

Briefing Reports
Flight 93 Advisory Commission Meeting
February 4, 2012

**Families of Flight 93
Public Funding / Government Relations**

To: Flight 93 Federal Advisory Commission
From: Patrick White & Will Hollier
Date: January 23, 2012 (submitted)
Subject: October-December, 2011 Government Relations Report

Federal Appropriations

Mr. Hollier provided continual intelligence-gathering and consultation with House and Senate appropriations staff and Pennsylvania Delegation regarding status of appropriations process and strategy for FY 13 appropriations bills.

Individual family members and Mr. Hollier attended meetings in early November, 2011, with Secretary Salazar, National Park Service Director Jarvis, Senior White House Officials, Office of Management and Budget staff, Senator Robert Casey and staff of the Pennsylvania Congressional Delegation to discuss FY13 budget submission funding requests. Mr. Hollier redrafted handout for use by meeting attendees.

Mr. Hollier led the efforts to secure passage of The Fallen Heroes Act, which authorized the minting of one congressional gold medal to honor the heroes at each of the three September 11th Memorial site. While the legislation passed the Senate on September 9, 2011, it was deemed unacceptable to the House of Representatives. Hollier worked with legislative counsel to redraft the legislation, Dear Colleague and other advocacy materials. Hollier led the effort to secure the 332 congressional cosponsors needed to send the bill to the Floor. The legislation was passed by the House of Representatives on December 12th by a vote of 416-0, passed the Senate on December 14th and was signed into law, Public Law No: 112-076, on December 23rd.

Mr. Hollier met with David S. Kim, Associate Administrator for Policy and Governmental Affairs at the Department of Transportation, which resulted in identifying a significant federal grant opportunity to secure funds for (1) Flight 93 National Memorial return road and (2) Flight 93 National Memorial pedestrian bridge.

Mr. Hollier secured a letter of support for the FY'13 budget submission funding requests signed by Senator Casey, Congressman Shuster, and Congressman Critz.

Mr. Hollier assisted with follow up to President Obama and First Lady, Members of Congress, and other guests to attend dedication of Flight 93 National Memorial.

Mr. Hollier provided fundraising leads and assistance in raising funds for Flight 93 National Memorial to the Families.

Organization

Mr. Hollier led weekly conference calls with Families, National Park Foundation and LAKPR to allocate tasks and responsibilities, ensure proper follow up to action items, and serve as strategy session

Mr. Hollier reviewed and provided comments to LAKPR on press and advocacy materials.

National Park Service Briefing Report

To: Flight 93 Federal Advisory Commission
From: Barbara Black and Jeff Reinbold
Date: January 23, 2012 (submitted)
Subject: National Park Service Operations Report

Interpretation

With the dedication of the Memorial and the high media profile of the 10th anniversary of September 11, visitation at Flight 93 since September 10 has increased by at least 250% each week. 265,000 visitors came to the Memorial in 2011, an 87% increase over 2010 (136,000). And of those visitors, 126,000 people came since September 10, a 242% increase over the same period in 2010 and approximately the same number of visitors to the Flight 93 temporary memorials for a year. We expect between 350,000 and 400,000 people to visit the Memorial in 2012.

The challenge for the interpretive staff this past fall has been simply handling the large crowds. The new parking lot has a capacity of 74 vehicles. On busy weekends with an average of 3-4,000 people per day, parking was extended to the future visitor center gravel lot and buses were contracted to shuttle visitors. Rangers spent much of their time in the parking lots. The NPS will create an overflow parking area behind the restrooms in the spring and will employ a shuttle bus system on weekends throughout the spring and summer.

Since November, interpretive staff has been working on implementation of elements of the draft Interpretation and Education Plan for the Memorial which includes writing interpretive programs given by rangers and volunteer Ambassadors on a daily basis; creating special ranger talks on specific topics; providing a family of publications of written information on particular subjects such as a site bulletin on the Memorial design; developing a cell phone tour and visitor information available through QR codes on site or as an advertised 800 telephone number; producing a short video for use as pre-visit material for large groups; and updating the National Park Service website.

