2019 ANNUAL REPORT

SOLDIERS & SAILORS MEMORIAL HALL & MUSEUM TRUST, INC.

(SUBMITTED FALL 2020)
We hope you find our 2019 Annual Report full of accomplishments and progress. We are extremely grateful for the community, our guests and especially our supporters. Whether you volunteered your time, visited the museum, attended an event, or provided a monetary donation—we could not continue to grow and prosper as a nonprofit corporation without you. On behalf of our Board of Directors and our staff, thank you for honoring them with your presence.

*A Special Message*

Our 2019 Annual Report is dedicated to those we lost last year from our Staff and Board of Directors.

Employees Connie Robertson and John Ford (retired 2017)

Board Members Judith Anderson, John Biedrzycki, Dom Cersosimo & Ron Gancas*

*We especially remember and dedicate this report in memory of Ronald S. Gancas, former President/CEO, employee and board member.

The concept, vision and creation of Soldiers & Sailors Memorial Hall & Museum Trust, Inc., as a nonprofit company, would not have been possible without Ron Gancas because of his passion for the Memorial’s history and desire to be part of its future. But mainly, Ron knew it would take hard work, dedication and leadership to make his dream, and that of his colleague and dear friend, Joseph A. Dugan, Jr., become a reality.

If you knew Ron, then you knew how proud he was—of his family and his life’s work. It was Ron’s pride that drove him in those early difficult years of the nonprofit’s existence, never giving up or giving in to the challenges facing Soldiers & Sailors. His pride did not allow him to take no for an answer. Ron would find ways over, under, around and through any obstacle blocking the pursuit needed to make Soldiers & Sailors rise once again in all of her majestic grandeur. From his early days as the County’s museum curator, to working as the nonprofit’s first Chief Operating Officer, side by side with Joe Dugan, and his years as President and CEO until he retired in 2011, Ron lived and breathed Soldiers & Sailors. The magnificent life of, arguably, the grandest military memorial and museum of all across our nation continues today because of Ron Gancas.

Our former President and CEO, Ron Gancas, passed away Tuesday, June 4, 2019.
MISSION STATEMENT

Soldiers & Sailors Memorial Hall & Museum is one of the only memorials in the United States dedicated solely to America’s military personnel, representing all branches of service and honoring both the career and citizen service member. Soldiers & Sailors Memorial Hall & Museum Trust, Inc.’s mission is to preserve a lasting tribute to those men and women of Pennsylvania who unselfishly gave of themselves in serving their country during the American Wars. Through educational outreach programs, museum exhibits, and veteran service programs, we share and promote the significance of the facility to the community as a living memorial, an educational asset, and a cultural treasure.
ACHIEVEMENTS & HIGHLIGHTS

With the hard work and passion of our staff and the leadership of our Board of Directors, 2019 was yet another year of highlights, as well as a few firsts. One evening in January, we shared with the community the beauty and splendor of Soldiers & Sailors alit at night by unveiling our new LED lights. Through an Allegheny Regional Asset District capital grant, we began illuminating the front of the building, including changeable colored lighting between the 8 mezzanine columns. For several years when the sun went down, our Memorial has been dark due to failing light fixtures and the expense to power the outdated bulbs. Now, we have the ability to highlight the façade, often with appropriate colors for special dates and events, and operate on automatic timers.

In the Spring, we were honored to have the family of Staff Sgt. Stevon A. Booker request Soldiers & Sailors Memorial Hall & Museum be the location of a special ceremony on April 5th, at which SSG Booker was awarded (posthumously) the Distinguished Service Cross – the nation’s second highest award for valor. A 3rd Infantry Division Soldier, assigned to Company A, 1st Battalion, 64th Armor Regiment, SSG Booker was killed in action in Iraq in 2003 and was originally awarded a Silver Star for his actions. However, it was determined that Booker’s award would be upgraded to the Distinguished Service Cross. Staff Sgt. Booker’s mother, Freddie M. Jackson, presented the award 16 years to the day after her son sacrificed his life for this nation. Now famously known as “Thunder Run”, Booker’s unit led an offensive armored-attack into Baghdad on April 5, 2003 – subsequently resulting in the collapse of the Saddam Hussein government. During the raid, Booker’s platoon came under heavy small-arms and rocket-propelled grenade fire. Booker immediately reacted – communicated the situation to his chain-of-command, returned fire with his mounted machinegun and reassured his crew that they would make it to their objective. When his crew machinegun malfunctioned, Booker completely disregarded his personal safety and took up an exposed prone position on the top of his tank. While still engaged by heavy enemy fire, Booker maintained communication with his platoon, accurately destroyed an enemy vehicle and effectively protected his platoon’s flank. Booker continued to engage the enemy and protect his platoon while exposed for nearly five miles until he was fatally wounded. Staff Sgt. Booker was previously inducted into our Joseph A. Dugan, Jr. Hall of Valor and his upgraded honor was inducted last year in a second ceremony.

