

**Briefing Report**

**Flight 93 Federal Advisory Commission Meeting**

**November 5, 2011**

To: Flight 93 Nat'l. Memorial Task Force and Federal Advisory Commission  
c/o Superintendent Keith Newlin  
From: Patrick White & Will Hollier  
Date: October 24, 2011  
Subject: July-September 2011 Government Relations Report

**Federal Appropriations:**

Mr. Hollier provided continual intelligence-gathering and consultation with House and Senate appropriations staff and Pennsylvania Delegation regarding status of appropriations process and strategy for FY 12 appropriations bills.

Mr. Hollier provided follow up with White House, Office of Management and Budget and Department of Interior on FY12 funding requests.

Mr. Hollier led the efforts to secure passage of S. 1239, The Fallen Heroes Act which would authorize the minting of one gold medal to honor the heroes at each of the three September 11<sup>th</sup> Memorial site. The legislation passed the Senate on September 9, 2011. Drafted the legislation, drafted Dear Colleague, and held numerous meetings with Senator Casey, Senator Toomey and members of the United States Senate.

Mr. Hollier attended the dedication of the Flight 93 National Memorial.

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

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

Mr. Hollier participated in meetings and conference calls to assist with National Park Foundation fundraising efforts.

**Organization**

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

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

## **National Park Service Operations Report November 5, 2011**

### **Visitation**

The Memorial opened to the public for the first time after the September 11 weekend, at 2:00pm on September 12, 2011 -- more than 100 cars were waiting at the gate. Visitation has been extremely heavy since the Dedication.

- Visitation for the month of September was 68,801, 295% higher than September 2010 (23,326).
- Visitation for the month of October is estimated at 45,000, 265% higher than October 2010 (17,214).
- The year-to-date total for January through October is estimated at 262,552 with a possible year-end total of 300,000. The highest attended year prior to this was 2006 for the 5<sup>th</sup> anniversary at 167,687.

We have routinely seen 2,000 - 2,500 visitors a day and on one weekend, more than 4,000 people came on a single day. We have created a small overflow parking lot and implemented a shuttle system that runs between the visitor center parking area and the Memorial Plaza parking area on Fridays, Saturdays and Sundays. It is not uncommon for the Memorial Plaza parking lot to reach capacity before noon on a weekday. Group visits are also up significantly and it is clear that the signs on the Pennsylvania Turnpike are drawing new visitors. NPS employees from other parks have come to assist, the Ambassadors have taken on additional shifts, and the Friends of Flight 93 have provided volunteers to help us manage the crowds and provide visitors with a quality experience.

On October 17, 2011, we switched to winter hours: 9:00am-5:00pm. Visitation during the week is now at more manageable levels, although still significantly higher than anything we experienced previously. The end of the season also means saying good-bye to two of our seasonal rangers: Dan Plummer and Jonathan Riner. Unfortunately, before the next Commission meeting, we will also be losing Donald Zeigler who graduates from college in December. This trio did an impressive job over the summer working the front lines and handling the heavy visitation.

### **Media Interest**

Media interest in the months and weeks leading up to the September 11 weekend was very high. Staff did countless interviews and organized special media tours of the construction site on each Tuesday. In addition, Donna Glessner and Kathie Shaffer recruited 29 local residents who agreed to make themselves available for media interviews. They represented: first responders, eyewitnesses, associated with school, elected officials, Red Cross volunteers. Staff also spent many hours responding to information requests, fact checking books and articles, and participating in interviews.

### **Volunteers**

We are fortunate to have continued support from the Ambassadors and other volunteers in recent months. Volunteers helped answer phones in the office, respond to RSVPs, work the September 11<sup>th</sup> weekend events, and meet visitors to the site.

You will also notice that we unveiled new Ambassador uniforms over the September 11<sup>th</sup> weekend. Gracious donations from the Friends of Flight 93 and Randy and Linda Musser, supplemented our funding and allowed us to outfit the Ambassadors and volunteers for the opening of the Memorial on September 10. The new uniforms and name badges present a more formal and unified look.

Recent meetings and events include:

- In early August, volunteers accompanied Flight 93 staff on a tour of the memorial and the new facilities at the Memorial Plaza.
- On August 6-7, staff hosted the Tribute Center Docents and volunteers from the Pentagon Memorial to tour the new Memorial and join in events at the Shanksville Picnic, Pennsylvania State Gameland #93, and Remember Me Rose Garden.
- On August 29, the volunteers met to review the September 11 events and prepare for full operation of the memorial.
- On October 24, Ambassadors came to the NPS HQ to discuss the September 11<sup>th</sup> weekend events and operation of the new Memorial.

