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Flight 93 Advisory Commission  
July 30, 2004**

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**Flight 93 Advisory Commission  
Working Agenda  
July 30, 2004**

10:00 AM – 10:05 AM	Opening of Meeting and Pledge of Allegiance
10:05 AM – 10:15 AM	Welcome, Introductions, Remarks, Format for the Day, Housekeeping
10:15 AM – 10:20 AM	Review and Approval of Minutes from February 20, 2004 <u>Reports</u>
10:20 AM – 10:45 AM	Resource Assessment Committee; Boundary Recommendation
10:45 AM – 11:15 AM	Lands Update; Bill Sindelar, NPS and Todd McNew, Conservation Fund
11:15 AM – 11:30 AM	Planning Process - GMP/EIS Update; Jeff Reinbold
11:30 AM – 12:00 NOON	Mission Statement/Memorial Ideas Committee Update; Jerry Spangler and Esther Heymann
12:00 Noon – 12:45 PM	Lunch (lunches will be ordered; money will be collected)
12:45 PM – 1:15 PM	Design Solicitation Committee Update; Tim Baird and Gina Farfour along with Consultants from Stastny-Fried
1:15 PM – 1:45 PM	Fundraising Committee Update; Rick Stafford and Consultants from Ketchum
1:45 PM – 2:00 PM	Archives Committee; Barbara Black
2:00 PM – 2:15 PM	Temporary Memorial Management Committee Update; Donna Glessner
2:15 PM – 2:30 PM	Break
2:30 PM – 2:45 PM	Family Memorial Update
2:45 PM – 3:00 PM	Communications Committee; Joanne Hanley
3:00 PM – 3:15 PM	Old Business
3:15 PM – 3:30 PM	New Business
3:30 PM – 3:55 PM	Public Comment Period
3:55 PM – 4:00 PM	Wrap-Up and Meeting Adjourns

**Summary of Proposed Motions and Resolutions  
Flight 93 Advisory Commission  
July 30, 2004**

**Resource Assessment Committee**

Motion: The Flight 93 Advisory Commission accepts for consideration the recommended boundary of the Flight 93 National Memorial as depicted on Map 04 01.

Resolution 04 01, which formally recommends the boundary to the Secretary of the Interior, is attached to the Committee Report, along with Map 04 01.

**Mission Statement/Memorial Ideas Committee**

Motion: The Flight 93 Advisory Commission approves the Mission Statement, prepared by the Mission Statement/Memorial Ideas Committee of the Task Force and authorizes its use for official project-related activities. This motion is conditioned upon concurrent approval of the document at the meeting of the Task Force scheduled for July 31, 2004.

**Design Solicitation Committee**

The Commission endorses the design competition materials and their use in the competition.

The Commission recognizes and greatly appreciates the Heinz Endowments grant of \$500,000 and the Knight Foundation grant of \$500,000 that will fund this competition and allow for the competition to begin on September 11. We are honored that these two foundations known for their philanthropic leadership and commitment to design excellence are supporting the effort to create a National Memorial in honor of the passengers and crew of Flight 93.

**Communications Oversight Committee**

The Commission concurs with the direction of the Communications Oversight Committee, and concurs with the hiring of a Public Relations/Communications consultant pending available funding. The Commission delegates authority to Pamela Tokar-Ickes as the Commission representative to the Communications Oversight Committee, to approve committee actions on behalf of the Commission.

**Flight 93 National Memorial  
Federal Advisory Commission  
Resource Assessment Committee Report  
July 30, 2004**

**Chairman: Randall D. Cooley**

**Committee Members:**

Jeff Reinbold  
Tim Baird  
Donna Glessner  
Esther Heymann  
Paula Nacke Jacobs  
Ken Nacke  
Tim Lambert  
Randy Musser  
Linda Radzvin  
Chuck Wagner  
Michael Watson  
Patrick White  
Barry Zaffutto  
Joanne Hanley  
Other NPS advisors

**Boundary Development**

The Resource Assessment Committee toured the site on April 20 with the resources needed to do an appropriate boundary valuation.

In addition to the current boundary of 1,500 acres, there are approximately 550 acres that could be protected in scenic easement.

John Reynolds suggested the National Park Service, as directed by Congress, take a leadership role in the protection of the boundary properties. There was a general discussion regarding concerns over the permanency of many groups that could be partners in holding scenic easements.

The Secretary expects that the boundary assessment will be correct the first time; however, the NPS General Management Plan allows for minor changes. It must be demonstrated to the Secretary why we think the selected areas are important. John suggested that the legislation authorize the NPS to actively participate with other partners in protecting viewsheds beyond the park boundary. Permanent protection of property beyond the boundary was discussed. The NPS has the authority to initiate discussions with organizations to help with the preservation of those lands. The Game Commission was an example discussed.

It is anticipated that Joanne will present the boundary recommendation to the Secretary prior to the announcement of the design competition.

Map 04 01 is attached to Resolution 0401 as the boundary that will be forwarded to the Secretary. You will be presented with a map depicting parcel ownership at the confidential pre-briefing on July 30.

### **Cultural Landscape Inventory**

The draft cultural landscape inventory is currently on the communications manager. It lists what structures were found on the site prior to and after 9/11. This report has been prepared by the NPS to document the structures and landscape features at the memorial.

