

Briefing Reports

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

November 7, 2009

Temporary Memorial Briefing
November 7, 2009

Prepared by: Adam Shaffer

Visitation:

The month of September saw 25,752 visitors to the Memorial. This figure represents the second most visited September since visitation records have been kept. During the week of September 11th alone, the NPS staff and volunteers welcomed over 11,000 visitors to the site. Many recent visitors have been curious about the permanent Memorial and are interested to know that work will begin shortly after the Groundbreaking Ceremony. The NPS staff and Volunteer Ambassadors also managed 44 visiting coach groups through the month of September.

Volunteers:

Each fiscal year (October 1 – September 30) the National Park Service is required to report on the Volunteer In Parks (VIP) program status. This year the volunteers at Flight 93 National Memorial raised the achievement bar again. Volunteer hours for FY2009 totaled 5,665.75. This new record for volunteer hours topped last year's total volunteer hours by 623 hours. The two key sources for this increase were 467 more hours in training than last season and the Oral History Project volunteers contributing 1,078 hours between seven volunteers. The National Park Service Office in Washington has estimated that the hourly work completed by their volunteers in 2009 is worth \$20.25 an hour. At this rate, the Flight 93 National Memorial VIPs have contributed over \$114,700 to the park. Our staff looks forward to acknowledging the accomplishments and spirit of our volunteers at our annual recognition meal on Tuesday, December 1st.

Twelve new volunteers were welcomed into the VIP program this past season, and we have seen continued enthusiasm for new volunteers. On November 16, NPS staff will begin a training series for six new potential Ambassadors. We anticipate the new Ambassadors completing this training before Thanksgiving this year.

Archives Briefing Report
November 7, 2009

Prepared by: Barbara Black

Oral History and Documentation Project

518 oral history interviews have been completed since the project began in 2005. Of these, 171 are with family members or friends and co-workers, representing 37 of the 40 passengers and crew. 323 (62%) of the total interviews have been transcribed. 103 (20%) are completely through the process and in the permanent collection of the Memorial.

Since August, Kathie Shaffer has taken three trips to New York, New Jersey and lower New England in August, Chicago in September, and back to New Jersey in November. Most of the interviews have been with family members.

Interpretative Planning Report
November 7, 2009

Prepared by: Jeff Reinbold

The Flight 93 Academic Research Team* recently completed the draft of their themes matrix and the initial draft of their web based database. The team includes more than two dozen researchers and NPS staff who analyzed data from oral histories, tribute cards, and conversations with visitors and Ambassadors, and integrated this analysis with preexisting thematic material. The online interactive version of the report will include a project overview; all project analysis; complete descriptions of research methods; detailed findings, analysis, and research reflections; supporting and background documents; and original transcripts.

The draft will be reviewed by the NPS immediately following the November 7th groundbreaking, and a full and complete report, along with next steps, will be presented at the next Commission meeting.

* 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.

Communications Report November 7, 2009

Prepared by: Lisa Linden

Introduction

The last three months have really been a period of great promise and progress. We honored the courage of the Flight 93 heroes at the September 11th Flight 93 Commemoration with Secretary Salazar providing opening remarks, General Colin Powell giving the keynoter and country singer Trace Adkins singing the National Anthem. It was a solemn occasion that appropriately reflected our theme “Upon This Sacred Ground, Courage Remembered.” Their presence generated significant media attention nationwide and helped carry the message that in order to honor the heroes we must build the memorial and support the memorial.

Now we prepare to commemorate the start of a new planning and construction phase for the National Memorial as we “turn the earth” at the November 7 groundbreaking ceremony. Our message is that to honor the memories of the heroes, we must educate future generations about their actions through a fitting National Memorial.

Beginning at the last quarterly meeting, we have continued to work with you to tell the story of the progress made in the funding and building of the permanent Flight 93 National Memorial. For example, news that emanated from the meeting including a discussion of the successful negotiations involving five of the seven private landowners, an update on the status of possible appointments to the Flight 93 Advisory Commission, plans regarding the September 9 U.S. Capitol plaque unveiling and an update on private fundraising effort all received positive coverage with the *Daily American*, the *Tribune-Democrat*, the *Pittsburgh Tribune-Review*, *WJAC-TV*, *KDKA-TV* and *WTAE-TV* reporting on the meeting.

