

**9/11**  
**MEMORIAL**  
**& MUSEUM**

# ANNUAL REPORT 2023



**Michael R. Bloomberg**  
Chairman

**Elizabeth L. Hillman**  
President & CEO

More than two decades after the 9/11 attacks and 30 years since the February 26, 1993 World Trade Center bombing, the mission of the National September 11 Memorial & Museum to demonstrate the consequences of terrorism on individual lives is more relevant than ever. In 2023, this sacred site of remembrance and learning stood as a beacon of hope in times of darkness, building on our mission to commemorate, educate, and inspire. Our essential work to ensure future generations never forget all those killed on the day that changed our world forever – and the thousands more who have since died from and still suffer with 9/11-related illnesses – remains at the center of everything we do.

Enjoy a video of 2023 highlights.



**THE YEAR IN NUMBERS**

**6,500** Family members attended the **22nd annual** 9/11 commemoration ceremony at the memorial.

**38,000**  
  
 Online viewers of the ceremony

**Visitors**

**2,265,000**  
 to the **Museum**

**11,000,000**  
 to the **Memorial**

**7,000,000**  
 to **911memorial.org**

**5,500** Tours given by **interpretive guides**




Rank among **Tripadvisor** ratings

**451,000**  
  
 Number of new **social media** followers

 **727,000**

Participants, from all **50 states and 30+ countries**, in the Anniversary Digital Learning Experience



 Participants in **public and professional programs**

**22,000**



**900**

Number of **artifacts** added to the collection

### A Message from the Chairman of the Board



In 2023, the 9/11 Memorial & Museum continued its vital mission of remembrance and tribute while further strengthening its foundation for the future.

Our community commemorated 30 years since the February 26, 1993 World Trade Center Bombing, which claimed six innocent lives and injured thousands of others. In April, the Museum also offered its first special exhibition since the pandemic, "Towers Rising," which explores 50 years of history from the original World Trade Center's dedication through to the site's post-9/11 rebirth.

We were privileged to welcome 2.2 million visitors to the Museum and the more than 11 million individuals who came from across the country and around the world to pay tribute at the Memorial. The continued renewal of the World Trade Center after 9/11 and our city's sustained recovery from the pandemic is a testament to the resilience of the human spirit and the strength of our promise to never forget.

Our mission to educate a new generation and help young people better understand our response to overwhelming tragedy is as important as ever. The 9/11 Anniversary Digital Learning Experience reached 727,000 students and educators in 2023 and we once again welcomed thousands of students to the Education Center for the first time since 2019. The Museum is also helping train aspiring first responders and law enforcement professionals through programs that share the lessons of leadership, resilience, and empathy present in so many ways in the aftermath of the September 11, 2001 attacks.

I want to acknowledge Beth Hillman, who in 2023 marked her first full year as President and CEO. Together with her leadership, we are building on our accomplishments and positioning the institution for a successful future. I am also grateful to our Board of Trustees for their sustained commitment and thankful to our donors, who gave generously to The Never Forget Fund and supported other important areas of need for the organization.

As we continue further into 2024, I invite you to engage with us and join the millions of others who have visited and supported the 9/11 Memorial & Museum. It's only with your help that we can fulfill our mission.

Sincerely,

Michael R. Bloomberg

### A Message from the President & CEO



The dedication, care, and passion of those who work for, volunteer at, and generously support the 9/11 Memorial & Museum amazes me. The growth and success we saw throughout 2023 rests on their shoulders, and in the collective stories of courage, sacrifice, and unity that defined our response to the terrorist attacks of February 26, 1993 and September 11, 2001.

2023 was a year shaped by historical and institutional milestones. Together, we marked the 30th anniversary of the February 26 1993 World Trade Center Bombing with a solemn event and the 50th anniversary of the dedication of the original World Trade Center with “Towers Rising,” our first post-pandemic exhibition. Our visitor services and security teams welcomed 2,265,000 guests to the Museum and we reopened the South Tower Screening room, giving visitors an opportunity to view the short film “Boatlift,” which documents the extraordinary maritime rescue on 9/11. A new installation of commemorative motorcycles — reflecting deeply personal connections to 9/11 — went on view in December. A transformational grant from the Leon Levy Foundation is helping the Museum meet its responsibility to preserve and ensure digital access to material evidence, primary testimony, and the historical record of our response to the February 26, 1993 and September 11, 2001 terrorist attacks. Support from the National Endowment for the Humanities is aiding in the further preservation of the innovative, sturdy Slurry Wall, which made the initial construction of the World Trade Center possible. With continued acts of terrorism, and global repercussions of those attacks, access to both the historical record and evidence of our resilience and ability to rebuild is especially critical.

More than 6,500 family members joined us at the Memorial as we commemorated the 22nd anniversary of the 9/11 attacks, with another 38,000 people tuning in online. After the reading of the names of those killed more than two decades ago, many gathered for a moment of tribute on the Memorial Glade, recognizing the thousands of first responders, rescue and recovery workers, lower Manhattan residents, and others who have died and continue to suffer from illnesses related to their time at Ground Zero. People around the world took part in our “Remember the Sky” social media campaign, uniting in remembrance and acknowledging our

connection to one another. Rainbows brightened the gray skies over New York that afternoon, and then the twin beams of Tribute in Light followed, with iconic buildings across the city and state illuminating their facades in Memorial blue to join our annual Tribute in Lights.

As an educator, I am especially proud of our work teaching the more than 100 million Americans born since 9/11. In the spring, we restarted onsite student field trips, including free programming for New York City public schools. Our 9/11 Anniversary Digital Learning Experience, with first-hand accounts of 9/11 from survivors and witnesses, the FDNY’s former Chief Medical Officer, and members of the Port Authority and New York City Police Departments, reached nearly 730,000 students from all 50 states and 30 countries. In December, I traveled to Nashville to witness our educators empower hundreds of teachers at the National Council for Social Studies with both tools to share the facts, context, and diverse stories of 9/11 and ways to combat the conspiracy theories that fuel hatred and intolerance. In keeping with our institutional focus on the power of unity, we also hosted a special reception for teachers that featured performances and on-site songwriting by Grammy-winning musicians, a reminder of how music connects us all.