As the staff prepares for expected high visitation in the spring, two new seasonal rangers will be hired for March through October, and Dan Plummer, a seasonal ranger from last year, will return for a six-month appointment. Adam Shaffer has completed his Master's degree in Public History from Indiana University of Pennsylvania while working as a SCEP (Student Career Experience Program) employee for Flight 93. He has accepted a permanent position with the National Park Service at Flight 93 National Memorial as a Interpretive Park Ranger. He has returned to his previous assignment at Volunteer Coordinator for the park and will lead the initiative for youth education at the site, creating a "Kids Page" for the website and a new Junior Ranger Program for Kindergarten through third grade incorporating features of the permanent Memorial.

Volunteer-in-Parks Program

On January 26, 2012, the Ambassador program at Flight 93 reached its tenth year. The Ambassadors had their first training at the temporary memorial on Skyline Road on this wintery day ten years ago. The Ambassadors, as well as all volunteers at the park, will be honored at a dinner and recognition on January 26th. The first volunteers to the Memorial were actually those that helped Barbara Black collect tributes at the temporary “hay bale” memorials and private memorial around the site boundary and in Shanksville. Recognition was given for the 6,480 hours of volunteer service from October 1, 2010 to September 30, 2011. Three volunteers each completed more than 300 hours during this time period. Nine volunteers have a cumulative total of over 500 hours since they began volunteering and received a National Parks Pass giving them free access to all 397 parks for one-year.

With financial assistance from the Friends of Flight 93, the Ambassadors received new uniforms with the opening of the Memorial that reflected the standard National Park Service Volunteers-In-Parks name and logo. However, enough funding was not yet available for a winter parka to complete the uniform. The anonymous member of the Families of Flight 93 contributed the funds to purchase forty-three coats totaling nearly \$3,000.

The volunteer program has been expanding in the past few months. Fifteen new and returning volunteers will receive Ambassador training in February.

Oral History and Documentation Project

With the funding from the Heinz Endowment for a three-year grant period, a project work plan was developed to complete a number of high priority interviews, increase the process of editing and bringing the interviews to a useable state, and collecting groups of known documents and materials to add to the Archives of the Flight 93 National Memorial. Within the last three months, the first oral histories representing the United States Postal Inspection Service, the Federal Aviation Administration (FAA), and United Airlines at Newark International Airport have been recorded.

Kathie Shaffer and Donna Glessner will travel to Washington, D.C. in February to conduct interviews with people who were at work in the Capitol building on the morning of September 11, and will conduct research at the National Archives.

719 interviews have been conducted which includes 273 interviews with family or friends of the passengers and crew on Flight 93. 432 interviews have been transcribed and 143 interviews are completely through the process.

The oral histories and collective documents and photographs have been invaluable resources as the Interpretive and Education Plan of Flight 93 National Memorial is being finalized, and the exhibit plan for the Visitor Center in Design Phase 1B is continued.

Cultural Resources

The National September 11 Memorial and Museum is in the final stages of identifying needs for the museum exhibit to represent the story of Flight 93. Flight 93 National Memorial will be providing oral histories, photographs, and will loan several tribute items in the next month for the anticipated opening of the museum in 2013.

Friends of Flight 93 Briefing Report

To: Flight 93 Federal Advisory Commission
From: Jerry Spangler
Date: January 23, 2012 (submitted)
Subject: Friends of Flight 93 Report

Recent Activities

The Friends of Flight 93 held a Strategic Planning Retreat held on Friday, November 4, 2011 and identified two major priorities: (1) helping the National Park Service staff to meet the needs of the large number of visitors to the site, and (2) helping with efforts to build the remainder of the memorial. We identified areas of opportunities to include: (1) education; (2) relevancy; (3) stewardship and (4) organizational capacity-building and effectiveness.

The Annual Membership meeting was conducted on November 5, 2011 at which time Donna Glessner, Patrick White, Linda Meyer and Mal Fuller were elected to the Board of Directors

The Friends also continued to assist the National Park Foundation and the Capital Campaign through the flag flying program. Page Wetterberg organized the effort to fly 2000 U.S. flags at the site.