That day also saw a wonderful groundbreaking ceremony for the “Remember Me” Rose Garden created just outside the entrance to the Flight 93 National Memorial site. Representatives of the Families of Flight 93, the National Park Service (NPS), the Flight 93 Advisory Commission and the Flight 93 Memorial Task Force attended the ceremony. The story received good local coverage including an article in the *Daily American*, which also posted a video on its web site. The *Tribune-Democrat*, the *Pittsburgh Tribune-Review* and the *Lewiston Sentinel* also covered the event. Two weeks later, on August 15, the *Washington Post* published a column on the topic as well.

Over the course of the next several weeks we worked with all of the Flight 93 partners on the planning of the related events leading up to and including the September 11 Commemoration. LAK provided extensive support, helping to prepare and distribute media advisories, press releases and talking points for the myriad events. The resulting massive coverage – locally, nationally, and internationally – elevated Flight 93 and our quest for a substantial permanent National Memorial. LAK assisted in the preparation of talking points and speeches for speakers, including General Powell, to help ensure that everyone carried our message to honor the 40 heroes, and to support, fund and build the permanent memorial. LAK worked literally around the clock for weeks – and on September 11, we joined the National Park Service (NPS) on the ground at the event site and temporary memorial at 4 a.m. – to help drive extensive positive media coverage.

Here is some detail on each of the events.

1. Ride with the Forty

During the month of August, LAK participated in frequent planning meetings with the Ken Nacke, Patrick White, King Laughlin and other Ride with the Forty participants. We put together a media plan that included a national omnibus press release to raise awareness around the country. Working with the riders from September 3 through September 11, we concentrated on key markets, getting the word out to the local media. The message was always that in order to remember the heroes, we must build the permanent National Memorial and raise funds for the National Memorial.

The omnibus press release was distributed on August 28. The story was picked by over 200 television, radio and newspaper sites around the nation including at least 70 outlets that carried an *AP* story titled “*Flight 93 victim's relatives plan motorcycle ride.*” Outlets that covered the announcement included *Reuters*, *Forbes*, the *Houston Chronicle* and *KFVE-TV* Honolulu, HI. Locally, the *AP* story was posted by *WJAC-TV* and by the *Pittsburgh Tribune-Review*, the *Daily American* and the *Tribune-Democrat*. Ken Nacke and Patrick White also did a taped interview for the *Westwood One/Clear Channel* radio network.

The launch at Newark Liberty International Airport on 8:42 am on September 3, which LAK's Ilyse Fink and I attended, also achieved excellent coverage. The *AP's Newark bureau* ran a story in advance of the ride – titled “*Motorcycle tribute will honor 9/11's Flight 93.*” The story was picked up by well over 150 media outlets including the *Atlantic City Press*; *WFTS-TV* in Tampa, FL; *KSTN Radio* in Stockton, CA; and the *Orlando Sentinel*.

Once the ride was launched, the *AP* story was updated and re-titled “*Relatives kick off cross-country motorcycle ride to honor Flight 93 victims.*” The second story also was picked up by over 150 media outlets such as the *Washington Post*; New York City's *WCBS news radio* and *1010 WINS news radio*; the *Boston Globe*; and the *Tribune-Democrat*. The *AP* did a video news piece on the event that was posted on YouTube and was available to news stations around the nation. *WCBS-TV* and *WNBC-TV* in New York City ran footage from the video. *USA Today* used an *AP* photo from the event with a caption that read, “*Ride honors 9/11 victims.*”

Separately, the *Philadelphia Inquirer* ran its own story titled “*Flight 93 victims remembered,*” the *Bergen (NJ) Record* authored a news piece titled “*Cross-country motorcycle ride honors Flight 93*” and the *Pittsburgh Tribune-Review* reported “*Motorcycle ride to raise funds for Flight 93.*”

Ride with the Forty also received good coverage when it visited the Flight 93 temporary memorial. The *Daily American* ran the *AP* story with a photo at the temporary memorial and the *Tribune-Democrat* ran a piece titled “*Tribute Ride Stops in Shanksville.*”

As the riders moved west along the route, we advised local media in key cities of their arrival. Some of the coverage included *WOWT-TV* and *KMTV-TV* in Omaha, NE; *KRNV-TV* and *KOLO-TV* in Reno, NV; and the *Salt Lake City Deseret News*.