### **Collections, Oral Histories and Documentation**

On October 21, we were notified that the Heinz Endowments awarded a grant to the Friends of Flight 93 in support of the oral history and documentation program. The grant will allow the work of Kathy Shaffer and Donna Glessner to continue for the next three years. This support is critically important and given pending budget cuts, it is likely that the NPS would have been forced to eliminate or significantly scale back the program.

Despite assisting in the office and with the media during the run up to the September 11<sup>th</sup> weekend, Kathie Shaffer, Donna Glessner, and their group of volunteers were able to continue conducting and processing interviews:

	as of 10-21-11	reported 7-22-11
Total Number of OH Conducted	696	680
Total Number of Family Stories	257	251
Total Number of OH Transcribed	413	402
% Transcribed	59%	59%
Total Number Completed OH	135	131

#### Oral History Highlights:

- Obtained for the archives, copies of 22 medical/scientific published articles written by Flight 93 passenger Kristin White Gould, as well as several pieces of her creative writing
- Traveled to Smithsonian's Postal Museum in Washington, D.C. to view and photograph piece of U.S. mail bin recovered at Flight 93 crash site
- Met with Pennsylvania State Police reconstructionists at Western Overlook on August 19 to again request copy of forensic map, and at crash site on October 7 to assist in obtaining GPS coordinates of impact site based on PSP mapping in September 2001
- Received UA Flight Attendants' journal for archives
- Interviewed Secretary Tom Ridge for OH Project

- Six family interviews were conducted September 9-11, 2011 surrounding the ceremonies at Flight 93 National Memorial; these interviews represent three different passengers, including two who were previously under-represented in the OH Project
- Welcomed and trained one new OH transcription volunteer

In addition, Donna also compiled a list of September 11 related television programming, downloaded and filed copies of media reports from August 29-present, and researched new documents released through Rutgers' Law Review and former 9/11 Commission staff members relating to military response on 9/11.

Barbara Black presented a paper on the Flight 93 Oral History Project at the annual Oral History Association conference in Denver on October 15. She served on a panel entitled "Damaged: Working with Communities in Distress." The national conference theme for the year was "Memories of Conflict and Disaster."

We also loaned tribute items to the Heinz History Center for a one-year exhibit, "Stars & Stripes: An American Story" that opened on September 11 and will run through Flag Day, June 14, 2012.

We've recently received several important donations to the collection:

- Penn State arborists who assisted during the investigation and recovery donated equipment used September 12-24 including the chaps, helmet and spikes worn by the two men who climbed the trees, a collecting bucket and chainsaw used at the site
- FBI Evidence Response Team from Pittsburgh donated the type of suit worn during recovery and equipment used to collect evidence.
- Family members were asked to provide an "official photograph" that would be used in all public recognition of their loved one, and to provide personal items and other photographs to aid in understanding the personality and achievements of the passengers and crew. A few items have been collected and it is hoped that more will be forthcoming.

### **Education**

On August 3<sup>rd</sup> and 4<sup>th</sup>, Flight 93 staff joined with the Smithsonian National Museum of American History, the National September 11<sup>th</sup> Memorial and Museum, and the Pentagon Memorial Fund to produce a virtual conference for educators. Barbara Black led a session entitled "Writing the First Draft of History," which explored the use of oral histories in understanding history through the voices of people who lived it. Through our partnership with the Fred Rogers Center and Fred Rogers Company, Flight 93 also sponsored a session on talking to children about tragedy.

On October 6, Flight 93 staff joined with the Friends of Flight 93, the Fred Rogers Center at St. Vincent College, and the Fred Rogers Company at "September 11 Forum: Impact on Young Children." Gordon Felt served as the keynote speaker and Jeff Reinbold and Adam Shaffer participated in the program. The audience included many student teachers and future educators. The sessions will be provided online and will become part of the training for interpretive rangers and Ambassadors. The information will also be incorporated into a new junior ranger booklet and other materials for children.

TO: Flight 93 Advisory Commission  
Families of Flight 93

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

DATE: October 24, 2011

RE: Communications Update

---

The events surrounding the 10<sup>th</sup> anniversary of September 11<sup>th</sup> including the dedication of the first phase of the Flight 93 National Memorial, the September 11<sup>th</sup> commemoration ceremony, and the reinterment service for the unidentified remains were parts of an historic crescendo that had been building over the last several months, and the media coverage was extraordinary.