Volunteers staffed an information booth at Somerset's Fire & Ice Festival from January 13-15.

The Friends joined the Somerset County Chamber of Commerce and plan to work with the Chamber Tourism Committee to help the business community provide services and support to the anticipated 400,000 visitors to the Memorial in 2012.

The Friends applied for a Somerset County Tourism Grant to support development of a video presentation for bus groups and the general public, business information packets, and signage to support a cell phone tour at the memorial.

Current membership: 205 members from 15 states.

Upcoming Activities

The Friends will assist the National Park Service and other partners in re-forestation projects at the Memorial beginning in April.

The Friends will begin publishing a quarterly newsletter for members providing information about volunteer opportunities and upcoming events.

Through the efforts of the National Park Foundation, the Friends have been invited by the Pittsburgh Penguin Foundation to assist with a charity raffle at a Penguins game on April 5.

Communications Briefing Report

TO: Flight 93 Advisory Commission
Families of Flight 93

FROM: Lisa Linden, CEO
Linden Alschuler & Kaplan, Inc.

DATE: January 23, 2012

RE: Communications Update

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Introduction

With the historic and poignant events surrounding the 10th anniversary behind us, the story of the Flight 93 National Memorial over the last three months has been of transition, continuity and progress. Both Patrick White and Jeff Reinbold took on new leadership roles during this time, while the Flight 93 National Memorial partners planned on how to build on the progress made in 2011. Throughout this period, LAK facilitated media coverage that continued to raise awareness of the heroic actions of the 40 passengers and crew of United Flight 93 and the effort to keep America's promise to complete the significant, soaring memorial near Shanksville, PA, while also planning new media initiatives for 2012.

November Flight 93 Advisory Commission Meeting

The past president of the Families of Flight 93, Gordon Felt, delivered a summary of LAK's written communications update to the Commission. Media that covered the November meeting included the *Daily American* and the *Pittsburgh Tribune-Review*.

Fallen Heroes of 9-11 Act Approval

During the month of December, LAK was involved in several media activities associated with this federal legislation including:

- Prepared a quote for Gordon Felt in coordination with Will Hollier for Congressman Shuster's press release announcing House passage of the legislation. LAK also drafted a Gordon Felt quote for a joint press release by Senator Casey and Senator Toomey announcing Senate passage. The announcements – including Gordon's quote – were picked up by local PA media.

- Drafted and serviced a quote for Gordon responding to President Obama signing the legislation into law on December 23. Lisa Linden reached the *Associated Press*' Pittsburgh bureau reporter late in the day. The resulting AP piece with a reference to the Families of Flight 93 was posted on more than 100 media sites including the *Washington Post* and *Fox News*. The *Pittsburgh Tribune-Review* and an international news site, *AllVoices.com*, did separate pieces on the signing including quotes from Gordon.
- In mid-December, Lisa was in contact with a *Washington Post* reporter for a piece the reporter was planning on the legislation. Lisa alerted her when President Obama signed the Act. The reporter interviewed Gordon, Patrick White and Will Hollier. The *Post* initially posted the AP piece, and then followed up with the longer piece with quotes from Gordon, Patrick and Will on December 28.

Jeff Reinbold Named Superintendent for National Parks of Western PA

In December, LAK drafted and serviced a statement for Gordon Felt responding to the National Park Service announcement that Jeff Reinbold was named superintendent for the National Parks of Western PA. Gordon's statement expressed strong support for the appointment and gratitude to the NPS' Keith Newlin for his tremendous and continuing work on behalf of the memorial. The *Daily American* and the *Pittsburgh Tribune-Review* picked up Gordon's statement in news pieces on the announcement. Lisa sent the National Park Service press release to reporters as well after it had been released by them. The *Tribune-Democrat* and the *Pittsburgh Post-Gazette* also covered the announcement.

Pittsburgh Penguins Event Honoring Wallace Miller

As January began, LAK moved forward with the first media initiative of 2012. In a surprise event on January 7, Somerset County Coroner Wallace Miller – a season ticket holder of the Pittsburgh Penguins – was honored by the sports team for his work on behalf of the Flight 93 families and the Flight 93 National Memorial. He was honored both before and during a Pittsburgh Penguins game.