We welcomed 20,000 participants from law enforcement, intelligence, military, first responder agencies, government, academics, and the private sector with custom professional training programs. And through a dozen 9/11-related public programs, we reached nearly 1,600 attendees in person and online with panelists like Admiral William H. McRaven, former U.S. Ambassador to Ukraine Marie Yovanovitch, and partners from multiple city and national agencies.

With your ongoing support and partnership, we will continue to offer and expand vital programs, exhibitions, and commemorative initiatives that provide a world-class experience for our guests and preserve the memory and legacy of the terrorist attacks that changed our world forever. I am deeply honored to lead the 9/11 Memorial & Museum, ensuring we never forget those killed, and passing on 9/11’s prevailing lesson: That courage, selflessness, kindness, and unity can light the way even on the darkest days.

With gratitude and appreciation,

Elizabeth L. Hillman  
President and CEO



# Commemorating 22 Years Since 9/11



Each year on the anniversary of 9/11, the families of victims gather for a ceremony on the Memorial to read aloud the names of the 2,983 men, women, and children killed in the September 11, 2001 attacks and February 26, 1993 bombing of the World Trade Center. Six moments of silence mark the times when each of the World Trade Center towers was struck, when each tower fell, and the times corresponding to the attack at the Pentagon and the crash of Flight 93 in Pennsylvania.



This year's anniversary commemoration began under gray skies, with family members gathering in the light rain but, as we led the country in remembrance, blue skies and later awe-inspiring rainbows appeared over the New York City skyline above us, reaffirming that even on the darkest days, light and hope still shine brightest.



# The Ceremony

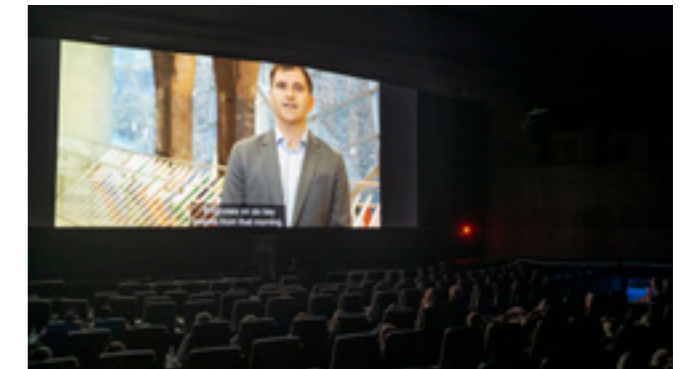
Approximately 6,500 family members attended the anniversary commemoration ceremony on Monday, September 11, as well as numerous dignitaries and elected officials. More than 8,000 online viewers tuned into the ceremony’s live stream on our web site, and almost 30,000 more watched on Facebook.



Photos: Monika Graff, Ben Hider, David E. Starke

Before the Memorial opened to the public that afternoon, a moment of tribute was held on the Memorial Glade, honoring those who are sick or have died due to 9/11-related illness or injury, and all rescue, recovery, and relief workers, as well as recognizing the spirit and resilience of the survivors and members of the downtown community. Volunteers and other city agencies and community groups who played a role in the response to 9/11 participated in the ceremony. We were also joined by representatives from the World Trade Center Health Program and Victim Compensation Fund.

# Anniversary Digital Learning Experience & Anniversary in the Theaters



This year’s 9/11 Anniversary Digital Learning Experience reached 727,000 participants from all 50 states and more than 30 countries. The program centered on a half-hour film featuring eyewitness accounts and the personal stories of first responders from the **NYPD** and **FDNY**, a **9/11 family member**, and a **NYC public school teacher**. Museum educators also engaged in more than 1,300 real-time conversations via live chat with classes around the world. In total, we were joined by more than 14,000 teachers, 70 libraries, and 60 organizations. [The 2023 film is viewable here.](#)

For the second year in a row, we partnered with AMC Theatres on a special initiative to extend the reach of the Digital Learning Experience beyond the classroom. Anniversary in the Theaters allowed 9/11 community members, groups, and organizations across the country to host screenings of the film at AMC Theatres nationwide. Over 30 screening events took place from Virginia to Arizona and Missouri to Texas. In New York City, Bronx Borough President Vanessa L. Gibson, Manhattan Borough President Mark Levine, and State Assemblymember Charles Fall were among those who hosted screenings in their communities.



# Remember the Sky

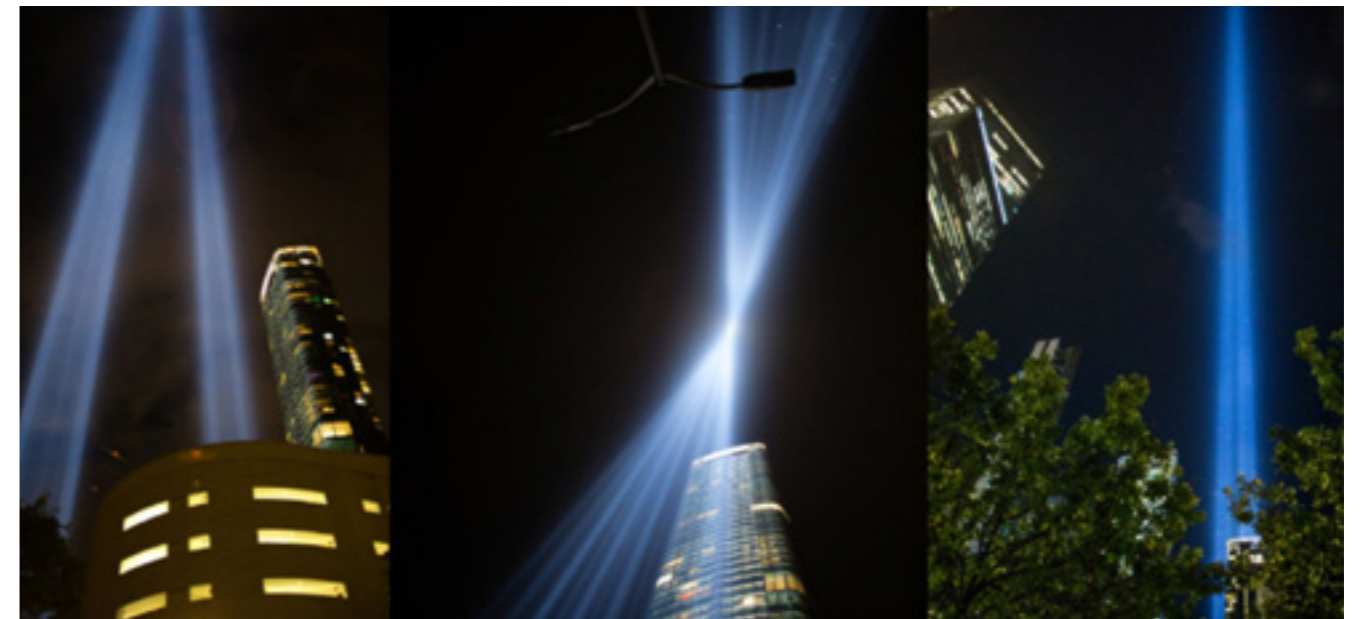
For the third year, our [Remember the Sky](#) digital commemoration invited people from around the world to take part in active remembrance on 9/11 and post a photo of their sky on social media with the hashtags #neverforget911 and #rememberthesky. This act of shared reflection engaged 13 million accounts, garnered 241,000 interactions across Facebook, Instagram, Twitter, and TikTok, and inspired 70,000 new followers in a single day.