During the ride, I worked with *CNN* as they followed the riders from Chicago and headed west. Footage from this was used for a September 11 *CNN* story broadcast during *the Situation Room with Wolf Blitzer* program.

When the group reached its destination at San Francisco International Airport, a media advisory was prepared and distributed. The arrival received wide coverage in San Francisco including television station *KNTV-TV* and a front-page story in the *San Francisco Chronicle* titled “*Flight 93 memorial rolls from sea to shining sea.*” Furthermore, the *AP* wrote a story titled “*Flight 93 victims remembered in San Francisco*” that was carried nationally by over 100 media outlets including the *Las Vegas Sun*; the *Modesto (CA) Bee*; the *Kansas City Star*; *KSWT-TV* in Yuma, AZ; and *KPVI-TV* in Idaho Falls, ID.

2. The Flight 93 Congressional Plaque Dedication

After several discussions with Will Hollier, the Families of Flight 93 and the staff of Speaker Pelosi, I went down to Washington on September 9 to provide media relations support for the Flight 93 plaque unveiling in the Capitol. I worked with an *AP* reporter and photographer for an exclusive news piece on the day's events including Families of Flight 93 member meetings with Secretary Salazar and the President and CEO of the National Park Foundation (NPF), Neil Mulholland. Also included was a tour for Flight 93 family members of the Flight 93 exhibit at the Smithsonian Institution arranged by Dr. Brent Glass. Secretary Salazar's Press Secretary Kendra Barkoff and NPF executives King Laughlin, Mark Shields, Victoria Tagliabue and others were all instrumental in making the day a success.

The *AP* story titled “*Flight 93 passengers, crew honored at Capitol*” was picked by media sites around the nation including *MSNBC.com*, *ABC news*, *CBS news*, the *Boston Globe* and the *Seattle Times*. The *AP* posted a video report that was on YouTube and available to news stations around the country.

3. Senator Orie's Hearts of Steel Volunteer Press Conference and Luncheon

Working with King Laughlin and Victoria Tagliabue, LAK helped prepare and distribute a press release for use at the September 10 press event and luncheon in Harrisburg where the Flight 93 National Memorial Campaign, the Families of Flight 93 and PA State Senator Jane Orie honored volunteers associated with raising \$1.1 million for the National Memorial through the sale of 100,000 Hearts of Steel bracelets. The story received good coverage in western PA including stories in the *Pittsburgh Post-Gazette*, the *Pittsburgh Tribune-Review* and *WDUQ* radio. An *AP* story titled “*Volunteers cited in raising \$1 million for 9/11 memorial*” was picked up by several media sites including *MSNBC*; the *El Paso (TX) Times*; the *Tribune-Democrat*; *WPMT-TV* in York, PA; and *WHP-TV* in Harrisburg.

4. Secretary Salazar Announcement on Landowner Issues

On August 31, U.S. Interior Secretary Ken Salazar announced that the NPS had reached agreement with all of the landowners for the properties needed for the construction of the Flight 93 National Memorial. Working with Patrick White and the other Flight 93 partners, I – acting as spokesperson for the Families of Flight 93 – released a statement expressing that the Families were “tremendously relieved” and that “we are on track for the dedication of a substantial permanent Memorial to the heroes of Flight 93 on the 10th anniversary of the events of 9/11.”

Secretary Salazar’s announcement was reported by media outlets throughout the nation. The *AP* had a story titled “**Flight 93 Memorial Construction to Start in November**” that was picked up by over 50 media outlets including the *Las Vegas Sun*; *WHMT-TV Harrisburg, PA* the *Buffalo (NY) News* and *New York Newsday*. Individual stories included a *New York Times* piece titled “**Path Cleared for Memorial to Flight 93,**” a *CNN.com* piece titled “**Federal government to buy land for Flight 93 memorial,**” a *Philadelphia Inquirer* story titled “**Agreement reached on Land for Flight 93 memorial**” and a *USA Today* piece titled “**Flight 93 memorial deal is struck.**” There was extensive local coverage as well including stories in the *Daily American*, the *Tribune-Democrat*, *WJAC-TV* and both the *Pittsburgh Tribune-Review* and the *Post-Gazette*.

The Secretary’s announcement was seen by the media as a critical step forward. The *Pittsburgh Tribune Review* ran an editorial on September 3 titled “**Remembering Flight 93: The deal is done.**” The *Philadelphia Inquirer’s* editorial on September 4 was titled “**A fitting memorial is back on course.**” That editorial also ran in the *Sacramento (CA) Bee*.