### **Acid Mine Drainage**

The Pennsylvania Environmental Council is helping support organizations dealing with AMD issues in western PA.

The Department of Environmental Protection has provided maps of pond drainage sites. Currently PBS Coal has one pumping facility and they will be required to maintain it through a trust fund being set up for that purpose. While PBS is responsible for treating problems that they create, there were previous problems that no one is responsible for. A fund is needed to clean those up. A memo has been requested from the NPS lands office summarizing any environmental issues they have found at the site. There are traces of naturally occurring heavy metals so paving visitor areas may be a consideration of the design competition and our management plan.

The NPS continues to work with DEP and PBS to understand the extent of acid mine drainage issues at the memorial. NPS consultants will be studying water quality issues at the site in the coming months.

### **Wetlands Mitigation**

Wetlands mitigation will be part of the watershed assessment. A river conservation plan has already been done by the Stoneycreek Quemahoning Initiative.

### **ATV Park**

There was a discussion regarding the ATV park planned to the east of the national memorial. Keith Newlin reported that an ATV park has been approved in Cambria County and that is unlikely that the state would approve two parks that are relatively close to each other.

### **Grants**

The DCNR grant prepared by Westsylvania Heritage Corporation will be turned over to The Conservation Fund.

Regarding new capital development projects, the RAC requested the Chair of the Fundraising Committee seek an authorization for Flight 93. Key is when the authorization occurs, it happens quickly. Funds are for capital specific projects only, not acquisition. Once a bond is issued you have five years to spend the money.

It was agreed that John and Joanne would decide who makes the announcement in the event the Governor's land acquisition grant is favorable.

### **Mission Statement**

Esther updated the committee on the status of the draft Mission Statement. The Mission Statement subcommittee continues to work on the draft as well as a preamble. The

subcommittee is planning to have a completed draft by the May Commission and Task Force meetings.

#### **Data Gathering Studies**

The National Park Service is conducting data. All contracts are in place with the subconsultants and site visits have begun. The first products from the studies will be resource and constraints maps. The LIDAR mapping is proceeding.

#### **Landowner Contact update**

Most of the landowners within the working boundary have been briefed and all will be contacted by Jeff Reinbold. NPS representatives will follow up with them to discuss their inclusion within the boundary. The county commissioners will also be briefed by Superintendent Hanley.

#### **Motion**

The Flight 93 task force recommends that the Flight 93 Commission accept for consideration the recommended boundary of the Flight 93 National Memorial as depicted on the current version of map #04-01.

#### **Resolution**

**RESOLUTION 04 01**  
**of the**  
**FLIGHT 93 ADVISORY COMMISSION**  
**July 30, 2004**

**WHEREAS, the Flight 93 Advisory Commission was established pursuant to Public Law 107-226, The Flight 93 National Memorial Act; and,**

**WHEREAS,** Section 4 (i)(2) of Public Law 107-226 provides that the Commission shall advise the Secretary of the Interior on the establishment of boundaries for the Flight 93 National Memorial; and,

**WHEREAS,** at its meeting of November 14, 2003, the Commission adopted a resolution advising the Secretary of the Interior that the properties consisting of the site of the impact of Flight 93, properties in the view shed of the impact site, and properties associated with entry from Route 30 will be included as a portion of the ultimate boundary that the Advisory Commission will recommend to the Secretary in its final report; and

**WHEREAS,** the Commission requested in the above referenced resolution that the Secretary of the Interior exercise the authority granted pursuant to Section 5 of Public Law 107-226, which is to acquire from willing sellers the land or interest in land for the memorial by donation or purchase with donated or appropriated funds, or exchange; and

**Whereas,** the Commission, upon further consultation and review, now desires to recommend a final boundary for the Flight 93 National Memorial to the Secretary of the Interior.

**NOW THEREFORE BE IT RESOLVED BY THE FLIGHT 93 ADVISORY COMMISSION THAT:**

1. Pursuant to Section 4(i)(2) of Public Law 107-226, enacted by the Congress of the United States for the purpose of establishing the Flight 93 National Memorial, the Flight 93 Advisory Commission advises the Secretary of the Interior on the establishment of the boundary to constitute the Flight 93 National Memorial as contained on Map 04 01 attached to this resolution, and that said boundary shall be included in the Commission's final report to the Secretary.
2. The Flight 93 Advisory Commission requests that the Secretary of the Interior, upon approval of the Flight 93 National Memorial boundary, attached hereto, exercise the authority granted pursuant to Section 5 of Public Law 107-226 relating to lands within said boundary.

**BE IT FURTHER RESOLVED** that the Commission will work in partnership with others to foster a compatible relationship between the Flight 93 National Memorial and lands adjacent to its boundary.

**Land Acquisition Status Report  
July 30, 2004**

**See attached lands files as follows:**

(they are provided as attachments because they are locked files and cannot be copied)

**lands summary**

**lands parcel list**

**NPS land status chart**

**NPS land status graph**

**CF land status chart**

**CF land status graph**

**GENERAL MANAGEMENT PLAN / EIS**  
**Briefing Report**  
**Flight 93 Advisory Commission**  
**July 30, 2004**

**I. PROJECT SCHEDULE** – At its May 14, 2004 meeting, the Commission endorsed a revised integrated planning process. A schedule showing the detailed steps in the design competition and the general management planning elements of this process is attached for your information.

