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Flight 93 Advisory Commission
May 14, 2004

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Attachment 1 is a separate file on the Communications Manager site under "Commission May 14, 2004."

**NPS General Management Plan/EIS Update
For the
Flight 93 Advisory Commission
May 14, 2004**

I. PROJECT SCHEDULE – Now that the schedule for the design competition is known, the integrated planning process – presented to the Commission at the November 14, 2003 meeting and to the public in the first project newsletter – has been updated and revised. Many steps in the design competition and preparation of the general management plan/EIS have been combined to meet the September 2005 completion date. The updated integrated planning process is attached for your endorsement. A more detailed schedule will guide individual tasks.

II. LOCAL GOVERNMENT SCOPING MEETING AND COORDINATION – On April 7, 2004 we held a scoping meeting with supervisors from the townships near the national memorial. The supervisors were unable to attend the December 2003 agency scoping meeting because of a winter storm. Greg Walker organized the meeting and was able to have representatives from all of the invited townships attend. The townships included: Quemahoning, Shade, Somerset, and Stonycreek. The group reviewed the same information that was provided to the agencies in December and discussed possible impacts to the townships from the creation of the memorial (i.e. traffic, economic, etc...). The group also watched a video of a presentation Ed McMahon gave in Boone, NC on protecting community character.

The group was also briefed on workshops Anna Breinich of the Pennsylvania Environmental Council proposed as a follow-up to Mr. McMahon's presentation to the Task Force in February 2004. Hank Parke from the Somerset County Chamber of Commerce has approached Mr. McMahon about speaking to the local leaders and residents of Somerset County in late-May. Mr. McMahon is tentatively scheduled to speak on May 20, 2004 and Anna is planning follow-up community workshops in early June. The township supervisors were encouraged to attend these meetings.

III. DATA GATHERING & MAPPING – The following is an update of our information gathering work.

- *Environmental Impact Statement (EIS)* – The NPS has contracted with Environmental Management Collaborative, Ltd. (EMC) to assist in the preparation of the environmental impact statement for the general management plan (GMP). As you'll recall, the Commission's recommendations will be included in the GMP for presentation to the secretary. EMC has extensive experience in preparing environmental impact statements and is well-versed in NPS planning requirements and policies. Eileen Carlton is the principal – and sole employee – of emc. emc functions through a series of subconsultants that are assembled to meet the specific needs of each project. Ms. Carlton will be responsible for coordinating the subconsultants and for assisting in the production of the GMP.
- *Geographic Information System (GIS)* – Our mapping consultant, Merlyn Paulson, is onboard. Mr. Paulson is a professor of landscape architecture at Colorado State University and is one of the inventors of the visual assessment technologies that are currently widely used. Mr. Paulson has experience preparing maps for environmental impact statements and has done extensive

work with mining landscapes. He is currently compiling information from DEP, PBS Coals, the NPS, Somerset County, and other local and regional sources. Mr. Paulson will also consolidate other mapped data that is acquired throughout the project. He toured the site in mid-March.

- *Digital Aerial Photography / Mapping* – In partnership with the U.S. Army Corps of Engineers, the NPS issued a contract to have LIDAR (Light Detection And Ranging) mapping done of the site. The mapping was done in April 2004 and the final product is due to us by May 15, 2004. LIDAR mapping uses the same principles as radar to create detailed elevation maps. We will use the information to create 2' contour maps of the site and to conduct viewshed analyses. As part of this effort, we also gathered aerial photography of the entire site from 2002.
- *Geotechnical Engineering Study* – Dan Grieco of Engineering Mechanics, Inc. is conducting the geotechnical analysis. Mr. Grieco is one of the top geotechnical engineers in the state and has extensive experience with DEP and PBS Coals. Mr. Grieco is familiar with the site and has met with DEP officials to review the more than 6 feet of linear files that make up the mining permits for the site. Dan's report will determine soil suitability and construction stability of the memorial site. The work includes field sampling and testing, conducting soil and laboratory physical classification tests, correlating and analyzing field and laboratory results, and presenting recommendations for the design and construction of foundations to support buildings and structures, pavements, and site grading.
- *Hazardous Materials Reports* – RT Environmental Services (RT) from King of Prussia, PA, is preparing an overview of hazardous materials at the site. RT has experience with DEP Mining District officials regarding Surface Mining Plan Permits, as well as associated reclamation plans. RT has visited the site on several occasions and is completing initial screening. The NPS Realty Office is also conducting more extensive environmental studies of each property being considered for acquisition
- *Water Quality Analysis* – The NPS has contracted with Cahill Associates, Inc. (Cahill) to analyze hydrology and water quality conditions at the site. Cahill is a leader in stormwater management and sustainable design. They are currently working with DEP to develop a best practices manual for the state. Cahill also has extensive experience in preparing environmental impact statements for a variety of federal agencies. Cahill is meeting with DEP officials and reviewing DEP monitoring information and will be visiting the site this month.
- *Natural Resource Inventory* – The NPS has contracted with Schmid & Company, Inc. (Schmid) from Media, Pennsylvania to prepare a natural resource inventory. Schmid specializes in preparing natural resource inventories, wetland consulting and environmental impact statements (EISs). They are currently advising the Pennsylvania Game Commission on methods to protect wetlands from mining operations. Schmid has extensive experience with environmental compliance for federal agencies. They will begin the inventory at the end of May when conditions are best for sampling and analysis.