The speeches by President Clinton, President Bush and Vice President Biden at the dedication ceremony including President Clinton's surprise announcement about his and U.S. House Speaker John Boehner's fundraising initiative electrified the crowd and the press. President Barack Obama and First Lady Michele Obama's visit on September 11<sup>th</sup> following the poignant commemoration ceremony was a sign of national respect for the 40 Flight 93 heroes who lost their lives on this battlefield in western Pennsylvania. The reinterment service led by Somerset County Coroner Wallace Miller was a quiet and private ending to this emotional week. The press – from around the country and around the world – took note.

In coordination with the Families of Flight 93 and the Flight 93 National Memorial partners, LAK worked tirelessly in weeks leading up to September 11<sup>th</sup> as well as during the week of September 11<sup>th</sup> to ensure that the actions of the 40 heroes of Flight 93 and the Flight 93 National Memorial were a large part of the September 11<sup>th</sup> media narrative. We pitched, placed, facilitated and responded to hundreds of requests for media interviews from local, national and international television, radio, print and online producers, editors and reporters.

### **Donation of 40 Sweet Gum Trees by National September 11<sup>th</sup> Memorial & Museum (9/11 Memorial) and Tree Planting Ceremony**

In the days just before the last quarterly meeting, LAK assisted the National Park Service in preparing and servicing a release announcing the arrival of 40 sweet gum trees donated by New York's 9/11 Memorial to the Flight 93 National Memorial. The release – which also announced a July 30 ceremonial tree

planting ceremony – was sent out on Wednesday July 27. The announcement itself received significant media coverage including **USA Today, the Dallas Morning News, the National Examiner, New York City’s all news station, NY1, the Pittsburgh Tribune-Review** and **Pittsburgh’s WTAE-TV**. An **AP** piece, “**NY 9/11 memorial donates trees to Flight 93 site,**” was picked up by approximately two dozen media sites including the **Wall Street Journal, NY Newsday, the Tribune-Democrat** and **the Philadelphia Inquirer**. LAK also drafted and helped service a media advisory for the ceremonial planting of three of the trees.

Lisa Linden arrived at the memorial site on Friday, July 29. For that day, Lisa had already arranged television interviews at the site for Families of Flight 93 President Gordon Felt, Vice President Patrick White, board member Calvin Wilson and others with local and national media including **CBS Evening News** and **Reuters TV** that would be used in September 11<sup>th</sup> related news pieces.

The next morning, Lisa gave a media communications update to the Flight 93 Federal Advisory Commission at the July quarterly meeting. She also facilitated media coverage of the meeting.

Later in the day, Lisa was at the tree planting ceremony to facilitate media coverage. The event was well covered by western PA media with the Pittsburgh affiliates of **NBC, CBS** and **ABC** attending the event. Lisa worked to provide information to the **Daily American** for its news piece. Information from that article was ultimately used by the Associated Press for a piece titled “**Tree planted at the Flight 93 crash site SW Pa.**” The **AP** piece was picked up by approximately 200 print, radio or TV media sites around the nation and the world. **CNN Headline News** also ran a piece that was repeated throughout Sunday. Other national media including the **CBS Evening News, TV 24 France** and **Reuters TV** attended event.

The **Daily American** ran an additional piece regarding the decision to have a 17-ton boulder mark the impact site at the Sacred Ground. Later, like the ceremonial planting story, the **AP** used information from the **Daily American** for its own piece, “**Flight 93 Pa. crash site marked by huge boulder.**” The **AP** piece was posted by approximately 100 media sites.

### **Pre-September 11<sup>th</sup> Events Media Coverage**

Throughout August and the days leading up to the dedication of the memorial’s first phase and the 10<sup>th</sup> anniversary commemoration, Lisa Linden continued to have numerous discussions with international, national and regional media to help ensure that the Flight 93 families and the Flight 93 National Memorial were an important part of 10<sup>th</sup> anniversary of September 11<sup>th</sup> coverage. Lisa Linden also continued to participate in regular planning meetings with the Flight 93 National Memorial partners.

