 990 or 990-EZ) (2019) Page 2									
Name of the organization NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC	Employer identification number 38-3678458								
FORM 990, PART III, LINE 4C, PROGRAM SERVICE ACCOMPLISHMENTS:									
WORLD TRADE CENTER STEEL, ACCOMPANIED BY AN INSCRIPTION AT EITHER END									
OF THE PATHWAY. THE STEEL IS FROM THE ORIGINAL WORLD TRADE	CENTER SITE.								

THE 9/11 MEMORIAL GLADE'S SIX STONE MONOLITHS WERE INSTALLED ON

SATURDAY, APRIL 6, 2019. THIS PROCESS REQUIRED A 600-TON CRANE AND AN

ASSIST CRANE. EACH MONOLITH WAS LIFTED OVER THE 30- TO 35-FOOT-TALL

SWAMP WHITE OAK TREES ON THE MEMORIAL PLAZA AND RIGGED INSIDE THE GLADE

CONSTRUCTION SITE.

FORM 990, PART VI, SECTION A, LINE 2:

MICHAEL BLOOMBERG AND PATRICIA HARRIS HAVE A BUSINESS RELATIONSHIP.

FORM 990, PART VI, SECTION A, LINE 4:

IN DECEMBER 2019, THE ORGANIZATION'S BY-LAWS WERE AMENDED IN THREE WAYS: 1. SEVERAL COMMITTEES WERE CONSOLIDATED TO STREAMLINE GOVERNANCE; 2. THE BOARD'S ABILITY TO CREATE SUB-COMMITTEES WHEN NECESSARY WAS EXPLICITLY PROVIDED FOR; AND 3. VICE CHAIRS WERE DESIGNATED TO AUTOMATICALLY SERVE ON THE EXECUTIVE COMMITTEE.

COMMITTEE CONSOLIDATION

BEGINNING IN THE SUMMER OF 2019, THE NOMINATING AND GOVERNANCE COMMITTEE AND STAFF REVIEWED THE RESPONSIBILITIES AND COMPOSITION OF THE BOARD COMMITTEES, AS OUTLINED IN THE BY-LAWS. BASED ON THIS REVIEW, WHICH WAS CONDUCTED IN AN EFFORT TO MORE EFFECTIVELY STREAMLINE GOVERNANCE, ALIGNING THAT STRUCTURE WITH EXISTING OPERATIONS, THE COMMITTEE, IN DECEMBER 2019, RECOMMENDED THE CONSOLIDATION OF BOTH THE EDUCATION AND EXTERNAL AFFAIRS COMMITTEES, AS WELL AS THE CONSOLIDATION OF THE BUILDINGS AND FINANCE & Schedule O (Form 990 or 990-EZ) (2019) 932212 09-06-19 63

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INVESTMENT COMMITTEES.

THE RATIONALE WAS THAT THE EDUCATION AND EXTERNAL AFFAIRS COMMITTEES ALREADY MEET JOINTLY ON A REGULAR BASIS TO ADDRESS OVERLAPPING ISSUES RELATING TO PUBLIC-FACING EDUCATIONAL PROGRAMS, SPECIAL EXHIBITIONS AND OTHER MUSEUM CONTENT.

SEPARATELY, THE ORIGINAL CORE FOCUS OF THE BUILDINGS COMMITTEE WAS TO GUIDE CONSTRUCTION OF THE MEMORIAL AND MUSEUM BUT IN OUR CURRENT OPERATING PHASE, FACILITY MANAGEMENT CONNECTS MOST DIRECTLY TO FISCAL MANAGEMENT. THEREFORE, THE MERGER OF THE BUILDINGS COMMITTEE WITH THE FINANCE & INVESTMENT COMMITTEE WILL LIKEWISE CREATE EFFICIENCIES.

