

Windows of Hope Family Relief Fund
A Five-Year Report on the Accomplishments of the Fund

Mission statement

Windows of Hope Family Relief Fund was formed to provide aid, future scholarships and funds to the families of the victims of the World Trade Center tragedy who worked in the food, beverage and hospitality professions throughout the entire complex and who were lost on September 11th. Windows of Hope Family Relief Fund is a 501(c)(3) charitable organization.

Who we are

Windows of Hope Board of Directors

Tom Valenti
Waldy Malouf
David Emil

Windows of Hope Officers

Michael Lomonaco
Sue Klein

Darlene Dwyer, Executive Director

Dear Friend of Windows of Hope:

The five-year anniversary of September 11, 2001 is an important milestone that calls us to remember those who were killed five years ago and to reflect on what the Windows of Hope Family Relief Fund has accomplished since its creation. We established the Fund in a time of great sadness about the loss of many family, friends and colleagues. At the time, many of us worried about how the families of those who died would get by emotionally and financially. We named this Fund—the Fund to which you contributed—Windows of Hope because it represented our hope for a brighter future for the families.

In the enclosed report, you will read of the contribution the Fund made in building that future for those families. Since 2001, the Fund has raised over \$23 million dollars to support Windows of Hope families. Over the past five years, we have distributed over \$15 million dollars for three primary purposes: cash grants and emergency assistance, health insurance and education.

We are proud that we have been able to use the money you donated to contribute to the rebuilding of lives devastated on September 11, 2001. We hope you find the report informative, and are like us, encouraged about the futures of the Windows of Hope families.

After 2006, we will use the remaining funds exclusively for education. We hope to be able to pay the education expenses of Windows of Hope families until the youngest children of those who died graduate from college, in 2024. We believe our current fund balance should be enough to cover those expenses; however, it is difficult to predict our future needs precisely. If you are interested in making an additional contribution to the Fund, we would gladly receive it; all gifts would be used exclusively for education expenses of Windows of Hope families.

Sincerely,

The Windows of Hope Board

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September 11, 2001 was a day of near unendurable sadness. For many New Yorkers, despite the attack's global implications, the event was distinctly personal, the devastating, sudden and brutal deaths of loved ones: family members, friends, co-workers, neighbors. The days after the attack were marked by collective confusion and a limitless sense of loss: prayers for the missing, posters in subway stations and other public places pleading for information about those who had not returned home, and amid it all, a lingering smell and smoke, an ever present reminder of the reality of what had happened. At the time, it was hard to imagine rebuilding—that mid-September was all about emotion. Today, five years later, the sadness remains but there are remarkable stories of recovery.

Leaders of New York's restaurant community created the Windows of Hope Family Relief Fund within weeks of the attack and dedicated it to addressing the needs of the families of hospitality industry workers who died on 9/11. In the nearly five years since, the Fund has achieved considerable successes that should make all involved in the effort very proud.

This report tells the story of the Windows of Hope Family Relief Fund. It is a story of hope, born of sadness. The story begins with hospitality industry leaders with hope: to provide for the families of lost colleagues. It continues with the unprecedented generosity of donors: restaurant owners and their clientele, individuals and community groups and industry philanthropists all moved by the plight of families and seeking to play a role in their recovery. Given a vision and resources, the story broadens to include

major local institutions working in partnership with the Fund to make its vision a reality: Bloomberg LP, the Community Service Society, Bear Stearns, the New York Times Foundation, The United Way September 11th Fund and the American Red Cross. Finally, the story ends where it began, with the families of September 11th. They have struggled with incredible loss. However, five years later there are tangible signs of rebuilding, much of it accomplished with help from the Fund: graduations, new jobs, new homes, and lives on the mend.

Major Accomplishments of the Windows of Hope Family Relief Fund 2001-2006

- Distribution of over \$10.9 million dollars in cash grants and emergency assistance to the 120 families supported by Windows of Hope.
- Payment of \$2.8 million dollars in health insurance for all families, including dental and vision, including:
 - The purchase of individual health insurance plans for families without coverage and for families whose COBRA coverage expired after 36 months.
- Payment of over \$1.9 million dollars* in education assistance including:
 - Tuition for 66 Windows of Hope children to pursue private or parochial school and college.
 - Tuition and fees for spouses to pursue college, graduate school, vocational education and/or English as a Second Language classes.
- Targeted outreach to families to provide information about private and parochial school options for their children, including the application and enrollment process.
- The provision of case management services to help Windows of Hope families manage personal crises related to 9/11 and develop plans for long-term self-sufficiency.
- Assistance in securing settlements from Federal Victims Compensation Fund.

*All dollar amounts represent funds expended through March 31, 2006; the end of Windows of Hope's most recent fiscal year.

Creation of Windows of Hope

For many Americans, the immediate response to September 11th was deep sadness about the deaths of so many, followed by serious concern for their survivors: How would families get by? How would children cope with the violent death of a parent? For some, these concerns were personal—those who died were friends and colleagues. For others, the randomness of the attacks reminded them of their own vulnerability and created a sense of connection to the families of the survivors.

