

FINAL
Minutes of the Joint Meeting of the Flight 93 Memorial Task Force and Flight 93 Advisory
Commission
Meeting # 28
Somerset County Courthouse, Somerset, Pennsylvania 15501
Saturday, August 7, 2010

Commissioners Present:

Mr. John Reynolds, Chair
Ms. Donna Glessner, Vice Chair
Mr. Jerry Spangler, Commissioner
Mr. Calvin Wilson, Commissioner
Mr. Michael Walther, Commissioner
Mr. G. Henry Cook, Commissioner
Mr. Kenneth Nacke, Commissioner
Dr. Brent Glass, Commissioner
Joanne Hanley, Designated Federal Officer

Commissioners by conference line:

Mr. Jerry Guadagno, Commissioner
Dr. Edward Linenthal, Commissioner
Mr. Dan Sullivan, Commissioner

Not in Attendance:

Mr. Lawrence Catuzzi, Commissioner
Mr. Mike Watson, Commissioner
Mr. Gordon Felt, Commissioner
Mr. Gary Singel, Commissioner

Task Force Co-Chairs Patrick White and Jerry Spangler

I. Welcome and Role Call

Flight 93 Advisory Commission Chairman Reynolds and Flight 93 Memorial Task Force Co-Chair White called the meeting to order welcoming the Commissioners, Task Force, families and members of the public, formally opening the 28th meeting of the Flight 93 Federal Advisory Commission. Everyone was thanked for coming.

II. Invocation and Pledge of Allegiance

The Pledge of Allegiance was led by Superintendent Joanne Hanley. The invocation was led by Pastor Robert Way of the Good Shepard Cooperative of Somerset County.

III. Opening Remarks and Introduction

Chairman John Reynolds opened the meeting with remarks. He informed everyone that during the day they would see results of transition, in an organizational way, as the memorial comes into reality. He also stated that the day was going to be a day of change and celebration. He also stated that we are going to be concentrating on what needs to be done to take us to the next steps into the future. He reviewed the process for signing up for the public comment period.

Task Force Co-Chairman Patrick White thanked Remember Me Rose Garden and Sue Casey for providing the bouquets of flowers for the meetings. He remarked that we will be discussing disbanding of the Task Force later in the meeting. He remarked that it had been a privilege to have sat here and worked with such good colleagues. He remarked that he thought it had been educational and an opportunity to grow.

Co-Chairman Jerry Spangler thanked everyone for attending. He remarked that we have accomplished a lot in the last seven years. He also commended the original Co-Chairs of the Task Force, Kim Gibson and Larry Catuzzi in recruiting people and getting them to work together. He also stated we are proud of the process' we used and the products we have created here. He also remarks that this is a moment where we can look back with pride on our achievements and look forward to things to come.

IV. Review and Approval from May 1, 2010

Chairman Reynolds asked if there were any changes or comments to the Commission minutes. Chairman Reynolds asked for a motion to approve the minutes of the previous Commission meeting on May 1, 2010. Mr. Jerry Spangler made the motion and it was seconded by Mr. Calvin Wilson.

Commission Motion 10-04 Regarding the Approval of Minutes from May 1, 2010

The Flight 93 Federal Advisory Commission, led by Chair Reynolds approved the minutes of May 1, 2010.

Moved by: Commissioner Jerry Spangler

Seconded by: Commissioner Calvin Wilson

Discussion from the Commissioners: None

Vote: All in favor, none opposed

Motion Passes.

Task Force Co-Chairman White ratified the approval of the minutes.

V. Swearing in of New Commissioner

A short biographical summary of G. Henry Cook was read by Commissioner Reynolds. He introduced Judge Kim Gibson who performed the swearing-in of Mr. G. Henry Cook. Judge Gibson performed the swearing in of Mr. G. Henry Cook. Chairman Reynolds asked Commissioner Cook if he wanted to make a few remarks.