Lisa Linden discussed with the Penguins head of public relations how LAK could facilitate media coverage. Since it was a surprise, there was little opportunity to inform media before the event. At the appropriate time, Lisa Linden contacted the Pennsylvania state editor of the *Associated Press* and non-sports media in the western PA area about the event and Lisa helped service the Penguins press release. On Saturday evening, the AP posted a piece with a photo of Miller and Gordon Felt. The AP piece was picked up by approximately 40-50 media sites throughout PA and elsewhere such as the *Wall Street Journal* and the *Buffalo News*. Other media coverage included the *Pittsburgh Tribune-Review*, the *Daily American*, the *Tribune-Democrat*, *WTAE-TV* and *WPVI-TV*.

Patrick White Named New President of the Families of Flight 93

LAK drafted and serviced a January 18 press release announcing that Patrick White was named the new president of the Families of Flight 93 by the organization's board of directors. The release noted that Gordon Felt will serve in a new and vital role as an emeritus board member while also continuing as a member of the Flight 93 Advisory Commission. The *Associated Press* posted a piece on the announcement which was picked up by approximately 30 media sites throughout PA and other media sites including *Fox News*. Western PA media including the *Pittsburgh Tribune-Review*, the *Daily American*, the *Pittsburgh Post-Gazette*, *WJAC-TV* and the *Tribune-Democrat* did news pieces as well as two media outlets from near Patrick's Florida home, the *News-Press* and the *Lehigh Acres News Star*.

Before the stories regarding Patrick White started to break, an online story regarding Mark Wahlberg's unfortunate comments broke. In response, Flight 93 family member Carole O'Hare, called into *ABC-TV*. Her phone interview with the station – and an interview by family member Deena Burnett – were strong and poignant. It was decided that that no official statement from the Families of Flight 93 would be released but to let these interviews speak to the issue. We got clean stories regarding Patrick White's new role and Mark Wahlberg subsequently apologized.

Flight 93 Families November Visit to Washington

Before concluding this report, we wanted to briefly touch on a media initiative that was discussed at the last quarterly meeting but did not make it into the written report.

During the Flight 93 family members' November 2-4 visit to Washington to ask for \$3.2 million in additional funds for the memorial, Lisa Linden arranged for Gordon Felt and Patrick White to sit down with an *Associated Press* reporter to discuss the goals and itinerary of the trip. The *AP* posted an initial piece followed by a more detailed version with quotes from Gordon and Patrick. A version of the piece was posted on approximately 140 television, print and radio news sites around the country.

Other media coverage of the November visit included:

- *Cox Media* – Gordon, Patrick, Calvin Wilson and the National Park Foundation's King Laughlin were interviewed by a Cox DC bureau reporter. The resulting news piece was available to 15 Cox television stations including *WJAC-TV*, Johnstown and *WPXI-TV*, Pittsburgh;
- *WJLA-TV*, the ABC Affiliate for Washington, DC;
- *The Pittsburgh Tribune-Review*;
- *WCBS* radio, New York City;
- *WDUQ* public radio, Pittsburgh and three affiliate radio stations;

- *Medill News Service* – This video news piece was picked up by *McClatchy News Service* and picked up by several McClatchy-owned media outlets;
- *NewsMax*; and
- *WTAJ-TV*, Altoona.

Media Initiatives for 2012

Over the last quarter – and with guidance from the Families of Flight 93 and the Flight 93 Memorial partners – LAK began to plan possible media initiatives for 2012. The media relations goal for the next year and beyond is to keep the Flight 93 National Memorial front and center in the minds of government funding decision makers and the public at large until all the funding goals necessary to complete the memorial envisioned by Paul Murdoch and the architectural team are met.

In the new year, Flight 93 families will continue to be sought out by the media as key advocates on behalf of the memorial and the need to complete the memorial as designed. LAK will seek new opportunities to keep the media spotlight on the memorial, building on the heightened media awareness during the 10th anniversary and our success of the past three years. We will collaborate with the Flight 93 partners on media events and to weigh in on message, media interest and needs.