- *Socioeconomic Analysis* – The NPS is currently negotiating with the Forestry Department at Penn State University to prepare visitation projections and analyze potential economic impacts of the memorial. The department has extensive experience in the region and maintains much of the demographic and economic data for the state. The department has also worked extensively with the US Forest Service and the NPS on models to estimate the economic impact of visitors on local economies.

Flight 93 NM has also been approved for a Socioeconomic Atlas project. The NPS Social Science Office conducts the atlas project. The purpose of the atlas is to understand and map regional demographic and economic conditions that may impact a park or memorial as it begins long-range planning. The NPS Social Science Office has an agreement with the Geography Department at Penn State to prepare the atlas reports for parks around the country. The project will begin in early June and the draft report will be completed by the end of this summer.

- *Cultural Landscape Inventory (CLI)* – The Olmstead Design Center of the National Park Service prepared an initial inventory of all structures and landscape features of the site. The draft CLI was posted on the Communications Manager for comment by the Commission and partners. All comments received have been consolidated and are being incorporated into the draft document. The CLI will be completed this summer.
- *Transportation Analysis* – TransAssociates of Pittsburgh has been retained to collect data and prepare the transportation impacts section of the GMP. Since few traffic counts exist for the roadways near the memorial, TransAssociates has spent this month conducting traffic counts. A total of 22 automated traffic counters were placed on roadways around the memorial. Vehicle classification information will also be gathered as well as speed counts along US 30. Recommendations for addressing sight distance issues at the US30 entrance will also be presented.

Schedule

Findings and mapping will be shared with the Commission and relevant Task Force committees as soon as the information is available.

IV. GMP COMMITTEE – The number of data studies and other activities related to the GMP will increase in the coming months. To ensure close coordination with all partners, the NPS is proposing that the Flight 93 Memorial Task Force create a GMP Coordination Committee. This proposal will be made to the Task Force's Executive Committee at its 5/10/04 conference call.

V. MOTIONS AND RESOLUTIONS

Moved: The Commission endorses the revised integrated planning process as proposed.

Moved: The Commission endorses the creation of a GMP Coordination Committee of the Flight 93 Memorial Task Force to ensure close coordination between the NPS, the Commission, and the partners throughout the planning process. The coordination committee is not operational nor oversight in nature, but rather advisory and coordinating in its efforts to assist the NPS in meeting its legislated and policy requirements.

**Flight 93 Memorial Task Force Mission Statement/Memorial Ideas Committee
Update
For the
Flight 93 Advisory Commission
May 14, 2004**

The committee consists of co-chairs Esther Heymann and Jerry Spangler, Angelo Armenti, Edward Linenthal, Brent Glass, Patrick White, Gina Farfour, Christine Homer, Carol O'Hare, Donna Glessner, Barbara Black, Terry Shaffer, Kathie Shaffer, Rose Sprock, Nancy Goodwin, Charles Fox, Tim Baird and Tom Maust. Jeff Reinbold and Susan Hankinson have actively participated as well.

- A working group has met a total of 11 times as of April 30, 2003. Another session is scheduled for May 6.
- There were 6 meetings of the committee and multiple drafts of the mission statement developed prior to the meeting of the Advisory Commission on February 20, 2004 and the Task Force on February 21, 2004.
- Following a review of the draft mission statement at both meetings, the committee sent it to the Family Board for review and comment at their March meeting.
- The committee met on March 8th, 17th, 23 and 29th to review and further refine the draft. Comments from the family board, individual family members, task force members and Commissioners were considered.
- We then submitted the draft to a senior planner from the National Park Service who offered suggestions regarding organization and format.
- The draft from the March 29th committee meeting was again referred to the Family Board for additional comment. Their comments, as well as comments from members of the Commission, task force and the committee were considered at the committee meeting on April 27th, which has approved the current draft for review, comment and approval.
- We intend to forward the current draft to Helene Fried, one of the design competition consultants for suggestions for editing for clarity. Additionally, Jeff Reinbold has contacted the FBI for a review to ensure that the factual statements are completely accurate.

We propose that the commission approve the current draft as a working draft to be used in the design competition. Approval would be conditioned upon concurrent approval by the task force at their meeting on May 15. Follow-up editing for clarity or factual accuracy would be permitted and the final draft would be approved at the July meeting.

Moved:

The Flight 93 Advisory Commission approves the working draft of the Mission Statement prepared by the Mission Statement/Memorial Ideas committee of the Task Force and authorizes its use in the design competition. This resolution is contingent upon concurrent approval of the document at the meeting of the Task Force scheduled for May 15. Follow-up editing for purposes of clarity and factual accuracy are authorized. A vote on the approval of the final version will occur at the July 30, 2004 meeting of the commission.

