



# The Survivors' Fund

An LLC of The Community Foundation for the National Capital Region



REPORT TO THE COMMUNITY

NOVEMBER 2002

## Message to the Community

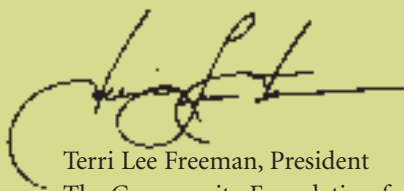
In our first report, we recounted how the Survivors' Fund was born in the aftermath of the September 11 attack on the Pentagon. More than 12,000 individuals and organizations have donated \$20 million to the Fund including more than \$100,000 in contributions that came in around the one-year anniversary.

In the following pages, we recount how those contributions are helping to sustain survivors. As of Sept. 30, more than \$2.7 million has been awarded, which is currently helping families in 32 states and the District of Columbia. But the collection and allocation of money is only half the story. We chronicle a number of individual roads to recovery reflecting the varied ways survivors of the Pentagon attack are working to rebuild their lives. And we profile the case managers who have helped them navigate those long and winding roads.

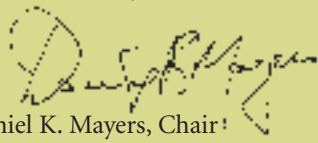
One of the most valuable lessons we have learned over the past year is how important it is to be flexible. While our mission is to provide for the long-term needs of the families, we were also available when immediate needs arose that weren't being met elsewhere. While most requests we receive fall comfortably within our funding categories, some do not. For instance, if learning to play the piano promoted someone's recovery, we located a piano. In other cases, we helped surviving families find out about the citizenship process. In addition to being dedicated and flexible, the Survivors' Fund case managers are also creative and resourceful.

Since its founding nearly 30 years ago, The Community Foundation has recognized the need for accountability and open communication with its donors. This report is one example of our commitment to keep you informed of the Survivors' Fund activities. Events of the past year remind us of our profound fiduciary responsibility both to the people who have entrusted us with their money as well as to the victims of September 11. We take that obligation very seriously.

This report is being published a year after the Survivors' Fund Governance Board and Distributions Committee were established. Members of the Distributions Committee have met 22 times in the past 12 months; the Governing Board has met eight times. Both will continue to meet on a regular basis as long as there are families who need help. To the members of these two bodies we owe a huge debt of gratitude for their long-term commitment and their selfless patriotism.



Terri Lee Freeman, President  
The Community Foundation for the National Capital Region



Daniel K. Mayers, Chair  
Survivors' Fund Governance Board

## The Survivors' Fund: Who Is Eligible?

Those eligible to apply for support from the Survivors' Fund include family members of anyone killed in the attack on the Pentagon, including passengers and crew on American Airlines Flight #77; individuals injured physically or emotionally during, or as a direct result of, the Pentagon attack or rescue operation; and families of those who were injured physically or emotionally. To inquire about receiving assistance through the Survivors' Fund, contact 1.866.994.HOPE (866.994.4673) or [www.nvfs.org](http://www.nvfs.org).

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Cover: Valecia "Chee-Chee" Parker (see story pg. 8)

Right: Pentagon September 11 memorial. Photo courtesy of the Pentagon. Photographs by Lloyd Wolf unless otherwise noted

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No donations made to support the Pentagon victims and survivors have been used to produce this report. The Fund gratefully acknowledges donors who have earmarked their contributions to cover administrative expenses associated with the Fund.



## The Long Road to Recovery



THE PENTAGON HAS BEEN REBUILT.

The one-year anniversary has come and gone. Many relief agencies have refocused their attention on natural disasters and other emergencies. The television networks have returned to their regularly scheduled programming.

But life is anything but normal for the hundreds of families affected by the September 11 attack on the Pentagon. No one understands that better than a dozen case managers who have been working with the survivors day in and day out. Some of them have been paired with families since last fall. And they will be with them for as long as it takes to regain their equilibrium. Two years. Five years. Whatever it takes.

“For a brief moment in time,” says case manager Laura Sachs, “we become a part of each of these families and they develop a profound sense of trust in us. It’s as if they hand us these sharp pieces of glass that are so terribly painful. We hold them in our hands for just a moment. And then we give them back. That personal connection becomes the first step in the long road to recovery.”

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SEPTEMBER 11, 2001

PERSONS LOST AND MISSING

USN ♦ Shelley A. Marshall ♦

Dean E. Mattson, USA ♦ LTG T

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### In the Beginning

In September 2001, The Community Foundation established the Survivors' Fund in response to the outpouring of support that followed the worst terrorist attacks in American history. The goal of the Fund, according to its guiding principles, is to "help victims and

*"Our family would like to say a heartfelt thank you for helping us out the last three months. We got to enjoy ourselves a little more. We put our daughter in soccer camp. You brought joy, laughter, and sunshine back into our family. It took us a month to believe that this was real. Thanks for the Survivors' Fund. We appreciate all that you did for us!"*

From a survivor of the September 11 attack on the Pentagon

families directly affected by the September 11 Pentagon attack access the services and supports they need to achieve long-term financial and emotional stability." The Community Foundation modeled the Survivors' Fund after a similar fund created by the Oklahoma City Community Foundation in the wake of the 1995 Oklahoma City bombing. The

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### WANDA RAMEY

Wanda Ramey had planned on a long career as a police officer. All that changed September 11.