A sampling of activities and related media coverage of that period included:

- **CBS News** – On August 20, the *CBS Evening News* ran of the first of a series of Flight 93 National Memorial pieces with the online title, “*Flight 93 memorial to honor those who fought back.*” On September 4, *CBS News* ran a piece during its overnight programs with the online title, “*Shanksville ‘battlefield’ now a pilgrimage site.*” Both pieces included Flight 93 family members.
- **Associated Press** – The *AP* posted a story on August 19 titled “*Pa. Town Sees Responsibility to Honor 9/11 Dead*” that was picked up a large number of media from across the country and featured comments from Gordon Felt. Earlier in the month LAK drafted and serviced a statement for Gordon responding to the White House announcement that President Obama would visit the Flight 93 National Memorial on September 11<sup>th</sup> and that Vice President Biden would participate in the September 10<sup>th</sup> dedication ceremony. Released late in the day, the statement was included in later versions of an *AP* piece that discussed these plans and a National Park Foundation announcement regarding its \$2 million donation match program.
- NBC Nightly News with Brian **Williams** – Lisa Linden worked with producers of the broadcast to arrange for an interview of a Flight 93 family member for a pre-September 11<sup>th</sup> piece.
- Nickelodeon News Documentary regarding September 11<sup>th</sup> – Flight 93 family member Sarah Wainio was featured in a documentary for Nickelodeon News explaining to children the events of September 11<sup>th</sup>.
- **World Magazine** – This biweekly national news magazine with a “Christian viewpoint” ran a piece on the Flight 93 National Memorial in its September issue.
- **National Public Radio** – Lisa arranged for Carole O’Hare to be interviewed for a September 4 national piece on the Flight 93 National Memorial.
- **Associated Press Television** – Lisa arranged for interviews of Gordon Felt and Calvin Wilson regarding the 10<sup>th</sup> anniversary, Flight 93 and the Flight 93 National Memorial.
- **Reuters Television** – Lisa provided information and set up interviews with Gordon Felt, Ken Nacke and Calvin Wilson for a September 11<sup>th</sup> preview piece.

- **National Law Journal** – That national publication ran a profile piece on Patrick White and his pro-bono legal activities regarding land acquisition for the Flight 93 National Memorial.
- **SRN News** – Patrick White was interviewed for a national Christian-focused news organization that serves 1,200 affiliate radio stations to discuss the 10<sup>th</sup> anniversary and the Flight 93 National Memorial.
- **Radio Interviews** – LAK arranged for Gordon Felt to be listed as available to discuss the Flight 93 National Memorial and the 10<sup>th</sup> anniversary of September 11<sup>th</sup> on a national service that sends out alerts to thousands of journalists and news services around the nation and the world. Through that notice, LAK received a series of radio interview requests for Gordon.
- **Announcement on Reinterment Service** – LAK drafted and serviced a press release announcing that the Flight 93 families would hold a private funeral and reinterment service for unidentified remains on September 12<sup>th</sup>. The announcement was well covered including an *AP* news piece that was updated several times and was picked up on media sites across the nation.
- **NPS Technical Media Advisories** – In coordination with NPS' Mike Litterst, Lisa Linden serviced a series of NPS technical advisories updating the media on credentialing and other coverage instructions associated with the dedication and 10<sup>th</sup> anniversary commemoration ceremonies.

#### September 11<sup>th</sup> Related Events

LAK was at the memorial site on Thursday, September 8 and worked nearly round-the-clock through the afternoon of September 12 when Lisa Linden with Flight 93 next-of-kin Carole O'Hare and Sandra Felt provided information regarding the private, closed to media reinterment service to the *Associated Press*, *Reuters* and western PA media for coverage post service. Lisa Linden also distributed to the media Gordon Felt's speeches of September 10 and September 11.

There was massive media coverage internationally, nationally and locally of the September 10th dedication ceremony for the memorial and the September 11<sup>th</sup> commemoration ceremony. All of the major news networks including *CBS*, *NBC*, *ABC*, *CNN* and *Fox*, as well as the *AP* and *Reuters* covered the events of the two days.

LAK was able to arrange an extensive number of interviews of Flight 93 families with international, national and regional press in the days just before and during the weekend of September 10-11 and September 12.