SUB-COMMITTEE FORMATION:

THE BY-LAWS REVISION ALSO PROVIDES THAT IN THE EVENT THE ORGANIZATION UNDERTAKES ANOTHER MAJOR CAPITAL CONSTRUCTION PROJECT OR ENCOUNTERS UNIQUE OPERATIONAL ISSUES, THE BOARD CAN CONSTITUTE A SUB-COMMITTEE OF DIRECTORS WHO WILL PROVIDE OVERSIGHT AND COUNSEL TO STAFF.

EXECUTIVE COMMITTEE COMPOSITION:

ANOTHER CHANGE TO OUR BY-LAWS IN DECEMBER 2019, CLARIFIED THAT THE BOARD'S

VICE-CHAIRS WILL BE MEMBERS OF THE EXECUTIVE COMMITTEE.

FORM 990, PART VI, SECTION B, LINE 11B:

A DRAFT OF THE 990 IS SHARED ELECTRONICALLY AND IN PAPER FORM WITH THE

AUDIT COMMITTEE AND FINANCE & INVESTMENT COMMITTEE OF THE BOARD OF

DIRECTORS. EACH OF THESE COMMITTEES REVIEWS THE DRAFT AND THE AUDIT

COMMITTEE IS RESPONSIBLE FOR APPROVING THE 990 IN ADVANCE OF FILING. PRIOR 932212 09-06-19

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Schedule O (Form 990 or 990-EZ) (2019) Page 2							
	TEMBER 11 MEMORIAL & MUSEUM TRADE CENTER FOUNDATION,INC	Employer identification number 38-3678458					
TO FILING, ELECTRONIC AND	PAPER COPIES ARE ALSO PROVIDED TO	O THE FULL BOARD					
FOR REVIEW, AND THE BOARD HAS AN OPPORTUNITY TO ASK QUESTIONS.							

FORM 990, PART VI, SECTION B, LINE 12C:

SINCE ITS INCEPTION, THE ORGANIZATION HAS ENFORCED AND ACTIVELY MONITORED ITS BOARD-APPROVED CONFLICT OF INTEREST POLICY. IN 2014, THE MEMORIAL'S EXISTING POLICY WAS UPDATED TO COMPLY WITH THE REQUIREMENTS OF THE NEW YORK NONPROFIT REVITALIZATION ACT OF 2013. THE POLICY MANDATES THAT ALL EMPLOYEES AND MEMBERS OF THE GOVERNING BODY ANNUALLY SIGN A CONFLICT OF INTEREST QUESTIONNAIRE AND DISCLOSE ANY POTENTIAL OR ACTUAL CONFLICTS THAT MAY EXIST. EMPLOYEES AND MEMBERS OF THE BOARD HAVE BEEN REQUIRED TO COMPLETE CONFLICT OF INTEREST DISCLOSURE QUESTIONNAIRES ANNUALLY SINCE THE ORGANIZATION'S INCEPTION. THE QUESTIONNAIRE MUST ALSO BE COMPLETED ON AN INTERIM BASIS, IF NECESSARY, DUE TO EMERGING CONFLICTS. THE MEMBERS OF THE GOVERNING BODY'S SIGNED CONFLICT OF INTEREST QUESTIONNAIRES ARE FILED WITH THE GENERAL COUNSEL. EMPLOYEES' CONFLICT OF INTEREST FORMS ARE FILED WITH THE SVP-DIRECTOR OF HUMAN RESOURCES. COPIES OF THE DIRECTORS' COMPLETED CONFLICT OF INTEREST QUESTIONNAIRES ARE PROVIDED TO THE MEMBERS OF THE AUDIT AND NOMINATING, GOVERNANCE & COMPENSATION COMMITTEE. IF A CONFLICT IS REPORTED, THE GENERAL COUNSEL IS CONSULTED. IN THE EVENT A RELATED-PARTY TRANSACTION IS CONTEMPLATED, THE TRANSACTION IS EVALUATED AND APPROVED BY A MAJORITY OF THE INDEPENDENT MEMBERS OF THE NOMINATING, GOVERNANCE & COMPENSATION COMMITTEE BEFORE ANY SUCH CONTRACT CAN BE EXECUTED BY THE MEMORIAL. THE AFFECTED MEMBER OF THE GOVERNING BODY IS NOT ENTITLED TO VOTE, DELIBERATE OR OTHERWISE USE HIS OR HER PERSONAL INFLUENCE ON THE MATTER IN QUESTION.