**II. GMP COORDINATING COMMITTEE** – At its May 14, 2004 meeting, the Commission endorsed the creation of this new Task Force committee. This new committee will ensure partner and local involvement in preparation of the general management plan. The committee will have its first meeting/conference call in August to discuss the planning process as well as initial findings.

**III. COMMUNITY CHARACTER WORKSHOPS** – On June 10, 2004, Ed McMahon of the Conservation Fund followed his presentation at the February 2004 Task Force meeting with a presentation for residents and community leaders on preserving the character of Somerset and the communities near the national memorial. His presentation was preceded by a session for county commissioners, township supervisors and borough representatives for the local jurisdictions that will be most affected by the creation of the memorial. Representatives from all invited jurisdictions attended. Commissioner Greg Walker has taken the lead in organizing follow-up meetings with the local jurisdictions and county officials.

Two days of community workshops followed Mr. McMahon's presentations. Graduate students from Ball State University along with a representative from the Pennsylvania Environmental Council joined residents and leaders to explore ways local communities may respond to the opportunities and pressures that will result from the creation of the national memorial. Representatives from the Families, Task Force, Commission, and NPS participated in the workshops. The Ambassadors deserve special recognition for their active participation in the workshops. The students' draft report, including extensive illustrations and renderings, will be completed in the coming months.

**III. DATA GATHERING & MAPPING** – The GMP consultant team has been completing their data gathering studies and supporting the design competition and boundary work. The team has gathered information and prepared base maps to support the design competition and has prepared the visual analysis for the boundary recommendation. A briefing on all data gathering will be presented at the October Commission meeting.

At the July 30 meeting, I will also review the donation of a 3-d solid terrain model of the national memorial and surrounding communities. The model will be helpful for people to envision the entire memorial and how the memorial integrates into the surrounding communities and landscape. The 3'x 4' physical model will include full-color satellite and should be completed by this Fall.

**V. MOTIONS AND RESOLUTIONS**

None

**Flight 93 National Memorial  
Federal Advisory Commission  
Report of Mission Statement/Memorial Ideas Committee  
July 30, 2004**

Prepared on July 13, 2004  
Jerry Spangler

Since the last meetings of the commission and task force, the mission statement committee met on two occasions to review the draft with Judith Dunham, an editor who was referred to us by Helene Fried, the design competition consultant.

Various editorial changes were made. The draft was forwarded to the Family Board of Families of Flight 93 and the executive committee of the task force.

The committee recommends that the following motion be adopted by the commission:

**Motion**

The Flight 93 Advisory Commission approves the Mission Statement prepared by the Mission Statement/Memorial Ideas Committee of the Task Force and authorizes its use for official project-related activities. This motion is conditioned upon concurrent approval of the document at the meeting of the Task Force scheduled for July 31, 2004.

## **FLIGHT 93 NATIONAL MEMORIAL MISSION STATEMENT**

“A common field one day. A field of honor forever.”<sup>1</sup>

May all who visit this place remember the collective acts of courage and sacrifice of the passengers and crew, revere this hallowed ground as the final resting place of those heroes, and reflect on the power of individuals who choose to make a difference.

### **Origins**

The purpose of this document is to lay the foundation for the planning and development of a national memorial at the place where United Airlines Flight 93 crashed on September 11, 2001, in Somerset County, southwestern Pennsylvania. Congress authorized the creation of the Flight 93 National Memorial to commemorate the actions of the passengers and crew who “courageously gave their lives, thereby thwarting a planned attack on the Nation’s Capital.”

This document has been developed through the collaborative efforts of four partner organizations:

- Families of Flight 93, a private non-profit organization established to help develop and sustain a permanent memorial to the passengers and crew of Flight 93
- Flight 93 Memorial Task Force, an 80-member grassroots organization comprised of family members, community residents, first responders, educators, and other local, regional, and national participants
- Flight 93 Advisory Commission, a federally appointed body charged with making recommendations for the planning, design, construction, and management of the memorial to the Secretary of the Interior and Congress
- National Park Service, long-term steward of the memorial

The founding vision embodied in this document provides a clear direction for the design of the national memorial and future development and management decisions.

### **CONTEXT**

The events of September 11, 2001, are forever etched into the hearts and souls of the family members and loved ones of those who died, the nation, and the world. The United States experienced the worst incident of terrorism in its history. The coordinated hijacking of four commercial airliners, the planned attack on symbolic targets, and the murder of innocent people were all tragic and shocking events. The extraordinary responses of individuals to the challenges they faced are inspiring and worthy of remembrance.

On that day, two commercial airliners, American Airlines Flight 11 carrying 92 passengers and crew, and United Airlines Flight 175 carrying 65 passengers and crew, were hijacked shortly after departure from Boston. Both planes were deliberately flown into the twin towers of the World Trade Center in New York City, resulting in the loss of all on board and 2,635 occupants of the World Trade Center, rescue workers, and innocent bystanders. A third plane, American Airlines Flight 77, was hijacked after departure from Washington, D.C., and flown into the Pentagon in Arlington, Virginia, taking the lives of 64 passengers and crew and 125 in the building.

