

Briefing Reports

***Flight 93 Advisory Commission
and
Flight 93 Memorial Task Force***

May 2, 2009

**Temporary Memorial
Briefing Report
May 2, 2009**

Visitation:

Despite the cold weather this spring, visitors continued to travel to the temporary memorial in the last few months. Due to the number of press releases and news stories about progress toward the permanent memorial, visitors are very curious about the timeline, viewing the site before construction and what is to come in the near future. February 18, 2009 was a milestone day at the temporary memorial as Volunteer Ambassadors graciously welcomed our one-millionth visitor. Since then, visitation has steadily increased. For the past three weeks, the average weekly visitation at the memorial has been just over 2,000 visitors. Many school groups are part of the early spring wave of visitors, coming from as far as Wisconsin, Michigan, Ohio and as close as the Pittsburgh and Altoona areas. Our staff and volunteers are prepared to host the additional 59 school buses that have scheduled for the month of May. We will likely receive additional last minute reservations in addition to the unexpected groups.

Volunteer In Parks (VIP) Program:

On Friday, March 27, the volunteer program at Flight 93 was represented at a special National Park Service training. Corky Mayo, the National Park Service Program Manager for Interpretation and Education, invited Ambassadors Marlin Miller, Sue Strohm and volunteer coordinator Adam Shaffer to serve on separate instructional panels for training new NPS volunteer coordinators. Our park representatives were privileged to be among the few instructional participants at this training, which was held at the Fish and Wildlife Service's National Conservation and Training Center in Shepherdstown, West Virginia. For the volunteer panel, Marlin and Sue were among 3 other volunteers from Harpers Ferry NHS, George Washington Memorial Parkway and the National Mall sharing their volunteer perspective.

National Park Week:

In celebration of National Park Week, the staff planned two events for the temporary memorial. For Earth Day, April 22, park staff and volunteers had planned to gather faded and weathered tributes from the memorial fence. Due to the weather forecast of rain/snow mix, the cleanup was moved to April 23rd. Despite the cold temperatures and strong, gusty winds a day later, NPS staff and six volunteers met for a successful clean up. In support of National Junior Ranger Day, staff setup a tent and tables for children to participate in Junior Ranger Day at the memorial. The theme for the day was "Create a Tribute," which presented children the opportunity to make their own tribute and attach it to the memorial fence. Participants received honorary Junior Ranger badges and participation certificates.

Summer Season:

Our office is currently preparing for the busy summer visitation season ahead. We have already been coordinating with a number of groups wishing to hold small services or presentations in the upcoming months, like the American Legion's National Office. They plan to bring their annual Legion motorcycle ride to the memorial, en route to their national gathering sometime this August.

Summer Seasonals:

We were able to fund three temporary summer interpretive positions.

Government Relations Briefing Report

May 2, 2009

Prepared by: Will Hollier & Patrick White

Summarizing the activities of the Families of Flight 93 and Hollier & Associates, LLC, in conjunction with our partners in the FAC, and NPF

Federal Appropriations and Federal Funding

- Continual intelligence-gathering and consultation with House and Senate appropriations staff and Pennsylvania Delegation regarding status of appropriations process and strategy for securing funding in FY09 appropriations bills.
- Researched protocols for securing funding for Memorial from economic stimulus legislation funds.
- Researched, drafted and submitted FY10 appropriations applications
- Secured six (6) letters of support for Families' FY10 appropriations requests
- Development of meeting schedule and advocacy materials for family member's March trip to Washington DC to meet with Congressional officials and staff.
- Researched funding opportunities from transportation reauthorization legislation.

Congressional Plaque and Congressional Gold Medal Legislation

- Followed up with Congressman Shuster's office concerns raised regarding possible misspelling and name placement.
- Attended meetings and provided Families comments to Senator Specter and Senator Schumer on recommended changes to draft Gold Medal Legislation.
- Scheduled and attended Families' meeting with Senator Schumer's staff.

Shanksville-Stoneycreek School District funding

- Attended three meetings with Congressman Shuster's office to strategize and address PILT funding issues raised by School District.

Organization

- Weekly conference calls with Families, NPS and Linden, Alshuler & Kaplan Public Relations (LAKPR) to allocate tasks and responsibilities, ensure proper follow up to action items, and serve as strategy session.
- Review and provide comments to LAKPR press and advocacy materials.

Communications Briefing Report May 2, 2009

Prepared by: Lisa Linden, CEO; Linden Alschuler & Kaplan, Inc.

