

Briefing Reports

Flight 93 Advisory Commission

June 25, 2005

**Family Memorial Committee
Briefing Report
June 25, 2005**

At least once a year, representatives of the Flight 93 partner organizations (the NPS, the Flight 93 Advisory Commission, the Families of Flight 93 and the Flight 93 Memorial Task Force) travel to SFO to brief the West Coast families on the activities and status of the Flight 93 National Memorial project. Typically we also hold a media event to publicize the milestones of the project as appropriate. The following are major activities that took place during the recent trip to SFO, with accompanying highlights.

Reception/Media Event; May 19, 2005 A reception/media event was held at the Firehouse at Fort Mason, GGRNA (use of venue was donated by the Fort Mason Center). The purpose of this event was to present the five finalists in the Flight 93 design competition to the West Coast families, friends, interested stakeholders and media.

- Three family members began the evening with brief remarks; Jeff Reinbold presented a brief and compelling power point.
- The event was well attended by the families, with about 25 family members representing 12 out of 40 passengers and/or crew of Flight 93.
- Media coverage was superb. Live interview coverage was continuous by the NBC affiliate. Four other TV stations and two radio broadcasts carried the event.
- VIPs which attended include:
 - Actor Sean Penn; family friend of passenger Lauren Grandcolas
 - CEO Nick Graham, Joe Boxer; family friend
 - Deputy State Director, Office of Senator Barbara Boxer
 - Representative from Congressman Richard Pombo's office (R-11th/CA)
 - Representative from Congresswoman Lynn Woolsey' office (D-6th/CA)
 - Superintendent Brian O'Neill

Families of Flight 93 Meeting; May 21, 2005

This meeting was well attended by the Families. We had about 20 east and West Coast family members representing 8 out of the 40 passengers and crewmembers. Three NPS and two Federal Advisory Commissioners members attended. Representatives from the three consulting firms for the design competition, fundraising and communications plan attended. Updates and status reports were given on the following:

- Design Competition
- General Management Plan
- Fundraising
- Communications Strategy
- Land Acquisition
- Oral History Project

Design Competition Exhibit at Crissy Field, GGNRA; May 22 through May 30, 2005

GGNRA graciously donated the use of Building 989 at Crissy Field for us to exhibit the five finalists in the design competition, as well as the nine "honorable mentions." Other components of the exhibit include a table-top exhibit on the Flight 93 National Memorial project; a sampling of tributes and artifacts left at the temporary memorial; and a continuous loop slide show on the design competition. FLNI Curator Barbara Black, as well Student Conservation Association intern Adam Shaffer, staffed the exhibit daily from noon to 7:00 pm. Visitation has averaged about 100 on a weekday, to several hundred on a weekend day.

Oral History Interviews

The Flight 93 NM Oral History Project is up and running. Curator Barbara Black had 7 interviews scheduled with West Coast family members while she was in SFO.

**Temporary Memorial Management Committee
Briefing Report
June 25, 2005**

Visitation

The number of visitors to the temporary memorial has exceeded 2000 people per week for the past 6 weeks. There have been 114 motorcoach or school bus groups at the site since the beginning of 2005, about half of that number arriving in May. During the month of May there were visitors there from 41 states and these 10 countries: Canada, Germany, Australia, Japan, the United Kingdom, Norway, Hong Kong, Belgium, the Czech Republic, and Thailand.

Summer Events

We have reservations from numerous motorcoaches for the remainder of summer and fall, and also have been contacted by several large motorcycle groups, including the "Americas 9/11 Ride", expected to include more than 1000 motorcycles, which will visit on August 18-19 and the smaller "Torches Across America" group which plans to visit on September 10.

Brochures & Newsletters

We have been distributing both the site brochure and the project newsletter at the temporary memorial since mid-May. Visitors are keenly interested in the future plans for the memorial and looking forward to viewing the stage II design submissions both in Somerset and on the project website.

