

Return of Organization Exempt From Income Tax

Department of the Treasury
Internal Revenue Service

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Open to Public Inspection

The organization may have to use a copy of this return to satisfy state reporting requirements.

A For the 2007 calendar year, or tax year beginning and ending

B Check if applicable:
 Address change
 Name change
 Initial return
 Termination
 Amended return
 Application pending

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

D Employer identification number
38-3678458

E Telephone number
(212) 312-8800

F Accounting method Cash Accrual
 Other (specify) **▶**

G Website: **WWW.NATIONAL911MEMORIAL.ORG**

J Organization type (check only one) 501(c) (**3**) (insert no) 4947(a)(1) or 527

K Check here if the organization is not a 509(a)(3) supporting organization and its gross receipts are normally not more than \$25,000. A return is not required, but if the organization chooses to file a return, be sure to file a complete return.

L Gross receipts: Add lines 6b, 8b, 9b, and 10b to line 12 **▶ 194,779,523.**

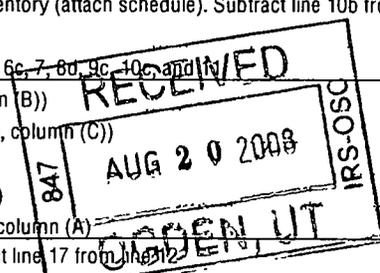
M Check if the organization is not required to attach Sch. B (Form 990, 990-EZ, or 990-PF).

H and I are not applicable to section 527 organizations
H(a) Is this a group return for affiliates? Yes No
H(b) If "Yes," enter number of affiliates **▶ N/A**
H(c) Are all affiliates included? **N/A** Yes No (If "No," attach a list.)
H(d) Is this a separate return filed by an organization covered by a group ruling? Yes No
I Group Exemption Number **▶ N/A**

Section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A (Form 990 or 990-EZ).

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances

Revenue	1 Contributions, gifts, grants, and similar amounts received:				
	a Contributions to donor advised funds	1a			
	b Direct public support (not included on line 1a)	1b	135,325,972.		
	c Indirect public support (not included on line 1a)	1c			
	d Government contributions (grants) (not included on line 1a)	1d	55,211,127.		
	e Total (add lines 1a through 1d) (cash \$ 185,458,081. noncash \$ 5,079,018.)	1e			190,537,099.
	2 Program service revenue including government fees and contracts (from Part VII, line 93)	2			
	3 Membership dues and assessments	3			
	4 Interest on savings and temporary cash investments	4			4,242,424.
	5 Dividends and interest from securities	5			
	6 a Gross rents	6a			
	b Less: rental expenses	6b			
	c Net rental income or (loss). Subtract line 6b from line 6a	6c			
	7 Other investment income (describe ▶)	7			
	8 a Gross amount from sales of assets other than inventory	(A) Securities		(B) Other	
	b Less: cost or other basis and sales expenses	8a			
	c Gain or (loss) (attach schedule)	8b			
	d Net gain or (loss). Combine line 8c, columns (A) and (B)	8c			
	8d	8d			
	9 Special events and activities (attach schedule). If any amount is from gaming, check here <input type="checkbox"/>				
	a Gross revenue (not including \$ _____ of contributions reported on line 1b)	9a			
b Less: direct expenses other than fundraising expenses	9b				
c Net income or (loss) from special events. Subtract line 9b from line 9a	9c				
10 a Gross sales of inventory, less returns and allowances	10a				
b Less: cost of goods sold	10b				
c Gross profit or (loss) from sales of inventory (attach schedule). Subtract line 10b from line 10a	10c				
11 Other revenue (from Part VII, line 103)	11				
12 Total revenue Add lines 1e, 2, 3, 4, 5, 6c, 7, 8d, 9c, 10c, and 11	12			194,779,523.	
Expenses	13 Program services (from line 44, column (B))	13		5,307,961.	
	14 Management and general (from line 44, column (C))	14		1,683,457.	
	15 Fundraising (from line 44, column (D))	15		5,155,413.	
	16 Payments to affiliates (attach schedule)	16			
	17 Total expenses Add lines 16 and 44, column (A)	17			12,146,831.
Net Assets	18 Excess or (deficit) for the year. Subtract line 17 from line 12	18		182,632,692.	
	19 Net assets or fund balances at beginning of year (from line 73, column (A))	19		166,588,397.	
	20 Other changes in net assets or fund balances (attach explanation) SEE STATEMENT 1	20		34,163,033.	
	21 Net assets or fund balances at end of year. Combine lines 18, 19, and 20	21			383,384,122.



SCANNED SEP 10 2008

Handwritten initials/signature

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

AT THE WORLD TRADE CENTER FOUNDATION, INC

38-3678458

Form 990 (2007)

Part II Statement of Functional Expenses

All organizations must complete column (A). Columns (B), (C), and (D) are required for section 501(c)(3) and (4) organizations and section 4947(a)(1) nonexempt charitable trusts but optional for others.