Ramey had been in law enforcement for eight years—first as a security officer working in federal buildings and, more recently, as a police officer at the Pentagon. Like many women, the 34-year-old single mother struggled to juggle her work and family responsibilities. On September 11, she had dropped her children off at school and reported to work in the mall plaza security booth outside the Pentagon. Soon after, she heard a loud roar, looked out of the booth to her left, and saw American Airlines Flight #77 flying toward the booth. Seconds later, the plane crashed into the Pentagon, about 30 yards from where she was standing.

"It was like the building sucked the plane into it," she remembers. "One minute I saw the plane. The next minute I didn't."

"I saw crazy things that day," adds Ramey, who suffers from post-traumatic stress disorder. "I saw things that day I can't get out of my head."

In the days after the attack, she just kept pushing herself, working 12 hour shifts, then going home to her kids. At the end of the week, the Pentagon put her on light duty because of a swollen ankle she had hardly noticed. While her workload was eased, the new arrangement left her more time to think about what had happened. Ramey started having migraine headaches. She developed insomnia. When she finally fell asleep late at night, she had nightmares. She went on leave-without-pay.

"I think of myself as a strong person," says Ramey. "But I started to realize I was under a lot of stress, both emotionally and financially." She turned to the Survivors' Fund for help. "Thank God for them," she says.

When she initially called the Survivors' Fund hotline, she was told they would assign her to a case manager through Northern Virginia Family Service, the



Wanda Ramey

Fund's partner organization. "I started to hang up the phone," says Ramey, a Maryland resident, who quickly learned that the Fund is helping survivors not only in Virginia but in 31 other states and the District of Columbia.

Ramey credits the Survivors' Fund and case manager Mala Tandon with helping get her life back on track. But she has learned that isn't going to happen overnight. She is still haunted by the images of September 11. Even her own house—with its grand Palladian-style windows that offer a constant view of the planes flying low into Reagan National Airport and Andrews Air Force Base—does not provide her with the joy she hoped it would. The nightmares continue.

Ramey's psychiatrist recognized that it would be hard for the eight-year veteran to return to law enforcement and suggested Ramey look into a new career. Tandon has been helping her explore ways she could use her existing education and skills in other fields.

With help from the Survivors' Fund, Ramey recently enrolled as a student at the College of Southern Maryland where she is studying accounting and criminal justice, with plans to go into the field of financial crimes investigations. "Mala and the Survivors' Fund gave me new hope and something to focus on," says Ramey. "I'll always be grateful to them for giving me a new start in life."



*continued from page 4*

Oklahoma community had determined that, more than anything, survivors need a trusted ally who can offer comfort, help navigate the complicated array of services available from multiple sources, monitor progress, and serve as an advocate to overcome barriers to recovery. With this in mind, The Community Foundation selected Northern Virginia Family Service (NVFS) as its partner, and arranged to provide each survivor with a single point of contact in the form of a professional masters-level case manager.

“Case management”—it’s a term used in the social service and medical fields to denote a method of service delivery which includes coordination and development of recovery plans for individuals and families. But the definition hardly describes the warmth, strength of character, commitment of time and personal sacrifices made by a close-knit group of women and men who signed on with NVFS as Survivors’ Fund case managers during the past year. Their selflessness and generosity of spirit is summed up by Laura Sachs: “What an honor and privilege it is to be invited into someone’s home, after what they have endured, and have them share their concerns and needs with us.”

### **Broad range of experience**

The case managers bring to their work a broad range of professional experiences. One has a special interest in issues relating to death and dying and has worked in a hospice, while another has experience working with people with mental illness in a group home setting. Another was a therapist in



Cards and gifts of support sent to Northern Virginia Family Service

India for almost 20 years. They are trained as social workers, clinical psychologists and educators with expertise in such specialties as grief, trauma, loss, critical incident stress management and long-term case management.

Their headquarters are in a quiet office building in Falls Church,

Virginia, about five miles from the Pentagon. The space is decorated with hand-made drawings and cards and stuffed animals sent from well-wishers around the country. Also hanging on a wall is a photograph of the smoldering Pentagon building taken immediately

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LEFT: Survivors' Fund Project staff at Northern Virginia Family Service  
BELOW: Marinella Hemenway, her daughter Desiree and case manager Laura Sachs

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after the attack — a graphic reminder of the physical pain and emotional trauma inflicted by the events of that day. Survivors rarely come to these offices. More often, case managers meet them in their homes, at their Pentagon offices, or at other locations. Sometimes the meetings take place in the hospital, where some victims continue to be treated for severe burns and other ongoing medical issues.

The case managers have driven as much as 90 minutes to visit clients, who live throughout the Washington area as well as in 32 other states. (For eligible victims who live out of town, NVFS is coordinating services through the Alliance of Service for Families and Children, a network of agencies across the country.)

Three case managers — Kimberly Brooks, Laura Sachs and Susannah Files — have been with the Survivors' Fund from its inception. On their first

day of work last December, they were handed a list of names and telephone numbers — reflecting the first of what would be many waves of calls to the Fund's toll-free hotline. To date, they have been contacted by more than 356 individuals and families. Many of them are from Virginia (153), Maryland (78), and Washington, D.C. (20) but there are also clients from California (11), New York (8) and many other places around the country. They include adults and their children, military employees and civilians, people who were in the Pentagon at the time of the attack and families of passengers and crew on American Airlines Flight #77. That number also includes another group: fire fighters, police and other rescue workers who were on the scene September 11 and in the days that followed, though they have come forward in smaller numbers.