Ambassador Training

Thirty-four Ambassadors made a very beneficial trip to Washington D.C. on April 23 for tours and training at the Vietnam Veterans Memorial, the Korean War Memorial, and the World War II Memorial. We felt honored to tour the Pentagon as well, seeing the site of their future memorial, and also the indoor chapel area which has been created on the facade which was struck on September 11. Our tour guides at the Pentagon were young, active duty soldiers, and a retired Navy commander, originally from Huntingdon, PA, who had been working at the Pentagon on September 11 and lost 7 co-workers. We also learned a great deal at our stop at the Museum Resource Center at Landover, Maryland, a state-of-the-art preservation lab and storage facility operated by the National Park Service.

In order to be stay informed about the Flight 93 memorial project, the Ambassadors have been invited to a special walk-through of the design exhibit prior to the public opening. Also, many Ambassadors have volunteered to work as gallery hosts and hostesses during the 3 months of the exhibit.

Miscellaneous

The National Park Service and Stonycreek Township are finalizing a Cooperative Agreement that will allow the Township Supervisors to receive funding to maintain the road leading to the temporary memorial, as well as the parking areas.

**Archives Committee
Briefing Report
June 25, 2005**

Oral History and Documentation Project

The Oral History Project has officially begun with fourteen interviews conducted since April, including the first Pennsylvania State Trooper on the scene, a deputy coroner, a former PBS coal supervisor, and several community members. Three family members have given their interviews. Another thirteen have contacted us to set-up an appointment as a result of an invitation in the NOVA family newsletter. There are now fourteen trained interviewers. Throughout the summer and fall, we will be gathering as many interviews as we can in the Somerset County area as well as traveling short distances in the northeast region.

Memorial Tribute Collection

Another SCA (Student Conservation Association) intern has been hired for one-year to primarily help with the Collection: cataloging, storing, data input, and special projects. Cristi Weaver graduated from Indiana University of Pennsylvania in May with a B.A. in Anthropology and supervised PennDot archeological curation projects for two years. Cristi will work with Donna Glessner and Roxanne Sullivan to decrease the backlog in the collection. Cristi will also help with the Oral History Project and the Design Competition Stage II finalists this summer.

Collection Management Plan

Several senior curators with the National Park Service will draft a Collections Management Plan when they visit the site from July 25 through August 5. The Archives Committee will meet with the curators and will help review the draft plan.

Prepared by: Barbara Black, Co-Chair

**Land Acquisition
Briefing Report
June 2005**

Katharine Bentley, Land Acquisition Officer, will be duty stationed in Somerset, Pennsylvania and will meet with landowners, realtors and attorneys in an effort to acquire properties and relocate landowners and tenants.

Katharine Bentley met with Dale and Christine Williams to discuss the offer and their expectations of the property acquisition. Katharine will continue a dialogue with Mr. and Mrs. Williams.

An offer was made to Oscar and Eva Eschrich for their property which lies within the fence line. The offer is currently under their consideration.

The contract appraiser finished the Hoover appraisal report and it is being reviewed by the Department of the Interior appraiser. Once the appraisal report review is completed and the report is approved an offer will be made to Larry and Linda Hoover. Barry Hoover was notified of his rental housing relocation eligibility.

Appraisal bids have been received for the Kordell, Mock and O'Barto properties, the appraisals have been ordered and are due by September. Weston Solutions has completed hazardous materials inspections of the Kordell, Mock and O'Barto properties. The Mock property will require additional investigation due to the presence of an underground fuel storage tank being located somewhere on the property.

Requested funding approval from the Washington Lands Office for the Vish appraisal, title services and hazardous materials inspection costs. Have requested title services bid and hazardous materials inspection bid for Vish property.

The Senate mark up of the Fiscal Year 2006 budget had \$4,281,000 for land acquisition at Flight 93 National Memorial. The House mark up was zero. A conference committee will resolve the difference between the House and Senate mark ups.