The fourth plane, United Airlines Flight 93, was delayed in its scheduled departure from Newark, New Jersey, to San Francisco, California. About 45 minutes into the flight, as the Boeing 757 was nearing Cleveland, Ohio, it abruptly changed course, heading southeast in the direction of Washington, D.C. Shortly before 10 a.m., it was observed flying low and erratically over southwestern Pennsylvania. Just after 10 a.m., the plane crashed at a cruising speed estimated at more than 500 miles per hour into a reclaimed strip mine at the edge of a wooded area in Somerset County, Pennsylvania. Emergency responders, arriving at the scene minutes after the crash, found no survivors. All 33 passengers, 7 crew members, and the 4 hijackers were killed.

In the hours and days that followed, an astounding story about what happened on board Flight 93 was revealed. When the terrorists took over the plane, passengers and crew were able to telephone family members, friends, and emergency dispatchers to report the hijacking. Through these conversations, those on board Flight 93 learned about the horrific events unfolding at the World Trade Center and at the Pentagon.

As their phone conversations revealed, the passengers and crew of Flight 93 realized that their plane was also part of the planned attack. This realization led to a collective decision by the passengers and crew to stop the terrorists from achieving their goal. The story of the heroic actions of the passengers and crew of Flight 93 later was confirmed when the contents of the many telephone conversations and the cockpit voice recorder were reviewed. Although the details of what took place on board the flight will never be fully known, all 40 of the passengers and crew are recognized as heroes.

While the nation mourned the loss of life on that day, the selfless act of the passengers and crew of Flight 93 evoked respect and appreciation from people around the world. In the days and weeks following the tragedy, the nation experienced a rekindled sense of unity, strength, and resolve. Actions of the terrorists, intended to divide and demoralize the nation, had the opposite effect, and the crash of Flight 93 became a symbol of courage in the face of adversity and death. The site of the crash became a place of impromptu gathering where the public memorialized and commemorated these events while they struggled to comprehend their meaning.

Following an exhaustive field investigation and recovery effort during the autumn of 2001, the crash site was reclaimed. The crater was backfilled, and the area was planted with grass and wildflowers. The site was also fenced, and security was posted. At the same time, county and regional leaders, members of the local community, the families of the passengers and crew of Flight 93, and representatives from the National Park Service began to realize the importance of the crash site as a place of honor and of the need to preserve and protect it. Within six months of the tragic event, federal legislation was introduced to create a national memorial. Congress acted quickly to approve legislation creating the Flight 93 National Memorial.

## **PURPOSE**

On September 24, 2002, the Flight 93 National Memorial Act (P.L. 10-226) was passed by Congress and signed by President George W. Bush, creating the Flight 93 National Memorial. The following statements represent shared understandings about the purposes for creating the memorial:

- Honor the passengers and crew members of Flight 93 who courageously gave their lives, thereby thwarting a planned attack on Washington, D.C.
- Allow the public to visit the site and express their feelings about the event and the passengers and crew of Flight 93
- Respect the rural landscape and preserve the solemn and tranquil setting of the crash site of Flight 93

## **SIGNIFICANCE OF THE SITE**

The events of September 11 and the dramatic story of Flight 93 are forever linked to this peaceful field. The following statements summarize why this place is so important that it has been established as a national memorial:

- The crash site is the final resting place of the passengers and crew of Flight 93.
- The heroic actions of the passengers and crew of Flight 93 are part of the transformational events of the September 11, 2001, terrorist attacks on the United States.

## **INTERPRETIVE THEMES**

The Flight 93 National Memorial will be a place for individuals to learn about the events of September 11 and to find meaning and inspiration in their experience. In the future, interpretive media and programs will be developed around the key stories and ideas that illustrate the significance of the memorial and help to place the memorial in its national and international contexts. The primary interpretive themes for the Flight 93 National Memorial are:

- Flight 93 was the only hijacked plane on September 11 that failed to hit its intended target. The crash of Flight 93, only 20 minutes by air from Washington, D.C., was the direct result of the actions of the passengers and crew who gave their lives to prevent a larger disaster at the center of American government.
- The events of September 11, 2001, revealed the extraordinary bravery of ordinary men and women who, when challenged, responded with spontaneous leadership and collective acts of courage, sacrifice, and heroism.
- The first responders, the community, and those individuals and organizations that provided assistance in the recovery and investigation demonstrated compassion and exemplary service.
- Knowledge of the events surrounding September 11 contributes to a realization of the impact of intolerance, hatred, and violence.
- The public reaction to the events of September 11, including the actions of the passengers and crew of Flight 93, led to a strong sense of pride and patriotism and an affirmation of the value of human life.

## **THE MISSION**

The mission of the Flight 93 National Memorial is to

- honor the heroism, courage, and enduring sacrifice of the passengers and crew of Flight 93;
- revere this hallowed ground as the final resting place of heroes who sacrificed their lives so that others would be spared;
- remember and commemorate the events of September 11, 2001;
- celebrate the lives of the passengers and crew of Flight 93;
- express the appreciation of a grateful nation forever changed by the events of September 11;
- educate visitors about the context of the events of September 11;
- offer a place of comfort, hope, and inspiration.