Finally, we ended the year with completing a much-needed improvement in our Joseph A. Dugan, Jr. Hall of Valor. Through a generous contribution from David J. Maxwell to fully fund 8 individual exhibit cases, we were able to prominently and properly display our collection of Medal of Honor medals donated to Soldiers & Sailors over the years. Now, our rare and priceless medals are prominently lit with safe lighting features, properly displayed within atmospheric controlled settings and honorably mounted in our Hall of Valor, rather than unseen in storage. Although a formal unveiling took place in January 2020, the cases were available for public viewing from Veterans Day, 2019.
Soldiers & Sailors guests walk a timeline of displays ranging from the Civil War through our most recent conflicts in Iraq and Afghanistan. This pathway of discovery tells the stories of heroes. In addition to honoring or troops from all branches of service, Soldiers & Sailors Memorial Hall & Museum also maintains its commitment to honoring America's servicemen and women by providing a place for veterans to gather. Listed below are a variety of veteran and military history-related organizations that met here in 2019.

American Legion
PA 9th Re-Enactors
Davis Star/Sons of Union Veterans
Federation of War Veterans
Vietnam Veterans Inc. (VVI)
Women's Army Corp

“Very inspirational, touching. Gettysburg Address is still touching today.”
Soldiers & Sailors Memorial Hall & Museum shows tremendous progress once again in efforts pertaining to social media growth and the further development of the number of visitors to our website. This has been an identified area of focus and will continue to be as Soldiers & Sailors works to expand its presence on the web, thereby broadening its audience and outreach efforts. Actions that will inevitably lead to even greater numbers in both museum guests and increased funding. The staff recognizes this correlation and is committed to furthering this trend with “virtual” elements in 2020, online educational programming, as well as online storytelling about our vast collection of artifacts.

Reflected in the numbers below, Soldiers & Sailors is pleased to state that visitors to Facebook and Instagram are consistently on the rise, and due to this, the number of individuals wanting to learn more about our museum, events, and rental opportunities has significantly increased as well.

Also beneficial to Soldiers & Sailors has been the ongoing positive reception and partnership with local media outlets from across the region. These important relationships have and will continue to communicate the Soldiers & Sailors name to the public so that even more individuals may discover what is happening each and everyday within our walls.

Soldiers & Sailors is proud of these accomplishments and looks forward to the growth to come in 2020!

Below are charts, facts, and figures from 2018 and 2019:

**Email**

*In 2019, approximately 135,000 emails sent in the form of 48 campaigns.*
- Average open rate 26%
- Average click through rate 25%
**2019 Cannon Ball Fundraiser Gala**

**2019 Senior Citizens Day**

**2019 Cannon Ball Fundraiser Gala**

**2019 Hall of Valor Induction Ceremony**

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**FREE event**

**Soldiers & Sailors sponsored event**

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**OTHER EVENTS, PROGRAMS & HAPPENINGS OF INTEREST**

African American Heritage Celebration

AIU3’s Children’s Choice Awards

American Legion Youth Awards Dinner

Bechtel Plant Machinery Holiday Party

Brittsburgh Women in WWII Presentation

Cannon Ball Fundraiser Gala

Catholic Men’s Fellowship Conference

CMU All University Orchestra Concert

CMU Bhangra in the Burgh Indian Dance Competition

CMU NROTC Commissioning

CMU Wind Ensemble Concert

Congressman Mike Doyle Town Hall

Consortium for Public Education’s Future is Mine Event

ESGR "We All Serve" Awards Dinner

Family Fun Day at the Museum

Hispanic Flamenco Ballet

Independence Day Americana Concert in partnership with the Pittsburgh Symphony Orchestra

International Championship of Collegiate A Cappella (ICCA)

Varsity Vocals Quarterfinals

Jess Hilarious Comedy Show

Jewish Community Center of Greater Pittsburgh

One Year Anniversary Tree of Life Vigil

Jim Manion Presents Mr. Pittsburgh Body Building Competition

Joseph A. Dugan, Jr., Hall of Valor Induction Ceremony

Memorial Day Celebration

Naturalization Ceremonies (May, November)