5. Flight 93 Pre-Event Efforts

Working with all of the Flight 93 Memorial partners, LAK helped draft and distribute several press releases leading up to the September 11 Commemoration. Information was also provided for General Powell for use in his eloquent remarks.

On September 1, it was announced that country music artist Trace Adkins would sing the National Anthem. Over 200 media outlets around the country including *MSNBC*, *ABC News*, *CBS News*, *Forbes.com* and *Reuters* picked up the story. As part of the coverage, the AP wrote a story titled “**Trace Adkins to Perform Anthem at Flight 93.**” Locally, the Adkins announcement received good coverage as well including stories in the *Daily American*, the *Tribune-Democrat*, the *Pittsburgh Tribune-Review* and the *Pittsburgh Post-Gazette*.

On September 2, a detailed media advisory/press release was distributed listing all the speakers who had accepted to date as well as information on the Commemoration’s program and media credentialing. That information was posted by about 200 media outlets across the country including *Reuters*; *KVBC-TV* in Las Vegas, NV; *KVOA-TV* in Tucson, AZ; and *KESQ-TV* in Palm Desert, CA.

A final pre-event press release went out on September 8 announcing that Secretary Salazar had agreed to provide opening remarks for the Commemoration. The *AP* picked up the news with a story titled “**Interior Secretary to speak at Flight 93 crash site.**” It received good coverage across Pennsylvania including the *Philadelphia Inquirer*; *WPMT-TV* in Harrisburg; the *York Daily Record*; and on *PhillyBurbs.com*, the site for the *Burlington County Times*, the *Intelligencer* and the *Bucks County Courier Times*.

Also following the announcement the September 4 edition of the national *PBS* program *Religion & Ethics Newsweekly* included a news piece titled “**What do we mean when we call a place sacred ground?**” In the piece, historian and religion scholar Edward Linenthal endorsed the design for the National Memorial as appropriate for “sacred ground.”

6. The September 11, 2009 Commemoration

LAK arrived at the site on September 10 to work with Jeff Reinbold, Keith Newlin, Barbara Black, Adam Shaffer and all the dedicated professionals who work with Joanne Hanley at the NPS to coordinate the media logistics for the Commemoration including sign-in areas at the temporary memorial and at the tent where the Commemoration took place; finalizing staging areas for cameras, photographers, radio and print reporters; and the installation of the podium sign. By September 10, approximately 50 members of the press representing over 20 media outlets had registered to attend with others opting to use the pool feed from *WJAC-TV*.

With the wonderful help of the NPS and King Laughlin and Victoria Tagliabue, a package of press materials, including a press release, press badge, the newest rendering of the National Memorial design and a program for the day was prepared and distributed.

By 5 a.m. on September 11, several of the TV morning news programs including **WHTM-TV** in Harrisburg; **WTAJ-TV** in Altoona, PA; and **WPMT-TV** in Harrisburg were already setting up at the temporary memorial. Many of these programs did early morning interviews with Keith Newlin.

CNN covered much of the ceremony live and all of the networks carried some footage of the ceremony as part their evening news broadcasts. **CNN** did a live interview with Gordon Felt at approximately 9 a.m. and it interviewed Colin Powell right after the ceremony.

That interview was part of a terrific long piece that was broadcast later that afternoon on the program “**The Situation Room with Wolf Blitzer.**” A soundbite from General Powell’s speech was included where he said, “All America today sends their thanks and prayers to you. Your loss, painful as it was, saved thousands of other family members from also suffering painful loss.” The story also noted that the General urged completion of the National Memorial. Another part of the significant piece included an interview with Ken Nacke during his Ride with the Forty.

The coverage was extensive that day. Beyond **CNN** and the morning interviews some of the highlights included:

- A **USA Today** front page piece that ran on September 11 titled “**For Flight 93 memorial, long-awaited progress.**” The **USA Today** Web site also had a slide show discussing the National Memorial narrated by Joanne Hanley.
- An **AP** story titled “**Powell Praises Courage Shown Aboard Flight 93**” with photographs that was picked up by media around the country including the **Miami Herald**, the **Denver Post**, the **Modesto (CA) Bee** and the **Boston Herald**.
- A **CBS News** piece on the September 11th ceremonies where it noted the presence of General Franks and Secretary Ridge and took lengthy soundbites from General Powell’s speech.
- The excellent coverage of all the local publications including the **Daily American**, the **Tribune-Democrat**, the **Pittsburgh Post-Gazette**, the **Pittsburgh Tribune-Review** and others.