Do not include amounts reported on line 6b, 8b, 9b, 10b, or 16 of Part I.	(A) Total	(B) Program services	(C) Management and general	(D) Fundraising
22a Grants paid from donor advised funds (attach schedule) (cash \$ <u>0</u> . noncash \$ <u>0</u> . If this amount includes foreign grants, check here <input type="checkbox"/>				
22b Other grants and allocations (attach schedule) (cash \$ <u>0</u> . noncash \$ <u>0</u> . If this amount includes foreign grants, check here <input type="checkbox"/>				
23 Specific assistance to individuals (attach schedule)				
24 Benefits paid to or for members (attach schedule)				
25a Compensation of current officers, directors, key employees, etc. listed in Part V-A	888,294.	499,914.	258,282.	130,098.
b Compensation of former officers, directors, key employees, etc. listed in Part V-B	0.	0.	0.	0.
c Compensation and other distributions, not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
26 Salaries and wages of employees not included on lines 25a, b, and c	2,504,800.	1,075,562.	494,729.	934,509.
27 Pension plan contributions not included on lines 25a, b, and c	306,742.	148,721.	48,973.	109,048.
28 Employee benefits not included on lines 25a - 27	183,568.	52,022.	69,808.	61,738.
29 Payroll taxes	196,407.	90,679.	44,169.	61,559.
30 Professional fundraising fees				
31 Accounting fees	96,510.		96,510.	
32 Legal fees	43,942.	43,942.		
33 Supplies	105,841.	24,459.	68,592.	12,790.
34 Telephone	78,069.	41,453.	14,597.	22,019.
35 Postage and shipping	430,455.	6,375.	6,313.	417,767.
36 Occupancy	139,583.	102,818.	14,863.	21,902.
37 Equipment rental and maintenance	103,834.	31,973.	57,992.	13,869.
38 Printing and publications	263,702.	44,139.	6,174.	213,389.
39 Travel	297,603.	82,233.	29,456.	185,914.
40 Conferences, conventions, and meetings				
41 Interest				
42 Depreciation, depletion, etc. (attach schedule)	300,172.	153,088.	18,010.	129,074.
43 Other expenses not covered above (itemize)				
a DUES AND SUBSCRIPTIONS	24,811.	9,405.	10,107.	5,299.
b PROFESSIONAL AND OTHER				
c FEES	951,194.	423,274.	224,364.	303,556.
d MARKETING AND				
e ADVERTISING	4,998,574.	2,477,904.		2,520,670.
f INSURANCE	220,109.		220,086.	23.
g OTHER EXPENSES	12,621.		432.	12,189.
44 Total functional expenses. Add lines 22a through 43g. (Organizations completing columns (B)-(D), carry these totals to lines 13-15)	12,146,831.	5,307,961.	1,683,457.	5,155,413.

Joint Costs. Check if you are following SOP 98-2

Are any joint costs from a combined educational campaign and fundraising solicitation reported in (B) Program services? Yes No
 If "Yes," enter (i) the aggregate amount of these joint costs \$ 4,228,812. , (ii) the amount allocated to Program services \$ 2,114,406. ;
 (iii) the amount allocated to Management and general \$ _____ ; and (iv) the amount allocated to Fundraising \$ 2,114,406.

Part III Statement of Program Service Accomplishments (See the instructions)

Form 990 is available for public inspection and, for some people, serves as the primary or sole source of information about a particular organization. How the public perceives an organization in such cases may be determined by the information presented on its return. Therefore, please make sure the return is complete and accurate and fully describes, in Part III, the organization's programs and accomplishments.

What is the organization's primary exempt purpose? ► <u>SEE STATEMENT 3</u>	Program Service Expenses (Required for 501(c)(3) and (4) orgs., and 4947(a)(1) trusts; but optional for others.)
All organizations must describe their exempt purpose achievements in a clear and concise manner. State the number of clients served, publications issued, etc. Discuss achievements that are not measurable (Section 501(c)(3) and (4) organizations and 4947(a)(1) nonexempt charitable trusts must also enter the amount of grants and allocations to others.)	
a <u>SEE STATEMENT 2</u> 	
(Grants and allocations \$) If this amount includes foreign grants, check here ► <input type="checkbox"/>	<u>5,307,961.</u>
b 	
(Grants and allocations \$) If this amount includes foreign grants, check here ► <input type="checkbox"/>	
c 	
(Grants and allocations \$) If this amount includes foreign grants, check here ► <input type="checkbox"/>	
d 	
(Grants and allocations \$) If this amount includes foreign grants, check here ► <input type="checkbox"/>	
e Other program services (attach schedule)	
(Grants and allocations \$) If this amount includes foreign grants, check here ► <input type="checkbox"/>	
f Total of Program Service Expenses (should equal line 44, column (B), Program services) ►	<u>5,307,961.</u>

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

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Part IV Balance Sheets (See the instructions)

Note: Where required, attached schedules and amounts within the description column should be for end-of-year amounts only

		(A) Beginning of year		(B) End of year		
Assets	45 Cash - non-interest-bearing		45			
	46 Savings and temporary cash investments		55,695,802.	46	113,229,150.	
	47 a Accounts receivable	47a	16,453,142.			
	b Less allowance for doubtful accounts	47b		47c	16,453,142.	
	48 a Pledges receivable	48a	150,148,624.			
	b Less allowance for doubtful accounts	48b	4,477,720.	99,437,539.	48c	145,670,904.
	49 Grants receivable		7,423,613.	49	34,280,333.	
	50 a Receivables from current and former officers, directors, trustees, and key employees				50a	
	b Receivables from other disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				50b	
	51 a Other notes and loans receivable	51a				
	b Less: allowance for doubtful accounts	51b			51c	
	52 Inventories for sale or use				52	
	53 Prepaid expenses and deferred charges		39,408.	53	116,725.	
	54 a Investments - publicly-traded securities ▶ <input type="checkbox"/> Cost <input type="checkbox"/> FMV				54a	
	b Investments - other securities ▶ <input type="checkbox"/> Cost <input type="checkbox"/> FMV				54b	
55 a Investments - land, buildings, and equipment - basis	55a					
b Less accumulated depreciation	55b			55c		
56 Investments - other				56		
57 a Land, buildings, and equipment basis	57a	1,199,498.				
b Less accumulated depreciation	57b	408,267.	193,731.	57c	791,231.	
58 Other assets, including program-related investments (describe ▶ <u>SEE STATEMENT 4</u>)			11,039,198.	58	85,399,767.	
59 Total assets (must equal line 74) Add lines 45 through 58			173,829,291.	59	395,941,252.	
Liabilities	60 Accounts payable and accrued expenses		6,356,313.	60	12,557,130.	
	61 Grants payable			61		
	62 Deferred revenue		884,581.	62		
	63 Loans from officers, directors, trustees, and key employees			63		
	64 a Tax-exempt bond liabilities			64a		
	b Mortgages and other notes payable			64b		
	65 Other liabilities (describe ▶ _____)				65	
66 Total liabilities. Add lines 60 through 65			7,240,894.	66	12,557,130.	
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 67 through 69 and lines 73 and 74					
	67 Unrestricted		68,532,359.	67	240,215,252.	
	68 Temporarily restricted		98,056,038.	68	143,168,870.	
	69 Permanently restricted			69		
	Organizations that do not follow SFAS 117, check here <input type="checkbox"/> and complete lines 70 through 74					
	70 Capital stock, trust principal, or current funds			70		
	71 Paid-in or capital surplus, or land, building, and equipment fund			71		
	72 Retained earnings, endowment, accumulated income, or other funds			72		
	73 Total net assets or fund balances Add lines 67 through 69 or lines 70 through 72 (Column (A) must equal line 19 and column (B) must equal line 21)			166,588,397.	73	383,384,122.
74 Total liabilities and net assets/fund balances. Add lines 66 and 73			173,829,291.	74	395,941,252.	