But numbers can be misleading. Larry Shaw, the chief operating officer

of NVFS, points out that for every survivor of the Pentagon attack who contacts his office, there is potentially a whole family tree of others who have been affected, including parents, siblings, spouses, divorced spouses, fiancés, children, stepchildren, nieces and nephews. "We're just scratching the surface of families eligible for this Fund," he said.

"Our goal," adds Shaw, "is to provide recovery for families that not only responds to their immediate needs, but



helps them recapture their dreams."

For many, those dreams disappeared the moment the plane hit the building.

### Lessons from Columbine

Laura Sachs saw the whole thing unfold on live television. Sachs and her husband had just relocated to this area



## MARINELLA HEMENWAY

Marinella Hemenway laughs like a school-girl when she tells the story of how she met her husband Ronald. The year was 1996 and Ron's ship was stationed in Gaeta, Marinella's hometown in Italy. Marinella and her girlfriend Paola were having cappuccino in a cafe when an American sailor Paola knew walked in. "Ron said his name was Zeke," Marinella remembers. "He was kidding around." The two continued to meet for cappuccino and conversation. "After a month, he said to me, 'I want this to be long-term' and asked me to marry him," she says.

After four years in Italy, the Navy transferred Ronald to the Pentagon. Every day Marinella would pack his lunch and a thermos of the cappuccino he had come to love in Gaeta. Their routine was no different on September 11, 2001, even though Ronald had come down with the flu the day before. He insisted on going to work, where he planned to go to the medical clinic. Concerned, his wife sent him off with his thermos, thinking she would see him back home in a few hours. It was the last time she saw him. His remains have never been recovered.

In reminiscing about the courtship, Marinella is upbeat, but the past year has been anything but cheerful. When Ronald died in the worst terrorist attack in U.S. history, Marinella was left alone to raise the couple's two-year-old son Stefan and nine-month-old daughter Desiree.

Marinella, 34, was practically paralyzed

with grief when Laura Sachs walked into her life last winter. When Sachs, a Northern Virginia Family Service case manager, went to the Hemenway home on Bolling Air Force Base, she found a large box of mail that had accumulated over many weeks. She discovered that Marinella did not know the difference between a utility bill and a tax form. That she didn't know how to write a check. And didn't have a driver's license. Because English wasn't her native language, Marinella even found talking on the phone difficult at times. "My husband took care of everything," she said.

On top of the bills, there was a seemingly endless stream of letters and phone calls relating to her husband's death: applications to fill out, requests for documents, inquiries relating to her citizenship. It made her head spin.

Sachs stepped in to guide her through both simple tasks as well as some very complicated decisions. "If it wasn't for the Survivors' Fund, I couldn't have bought this house," Marinella says, referring to her new house in Lorton, Virginia. Because of severe allergies, she needed to find an affordable home without carpeting or rugs. When that proved impossible, the Survivors' Fund paid to replace the carpets with wood and tile floors. The Fund also covered the cost of childproofing the new home.

In addition, the Fund has arranged for Stefan and Desiree to be in a home-based childcare environment near the family's home. The personalized care is best for Stefan, whose behavior has been affected



Marinella Hemenway

by the death of his father.

Today, Marinella considers Sachs a friend, and so much more. The kids enjoy her visits as well, especially if she accompanies them to the neighborhood playground. "I call her almost every day, sometimes with a question, sometimes just to talk," says Marinella, who recently told her case manager that she owes her a lunch. "I want to cook her a real Italian meal," says the grateful mother of two. "Some lasagna. Maybe eggplant parmesan." A small token of the appreciation for the many ways Sachs and the Survivors' Fund have helped the Hemenway family.

from Denver, where she had been working as a counselor when 13 students and a teacher were killed in the highly publicized 1999 assault at Columbine High School. She spent the next 2½ years working in that grief-stricken community.

Columbine was still fresh in her mind on September 11. But her imme-

diately attention was on friends in New York City. There was one more thing on her mind. Laura Sachs realized that morning that her experience and knowledge relating to Columbine could benefit the victims of September 11. A few weeks later when she met with NVFS, the agency recognized that fact too. Days after her job interview,

she started seeing survivors.

In those first weeks, the case workers were meeting with two or three clients a day, which meant, in many cases, listening for hours to their heart-wrenching stories. "It was a steadfast way to burn out," Sachs points out.

But they persevered nonetheless,

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### VALECIA "CHEE-CHEE" PARKER

At first, Valecia "Chee-Chee" Parker thought it was an earthquake. Having previously lived on the West coast, she ran for the nearest door, hoping she'd be protected under its frame. The blast from the impact of the plane must have knocked her to the floor. After that she lost consciousness.

To look at Parker today, you wouldn't know she was working in the section of the Pentagon that took a direct hit on September 11. On the outside, Parker looks good. Real good. She's tall and muscular. Dressed to the nines. Hard to believe she just turned 50 or that she's a grandmother.