April 27, 2004

FLIGHT 93 NATIONAL MEMORIAL

PREAMBLE

Flight 93 National Memorial: *A common field one day. A field of honor forever.*

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.

THE PRINCIPLES

OVERVIEW

The purpose of this document is to lay the foundation for the planning and development of the Flight 93 National Memorial. These words and ideas have been developed through the collaborative efforts of the families of the passengers and crew of Flight 93, local residents, national leaders, the National Park Service and the general public. This partnership and framework of principles will ensure that the design of Flight 93 National Memorial and future development and management decisions are consistent with the fundamental reasons this National Memorial is being created. We acknowledge that the details of what took place on board Flight 93 will never be fully known. And only the passage of time will give us the perspective to fully comprehend the importance of the event and of this hallowed place.

CONTEXT

The events of September 11th, 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 the nation's history. The coordinated hijacking of four commercial airliners, the planned attack on symbolic targets, the murder of innocent people, were all tragic and shocking events. However, we also remember the extraordinary responses of those individuals involved and the challenges they faced that day. Those heroic actions were awe-inspiring and are 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 rescue workers and occupants of the World Trade Center and other 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 the nation's capital, Washington, D.C. Shortly before 10:00 a.m. it was observed flying low and erratically over southwestern Pennsylvania. Just after 10:00 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 thirty-three passengers, seven crew members and the four 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. All 40 of the passengers and crew have been recognized as heroes.

While the nation mourned the loss of life on that day, the selfless actions 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, our nation experienced a rekindled sense of unity, strength and resolve. Actions intended to divide and

demoralize the nation had the opposite effect, and the crash of Flight 93 became a symbol of human courage and freedom 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. On March 7, 2002, federal legislators introduced legislation [H.B. 3917] “to authorize a national memorial to commemorate the passengers and crew of Flight 93 who, on September 11, 2001, courageously gave their lives thereby thwarting a planned attack on our Nation’s Capital.” The four principal partners identified in the legislation and charged with the planning process to design, construct and manage the national memorial are the Families of Flight 93, Inc., the Flight 93 Advisory Commission, the Flight 93 Memorial Task Force and the National Park Service.

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 Flight 93 National Memorial. The following statements represent shared understandings about the purposes for creating Flight 93 National Memorial:

- Honor the passengers and crew members of Flight 93 who courageously gave their lives thereby thwarting a planned attack on our Nation’s Capital, 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.
- Preserve the open, rural landscape and the solemn and tranquil setting of the crash site of Flight 93.

SIGNIFICANCE OF THE SITE

The events of September 11th and the crash of Flight 93 have had a profound impact on the nation and the world. The following statements summarize why this place is so important that it has been established as a unit of the National Park System.

- 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 ending here were a part of the transformational events in the world that resulted from the September 11th, 2001 terrorist attacks on America.

INTERPRETIVE THEMES

Flight 93 National Memorial will be a place for individuals to learn about the events of September 11th and seek personal meaning from 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 Flight 93 National Memorial are:

- Flight 93 was the only hijacked plane on September 11th that failed to hit its intended target. The crash of Flight 93, only 20 minutes 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 11th, 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 events of September 11th including the actions of the passengers and crew of Flight 93 led to a stronger sense of pride, patriotism and resolve, and a reaffirmation of the value of human life.
- The first responders, the community, and those individuals and organizations that provided assistance in the recovery and investigation demonstrated compassion and exemplary service.
- Unfolding knowledge of the events surrounding September 11th can contribute to a realization of the impact of intolerance, hatred and violence.

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

**Flight 93 Memorial Task Force Design Solicitation Committee Update
For the
Flight 93 Advisory Commission
May 14, 2004**

1. Hiring Competition Consultant

The recommendation from the selection sub-committee to offer a contract to Stastny / Fried was accepted. A contract between the Families of Flight 93, Inc. and Stastny / Fried is in the final stages of completion.

2. Management

An oversight working group has been formed to manage the consultant firm. The group consists of a member of each of the partners:

Tim Baird	Task Force
Calvin Wilson	Advisory Commission
Jeff Reinbold	NPS
Gina Farfour	Families of Flight 93, Inc.

Calvin is the chair of the working group. Gina will act as liaison between the working group and the consultants. Each member of the working group is responsible for keeping their respective organizations informed.

3. Progress to Date

Don Stastny and Helene Fried visited Somerset April 16-17, 2004. They met with the working group to finalize the contract, scope, and cost estimate for the competition. A site analysis tour was also provided so they could better define the scope of the project. There is much to do prior to the public announcement of the competition, such as develop the jury selection process and finalize the competition manual. A revised schedule is being proposed to allow adequate time to advertise the competition in professional journals, to make necessary arrangements for exhibition and jury space, and to ensure the Commission, Families, Task Force and NPS support the competition manual and procedures prior to opening of the competition.