## **Flight 93 National Memorial**

### **Advisory Commission Design Solicitation Committee Briefing Report July 30, 2004**

#### **Status Of Design Competition**

Documents have been distributed among the Advisory Commission, Flight 93 Task Force, the Families of Flight 93 board, and the Design Solicitation Committee. The documents include the design booklet table of contents, jury protocol, design program and site organization, competition schedule, design competition regulations, and a process diagram. Each of the partner groups were briefed via teleconference. The draft competition manual will be distributed for the July 30 Commission meeting.

The Design Oversight Committee meets monthly. They and the competition advisors have assisted in the development of the mission statement and presented the design competition plans at both family meetings held in Staten Island, NY and San Francisco, Ca.

#### **Status Of Video**

Wendy Davis of the NPS has produced a rough cut that is in the final stages of completion. We hope to present the draft video at the Commission meeting.

#### **Grant Proposals**

The proposal from the Knight Foundation has been approved.

#### **Motions**

The Commission endorses the design competition materials and use of the materials in the competition. The Commission will work through its representative on the Design Oversight Committee to prepare the final materials. **(Note: Commission members will receive full package of design competition materials directly from Committee before Commission meeting).**

The Commission recognizes and greatly appreciates the Heinz Endowments grant of \$500,000.00 and the Knight Foundation grant of \$500,000.00 that will fund this competition and will allow for the competition to begin on September 11. We are honored that these two foundations, known for their philanthropic leadership and commitment to design excellence, are supporting the effort to create a National Memorial in honor of the passengers and crew of Flight 93.

**Fundraising Status Report**  
**July 30, 2004**

**Memo**

To: Rick Stafford, Chairman  
Funding Oversight Committee

cc: Joanne Hanley, Superintendent  
Flight 93 National Memorial

From: Jason Zajac

Date: July 8, 2004

Subject: Funding Planning Study Update

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I am writing to provide you an update regarding progress on the funding model and fundraising for the Flight 93 National Memorial. The first, predominantly internal, phase of the study was completed and submitted in May. Most elements of the Second Phase external planning study have taken longer than had been forecast in the original work plan. Challenges that have cost significant time in the process include:

- Obtaining from the partners suggestions for potential top-level donors and national campaign leaders;
- The effort to have a person of national influence sign the letter to prospective interviewees;
- Obtaining clearances, where appropriate, by members of partner organizations for Ketchum to call upon their personal contacts with persons of influence and potential donors and/or leaders;
- Reaching consensus among the partners regarding articulation of the case for support and its included project cost estimates.

A list of approximately 170 potential interview candidates has been identified and we hope to conduct personal, one-on-one interviews with 60 to 75 of these suggested leaders and donors. At this time, interviews have been scheduled (some conducted) with 25 of these individuals.

Interviews will continue to be scheduled and conducted throughout July and August. It is anticipated that some of the very best prospects will not be available until after Labor Day. A decision will be made later as to how long to extend the interview schedule. The highest priority is that we interview the highest quality sample of potential leaders and donors.

During this time, the fundraising activity that has taken place has been limited to pursuit of grants for the design competition.

Funds committed to date include:

Previously reported:

Flight 93 Trust Account	\$491,108
Mitsubishi Electric/Pittsburgh Fndn	100,000
Heinz Endowments, first gift	50,000
Community Fndn for the Alleghenies	4,500
Fundraising for First Anniversary	250,000

Recent gifts for design competition:

The John S. and James L. Knight Fndn	\$500,000
Heinz Endowments	500,000

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Estimated total: \$1,895,608

Please advise us of any other funds and/or grants of which you might be aware.

Thank you.

**PHASE II PLANNING STUDY ACTION PLAN**  
**FOR**  
**FLIGHT 93 MEMORIAL**  
**REVISED JULY 8, 2004**

EVENT OR ACTION	PERSON(S) RESPONSIBLE	DATE
Second request for names of suggested study participants e-mailed to data base	Susan	5/18/04
Deadline for all suggested names		5/21/04
Draft of introductory letter send to Rick and Joanne	Elliott	5/21/04
Draft of Case Statement (to be tested in study) sent to Rick and Joanne	Elliott	5/21/04
Draft of "master list" of possible study participants send to Rick and Joanne	Elliott	5/21/04
Draft of introductory letter and draft of participant list vetted among committee members	Rick	5/24 – 5/28/04
Meeting of Fund Raising Oversight Committee; Phase I report; Case statement approved		5/26/04
Web-based survey finalized	Ketchum	5/26/04
Decisions made regarding who signs introductory letter to each interview candidate	Rick/Elliott	6/21/04
Announcement of web-based survey sent to entire data base	Susan	7/8/04
Introductory letters and Case statement mailed to 100 interview candidates	To be discussed	6/24/04
Study team begins phoning to set appointments	Ketchum team	6/29/04
Confidential interviews conducted	Ketchum	6/21 – 8/20/04
New York Focus Group (Families)	Don	7/9/04
San Francisco Focus Group (Families)	Elliott	7/23/04
Analysis of data from interviews, focus groups and web-based survey	Ketchum	8/20 – 9/17/04
Production of report	Ketchum	9/17 – 10/8/04
Initial Phase II report	Ketchum	To be discussed

**Flight 93 National Memorial  
Federal Advisory Commission  
Archives Committee Briefing Paper  
July 30, 2004**

Prepared: July 9, 2004  
Barbara Black, Chair, Archives Committee, Flight 93 Task Force

**Oral History and Documentation Project Coordinator: Background**

In August 2003, the Archives Committee of the Flight 93 Task Force recommended to the Task Force and the National Park Service that a position be created to coordinate the collection of “the individual stories, official records, the memorialization process and the administrative history of the creation of the memorial.” The National Park Service provided funding for the position through a grant for fiscal year 2004 in the amount of \$50,000. In 2004, the National Park Service signed a Task Agreement with the Historical & Genealogical Society of Somerset County, Inc. to administer the project.