As in previous years, LAK's role in September 11th ceremony in 2012 will be to work with the Flight 93 National Memorial partners on program planning, media outreach and press credentialing. As September 11th approaches, LAK will help support efforts to release information on the ceremony including servicing press releases and advisories of the Flight 93 National Memorial partners and drafting statements and press releases as appropriate. LAK will be on site before the commemoration ceremony to facilitate interviews and press availabilities in the days and hours before the ceremony and after the ceremony.

As we have always done, throughout the year LAK will continue to be available on a 24/7 basis to provide crisis management counsel. We will also continue to participate in weekly meetings with Will Hollier and the Families of Flight 93 to discuss ongoing coordination media support for government relations efforts on issues like federal appropriations for the memorial. We will also continue to monitor media sites and blogs for references to Flight 93.

Conclusion

Working with the Families of Flight 93 and the Flight 93 National Memorial partners over this past year has been a wonderful privilege for us. We look forward to continuing that work in the year ahead.

Anniversary Planning Briefing Report

To: Flight 93 Federal Advisory Commission
From: Jeff Reinbold
Date: January 23, 2012 (submitted)
Subject: Anniversary Planning Report

The committee will begin meeting again in February. Given that the Memorial is now open and that September 11 falls on a Tuesday this year, the group will discuss the possibility of offering a variety of smaller programs or activities that occur not only on September 11, but also on the prior weekend when visitation is likely to be very high.

The Committee will also discuss the possibility of having a reception and briefing for all families and partners on the evening of September 10th. This would give those people returning for the anniversary the opportunity to gather and to learn about the latest developments at the Memorial.

Interpretive Planning Briefing Report

To: Flight 93 Federal Advisory Commission
From: Jeff Reinbold
Date: January 23, 2012 (submitted)
Subject: Interpretive Planning Report

Interpretation and Education Plan

The Interpretive Planning Technical Committee has been on hiatus while the Partners explored a variety of configurations and locations for Visitor Center and Learning Center. In November 2011, the NPS Development Advisory Board (DAB) approved the location and general program for the visitor center as well as the creation of the learning center as a separate building. NPS staff with the assistance of Donna Glessner, have updated the draft Interpretive and Education Plan to reflect these decisions as well as recommendations that have been implemented over the past nine months. Barbara Black and Donna Glessner also selected photos and captions to accompany the text. The consultant is preparing the document layout and we will have an updated partner review schedule shortly. The plan is expected to be finalized by the May 2012 Commission meeting

Phase 1B Exhibit Planning and Design

With the DAB approval in November, Paul Murdoch Architects, Gallagher & Associates, the NPS, and the Development Advisory Group began meeting to better understand the relationship of the architecture to the interior space of the Visitor Center. Gallagher & Associates is currently completing design revisions to their Schematic Design 1 package. The Interpretive Planning Technical Committee will be engaged in the development of these documents. The Schematic Design package for the Visitor Center exhibits will be submitted to the DAB for approval in March 2012.

**Lands
Briefing Report**

To: Flight 93 Nat'l. Memorial Federal Advisory Commission
c/o Chairman John Reynolds
From: Patrick White, Families of Flight 93
Date: January 23, 2012
Subject: November-January Lands Report

On-going land acquisition activities have focused primarily on reaching contractual terms to formalize the oral agreement for purchase and sale of Tract 03-106, Jack A. Blades, et ux, an ~21 acre tract located east of the Memorial proper along Skyline Rd. This effort follows on the modification of the Letter of Intent between the Families of Flight 93 and the National Park Service, provided in December, 2011.

The Families continue to monitor the progress of the valuation case between Svonavec, Inc. and the federal government, hoping for a resolution of the case in the near term.

Real estate taxes for the holdings the Families have at the former T. Lambert, K. Lambert, and Mock properties continue to be paid on time, pending ultimate purchase from the federal government.