7. Post-September 11 and the Groundbreaking Ceremony

Since the September 11 Commemoration, LAK has been included in regular, detailed planning discussions with all the Flight 93 Memorial partners and Kendra Barkoff for the November 7 groundbreaking ceremony to be led by Secretary Salazar and including Pennsylvania Governor Ed Rendell, U.S. Senator Bob Casey, and U.S. Representatives John Murtha and Bill Shuster. In addition, members of the Families of Flight 93, officials representing the National Park Service, the National Park Foundation, the Flight 93 Advisory Commission and the Flight 93 Memorial Task Force, as well as others – including first responders – are participating.

As part of the preparations, LAK prepared and distributed a detailed pre-event release that went out on October 26. It received good local coverage including stories in the **Daily American**, the **Tribune-Democrat**, the **Pittsburgh Tribune-Review** and **WTAJ-TV**.

Working with Will Hollier in early October we prepared a press release from the Families of Flight 93 hailing the news that Congressman Shuster introduced, and the House of Representatives passed, a resolution honoring the communities surrounding the Flight 93 National Memorial and the work of the Flight 93 Ambassadors. The resolution also encouraged completion of the permanent Flight 93 National Memorial by September 11, 2011. The release was issued late October 7 following the House vote. Gordon Felt was interviewed by **WDUQ** radio in Pittsburgh to get his reaction to the vote.

We also continued our efforts to coordinate media and government relations initiatives particularly as they relate to Flight 93 federal appropriations.

Conclusion

As we moved forward with our work with all the Flight 93 partners we are mindful that the need to raise funds to complete the memorial is integral to keeping the promise made by this nation – to build an evocative and appropriate National Memorial dedicated by September 11, 2011.

We will continue to ask the nation to help us all to keep the sacred promise made to the heroes to provide the resources needed in order to dedicate the memorial by the 10th anniversary of the September 11th attacks. To remember the heroes, fund and build the memorial—now.

Government Relations Report
November 7, 2009

Prepared by: Will Hollier and Patrick White

Federal Appropriations: On October 29, 2009 the FY10 Interior Appropriations Bill Conference Report, which included \$725,000 for the Flight 93 National Memorial, passed the Congress and was sent to the President for his signature.

The FY10 Transportation Appropriations Bill is currently being conferenced. The House bill contains \$4,000,000 in transportation funding for the Memorial and the Senate bill contains \$1,400,000 in transportation funding for the Memorial. I am extremely confident the conference report will provide the higher funding of \$4,000,000.

Including this year's anticipated funding, a total of \$11,995,000 has been appropriated by the Congress for the Memorial. This funding total is 65% of the federal government's obligation of providing \$18.4 million for the Memorial.

Not included in this funding total is an additional \$10,000,000 appropriated by the Congress for Memorial land acquisition.

Mr. Hollier drafted a letter for Gordon Felt to send to the conferees to the FY10 Transportation Appropriations Bill requesting they receded to the House funding level of \$4,000,000.

Mr. Hollier met with the staffs of Senator Specter, Senator Casey, Senator Murray, Senator Bond, Congressman Olver, and Congressman Latham to deliver the conference letter and request their support for the House funding level.

Highway Transportation Reauthorization Funding: The Highway Transportation Reauthorization legislation is a 5 year authorization bill which spends down the highway trust fund which is funded by federal gas tax. Members of Congress have the ability to direct funding for specific high priority projects in this legislation.

Mr. Hollier met with Senator Casey and Senator Specter to develop Senate funding application.

Mr. Hollier met with the staff of the House and Senate Transportation Committees to discuss the Families' funding request.

Mr. Hollier met with Congressman Shuster's office to strategize on previously submitted application.

Congressional Gold Medal Legislation: Mr. Hollier informed Senator Specter's office of the Families' frustration with Senator Schumer's lack of responsiveness in introducing the Fallen Heroes legislation.

Several meetings held with Mr. Hollier and Senator Specter's office to discuss the Families' wishes for the Senator to introduce a free-standing bill to authorized the striking of one Congressional Gold Medal to be hung at the Memorial.