Navy Ball

Navy Jazz Commodores Concert

Pitt Office of Vet Services Documentary Screening and Discussion

Pitt ROTC Retirement Ceremony

Pitt U.S.A.F. Commissioning Ceremony

Pittsburgh Department of City Planning Urban Design Workshop

Rehumanize: A Vigil for Muslims in New Zealand

SAR DAR Flag Day Ceremony

SMSGt. William Barth Retirement Ceremony

Society for American Military Engineers Banquet

Spectroscopy Society of Pittsburgh’s Annual Faraday Lectures

Stevon Booker Distinguished Cross Ceremony

Stop the Violence: African American Student Educational Program

The O’Jays Concert

The Pittsburgh Promise Signing Day Rally

University of Pittsburgh Dhirana Dance Competition

UPMC Hillman Cancer Center Research Retreat

UPMC Med Ed Resident Orientation (June/July)

UPMC Vascular Medicine Holiday Party

US Army Field Band Concert

USS Leyte CV32 Association Luncheon

VH1 Save the Music – Pajama Jam

Vitalant Blood Drive (May, September, December)

VVI POW MIA Vigil

Welcome Freshmen Event featuring The Silence of the Lambs Movie Night in Partnership with the University of Pittsburgh

Wounded Warrior Project Vendor Summit
During opening day remarks in 1910, Soldiers & Sailors Memorial Hall was called “this grand edifice.” A description that still holds more than 100 years later. The architectural beauty of this Pittsburgh landmark is an elegant setting for special events from weddings to corporate meetings. Soldiers & Sailors also served as a place of solace in 2019 when the City gathered to honor slain Officer Calvin Hall.

Take a look at the Paid Rental Events Charts for 2018 and 2019 on the following page.

"Thank you for keeping the memories of great campaigns, battles & service alive."
Fabulous place, wonderful staff.
"EXCELLENT"

"Loved the history. What a wonderful museum of historic war artifacts. Thank you for keeping the history of our country alive."

"Thank you for hosting the Town Hall!"

"Great Displays, very special."

"What a great tribute to our troops. God Bless them all - current and past. This is awesome!!"

"Great exhibits. Very well done. Great place to reflect on my service. Thank you."

"Awesome place to visit and amazing staff!!"

"This is fabulous!!"

"Thank you for paying attention to those who stayed and waited for their loved ones."

"Very well done. Love to hear about future plans."

"Friendly Staff, very informative, we loved it!"
"Very nice. Will need several more visits to fully appreciate."
2018 REVENUES AND EXPENSES

Support and Revenues

- Government Assist / Grants: $67,514
- Contributions: $31,744
- Auditorium / Banquet Hall Rentals: $56,032
- Other Income: $26,890

Total: $714,118

Expenses

- Programs: Museum / Hall / Education: $1,001,676
- Management / General: $530,507
- Fundraising: $246,960
- Special Events: $107,800

Total: $1,803,240

Liabilities & Net Assets

- Accounts Payable: $1,489,115
- Rental Deposits: $340,590
- Net Assets: Designated - Remembrance Park: $205,324
- Investment in Fixed Assets: $7,800

Total: $1,985,062

Assets

- Cash & Cash Equivalents: $3,279,124
- Accounts Receivable: $22,248
- Equipment: $5,000
- Leasehold Improvements: $44,142

Total: $3,304,847
THANKS TO OUR CONTRIBUTORS AND COMMUNITY OF SUPPORTERS

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<td>Allegheny Regional Asset District</td>
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<td>John &amp; Caroline McCabe* - In memory of Ron Gancas</td>
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<td>Women's Overseas Service League - In memory of Judith Anderson &amp; Beverly Kreger</td>
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*Board Members

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<td>Roger Clarke</td>
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<td>Jean Ann Jones - In memory of Mary Rita Walsh</td>
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<td>Michael Kraus - In memory of Ron Gancas</td>
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<td>Sherri Jones Walker</td>
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<td>Richard A. &amp; Nancy Lee Williams *</td>
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$99 & Below

Donald J. Bucholtz
Charities Aid Foundation of America
Ronald R. Cipriani
Jennifer Cohn - In memory of Keith Cohn
Linda Colchagie - In memory of John Ford
Charita Cox
Jeremy Craven
William A. Crookshank *
Richard J. Enterline - In memory of John Ford
Marjorie Gancas - In memory of Joyce Baker
Shelby Gracey
Allyson E. Hince - In memory of John Ford
Marjorie Hobaugh
Peter J. & Sherri L. Kappas