Design and Construction Briefing Report

To: Flight 93 Federal Advisory Commission
From: Jodie Petersen and Keith Newlin
Date: January 23, 2012 (submitted)
Subject: Design and Construction Report

Compliance and Permits

The NPDES (erosion and sediment control) permit :

- The major permit amendment (for the Access Road Design Modification) was approved.
- The amendment will allow the construction of the road realignment changes, vehicular pulloffs and parking area for the Tower of Voices.

The 404 and 401 permits (wetlands):

- The PADEP has been receiving the required soil/discharge monitoring/reporting as required per the permits.
- 401 Permit conditions also require additional monitoring, reports (linked to the NPDES Permit) and inspections (see above). Long Term Wetland Monitoring continues as per the permit requirements and the First Year Draft Monitoring Report is under review with NPS as of 1/20/12.

Phase 1A Construction, Construction Management and A/E Assistance during Construction and Other:

Construction:

- The construction project was awarded to ArrowKinsley Joint Venture (AKJV) on Nov. 6, 2009.
- Notice To Proceed: February 2, 2010
- Original Contract Time: 540 days
- Original Contract Amount: \$11,610,026.00
- Number of Contract Modifications: 17
- Revised Contract Amount: \$16,769,412.85
- Estimated Percent Complete: 99% (punch list items remain)
- Original Completion Date: July 27, 2011
- Revised Completion Date: September 23, 2011 per executed modifications

Construction Activities/Work Progress:

- Construction was substantially complete as of August 12, 2011. The inspection revealed that the work has been completed substantially in accordance with the plans

and specifications and was accepted. Items which remain to be accomplished are noted on the formal punchlist.

- Some punchlist items will not be closed out until spring 2012 especially related to erosion/sediment control needs and landscaping.

Construction Management

Water sampling for permit requirements is still underway and documentation is being sent to PA DEP until Summer 2012 (pending modification). See below for additional information on water sampling.

Phase 1B Schematic Design

Paul Murdoch Architects submitted the draft Schematic Design Package on September 19, 2011. The Development Advisory Board (DAB) reviewed the package on November 2, 2011. The Board recommended approval with the following comments:

- Expressed concern about operation and maintenance costs and how they will be absorbed in program.
- Appreciated the presentation and felt the memorial is well-conceived memorial.
- Recommended that the NPS regional office make funding support commitment before construction approval or downsize accordingly.

Paul Murdoch Architects responded to NPS and Development Advisory Group (DAG) comments and revised the Schematic Design package accordingly. Final review of the package by the NPS and DAG began on 1/20/12.

Funding for Water/Wastewater Design Needs has been approved. Task orders to PMA have been executed.

Water sampling will need to continue for next construction phase through the construction contractor and will be included in Phase 1B Visitor Center future design development and construction documents.

The Learning Center Task Order (Schematic Design) is in development with NPS/DSC.

Phase 1B Revegetation:

Task order requirements have been initiated and majority of work will occur in spring 2012 on 20 acres on the ridge to the north of the future visitor center. Biohabitats is reviewing final planting plan and tree species for plantings in the Groves and coordinating with Penn State University regarding additional organic matter. Planting is to begin in Spring 2012.

Phase 1C Route 30 Park Entrance / Entry Road and Revegetation

Permit amendment was approved by PA DEP July 28, 2010. Project was substantially complete as of September 22, 2011.

Access Road Construction was awarded in September 2010 to New Enterprise Stone and Lime, Co.

- Notice To Proceed was issued: September 30, 2010
- Original Contract Time: 365 Days
- Original Contract Amount: \$4,455,212.00
- Revised Contract Amount: \$6,385,225.55
- Number of Contract Modifications: 11
- Est. Percent Complete 99%
- Revised Completion Date: September 30, 2011 per executed modifications

Construction Activities/Work Progress: one item on the Punchlist remains.

NPS awarded Phase 1C revegetation task order to Vanasee Hangen Brustlin, Inc. on September 19, 2010. This contract includes:

- Tree Assessment of Phase 1A work: completed in July 2011.
- Contract requirements will start in spring 2012. A revised planting plan was developed by Paul Murdoch Architects in late fall 2011. The plan reduces quantity of plant material and changes out some species of concern.
- A contract modification was also executed in Sept. 2011 for the Bioswale/Rain Gardens associated with the Tower of Voices.