Competition Opens -- Sept 04
Stage 1 Submittals Due -- Nov 04
Public Exhibition and Jury of the Submittals -- Nov - Dec 04
Stage 1 Finalists Announced -- Jan 05
Stage 2 Begins -- Feb 05
Stage 2 Submittals Due -- May 05
Public Exhibition and Jury of Stage 2 Submittals -- June-July 05
Final Design Recommendation -- Aug 05

Dave Cushing, Wendy Davis (NPS), and Jeff Reinbold toured and took video footage of the site in May. The group also visited the Somerset County Historical Society, examined the collection of tributes left at the temporary memorial, and viewed other footage and photos that are available for the video. The group will be meeting with the competition advisors during the week of May 10th to discuss how the video can complement the other design competition materials.

4. **Grant Proposal**

Grant proposals have been submitted to both Heinz and Knight. They both should have received the proposals on April 29, 2004. The National Park Foundation has received a commitment from Heinz for \$50,000.00 to cover initial expenses; the Heinz Endowment has committed to \$550,000.

5. No motions proposed.

Report of the Design Solicitation Committee

RE: Consultant Recommendation

This report outlines the process used by the design solicitation committee to recommend Stastny / Fried consultants to administer the design competition for the flight 93 memorial.

Process of Selection

1. The following members of the design solicitation committee and the flight 93 task force were appointed to a selection sub-committee.

Chair: Sandy Felt - Family member and member of various task force committees.

John Felt - Family member, on task force committees, advisory commission member.

Esther Heymann - Family member, design ideas committee co-chair, member of other task Force committees.

Ben Wainio – Family member, task force member.

Calvin Wilson- Family member, on various task force committees, advisory commission Member.

Christine Homer – Family member, task force member, Families of Flight 93, inc. board Member.

Betty Kemmerer – Family member, task force member.

John Reynolds – Task force member, advisory commission chairman.

Barry Hoover – Community member, task force member.

Keith Newlin – NPS representative, task force member.

After the sub-committee was in place and Sandy Felt was appointed chair it was decided that any family represented more than one time would only get one vote. Three families are represented twice. However, the overall goal of the subcommittee was to come up with a totally unanimous decision.

2. Tim Baird, co-chair of design solicitation committee, researched for qualified applicants in the Specialized field of design competitions. He identified the following six designers / firms to whom the R.F.P. was sent:

Mr. Donald Stastny, FAIA FAICP

Ms. Helene Fried

StastnyBrun Architects, Inc.

Portland, Oregon

Mr. William Liskamm, FAIA

San Rafael, California

Ms. Wendy Evans Joseph, AIA

New York, New York

Mr. Kenneth Paolini

Design Competitions International

Boston, Massachusetts

Mr. Theodore Liebman, FAIA
Liebman-Melting Partnership
New York, New York

Mr. Jeffrey Ollswang
Design Competition Services
Milwaukee, Wisconsin

The R.F.P. was developed by Tim and reviewed by Jeff Reinbold of NPS.

3. The selection committee convened in advance of the interviews to develop a clear understanding of the R.F.P and developed a process by which to assess all the candidates. Questions relevant to the R.F.P. were formulated as well as a rating sheet designed to clearly assess the consultants. It was determined that Jeff Reinbold of the N.P.S. would hold on to the fee schedules until the interviews were concluded.
4. Four of the six prospective consultants submitted proposals. These firms included:

Mr. Donald Stastny and Ms. Helene Fried

Mr. William Liskamm and Mr. Paul Spreiregen

Mr. Kenneth Paolini

Mr. Theorode Liebman and Mr. Alan Melting

During the February 19-21, 2004 task force / advisory commission meetings, the selection committee interviewed all four firms that submitted proposals. The selection committee held deliberations after the interviews. The focus of the deliberations was to assess the comparability of the consultant with the needs of the project and the criteria of the R.F.P.

5. Based on the RFP criteria the selection committee checked the references that were submitted by the consultant firms.
6. A final conference was held to discuss the references and at such time all members were asked to complete a rating sheet. Upon review of the rating sheet Sandy Felt advised all of the members of the results and a letter was submitted to the Design Solicitation Chairs of the decision. All data gathered in the decision process was also submitted to the Design Solicitation Chairs.

**Flight 93 Memorial Task Force Fundraising Committee Update
For the
Flight 93 Advisory Commission
May 14, 2004**

Since the February meeting of the Commission, the following progress has been made on fundraising:

1. After a stiff competition, Ketchum has been selected as the funding consultant. A copy of the " Report of the Funding Oversight Committee re Consultant Recommendation" is attached.
2. The Funding Oversight Committee met on April 19, 2004 with Ketchum. A workplan was agreed upon, and is attached. Additionally, Ketchum is in the process of doing approximately 34 Phase 1 interviews, as well as participating on 2 conference calls.
3. The contract for services with Ketchum has been finalized (see attachment) and work has begun on the funding study. Ketchum will be introduced to the Commission at the May 14th meeting and will report on progress to date and plans going forward.
4. The Funding Agreement among the National Park Service, the Federal Advisory Commission, Families of Flight 93 and the National Park Foundation has gone through additional amendment and is in the Washington Office pending final review. Partnership projects over \$5 million are required to go through the Congressional appropriations committees as well.
5. No motions are proposed.