$99 & Below

Stephen H. & Kathleen P. Krauss
Lois Lang - In memory of Woody McVicker
Rachel Morrissey
Katharine Needham - In memory of John Ford
Louis A. Nudi
Howard W. & Nancy H. Pfeifer *
Pittsburgh History & Landmarks Foundation
Holly Pisanelli - In memory of John Ford
Michael & Melanie Simko -
In memory of John Ford
Alan Smith *
South Fork VFW Home Association
Marcia M. Sturdivant - In memory of John Ford
Jacqueline Williams - In memory of Ron Gancas
Keith J. Zimmer - In memory of Connie Robertson

2019 Cannon Ball Fundraiser Gala photos
Master of Ceremony Mike Frazer addressing the audience.
(Inset photo) Retired (34 years) Sergeant First Class
Richard Jenkins displays the POW/MIA Fallen Comrade Table.

If you missed news coverage, click here for a Pittsburgh Post-Gazette Cannon Ball Fundraiser Gala article
There are many ways to support Soldiers & Sailors. One option is the Friends Membership Program, which continues to welcome new members. Please encourage those in your circle to join either during a visit to the museum or online at soldiersandsailorshall.org/donate/#membership.

As a reminder, all Friends members receive:

- A membership card valid for one year from the date of purchase
- News and Upcoming Event email updates
- Free museum admission for the year (number of visitors based on Individual, Dual and Family membership level)
- 20% discount on select Soldiers & Sailors Memorial Hall & Museum Trust, Inc. events
- 10% discount on Gift Shop purchases
- 20% discount on group tours. All tour options are available during regular museum hours and must be reserved in advance

"Absolute treasure! Should be on a Nat'l registry. Educational & inspiring. Thank you!!."
SOLDIERS & SAILORS VOLUNTEERS: SALUTING OUR TROOPS

Soldiers & Sailors Memorial Hall & Museum is grateful to all of its supporters, but we want to extend special thanks to our volunteers who give their time and talents for the good of Soldiers & Sailors and the fulfillment of our mission to honor our service men and service women. This page shows some of our volunteers in action. The following page gives a breakdown of events and those who helped throughout 2019.

"So lovely, artful/beautifully designed exhibits. Very accessible & engaging."
Please refer to the key on the lower left to find the events worked by the volunteers listed below.

**VOLUNTEERS**

| Barley Belknap | Kathy Park | Russ Raisig | Ed Rak | Emily Rankin | Sea Cadets | Lois Shirley | Mary Ann Shirley | Dan Telep | The Brass Roots | The Pine Creek Community Band | The Pineapple Trio | The TRYPO Trombone Quartet | Vietnam Veterans, Inc | Joshua Upadhyay | Richard "Dick" Williams | Jim Wojciechowski | Reverend Mike Wurschmidt | Benjamin Zamperini |
|----------------|------------|-------------|-------|--------------|------------|-------------|------------------|---------|----------------|-------------------------------|---------------|----------------------|----------------------|---------------------|-----------------------|---------------------|-------------------|
| * Board Members |           |             |       |              |      |            |                  |         |                |                               |               |                      |                      |                |                 |                      |                  |

Interested in joining our troops and becoming a Soldiers & Sailors volunteer?

If you are, please contact Sarah B. Gallozzo, VP, Director of Development & Community Relations at sarah@soldiersandsailorshall.org for more information.

"Gene was a wonderful guide and full of great info! Beautiful tribute to PA's fallen heroes."
The Education & Museum Department helped fulfill Soldiers & Sailors Memorial Hall & Museum’s mission in numerous ways over 2019. Within that department, the Museum and Education Teams work to educate the community about military history while also preserving the stories of local heroes.

**MUSEUM DEPARTMENT**

We are maintaining, recording, storing, and displaying artifacts in the Soldiers & Sailors collection. With each exhibit, we strive to give our visitors insight into the life of our military men and women. Another key element to our purpose has been to increase public awareness. Soldiers & Sailors moved full steam ahead in 2019 with a plan to maximize our exposure to surrounding communities. In addition to a display at the Pittsburgh Penguins Veterans Appreciation Game Day, which has become an annual occurrence, Soldiers & Sailors’ artifacts were also on display during these special events:

- Mansfield Civil War Show with a display of Civil War Uniforms and Gettysburg Civil War artifacts
- World of Wheels Show
- MaxMotive Show
- Mall at Robinson Veterans’ Appreciation Day
- Larrimor’s Clothing Store Window Display in Downtown Pittsburgh
- Civil War Pittsburgh Lecture

There were many accomplishments during 2019, including new displays and upgrades, particularly to the Vietnam and Merchant Marine cases and the Thinking of You Room. While showcase displays are the most visible aspect of the Museum Team’s responsibilities, less glamorous but vital tasks also continued.