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FORM 990, PART VI, SECTION B, LINE 15:

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Schedule O (Form 990 or 990-EZ) (2019)

Schedule O (Form 990 or 990-EZ) (2019) Page 2 Name of the organization NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM Employer identification number 38-3678458 AT THE WORLD TRADE CENTER FOUNDATION, INC THE ORGANIZATION HAS AN ESTABLISHED COMPENSATION POLICY FOR ITS PRESIDENT/CEO AND TOP MANAGEMENT OFFICIALS. THE NOMINATING, GOVERNANCE & COMPENSATION COMMITTEE REVIEWS APPROPRIATE AND ADEQUATE DATA TO DETERMINE THE REASONABLENESS OF COMPENSATION BEING CONSIDERED. THE COMMITTEE USES A VARIETY OF INFORMATION TO DETERMINE THAT THE APPROPRIATE LEVEL OF COMPENSATION IS BEING PAID TO ITS EXECUTIVES. THE COMMITTEE'S DECISION ON THE AMOUNT OF COMPENSATION PAID IS DOCUMENTED IN A CONTEMPORANEOUSLY WRITTEN FORMAT, INCLUDING THE DATE OF THE DECISION, THE MEMBERS PRESENT DURING THE DECISION, THE FULL TERMS OF THE TRANSACTION THAT WAS APPROVED AND THE COMPARABLE DATA USED AND RELIED UPON TO MAKE THE DECISION. THE PROCESS WAS LAST UNDERTAKEN IN 2019.

FORM 990, PART VI, LINE 17, LIST OF STATES RECEIVING COPY OF FORM 990: AL,AK,AR,CA,CO,CT,FL,GA,HI,IL,KS,KY,ME,MD,MA,MI,MN,MS,MO,NV,NH,NJ,NM,NY,NC ND,OH,OK,OR,PA,RI,SC,TN,UT,VA,WA,WV,WI

FORM 990, PART VI, SECTION C, LINE 19:

THE ORGANIZATION MAKES ITS FORM 990, FORM 1023 AND CONFLICT OF INTEREST POLICY AVAILABLE FOR PUBLIC INSPECTION AS REQUIRED UNDER SECTION 6104 OF THE INTERNAL REVENUE CODE BY POSTING IT ON ITS WEBSITE. THE FINANCIAL STATEMENTS AND GOVERNING DOCUMENTS AS PART OF FORM 1023 ARE ALSO POSTED ON THE WEBSITE. THE FORM 990 IS ALSO AVAILABLE ON GUIDESTAR.ORG. IN ADDITION, FORMS 990 AND 1023 AS WELL AS THE FINANCIAL STATEMENTS ARE AVAILABLE UPON WRITTEN REQUEST AT 200 LIBERTY STREET, 16TH FL., NEW YORK, NY 10281 OR BY CALLING THE ORGANIZATION DIRECTLY AT 212-312-8800.

FORM 990, PART XI, LINE 9, CHANGES IN NET ASSETS:	
TRANSFER OF NET ASSETS TO THE NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM	АТ
932212 09-06-19 Schedule O (Form 990 or 990-E	Z) (2019)
66	
01011116 756359 1176095.000 2019.05000 NATIONAL SEPTEMBER 11 MEM	11760951

chedule O (Form 990 or 990-EZ) (2019) lame of the organization NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC	Pag Employer identification numb 38-3678458
THE WORLD TRADE CENTER	-608,846,380.
OTAL TO FORM 990, PART XI, LINE 9	-608,846,380.
ORM 990, PART XII, LINE 2C:	
HE ORGANIZATION HAS A COMMITTEE THAT ASSUMES RESPONSIBIL	ITY FOR
VERSIGHT OF THE AUDIT OF ITS FINANCIAL STATEMENTS AND SE	LECTION OF AN
NDEPENDENT ACCOUNTANT. THIS PROCESS DID NOT CHANGE FROM	THE PRIOR
EAR.	

