



The following message was sent from Deputy Special Master Debby Greenspan to the VCF Community.

November 7, 2016

Dear Friends:

I am posting this message to advise you that I am concluding my service with the VCF. I have been honored to have been able to serve as the Deputy Special Master of the VCF both throughout the first VCF and from the inception of the current VCF. As many of you know, I began working on the VCF in 2001 soon after the initial program was enacted. In the first VCF, I served as the Deputy Special Master with Ken Feinberg and my principal role was to interpret the statute and to develop and implement the substantive policies and guidelines that would ensure the fair evaluation of claims and the provision of just compensation taking into consideration each claimant's individual circumstances. I was privileged to meet with hundreds of victims and families. We all learned much from the families – about heartbreak and devastation, about strength and commitment and about community and compassion. Ultimately, in a short 33 month period, we were able to distribute over \$7 billion to the immediate victims and families of victims of the 9/11 attacks.

In 2011, Sheila Birnbaum and the Department of Justice asked me to reprise that role and to assist in the implementation of the expanded “second” VCF (VCF2). For the past five years, I have continued in that role. As you all know, VCF2 presented some new challenges: the potentially eligible claimant population is vastly expanded, the conditions eligible for compensation have changed and expanded during the operation of the program, the passage of time has made it difficult in some cases to obtain necessary documentation, and the statutory cap on funding has placed some limits on the operation of the program. I am honored to have been part of the team that has awarded over \$2 billion since 2011 to over 10,000 first responders, recovery and cleanup workers, and survivors who now suffer from various debilitating diseases and conditions. This was a monumental effort carried out by a dedicated and caring team.

We have now implemented the policies and procedures mandated by the 2015 Reauthorization of the VCF. The team is reviewing and evaluating the Group B claims and has implemented the adjustments required by Congress. Over the past several months, I have worked to assure an orderly transition to the new policies and procedures and to newly appointed Special Master Rupa Bhattacharyya. Although I will miss the team and the community of representatives, advocates, and claimants with whom I have had the privilege to work over the past 5 years, I believe it is time to conclude my service.

I want to note my thanks to the many members of the VCF team – who have worked tirelessly over the last several years. This is an extraordinary team of individuals who are dedicated to the program and to assuring that each and every claimant is treated with dignity, respect and compassion. Every single task performed by members of the VCF team is critical to the success of the program and to carrying out the mandate to provide full compensation to every eligible victim. Those who are not familiar with the inner workings of the VCF perhaps cannot appreciate the amount of effort and time involved. Each component of the team – helpline, payment, correspondence, systems, review, appeals and hearings – works together to enable the process. And I want to note my special thanks to the Special Masters – Ken Feinberg, Sheila Birnbaum and Rupa Bhattacharyya - and to Stefanie Langsam, Fran Gottfried, Beth Henderson, Jon Olin, Rick Brooks, Jordy Feldman, Matt Neuburger and Ben Kayden – all of whom were instrumental in launching VCF2.

There is no amount of compensation that can heal the wounds caused by the 9/11 attacks. But what the program can do, and has done, is to provide some measure of financial stability, assure a



transparent process, maintain equitable procedures and guidelines, ensure that every claimant has a full and fair opportunity to present his or her claim, and to respond to each claimant with clarity and respect. I have been both privileged and honored to have been able to work with the community of 9/11 victims and hope that I have been able to help provide some relief to those who have suffered grievous losses.

Best wishes to all of you. Thank you for your diligence and cooperation in helping to maintain the program and in contributing to its continued success.

All my best,

Debby