Commissioner Cook remarked that he appreciated the honor and he was impressed by the energy and enthusiasm that has gone into the commission the last nine years to make a statement for future generations about what we have experienced in or life time and about these heroes. Chairman Reynolds thanked Judge Gibson for coming. He also thanked the nominating committee for their work.

Mr. White remarked that finally they had the full comment of commissioners and that gives him great comfort in stepping down from the table knowing that it is in capable hands

VI. Reorganization of Flight 93 Partnership

Chairman Reynolds gave a brief history of what happened after Flight 93 crashed in Somerset County and how the community and the families started doing something right immediately following the crash. Then the Task force was formed that gave the idea that a Partnership could be formed. As time went on it became clear that a new relationship among partners need to be addressed. A leadership summit was held and decisions were made and will be discussed later. Other partners have taken over most of the Task Force functions. A chart was presented that is referred to as “The turkey chart”.

Co-Chairman White remarked it represents a more effective means to move forward in our partnership to complete this project. The Families Vice President is to be the co-chairman of the task force as stated in the by-laws. Much of the task force functions will be handed off as of today. Co-Chairman White remarked he was grateful to have worked with talented and dedicated individuals. On behalf of Families he would like to acknowledge our appreciation of the efforts of any individual who was served on any committee or in any way attended and participated in the task force meetings over the last seven years. Without each member we would never have come so far so soon. Thank you for helping families to heal. You have participated in making history.

Commissioner Spangler remarked that when the plane fell out of the sky no one knew how to react. But the community saw a need and responded to the challenge. We saw a need to help people and we helped the best we could. We knew it was beyond the local community effort. We are glad the NPS came forward immediately. The process has been challenging and rewording. We have reached the point of turning a new chapter and reaching forward to the future but we can be proud of what we have accomplished.

Chairman Reynolds explained why the chart looks like it does. It needs to be housed under the Commission. Committees must have commissioner as a chair or co-chair. This allows us to have the same kind of partnership that we have operated with since the beginning. Sub-committees are formed to continue the kinds of things the partnership needs to continue. With the exception of fund raising; this cannot be associated with the federal government. The families will contain this function. The ability to create new sub-committees is always there, and can be done easily.

Chairman Reynolds read the proposed wording for the reorganization of Flight 93 Partnership. (See attached sheet)

Commission Resolution 10-01 Regarding Reorganization of Flight 93 Partnership

The Flight 93 Federal Advisory Commission, led by Chair Reynolds approved resolution 10-01.

Moved by: Commissioner Michael Walther

Seconded by: Commissioner Ken Nacke

Discussion from the Commissioners: Dr. Brent Glass made reference to essays written by Alexis D'Tocqueville and how the task force is sort of like what is written in the essays about the democracy in America. Commissioner Wilson remarked that we are evolving not burying the Task Force. He does not like using the term "Sunset". He wants to take the energies to the next level. Commissioner Spangler told everyone that membership application for the "Friends of Flight 93" were in the back.

Vote: All in favor, none opposed

Motion Passes.

Superintendent Hanley presented a slide show on the accomplishments of the Task Force. She stated the memorial still needs people to help and volunteer.

Chairman Reynolds recognized and thanked Todd McNew for his work above and beyond. He also thanked Patrick Noonan for his help in creating the Memorial. He reminded people to sign up for public comment.

VII. Family Reports

A. Family Memorial Committee Report

Commissioner Ken Nacke presented the following report:

He gave a brief history of the Ride for the Forty during 2009. He stated that there will be another ride this year starting on September 2, 2010 from NJ and ending on September 11, 2011 in CA. He hopes this will lead to a bigger ride and more fund raising in 2011 with a reverse ride from CA to NJ. He also stated that these rides also bring awareness throughout the country of what happened on September 11, 2001 and keep the memory of our loved ones alive. He also reflected on his experiences with the Flight 93 Task Force. He stated that we still have a long journey to go forward, and that it had been a privilege and an honor to work with the Task Force.