**General Management Plan / EIS
Briefing Report
June 25, 2005**

Project Schedule

We are currently revising the schedule for the GMP/EIS. We had planned to present the design competition finalists and draft GMP/EIS to the public at the same time, but that is no longer possible. We received some materials from the designers later than anticipated so the GMP is several weeks behind schedule. While the release date for the draft GMP/EIS will change, this will not affect the Commission's ability to announce their "recommendations for the management plan" as planned. A revised project schedule will be presented to you at the Commission meeting.

Data Gathering

The GMP consultants have submitted the remaining data gathering reports and overviews. Copies of the economic impact study, water and sewer report, and transportation report will be available at the Commission meeting.

Draft Plan

The chapters of the draft GMP/EIS are being completed and reviewed by the GMP Coordinating Committee. The draft plan will be submitted to the Commission, NPS, and Partners for review from June 15th through August 15th. The revised GMP/EIS schedule will be presented at the Commission meeting.

Corridor Land Use Study

Somerset County has applied for and been approved for funding from the Pennsylvania Department of Transportation and Department of Community and Economic Development to hire consultants to conduct the study. The Director of the Somerset County Planning Commission is drafting the scope of work. The study is hoped to begin this summer and be completed within one year.

Improvements To US 30

On June 10th, a meeting was held with John Dubnansky, a transportation program manager for the Southern Alleghenies Planning & Development Commission. Southern Alleghenies is responsible for approving regional transportation projects. The Director of the Somerset County Planning Commission joined us. A representative from PennDOT was unable to attend. We discussed plans for the national memorial and potential impacts to the surrounding road network. Southern Alleghenies is updating the Transportation Improvement Plan which guides funding for regional transportation projects. Mr. Dubnansky will request from PennDOT a list of improvements that will be necessary to US30 prior to the opening of the national memorial. This list will include the intersection at the entrance to the national memorial and be separate from a submittal of other Somerset County projects.

May 12, 2005 Community Open House

The open house was held at Camp Allegheny and was well attended with more than 30 people participating. Many partners participated and attended including Commissioners Donna Glessner, Pam Tokar-Ickes, Gary Singel, and Greg Walker. Commission Vice-Chair Donna Glessner welcomed the group and Jeff Reinbold provided an update on the planning and design for the national memorial and highlighted key findings and proposals such as closing roads within the national memorial boundary. During the remaining open house format participants were encouraged to visit the "stations" and talk about the topics interested them most. The stations included:

- Boundary and Land Acquisition (Katherine Bentley NPS)

- Design Competition Final Concepts (Donna Glessner and Jeff Reinbold)
- Data Gathering Studies (Eileen Carlton, Environmental Management Collaboration; Cindy Jampole and Chris Robinson, TransAssociates; and Bruce Lord, Ph.D., Pennsylvania State University)
- Oral History Program (Barbara Black)
- Corridor Planning Study and Related Initiatives in Somerset County (Brad Zearfoss, Somerset County Planning Commission; Anna Breinich, Pennsylvania Environmental Council)

GMP COORDINATING COMMITTEE – Commissioners Larry Catuzzi, Donna Glessner, Ken Nacke, Gary Singel, Jerry Spangler (co-chair), Greg Walker; and Task Force members Barbara Black, Esther Heymann (co-chair), Terry Shaffer, Chuck Wagner, and Patrick White.

**Design Solicitation Committee
Briefing Report
June 25, 2005**

Stage 2 Exhibit

The Stage 2 refined designs were due from the five finalist teams on June 15th. The required elements include a 3-d model of the site, a model of the “memorial expression,” up to 6) 30”x40” design boards, a PowerPoint presentation, and written interpretive materials. The exhibit will be open for family members, Advisory Commission Members and partners beginning June 25th. The stage two jury will convene August 1-3 for their viewing and deliberations. The jury report preparation will begin on August 4. The Design Oversight Committee will receive the jury’s recommendation, brief the Partner organizations, and then present the recommendation to the Commission for adoption.