# Tribute in Light

The annual public art installation *Tribute in Light* illuminated the night sky from dusk on 9/11 until dawn the following day. Viewable within a 60-mile radius of lower Manhattan, the twin beams of light honor those killed and symbolize the city’s collective resilience. We are especially grateful for Con Edison’s presenting partnership in this year’s Tribute in Light, as well as for the supporting state funding secured by New York State Assemblymember Charles Fall.

As an extension of *Tribute in Light*, we once again partnered with New York City Tourism + Conventions to encourage buildings throughout the city to light up their facades and rooftops in memorial blue the evening of 9/11. *Tribute in Lights*, as it is known, is a powerful but simple gesture of collective remembrance that began in 2021 and now illuminates the city and parts of New York State each anniversary.



Participants in 2023 included Con Edison, One World Trade Center, the Empire State Building, Bloomberg L.P., Perelman Performing Arts Center (PAC NYC), The Oculus, RXR Realty buildings, the Helmsley Building, the Bank of America Tower, One Vanderbilt, Barclays, The Howard Hughes Corporation – The Seaport, 425 Park Avenue, David Geffen Hall at Lincoln Center for the Performing Arts, New York City Fire Museum, New York Comedy Club, Hudson River Museum, Queens Museum, Intrepid Museum, Battery Park City Authority, Jacob K. Javits Convention Center, Weylin, Empire Outlets, Empire State Plaza, State Fairgrounds – Main Gate & Expo Center, Niagara Falls, Albany International Airport Gateway, Lake Placid Olympic Center, MTA LIRR – East End Gateway at Penn Station, Moynihan Train Hall, Walkway Over the Hudson Historic State Park, JFK Air Traffic Control Tower, LGA East & West Parking Garage Facades, LGA East Substation, LGA Terminal C Headhouse, The H. Carl McCall SUNY Building, State Education Building, Alfred E. Smith State Office Building, the PHOENIX rollercoaster at Deno’s Wonder Wheel Amusement Park in Coney Island, Luna Park in Coney Island, and bridges throughout the state including the Goethals Bridge, Bayonne Bridge, Governor Mario M. Cuomo Bridge, Kosciuszko Bridge, “Franklin D. Roosevelt” Mid-Hudson Bridge, and the Fairport Lift Bridge over the Erie Canal.

# Community Day

Prior to the anniversary, on Sunday, September 10, we hosted our annual Community Day — a dedicated time for 9/11 and 1993 family members, those who are sick with 9/11-related illnesses and family members of those who have died, rescue and recovery workers, active duty first responders, 9/11 survivors, active duty military and veterans, lower Manhattan residents, and active and retired flight crew members, to experience the Museum together.



This year’s community partners included [Friends of Firefighters](#); [Victim Compensation Fund \(VCF\)](#); [9/11 Trail](#); [Crisis Response Canines](#); [World Trade Center Health Program \(WTC Health Program\)](#); [Tuesday’s Children](#); [First Responders Children’s Foundation](#); and [9/11 Environmental Action](#), with information sessions by the VCF and WTC Health Program.



# Benefit Dinner



Ahead of the 22nd anniversary commemoration, Chairman **Michael R. Bloomberg** hosted our annual benefit dinner, bringing together our most ardent supporters and underscoring our commitment to never forget. Notable names included; **Assif Mandvi**, actor, producer, comedian and former “The Daily Show” correspondent; **Anna Deavere Smith**, actress, playwright, and professor; and **Christopher Jackson**, award-winning actor, singer, producer, and composer.



**We proudly recognized:**

- **Ric Clark**, Co-Founder and Managing Partner, WatermanCLARK: Vartan Gregorian Never Forget Distinction
- **Joan Haffenreffer**, Managing Director and Chief Administrative Officer, Citi Enterprise Services and Public Affairs: Philanthropic Leadership Distinction
- **Andrew M. Senchak**, former Chairman, Keefe, Bruyette & Woods: Lifetime Achievement



# The Never Forget Fund



Our anniversary digital fundraising efforts raised \$300,000 from over 2,500 donors. To mark the 20th anniversary of 9/11 in 2021, we launched The Never Forget Fund to further our educational mission. So far we've reached nearly 3.5 million students, educators, law enforcement, military, and intelligence professionals. To learn more, visit [neverforget.org](https://neverforget.org).

# Survivor Tree Seedling Program

On September 12, we acknowledge the loss felt by communities across the country in the aftermath of tragedy with the presentation of seedlings from the Memorial's Survivor Tree, a living symbol of resilience and renewal. Over the last decade, a total of 33 recipients have been announced including our **2023 recipients:**



**Waukesha, WI:** For the incident on November 21, 2022, that killed six and injured 62 when an SUV intentionally plowed into a crowd gathered for the city's Christmas parade. The spirit of the community remains strong and intact despite the horrific incident.