**Status**

Alexa D. Potter has been hired in the position of Oral History and Documentation Project Coordinator by the Historical & Genealogical Society and will begin the project on August 23, 2004.

The Project Coordinator will be a paid professional employee of the Historical & Genealogical Society of Somerset County, Inc. (HGSSC). The Project Coordinator will report to Barbara Black, Curator of the HGSSC, who is also the chair of the Archives Committee of the Flight 93 Task Force. Overall project management will be provided by Charles Fox, Site Administrator of the Somerset Historical Center and Joanne Hanley, Superintendent of the Flight 93 National Memorial.

The HGSSC solicited candidates for the position through historical and museum professional organizations, advertisements within the National Park Service and the Pennsylvania Historical and Museum Commission, notices in the local community, and solicitations amongst the members of the Flight 93 Task Force. Interviews were conducted by the Personnel Committee of the HGSSC, which is composed of the President of the Society, Michael Hardwig, Society Vic-President George Kaufman, Society Past President Vernon Berkey, Somerset County Commissioner Pamela Tokar-Ickes, and Somerset Historical Center Site Administrator Charles Fox.

Ms. Potter has extensive experience in the collection of oral histories and archival documentation, having previously served as a research historian at the United States Holocaust Memorial Museum in Washington, D.C. She has also worked at the Prague Jewish Museum, the Terezin Memorial in Prague, the Erie Art Museum, and with the Pennsylvania Historical & Museum Commission during her career. Alexa is a native of Erie, Pennsylvania, and is a graduate of St. Olaf College in Northfield, Minnesota with a Masters Degree in History from the University of Pittsburgh. Ms. Potter is currently completing an internship with the Central Registry for Looted Art in London, England.

## **Immediate Next Steps**

1. Coordinate and Collect Oral Histories
  - Ms. Potter will be scheduled for training with the National Park Service to learn their methods for interviewing and managing the collected materials.
  - Working with the Archives Committee, Ms. Potter will organize and prioritize individuals and organizations to contact for interviewing.
  - Through the media, public announcements and personal invitation, Ms. Potter will recruit and train volunteers for the interviewing process.
  - Ms. Potter will organize and match volunteers to interview individuals, and follow-up with volunteers for successful completion of the interviews.
2. Coordinate and Collect Official Records
  - Ms. Potter will contact agencies, organizations and groups who were associated with the Flight 93 first response teams, investigation, and recovery efforts, and coordinate individual story collection and official record collection (as they become available on public record).
  - All federal agency contact will be done through the Superintendent, Flight 93 National Memorial.
3. Coordinate the Collection of Media Records
  - Ms. Potter will coordinate the collection of Media Records with Jason Cohn, photojournalist in Pittsburgh, who has agreed to volunteer on behalf of the Flight 93 National Memorial Project as the Media Liaison.
4. Coordinate the Collection of Memorialization and Administrative History of the Creation of the Memorial
  - Ms. Potter will coordinate the collection of the stories and individuals involved in the creation of the first memorials, and collect minutes and records from the four partners involved in the creation of the memorial.

**Flight 93 National Memorial  
Federal Advisory Commission  
Temporary Memorial Management Committee Briefing  
July 30, 2004**

Prepared: July 12, 2004

Donna Glessner

**Visitorship Statistics** – Since Memorial Day there has been a steady increase in visitors, beginning from 3,000 per week in early June to 5,000 per week in early July. Weekday totals are in the 400-500 range, while 1,000-1,500 visit on each of Saturday and Sunday. Ambassadors continue to staff the site from 10 AM to 6 PM on weekdays and from 10 AM to dark on weekends, with occasionally longer hours on holidays and when necessary to accommodate motorcoach trips. Five to seven motorcoaches per week have been visiting the site. Visitors continue to arrive from all over the world. During the month of June, for instance, visitors from 44 states and 14 foreign nations signed the tribute books at the site.

**Volunteers** – There are currently 43 Ambassadors volunteering at the site. We appreciate the assistance of a part-time NPS Volunteer Coordinator assigned to Flight 93. Diane Garcia has been working with the Ambassadors since May, providing training and advice (both directly and through a monthly newsletter), purchasing supplies, and staffing the Memorial on occasion. Currently, she is arranging for an Ambassador training trip to the Bruderhof community in Farmington, Pennsylvania. The Bruderhof is the group that is making the memorial benches at the site and has created a memorial in a renovated structure they call the “Peace Barn”. We’ve been invited to use the Peace Barn for an afternoon training session. This trip is set for August 14. In June the Ambassadors spent an evening with Don Stastney and Helene Fried learning about the upcoming design competition. A training trip to Washington D.C. is planned for October or November.