U.S. Capitol Flight 93 Plaque: A magnificent plaque was unveiled and dedicated on September 9, 2009 with excellent attendance by elected and appointed officials, as well as family members and partnership representatives.

NPS Land Acquisition Briefing Report
November 7, 2009

Prepared by: NPS Lands Office, Northeast Region

Following is an update of National Park Service land acquisition activities at Flight 93 National Memorial since the Commission/Task Force meeting, August 1, 2009.

- Since the last quarterly meeting, we have completed acquisition of all 8 high priority properties needed for memorial construction, totaling approximately 442 acres of land [Eschrich, Williams, Hoover, Tim Lambert (2), Musser (right-of-way), Kordell & Svonavec]. The current total of Federal land owned within the Park is 1,454.91 acres.
- The recent eminent domain action vested title to the 275.81 acre Svonavec property in the United States. However, we will not know the compensation amount until the court issues a final judgment, a process that sometimes takes years. Consequently, we will not be able to move forward on any new land acquisitions until we have the final judgment. This “friendly condemnation” was part of an agreement among the landowner, the NPS and the Families of Flight 93 for the court to determine the value of the property.
- NPS is working with The Conservation Fund to purchase their coal rights, and will do so as soon as a title issue is resolved.
- NPS continues to make significant progress on relocation issues in the memorial area as well. The occupants of all three cabins have vacated their properties. The relocation of the metal salvage business located on the Kordell property has begun. We anticipate the majority of personal property and scrap piles will be removed from the property by the end of December.

The Conservation Fund Land Acquisition Update
November 7, 2009

Prepared by: Todd McNew

The Conservation Fund (TCF) and the Pennsylvania Game Commission (PGC) recently acquired a 217-acre Berwind parcel for incorporation into SGL93. This acquisition has unified the main portion of SGL93 into a contiguous 600-acre tract along and to the north of US 30. TCF is now 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. This acquisition will complete the original vision for the establishment of SGL93. SGL93 serves as a buffer for the Memorial and complements the work of the NPS.

TCF continues to hold three subsurface mineral parcels which partially underlie the southern portion of the Memorial. The NPS due diligence process is near completion, and we hope to complete the take-out sale of these rights by EOY 2009.

Now that land needed for construction of the Memorial is under NPS ownership, 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 November 7, 2009

Prepared by Jodie Petersen and Paul Murdoch

Compliance and Permits:

DSC gave a verbal Notice To Proceed to the A/E team for wetlands design on June 10 and this work has been integrated into the construction document set. For Phase 1 A, status is as follows:

Permits:

- The NPDES (sediment control) permit was submitted 07/24/2009.
 - The Erosion and Sediment Control Component was approved by the Somerset Conservation District on October 2, 2009. The Stormwater Management Component and the entire NPDES Permit is expected to be approved on Monday, November 2, 2009
- The 404 and 401 permits (wetlands) will be submitted 07/29/2009.
 - The U.S. Army Corps of Engineers issued a provisional Section 404 Permit No. 2009-700 on September 11, 2009. The PADEP has reviewed and provided comments on the Section 401 Water Quality Certification Permit. Those comments are currently being addressed. It is expected that the PADEP 401 Permit will be issued by the first week of November 2009. NPS signed the "Statement of Findings" on October 16, 2009.
- The Sewer Planning Module study is completed and is being reviewed.
 - 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.
 - NPS requested that the revised Sewage Planning Module submission was expanded to include two (2) new holding tanks to eventually serve the NPS administrative trailers and maintenance area at the northern end of the Memorial property. Additionally, revisions are being included to allow the existing sewage holding tank serving the Rollock salvage yard to be permitted to remain in service during construction for construction management personnel during construction.
 - It is anticipated the Sewage Planning Module will be approved during the first week of November 2009. Permit applications for the vault toilets and the three (3) sewage holding tanks, discussed above, will be submitted in early November 2009, and are expected to be issued within a month.