Introduction

We live in unprecedented times. The economy continues to present challenges. Around the world, we and the media have begun to embrace a “new type of hero” from Captain “Sully” Sullenberger, who safely landed his plane in the Hudson, to Susan Boyle, the Scottish singing sensation, taunted all of her life, whose voice unexpectedly lifted us all.

It makes me think how ahead of their time our heroes were – 40 men and women who were so brave. The heroes of Flight 93 were ordinary people leading their lives who rose to an incredible challenge. They faced the unexpected with a level of determination and character that each of us, as American citizens and citizens of the world, hope we would exhibit in such a circumstance.

Perhaps that is why the media was so receptive to the story we sent out during Black History Month about the lives of the three Flight 93 African-American crew members – First Officer LeRoy Homer Jr. and Flight Attendants Wanda Green and CeeCee Lyles. The press release titled “**Remember Flight 93 Heroes During Black History Month**” was sent out over PR Newswire on February 23. The story was carried by over 70 media outlets online, on television or in print including the *Los Angeles Times*, *CNBC*, *Forbes.com*, *Houston Style Magazine* and *Fox Business News*. The *Washington Informer*, a Washington D.C. based African-American newspaper, later carried a piece on LeRoy Homer Jr. in its April 16 edition.

It was at the last quarterly joint meeting on February 7, where I was approached by Calvin Wilson about the idea for this story.

Continuing Progress

At the last quarterly joint meeting, just a few weeks after the January 16 announcement of the agreement between the National Park Service, the Families of Flight 93, Inc. and Svonavec, Inc., we continued to help tell the story of the progress being made towards a dedication date of September 11, 2011.

There was extensive coverage by the press on the meeting, particularly around Joanne Hanley’s remarks that construction contracts would be awarded sometime in the fall, including stories in the *Daily American* and the *Tribune-Democrat*. The *Associated Press* ran its own story on the meeting titled “**Flight 93 Memorial Plans Move Forward in Pennsylvania.**” That story received extensive media coverage around the nation and the world. Approximately 200 outlets carried the story in print, on television and radio including the *Washington Post*, the *International Herald Tribune*, New York radio *1010 WINS*, the *Philadelphia Inquirer* and *MSNBC*. In addition, on February 9, an editorial ran in the *Estherville Daily News* of Iowa titled “**Flight 93 National Memorial a good idea.**”

Condolences

On February 12, we learned of the horrible crash of Flight 2407 near Buffalo with the loss of many lives, including 9/11 family member Beverly Eckert. A statement expressing condolences to the family of Ms. Eckert on behalf of the Families of Flight 93 was drafted and issued by President Gordon Felt. That statement was carried by *CNN*.

Government Funding

During the month of February, the efforts to secure government funding continued.

Two letters were drafted from the Families of Flight 93, the Flight 93 Advisory Commission and the Flight 93 Memorial Task Force requesting that enough funds be included as part of Fiscal Year 2010 budget to complete the \$16.4 million federal share towards the permanent Flight 93 National Memorial. The letters were sent to President Obama and Interior Secretary Salazar on February 13.

Also in February, I attended the media event surrounding the signing of the commitment letter laying down a series of ambitious milestones to ensure that the National Memorial is dedicated by September 11, 2011 by Governor Rendell, Senator Specter, acting National Park Service director Wenk, Patrick White, John Reynolds, Flight 93 Memorial Task Force co-chair Jerry Spangler and Deborah Borza for Senator Casey. Most of the coverage also mentioned Governor

Rendell's pledge of \$10 million for road construction. The event received extensive local coverage including in the *Daily American* and the *Tribune-Democrat* as well as in the *Pittsburgh Tribune-Review* and the *Post-Gazette*. The *Associated Press* also printed a story titled "*Flight 93 memorial planners: 2011 deadline makable.*" That story received extensive media coverage around the nation. More than 100 outlets carried the story in print, on television and radio including Washington, D.C. radio *WTOP*, *ABC News* and the *Wall Street Journal*.

On March 3 and 4, I went to Washington, D.C. when Will Hollier and Flight 93 family members met with elected officials about support for the National Memorial. We were able to have the opportunity to sit down with top *Washington Post* reporters Dan Eggen and Mike Shear. A positive story ran in the *Washington Post's* online edition about the efforts to secure funding for the Memorial.