SCHEDULE R (Form 990) Department of the Treas Internal Revenue Service Name of the organ	nization NATIONAL SEPTE	Related Organizations lete if the organization answered " ► Atta ► Go to www.irs.gov/Form990 for MBER 11 MEMORIAL & RADE CENTER FOUNDA	Yes" on Form 990, Part IV, I ch to Form 990. or instructions and the lates MUSEUM	line 33, 34, 35b, 36	õ, or 37.		Or		9 ublic on
Part I Identification of Disregarded Entities. Complete (a) Name, address, and EIN (if applicable) of disregarded entity		e if the organization answered "Yes" (b) Primary activity	n Form 990, Part IV, line 33. (c) (d) Legal domicile (state or foreign country)		me End-of-year	ar assets Direct		(f) ontrolling itity]
	fication of Related Tax-Exempt Organiza zations during the tax year. (a) Name, address, and EIN of related organization	tions. Complete if the organization a (b) Primary activity	answered "Yes" on Form 990 (c) Legal domicile (state or foreign country)), Part IV, line 34, b (d) Exempt Code section	(e) Public charity status (if section	(Direct co	ited tax-exer f) ontrolling tity	Section 5	g) 512(b)(13) rolled ity?
THE WTC - 61-	EMBER 11 MEMORIAL AND MUSEUM AT 1745872, 200 LIBERTY PLAZA, EW YORK, NY 10281	TO OWN AND MAINTAIN A MUSEUM AT THE MEMORIAL SITE	NEW YORK	501(C)(3)	501(c)(3)) LINE 10	N/A		Yes	No X

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2019

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Schedule R (Form 990) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC

38-3678458 Page 2

Part III Identification of Related Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(1	h)	(i)	(j)	(k)
Name, address, and EIN of related organization	Primary activity	Legal domicile (state or foreign	Direct controlling entity	Predominant income (related, unrelated, excluded from tax under	Share of total income	Share of end-of-year assets		ortionate tions?		Genera manag partne	or Percentage ownership
		country)		sections 512-514)		400010	Yes	No	K-1 (Form 1065)	Yes	10
	-										
	-										
										+	
	-										
	1										
	1										
	4										

Part IV Identification of Related Organizations Taxable as a Corporation or Trust. Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(C) Legal domicile (state or foreign	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	e (i) Section 512(b)(13) controlled entity?	
		country)						Yes	No
									<u> </u>

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

AT THE WORLD TRADE CENTER FOUNDATION, INC Schedule R (Form 990) 2019

lote	e: Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.
1	During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?
а	Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity
b	Gift, grant, or capital contribution to related organization(s)
с	Gift, grant, or capital contribution from related organization(s)
d	Loans or loan guarantees to or for related organization(s)
е	Loans or loan guarantees by related organization(s)

g	Sale of assets to related organization(s)	1g		Х
h	Purchase of assets from related organization(s)	1h		Х
i	Exchange of assets with related organization(s)	1i		Х
	Lease of facilities, equipment, or other assets to related organization(s)	1j		Х
k	Lease of facilities, equipment, or other assets from related organization(s)	1k		Х
Т	Performance of services or membership or fundraising solicitations for related organization(s)	11		Х
m	Performance of services or membership or fundraising solicitations by related organization(s)	1m		Х
n	Sharing of facilities, equipment, mailing lists, or other assets with related organization(s)	1n	X	
	Sharing of paid employees with related organization(s)	10	X	
р	Reimbursement paid to related organization(s) for expenses	1p		Х
q	Reimbursement paid by related organization(s) for expenses	1q		Х
r	Other transfer of cash or property to related organization(s)	1r	Х	
	Other transfer of cash or property from related organization(s)	1s		Х