- Added and cataloged 830 artifacts into the Soldiers & Sailors collection
- Received objects from 87 different donors

Moving from the every day to the extraordinary moments in 2019, a major highlight for the museum last year was the purchase of eight new archival museum cases for our 7 Medals of Honor on display in the Hall of Valor. A very generous donation of $40,000 from Pittsburgh businessman David J. Maxwell made the renovation possible. That gracious offer was made while we were participating in the World of Wheels Show. The Museum Department didn’t stop there. We were instrumental in the following:

- Book Sale: April 12 & 13 ($685.43) and Sept 27 & 28 ($725.75)

The Museum Department continuously looks for ways to educate and last year was no different. Every second Thursday of the month a special Spotlight On display was featured within the museum. The topics were diverse, but the goal for each the same. Spotlight On strives to bring the stories of our heroes to public awareness. Some of the topics included:

- An Evacuation Hospital Ledger
- Recognition of Staff Sergeant Stevon A. Booker/ Distinguished Cross Ceremony
- The Berlin Wall
- The New Medal of Honor Cases

During the year, we occasionally received outside requests for advice or assistance relating to our mission. Not only did that give us the chance to help others, but that also allowed the Museum Department to highlight our collection and expand our footprint. A student from American Public University was granted access to Civil War records for research for his Master’s Thesis. Our Curator Michael Kraus did consulting work for Matthews Bronze regarding a Korean War and a Vietnam monument. Michael also consulted on the Pittsburgh Opera Glory Denied presentation. In addition to consulting, Soldier & Sailors was also able to offer other cultural heritage institutions artifacts that complemented their collections:

- Heinz History Center: 13 Vietnam Era Artifacts
- University of Pittsburgh Greensburg: Wedding Dress, WWII Uniform
- VA Medical Center: WWII Navy Uniform to WWII Veteran for a Photo Opportunity

"It was so peaceful and beautiful I loved it! I love my military history! Reading the facts about them was lovely!"
EDUCATION AND MUSEUM DEPARTMENT

The Education & Museum Department does more than preserve, record, store, and display military artifacts, documents, and artwork, from Soldiers & Sailors’ amazing collection. It enlightens the community through hard work and commitment.

EDUCATION DEPARTMENT

An important part of the Education Department’s mission is to promote the use of our historical items and to create an understanding for all groups who visit the museum. In 2019, we continued to offer a variety of programs, as well as provide community outreach programs for museum visitors throughout Western Pennsylvania. The VIP Tour continued to be our most popular program for school field trips and allowed us to showcase Soldiers & Sailors’ vast collection to younger generations. In 2019, approximately 2,200 students participated in this interactive and engaging learning experience. Other education programs for the year included:

- The Footlocker Outreach Series
- Boy Scout Merit Badge Programs
- Civil War History & Reading Summer Camp
- African American Heritage Celebration
- Spotlight On Series
- Summer Family Fun at the Museum

Another valued Soldiers & Sailors education program is our 6th Regiment United States Colored Troops Re-enactment Drum Corps. We are proud to note that this marked the eleventh year for the program. The mission of the 6th Regiment USCT Drum Corps is to educate young African Americans about the pride, glory, and challenges faced by USCT soldiers in the Civil War. Through public performances, the community recognized all the students have learned. Throughout the year, five young men participated. Some 2019 performance highlights include:

- Soldiers & Sailors Memorial Day Celebration
- Memorial Service for Pittsburgh Police Officer Calvin M. Hall
- Pittsburgh Juneteenth Parade
- Soldiers & Sailors History and Reading Summer Camp

In addition to our education programs, the Education Department continued to partner with organizations as both a host and a resource for community education events. Doing so provided more opportunities to draw the public to Soldiers & Sailors. Here is a sample of the 2019 events:

- The Allegheny Intermediate Unit’s Children’s Choice Awards
- Consortium for Public Education’s Future is Mine Conference
- Tickets for Kids Charities
- As Part of the D-Day Pittsburgh 75 Initiative, Soldiers & Sailors Partnered with the Pittsburgh Chapter of Pets for Vets at Animal Friends for a 75th Anniversary of D-Day Commemoration Ceremony
- Britsburgh’s Women of World War II Event

In total, we are delighted to say that Soldiers & Sailors educated more than 9,700 people through our various programs last year and anticipate increasing that number in 2020.