With the hopeful news that federal funding might be included in the final version of the Fiscal Year 2009 Omnibus Appropriations bill, a press release titled "*Congress Approved Nearly \$5.5 million for Flight 93 National Memorial in Shanksville, Pa.*" was drafted on behalf of the Families of Flight 93, the Flight 93 Advisory Commission and the Flight 93 Memorial Task Force. The release hailed the news of Congressional approval and took the opportunity to thank the Pennsylvania delegation, as well as other congressional leaders, for their great work. A statement from Gordon Felt was also included in a separate press release from Senator Specter, Senator Casey, Congressman Murtha and Congressman Shuster. The releases were put out March 11 after both houses passed the final bill. There was good coverage of the announcement in over a dozen media outlets, particularly in Pennsylvania, including *MSNBC*, the *Daily American*, Pittsburgh television stations *WPXI* and *WTAE*, the *Tribune-Democrat*, the *Pittsburgh Tribune-Review* and the *Philadelphia Inquirer*.

Land Issues

While these funding efforts continue, we were able to announce continued steady progress on land acquisition issues. With the help of Patrick White, who negotiated on behalf of the Families of Flight 93 as its Vice President, a press release went out on April 7 by the Families of Flight 93 titled "*Families of Flight 93 Accept National Park Service Offer Transferring Largest Private Land Tract to Flight 93 Permanent Memorial in Shanksville, Pa.*" The release discussed the agreement to transfer the 950 acres that make up the bulk of the former PBS Coals property. This announcement received good local coverage from the *Daily American*, the *Pittsburgh Tribune-Review* and *WTAE-TV*.

At the same time, again working Patrick White, a response was prepared for an *Associated Press* story titled "*Mineral rights sought for Flight 93 memorial*" regarding an NPS decision to retain the oil and gas rights for the Svonavec property. The response from Patrick stated, "*The NPS and the families continue to have access to the site, granted by Svonavec Inc., and we believe that the acquisition will proceed in a timely manner.*" A version of the AP story, with Patrick's quote, was picked up by over 50 media sites across the U.S. including the *Tribune-Democrat*, *Fox News*, the *San Francisco Chronicle*, *MSNBC* and the *Miami Herald*. Most of these AP stories also contained a reference to the PBS Coals announcement. The media remains keenly interested in the legal proceedings involving the Svonavec property.

Pure Pilgrimage

Towards the end of April, we were all reminded again of the power of the story of the heroes of Flight 93 when, on behalf of the National Park Service, a press release was sent out over PR Newswire and to the media titled "*Pure Pilgrimage: More Than One Million People Visit Flight 93 Crash Site in Shanksville, Pennsylvania.*" I think Joanne Hanley's quote speaks eloquently about our need to connect to our heroes. She said, "*So many have journeyed so far to this remote place inspired by the actions of the heroes of Flight 93. It is the purity of this pilgrimage that testifies so eloquently to the strength of these peaceful fields. The full emotional and educational journey will be completed with the dedication of the permanent Flight 93 National Memorial on September 11, 2011.*"

Since its release on April 21, the story has been carried by over 150 media outlets around the nation online, on television or in print including *Forbes.com*, the *Dallas Business Journal*, *KVBC-TV* in Las Vegas and *WIVB-TV* in Buffalo. The *Daily American* ran its own story based on the press release.

Ongoing Initiatives

LAK has been working with the Flight 93 partners on several initiatives. They include:

- Ongoing discussions regarding the blogosphere.
- Continuing efforts to coordinate media and government relations efforts.

- Activities leading up to and surrounding September 11, 2009. In particular, LAK has been involved in extensive dialog involving Ken Nacke and the “Ride with the 40” event.
- Issues surrounding the creation of an appropriate groundbreaking event.

The constant theme that continues to guide all of our efforts is to remind the world that we can only do justice to the memory of the 40 ordinary people who became extraordinary heroes by the creation of the permanent Flight 93 National Memorial. We will still be guided by the overarching goal of supporting the fundraising goals of the memorial. Our aim must always be to complement the effort to raise vital funds from both the public and private sector.

The need to raise funds to complete the memorial – and the need to tie-in our themes and stories to the fundraising effort through public relations – cannot be overstated. As I said at the beginning, these are unprecedented times – for the economy and for our project. Our efforts must meet that challenge – in terms of raising the necessary funds and keeping the promise made by this nation – to have an evocative and appropriate National Memorial dedicated by September 11, 2011. We will work with all the partners to continue on that path in order to succeed.