That's on the outside. Inside is another story. After the attack, she was taken by ambulance to a local hospital. Covered with fuel from the airplane and with water, she was suffering from smoke inhalation, a head injury, torn shoulder and back muscles, heat burns on her thighs and later found out she had a serious kidney infection. She was also diagnosed with post-traumatic stress disorder.

"The people sitting 30 feet from me at their desks, died. The people standing 25 feet from me at the copy machine, died. The people who were 15 feet from me were severely burned," says Parker, who lost 23 of her colleagues in the office of the Deputy Chief of Staff for Personnel.

Her greatest challenge has been overcoming the neurological effects of the head injury. "I'm broken hearted," says Parker, "I've lost me." She said the person she once was—confident, vivacious, fashion-conscious, a competitive figure and amateur body builder—is gone. In her place is a woman who couldn't remember her name, her phone number, or where she lived. Who, because of problems with vision, balance and equilibrium, goes food shopping early in the morning or late at night when there are no crowds and who uses the grocery cart to steady herself. Who practices walking around the house in high heels, once a staple in her wardrobe. And who needs to take a long nap every afternoon



Personal trainer Tokobe Lyles and Valecia "Chee-Chee" Parker

because her brain "has to rejuvenate itself," she says. "It is a lot of work on the brain to retrain it."

Vision therapy and vestibular rehabilitation are helping her overcome her physical problems. Her financial challenges are another story. "After Oct. 23, I didn't have any money coming in," says Parker, who was out of work from Sept. 12 until late October when she went back to the Pentagon part time, only to be told by her doctors that brain rehabilitation was needed for several months. With the help of her family, she wrote letters to a dozen charities asking for help with living expenses. Although a number of organizations including the Red Cross, her church and the gym where she used to work out wrote her checks, or made small payments to cover her bills, she was going further and further into debt and getting very concerned about her credit. Last November, Parker contacted the Survivors' Fund. A month later, the Fund was in full swing and able to cover many of Parker's outstanding bills: her mortgage, her student loan, her utilities and car insurance payments.

"You're talking about one happy

camper," says Parker. "I was jumping for joy."

The Survivors' Fund continued to cover Parker's expenses until she returned to work on her part-time schedule and got back on her feet. They are still paying for her to talk to a psychologist. "I don't know what I'd do without her," says Parker, fighting back tears.

Recently, case manager Susannah Files arranged for a personal trainer to help Parker get back in shape so she can once again compete as an amateur body builder, performing poses and dance routines as she once did in local and regional competitions.

"I'm 85 percent there," says Parker, based on a recent report from her doctors. "That 15 percent may take another year.

"Due to the different criteria that each charity had, I didn't qualify for most but God has blessed me with the help of Susannah. Because of this I will continue striving for my goals and to regain the part of my life I once knew. God bless the Survivors' Fund with hope, faith, love, happiness and peace."



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even as caseloads increased when groups like the Red Cross and Pentagon Family Assistance Center began to refer people to the Fund. By spring, many of the case managers were carrying caseloads of 50 or more.

All of this was taking place, “while we were creating a business from the ground up,” says case manager Susannah Files, who was also there in

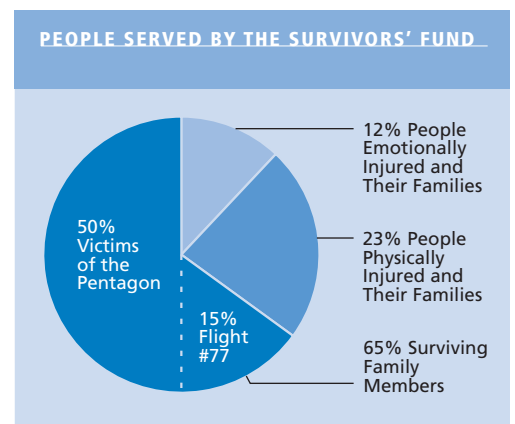
*“Due to the different criteria that each charity had, I didn’t qualify for most but God has blessed me with the help of Susannah. Because of this I will continue striving for my goals and to regain the part of my life I once knew. God bless the Survivors’ Fund with hope, faith, love, happiness and peace.”*

Valecia “Chee-Chee” Parker

those first months. That meant developing policies and procedures, creating forms and building a database of invaluable information that is shared among the staff. For the benefit of their clients, the case managers have spent countless hours researching everything from summer camps for children who lost a parent to financial planners who are willing to make their services available pro bono. They have also looked into children-related funds, mental health resources, and tax-related information, constantly growing their resource list.

Under similar circumstances, Oklahoma City saw a high rate of turnover among its case managers. The staff working with the September 11 survivors talk about the risk of “vicarious trauma.” Recognizing the potential for burnout, NVFS has created a supportive environment that aims to care for its own caretakers through weekly debriefings, mental health days, occasional retreats, and access to a variety of support services. Staff members are also encouraged to seek out outlets for stress such as yoga classes, Tai Chi, or talk therapy. “The best way to take care of the survivors is to take care of ourselves,” says Stephanie Berkowitz, director of the Survivors’ Fund Project at NVFS.

“It’s a roller coaster,” admits Sachs. “Every client comes to us in a different stage in the process and their needs vary greatly. But we always meet them where they are. We ride the roller coaster with them.”