Help us to spread the word about the 6th Regiment USCT Drum Corps. Soldiers & Sailors is always looking to recruit African American males, ages 12-18, to participate in this free program. Reproduction Civil War uniforms, as well as, all necessary musical instruments and training are provided by Soldiers & Sailors. Please contact Education Director Tim Neff at 412-621-4253 Ext. 219 for additional information.
As of this report, and trying to looking ahead, it’s hard to imagine a scenario like the one we have endured thus far in 2020. Yes, this Annual Report takes a look back at the year that was 2019 – and we hope you found it informative, exciting and to be a great leap of point that would carry us into 2020. We did.

So now, traditionally, we share with you that momentum and passion for what we expect to come in the future – Our Vision. On one hand, many of our goals and initiatives were not achieved and remain the same, since our country and our community have been impacted by COVID-19. On the other hand, we have continued to work at developing new goals and initiatives, both in spite of and in light of the pandemic. Honestly, our staff has worked harder than the hardships of this global crisis has worked on us, if that makes sense. And somewhere in the middle of it all, we still had a successful year in accomplishing many aspects of what we envisioned for 2020. Here are some examples of what we foresee for our future:

**Museum Visions** – a. We remain dedicated to modernizing our display cases, resulting in modernized exhibits with atmospheric controls, lighting, and enhanced artifact visibility; b. We are improving informational signs and ‘provenance’ through the exhibit areas, including the addition of tactile aids enhancing the visit for all; c. improving our photo studio with the ability to capture video and still photos for artifact cataloging, marketing materials and programs; d. We are responding to the ‘virtual’ world impacted by COVID-19 with professionally videoed tours, educational programs, and events to share whenever and wherever.

**Exterior Structural Repairs Surfaces and Lady America Statue** – We must continue our attention and repairs to the exterior of the structure. Numerous failures in storm drains, masonry and other exterior surfaces are allowing rainwater to enter the memorial, creating interior wall, ceiling and wood work damage. Also, much of the foundational soil has eroded below effective levels, requiring us to build up around the ground perimeter.

**Safety and Security Improvements** – a. Installation of an automated smoke/fire detection and alarm system, partly delayed by COVID-19 will be in place early in 2021, with pull-down alarms, strobes and sounding devices, monitored by our security company; b. Enhance security camera numbers and digital recording hardware; c. Improve property and building security control measures and access in the parking lot, door locks and codes, and monitoring systems; d. Continued development of both a strategy and structure to improve on-site security through an on-site security guard company, during regular and event operations.

**Rental and Event Space** – a. Enhance Wi-Fi power; b. install audio and visual capabilities for improved meeting, conference and event-related features; c. augment the facility assets such as new tables, chairs and miscellaneous aids; and d. renovate and repair auditorium seating, painting, flooring and related stage sound and lighting attributes.

**Work Environment** – Recognizing the heart of our mission is the staff that make the entire operations and memorial tick, we continually strive to create a positive, stable, comfortable and productive work environment through work stations, equipment, benefits, break areas and other features. With an unknown future work atmosphere which may not resemble anything of the recent year, with remote workstations and social distancing, we must adapt to the needs of the workforce. Flex hours and portable work stations will give us an edge and hopefully not limit our productivity when the unexpected happens.

**Remembrance Park** – This grand transformation of our front lawn remains a significantly important project for our future. Although its vision and plans are over a decade old, the importance of Remembrance Park is stronger than ever before. Remembrance Park will bring our mission of honoring and remembering our veterans from the front Memorial doors down to Fifth Avenue. All over Oakland, plans for its improvement and future are taking shape. And with it beautification of the lawn, green space, storm water reduction and ADA accessibility, Remembrance Park is already part of master plans being pursued by the City of Pittsburgh, the Oakland District, and the University of Pittsburgh, proving the resulting final objective is still on track. Visit soldiersandsailorshall.org/museum/remembrance-park/ to learn more.

"A must-see. Very pristine & everything is detailed & educational. Taken care of immaculately."
SOLDIERS & SAILORS MEMORIAL HALL & MUSEUM TRUST, INC.,

STAFF

JOHN F. McCabe*-CEO
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