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Part VI Other Information <i>(continued)</i>		Yes	No
82 a Did the organization receive donated services or the use of materials, equipment, or facilities at no charge or at substantially less than fair rental value?	82a	X	
b If "Yes," you may indicate the value of these items here. Do not include this amount as revenue in Part I or as an expense in Part II. (See instructions in Part III.)	82b		
35,143,430.			
83 a Did the organization comply with the public inspection requirements for returns and exemption applications?	83a	X	
b Did the organization comply with the disclosure requirements relating to <i>quid pro quo</i> contributions?	83b	X	
84 a Did the organization solicit any contributions or gifts that were not tax deductible?	84a		X
b If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	84b		
N/A			
85 a 501(c)(4), (5), or (6) Were substantially all dues nondeductible by members?	85a		
N/A			
b Did the organization make only in-house lobbying expenditures of \$2,000 or less?	85b		
N/A			
If "Yes" was answered to either 85a or 85b, do not complete 85c through 85h below unless the organization received a waiver for proxy tax owed for the prior year			
c Dues, assessments, and similar amounts from members	85c		
N/A			
d Section 162(e) lobbying and political expenditures	85d		
N/A			
e Aggregate nondeductible amount of section 6033(e)(1)(A) dues notices	85e		
N/A			
f Taxable amount of lobbying and political expenditures (line 85d less 85e)	85f		
N/A			
g Does the organization elect to pay the section 6033(e) tax on the amount on line 85f?	85g		
N/A			
h If section 6033(e)(1)(A) dues notices were sent, does the organization agree to add the amount on line 85f to its reasonable estimate of dues allocable to nondeductible lobbying and political expenditures for the following tax year?	85h		
N/A			
86 501(c)(7) organizations Enter: a Initiation fees and capital contributions included on line 12	86a		
N/A			
b Gross receipts, included on line 12, for public use of club facilities	86b		
N/A			
87 501(c)(12) organizations Enter: a Gross income from members or shareholders	87a		
N/A			
b Gross income from other sources. (Do not net amounts due or paid to other sources against amounts due or received from them)	87b		
N/A			
88 a At any time during the year, did the organization own a 50% or greater interest in a taxable corporation or partnership, or an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? If "Yes," complete Part IX	88a		X
b At any time during the year, did the organization, directly or indirectly, own a controlled entity within the meaning of section 512(b)(13)? If "Yes," complete Part XI	88b		X
89 a 501(c)(3) organizations. Enter: Amount of tax imposed on the organization during the year under section 4911 <u>0.</u> ; section 4912 <u>0.</u> ; section 4955 <u>0.</u>			
b 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year or did it become aware of an excess benefit transaction from a prior year? If "Yes," attach a statement explaining each transaction	89b		X
c Enter: Amount of tax imposed on the organization managers or disqualified persons during the year under sections 4912, 4955, and 4958 <u>0.</u>			
d Enter: Amount of tax on line 89c, above, reimbursed by the organization <u>0.</u>			
e All organizations At any time during the tax year, was the organization a party to a prohibited tax shelter transaction?	89e		X
f All organizations Did the organization acquire a direct or indirect interest in any applicable insurance contract?	89f		X
g For supporting organizations and sponsoring organizations maintaining donor advised funds. Did the supporting organization, or a fund maintained by a sponsoring organization, have excess business holdings at any time during the year? N/A	89g		
90 a List the states with which a copy of this return is filed <u>SEE STATEMENT 5</u>			
b Number of employees employed in the pay period that includes March 12, 2007	90b		38
91 a The books are in care of <u>THE ORGANIZATION</u> Telephone no. <u>212-312-8800</u> Located at <u>ONE LIBERTY PLAZA, 20TH FLOOR, NEW YORK, NY</u> ZIP + 4 <u>10006</u>			
b At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? If "Yes," enter the name of the foreign country <u>N/A</u>	91b		X
See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts			

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Part VI Other Information (continued) Yes No

c At any time during the calendar year, did the organization maintain an office outside of the United States? 91c Yes No
 If "Yes," enter the name of the foreign country N/A

92 Section 4947(a)(1) nonexempt charitable trusts filing Form 990 in lieu of Form 1041- Check here
 and enter the amount of tax-exempt interest received or accrued during the tax year 92 N/A

Part VII Analysis of Income-Producing Activities (See the instructions)

Note: Enter gross amounts unless otherwise indicated

	Unrelated business income		Excluded by section 512, 513, or 514		(E) Related or exempt function income
	(A) Business code	(B) Amount	(C) Exclu- sion code	(D) Amount	
93 Program service revenue:					
a _____					
b _____					
c _____					
d _____					
e _____					
f Medicare/Medicaid payments					
g Fees and contracts from government agencies					
94 Membership dues and assessments					
95 Interest on savings and temporary cash investments			14	4,242,424.	
96 Dividends and interest from securities					
97 Net rental income or (loss) from real estate:					
a debt-financed property					
b not debt-financed property					
98 Net rental income or (loss) from personal property					
99 Other investment income					
100 Gain or (loss) from sales of assets other than inventory					
101 Net income or (loss) from special events					
102 Gross profit or (loss) from sales of inventory					
103 Other revenue:					
a _____					
b _____					
c _____					
d _____					
e _____					
104 Subtotal (add columns (B), (D), and (E))		0.		4,242,424.	0.
105 Total (add line 104, columns (B), (D), and (E))					4,242,424.