Respectfully submitted,
Rick Stafford, Chair of the Fundraising Committee of the Flight 93 Task Force and the Funding Oversight Committee

REPORT OF THE FUNDING OVERSIGHT COMMITTEE RE: CONSULTANT RECOMMENDATION

Following is the consensus report of the Funding Oversight Working Group (now the Funding Oversight Committee) on its recommendation of Ketchum, Pittsburgh, PA, as the consulting firm to carry out the work outlined in the " Request for Proposal for a Fundraising Consultant for the Flight 93 Memorial" issued in mid January 2004. Our report has two parts. The first is an outline of the process used to interview and to reach our recommendation. The second part is a summary description of our consensus rationale.

PROCESS of SELECTION

1. The following representatives were appointed members of the Funding Oversight Committee:
Chair: Rick Stafford, Chair of the Task Force Fundraising Committee
Patrick White, Chair of the Task Force Government Relations Committee
Gary Singel, Chair of the Task Force Administration and Budget Committee
Jennifer Price, President, Families of Flight 93, Inc.
John Reynolds, Chair of the Advisory Commission
Joanne Hanley, Superintendent, National Park Service
Jay Vestal, Vice President, Field Development, National Park Foundation
2. A draft RFP was prepared for the development of a funding plan and feasibility study. The draft was reviewed and commented upon by representatives of the Flight 93 National Memorial partners (Families of Flight 93, Inc; National Park Service; Flight 93 Advisory Commission; and the Flight 93 Memorial Task Force).
3. A list of fundraising consulting firms to whom to send the RFP was developed. Information on firms was solicited from the National Park Foundation as well as from all of the Flight 93 partners. The RFP was also posted on the project website.
3. Any consultant not on the initial list who inquired was advised that their interest was welcome, was provided with a copy of the RFP, and invited to submit a proposal.
4. RFPs were sent out to 12 consulting firms in January 2004. As of the February 10, 2004 deadline for submission, six consultants had submitted proposals. All members of the Oversight Committee received a complete set of RFP applications.
5. The Funding Oversight Committee developed two sets of criteria by which to rate each firm:
 - a. A rating sheet was developed to rate each applicant's response to the RFP based on the five criteria listed in the RFP (attached. Each member of the Oversight Committee completed this rating before interviews were scheduled.
 - b. A rating sheet was developed to rate each applicant, both during and after their interview, based on 10 additional criteria developed by the Committee (attached).

6. The Committee interviewed all six consultants. Six of the seven Committee members were represented in three of these interviews and seven of seven in the other three. After the interview, each member of the Funding Oversight Committee again rated each of the consultants based on ten criteria described in 5b above.
7. Based on the proposal ratings and the interview ratings, two consultants stood out above the rest and were invited back for a second presentation to the Committee. Each of these two consultants was given eight questions to address during the second interview (attached).
8. Throughout the process, references were checked, including references that were provided by the candidates and references sought independent of the candidates.
9. After the two follow-up interviews, the Committee considered all the evidence in a "jury like" deliberation and unanimously concluded on the "first ballot" that Ketchum was our recommendation and passed a resolution to that effect by a vote of seven ayes and zero nays.

RATIONALE

1. The Ketchum ratings were high across all Committee members on both the RFP criteria and the interview criteria.
2. Ketchum references (both those provided by the firm and those sought out independently by the Committee) were uniformly positive.
3. Our Flight 93 Memorial Project has national, even international, scope. Ketchum demonstrated that they possessed both the resources and physical presence in numerous locations around the country to readily deal with this scope.
4. The Committee met many fine professional individuals among the candidate firms. However, Ketchum displayed in their preparation and presentations not only fine professional individuals, but the greatest teamwork among those individuals. Their organization, their preparedness, their spirit of cooperation, and their orchestration of both interviews instilled great confidence and was above all others.
5. The cost of the Ketchum proposal was comparable to the other proposals. Moreover, their estimate has less uncertainty since it included expenses and was based on a longer time frame which the Committee is convinced is needed to produce a quality result.
6. Ketchum's lead partner and team leader is located in close proximity to the memorial (Pittsburgh).

Ketchum: Fundraising Draft Work Plan

Following is a draft work plan for the comprehensive planning study Ketchum is proposing for the Partner organizations involved with the creation of the Flight 93 National Memorial. This draft reflects the major areas of activity and is not intended to be an exhaustive list of all that will have to be done to prepare a comprehensive funding plan for the Flight 93 National Memorial.

Week One April 19

- Ketchum orients the Fundraising Committee of the Flight 93 Memorial Task Force to the entire study process.
- Ketchum and the committee prepare a list of approximately 20 individuals who represent the partner organizations and whose input into the formation of the plan is deemed essential.
- Appointments are secured with these approximately 20 individuals.
- Ketchum begins research regarding other large, national and international projects of similar size and scope.