**Uvalde Memorial Hospital:** For the heroic role they played in response to the mass shooting that occurred on May 24, 2022. Nineteen students and two teachers were shot and killed at Robb Elementary School in the small town that day. Uvalde Memorial Hospital was tasked with treating 15 people. 11 of the people that were treated were children, and the hospital handled the tremendous responsibility with grace.

**Little Rock, AR:** For withstanding widespread and major tornado outbreaks on Friday, March 31, 2023. The storms tore across parts of the midwestern, southern, and eastern United States, spinning 122 tornadoes in a 24-hour period. As a result, five people were killed, dozens were injured, and tens of thousands were left without power.

# A Year of Remembrance and Learning

## February 26, 1993 Commemoration



On February 26, we commemorated the milestone 30th anniversary of the first attack on the World Trade Center in 1993 and honored the six victims killed and more than 1,000 injured. The ceremony included an honor guard and moment of silence, along with a reading of the victims' names.

## *Towers Rising: Envisioning the World Trade Center Before and After 9/11*

2023 saw the installation of our first new exhibition since the pandemic. Opened in conjunction with the 50th anniversary of the dedication of the original World Trade Center, *Towers Rising* features artwork from the Museum's permanent collection. The works chronicle the ways artists envisioned the most iconic towers of lower Manhattan before and after the attacks.

The exhibition features well-known artists and architects such as Fritz Koenig, Daniel Libeskind, and Michael Arad, all of whom have strong connections to the World Trade Center site. Also included is a portfolio of sketches by Lili Réthi and Nicholas Solovioff, on behalf of the Port Authority, to document the original construction in the 1960s and 1970s. Another featured collection is from FDNY-firefighter-turned-artist Brenda Berkman, who also narrates the audio guide tour stop that provides an overview for this exhibition. For more details about the artwork, visit the *Towers Rising* virtual feature gallery on [Inside the Collection](#).



*Presentation of Towers Rising: Envisioning the World Trade Center Before and After 9/11 has been made possible by presenting sustainers Rechler Philanthropy, Inc. and Dan and Sheryl Tishman. Sustainers are committed to supporting key Museum initiatives such as special exhibitions, collection acquisitions and preservation, and educational, public, and professional programs.*

## 11th Annual 5K Run/Walk

On April 30, we welcomed 4,000 walkers and runners for the annual **9/11 Memorial & Museum 5K**, presented by RXR. Together, participants followed the route many rescue and recovery workers took as they made their way to Ground Zero in the initial response to the attacks and for weeks and months afterward. From start to finish, we remembered all those killed and honored the heroic responders who put their own lives at risk to save others. Thank you to all our supporters and sponsors who helped raise nearly \$900,000. Join us again in 2024 on Sunday, April 28.



## Fleet Week



In May, a visit to the 9/11 Memorial & Museum is a time-honored tradition for the thousands of Marine, Navy, and Coast Guard uniformed personnel who flock to New York during Fleet Week. This year, we hosted a series of meaningful events and ceremonies including a joint reenlistment and promotion ceremony led by Admiral Daryl Caudle, Commander, U.S. Fleet Forces Command. 9/11 family member and Memorial & Museum Trustee Debra Burlingame, whose Navy pilot brother Charles “Chic” Burlingame was the captain of American Airlines Flight 77, also spoke. Additionally, first responders, Marines, Navy, and Coast Guard members took part in the 1.7-mile Freedom Run through Manhattan’s Financial District, culminating at the Memorial.

### May 30, 2002 Anniversary Commemoration



→ Throughout the month of May, we welcomed agency personnel and communities who participated in the unprecedented nine-month rescue and recovery effort that followed the attacks. On the 21st anniversary of the formal end of rescue and recovery operations at Ground Zero, we gathered once again on the **Memorial Glade** to honor the courage and sacrifice of 9/11 rescue, recovery, and relief workers — thousands of whom have died from or continue to suffer with related illnesses — as well as survivors and lower Manhattan residents.



### 78th United Nations General Assembly



Throughout the convening of the United Nations General Assembly, numerous foreign dignitaries paid their respects to 9/11 victims at the Memorial and visited Museum. Among them were Charles Michel, President of the European Council; Alessandro Scarano and Adele Tonnini, Captains Regent of San Marino; Dina Boluarte, President of Peru; Pushpa Kamal Dahal, Prime Minister of Nepal; Philippa Karsera, First Lady of Cyprus; and Petr Pavel, President of the Czech Republic.

## South Tower Screening Room Reopens



After a four-year closure caused by the pandemic, the Museum’s South Tower screening room reopened to the public in November. The seated gallery now offers daily screenings of short films including “Boatlift,” which recounts the maritime response to 9/11 that carried an estimated 300,000-500,000 to safety in the world’s largest waterborne evacuation.

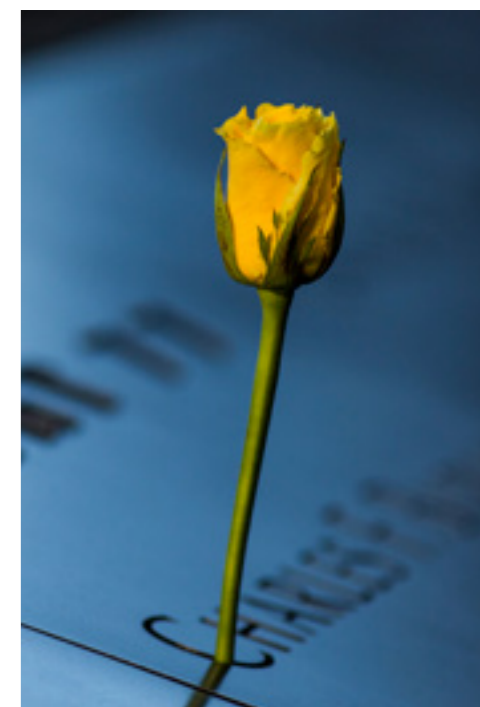
## Salute to Service



Our annual **Salute to Service** paid tribute to veterans, active-duty military, and their families, in the week leading up to Veterans Day and throughout November. During Salute to Service, over 2,000 qualified individuals took advantage of the free Museum tickets offered to active-duty military, veterans, Blue and Gold Star families, and their guests. This marks a 63% increase over 2022 participation.