Note: Line 105 plus line 1e, Part I, should equal the amount on line 12, Part I

Part VIII Relationship of Activities to the Accomplishment of Exempt Purposes (See the instructions.)

Line No.	Explain how each activity for which income is reported in column (E) of Part VII contributed importantly to the accomplishment of the organization's exempt purposes (other than by providing funds for such purposes).
▼	N/A

Part IX Information Regarding Taxable Subsidiaries and Disregarded Entities (See the instructions.)

(A) Name, address, and EIN of corporation, partnership, or disregarded entity	(B) Percentage of ownership interest	(C) Nature of activities	(D) Total income	(E) End-of-year assets
N/A	%			
	%			
	%			
	%			

Part X Information Regarding Transfers Associated with Personal Benefit Contracts (See the instructions)

(a) Did the organization, during the year, receive any funds, directly or indirectly, to pay premiums on a personal benefit contract? Yes No

(b) Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract? Yes No

Note: If "Yes" to (b), file Form 8870 and Form 4720 (see instructions)

Part XI Information Regarding Transfers To and From Controlled Entities. Complete only if the organization is a controlling organization as defined in section 512(b)(13). **N/A**

106 Did the reporting organization make any transfers to a controlled entity as defined in section 512(b)(13) of the Code? If "Yes," complete the schedule below for each controlled entity

Yes No

	(A) Name, address, of each controlled entity	(B) Employer Identification Number	(C) Description of transfer	(D) Amount of transfer
a	----- ----- -----			
b	----- ----- -----			
c	----- ----- -----			
Totals				

107 Did the reporting organization receive any transfers from a controlled entity as defined in section 512(b)(13) of the Code? If "Yes," complete the schedule below for each controlled entity

Yes No

	(A) Name, address, of each controlled entity	(B) Employer Identification Number	(C) Description of transfer	(D) Amount of transfer
a	----- ----- -----			
b	----- ----- -----			
c	----- ----- -----			
Totals				

108 Did the organization have a binding written contract in effect on August 17, 2006, covering the interest, rents, royalties, and annuities described in question 107 above?

Yes No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Please Sign Here

Signature of officer: *David W Langford* Date: *8/7/08*
 Type or print name and title: *David W Langford, CFO*

Paid Preparer's Use Only

Preparer's signature: *Margaret R...* Date: *8/7/08* Check if self-employed:
 Firm's name (or yours if self-employed), address, and ZIP + 4: **O'CONNOR DAVIES MUNNS & DOBBINS, LLP**
60 EAST 42ND STREET, 36TH FL.
NEW YORK, NY 10165-3698
 EIN: _____ Phone no.: **(212) 286-2600**

SCHEDULE A
(Form 990 or 990-EZ)

Department of the Treasury
Internal Revenue Service

Organization Exempt Under Section 501(c)(3)

(Except Private Foundation) and Section 501(e), 501(f), 501(k),
501(n), or 4947(a)(1) Nonexempt Charitable Trust

Supplementary Information-(See separate instructions.)

▶ **MUST be completed by the above organizations and attached to their Form 990 or 990-EZ**

OMB No 1545-0047

2007

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

Part I Compensation of the Five Highest Paid Employees Other Than Officers, Directors, and Trustees
(See page 1 of the instructions. List each one. If there are none, enter "None.")

(a) Name and address of each employee paid more than \$50,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
<u>CATHY BLANEY</u> 1 LIBERTY PLAZA, 20TH FL, NY NY 10006	EXEC. VP OF DEVELOP. 40.00	242,308.	38,084.	
<u>FRANK AIELLO</u> 1 LIBERTY PLAZA, 20TH FL, NY NY 10006	GENERAL COUNSEL 40.00	149,423.	37,775.	
<u>CAROLYN RASIC</u> 1 LIBERTY PLAZA, 20TH FL, NY NY 10006	VP OF PUBLIC AFFIARS 40.00	175,000.	34,017.	
<u>LUIS MENDES</u> 1 LIBERTY PLAZA, 20TH FL, NY NY 10006	VP OF DESIGN & CONST 40.00	174,735.	26,210.	
<u>SUANY CHOUGH</u> 1 LIBERTY PLAZA, 20TH FL, NY NY 10006	SENIOR ADVISOR DESIG 40.00	149,985.	22,498.	
Total number of other employees paid over \$50,000	▶ 22			

Part II-A Compensation of the Five Highest Paid Independent Contractors for Professional Services
(See page 2 of the instructions. List each one (whether individuals or firms). If there are none, enter "None.")

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
<u>OCTAGON/JACK MORTON/WEBBER SHANDWICK</u> 1751 PINNACLE DRIVE SUITE 1500, MCLEAN, VA 22102	CONSULTING- PROMOTION & MARKE	4,807,667.
<u>THE LUKENS COMPANY</u> 2800 SHIRLINGTON ROAD 9TH FLOOR, ARLINGTON, VIRGIM	MARKETING	463,195.
<u>INFORMATION TECHNOLOGY BUILDERS</u> 32 BROADWAY SUITE 204, NEW YORK, NY 10004	CONSULTING- INFORMATION TECHN	156,627.
<u>MICHAEL SHULAN</u> 116 PRINCE STREET, NEW YORK, NY 10012	CONSULTING MUSEUM	156,570.
<u>HORIZON ENGINEERING ASSOCIATES</u> 30 BROAD STREET 15TH FLOOR, NEW YORK, NY 10004	PROJECT PLANNING & MANAGEMENT	124,273.
Total number of others receiving over \$50,000 for professional services	▶ 16	

Part II-B Compensation of the Five Highest Paid Independent Contractors for Other Services
(List each contractor who performed services other than professional services, whether individuals or firms. If there are none, enter "None." See page 2 of the instructions.)