Week Two April 26

- Ketchum begins conducting interviews with representatives of the concerned parties regarding the requirements and objectives of the funding plan to be developed.
- Solicit input from all concerned parties regarding individuals, organizations, foundations, corporations, or others who might be interviewed in the Step #3 feasibility test.
- Ketchum continues best-practices research of national campaigns.
- Ketchum and the Partners begin drafting a Case for Support for use in the Step #3 feasibility interviews.

Week Three May 3

- Ketchum completes interviews of approximately 20 individuals who represent the concerned parties regarding the formation of a funding plan for the Flight 93 National Memorial.
- Ketchum and the Partners finalize the Case for Support based in part on the findings of the Step #1 interviews.
- The Fundraising Committee of the Flight 93 National Memorial Task Force compiles a list of 150 – 200 names of individuals and organizations suggested for inclusion in the Step #3 interviews.

Week Four May 9

- Ketchum begins analysis of findings in Step #1 interviews and results of research into industry best practices.
- Ketchum conducts a meeting with the Fundraising Committee of the Taskforce to prioritize the names suggested for possible inclusion in the Step #3 interviews.

Week Five May 17

- Ketchum drafts a funding plan for the Flight 93 National Memorial.
- Letters are sent to the top 100 – 125 potential interview participants for Step #3.
- An additional list of 100 – 150 individuals is identified for inclusion in focus group meetings.
- Ketchum drafts a plan for focus groups and a web-based survey to be included in Step #3.

Week Six May 24

- The Partners review and respond to the draft funding plan presented by Ketchum.
- Ketchum develops the web-based survey to be included in Step #3. Survey is finalized.
- Schedule and logistics for focus group meetings are determined.
- Interviews are scheduled with 65 – 75 key individuals whose participation is critical in the planned campaign as leaders, donors, or who have direct influence over public, corporate, or foundation funding.
- Confirmation letters are sent with copies of the Case for Support as interviews are scheduled.

Week Seven May 31

- Ketchum conducts personal, one-on-one, confidential interviews.
- All members of every concerned group are invited to complete a web-based survey regarding the funding plan for the creation of the Flight 93 National Memorial.
- Focus group invitations are sent.

Week Eight June 6

- Ketchum conducts personal, one-on-one, confidential interviews.
- Web-based survey is conducted and responses are collected.
- Focus group invitation responses are received and confirmations are sent.

Week Nine June 14

- Ketchum conducts personal, one-on-one, confidential interviews.
- Web-based survey is conducted and responses are collected.
- Focus group invitation responses are received and confirmations are sent.
- Focus group participation is finalized.

Week Ten June 21

- Ketchum conducts personal, one-on-one, confidential interviews.
- Web-based survey is conducted and responses are collected.
- Ketchum conducts first focus group meeting.

Week Eleven June 28

- Ketchum conducts personal, one-on-one, confidential interviews.
- Web-based survey is conducted and responses are collected.
- Individuals who have not responded to the web-based survey receive a renewed invitation to participate.
- Ketchum conducts second focus group meeting.

Week Twelve July 5

- Ketchum concludes personal interviews.
- Web-based survey is completed.
- Ketchum conducts third and final focus group meeting.

Weeks Thirteen, Fourteen, and Fifteen July 12

- Ketchum analyzes findings of personal interviews and focus group responses.
- Ketchum tabulates findings of web-based survey.
- Ketchum prepares a final report, including detailed analysis of findings, identification of specific strengths and challenges, and a detailed plan for successfully funding the Flight 93 National Memorial.

Week Sixteen August 2

- A first draft of the study report is presented to the Fundraising Committee of the Flight 93 Memorial Task Force, or some other appropriate leadership group.

Week Seventeen August 8

- Ketchum presents a final funding plan to the Partners.

Week Eighteen August 15

- An executive summary of the study findings and final funding plan is prepared and shared with all study participants and made available to all concerned parties.

**NPS Report – General
The Development Advisory Board and
Updated & Consolidated Project Schedule
For the
Flight 93 Advisory Commission
May 14, 2004**

- 1. The Development Advisory Board (DAB)** All major park facility construction projects are subject to multiple reviews by members of the NPS Service-wide Development Advisory Board and five non-NPS Advisors to the Director. The recommendations of the DAB assist the Director of the NPS and her leadership Council in ensuring that projects are of high quality, incorporate sustainable practices, are appropriate to their settings, and demonstrate defensible cost-conscious decisions focused on cost reductions. The specific mission of the DAB is to assure that all major construction projects completed by the NPS materially contributes to effective resource protection, safe high quality visitor experiences, and improved park operations in the most cost effective and environmentally responsive manner possible.

Review of our project by the DAB at several stages in the process is incorporated into the attached consolidated project schedule. Our schedule for presentation to the DAB in 2004 is as follows:

July 27 & 28 DAB meeting in Denver.

Present project.

Present draft competition manual.

Present Funding Feasibility Study results to date

Nov 16 – 18 DAB in D.C.

Update on design competition

As soon as the DAB dates are announced for 2005, we will incorporate them into the schedule. Attached are several pages from the NPS intranet site concerning the Construction Management Program and DAB.