Between November 8 and 12, we proudly hosted the United States Coast Guard, the United States Air Force (USAF) Academy basketball team, the USAF Honor Guard, and partner organizations such as UCLA Operation Mend and Wounded Warrior Project.

On Veterans Day, volunteers from Team Red, White & Blue joined with our corporate partner TD Bank to place more than 250 yellow roses at the names of 9/11 victims who served in the U.S. armed forces.



## Summit on Security

The sixth annual 9/11 Memorial & Museum Summit on Security, presented by Fiserv, took place from November 9 through 22. With on-demand access to virtual content from some of the public and private sectors' leading voices on security matters, this year's Summit discussed the October 7 terrorist attack in Israel and the resulting war in the Middle East, as well as evolutions in and concerns about artificial intelligence as a security tool, cybersecurity, and managing in crisis.

We are grateful for the partnership of Summit on Security Chairs and Memorial & Museum Trustees Jeh C. Johnson, former Secretary of Homeland Security; Admiral William H. McRaven, U.S. Navy (Retired); and Caryn Seidman-Becker, CEO of CLEAR. We are also thankful to Bloomberg for its continued support as the event's media sponsor. [Watch highlights here.](#)

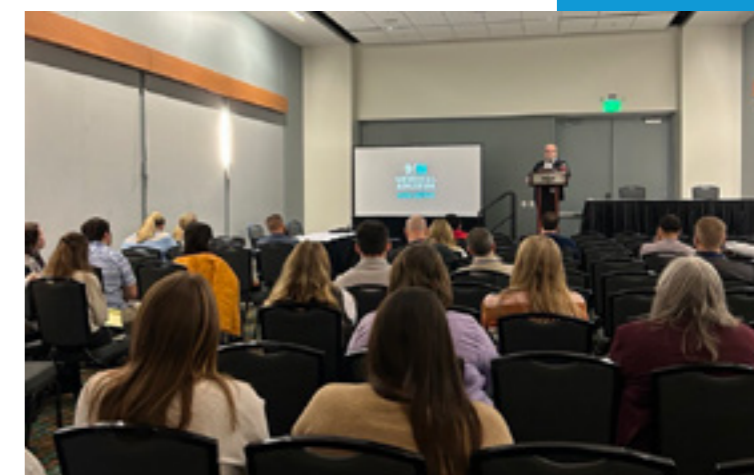


## NCSS Conference



Recognizing the growing need to educate the more than 100 million Americans born since 9/11, in December, the 9/11 Memorial & Museum expanded its presence at the 103rd National Council for the Social Studies annual conference, attended by thousands of educators from around the country. Our own professional educators, together with President and CEO Elizabeth Hillman and Museum Director Clifford Chanin, traveled to Nashville. We led sessions on combatting conspiracy theories, Bin Laden and TikTok, and the undocumented voices of 9/11, which were attended by a combined 120 educators. We were also thrilled to sponsor five participants from our inaugural Summer Learning Institute.

The final night of the conference, we hosted a first-of-its kind educator appreciation event entitled "The Sound of Our Stories," an evening highlighting the connective power of music and storytelling. Inspired by the gathering's Music City location, Grammy-winning songwriter Joe Leathers, vocalist Stephanie "Steevie" Steeves, and Michael Farren performed and offered a glimpse into their creative process, composing live an original song about teaching drawn audience feedback collected onsite.



## Memorial Motorcycle Installation



December saw the opening of our new memorial motorcycle installation, showcasing one of the many creative ways Americans paid tribute to victims and expressed themselves in the wake of 9/11. In response to the attacks, riders and builders created “mobile memorials,” sometimes dedicated to the entirety of the loss, while others sought to honor individuals or first responders and members of the military. All reflected a personal connection to the attacks, carrying memories of the day across the American landscape as they rode past.

## Recognition & Milestones

### Trip Advisor Traveler’s Choice

This coveted honor — awarded to destinations ranking among the top one percent of Tripadvisor listings — speaks to the high-quality experience of our visitors.



### Travel & Leisure Magazine’s 27 Best Museums in the U.S.

“Travel and Leisure” highlighted the 9/11 Memorial & Museum as one of the 27 best art, history, culture, and science museums in the United States, alongside other prestigious institutions like the Metropolitan Museum of Art, the Smithsonian, and the Pearl Harbor National Monument.

**TRAVEL+**  
**LEISURE**

**27 of the Best Museums in the U.S.**

These are 27 of the best museums in the U.S. for art, history, culture, science, and more.

## Elizabeth Hillman Receives Pace University Downtown Changemakers Award

Pace University honored 9/11 Memorial & Museum President and CEO Elizabeth Hillman with its Downtown Changemakers Award, given to extraordinary leaders committed to civic engagement and promoting the interests of Lower Manhattan.



## 75% Growth in Groups Visiting the Museum

In 2023, groups visiting the Museum increased 75 percent from the previous year, soaring from 90,000 tickets to 158,000. This included thousands of marching band members in New York City for the Macy's Thanksgiving Day Parade and marks a significant accomplishment in our continued post-pandemic recovery.





# Educating a New Generation

## On-Site Student Programs Return to the Museum

After a four-year hiatus caused by the pandemic, we returned our on-site field trips to the Museum, with our professional educators leading age-appropriate tours for more than 3,200 students.

*“The children enjoyed this informative tour ... They were emotionally and intellectually amazed.”*

*“This tour was informative and engaging. I highly recommend all school groups to participate so that they can learn about this tragedy to prevent future occurrences. I was truly impressed!”*



## Virtual Field Trips Continue

Another 1,500 students participated in virtual, interactive tours, led by our educators and designed to accommodate questions throughout the experience. As a way of serving our local community, during the week of the 9/11 anniversary, we offered an additional 3,300 New York City students free virtual Anniversary Tours.

For New York City schools, both in-person and virtual tours are free thanks to support, in part, from the New York City Department of Cultural Affairs in partnership with the City Council and a generous grant from RBC Foundation USA.



*“Thank you for this wonderful program. We love being able to take our students to the Museum virtually at the end of our Towers Falling unit.”*

## Teacher Professional Development

More than 800 educators took part in our 2023 professional development offerings, spotlighting the different ways to integrate our collection and inquiry-based teaching strategies about 9/11 into classrooms.