Media coverage highlights included

- **CBS News** – *CBS* continued its major coverage of the Flight 93 National Memorial with a September 7 two-part report on *CBS Evening News* by anchor Scott Pelley, and interviews on *The Early Show* on September 10 and as part of *CBS News*' coverage of September 11th.
- **The New York Times** – *The Times* did a major piece featuring several family members including Jerry Bingham, a blog piece about the use of social media with Sarah Wainio and other pieces covering the ceremonies at the Flight 93 National Memorial.
- **NBC News** – Coverage included a lead off segment with Gordon and Carole on the September 10th *NBC Nightly News* and a national live interview with Patrick White on *NBC* on September 11<sup>th</sup>.
- **Associated Press and Reuters** –The *AP* did a series of updated pieces from September 9 through September 12 including a news story on the reinterment service with information provided by the Flight 93 next of kin through Lisa Linden. The news piece was then picked up by media outlets throughout the nation. *Reuters* covered the events of September 10<sup>th</sup> and 11<sup>th</sup> as well as publishing a piece on the reinterment service following the service.
- **Bloomberg** – *Bloomberg* had an extensive piece about how the memorial needing \$10 million to reach the first phase's \$62 million goal. Calvin Wilson's efforts are a prominent part of the story.
- **Radio interviews** – LAK continued to arrange for Gordon Felt and other Flight 93 family members to do an extensive series of radio interviews with stations from around the US. Examples included several interviews at the memorial site with *Fox News Radio* that were available to hundreds of Fox radio affiliates across the country, *National Public Radio*, *WFAN* (the major sports radio station in NYC) and *Red Eye Radio*, an overnight syndicated radio show carried by dozens of stations across the US including *WABC in NYC* and *KABC in LA*, among many others.
- **Press Availabilities** – LAK worked in cooperation with the National Park Service and the National Park Foundation on press availabilities that included several Flight 93 family members on September 8, 9 and 10. *CBS*, *NBC*, *ABC*, *AP*, *Reuters*, television, radio and print from western PA media, as well media from television news affiliates and regional print

and radio covered some or all of these availabilities. Though it occurred during a heavy storm, the September 9th availability at the temporary memorial with Secretary Salazar was particularly well attended.

- **International Media** – LAK arranged interviews of Flight 93 family members with several international news media including **German, Chinese, Polish and Australian television** and *Aljazeera*. Other international coverage featuring family members regarding the events of September 10-12 included *News International of Pakistan* and *NDT-TV of Taiwan* among many others.
- **Yahoo! News** – In response to a request by Yahoo! News for first-person stories regarding Flight 93 and the need to complete the memorial as part of its special focus on President Clinton's effort to raise private funds to complete the Flight 93 National Memorial, LAK helped draft and submit three pieces from Gordon Felt, Patrick White and Carole O'Hare. Lisa Linden also drafted and serviced a statement for Gordon Felt expressing gratitude to President Clinton, President Bush and Speaker Boehner for participating in the video posted on Yahoo! asking for donations. Portions of Gordon's statement were included in pieces regarding the video in the *Tribune-Democrat*, *Pittsburgh Tribune-Review*, the *Somerset Daily American* and **WJAC-TV**. Lisa also worked with the Yahoo! editorial staff on a piece regarding the Flight 93 families' gratitude for the effort.
- *Washington Post*, *USA Today* and *The Wall Street Journal* did major features regarding the dedication of the memorial and the commemoration ceremony.

### **Post September 11<sup>th</sup> Activities**

In the days following September 12, Lisa Linden worked with NPS superintendent for Western PA parks, Keith Newlin, Flight 93 National Memorial Site Manager Jeff Reinbold and Flight 93 family member Esther Heymann on a request from a producer of *Globe Trekker*, a British documentary travel series for *PBS* and other public outlets to do a piece on the memorial. The producer visited the site and in October interviewed Esther and her husband Ben Wainio for the show.

Lisa Linden also helped service an October 13 NPS press release regarding the memorial's winter hours. *WJAC-TV*, *the Democrat-Tribune* and *the Pittsburgh Tribune-Review* and *the Cumberland Times-News* all did pieces on the new hours.

Lisa Linden and LAK have had continuing conversations with the Families of Flight 93 and the other Flight 93 National Memorial partners as we begin work on creating a media plan for the next year that helps keep the press focused on

telling the story of the Flight 93 heroes, the need to finish the memorial as originally envisioned by Paul Murdoch, and the nation's obligation to contribute private funds to the Flight 93 National Memorial.

In the coming weeks and months, just as we have in the last three months LAK will continue to participate in a weekly conference call with Will Hollier and the Families of Flight 93 to discuss ongoing coordination between media strategy and government relations efforts such as the Flight 93 families early November visit to Washington. We have and will continue to provide regular monitoring for the Flight 93 National memorial partners of medi and blog sites for stories regarding Flight 93.