**Collections** – items continue to be brought into the Somerset Historical Center from the Temporary Memorial for conservation. All Ambassadors feel responsible for caring from the tributes at the site, and bringing in fragile items which should not be out in the weather. Chuck Wagner, in particular, makes sure that items are collected periodically, including the white comment cards where visitors can write their thoughts or messages and leave them in a locked box. Very thoughtful messages have been written on these cards, revealing the visitor’s feelings about this site and this event.

**Parking Lot/Memorial Improvement Project** – This is the Federal Highway Administration-designed project described in previous briefings. Work on the parking lot was due to begin on September 13, but the status of the project is changing daily. Joanne Hanley will give a current report on this project at the Commission meeting.

**Special Events/New Projects**

- On August 20 the temporary memorial will be the destination for an estimated 1,200 motorcycles registered for the 3<sup>rd</sup> “America’s 9-11 Ride”, a police-escorted, fundraising ride from Shanksville to New York City to Washington D.C. A smaller group of bikers will visit the site on August 19 for a simple ceremony and to present checks to volunteer fire companies who have assisted with the ride. On the morning of August 20 all 1,200 registered bikers will drive by the site.
- The Ambassadors will be working with the Bruderhof group to refinish the wooden benches at the memorial and re-coat them with a dark paint and wood preservative which, hopefully, will discourage graffiti-writers.

- The Committee will work with appropriate officials to replace missing road signs which direct visitors to the temporary memorial and work toward long-term improvement in the signage plan.

**Flight 93 National Memorial  
Federal Advisory Commission  
Family Memorial Committee Report  
July 30, 2004**

Ken Nacke; Chair

Two family briefings were held as follows:

July 9 – 10, 2004      Fort Wadsworth Staten Island, NY

See attached agenda

In Attendance:

Christine Homer (Leroy Homer family)  
Esther Heymann (Elizabeth Wainio family)  
Christine Fraser (Colleen Fraser family)  
Mark Boyle (Colleen Fraser family)  
Kay Roy (Colleen Fraser family)  
Barbara Williams (Colleen Fraser family)  
Joy Stella (Colleen Fraser family)  
Mitch and Sherry Zykofsky (John Talignani family)  
Jerry Spangler  
Donna Glessner  
Jeff Reinbold  
Helene Fried from Stastn/Fried  
Don Stastny from Stastny/Fried  
Don Zeilstra from Ketchum  
Joanne Hanley

July 23 – 24

Presidio, San Francisco, CA

Report will be forthcoming at Commission meeting following upcoming meetings

**Flight 93 National Memorial  
Advisory Commission  
Communications Oversight Committee  
July 30, 2004**

**Prepared by: Joanne Hanley**

**See attached notes from July 9, 2004 conference call of committee.**

**Update on Press Briefings on Staten Island and San Francisco**

**Staten Island**

- Attached please see the press release that went out to the NY media market. Thanks to Catherine Miller for getting it out to the World Trade Center mailing groups.
- We had a small, professional, and effective event.
- We rented a room at the Marriott Financial Center. Four media showed up: CNN; WB 11; NY 1; and Japan Broadcasting.
- The goal of the briefing was successfully met: to begin the process of media relationship.
- The format was as follows:
  - Kiki Homer and Esther Heymann, as the Family representatives, welcomed everyone, introduced themselves as family members, and said a few words each
  - Edie-Shean Hammond, NPS Philadelphia, served as moderator. She introduced Jerry Spangler, from the Advisory Commission, Joanne Hanley, NPS, and our design consultants, Helene Fried and Don Stastny
  - Joanne gave a 13 minute comprehensive power point of the project.
  - Edie moderated a 15 - 20 minutes Q and A.
  - Closed the briefing.
  - Press stayed around for about 1/2 talking and interviewing families.
- Briefing packets with the press release, both newsletters, and the brochure, as well as a copy of the power point were distributed to the press.
- Thanks to all who helped, and especially to Edie Shean-Hammond who left her vacation at the Jersey Shore to help.

**San Francisco**

- Another press briefing is planned for SFO. Ken Nacke's planning committee met a couple of days ago. Ken and Helene will be contacting Catherine Miller as our committee's representative to the event. The participants of that briefing, will be:

Family: Ken Nacke, Catherine Miller, Carole OHare, and Derrill Bodley  
Commission: John Reynolds  
Task Force: Jerry Spangler or Donna Glessner  
NPS: Jeff Reinbold

### **Selection of PR/Communications Firm, Process and Funding**

- A "mini" RFP for the communications/pr consultant has been prepared, reviewed, will be circulated to committee members, and will be available for discussion at the Commission meeting. Goals of consultant will include but not be limited to development of:
  - A communications and press strategy including outreach to different media markets, press conferences and press briefings for different stages and activities of the project; communications strategy for Congressional and Department of the Interior officials; and internal communications protocol.
  - messages for each stage of the project.
  - a unified delivery system for release of information to the public and the press;
  - press materials.
- Joanne is working on obtaining funding, which must be secured prior to any hiring.
- The following firms have been identified for their competency and reputation. Some will not be interested, but there have been at least a few who have expressed an interest.
  - **Widmeyer; Washington DC and New York**
  - **Kelly & Salerno; New York**