**Archives Committee
Briefing Report
May 2, 2009**

Oral History and Documentation Project

461 oral history interviews have been completed since April 2005. Of these, 135 are with family or friends, representing 32 of the 40 passengers and crew. 269 (58%) of the total interviews have been transcribed. 95 (21%) are completely through the process and in the permanent collection of the Memorial.

Kathie Shaffer and Donna Glessner were able to interview 15 members of DMORT (Disaster Mortuary Operational Response Team) Region III at Gettysburg, March 27-29. Plans are underway for travel to Washington DC and New Jersey in the near future.

Collections

With a fairly harsh winter, clean-up and collection of tributes was conducted on April 23 with staff and several volunteer Ambassadors.

Interpretative Planning Committee
Briefing Report
May 2, 2009

University Partnerships

The Flight 93 Academic Research Team* will report on the Primary Interpretive Themes Project.

Note: This document is intended only for preliminary use, prior to the distribution of the final report. The purpose is to provide a scaffold for verbal discussion of findings. Thus, the content is extremely distilled, and in note form only.

Why did we do this?

- To help develop a relevant interpretation and education program for the Flight 93 National Memorial based on systematic study of what Flight 93 means to a wide range of audiences.

What is the project status?

- On schedule for delivery of final written report by June 1, 2009.
- Preliminary analyses complete for Oral Histories, Visitor Conversation Circles, Tribute Comments, and Ambassadors Conversations data strands.
- Integrated analysis across all data strands in process.

What were we trying to learn?

- What does Flight 93 mean to a wide range of audiences?
- How well do the current primary interpretive themes reflect those meanings?
- What additional themes emerge from analysis of meaning making data?
- How might the process of a civic engagement model for audience-based interpretation and education programming be systematized for potential transfer to other parks?

What data did we analyze?

- Random sample of 40 **Oral Histories** (*stratified by role relationship to the event – including family members, first responders, community members, and others -, representing approximately 10% of all Oral Histories*)
- **Conversation Circles** with 93 visitors to the temporary Memorial (*24 groups, self-selected participants, representing 3% of visitors during four days in July and October, 2008*)
- Cluster sample of 667 **Tribute Comment Cards** (*stratified by collection date, representing 11% of cards collected between November 2003 and July 2007*)
- Meaning Making Conversations with 13 **Ambassadors** (*2 focus groups, representing nearly half of Ambassadors attending March 2007 event*)
- Additional data sources considered but not collected or analyzed due to logistical limitations include: anthropological analysis of tribute artifacts (material items left at the Memorial by visitors); and meaning making conversations with Flight 93 Families, general public audiences who have not visited the Memorial or tend not to visit national parks, and youth audiences.

What have we found so far?

1. All **current** primary interpretive themes were evident in the data to a significant degree. These themes include:
 - ❖ **Larger Disaster Averted**
 - ❖ **Heroism**
 - ❖ **Exemplary Response**
 - ❖ **Understanding Intolerance**
 - ❖ **Patriotism**
2. An additional theme, **Civic Engagement**, was provisionally added to the list of current primary interpretive themes during an early phase of this research project. This theme expressed a connection between the actions of passengers and crew, the actions of local first responders, and the actions of visitors in responding to Flight 93. Subsequent coding analysis revealed that Civic Engagement was one

* The Flight 93 Academic Research Team (ART) consists of researchers and graduate students from Portland State University, University of Pennsylvania, the Eppley Institute for Parks and Public Lands, and NPS staff.

of the most prevalent themes in Oral Histories, visitor Conversation Circles, and Ambassadors Conversations data strands, and was also present, though to a lesser degree, in the Tribute Comments Cards.

3. Substantial meaning in the data was *not* represented by the current primary interpretive themes. For all data strands, *emergent* themes were identified roughly twice as often as *current* themes.
 - The most prevalent *emergent* themes from the Oral Histories data included:
 - ❖ **Shock, Disbelief, and Confusion**
 - ❖ **Sadness and Trauma**
 - ❖ **Coming Together**
 - ❖ **Never Forget**
 - ❖ **Collective Vulnerability / Loss**
 - The most prevalent *emergent* theme from the visitor Conversation Circles and Ambassadors data strands was
 - ❖ **The Story**which captured or addressed a sub-theme in visitor comments such as: remembrance of the 40 heroes; what I might have done if it were me; where I was and what happened to me; the event's impact on history; and the importance of the storytelling process (e.g. for coping with traumatic events).
 - The most prevalent *emergent* theme from the Tribute Comments was use of a
 - ❖ **Spirituality / Religion**frame to make sense of Flight 93.