## Conclusion

Before concluding this report, we wanted to briefly touch on a media announcement that was mentioned by Lisa Linden at the July quarterly meeting but could not be included in the written report. In late July, Lisa worked with the *Wall Street Journal* on a major piece regarding the Families of Flight 93's participation in the NYC Marathon to raise money for the Flight 93 National Memorial. The piece ran on July 23 as a lead story in the paper's Greater NY section in its weekend edition. On Monday, July 25, Lisa helped service the NY Road Runners Club's press release announcing the Families of Flight 93's participation. The announcement was covered by the *Pittsburgh Tribune-Review*. An AP piece later ran based on the *Tribune-Review* piece that was picked up by about 30 media sites across the country.

It has been LAK's great honor to be at September's events. We are tremendously grateful to have had the opportunity to play a role in helping the Families of Flight 93 and all the Flight 93 National Memorial partners tell the world of about the heroic actions of the 40 passengers and crew on board Flight 93, how they fought back that historic September 11<sup>th</sup> morning and how in ultimately losing their lives they saved the lives of countless others and prevented the destruction of one of the world's great symbols of democracy.

We look forward to weeks and months ahead as we continue our work with the Families of Flight 93 and the memorial partners. Thank you.

**Anniversary Planning  
Briefing Report  
November 5, 2011**

**Status**

A year of planning culminated in very successful and moving ceremonies and events over the September 11<sup>th</sup> weekend. More than 22,000 people visited the site on September 10 and 11 and despite heavy rains and large crowds, we had no major incidents. Media coverage was extensive with outlets from around the world reporting on the events.

September 9

- Family members participated in private preview tours of the Memorial. The tours were not open to the public or media.
- The Temporary Memorial at the Western Overlook closed for the last time at 4:00pm.

September 10

- The new Memorial entrance/Approach Road from US30 and the Memorial Plaza opened to the public for the first time.
- The Dedication Ceremony began at 12:30 pm at the Memorial Plaza and Wall of Names. Speakers included: Vice President Biden, President Bush, and President Clinton joined Secretary of the Interior Salazar, Director of the National Park Service Jarvis, Chairman of the Capital Campaign Sullivan, President of the Families of Flight 93 Felt, and Chairman of the Flight 93 Advisory Commission Reynolds.
- Public tribute activities were held throughout the day near the Gateway shelter.
- The Friends of Flight 93 organized a team of volunteers to present an evening luminaria program at the Memorial Plaza. One candle was lit in tribute for each person who died on Sept 11, 2001.

September 11

- The Commemoration service began at 9:30 am at the Memorial Plaza and Wall of Names. Featured speakers included: Pennsylvania Governor Corbett, Honorary Campaign Chairman Ridge and the Pennsylvania Congressional delegation.
- Following the service, President Obama arrived and laid a wreath at the Wall of Names, met with the public and family members, and visited the crash site with Gordon Felt.
- Public tribute activities continued near the Gateway Shelter throughout the day.

The program from the weekend is attached. It lists the programs' participants in greater detail. A brief slideshow will be presented at the Commission meeting and the Communications, Fundraising and Friends of Flight 93 reports will cover elements of the weekend in greater detail.

**Committee Members**

- Henry Cook, Flight 93 Advisory Commission
- Donna Glessner, Flight 93 Advisory Commission
- Debby Borza, Families of Flight 93
- Carole O'Hare, Families of Flight 93
- Christine Fraser, Families of Flight 93
- Gene Leonard, Friends of Flight 93
- Lladel Lichty, Friends of Flight 93
- King Laughlin, National Park Foundation
- Victoria Tagliabue, National Park Foundation
- Barbara Black, National Park Service
- Jeff Reinbold, National Park Service

**Interpretation and Education Planning  
Briefing Report  
November 5, 2011**

**Exhibit Design**

Gallagher & Associates is working closely with Memorial architect Paul Murdoch, National Park Service staff and the Development Advisory Group to integrate exhibit planning into the architectural design process. Different exhibit design and architectural schemes were explored at a Value Analysis workshop in Somerset on July 27-29 and a follow-up workshop at the Memorial on August 12, 2011. The exhibit team continues to meet every other Monday. Gallagher & Associates also met with the Flight 93 staff on October 7 and 19 to discuss story content and available resources. This work culminated in a Schematic Design package that was submitted in late-October and will be reviewed by the Interpretive Planning Technical Committee. The exhibit planning package will be presented to the NPS Development Advisory Board in March 2012 for approval.

The exhibit panels for the Memorial Plaza forecourt were unveiled over the September 11 weekend. Temporary wayside panels were installed at the site of the future visitor center and an additional panel was created for the Tower of Voices site. Gallagher & Associates is working with Flight 93 staff to design two permanent wayside exhibits for the pull-offs along the Approach Road.