## The Inaugural Summer Learning Institute



Recognizing the multiplying effect of “teaching a teacher,” we launched our first ever Institute for Educators, bringing together 24 educators from 15 states at the Museum for a week-long, in-depth encounter with 9/11 history, the Museum’s content and collection, and essential resources for teaching 9/11 in the classroom. Participants have since led their own professional development workshops for colleagues at the local, state, and even national level, including a session in partnership with the American Federation of Teachers.

## Learning Through Art



This summer on the Memorial, as well as at our annual 5K Finish Line Experience, more than 1,000 children and families engaged with the Art Cart, which offers young people the opportunity to take part in creative activities that help them better understand the meaning behind the Memorial’s design.



# Engaging the Public & Professionals

The 9/11 Memorial & Museum hosts thought leaders, experts, authors, artists, and performers in dynamic public programs that help facilitate conversations about the history of 9/11 and its continued impact. Across 12 programs this year, reaching nearly 1,600 attendees in person and online, our featured guests included **Admiral William H. McRaven**; **Marie Yovanovitch**, former U.S. Ambassador to Ukraine; **Marc Smerling**, award-winning producer; **Dr. MC Debbie D**, pioneering Hip Hop MC; and many of our partners at the **OCME, FDNY, NYPD, DSNY, U.S. Coast Guard, NY Waterway, and FBI.**

2023 also saw the introduction of Intersections, a new series of public programs examining the sometimes lesser know connections between 9/11 and today's world.

> [Watch a 2023 public program highlight reel.](#)



Additionally, we delivered 63 professional programs to 20,000 participants, including 12,000 TSA employees. These programs welcomed a wide range of law enforcement, intelligence, military, and first responder agencies, along with academic and private sector groups. We also expanded programming that is now woven into official EMS, FDNY, PAPD, FBI, NYPD, DHS, ATF, and NCTC training, and rolled out new options for the TSA and corporate and non-profit organizations.

*Through the sixth annual 9/11 Memorial & Museum Summit on Security, presented by Fiserv, public programs are made possible by Bloomberg, as well as the Anheuser-Busch Foundation, Goldman Sachs Gives, Allied Universal, Morgan Stanley, and Secureworks*

## The Visionary Network



Launched in 2020, the Visionary Network brings together “the next generation” — professionals aged 21 to 45 — through acts of advocacy, commemoration, and engagement that deepen their connection to the 9/11 Memorial & Museum and ensure future generations never forget 9/11. In 2023 Visionary membership grew by 68 percent.

## Preserving the Stories of 9/11

Continuing to add to the Museum's collection as we work to preserve the voices and objects that tell the stories of 9/11 is essential. In 2023, our curatorial staff oversaw the acquisition of more than 900 items, expanding our total collection to more than 76,200.

We added over 200 [Rescue & Recovery Worker profiles to the 9/11 Memorial & Museum registries](#), a dynamic database tracking rescue and recovery workers, witnesses and survivors, and 9/11 memorials around the world in a living historical record that now numbers more than 17,000. We also took in 38 [Witness & Survivor profiles](#), with more than 1,500 to date, and 13 [Memorials profiles](#), with more than 1,250 to date.

### Essential Partnerships

#### Leon Levy Foundation

In 2023, the 9/11 Memorial & Museum received a transformative multi-year \$1.6 million grant from the Leon Levy Foundation that allowed us to further organize, preserve, digitize, and provide expanded access to our permanent collection and institutional archive. The grant will help fund the implementation of our first ever institution-wide digital asset management system to preserve the more than 70% of our permanent collection that consists of digital photographs, moving images, audio records, and oral histories.

Museum Director Clifford Chanin noted that the grant "secures our stewardship of the stories from victims, heroes, and the incredible rebuilding efforts that define the 9/11 narrative."

#### National Endowment for the Humanities

A Sustaining Cultural Heritage Collections grant from the National Endowment for the Humanities (NEH) allowed us to continue our slurry wall preservation project. The preparatory steps to examine the sustainable water mitigation drainage system included the installation of humidity monitors to record existing moisture levels for comparison with those once systemic adjustments are made, and a comprehensive assessment and 3D model of the wall's entire surface.

## Key Collection Acquisitions

### "Caudex Folium"

#### Restricted Acquisition Fund

Maria G. Pisano is an artist, curator, and educator whose prints, handmade paper, and artists' books are published under her imprint Memory Press. Pisano's book "Hècatombe 9-11," and three accompanying prints from the deluxe edition, are in the Museum's collection.

Created in 2016, "Caudex Folium" was inspired by the "Survivor Tree" injured at the World Trade Center campus on 9/11 and nursed back to health. The tree was replanted between the two reflecting pools on the Memorial Plaza in 2010. Since its public restoration, the tree has become a symbol of strength, resilience, and hope in the face of adversity. "Caudex" is a term for a plant's rootstock, particularly a basal stem structure from which new growth arises.

The book is printed on diverse papers in intaglio and features two poems, the Survivor Tree story, pop-up elements, and stencils. The spine, fashioned from a print of a tree with its roots visible, expands and holds the book up.



### Faces of Ground Zero portraits of Benny Hom

#### Gift of Joe McNally

This acquisition from Joe McNally’s “Faces of Ground Zero” archive consists of a life-sized Polaroid of Benny Hom of the Canal Street house, Engine 9.

Off-duty that Tuesday morning, Benny Hom was a member of the well-respected “Chinatown Dragon Fighters” of Engine 9/Ladder 6. He reached the World Trade Center site after the North Tower’s collapse and was part of the search party that located and rescued trapped FDNY Lt. Al Fuentes from the rubble.



### “WTC Concrete Abstract #17”

#### Gift of Shai Kremer



Completed in 2013, “World Trade Center Concrete Abstract #17” is the concluding collage-composition from a series of archival pigment prints by Israeli-born and New York-based photographer Shai Kremer. His past work has focused on urban destruction and regeneration, as well as landscapes scarred by pre-existing trauma.

After moving to the city in 2002, Kremer became mesmerized by the activities centered at Ground Zero, taking intermittent pictures of the gradual dismantling of its ruins and its reparative clearance for rebuilding efforts.