What does it mean?

- Overall, the data in this study reveal a deep desire from a range of audiences to honor and remember the passengers and crew of Flight 93 and their story.
- The language of the current primary interpretive themes could be revised to:
 - 1) capture more of the depth and variety of meaning expressed in the analyzed data;
 - 2) articulate connections between main and sub-themes; and
 - 3) elevate statement of fact to statements of meaning.While it is not the purview of the Academic Research Team to decide on revisions of the current primary interpretive themes, our data, analysis, and reporting should prove to be very useful resources for that effort.
- A strength of this study is how it captures the perspectives of a variety of people with different forms of relationship to Flight 93. It is possible that further analysis of the data both within and across data strands will generate a consistent way of describing various role relationships to Flight 93 that could translate into more targeted and inclusive interpretation and education programming.
- Some *preliminary* implications for designing an interpretive program include, but are not limited to:
 - 1) focus narrative on passengers and crew;
 - 2) provide visitors a chance to tell their own stories;
 - 3) tell the story of exemplary response; and
 - 4) use themes on Understanding Tolerance and Civic Engagement as a means of provoking visitor conversation and response.
- Using a large team of researchers helped mitigate (but can never fully eliminate) coding bias and allowed for inclusion of more quantity and diversity of data sources and voices.

NPS Land Acquisition Briefing Report
May 2, 2009

Following is an update of National Park Service (NPS) land acquisition activities at Flight 93 National Memorial (FLNI) since the Commission/Task Force meeting, February 7, 2009.

- Based on an approved appraisal, NPS presented an offer April 1 to the Families to purchase the former PBS Coals property (Tracts 01-101 and 01-108) which the Families have signed and returned. NPS and the Families are now diligently working to resolve outstanding title issues in order to meet the May target for NPS acquisition.
- Svonavec (01-102) property. On April 13-14 the environmental contractor inspected the property and investigated various environmental concerns. The report of findings is expected by mid-May. Once received and approved, NPS can begin the acquisition process.
- NPS is working with the Kordells (Tract 01-100) to acquire their property and relocate Rollock, Inc., their recycling/salvage business. NPS and the landowners are awaiting the results of an appraisal update contracted for by NPS. The report is due in early May. Meanwhile, the landowners, NPS, and relocation contractors continue to work on components of the complex relocation proposal.
- NPS is also working with The Conservation Fund (Tract 01-124) to acquire the mineral interests formerly owned by PBS Coals. An appraisal has been completed and recently submitted for review. Once approved, NPS will make an offer to The Conservation Fund.
- As soon as title issues are resolved on the former Mock property (Tract 01-114), NPS will acquire the property from the Families of Flight 93, who are the current owners.
- NPS has procured appraisal companies to value other properties within the boundary of the National Memorial in keeping with the construction timeline.

The Lands Oversight Committee continues to hold monthly conference calls to report on FLNI land acquisition progress and current events for the benefit of the committee, the partners, and NPS in an effort to ensure continued communication and coordination.

Submitted by
NPS Lands Office, Region 5
Philadelphia

Land Acquisition Update
The Conservation Fund Briefing
May 2, 2009

Prepared by: Todd McNew

In addition approximately 350 acres added to the new State Game Land 93 (SGL93) in recent years, both The Conservation Fund (TCF) and the Pennsylvania Game Commission (PGC) continue to actively talk to other landowners to the north about additional parcels that could be incorporated into SGL93. TCF is working with the Families of Flight 93 (FFL93) to assist with the transfer of roughly 55 acres of former PBS Coal land to the PGC for inclusion into SGL93. SGL93 serves as a buffer for the Memorial and complements the work of the NPS.

TCF is lending the support of staff and contracted experts to the FFL93 to analyze mineral values associated with other Memorial tracts that FFL93 may purchase.

TCF continues to hold three subsurface mineral parcels which partially underlie the southern portion of the Memorial. We hope to complete the take-out sale of these rights by EOY 2009, using a portion of the \$5.0 million that the administration approved. The NPS appraisal process is near completion.

Looking forward, TCF effort will focus on the take-out sale of mineral parcels to NPS and the SGL93 effort. We also look forward to fulfilling an as-needed advisory role for further acquisition efforts by the FFL93 and the NPS.