**Interpretation and Education Plan**

The NPS is delaying completion of the Interpretation and Education Plan pending the review of the Schematic Design package. Once the draft plan is completed, members of the former Interpretive Oversight Committee will be invited to participate in the review.

**Interpretive Planning Technical Committee Members**

- Brent Glass
- Donna Glessner
- Ed Linenthal
- John Reynolds
- Ed Root
- Barbara Black
- Jeff Reinbold

## **Design and Construction Briefing Report**

### **November 5, 2011**

Prepared by: Jodie Petersen and Keith Newlin

#### Compliance and Permits:

- The NPDES ( erosion and sediment control) permit :
  - The major permit amendment (for the Access Road Design Modification) was approved. The amendment will allow the construction of the road realignment changes, vehicular pulloffs and parking area for the Tower of Voices.
- The 404 and 401 permits (wetlands):
  - The PADEP has been receiving the required soil/discharge monitoring/reporting as required per the permits.
  - 401 Permit conditions also require additional monitoring, reports (linked to the NPDES Permit) and inspections (see above)
    - Long Term Wetland Monitoring continues as per the permit requirements.

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

- Construction:
  - The construction project was awarded to ArrowKinsley Joint Venture (AKJV) on Nov. 6, 2009.
  - Notice To Proceed: February 2, 2010
  - Original Contract Time: 540 days
  - Original Contract Amount: \$11,610,026.00
  - Number of Contract Modifications: 17
  - Revised Contract Amount: \$16,769,412.85
  - Estimated Percent Complete: 99% (punch list items remain)
  - Original Completion Date: July 27, 2011
  - Estimated Completion Date: September 23, 2011 per executed modifications
- Construction Activities/Work Progress:
  - Construction is Substantially Complete as of August 12, 2011. The inspection revealed that the work has been completed substantially in accordance with the plans and specifications and is accepted. Items which remain to be accomplished are noted on the formal punchlist.
  - Some punchlist items will not be closed out until spring 2012 especially related to erosion/sediment control needs.

#### Construction Management:

- Construction Management Representatives full time on-site duties are now over. Office assistance is underway for reviews of Operation and Maintenance Manuals, As-Builts, and final project closeout. Water sampling for permit requirements is still underway and documentation is being sent to PA DEP.

#### A/E Assistance During Construction:

- Paul Murdoch has been on site to review punchlist progress.

#### Phase 1B Schematic Design

- Paul Murdoch Architects submitted the draft Schematic Design Package on September 19, 2011. The package is in review and has also been submitted with the Development Advisory Board (DAB) review.
- Project will be presented at the Nov. 2011 DAB.
- Value Analysis /Choosing By Advantage report is complete and also included in the DAB submission.
- Funding for Water/Wastewater Design Needs has been approved. Task orders to PMA have been executed.

#### Phase 1B Exhibit Planning and Design

- Schematic Design 1(Draft) has also been submitted by Gallagher and Associates.
- Package will be formally submitted to the DAB in March 2012.

#### Phase 1B Revegetation:

- Revegetation Update: Task order requirements will start again after Sept. 2011 events and majority of work in spring 2012.

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

- Permit amendment was approved by PA DEP July 28, 2010.
- Project is substantially complete as of September 22, 2011.
- Access Road Construction was awarded in September 2010 to New Enterprise Stone and Lime, Co.
  - Notice To Proceed was issued: September 30, 2010
  - Original Contract Time: 365 Days
  - Original Contract Amount: \$4,455,212.00
  - Revised Contract Amount: \$6,385,225.55
  - Number of Contract Modifications: 11
  - Est. Percent Complete: 99%
  - Revised Completion Date: September 30, 2011 per executed modifications
- Construction Activities/Work Progress:
  - Tower of Voice roadway/parking is also completed.
  - Punchlist work items are underway.
- NPS awarded Phase 1C revegetation task order to Vanasee Hangen Brustlin, Inc. on September 19, 2010. This contract includes:
  - Tree Assessment of Phase 1A work was completed in July 2011.
  - Contract requirements will start in spring 2012.
  - A contract modification was also executed in Sept. 2011 for the Bioswale/Rain Gardens associated with the Tower of Voices.