B. Government Relation/ Public funding Report

Co-Chair Patrick White read the following report prepared by Will Hollier:

Mr. Hollier accomplished the following Activities:

- Consulted with House and Senate appropriations staff and Pennsylvania Delegation regarding status of appropriations process and strategy for securing Memorial funding in FY11 appropriations bills.
- Continues to research 2004 Transportation Reauthorization Bill and other federal funding opportunities to assist in securing funding for the Memorial.
- Consulted with National Park Service, Pennsylvania Delegation, and House and Senate Transportation Committees to formulate strategy to address concerns that FY10 appropriated

funds and Commonwealth of Pennsylvania Federal Highway funds for the Memorial's infrastructure needs might be reprogrammed.

- Met with 58 United States Senate offices to request support for S. 3238, the Fallen Heroes of 9/11 Act.
- Drafted letter of support for S. 3238.
- Led numerous calls, meetings and discussions to develop advocacy strategy and address New York Family Organization's concerns with S. 3238.
- Led weekly conference calls with Families and LAKPR to allocate tasks and responsibilities, ensure proper follow up to action items, and serve as strategy session.
- Reviewed and provided comments to LAK on press and advocacy materials.

Chairman Reynolds remarked that the Families of Flight 93 do way more than is reported.

VII. National Park Service

A. Temporary Memorial Move, Temporary Memorial, Archives, Collections and Oral History

Jeff Reinbold, National Park Service presented the following report prepared by Barbara Black, Adam Shaffer and Jeff Reinbold:

Over 700 members of the U.S. Fish and Wildlife Service visited the memorial in July before moving to State Game Lands 93 for its dedication.

Jeff Reinbold, Donna Glessner, Kathie Shaffer and Barbara Black traveled to the FBI Record and Information Dissemination Section in Winchester, Va in May to meet with Dennis Argall, Assistant Section Chief at the records center and Anna Pardo, Museum Curator for the FBI headquarters exhibits.

Eighteen volunteers and staff traveled to the Pentagon Memorial to meet with Tribute Center docents from New York City. The group received a personalized program at the Pentagon Memorial, by author and Naval historian Randy Papadopoulos and Andrew Ammerman. Following the visit to the Pentagon Memorial, both Tribute Center and Flight 93 volunteers came together at Arlington Fire Station #5, which was first to respond to the Pentagon on September 11th, for a time of food and fellowship.

National September 11th Memorial and Museum representatives came to meet with us and are here today.

Opening of the Western Overlook

Ongoing construction made it increasingly difficult for the NPS to accommodate visitors safely at the temporary memorial, especially with the increasing number of buses. To avoid closing the Memorial during construction, the NPS moved visitors to the area referred to in the design as the Western Overlook. This location served as the command post for the FBI and other first responders during the recovery and investigation. It was from this area that the families and the public (through the media) first viewed the crash site.

On the evening of July 7th, volunteers met at the Temporary Memorial to personally select the tribute items from the memorial fence to be displayed in the temporary memorial exhibit at the Overlook. The Ambassadors helped carefully removed all tribute items from the temporary memorial and added them to the permanent collection. The NPS placed the temporary memorial fence, benches, and visitor building in storage.

The new site was chosen because it gave visitors choices, it has a history, and it was a commemorative site. The new site has a temporary exhibit that tells the story of Flight 93. The site is self guided. We want to provide the personal touch now, with interpretative talks. We wanted to get smarter and give the visitors a way to interact with the site. He thanked the seasonal rangers, Donald Zeigler, Adam Shaffer, Wendy Clay and Christine Kercell. He wants to acknowledge the contributions of Barbara Black, Donna Glessner, and Kathie Shaffer in getting the exhibit ready for the public.

Commissioner Nacke remarked that he visited last week and he could see the transformation from 2001 until now and it was great.

Chairman Reynolds remarked that he also visited and wanted to express his thanks to everyone who had a part in creation the Western Overlook.

Superintendent Hanley, Barbara Black joined Jeff Reinbold to present the retired flag, from the temporary Memorial to Chuck Wagner. Chuck Wagner has been with flight 93 since the very beginning. He helped to excavate the crash site and continues to help wherever there is a need.