(a) Name and address of each independent contractor paid more than \$50,000	(b) Type of service	(c) Compensation
<u>BOVIS LEND LEASE</u> 200 PARK AVENUE 9TH FLOOR, NY, NY 10166	CONSTRUCTION MANAGEMENT	32,274,491.
<u>DAVIS BRODY BOND, LLP</u> 315 HUDSON STREET, NY, NY 10013	CONSTRUCTION	8,816,004.
<u>SNOHETTA AS</u> 25 BROADWAY 2ND FLOOR, NY, NY 10004	CONSTRUCTION DESIGN	2,307,215.
<u>ENVIORMENTAL TREE & DESIGN</u> 23544 COONS ROAD, TOMBALL, TEXAS 77375	TREE MAINTENANCE	1,969,721.
<u>MARSH USA INC.</u> NY OFFICE P.O. BOX 19601, NEWARK, NJ 07195-0601	CONSTRUCTION INSURANCE	1,831,378.
Total number of other contractors receiving over \$50,000 for other services	▶ 5	

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Part III Statements About Activities (See page 2 of the instructions)

Yes No

<p>1 During the year, has the organization attempted to influence national, state, or local legislation, including any attempt to influence public opinion on a legislative matter or referendum? If "Yes," enter the total expenses paid or incurred in connection with the lobbying activities ► \$ _____ \$ _____ (Must equal amounts on line 38, Part VI-A, or line 1 of Part VI-B.)</p> <p>Organizations that made an election under section 501(h) by filing Form 5768 must complete Part VI-A. Other organizations checking "Yes" must complete Part VI-B AND attach a statement giving a detailed description of the lobbying activities.</p>	1		X
<p>2 During the year, has the organization, either directly or indirectly, engaged in any of the following acts with any substantial contributors, trustees, directors, officers, creators, key employees, or members of their families, or with any taxable organization with which any such person is affiliated as an officer, director, trustee, majority owner, or principal beneficiary? (If the answer to any question is "Yes," attach a detailed statement explaining the transactions)</p>			
<p>a Sale, exchange, or leasing of property? SEE STATEMENT 6</p>	2a	X	
<p>b Lending of money or other extension of credit?</p>	2b		X
<p>c Furnishing of goods, services, or facilities?</p>	2c		X
<p>d Payment of compensation (or payment or reimbursement of expenses if more than \$1,000)? SEE STATEMENT 7</p>	2d	X	
<p>e Transfer of any part of its income or assets?</p>	2e		X
<p>3 a Did the organization make grants for scholarships, fellowships, student loans, etc.? (If "Yes," attach an explanation of how the organization determines that recipients qualify to receive payments)</p>	3a		X
<p>b Did the organization have a section 403(b) annuity plan for its employees?</p>	3b	X	
<p>c Did the organization receive or hold an easement for conservation purposes, including easements to preserve open space, the environment, historic land areas or historic structures? If "Yes," attach a detailed statement</p>	3c		X
<p>d Did the organization provide credit counseling, debt management, credit repair, or debt negotiation services?</p>	3d		X
<p>4 a Did the organization maintain any donor advised funds? If "Yes," complete lines 4b through 4g. If "No," complete lines 4f and 4g</p>	4a		X
<p>b Did the organization make any taxable distributions under section 4966? N/A</p>	4b		
<p>c Did the organization make a distribution to a donor, donor advisor, or related person? N/A</p>	4c		
<p>d Enter the total number of donor advised funds owned at the end of the tax year ► N/A</p>	N/A		
<p>e Enter the aggregate value of assets held in all donor advised funds owned at the end of the tax year ► N/A</p>	N/A		
<p>f Enter the total number of separate funds or accounts owned at the end of the year (excluding donor advised funds included on line 4d) where donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts ► 0.</p>	0.		
<p>g Enter the aggregate value of assets in all funds or accounts included on line 4f at the end of the tax year ► 0.</p>	0.		

Part IV Reason for Non-Private Foundation Status (See pages 4 through 8 of the instructions.)

I certify that the organization is not a private foundation because it is: (Please check only **ONE** applicable box.)

- 5 A church, convention of churches, or association of churches. Section 170(b)(1)(A)(i).
- 6 A school Section 170(b)(1)(A)(ii). (Also complete Part V.)
- 7 A hospital or a cooperative hospital service organization. Section 170(b)(1)(A)(iii).
- 8 A federal, state, or local government or governmental unit. Section 170(b)(1)(A)(v).
- 9 A medical research organization operated in conjunction with a hospital. Section 170(b)(1)(A)(iii). Enter the hospital's name, city, and state **▶** _____
- 10 An organization operated for the benefit of a college or university owned or operated by a governmental unit. Section 170(b)(1)(A)(iv). (Also complete the **Support Schedule** in Part IV-A.)
- 11a An organization that normally receives a substantial part of its support from a governmental unit or from the general public. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
- 11b A community trust. Section 170(b)(1)(A)(vi). (Also complete the **Support Schedule** in Part IV-A.)
- 12 An organization that normally receives: (1) more than 33 1/3% of its support from contributions, membership fees, and gross receipts from activities related to its charitable, etc., functions - subject to certain exceptions, and (2) no more than 33 1/3% of its support from gross investment income and unrelated business taxable income (less section 511 tax) from businesses acquired by the organization after June 30, 1975. See section 509(a)(2). (Also complete the **Support Schedule** in Part IV-A.)
- 13 An organization that is not controlled by any disqualified persons (other than foundation managers) and otherwise meets the requirements of section 509(a)(3). Check the box that describes the type of supporting organization:
 Type I Type II Type III-Functionally Integrated Type III-Other

Provide the following information about the supported organizations. (See page 8 of the instructions.)

(a) Name(s) of supported organization(s)	(b) Employer identification number (EIN)	(c) Type of organization (described in lines 5 through 12 above or IRC section)	(d) Is the supported organization listed in the supporting organization's governing documents?		(e) Amount of support
			Yes	No	
Total					

- 14 An organization organized and operated to test for public safety. Section 509(a)(4). (See page 8 of the instructions.)