Many in the hospitality industry were particularly concerned about the fate of people who had worked at Windows on the World (perhaps the World Trade Center’s most well known tenant) and in hospitality jobs elsewhere in the two buildings. In the days following September 11th, industry leaders came together to consider what they could do to help the families of those who died. Tom Valenti, chef and owner of the restaurant Ouest, convened a core group of industry leaders, including David Emil, an owner of Windows on the World, Michael Lomonaco, Windows’ executive chef, Waldy Malouf, chef and co-owner at Beacon and Darlene Dwyer, a food industry public relations consultant. Colleagues in New York and throughout the world had contacted all of them, wanting to do something. Together, they decided to create a Fund to provide assistance specifically to the families of those who had worked in the hospitality industry.

They focused on the hospitality industry because they had known and worked with those who died, and they felt a deep concern for their families. Many of those who died had worked in entry-level, jobs, such as dishwashers, food servers and kitchen assistants. A large number were immigrants who had come to America to build futures for their families. Their survivors had little or no savings, no other source of income and few friends or family in New York to turn to for help; in the days and weeks following 9/11, they struggled to pay rent, buy food and meet basic expenses.

The group knew the challenges facing these families and committed themselves to do something. They created a new organization and called it The Windows of Hope Family Relief Fund, emphasizing a positive vision for the future. They faced two immediate challenges, to raise money, and to figure out the best way to help families.

Fund Raising

As a first step, Windows of Hope planned a fundraiser, “Dine Out,” an invitation to restaurants all over the world to give 10% (or more) of their proceeds from one night, October 11, 2001, to Windows of Hope. This approach was a symbolic way of beginning to help people move past their collective shock and mourning and restore a semblance of normalcy to their lives, in short, to get people to go out to dinner, to be social. “Dine Out” also provided a way for restaurant owners—indeed for all food industry workers, servers, kitchen staff, dishwashers—throughout the world to contribute to Windows of Hope, and it took advantage of what they did best—preparing and serving meals.

Restaurateurs who wanted to make a difference only had to open their restaurants and invite in customers.

The event was a singular success; it raised over six million dollars and generated considerable publicity for the Fund. The support from across the United States and throughout the world amazed the Fund's organizers. "Dine Out" participants came from places as diverse as Australia, New Zealand, Hong Kong, Germany, England, Ireland and Japan. In the United States, restaurants from nearly every state participated.

The publicity generated by "Dine Out" led other groups, inspired by the Windows of Hope mission, to raise money for it. Major corporations, including Discover, American Express and Johnnie Walker made sizable donations. Ultimately, the Fund raised over 22 million dollars (the majority of which arrived by the end of 2002), more money than its founders had ever envisioned.

Meeting Family Needs

The Fund's leaders were proud of the success of Dine Out and humbled by the willingness of so many to contribute to meet the needs of Windows of Hope families. They knew that many were living week-to-week and needed financial assistance. In response, immediately after Dine Out, Windows of Hope provided \$10,000 to all the families of those who died. The leaders defined family in broad terms, ensuring that anyone who could demonstrate both financial dependence and a relationship to a hospitality industry worker who died would receive support. This approach allowed the Fund to ensure that all those who were made financially vulnerable by the loss of a loved one on 9/11 got help, including, spouses, children and domestic partners.

In some ways, the decision to make this first distribution was easy: the Fund's leaders were aware of families' emergency needs and cash grants helped temporarily to address them. However, the decision about how to distribute the remaining resources was more difficult. The Fund's leaders wanted to make sure that the assistance they provided addressed both short and long-term needs; they also wanted to honor the aspirations those who died had for their families.

Windows of Hope's leaders were unconvinced that distributing all the money in cash grants would meet families needs effectively. Family members told them that in addition to financial assistance, they needed health insurance—for many this problem was new, created by 9/11—and they needed the *means* to become self-sufficient; for spouses and children that meant additional education and/or skills. The commitment to education seemed particularly responsive to what those who died had wished for their families. The Fund's leaders embraced these priorities and distributed the money they had raised in the following way:

Cash Grants and Emergency Assistance. In the two years following 9/11, Windows of Hope helped stabilize families financially. The Fund provided families with nearly eleven million dollars, either in cash gifts or in payments for

living expenses. This money was critical in helping families to pay basic expenses while they made plans and rebuilt their lives. It also provided a bridge for families while they awaited settlements through the Federal Victims' Compensation Fund, which most families did not receive until 2004.

Health Insurance. The large number of dependent children of those lost on 9/11 made lack of insurance a real worry for surviving parents. Health insurance provided families with a basic sense of security. With insurance, they could pursue long-term plans (such as education or new ventures) without the risk of unforeseen medical costs. Windows of Hope has committed to paying family members' health insurance for five years, through December 2006. To date the Fund has spent nearly three million dollars on that effort.

Education. Windows of Hope's leaders saw education as a critical path to a brighter future for families. Many of the widows—the majority of the surviving spouses were women—particularly among immigrant families, lacked the skills and education needed to provide for their families in the future. In addition, the children of those who died faced significant obstacles of their own, living with the pain of the death of a parent from a high profile, violent event, and missing a parent's nurturing attention. The Fund committed to pay for primary, secondary and college education for the children of Windows of Hope families as long as resources were available; they also agreed to pay vocational, educational and English as a Second Language classes for all spouses. Through March 2006, the Fund has paid nearly two million dollars to help families in this way.