The Stage 2 Exhibit will be open to the public July 1 - September 25, 2005. It will be open Wednesday-Sunday, 12:00AM -7:00PM at the same space at the Georgian Place retail space where the Stage 1 Exhibit was held.

We ask that the communications protocol previously distributed be strictly adhered to. Those commissioners with family members on the stage 2 jury need to be particularly aware of this issue.

The Design Oversight Committee is recommending that the August 20, 2005 Commission meeting be rescheduled to September 10, 2005, so the Commission can make its design recommendation on the weekend of September 11th. The Committee is currently briefing representatives of the Partners and if the Partners concur with this recommendation, a formal resolution will be introduced at the June 25, 2005 Commission meeting as follows:

Motion Regarding Changing the Date of the August Advisory Commission Meeting

The August 20, 2005 Advisory Commission meeting will be rescheduled for September 10, 2005 to coincide with the announcement of the winning design on the weekend of September 11, 2005.

**Fundraising Oversight Committee
Briefing Report
June 25, 2005**

1. Campaign Summary

- Pledges and Gifts Total: 12 Gifts & Pledges / \$1,020,900
- Actual Income To Date: \$20,900
- Expenses To Date: \$174,919

2. Launch Phase Update

- Leadership: Dan Sullivan, President and CEO, FedEx Ground
Chair, Launch Phase

Mike Watson, Vice President
Richard King Mellon Foundation

Larry Catuzzi, Commissioner
Flight 93 Federal Advisory Commission

- Prospects Update: 45 Approved Prospects
- Launch Phase Luncheon: Thursday, June 23, 2005
Duquesne Club, Pittsburgh, Pennsylvania
37 Invites Sent; 27 Confirmed Attendees
Hosted by Mr. Maxwell King, President of the Heinz Endowments, Mr. Michael Watson, Vice President of the Richard King Mellon Foundation and Mr. Dan Sullivan, President and CEO, FedEx Ground

3. Leadership Update

- Preliminary Campaign Chair Candidates: 11 Identified, Approved and Researched
- General Tom Franks, Honorary Chair: Confirmed

4. National Prospects Update

- Preliminary National Prospect List: In Development

5. Campaign Timeline

PHASE ONE – FEBRUARY 2005 TO JUNE 2005

A. Campaign Planning and Preparation

- Write the formal campaign plan
- Establish the campaign office
- Establish general campaign and gift acceptance policies
- Finalize the Case for Support
- Develop a realistic Chart of Standards
- Research potential leaders and Top 10 donors

B. Leadership Identification and Recruitment

- Formalize a plan to include leadership in planning the campaign
- Create job descriptions for key leadership positions (Honorary Chair, General Chair, Launch Phase Chair)
- Explore leadership relationships with philanthropic foundations and corporations
- Conduct prospect review sessions to identify leadership candidates

- Develop a strategy and timeline within which key leaders can be brought into the campaign
 - Train core leaders in enlistment procedures
 - Assign prospective volunteers to leaders and ensure enlistments are conducted as scheduled
- C. Initial Prospect Review**
- Identify prospects and key constituency groups
 - Determine prospect interests
 - Pinpoint the appropriate ask amount
 - Identify the most effective solicitors for each prospect
- D. Awareness and Education**
- Plan a series of small events for the purpose of increasing prospect awareness
- E. Early Major Gifts (Launch Phase Campaign)**
- Define the parameters of the Major Gifts needed
 - Identify prospects
 - Conduct preliminary prospect review
 - Train leadership in effective methods of solicitation
 - Assign prospects to leadership and ensure adherence to appropriate solicitation process
 - Focus on securing the gifts needed to fund campaign operations