BRIEFING  
Fundraising and Capital Campaign  
November 5, 2011

The dedication of the Flight 93 National Memorial and tenth annual service commemorating September 11 was an extraordinary weekend of hope, remembrance, and understanding of the events that took place in a quiet field ten years ago near Shanksville. As the world watched, a new permanent memorial was opened and thousands of people set foot for the first time on the memorial plaza and came face-to-face with the names of the passengers and crew. It was a moment when we all realized that their names are not only inscribed in marble, but engraved on our hearts as well.

This occasion was made all the more exceptional and exciting thanks to the announcement by President Bill Clinton that he and House Speaker John Boehner, along with President George W. Bush, would work together in a bipartisan effort to raise funds for the Flight 93 National Memorial. It was perhaps the most poignant example to date that this special place has the power to inspire action and to transform lives, just as it did ten years ago when the passengers and crew stormed the cockpit.

Since May, when the Flight 93 Advisory Commission last met, it has been a particularly productive time for the Capital Campaign. Literally thousands of new donations at every level have poured in, moving the needle significantly forward to the goal of full funding for the Flight 93 National Memorial.

#### CAMPAIGN SUMMARY

Through September 30, 2011, the Capital Campaign has received almost 200,000 donations from over 90,000 donors totaling \$22,500,000 in gross revenue. Recent notable commitments\* (unrestricted unless otherwise noted) include:

- Pfizer, Inc. (New York, NY): \$200,000
- The UPS Foundation (Atlanta, GA): \$200,000
- An anonymous foundation (Los Angeles, CA): \$175,000
- NFL/NFLPA (New York, NY): \$125,000
- Bank of America Foundation (Charlotte, NC): \$50,000
- Erie Insurance Group (Erie, PA): \$50,000 for dedication of the memorial.
- Verizon (Philadelphia, PA): \$50,000 for dedication of the memorial.
- Alcoa Foundation (New York, NY): \$25,000 for dedication of the memorial.
- Alpha Resources (Abingdon, VA): \$25,000
- Monsanto Fund (St. Louis, MO) \$25,000.

*\*some commitments were received after September 30.*

## OTHER ACTIVITIES

- The Campaign is extremely pleased to welcome the leadership of President Bill Clinton, President George W. Bush, and House Speaker John Boehner to efforts to raise funds for the memorial. There have been two important developments so far:
  - These national leaders recorded a powerful public service announcement initially released on Yahoo! News that has begun to raise significant funds for the memorial. The PSA can be viewed at [www.honorflight93.org](http://www.honorflight93.org).
  - The Campaign has been in regular contact with the offices of President Clinton, President Bush, and Speaker Boehner, respectively, regarding ongoing and additional fundraising efforts. Each of these three leaders has both publicly and privately reiterated a deep and sincere commitment to generating financial support for the memorial.
- The Flight 93 National Memorial was pleased to be included among those organizations participating in Cantor Fitzgerald's Charity Day 2011 which took place in New York on September 12. Celebrity ambassadors for Flight 93 included former Pittsburgh Steelers coach Bill Cowher, host of CNBC's top-rated *Mad Money* program Jim Cramer, fitness experts and television personalities Jillian Michaels and Travis Stork, syndicated radio personality Carolina Bermudez, and Flight 93 Campaign chairmen Chris Sullivan and General Tommy Franks. Results from Charity Day are expected to be announced before the end of the year.
- The Let's Roll Memorial Ride, organized by the Manufacturer and Business Association, included over 200 riders and raised over \$200,000 for Flight 93. The Campaign wishes to thank MBA's president, Ralph Pontillo, for his leadership of this extraordinary effort.
- The first annual Somerset Country Club Golf Tournament for Flight 93 raised just over \$11,000 for Flight 93. The Campaign wishes to thank organizers, celebrity hosts, and the Somerset County Chamber of Commerce for organizing such a successful event.

## CONCLUSION

What next for Flight 93? First, as partners we must remain resolute in our commitment to raise the remaining funds for the National Park Service to complete the next phase of the memorial. We have all been entrusted with this responsibility, and we must show that we are capable of succeeding.

Second, we must take every advantage of the unparalleled opportunity presented to the Campaign by President Clinton, President Bush, and House Speaker Boehner. Already we have taken a great step forward in this regard, but there is still much to do to make good on their promise to raise funds for the memorial.

Third, we must commit our time and talents over the next few weeks to seek out every available resource, make contact with any prospective donor, and continue to share a message of hope and optimism that we are nearing the finish line for this phase of the campaign.

*Please contact the Capital Campaign office at 202-354-6488 to discuss leads or suggestions. To make a donation to the Flight 93 National Memorial, visit [www.honorflight93.org](http://www.honorflight93.org).*