The one-year anniversary is a good example. The case managers saw people at both ends of the spectrum: new clients who had managed to keep it together for a whole year but, perhaps because they were being moved back into offices in the rebuilt Pentagon or for other reasons triggered by the anniversary, found themselves in crisis mode and reached out to the Survivors’ Fund. Calls into the fund during September increased from three to four a week to three to four a day. Others saw the anniversary as a real turning point. “One client called and said, ‘Today, for the first time, I saw the sun.’” says Sachs. ★



## Summary of Assistance



TWICE A MONTH, the Survivors' Fund

Distribution Committee meets to consider specific requests and to allocate support for the long-term needs of those directly affected by the Pentagon attack. Those decisions are based on guidelines created by the Survivors' Fund Governance Board in December 2001. As of Sept. 30, 2002, more than \$2.7 million has been dispersed. In most cases, payments from the Fund are made directly to entities providing services to victims and families.

The Survivors' Fund has provided support in both traditional and non-traditional ways. For instance, in the past year the Fund has:

- helped a surviving widow learn to drive so she could bring her daughter home from college;
- paid for vacations so grieving families could find respite and reconnect in a different environment;
- covered the cost of home repairs to finish projects started by husbands who didn't survive the attack;
- supported music lessons for a young girl whose father brought her to music class every week and died at the Pentagon;
- taken care of down payments for families that were forced to move out of military housing;
- purchased new clothes for family members who have lost so much weight because of their grief that they no longer fit in their pre-September 11 wardrobes.

The following examples illustrate the many ways the Survivor' Fund is providing emotional, medical, educational, financial and vocational support for families.

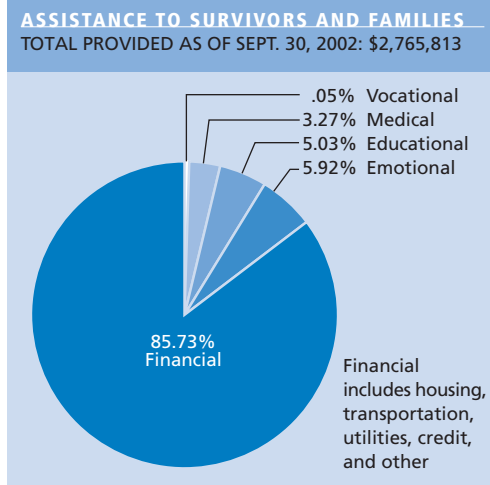
### Emotional

Individuals and families who contact the Survivors' Fund can count on their case workers to provide personal counseling and encouragement. "Many people witnessed things they can't forget," says Kimberly Brooks, a case manager supervisor who has been with the project since it began. "We provide them with a safe, completely anonymous outlet where they can talk." For those who might need ongoing therapy, the case managers maintain a list of mental health professionals located in every part of the region who are trained to work with people suffering from post-traumatic stress disorder, depression, anxiety, insomnia and nightmares, eating disorders, anger, guilt, or who just want someone outside their circle of friends and family members to talk to about the events of September 11. The Fund pays the providers directly. That means the client can just show up.

"All of us feel a real responsibility when we make referrals," says Brooks. "Those referrals are based on a lot of research." Many survivors, overwhelmed by the events and aftermath of September 11, have expressed their

gratitude for such a simplified process.

In addition to traditional talk therapy, the Fund has arranged for some clients to enjoy a day at the spa, receive several months of massage or other alternative treatments.



### Medical

Some Pentagon survivors will have medical expenses for many years, including physical rehabilitation and multiple surgeries. Money from the Fund has been used to pay non-reimbursed hospital and doctor bills and also funds to purchase special equip-



ment for those recovering from injuries.

Some people continue to be treated for severe burns, and have significant ongoing medical expenses. Case managers frequently serve as their link with hospitals and doctors. “We have learned a lot about the needs of burn victims during the past year,” says Susannah Files.

In some instances, survivors have suffered chest pains and panic attacks which have led them to hospital emergency rooms. Others suffer from chronic headaches. In addition to doctor and hospital fees, the Fund has paid for prescription drugs, whether for treatments of pain or anxiety disorders. The Fund has also supported medical treatment for rescue workers who may have suffered jet fuel inhalation or asbestos inhalation — “people who may not have been diagnosed and/or treated early on,” said case manager Varida Kautner.

### Educational

Scores of children lost a parent on September 11. Their lives are changed forever. While numerous organizations have set up scholarships for the education of these children, relatives may find it daunting to keep track of the opportunities. Case managers have been researching such funds and are able to determine whether their clients are eligible.

Behavior issues — whether at home or in school — are common in children who have experienced the loss of a family member or lived through a crisis of this magnitude. The Survivors’ Fund has paid for comprehensive evaluations and educational testing for children with behavioral or learning problems.