Each numbered, large-scale color pigment print making up this edition of Kremer’s W.T.C. Concrete Abstract series is composed from as many as sixty overlapping images, resulting in a subtle collage that invites closer inspection of the individual elements. “Abstract #17” also pays homage to the twin vertical illuminations of New York’s annual “Tribute in Light” commemoration, the shafts of which Kremer has prominently foregrounded.

### Lorenzini photos taken on and after 9/11

#### Gift of Michael Lorenzini

Michael Lorenzini has worked as a photographer for the New York City Municipal Archives since 1997 and is currently serving as its Operations Manager. On 9/11, he was living in Brooklyn and witnessed the attack at the World Trade Center from his apartment before attempting to venture into Manhattan.

Lorenzini used his personal camera to capture images of hundreds of people fleeing lower Manhattan across the Brooklyn Bridge and uptown through Chinatown. He also photographed in real-time the collapse of the South Tower and the ensuing dust cloud. He captured these images in both black-and-white and in color.

After 9/11, Lorenzini continued to document the spontaneous memorials that emerged at Union Square and Washington Square Park. One week later, Lorenzini returned to lower Manhattan and took additional photos of the still-hazy area around the New York Stock Exchange, including the presence of National Guardsmen and the Wall Street “Charging Bull” sculpture adorned in American flags and a “Wanted” poster for Osama bin Laden.



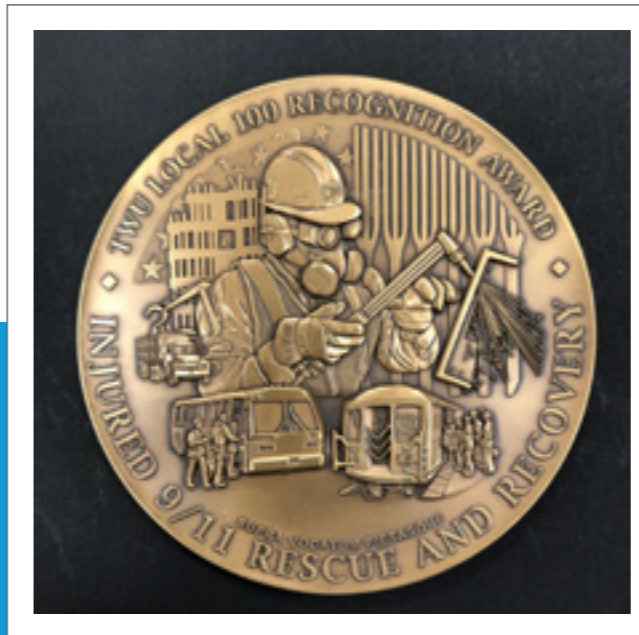
### MTA identification card, site credentials, TWU Local 100 injured R&R worker pin & medal

#### Gift of Alan Grande

Alan Grande, a former MTA plumber, assisted Ground Zero recovery efforts by operating an MTA vacuum and hose truck which cleared dust and debris from subway vent grates as searches were underway in the tunnels for traces of human remains. He also performed damage inspections of the system’s infrastructure which had connecting at and through the World Trade Center.

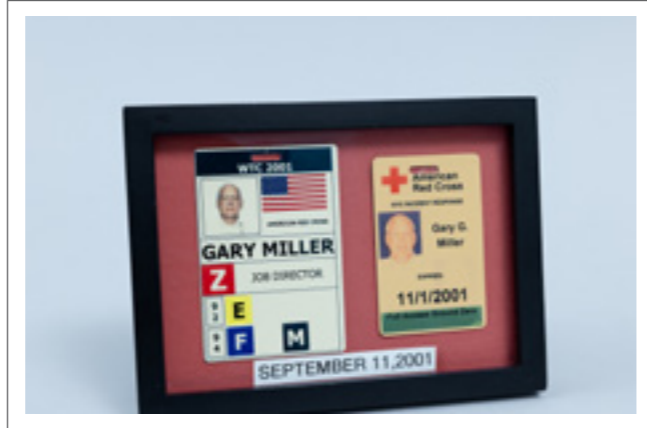
Six years later, Grande developed health problems linked to his Ground Zero exposures. After losing his job due to these debilitating conditions, he joined the campaign advocating for the extension of healthcare services and financial compensation to all ailing 9/11 responders.

In 2022, Grande was awarded an honorary medal and lapel pin from his union, TWU Local 100, in recognition of his MTA-related participation in, and contributions to the rescue, recovery, and cleanup operations at Ground Zero.



### Red Cross PPE and site credentials

Gift of Gary Miller



Responding from his home base in Cincinnati, OH, veteran disaster worker Gary Miller was appointed American Red Cross Job Director at the World Trade Center site on the afternoon of 9/11. He served in that leadership position for nearly two months.

Miller arrived in New York with his Red Cross-branded hard hat, vest, jacket, and ID badge. Due to the hazardous conditions at Ground Zero, he was soon issued protective goggles, a respirator mask, and additional credentials allowing him access to the Pier 94 Family Assistance Center and the site's temporary morgues.

Miller's primary responsibilities involved coordinating Mass Care food distribution to rescue and recovery workers, overseeing the Red Cross volunteers on-site, and convening daily briefings on environmental health and personal safety compliance.



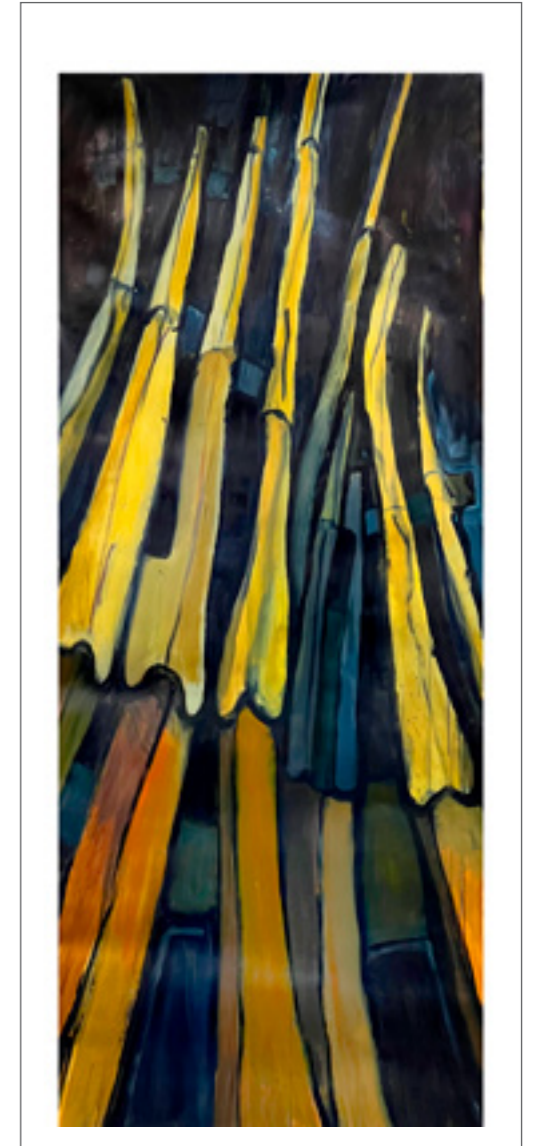
### Anthony Graviano (b. 1968), three acrylic paintings: "Tower 1 and Tower 2," "Landing Gear," and "Red, White and Blue"; 13 charcoal drawings, 2001-2002