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  - Fleischman Hillard; Washington DC
  - Mackenzie Communications; San Francisco
  - Jeanne Collins & Associates; New York
  - Dymun & Co., Pittsburgh, PA
  - Ketchum, New York
  - Burson-Marsteller, Pittsburgh, PA
- We are talking with Stastny/Fried for the feasibility of having the communications consultant be a subcontract to them. This will require some overhead for Stastny/Fried to manage. Stastny/Fried has some communications in their contract; this will help to integrate the entire pr/communications messaging.
- Tentative Process:
  - Obtain initial portfolios from interested firms
  - Send RFPs to each interested firm. (will be available for review at Commission meeting)
  - Oversight Committee rates each firm, checks references, and interviews (all quick turn-around)
  - Partner approvals.
  - Selection; funding secured; contract negotiated;
- Schedule: It would be ideal if the communications/PR firm could be on board by September 1, 2004. This will require a tremendous commitment of time and energy by a small group of individuals who are already committed on many other committees, tasks, and project deadlines. It will not be physically possible for the individuals who are on the committee to commit to yet another huge undertaking. That being said, Joanne Hanley will work on a solution to this.

**Motion**

The Commission agrees with the direction of the Communications Oversight Committee, and concurs with the hiring of a Public Relations/Communications consultant pending available funding. The Commission delegates authority to Pamela Tokar-Ickes as the Commission representative to the Communications Oversight Committee, to approve committee actions on behalf of the Commission.

**Communications Oversight Committee Conference Call**  
**Results and Recommendations**  
**11:00 AM – 1:30 PM**  
**Tuesday July 6, 2004**

**In Attendance:**

Joanne Hanley  
Susie Hankinson  
Donna Glessner  
Pam Tokar-Ickes  
Catherine Miller  
Charlie Fox  
Helene Fried  
Edie Shean-Hammond

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**1. Public Relations Firm and Unified Communications Strategy**

- Firms identified thus far to potentially use:
  - Widmeyer; Washington DC and New York
  - Kelly & Salerno; New York
  - Fleischman Hillard; Washington DC
  - Mackenzie Communications; San Francisco
  - Jeanne Collins & Associates; New York
  - Dymun & Co., Pittsburgh, PA
  - Ketchum, New York
  - Burson-Marsteller, Pittsburgh, PA
- Joanne will write up a mini “RFP”/description of work. Committee to critique and edit.
- Members of the Committee will personally contact each of the firms to ask them to both send their portfolio; and to draft up a quick response to mini “RFP” or statement of work.
- Joanne will draft up a streamlined process for recommending firm.
- Members of committee will send interview questions to Joanne for consolidation. Another committee member will do rating sheet and be in charge of selection process. **We need a volunteer from the Committee to be Chair.**

**2. Press Briefings in NYC and San Francisco**

- A long, lengthy and honest debate over if and how to hold these press briefings in both NYC and SFO was held. The following points were considered essential in our consideration:

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  - Whatever is done must be done professionally. Perfect. Are we too premature in having a press briefing in four days in NYC? Various opinions. But the final thought is this is a perfect opportunity we probably should not miss.
  - Whatever is done in NYC must be equitably dealt with in the SFO media market. Either engage at both or not.
  - We should do something simple, focused, and short.
  - The goal of our meeting is **“the beginning of outreach to the media market in NYC.”**
  - WTC family rep must be invited.
  - Final decision for NYC is to have:
    - Friday 8:30 AM July 9 at the Marriott Financial Center
    - ½ hour total; 15 minute power point & 15 minute question/answer

- Focus on briefing on the process, the partnership the schedule, and dates to which to look forward in coming year.
- Simple press packet with newsletters and copy of power point.
- Small group only. Jerry Spangler to represent Commission; Joanne Hanley to represent NPS; Esther Heymann to represent Task Force; Kiki Homer to represent Family Board; Edie Shean-Hammond from NPS Philadelphia and Helene Fried will also be there.
- Helene to draft press advisory; Edie Shean-Hammond to send out to NYC market.
- All people involved in press briefing will stay at the Marriott Financial Center the night before. We will meet and brief the night before.
- San Francisco will complement and mirror this. Logistical arrangements will be handled through Carole O'Hare, Helene Fried and NPS at Golden Gate National Recreation area. We have a bit more time here.

### **3. Protocol etc.**

- We need to have protocol in place for information requests, filming requests, speaking requests, etc.
- We also need to have spokespeople identified who are “authorized” to speak officially on behalf of the partners. We recognize that individuals may speak to the press on their own, but official spokespeople should be trained, on message, and should be the person(s) to whom all press is directed.
- Susie, Donna and Joanne will work on above.

### **4. Misc.**

- The families requested that Derrill Bodley of the family board be asked to participate on this committee. Will do.
- For Commission meeting will present:
  - List of names for PR firm
  - Streamlined process for selection
  - Results of NYC and SFO press briefings

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<sup>1</sup> These are the words of Captain Stephen Ruda, Los Angeles City Fire Department, describing the Flight 93 crash site. Ruda wrote the words on a quilted wall hanging sent to the memorial as a tribute to the passengers and crew of Flight 93.