### Financial

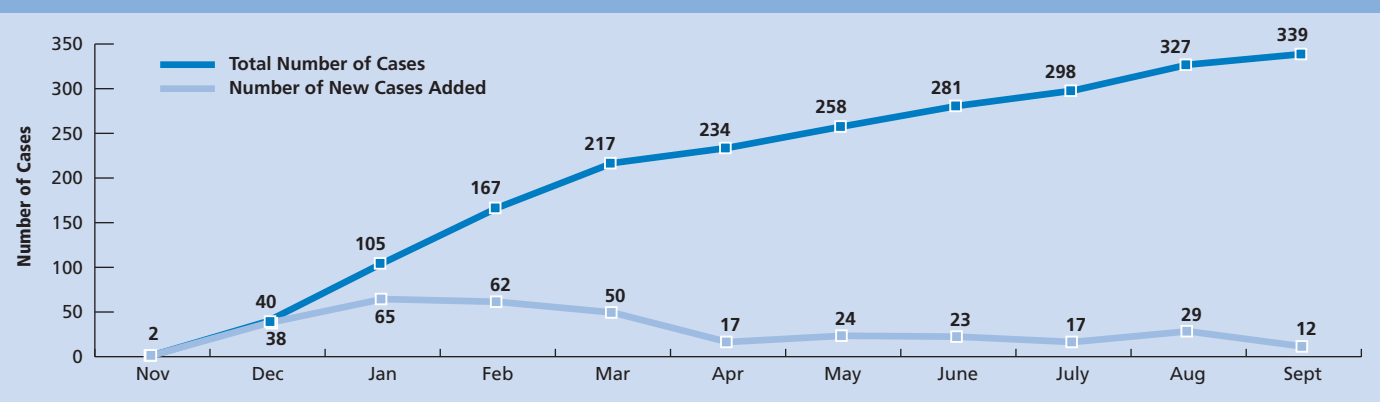
The Fund has covered every possible kind of living expense: rent and mortgage payments, utilities and car insurance. Many items relating to the personal tragedy and trauma of the attack have also been paid for including legal and financial advice, childcare, summer camp and much more. In some

cases, the Fund paid travel and hotel expenses for families who live out of town and wanted to attend the events that marked the one-year anniversary.

### Vocational

Survivors and family members who lost a job or are unable to continue in their previous positions due to medical injury or mental health concerns have been helped by the Fund, which has covered the cost of career assessments, job counselors and consultants who specialize in writing resumes, and has paid for some victims to go to school. ★

**SURVIVORS’ FUND MONTHLY CASE INCREASES**  
NOVEMBER 2001–SEPTEMBER 2002



# Donations



AS OF SEPT. 30, more than \$20 million has been donated to the Survivors' Fund. That amount reflects not only the thousands of donations that came in during the weeks and months immediately after the attack, but contributions that arrived in the spring of 2002 and around the one-year anniversary. "More than \$2 million in contributions were made to the Survivors' Fund between April and Sept. 30, 2002, demonstrating that the victims of the Pentagon attack continue to be in the hearts of many individuals and organizations," said Terri Lee Freeman, President of The Community Foundation.

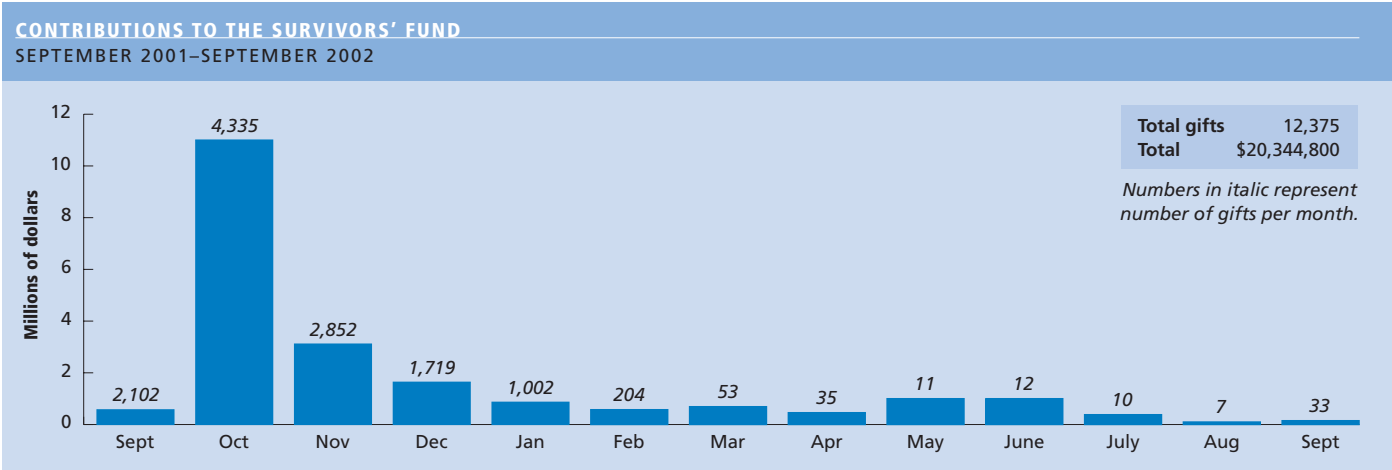
In the spring, seven major donors contributed a total of more than \$1.6 million. "We are especially grateful to BP Amoco; Cardinal Health Foundation; IDSA Foundation; Jewish Federation of Greater Washington; Paul Hastings, Janofsky & Walker, LLP; PGA Tour Charities, Inc.; and Skadden, Arps, Slate, Meagher & Flom, LLP, and to all who have provided generous support of the Survivors' Fund's efforts to help families heal and recover," said Freeman.