Fundraising and Capital Campaign Briefing Report

To: Flight 93 Federal Advisory Commission
From: King Laughlin
Date: January 23, 2012 (submitted)
Subject: Fundraising and Capital Campaign Report

2011 was a remarkable year for commemorating the events of September 11, 2001 and remembering the nearly 3,000 innocent people lost that day, including the forty brave men and women on board United Flight 93. The campaign reached a milestone in terms of the number of donors, and the campaign was able to count on strong year-end donations to Flight 93.

Fundraising Update

Interest in supporting the Flight 93 National Memorial has carried through to the end of the calendar year. There are now more than 100,000 donors to the Flight 93 cause who collectively have contributed over \$25,000,000 in private funds for the capital campaign.

Since the last meeting and fundraising and capital campaign report, I am pleased to report that commitments from the Richard King Mellon Foundation (\$1,000,000) and the National Football League (\$125,000) have been received. We are still awaiting news from our participation in Cantor Fitzgerald's Charity Day 2011 back in September and hope there will be another positive announcement for Flight 93 early in the year.

Two of Flight 93 most ardent supporters, Steven Singer and Michael Smerconish, teamed up to make a \$72,000 donation to Flight 93 in December. Combined with previous donations from the sale of "9/11" lapel pins, Steven Singer Jewelers has contributed over \$309,000 to date. The most recent donation was made during the Michael Smerconish Radio Program and was attended by National Park Service Director Jon Jarvis, National Park Foundation President Neil Mulholland, and Families of Flight 93 member Ed Root. Lapel pins to benefit Flight 93 are still available by calling 215-627-3242. The cost of each pin is \$10.

I would also like to recognize and thank the following individuals and organizations for their generous support of Flight 93 in recent weeks to close out the calendar year: Wings of Freedom Foundation; Chapman Hanson Foundation; HALO Foundation; Roy A. Hunt Foundation; and Triad Foundation.

Three National Leaders Support Flight 93

During the dedication of the Flight 93 National Memorial, President Bill Clinton announced that he and House Speaker John Boehner (who was present in the audience) would join together to lead a bi-partisan effort to raise private funds for the memorial. Afterwards, President George W. Bush agreed to participate on some level with President Clinton and Mr. Boehner.

Since that time, National Park Foundation staff has been in communication with all levels of operational, scheduling, fundraising, and marketing staff from the offices of these three leaders. Approaches to several initiatives to encourage donations at both major gift and grassroots giving levels are being developed with announcements about targeted fundraising drives expected in the coming months. The shared goal is raise up to \$10,000,000 in private funds for the memorial.

A Renewed Commitment

In December, the National Park Foundation and representatives from all of the Flight 93 partner organizations attended a working meeting in Washington DC about the status and future progress of the Flight 93 National Memorial. One of the outcomes was a renewed commitment on the part of the National Park Foundation to provide on-going staff and program support to the Friends of Flight 93 National Memorial. NPF will share its knowledge base and resources with the Friends and provide mentoring in fundraising and other capacity-building exercises over the coming year.

Conclusion

In the coming months the Capital Campaign must remain fully committed to its top priorities. First, the campaign must maintain a singular focus on the potential and impact for fundraising initiatives undertaken by President Clinton, President Bush, and House Speaker Boehner.

Second, the campaign must galvanize donors and potential donors in our pipeline to make significant commitments to Flight 93 and demonstrate both the importance and value of donations. We must also work with donors to complete pledges to the capital campaign in as timely a fashion as possible.

Third, the National Park Foundation must develop a closer working relationship with the Friends of Flight 93 National Memorial and share experience and resources that help the members of this committed and vibrant organization continue to establish a solid foundation for Flight 93's future.

Please contact the Capital Campaign office at 202-354-6487 to discuss leads or suggestions. To make a donation to the Flight 93 National Memorial, visit www.honorflight93.org.