Construction Documentation/Bidding/Contract Award

- The design team submitted 100% Construction Documents to NPS on July 31, 2009.
 - The Director's approval form to proceed with construction contracting was approved on Sept. 2, 2009.
 - On September 9, 2009, the solicitation period began when NPS posted the project on FEDBIZOPSS for construction bidding. Bidding period ended on October 30, 2009.
 - On September 24, 2009, NPS conducted a pre-bid meeting in Somerset describing the project and construction opportunities to prospective bidders. Over 50 prime and subcontractors attended this meeting.
 - During the solicitation period, the design team responded to Request For Information (RFI) from potential contractors and also addressed comments from agency stakeholders. The RFI period ended on October 16, 2009 and final proposals submitted to NPS on October 30, 2009.
 - NPS will begin proposal evaluation on October 31, 2009 in anticipation of contract award the first week in November.
 - Once the contract is officially awarded, a Notice To Proceed (NTP) will be developed.
 - The Contractor shall be required to commence work under this contract within 15 calendar days after the date the Contractor receives the NTP,
 - The Contractor is required to complete the work for use not later than 540 days from Notice to Proceed, with a dedication of the memorial planned for September 11, 2011.
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Other Design Task associated with Phase 1A:

- Potable Water Well
 - A site meeting was held on February 12, 2009 including representatives from PADEP and the design team. Two potential sites were identified and required documentation for PADEP was developed. The Pre-Drilling Plan Report was submitted to NPS and NPS will authorize drilling in Spring 2010.
- Sanitary Sewage Disposal
 - NPS authorized the design team to proceed with the method of ultimate sewage disposal from the Memorial being to pump sewage to the Shanksville Borough Sewage Plant for treatment. The draft Sewage Planning Module to the PADEP was submitted in June 2009. The Sewage Planning Module included vault toilets to serve the initial phase of the Memorial, and also the proposed sewage pumping station and pressure sewer to serve the Memorial when future phases are built that include running water facilities.
- Route 30 Park Entrance and Entry Road
 - The State of Pennsylvania designated funding for the design and construction of improvements to Route 30 at the Park entrance and for the entry road from Route 30 to the visitor facility. This road will connect with the Ring Road designed by the A/E team under contract with NPS. PennDOT retained the EADS Group to perform the design work. On July 20, NPS also executed a task order with PMA for limited consultation.
 - Design activities began in April 2009
 - Preliminary plans developed June 2009
 - Construction drawings are currently over 50% completed.
 - Environmental Clearance/Permits to be complete by December 2009.
 - Final Construction Documents are due December 2009.
 - Construction Bid Opening anticipated early Spring 2010
 - Construction completion date of August 2011.

Fundraising and Capital Campaign Briefing

November 7, 2009

Prepared by: King Laughlin

The eighth anniversary of Flight 93 inspired thousands to remember the extraordinary acts of human courage of the 40 passengers and crewmembers. Commemorative events during this period brought international attention to the story of Flight 93, as well as to plans to build the Flight 93 National Memorial – plans that are being brought to fruition later today during a special ceremony to break ground for the new Memorial.

CAMPAIGN SUMMARY

Funds raised for the campaign stand at \$16.2 million through the quarter ending September 30, 2009.* This includes \$10.7 million that has been made available to the National Park Service for design and construction of the first phase of the Flight 93 National Memorial and is the largest grant ever made to a park by the National Park Foundation. Along with the completion of construction documents and acquisition of land, this grant enables groundbreaking and construction to begin on the Memorial.

**Some income received in October and highlighted below is not included in this total.*

SEPTEMBER 11 ACTIVITIES

The Ride With the 40 was a huge success both on and off the road. Energized and organized by Kenny Nacke, motorcycle riders covered over 3,000 miles in eight days in memory of Flight 93 passenger Louis J. Nacke II and to complete the journey of Flight 93 and that of the other 39 passengers and crewmembers. A diverse solicitation strategy comprised of direct mail, website giving, media coverage, and word-of-mouth generated more than \$108,000 from some 2,500 contributions. An additional \$15,000 in in-kind contributions was received from U-Haul, Outback Restaurants, and various hotels along the route.

A press conference at the State Capitol in Harrisburg, Pennsylvania was the public announcement of the Hearts of Steel Fund donation of \$1.1 million to the campaign as previously reported. Afterwards, some 150 guests attended a nearby luncheon during which Pennsylvania State Senator Jane Orié donated several framed items from Hearts of Steel to the Flight 93 archives. Verizon, Giant Eagle, and the Hershey Company joined together to sponsor the luncheon. The Campaign has approached several vendors about renewing production and sales of Hearts of Steel bracelets and has begun to accept pre-orders for bracelets.