As reported elsewhere in these pages, \$2,765,813 of the \$20 million has been distributed to date. That figure, however, does not include the \$11.5

million that Northern Virginia Family Service case managers have secured from other agencies on behalf of their clients. Those agencies include the American Red Cross, the September 11th Fund, the Robin Hood Relief Fund, and the Army and Navy Relief Funds. ★

*"... the victims of the Pentagon attack continue to be in the hearts of many individuals and organizations."*

Terri Lee Freeman, President  
The Community Foundation



# Lessons for the Future



## SOME COMMUNITY ORGANIZATIONS

develop over a period of decades. Others, like the Survivors' Fund, are born of adversity and are required to mature overnight. Last September, there was no mechanism in place to guide Washington area community leaders in the creation of a fund for the victims of the Pentagon attack.

“Even with the invaluable wisdom shared by our colleagues in Oklahoma City, it was like building the bicycle as we were learning to ride it,” said Terri Lee Freeman, President of The Community Foundation.

Along with many other charitable and relief organizations, The Community Foundation is now focusing its attention on the meaning of “emergency preparedness” in a region that has been irrevocably altered by the events of September 11. The Foundation is working to assess how the Washington philanthropic and non-profit community responded to the attacks and how the outpouring of support for September 11th-related funds affected charitable giving for other human service needs.

Members of the Foundation staff also work closely with regional organizations concerned about the impact of such events. For example, Foundation President Terri Lee Freeman co-chairs the Potomac Conference's Task Force on Regional Preparedness and Recovery, a project of the Greater Washington Board of Trade. The group is working closely with the Metropolitan Council of Governments on emergency preparedness planning for the region.

Anticipating the December anniversary of its first distribution of funds to survivors, The Community Foundation has hired a research team from Children's National Medical Center to assess the effectiveness of the Fund in meeting the needs of beneficiaries. The evaluation will look at the Fund's infrastructure, the manner in which money is collected and distributed and the effectiveness of the fund for the most important group: the victims and survivors of the attack. A summary of the research team's findings will be included in a future report to the community.

In the meantime, the staff of The Community Foundation recognizes that there are lessons to be learned and knowledge gained from its unique experience—lessons to be shared as widely as possible. Among other guiding principles, the Foundation believes that:

- Coordination on the part of community agencies is essential. We now understand how critical it is for charitable and relief organizations (and government agencies) to coordinate efforts and communication as soon after a national emergency as possible. With its body of knowledge and a growing database of information, the

Survivors' Fund is in a position to provide its resources and expertise to the broader community.

- There are huge economic consequences associated with disasters of this kind. In this case, the toll on the region's hospitality and tourism industry still has not been fully calculated. In the future, a more flexible fund could better address the needs of secondary victims, ripple effects and disaster preparedness. Such a fund could include displaced workers and small-business owners as beneficiaries in addition to direct victims.
- Visibility through a variety of outreach activities ensures that the greatest number of people will be served. While the Fund has touched the lives of hundreds of families, it acknowledges that a truly comprehensive disaster response requires an aggressive communication strategy designed to reach all potential applicants in a timely manner.
- Just as Oklahoma City provided advice to our community, The Community Foundation can serve as a model both in our region and beyond. “We have a responsibility to share what we have learned about how to respond to trauma, and how to promote recovery,” said Freeman. ★



# A Living Memorial



## THE NATION'S RESPONSE TO SEPTEMBER

11 was unprecedented and reflected how generous human beings can be in times of great need. When tragedy strikes, assistance comes in many forms; people make financial contributions, donate blood, volunteer their time. Highly visible events like the terrorist attacks of September 11 or a devastating natural disaster bring out the best in us as we rush to the aid of our fellow human beings.

At the same time, many Americans and people around the world face adversity every day—through homelessness, hunger, AIDS, child abuse,

drug addiction or any number of other challenges. One of the ways we can honor the memory of the victims of the Pentagon attack is by supporting the organizations that not only served on the frontlines last September, but bring comfort and aid to people throughout the year—year after year. These are local and national groups that provide transitional housing, job training, Head Start programs, and countless other human services in our region.

At the risk of leaving out many worthy organizations we admire and support, here is a list of a dozen groups that offer a variety of opportunities for involvement on many different levels. ★

**AMERICAN RED CROSS NATIONAL CAPITAL AREA**  
202.728.6400  
[www.redcrossnca.org](http://www.redcrossnca.org)

**AMERICAN RED CROSS ARLINGTON COUNTY CHAPTER**  
703.527.3010  
[www.arlingtonredcross.org](http://www.arlingtonredcross.org)

**AMERICAN RED CROSS ALEXANDRIA CHAPTER**  
703.549.8300  
[www.alexandriaredcross.org](http://www.alexandriaredcross.org)