If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds. 2

	(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)				
(2)				
<u>(3)</u>				
<u>(4)</u>				
(5)				
<u>(6)</u>				

1a

1b

1c

1d

1e

1f

Yes

No

Х

Х

Х

Х

Х

Х

Х

Schedule R (Form 990) 2019 AT THE WORLD TRADE CENTER FOUNDATION, INC

Part VI Unrelated Organizations Taxable as a Partnership. Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

(a) Name, address, and EIN of entity	(b) Primary activity	(c)	Are Partne 501(org Yes	(f) Share of total income	(g) Share of end-of-year assets	(r Dispr tior allocat Yes	opor- ate tions?	(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) Genera manag partne Yes N	or Percentage ownership

Schedule R (Form 990) 2019

Part VII Supplemental Information

Provide additional information for responses to questions on Schedule R. See instructions.

932165 09-10-19

(Rev. January 2020)

Application for Automatic Extension of Time To File an Exempt Organization Return

Department of the Treasury Internal Revenue Service

►	File a	a separate	application	for eac	ch return.	

► Go to www.irs.gov/Form8868 for the latest information.

Electronic filing (e-file). You can electronically file Form 8868 to request a 6-month automatic extension of time to file any of the forms listed below with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, for which an extension request must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit *www.irs.gov/e-file-providers/e-file-for-charities-and-non-profits.*

Automatic 6-Month Extension of Time. Only submit original (no copies needed).

All corporations required to file an income tax return other than Form 990-T (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Type or print	Name of exempt organization or other filer, see instru NATIONAL SEPTEMBER 11 MEMOR AT THE WORLD TRADE CENTER F	Taxpaye	Taxpayer identification number (TIN)					
File by the due date for filing your return. See	ile by the lue date for Number, street, and room or suite no. If a P.O. box, see instructions.							
instruction		oreign addi	ress, see instructions.					
Enter th	e Return Code for the return that this application is for (file	e a separat	e application for each return)					
Applica	tion	Return	Application			Return		
ls For		Code	Is For		Code			
Form 99	00 or Form 990-EZ	01	Form 990-T (corporation)			07		
Form 99	90-BL	02	Form 1041-A			08		
Form 47	20 (individual)	03	Form 4720 (other than individual)			09		
Form 99	00-PF	04	Form 5227			10		
Form 99	00-T (sec. 401(a) or 408(a) trust)	05	Form 6069			11		
Form 99	00-T (trust other than above)	06	Form 8870 PRESIDENT & CEO			12		
box ▶ 1 In tr	s is for a Group Return, enter the organization's four digit (. If it is for part of the group, check this box ▶ request an automatic 6-month extension of time until te organization named above. The extension is for the organization named above. The extension is for the organization ramed above. The extension ramed above. The extension is for the organization ramed above. The extension ramed above.	and atta	ch a list with the names and TINs of IBER 16, 2020 , to file return for: d ending	all memb	ers the exte	nsion is for.		
	this application is for Forms 990-BL, 990-PF, 990-T, 4720,	, or 6069, e	enter the tentative tax, less	20	¢	0.		
	ny nonrefundable credits. See instructions.	optor op	refundable credits and	<u>3a</u>	\$	0.		
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.					\$	0.		
	alance due. Subtract line 3b from line 3a. Include your pa			3b	*			
	sing EFTPS (Electronic Federal Tax Payment System). See	•		3c	\$	0.		
	If you are going to make an electronic funds withdrawal	(direct det	bit) with this Form 8868, see Form 84			9-EO for payment 8868 (Rev. 1-2020)		