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Part IV-A Support Schedule (Complete only if you checked a box on line 10, 11, or 12.) Use cash method of accounting.
 Note: You may use the worksheet in the instructions for converting from the accrual to the cash method of accounting

Calendar year (or fiscal year beginning in)	(a) 2006	(b) 2005	(c) 2004	(d) 2003	(e) Total
15 Gifts, grants, and contributions received. (Do not include unusual grants. See line 28.)	47496843.	20607376.	1,147,965.	384,564.	69,636,748.
16 Membership fees received					
17 Gross receipts from admissions, merchandise sold or services performed, or furnishing of facilities in any activity that is related to the organization's charitable, etc., purpose					
18 Gross income from interest, dividends, amounts received from payments on securities loans (section 512(a)(5)), rents, royalties, income from similar sources, and unrelated business taxable income (less section 511 taxes) from businesses acquired by the organization after June 30, 1975	894,025.	152,079.	10,085.	1,086.	1,057,275.
19 Net income from unrelated business activities not included in line 18					
20 Tax revenues levied for the organization's benefit and either paid to it or expended on its behalf					
21 The value of services or facilities furnished to the organization by a governmental unit without charge. Do not include the value of services or facilities generally furnished to the public without charge					
22 Other income. Attach a schedule. Do not include gain or (loss) from sale of capital assets					
23 Total of lines 15 through 22	48390868.	20759455.	1,158,050.	385,650.	70,694,023.
24 Line 23 minus line 17	48390868.	20759455.	1,158,050.	385,650.	70,694,023.
25 Enter 1% of line 23	483,909.	207,595.	11,581.	3,857.	
26 Organizations described on lines 10 or 11:					
a Enter 2% of amount in column (e), line 24					26a 1,413,880.
b Prepare a list for your records to show the name of and amount contributed by each person (other than a governmental unit or publicly supported organization) whose total gifts for 2003 through 2006 exceeded the amount shown in line 26a. Do not file this list with your return. Enter the total of all these excess amounts					26b 40259411.
c Total support for section 509(a)(1) test: Enter line 24, column (e)					26c 70,694,023.
d Add: Amounts from column (e) for lines: 18 <u>1,057,275.</u> 19 _____ 22 _____ 26b <u>40,259,411.</u>					26d 41,316,686.
e Public support (line 26c minus line 26d total)					26e 29,377,337.
f Public support percentage (line 26e (numerator) divided by line 26c (denominator))					26f 41.5556%
27 Organizations described on line 12:					
a For amounts included in lines 15, 16, and 17 that were received from a "disqualified person," prepare a list for your records to show the name of, and total amounts received in each year from, each "disqualified person." Do not file this list with your return. Enter the sum of such amounts for each year: N/A	(2006)	(2005)	(2004)	(2003)	
b For any amount included in line 17 that was received from each person (other than "disqualified persons"), prepare a list for your records to show the name of, and amount received for each year, that was more than the larger of (1) the amount on line 25 for the year or (2) \$5,000. (Include in the list organizations described in lines 5 through 11b, as well as individuals.) Do not file this list with your return. After computing the difference between the amount received and the larger amount described in (1) or (2), enter the sum of these differences (the excess amounts) for each year: N/A	(2006)	(2005)	(2004)	(2003)	
c Add: Amounts from column (e) for lines 15 _____ 16 _____ 17 _____ 20 _____ 21 _____					27c N/A
d Add: Line 27a total _____ and line 27b total _____					27d N/A
e Public support (line 27c total minus line 27d total)					27e N/A
f Total support for section 509(a)(2) test: Enter amount on line 23, column (e) N/A					27f N/A
g Public support percentage (line 27e (numerator) divided by line 27f (denominator))					27g N/A %
h Investment income percentage (line 18, column (e) (numerator) divided by line 27f (denominator))					27h N/A %
28 Unusual Grants: For an organization described in line 10, 11, or 12 that received any unusual grants during 2003 through 2006, prepare a list for your records to show, for each year, the name of the contributor, the date and amount of the grant, and a brief description of the nature of the grant. Do not file this list with your return. Do not include these grants in line 15					

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Part V Private School Questionnaire (See page 9 of the instructions.)

N/A

(To be completed ONLY by schools that checked the box on line 6 in Part IV)

		Yes	No
29	Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body?		
30	Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships?		
31	Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe; if "No," please explain. (If you need more space, attach a separate statement.)		
<hr/> <hr/> <hr/>			
32	Does the organization maintain the following:		
a	Records indicating the racial composition of the student body, faculty, and administrative staff?	32a	
b	Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	32b	
c	Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	32c	
d	Copies of all material used by the organization or on its behalf to solicit contributions? If you answered "No" to any of the above, please explain. (If you need more space, attach a separate statement.)	32d	
<hr/> <hr/> <hr/>			
33	Does the organization discriminate by race in any way with respect to:		
a	Students' rights or privileges?	33a	
b	Admissions policies?	33b	
c	Employment of faculty or administrative staff?	33c	
d	Scholarships or other financial assistance?	33d	
e	Educational policies?	33e	
f	Use of facilities?	33f	
g	Athletic programs?	33g	
h	Other extracurricular activities? If you answered "Yes" to any of the above, please explain. (If you need more space, attach a separate statement.)	33h	
<hr/> <hr/> <hr/>			
34 a	Does the organization receive any financial aid or assistance from a governmental agency?	34a	
b	Has the organization's right to such aid ever been revoked or suspended? If you answered "Yes" to either 34a or b, please explain using an attached statement.	34b	
35	Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," attach an explanation	35	

NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM

Part VI-A Lobbying Expenditures by Electing Public Charities (See page 11 of the instructions.) N/A

(To be completed ONLY by an eligible organization that filed Form 5768)

Check **a** if the organization belongs to an affiliated group. Check **b** if you checked "a" and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)	(a) Affiliated group totals	(b) To be completed for all electing organizations												
	N/A													
36 Total lobbying expenditures to influence public opinion (grassroots lobbying)	36													
37 Total lobbying expenditures to influence a legislative body (direct lobbying)	37													
38 Total lobbying expenditures (add lines 36 and 37)	38													
39 Other exempt purpose expenditures	39													
40 Total exempt purpose expenditures (add lines 38 and 39)	40													
41 Lobbying nontaxable amount. Enter the amount from the following table - <table style="width: 100%; margin-top: 5px;"> <tr> <td style="width: 50%;">If the amount on line 40 is -</td> <td style="width: 50%;">The lobbying nontaxable amount is -</td> </tr> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 40</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000</td> </tr> </table>	If the amount on line 40 is -	The lobbying nontaxable amount is -	Not over \$500,000	20% of the amount on line 40	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000	Over \$17,000,000	\$1,000,000	41	
If the amount on line 40 is -	The lobbying nontaxable amount is -													
Not over \$500,000	20% of the amount on line 40													
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000													
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000													
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000													
Over \$17,000,000	\$1,000,000													
42 Grassroots nontaxable amount (enter 25% of line 41)	42													
43 Subtract line 42 from line 36. Enter -0- if line 42 is more than line 36	43													
44 Subtract line 41 from line 38. Enter -0- if line 41 is more than line 38	44													

Caution: If there is an amount on either line 43 or line 44, you must file Form 4720.