**CAPITAL AREA FOOD BANK**  
202.526.5344  
[www.capitalareafoodbank.org](http://www.capitalareafoodbank.org)

**CATHOLIC CHARITIES—D.C.**  
202.772.4300  
[www.catholiccharitiesdc.org](http://www.catholiccharitiesdc.org)

**CATHOLIC CHARITIES—MARYLAND**  
410.261.5800  
[www.catholiccharities-md.org](http://www.catholiccharities-md.org)

**CATHOLIC CHARITIES—ARLINGTON, VIRGINIA**  
703.841.3830  
[www.cdda.net](http://www.cdda.net)

**COMMUNITY SERVICES AGENCY OF THE METROPOLITAN WASHINGTON COUNCIL AFL-CIO**  
202.857.0480

**CRISISLINK**  
703.527.4077  
[www.crisislink.org](http://www.crisislink.org)

**GREATER DC CARES**  
202.289.7378  
[www.dc-cares.org](http://www.dc-cares.org)

**LUTHERAN SOCIAL SERVICES OF THE NATIONAL CAPITAL AREA**  
202.723.3000  
[www.lssnca.org](http://www.lssnca.org)

**NORTHERN VIRGINIA FAMILY SERVICE**  
703.533.9727  
[www.nvfs.org](http://www.nvfs.org)

**THE SALVATION ARMY NATIONAL CAPITAL & VIRGINIA DIVISIONAL HEADQUARTERS**  
202.756.2600  
[www.salvationarmydcmetro.org](http://www.salvationarmydcmetro.org)

**USO OF METROPOLITAN WASHINGTON**  
703.696.2628  
[www.usometrodc.org](http://www.usometrodc.org)

**VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTERS (VOAD) D.C. CHAPTER**  
[www.nvoad.org](http://www.nvoad.org)

**WILLIAM WENDT CENTER FOR LOSS AND HEALING**  
202.624.0010  
[www.lossandhealing.org](http://www.lossandhealing.org)



Ten-year-old Andre Hinton holds an American flag while U.S. Army First Sergeant Curtis O'Neal stands behind him during the Pentagon Observance Ceremony at the Pentagon Phoenix Project site on Sept. 11, 2002. More than 13,000 people attended the service to remember those who lost their lives. DoD photo by Chief Petty Officer Johnny Bivera, U.S. Navy.



## SURVIVORS' FUND

The Survivors' Fund is audited by Deloitte & Touche and is included in the combined financial statements of The Community Foundation for the National Capital Region. For a copy of the March 31, 2002, audited financial statements please contact Kenny Emson at 202.263.4779 or kemson@cfncr.org.

### STATEMENT OF FINANCIAL POSITION

FOR THE PERIOD SEPT. 1, 2001, THROUGH SEPT. 30, 2002

Cash/Central Investment Fund	\$1,108,887.29
Combined Investment Fund	\$0.00
Common Stocks	\$0.00
Specially Invested Funds	\$14,997,227.18
<b>Total Assets</b>	<b>\$16,106,114.47</b>
<b>Liabilities</b>	<b>\$800,031.88</b>
Beginning Fund Balance 09/01/01	\$0.00
Net Change	\$15,306,082.59
<b>Total Liabilities and Fund Balance</b>	<b>\$16,106,114.47</b>

### STATEMENT OF ACTIVITIES

Contributions	\$20,344,803.07
Interest and Dividends	\$293,982.89
Realized and Unrealized Gains	(\$207,897.67)
<b>Total Revenue</b>	<b>\$20,430,888.29</b>
Grants and Appropriations	(\$5,124,805.70)
Management Fees	\$0.00
<b>Total Grants and Expenses</b>	<b>(\$5,124,805.70)</b>
<b>Net Change</b>	<b>\$15,306,082.59</b>

(April 1, 2002, through September 2002 unaudited)

## THANK YOU

The Survivors' Fund would especially like to express its gratitude to the following individuals and organizations:

- BETH BRUMMEL, who served as founding director of the Fund. The Community Foundation is forever indebted to Beth, who directed the Fund during its critical first year.
- THE MCCORMICK GROUP; ARNOLD & PORTER; and WILMER, CUTLER & PICKERING for providing meeting space, logistical support and hospitality for meetings of the Survivors' Fund Governance Board and Distributions Committee.
- OPERATION SOLACE and the OFFICE OF FAMILY POLICY at the Pentagon.

## SURVIVORS' FUND GOVERNANCE BOARD

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Of Counsel, Wilmer, Cutler & Pickering

Maxine Baker  
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Freddie Mac Foundation

Douglas M. Bibby  
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Northern Virginia Family  
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Charles Blake  
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Tamara Schomber  
United Way for the National  
Capital Area

Cheryl Tyiska  
National Organization for  
Victim Assistance

Kathy Whelpley  
Community Foundation for  
the National Capital Region



# About The Community Foundation for the National Capital Region

Since 1973, The Community Foundation for the National Capital Region has helped people invest their charitable dollars in the metropolitan Washington region. As a philanthropic leader, The Community Foundation has built a community of givers who are supporting a wide array of institutions and issues, all connected to strengthening our region. The Community Foundation is the trusted broker between individuals, families and organizations with philanthropic resources and nonprofits meeting pressing community needs.

The mission of The Community Foundation is to facilitate individual, family and organizational giving at all levels to create a permanent source of philanthropic capital to improve the quality of life in the metropolitan Washington region. It accomplishes this by providing expertise and services to donors on how to realize their goals in philanthropy, connecting its donors to organizations providing impactful programs, serving as a convener and catalyst on emerging issues, and providing sound financial management of assets.

One of the region's largest funders of local nonprofits, The Community Foundation is among the fastest growing community foundations in the country. The Foundation has assets of more than \$220 million in more than 332 philanthropic funds. Last year, donors with funds at The Community Foundation gave more than \$47 million.

To learn more about The Community Foundation and its Survivors' Fund, contact 202.955.5890 or [www.cfncr.org](http://www.cfncr.org).★



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