Beginning in 2007, education will become the *sole* priority of the Fund. At that point, the Fund's leaders hope, given sufficient resources, to provide educational assistance through 2024, when the youngest of the Fund's children will turn 22 and complete college.

To carry out these priorities, the Fund created two important partnerships, one with the Community Service Society, to provide case management and other services to families, the other with Bear Stearns, to manage the Fund's money. Windows of Hope took this approach because they determined it would be a better use of the Fund's money to acquire the expertise they needed from existing professional organizations than to create what the Fund needed from scratch.

Community Service Society. With an introduction by the New York Times Foundation, Windows of Hope collaborated with the Community Service Society of New York, (CSS), to help the Fund implement its plan for helping families. CSS was a well-established, professional social service organization that was already providing 9/11 assistance. The organization had a history of working with low-wage workers and their families (not unlike many of those for whom Windows of Hope was established) and was uniquely suited to work in partnership with the Fund.

The collaboration focused on two activities, identification of and outreach to eligible families (a short-term project), and the provision of case management and other services to families.

Identifying Eligible Families. The total destruction at the World Trade Center made it difficult to identify right away all of those who died who had worked in the hospitality industry and who their survivors were. Ultimately, the Fund identified 120 families (with 258 total members) eligible for assistance, including 140 children less than 18 years of age.

Social Services for Families. Windows of Hope worked in collaboration with Community Service Society to identify and address the specific challenges facing families. Each family received a case manager whose job it was to coordinate services and make sure families were aware of all the resources available to them. Windows of Hope and CSS also sponsored workshops, on issues such as money management and opening a bank account—many families had not used banks. They created support groups and provided opportunities for social gatherings at which families got to see each other and offer mutual support.

Collaboration with CSS provided significant financial advantages to Windows of Hope. Other funders, including The New York Times 9/11 Neediest Fund, United Way September 11th Fund and the American Red Cross, paid nearly all of the expenses—nearly one million dollars—for social services to families.

Bear Stearns. After interviewing a number of major investment firms, Windows of Hope collaborated with Bear Stearns to manage the donated funds. This decision was intended to ensure that the Fund invested its financial resources well, so that money would be available to support the Fund's long-term goals. Over the past five years, investment earnings have generated over one million dollars, all available as additional resources for Windows of Hope families.

Achieving Results for Families

Many positive things have happened for families since the establishment of the Windows of Hope Family Relief Fund. 9/11 will always be a defining, tragic event in the lives of the Fund's families. However, we believe that our effort has helped them establish a brighter future, one that allows families to move past, as best they can, the event that made them part of this unique class of Americans. The financial assistance from the Fund and the ongoing promise of education, has provided a foundation for hope. While there remains work to do, families have rebuilt their lives in very concrete ways, through enrollment in school, new jobs and new homes and other activities. Everyone who donated to the Fund should feel some satisfaction for having contributed to that future.

Earning Donors' Trust

Windows of Hope has a special obligation to its donors. Many contributed to Windows of Hope because of their concern for the families of 9/11, and perhaps, because they knew people involved in the organization. The Fund is particularly grateful to them, because they invested in a newly created organization, without a record of accomplishment. They trusted and believed in the Fund's mission. The Fund's leaders believe they have demonstrated themselves worthy of that trust. They have used only 3% of all money raised for administration and fund raising. Other institutional funders paid for most of the work of the Community Service Society (and allowed the Fund to use those saved resources to meet families' needs), and Windows of Hope's administrative costs have been limited to investments in consultation, money management and accounting services.

Future Plans

By the end of this year (2006), the Fund will have completed its commitment to pay for health insurance for families. That means, the exclusive goal of the Fund will be to use its remaining resources for education. The Fund's leaders hope to be able to provide tuition assistance until all the children of Windows of Hope families have graduated from college, estimated as 2024. At that point, the Fund will close its doors.

Windows of Hope's Key Partners:

- **Community Service Society (CSS).** Since 2001, CSS has provided case management services to Windows of Hope families and has facilitated the distribution of financial assistance, health insurance premiums and tuition assistance. CSS has been the critical link between the Fund and Windows of Hope families.
- **Bear Stearns.** Bear Stearns has served as Windows of Hope's investment advisers, ensuring the Fund maximizes, through wise investments, the money the Fund has available for families.
- **Bloomberg,LP.** Bloomberg has generously donated office space to Windows of Hope since 2001, providing a critical base of operations.
- **New York Times Foundation.** The Times Foundation connected Windows of Hope with CSS and subsequently used its 9/11 Neediest Fund to pay for case management services provided by CSS.
- **United Way September 11th Fund.** The Fund provided critical financial assistance to Windows of Hope families and also provided considerable assistance to CSS to fund case management services.
- **American Red Cross.** The Red Cross provided critical financial assistance to Windows of Hope families, and from 2004-2006 provided CSS with funding for case