Gift of Dr. Joshua Garren

On 9/11, artist Anthony Graviano experienced the attacks on the World Trade Center from his studio twelve blocks north of the World Trade Center. For months thereafter, he went to Ground Zero to bear witness and sketch before returning to the studio, where he translated these scenes of devastation into paintings. The studio door stayed open so that his SoHo neighbors and passersby could drop in and share their own September 11th stories as he worked.

Using bold strokes and vivid colors, he processed the site's alien landscape by focusing on distinctive forms observed within the ruins: sections of torqued structural steel, splayed streetlamps, and airplane engine components. For many pictures, Graviano drew on his personal witness aided by drawings made at the scene. Others emerged from news photographs that haunted him.

The art selected for donation represents the differing effects Graviano achieved in this multi-month series, from the intimacy of his freehand sketches to his arresting interpretation of the upright, heroic metal bones of the Tower facades.



# Thank You to Our Volunteers

Our volunteers play a crucial role in fulfilling our mission. Here, we highlight just three of the many who dedicate their time to shaping the visitor experience.



**Mary Dunne**, (pictured left) whose son is an FDNY firefighter, has been volunteering with the Museum for 10 years. She provides general and logistical information about our exhibits and the Memorial.

### What is the most rewarding thing about volunteering here?

As a retired teacher I love communicating and connecting with children and young adults. I try to engage in appropriate and meaningful conversations about 9/11 and encourage our next generation to learn about that day.

### Can you share a story about your experience as a 9/11 Memorial & Museum volunteer?

I was on a group tour of New Foundland and Labrador. We stopped in Gander and toured the airport as well as met with its wonderful welcoming community that hosted stranded passengers for days [after all flights were grounded on 9/11]. I mentioned to the tour guide that I was a volunteer at the 9/11 Museum and had brought a 9/11 flag to give to the community. I also had my firefighter son's Engine 22 Ladder 13 patches and pins. To my surprise they arranged a visit with Beulah Cooper, the featured character in [the Broadway show] "Come From Away." Her son was also a firefighter, and she was happy to meet with me and share her experiences. I presented her with the flag, patches, pins, and a wrist band, which will be displayed in the Legion Hall that hosted many of the plane people. It was a special experience and further demonstrated the generosity of Gander to the people who "came from away" on 9/11.



**Guy Pappolla**, began volunteering on May 13, 2015 – he says he'd wanted to volunteer from the day the Museum opened its doors a year earlier, but was living in Pennsylvania at the time, too far away to travel into New York regularly. Now he helps guide visitors to specific exhibitions, artifacts, or presentations.

### What is the most rewarding thing about volunteering here?

The many times I have established connections with our visitors. Many love to share their story with us about where they were and what they were doing when they first heard of the attacks. The stories we share with them about what we know about that day. The heroics, bravery and sacrifice by so many. Just adds more meaning to their visit. I can't begin to tell you the personal cards, letters, and thanks sent to me over the years. I still have them all. I have met, greeted so many of the greatest people from across the USA and around the world.

### Can you share any stories about your experience as a 9/11 Memorial & Museum volunteer?

A woman approached me and commented on my vest. She spotted my American Airlines flight attendant wings that I wear in honor of American Airlines Flight 11 Crew Betty Ann Ong and Amy Sweeney. The woman told me that she was a flight attendant for United Airlines and was also based out of Boston Logan. She then asked me for my contact information. Several months later, I received a package in the mail postmarked Boston. Enclosed were her United Airlines flight attendant wings she wanted me to have and honor the flight crews of United Airlines.

During Fleet Week several years, a highly decorated naval officer approached me in the Museum and asked permission to shake my hand. Then, he saluted me and thanked me for volunteering, for my service, and for keeping the memory of those we lost alive.





A 10-year volunteer at the Museum, **Bill Fazzolare** is known for quoting the movies we show in the auditorium.

### What is the most rewarding thing about volunteering here?

It's rewarding to educate the visitors and public about not only the events that unfolded that horrific day, but to tell the stories of the victims, and how they lived. I'm there to honor and respect the victims and the families. It's important that these grounds we walk upon be honored and respected as they are hallowed grounds.

### Can you share a story about your experience as a 9/11 Memorial & Museum volunteer?

I've received several letters from visitors over the years thanking me for educating them about 9/11 and the city. I've had several visitors make special pins and mail them to me. There was one family member visiting the museum some years ago, and I didn't know she was a family member 'til later on in the day. I was welcoming visitors at the entrance and a woman was walking towards me in tears and sobbing. She hugged me and thanked me for being a volunteer and said that she loved all my pins on my vest. She reached into her bag and gave me a pin. It was a gold angel in a cellophane bag. I thought nothing of it at the moment and put it in my pocket. A few hours later I was in the auditorium, and I saw this same woman being escorted up the stairs towards the family room, still sobbing. She hugged me again. I was totally blown away and immediately took the pin out and placed it on the left shoulder of my blue vest where it remains today. I later found out she had lost her brother, nephew, and partner on 9/11.

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Thank you to all our donors who made our work possible in 2023. Because of your support, we can deliver our essential mission with an unwavering sense of purpose.

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