4-Year Averaging Period Under Section 501(h)

(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 45 through 50 on page 13 of the instructions.)

Calendar year (or fiscal year beginning in) <input type="checkbox"/>	Lobbying Expenditures During 4-Year Averaging Period				N/A
	(a) 2007	(b) 2006	(c) 2005	(d) 2004	(e) Total
45 Lobbying nontaxable amount					0.
46 Lobbying ceiling amount (150% of line 45(e))					0.
47 Total lobbying expenditures					0.
48 Grassroots nontaxable amount					0.
49 Grassroots ceiling amount (150% of line 48(e))					0.
50 Grassroots lobbying expenditures					0.

Part VI-B Lobbying Activity by Nonelecting Public Charities

(For reporting only by organizations that did not complete Part VI-A) (See page 14 of the instructions.)

During the year, did the organization attempt to influence national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:	Yes	No	Amount
a Volunteers		X	
b Paid staff or management (Include compensation in expenses reported on lines c through h.)		X	
c Media advertisements		X	
d Mailings to members, legislators, or the public		X	
e Publications, or published or broadcast statements		X	
f Grants to other organizations for lobbying purposes		X	
g Direct contact with legislators, their staffs, government officials, or a legislative body		X	
h Rallies, demonstrations, seminars, conventions, speeches, lectures, or any other means		X	
i Total lobbying expenditures (Add lines c through h.)			0.

If "Yes" to any of the above, also attach a statement giving a detailed description of the lobbying activities.

FORM 990 OTHER CHANGES IN NET ASSETS OR FUND BALANCES STATEMENT 1

DESCRIPTION	AMOUNT
DEFERRED IN-KIND RENT CONTRIBUTION	172,303.
CAPITALIZED DONATED IN-KIND DESIGN CONTRACTS	33,990,730.
TOTAL TO FORM 990, PART I, LINE 20	-34,163,033.

FORM 990 STATEMENT OF PROGRAM SERVICE ACCOMPLISHMENTS STATEMENT 2

DESCRIPTION OF PROGRAM SERVICE

IN 2007 THE NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC. ("NATIONAL MEMORIAL") PURSUED NUMEROUS ACTIVITIES AND MADE MAJOR ADVANCES IN FURTHERANCE OF ITS EXEMPT PURPOSE. THE NATIONAL MEMORIAL MADE SIGNIFICANT PROGRESS IN THE PLANNING AND PROGRAMMING FOR THE MEMORIAL MUSEUM. AN EXHIBITION DESIGN TEAM WAS SELECTED AND NUMEROUS ARTIFACTS WERE ADDED TO THE MEMORIAL MUSEUM'S PERMANENT COLLECTION. CONSTRUCTION OF THE PROJECT CONTINUED TO MOVE FORWARD AND THE STEEL PACKAGE WAS AWARDED. HUNDREDS OF TREES WERE SELECTED FOR THE MEMORIAL PLAZA AND WERE TRANSFERRED TO A HOLDING SITE IN NEW JERSEY. THE NATIONAL MEMORIAL MADE MAJOR FUNDRAISING PROGRESS, EXCEEDING A MILESTONE OF \$325 MILLION IN DECEMBER 2007. THE NATIONAL MEMORIAL ALSO LAUNCHED A NATIONAL AWARENESS TOUR WHICH TRAVELED TO 25 CITIES IN 25 STATES DURING A FOUR MONTH PERIOD. THE NATIONAL TOUR INCLUDED AN EXHIBITION OF PHOTOGRAPHS, ARTIFACTS, AND A SHORT FILM. VISITORS TO THE TOUR WERE INVITED TO SIGN A STEEL BEAM THAT WILL BE USED IN THE CONSTRUCTION OF THE MEMORIAL

TO FORM 990, PART III, LINE A

GRANTS	EXPENSES
	5,307,961.

FORM 990 STATEMENT OF ORGANIZATION'S PRIMARY EXEMPT PURPOSE STATEMENT 3
PART III

EXPLANATION

THE NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM AT THE WORLD TRADE CENTER FOUNDATION, INC. (FORMALLY THE WORLD TRADE CENTER MEMORIAL FOUNDATION, INC.) WAS INCORPORATED ON APRIL 7, 2003 TO RAISE MONEY TO FUND THE CONSTRUCTION OF THE NATIONAL SEPTEMBER 11 MEMORIAL, MEMORIAL MUSEUM, MUSEUM PAVILION AND OTHER CULTURAL FACILITIES AT THE WORLD TRADE CENTER SITE. UPON COMPLETION, THE FOUNDATION WILL OWN AND OPERATE THESE FACILITIES AND MANAGE THE RELATED COMMEMORATIVE ACTIVITIES, CULTURAL AND EDUCATIONAL PROGRAMS.

FORM 990 OTHER ASSETS STATEMENT 4

DESCRIPTION	BEGINNING OF YEAR	END OF YEAR
ACCRUED INTEREST RECEIVABLE	142,189.	432,947.
CONSTRUCTION IN PROGRESS	10,897,009.	84,966,820.
TOTAL TO FORM 990, PART IV, LINE 58	11,039,198.	85,399,767.