- 2. Updated and Consolidated Project Schedule** In order to ensure that all of the various and ongoing activities relating to the planning and design process of the Flight 93 Memorial, we have consolidated all of the anticipated milestones into one project schedule. **(See attachment 1 on Communications Manager Site)**

The various project activities and milestones are integrated on the attached sheet for the following:

General Management Plan

Design Competition

Fundraising Plan and Feasibility Study

Capital Campaign

Advisory Commission Meetings

NPS, Washington Office and Congressional Briefings

Development Advisory Board Briefings

It is critical that all of the steps, the due dates, the reviews, the briefings, and other activities are all coordinated. The attached sheet itemizes out the milestones by month. We have more detailed worksheets that itemize the milestones by week, and are available upon request.

**NPS Land Acquisition Update
For the
Flight 93 Advisory Commission
May 14, 2004**

The cartographic unit of the Northeast Region Realty Division has made significant progress in the mapping of the National Memorial area. Extensive deed research has been conducted. Using legal descriptions from recorded deeds, the cartographers have plotted each tract piecing the parcels together geographically on segment maps. NPS tract numbers have been assigned to each ownership interest. Preliminary segment maps 01-03 have been prepared. Segment map 04 is not ready for dissemination at this time.

All land owners within the tentative boundary area as of 5/14/04 have given permission for the realty acquisition process to proceed. National Park Service legal descriptions have been prepared for eight of the ten tracts identified on the FLNI map, Segment 01. Title evidence has been ordered and received on seven of these ten tracts. The standards for title evidence have been determined by the Department of Justice and are required for all land and/or interests in land prior to and as part of the acquisition by the National Park Service. Relocation procedures, as established under the Uniform Relocation Assistance Act, continue for two owners of core area properties. Please see below for an updated chart showing progress and status of acquisition.

Also attached is the final draft of the Donation Agreement between Somerset County and the NPS, which authorizes the use of \$550,000 in donated funds for acquisition of core properties. The County Commissioners, the County Solicitor, and the NPS Solicitor have approved this agreement. Signatures are currently being obtained.

Realty Process Status 05/04/04	8 Landowners of Parcels Currently Identified for Inclusion into FLNI
Owners Consent to Proceed	8/8
Legal Description	6/8
Title Evidence Ordered	6/8
Title Evidence Received	6/8
Environmental Site Assessment Ordered	3/8
Environmental Site Assessment Received	3/8
Appraisal Ordered	1/8
Appraisal Received	1/8
Offer Package Sent	1/8
Offer Package Accepted	1/8
Closing Ordered	1/8
Closing Complete	0/8
Relocation Action Initiated	2/8
Relocation Action Completed	0/8

**April 20, 2004 Boundary Study Field Trip Update
Flight 93 Advisory Commission
May 14, 2004**

I. Purpose For the Site Visit

When briefed on the Commission's November 14, 2003 recommendation for an interim boundary, NPS Director recommended that prior to sending the interim boundary forward to the Secretary, the NPS and the Commission should reexamine the interim recommendation and ensure that the proposed 1,500 acres is adequate for protection of resources. Additionally, it is preferable to have only one boundary recommendation sent forward to the Secretary and Congress, as opposed to an interim and then a final.

We told the NPS Washington Office that we would comply with this request, and that the final boundary recommendation be made by the next Commission meeting on May 14, 2004.

Commission Chair John Reynolds and several Commissioners planned the April 20th site visit in preparation for making that recommendation.

Prior to the field trip, the National Park Service, accompanied by Task Force Member Barbara Black, Commissioner Donna Glessner, and Township Supervisor Greg Walker, met with area neighbors and landowners on April 15, 2004, to update them on the project. We also discussed the process for identification of the boundary as well as ways they may, as neighbors, be impacted by the creation of the national memorial. Notes from that meeting are attached.

II. Overview and Agenda

8:30 AM – 11:30 AM	Boundary discussion and overview at NPS Office The Charge for the Day NPS Boundary 101 The Resources Planning and Operations Considerations Other Considerations Tour Overview
11:30 AM – 3:00 PM	Site Tour
3:00 PM – 5:00 PM	Wrap-Up Discussion

The day began at 8:30 AM at the NPS office in Somerset with a briefing on the NPS boundary development process and an overview of the tour for the day. From 11:30 AM – 4:00 PM the group visited approximately 10 stops, which allowed them to examine viewsheds from different vantagepoints. Each participant was provided with an air photo and parcel information for each of the stops. At the end of the day Commission Chair John Reynolds facilitated a "brainstorming" wrap-up meeting from 4:00 PM -5:00 PM at the Shanksville fire hall.

A copy of the meeting handout, including the maps, is attached (apologies for the poor quality xeroxing).

III. Attendees

John Reynolds
Larry Catuzzi
John Felt
Brent Glass
Donna Glessner
Joanne Hanley
Susie Hankinson
Esther Heymann
Ken Nacke
Randy Musser
Keith Newlin
Jeff Reinbold
Jerry Spangler
Chuck Wagner
Mike Watson
Barry Zafutto

IV. Wrap-Up Meeting Summary

The group discussed all properties at which they looked during the tour, and discussed **possible and/or potential interests** in those properties. It must be stressed that even though many properties were viewed, this DOES NOT imply that they will be considered for fee or easement interest. This was a brainstorming session only.