PHASE TWO – JULY 2005 TO DECEMBER 2005

- A. Volunteer Leadership and Committee Recruitment**
- Develop job descriptions for all remaining volunteer positions
 - Identify and recruit leadership candidates for all remaining positions on the organization chart
 - Ensure that leaders are trained and prepared to carry out all tasks related to their track of activity
 - Identify, recruit and train volunteer campaign committee members
- B. Prospect Identification and Review**
- Identify prospects and key constituency groups
 - Determine prospect interests
 - Pinpoint the appropriate ask amount
 - Identify the most effective solicitors for each prospect
- C. Awareness and Education**
- Plan a series of small events for the purpose of increasing prospect awareness
- D. Materials Development**
- Establish a campaign theme and logo
 - Construct a leadership enlistment and donor prospectus
 - Finalize Case copy and layout for campaign brochure
 - Draft outline for promotional video
 - Write all training materials for volunteer leadership
 - Create all other campaign collateral materials (pledge card, Q & A, pamphlet, report forms, etc.)
- E. Public Outreach Planning**
- Begin planning efforts for the five-year anniversary
 - Identify and contract with direct-response firm for public outreach campaign
 - Conduct test mailing for public outreach phase of campaign

- Secure participation of a national retail partner to support outreach
- F. Pacesetter Gifts Division (\$1,000,000 and above)**
- Identify and solicit Pacesetter Gifts (\$1,000,000 and above)
- G. Major (\$100,000 - \$999,999)**
- Identify and solicit Major Gifts (\$100,000 - \$999,999)
- H. Publicity**
- Launch media campaign to support outreach
 - Publicize events

PHASE THREE – JANUARY 2006 TO DECEMBER 2006

- A. Special Gifts Division (\$10,000 - \$99,999)**
- Identify and solicit Special Gifts (\$10,000 - \$99,999)
- B. Public Outreach Phase (gifts under \$10,000)**
- Conduct broad public appeal through direct-mail, telemarketing, website, media and retail partner outreach in coordination with 5-year anniversary
- C. Ongoing Publicity**
- Ongoing media campaign to support public outreach
 - Publicize key events
- D. Families Outreach**
- Invite broad participation by families

PHASE FOUR – JANUARY 2007 TO JUNE 2007

- A. Completion**
- Complete all pacesetter gifts, major gifts, special gifts solicitations
 - Complete public outreach campaign
- 6. Funding Oversight Committee Update**
- Continued Monthly Meetings of Full Committee and Key Partner Representatives
 - Continued Monthly Status Reports
- 7. National Park Foundation Update**
- Hired Campaign Associate: Alyssa Henley
 - Gift Acceptance and Donor Recognition Policies; Income, Expenses and Acknowledgement Procedures: Finalized and Approved
- 8. Families of Flight 93 Report**
- Participated in the West Coast Families Meeting on Saturday, May 21, 2005
 - Continue to Provide Monthly Updates to Board
- 9. MARC USA**
- Orientation Meeting Scheduled: Monday, June 20, 2005
 - Campaign Materials: In Development

Communications
Briefing Paper on MARC USA Activities
June 25, 2005

The following is a recap of completed and sustained tasks to date for the Flight 93 National Memorial Project.

- Notified of project win on 5/4.
- Become fully integrated in the Communications Oversight Committee (COC), Design Oversight Committee (DOC) and Fundraising Oversight Committee (FOC) through conference calls and physical meetings in Somerset, PA on 5/12, 5/13, 5/24, 6/8.
- Presented to the families at the 5/27 San Francisco event. Discussed MARC's role and proposed communication planning.
- Developed draft recommendations for Stage 2 design competition exhibit.
 - delivered to Jeff Reinbold 6/9 for discussion on DOC
 - conference call with Helen Fried, Jeff Reinbold and Joanne Hanley for design competition exhibit plan 6/10
 - refinement and implementation is underway
- Developed draft protocol for communications approval process
 - Currently making revisions
 - Will be presented to COC on June 21 conference call
- Developed timeline of milestone dates and MARC deliverables
 - Will present to COC on June 21 conference call.
- Provided recommendation to DOC and to September 11th planning committee on date to announce the design winner. Currently being reviewed and discussed by DOC and partners.
- Meeting 6/20 with Ketchum to discuss role in June 23rd Duquesne Club donor cultivation event/potential press announcements.