Memorial Design Briefing Report May 2, 2009 Meeting

Prepared by Jodie Petersen and Paul Murdoch

Wetlands/Storm Water Management/Erosion & Sediment Control

For Exceptional Value Wetland requirements, the storm water management, and erosion & sediment control design have been configured to accommodate and re-use existing features and ponds where feasible. This will have the benefit of minimizing construction impact, recognizing the historic land use, and enhancing the memorial experience. The NPS is diligently working on the permitting process with the Army Corps of Engineers, the PA Dept of Environmental Protection (DEP), and the design team in the following manner:

- A follow-up wetland pre-application meeting was held with Army Corps of Engineers, PADEP, NPS, and design team staff members on February 26 to update the agencies concerning scope and current status – and to discuss potential issues with the permitting agencies. PADEP agreed to review the permit application at the Design Development level to expedite the permitting process.
- The design team conducted three pre-application meetings with the Somerset County Conservation District's Erosion & Sediment Pollution Control Technician and the PADEP. Meetings provided updates to these agencies and discussion focused on erosion and stormwater management issues in advance of permit submittal.
- Final wetland delineation has been completed. The US Army Corps of Engineers completed the wetland field delineations that will support the efforts underway by Louis Berger Group, Inc (hired by NPS) for additional compliance needs (i.e Statement of Findings) and advance the required permits. A meeting was held on April 21, 2009 with the Corps, PADEP, the NPS and the design team to discuss the results of the Corps wetland delineation. The design team is responding to a Request for Price Proposal (RFP) from NPS for additional design needs. This includes:
 - a. The preparation of the preliminary design for the wetland replacement
 - b. Developing water crossing detail at Allee/Pond 111 and Pond 112
 - c. Additional information for the draft draw-down permit and Statement of Findings
 - d. Wetland planting design that integrates the grading plan being developed for the areas that transition from the alley/road prism to the intersection of at Pond 111
- Two additional meetings in January have occurred between the NPS and Army Corps of Engineers to discuss process and progress.
- The design team is updating the alternatives analysis, for wetland impact avoidance, minimization and mitigation, based on the results of the agency coordination meetings. The PA Fish and Boat Commission completed their stream survey of Grove Run and confirmed that there are no longer trout in Grove Run and that the stream has become degraded. Although no trout were found, the PADEP has recommended that the permits be prepared assuming that the stream remains Exceptional Value, as the regulatory process to delist Grove Run would extend beyond schedule allowance. The NPS has directed the design team to proceed accordingly.
- Permit applications will be submitted in June to the Somerset Conservation District, the PADEP, and the Army Corps of Engineers incorporating results of the wetland field delineation and analysis, the amount of wetlands impacted, the wetland compensation plan, an updated alternatives analysis and a draft “Statement of Findings”.

Potable Water Well

A site meeting was held on February 12, 2009 including representatives of the Pennsylvania DEP, and the design team to review two (2) potential test well sites identified. This site meeting served as the Site Sanitary Survey, required as part of the Pre-Drilling Plan and generated a Pre-Drilling Plan Report. Once approved, the report will be submitted to the PA DEP as a basis for any test well drilling and testing.

Sanitary Sewage Disposal

The initial phase of the Memorial will be served by vault toilets placed at the Sacred Ground and Family parking areas. As required by the PADEP, sewage planning is required now as a condition of obtaining the Vault Toilet Permit and for the permanent system to serve future phases of the Memorial when facilities required running water are constructed. The design team has been requested to consider two options: A) an on-site alternate drip irrigation system; and B) a system to pump sanitary sewage from the Memorial through the Township and into the Shanksville Borough Sewage Treatment Plant.

Based on multiple meetings with Stonycreek Township Supervisors, Shanksville Borough Council representatives, and the NPS, NPS is proceeding with Option B as the preferred system. An RFP was sent to the A/E for development of a revised sewage planning module.

Design Development

The design team completed and submitted (on 2/16/09) an addendum to Design Development documents for Phase 1 incorporating refinement of design intent and cost for the proposed stormwater management and erosion/sediment control measures. Final configuration of these improvements is contingent on the completion of wetland field delineation, topographic field survey, and selection of a replacement mitigation approach.

The design team reviewed comments provided by the Denver Service Center project team members and the park and provided responses to key issues in writing and as part of conference call review on February 18th.