FORM 990 LIST OF STATES RECEIVING COPY OF RETURN STATEMENT 5
PART VI, LINE 90

STATES

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

SCHEDULE A

EXPLANATION OF TRANSACTIONS
PART III, LINE 2A

STATEMENT 6

ONE OF THE DIRECTORS IS AFFILIATED WITH THE COMPANY THAT PROVIDES
OFFICE SPACE AT NO LEASE RENTAL COST TO THE ORGANIZATION.

SCHEDULE A

EXPLANATION OF TRANSACTIONS
PART III, LINE 2D

STATEMENT 7

AN OFFICER, SERVING IN A VOLUNTARY CAPACITY AS THE TREASURER AND SECRETARY, IS THE SPOUSE OF AN EMPLOYEE OF THE ORGANIZATION.

SEE ATTACHMENT A OF FORM 990

ATTACHMENT A

National September 11th Memorial Museum
Board List and Key Employees

Name	Address	Job Title	Salary	Hrs wk per week	Total benefits
Mr Joseph Daniels	1 Liberty Plaza, 20th FL, NY NY 10006	President / CEO	271,635 00	40	53,610 00
Ms Alice Greenwald	1 Liberty Plaza, 20th FL, NY NY 10006	Executive VP / Director of Memorial & Museum	300,000 00	40	53,534 00
Ms Joan Gerner	1 Liberty Plaza, 20th FL, NY NY 10006	Executive VP of Design Construction & Capital Planning	175,385 00	40	24,101 00
Mr David Langford	1 Liberty Plaza, 20th FL, NY NY 10006	VP of Finance & Adm	175,000 00	40	34,495 00
Ms Paula Grant Berry	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Michael R Bloomberg, Chairman	1 Liberty Plaza, 20th FL, NY NY 10006	Chairman	0	0-5	0
Ms Debra Burlingame	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr John P Cahill	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Russell L Carson	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Kenneth I Chennault	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Keating Crown	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Robert De Niro	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Samuel A DiPiazza, Jr	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Christine A. Ferer	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Maurice R Greenberg	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Dr Vartan Gregorian	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Patricia E Harris	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr William B Harrison Jr	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Gerald Hassell	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Lee Ielji	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Monica Iken	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Robert Wood Johnson, IV	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Thomas S Johnson	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Robert Kasdin	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Anthoula Kasimatlides	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Peter M Lehrer	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Jason Luthien	1 Liberty Plaza, 20th FL, NY NY 10006	Treasurer and Secretary	0	0-5	0
Mr Howard W Lwinck	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Julie Mennin	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Ira M Millstein	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Howard P Milstein	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
The Right Honourable Brian Mulroney	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Hon Peter G Peterson	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Emily K Rafferty	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Kevin M Ranpe	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr David Rockefeller	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Dr Judith Rodin	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Thomas H Roger	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr E John Rosenwald, Jr	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Avi Schick	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Andrew M Senechak	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Jerry Speyer	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Ms Anne M Tallock	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Daniel R Tishman	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr Seth Waugh	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0
Mr John C Whitehead	1 Liberty Plaza, 20th FL, NY NY 10006	Founding Chairman/ Director	0	0-5	0
Mr John E Zuccotti	1 Liberty Plaza, 20th FL, NY NY 10006	Director	0	0-5	0

Application for Extension of Time To File an Exempt Organization Return

Department of the Treasury
Internal Revenue Service

▶ File a separate application for each return

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box
- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).

Do not complete Part II unless you have already been granted an automatic 3-month extension on a previously filed Form 8868

Part I Automatic 3-Month Extension of Time. Only submit original (no copies needed)

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete Part I only

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

Electronic Filing (e-file). Generally, you can electronically file Form 8868 if you want a 3-month automatic extension of time to file one of the returns noted below (6 months for a corporation required to file Form 990-T). However, you cannot file Form 8868 electronically if (1) you want the additional (not automatic) 3-month extension or (2) you file Forms 990-BL, 6069, or 8870, group returns, or a composite or consolidated Form 990-T. Instead, you must submit the fully completed and signed page 2 (Part II) of Form 8868. For more details on the electronic filing of this form, visit www.irs.gov/efile and click on e-file for Charities & Nonprofits.

Type or print	Name of Exempt Organization NATIONAL SEPTEMBER 11 MEMORIAL AND MUSEUM	Employer identification number 38-3678458
File by the due date for filing your return. See instructions	Number, street, and room or suite no. If a P O box, see instructions ONE LIBERTY PLAZA, 20TH FLOOR	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. NEW YORK, NY 10006	

Check type of return to be filed (file a separate application for each return)

- | | | |
|--|---|------------------------------------|
| <input checked="" type="checkbox"/> Form 990 | <input type="checkbox"/> Form 990-T (corporation) | <input type="checkbox"/> Form 4720 |
| <input type="checkbox"/> Form 990-BL | <input type="checkbox"/> Form 990-T (sec. 401(a) or 408(a) trust) | <input type="checkbox"/> Form 5227 |
| <input type="checkbox"/> Form 990-EZ | <input type="checkbox"/> Form 990-T (trust other than above) | <input type="checkbox"/> Form 6069 |
| <input type="checkbox"/> Form 990-PF | <input type="checkbox"/> Form 1041-A | <input type="checkbox"/> Form 8870 |

- The books are in the care of ▶ **THE ORGANIZATION**
Telephone No ▶ **212-312-8800** FAX No. ▶ **212-227-7929**
- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____ If this is for the whole group, check this box ▶ If it is for part of the group, check this box ▶ and attach a list with the names and EINs of all members the extension will cover

1 I request an automatic 3-month (6-months for a corporation required to file Form 990-T) extension of time until **AUGUST 15, 2008**, to file the exempt organization return for the organization named above. The extension is for the organization's return for
▶ calendar year **2007** or
▶ tax year beginning _____, and ending _____

2 If this tax year is for less than 12 months, check reason: Initial return Final return Change in accounting period

3a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions	3a	\$
b If this application is for Form 990-PF or 990-T, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit	3b	\$
c Balance Due. Subtract line 3b from line 3a. Include your payment with this form, or, if required, deposit with FTD coupon or, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions	3c	\$ N/A

Caution. If you are going to make an electronic fund withdrawal with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions

LHA For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form **8868** (Rev. 3-2008)