The Pittsburgh Steelers joined with the National Park Foundation and Campaign to host “9/11 We Will Never Forget” on September 11. Nearly 650 people attended a reception, dinner, and program at Pittsburgh’s Heinz Field during which Campaign Chairman Chris Sullivan and former Steelers running back Rocky Bleier acted as the masters of ceremony. More than \$255,000 was contributed to the Campaign through table sponsorships, ticket sales, and donations. An estimated \$1 million in advertising value from public announcements, billboard, interviews, and press coverage helped support the event. The Steelers organization enjoyed the experience so much that they have agreed to work together to host an event of some kind in 2010.

OTHER CONTRIBUTIONS OF NOTE

For the first time, a direct solicitation to over 30,000 Campaign donors offered those who increased their gift the opportunity to receive an American Flag flown at the Flight 93 temporary memorial along with a Certificate of Authenticity. The results have been spectacular with over \$146,000 received in new contributions at a better than five percent response rate. The National Park Service is helping to fly over 1,100 American Flags through this program.

The Campaign is indebted to Chris Sullivan, the Heinz Endowments, the Families of Flight 93, Steven Singer Jewelers, the American Legion (Pennsylvania), and the State of Nevada for each making generous donations during the September 11 period to help fund building the Memorial.

Finally, the Campaign wishes to recognize Kongsberg Defense Corporation and Ames True Temper for making generous financial and in-kind contributions to sponsor and support the Groundbreaking ceremony and reception hosted by the Friends of Flight 93.

COMMUNICATIONS

On September 10, a redesigned honorflight93.org website went “live.” A new dynamic homepage provides improved navigation, content has been extensively revised and updated, a content management system and “news ticker” feed have been added, on-line networking tools are highlighted, and a customizable donation portal makes the donation process smoother and easier. These changes coincided with 15,000 site visitors and more than 70,000 pageviews in September. The average on-line donation during September increased to \$115.

The fifth issue of the Campaign newsletter, *93 Remembered: Honoring the Heroes of Flight 93*, was mailed to some 23,000 Founding Sponsors, prospective donors, and other friends of the Memorial. This issue highlighted the events around September 11, the impact of an active oral history program, and introduced Neil J. Mulholland as the National Park Foundation’s new president and CEO.

SUMMARY

The Campaign and the National Park Foundation congratulate the Flight 93 partner organizations on reaching the milestone of breaking ground for the Flight 93 National Memorial. Together we are extremely proud and honored to play an important role in building the Memorial and to represent over 55,000 donors who have given so generously to this cause. Now that the permanent protection of the Sacred Ground has been assured, we are excited to turn our attention to the major elements of the next phase, educating visitors about the people and events of Flight 93, and restoring the remarkable landscape to its natural vibrance and splendor.

**Friends of Flight 93 National Memorial Briefing
Strategic Planning Workshop; October 9 - 10, 2009
November 7, 2009**

The Friends of Flight 93 and the Park's leadership participated together in a planning workshop to build upon the ongoing work of the Commission, Task Force and Ambassadors and to extend the legacy of that effort in perpetuity to support the park. The goal of the workshop was two-fold: to create a strategic framework for the Friends in its support of the park and to identify activities that Friends could undertake in the next two years that would add value for the Park.

Twenty five friends and five NPS staff and contract staff participated over the course of the facilitated workshop. On Friday evening, the group shared individual histories and heard presentations on the work of the Commission, Task Forces and Ambassadors, Friends groups, and the needs of the Park, so that all would share a common understanding. On Saturday participants worked through the elements that make up strategic plans: a statement of values/principles, mission, core goals around which to build programs that support the Park, a mutual vision, and short-term action items.

Core areas around which Friends will structure the group's support for the Park include

- broad educational programming,
- outreach and communication with diverse audiences,
- support for the Flight 93 volunteers,
- assistance to the NPS with specific projects from events to the physical and natural aspects of maintaining the Park,
- projects to help visitors tell their stories and support the archives and caretakers of the Memorial, and
- ways in which to help future generations understand the lessons of Flight 93 and the Memorial's capacity to heal.

Such an ambitious agenda will rely upon development of a strong fundraising apparatus once the National Park Foundation's campaign is completed, the development of Friends of Flight Ninety Three as a strong nonprofit organization that will permanently support the NPS and the Park, and on continuing the passion that drives us today.

The written products for the workshop include a plan for the Friends' actions over the next two years with the frame work for a more extensive strategic plan and notes of the flipcharts and individual ideas as well as the originals of all for the archives.