Areas on which the group focused include:

- US30 Entrance -- Viewshed protection across from the entrance on the north side of US30
- Haul Road – A portion of the Haul Road (Stouffer Road) crosses private property that was not included in the original Commission recommendation
- Views From the Bowl to the East – Possibly approaching landowners to the east of the temporary memorial to discuss scenic or conservation easements to retain rural views and setting around the crash site
- Lands Adjacent to the Crash Site – Possibly approaching owners of parcels immediately adjacent to the crash site regarding their interest in fee or easement acquisition to more fully protect the crash site itself.

The group agreed that making a boundary recommendation at the Commission's May 2004 meeting would be premature and would not allow adequate time for studying boundary options or working with local landowners. The group agreed that since the design competition is now planned to open in September instead of July, the Commission should make the final recommendation at its July 30, 2004 meeting. The extra time would allow the Commission to speak with local landowners and elected officials and to make a more informed and comprehensive decision.

V. Next Steps

The group discussed the next steps necessary to refine the results of the brainstorming session and determine if any boundary adjustments are necessary. These steps include:

- Map all comments on individual parcels to determine what's critical and what's reasonable, and what is not.
- Identify parcels in which interests possibly could be split (i.e. only acquiring an easement on half the property)
- Identify ridgelines
- Explore the following evaluation criteria: critical resources, viewshed (critical), access/park facilities
-
- Brief local jurisdictions and continue discussions with local landowners
- Once LIDAR mapping is available, conduct detailed computer-generated viewshed analysis to determine those areas that are visible from key points in the national memorial
- Convene group one more time to make final recommendation to Commission.
- Commission considers and votes on boundary recommendation at July 30, 2004 meeting.

Motion: This motion supercedes Motion 04 02, which directed the Flight 93 Advisory Commission, with the Flight 93 Task Force, Families and the NPS to more closely examine the land that is identified for protection around all of the area initially approved by the Commission at it's November 14, 2003 meeting, and to make the determination by May 14, 2004 if what is being proposed is sufficient, or if additional protection is needed. The Commission, with its partners, will also examine the remaining boundary areas to resolve any potential and/or obvious omissions.

This motion changes the date from the May 14, 2004 meeting to the July 30, 2004 meeting.

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Flight 93 Memorial Task Force Administration Committee and the NPS

Update on Cost Estimates

For the

Flight 93 Advisory Commission

May 14, 2004

Facility cost models were run for anticipated future buildings, roads and utilities in the national memorial. These projections were based largely on assumptions of maximum needs, and are Class C estimates only. This computer model is required to be used for development of new facilities in a park, including partnership projects.

At this point, these numbers are confidential, and may not be released to the public. They must be cleared with the NPS Washington Office, as well as the Congressional appropriations committees, which must approve all partnership projects over \$5 million.

Flight 93 Memorial Task Force Temporary Memorial Management Committee
Update for the
Federal Advisory Commission Meeting
May 14, 2004
Report Date: April 15, 2004

- I. Site Visitation: Visitation at the temporary memorial has ranged from 500-1700 visitors per week during March and April, depending on the weather. We anticipate seeing many more motorcoach visits in May, including school children, senior citizens, and convention goers. Over the past eleven months (since Memorial Day, 2003) the Ambassadors have logged an estimated 139,000 visitors. Visitors continue leave tributes at the memorial, write thoughtful comments in the bound guest books, and express to the Ambassadors their gratitude for the actions of those on board Flight 93. Tributes are collected and transported to the Somerset Historical Center, as needed.
- II. Parking lot/Memorial Improvement Project – the project to expand the parking lot, improve accessibility at the memorial, construct public restrooms, and improve drainage and safety at the site is on schedule at this time. The bids are due to be opened on May 4. Pending receipt of necessary permits, work may begin in late May. Further updates should be available by the time of the Commission meeting.
- III. Assignment of NPS Volunteer Coordinator – NPS Ranger Diane Garcia has been assigned part time to Flight 93 National Memorial as Volunteer Coordinator beginning April 4. Diane will be providing training and support to the Ambassadors, working some shifts at the memorial, and helping to coordinate with the contractor during the parking lot/memorial improvement project. She will be working with the Superintendent and the Committee to develop a policy regarding programs and special events at the temporary memorial, and the placement of large tributes.
- IV. Current Projects: (1) The Ambassadors will coordinate with the Bruderhof group to refinish the wooden benches at the memorial. (2) The Ambassadors will be holding a training session with Diane Garcia to improve interpretive skills and to discuss the possibility of become NPS volunteers through the V.I.P. (Volunteers in Parks) program.; (3) The Ambassadors hope to meet with Jane Thomas, archivist from the Oklahoma City Memorial, for training on May 13.

**Minutes of the February Flight 93 Advisory Commission
February 20, 2004 Meeting**

The minutes for February 20, 2004 are posted as a separate file on the Communications Manager site under "Commission Meeting February 20."