NPS authorized commencement of the Construction Document (CD) Phase for Phase 1 on March 10, 2009. Progress reviews have been conducted on a bi-weekly basis to consider proposed design refinement of the Sacred Ground, Sacred Ground Plaza, Arrival Court and the Visitor Shelter based on program and circulation clarification provided by NPS. **A 35% CD status review/webinar was conducted on April 24 to update and review progress on the construction documents. It included status of key design elements, and review of grading, budget, schedule, constructability, landscape, wetland, permitting, site utility, and lighting issues.**

With agreement to access Svonavec property in place, NPS is developing the final geotechnical report incorporating investigations within the Field of Honor and on Svonavec property. The investigation has also utilized ground-penetrating radar and resistivity to clarify subsurface backfill conditions. The draft report is anticipated by the end of April; the final consolidated recommendations will be provided by the end of May. Ground-penetrating radar results were inconclusive.

DSC has engaged Alpha Corporation to provide constructability review.

Construction Document (CD) phase work is scheduled to be completed with a July 30 submittal, in preparation for an October 2009 construction award.

**Fundraising and Capital Campaign
Briefing Report
May 2 2009**

One million has become a recent theme for the Flight 93 National Memorial. A new gift of \$1.1 million to the Campaign completes a visionary fundraising initiative begun in 2001 by Pennsylvania State Senator Jane E. Orié, and as of this spring more than one million visitors have come to the temporary memorial to be encouraged and inspired by Flight 93's Heroes. Both announcements support the need to build the Flight 93 National Memorial.

CAMPAIGN SUMMARY

Funds raised for the campaign stand at \$15.2 million through the quarter ending March 31, 2009. This total includes just over \$12.7 million allocated toward the first phase private fundraising goal of \$15 million established by the National Park Service. Private funding for this phase of the Campaign, *Remembering the Heroes*, will enable groundbreaking at the Sacred Ground and Field of Honor.

CULTIVATION AND SOLICITATION

The Hearts of Steel Fund grant shows us the importance of connecting donors to the Memorial in personal ways. The Campaign has therefore developed a series of proposals that target features as diverse as a greeting shelter for volunteer Ambassadors, treatment of acid mine drainage, planting millions of native wildflowers and bulbs, protection of wetlands within the Memorial's design, an illumination scheme, and planting trees as part of 40 memorial groves. A number of proposals have been submitted and are outstanding at this time.

The Campaign is working on a number of major gift opportunities with the Campaign Chairmen, Family members, and other Flight 93 partners. A timeline put forward in the Letter of Commitment, proposed groundbreaking activities, new information about the layout and content of the Memorial's initial features, upcoming September 11 ceremonies, and positive media coverage provide compelling reasons and create and maintain momentum to solicit gifts to the Campaign.

The Campaign has been involved in events and activities promoting the new PBS documentary *National Parks: America's Best Idea* by respected filmmaker Ken Burns. The Campaign has been able to invite and interact with donors and prospective donors during events in New York, Washington, Los Angeles, San Francisco, and Austin, Texas.

CAMPAIGN COMMUNICATIONS

The third issue of the Campaign newsletter, *93 Remembered: Honoring the Heroes of Flight 93*, was mailed to over 20,000 Founding Sponsors, prospective donors, and friends of the Flight 93 National Memorial and included news about land, an interview with architect Paul Murdoch, and a feature on Flight 93 tributes around the country. The next issue will be distributed in June and will include a special message from Governor Ed Rendell and information about *Ride With the 40*.

The website, www.honorflight93.org, has started off the year strongly with over 5,000 new visitors and some 25,000 pageviews. Nearly one in five visitors who follow links on the homepage and through blast emails made an on-line donation to the Campaign. The results of joint outreach with the National Park Foundation for National Park Week will be known later in the month.

GRASSROOTS FUNDRAISING

One million visitors is a reminder that Flight 93 is widely recognized and that renewed efforts for a fundraising campaign at the grassroots level are well-timed. Already we are seeing new community cooperation to support Flight 93, and toolkit items, newsletters, and digital media keep us connected to thousands of people in meaningful

ways. The cross-country motorcycle event *Ride With the 40*, is picking up speed as we reach out to national sponsors, governors and mayors, businesses and chambers of commerce, schools and service organizations, and heroes in law enforcement, fire and rescue to both welcome the Riders and support them through donations to the Campaign.

Ken Burns' *America's Best Idea* Grant
Briefing Report
May 2, 2009

Prepared by: Jeff Reinbold

To accompany the launch of the Ken Burns Film, *The National Parks: America's Best Idea*, the National Park Foundation and the Haas Jr. Fund recently offered competitive grants to encourage national park sites to reengage with their neighboring communities and underserved populations. The National Parks in Western Pennsylvania competed for and received a \$15,000 grant from this program.

The five national park sites in western Pennsylvania are: the Allegheny Portage Railroad National Historic Site, Johnstown Flood National Memorial, Flight 93 National Memorial, Fort Necessity National Battlefield, and Friendship Hill National Historic Site.

The Project

It is our goal to expand the community of people who are actively engaged in these five sites and dedicated to their long-term care. The sites are scattered across the western part of the state with each being at least 30-60 minutes away from the next nearest site. All are in predominantly rural areas with small populations. Other than the Flight 93 National Memorial, the sites do not preserve contemporary events and lack the visibility and critical mass necessary to engage residents at a regional level, which limits their exposure to the greater and more diverse populations in Pittsburgh and smaller urban areas. And in many cases, people are simply not aware of the need or motivated to get involved at these sites. Through this project, we will use a variety of multimedia tools to reintroduce the parks to the region and create greater awareness and encourage participation. In addition, we will focus on one site, the Flight 93 National Memorial, where we will engage area youth and look more closely at the contributions of local residents to create the memorial. We hope to replicate these more focused pieces at the other four sites in the coming years.

Our Media Partner

WQED Multimedia Pittsburgh (WQED) joins us in this endeavor. Because of its educational mission and regional reach, WQED is critical to the success of this project. WQED has a well established record of supporting the region for more than 50 years as the nation's first community supported public broadcaster. They are well respected within the region and were honored with the Mid-Atlantic Emmy Award for Station Excellence and twelve other Emmy Awards in 2006 and 2007. Their multimedia portfolio includes: television (WQED-TV; WQED-DT; The WQED Neighborhood Channel; WQED-HD; WQEX-TV), radio (WQED-FM/Pittsburgh; WQEJ-FM/Johnstown), a publishing division that includes *Pittsburgh* magazine; local and national television and radio productions; WQED Interactive (www.wqed.org); and the WQED Education Center. The National Park Service worked closely with WQED on *The War That Made America* film series that told the story of the French & Indian War and the battle at Fort Necessity.

The Activities

1. **Explore Community Contributions to the Five National Park Sites in Western Pennsylvania**—Instead of linking the sites thematically or in a travelogue format, we will take our lead from *America's Best Idea* and connect the sites through the untold stories of people – past and present – who have helped protect and care for these places. With WQED and local partners, we will weave these individual stories into a regional narrative and reintroduces the sites and encourages residents to get involved at them.
2. **Highlight the Role of Private Citizens in Creating the Flight 93 National Memorial** – In this first year, we will also look more closely at the Flight 93 National Memorial. We will highlight the story of the self-formed volunteer ambassador group at the site as well as the family members, area residents, citizen leaders, and NPS staff coming together to create the national memorial.
3. **Engage Youth at the Flight 93 National Memorial** – We will engage school age students from the Shanksville area to explore the impact the crash of Flight 93 has had on them and their small, close-knit community. Many of these students were in their first years of school in 2001 and their perspectives have not been part of the conversation about the tragedy.

We will explore a variety of multimedia opportunities for documenting and sharing this work. WQED will produce a short video (5-10 minutes) for each of the three activities. These pieces are meant to be short highlights that could be shared in many formats including television, websites, and multimedia presentations. Together, we will also produce a graphic treatment that visually connects the five sites and could serve as a template for printed materials. Finally, WQED will produce a printed piece that will be part of the September issue of their *Pittsburgh Magazine* with additional copies being printed for the NPS to use in promoting the sites and engagement opportunities with community partners.

The NPS and WQED will kick-off an outreach campaign leading up to the initial showing of the *America's Best Idea* film in late-September. The primary audience for the NPS will be area residents, but the information will also be of interest to visitors from outside the region. NPS will incorporate the multimedia products into its educational programs, materials it shares with motor coach and other organized tours, websites and online offerings, visitor centers, and community events and meetings. WQED will use its many media channels to reach audiences in Pittsburgh and throughout western Pennsylvania, including featuring the video segments on its *OnQ* television news magazine, incorporating the print pieces into its *Pittsburgh* magazine, and presenting content on its websites. The pieces would also be integrated into any regional screenings of the film.