Commissioner Wilson remarked that Chuck Wagner probably has the best and most extensive collections of photos of the history of this whole event.

Mr. Wagner remarked that the events of September 11, 2001 brought out the best in people, the Flight 93 crash site and temporary memorials site has brought about the best of the Shanksville Community.

B. Communications

Lisa Linden of Linden Alschuler & Kaplan PR (LAK) and Debby Borza Presented the following:

The last three months were an important period of transition in the creation of the Flight 93 National Memorial.

Working with the Flight 93 Memorial partners, we told the story of the memorial's continued steady progress toward its dedication date of September 11, 2011. Through media initiatives, LAK helped in letting the world know that the building of the permanent memorial had begun and that activity on the memorial site was increasing. LAK also helped inform the public about the new temporary memorial located in an area with a powerful connection to the events of September 11, 2001 and the immediate days that followed, when the world first learned of the heroic actions of the 40 passengers and crew who lost their lives in the remote fields outside Shanksville, PA.

During this last quarter, LAK continued to help raise awareness of the efforts of the Flight 93 National Memorial Campaign, pointing out its continued success and informing the public on how to support the campaign, emphasizing the ongoing need for private contributions.

New Flight 93 Advisory Commission Members

The quarter began on a very positive note on May 1 at the last joint meeting when Secretary Salazar named G. Henry Cook and Michael F. Walther as new members of the Flight 93 Advisory Commission. Lisa Linden and LAK helped facilitate coverage of the meeting. Other news included: the announcement that the final property to build the new road from Route 30 to the memorial was purchased; Flight 93 National Memorial Campaign Manager King Laughlin's update on fundraising; and the National Park Service's (NPS) efforts regarding the memorial's oral history project.

“Banding Together”

Guided by Ed Root, Past President of the Families of Flight 93, LAK helped service a press release regarding the Macungie (PA) Band's May 22 “Banding Together for Heroes” concert and rally for the Flight 93 National Memorial.

The Western Overlook

Building activity steadily accelerated at the memorial site as spring moved into summer. On May 31, as the country celebrated Memorial Day, *WJAC-TV* noted that “construction of the permanent Flight 93 memorial is soaring ahead.” With increased activity came other changes. To protect the safety of the public while allowing a better view of the ongoing construction, the NPS created a new temporary memorial area for visitors at the Western Overlook. As the Flight 93 Memorial partners know, this was the location of the command post for the FBI, other investigators and first responders as well as the place where Flight 93 families first observed the crash site and the spot where the media first provided the world with images from the scene. Working with the NPS, LAK assisted in drafting and servicing a press release to let the public know about these changes, making sure that visitors knew they would continue to be welcome to the memorial site even as the work progressed. The release was sent out on June 23 and was well covered throughout PA and beyond. President Gordon Felt described the new visitor area best when he said, “...moving to the Western Overlook site means that we have come full circle.”

As opening day approached, LAK assisted the NPS in reinforcing public awareness of the site changes. LAK helped draft and distribute an advisory inviting the media to a press briefing on the first day at the Western Overlook.

The opening was well covered starting with a “day-of” piece in the *Pittsburgh Tribune-Review* and including on location reports from television stations *KDKA* and *WJAC*. The *Daily American* did an extended piece with comments from King Laughlin and NPS Flight 93 National Memorial Site Manager Jeff Reinbold, as well as posted an online video news story. The *AP* published a second story in less than a month on the changes titled “*New temporary*”

memorial opens in Pa. for Flight 93.” This time the pickup was nationwide with more than 90 media outlets including television and print media sites such as *Forbes.com*, *CBS News* and the *Washington Post*. Later in the month, the *AP* followed up its print coverage with a video news piece that it posted on July 23.

Much of the coverage acknowledged the work of Barbara Black and the NPS in preserving the tributes left by visitors at the previous temporary memorial, noted that tributes would continue to be accepted at the new visitor area and that many of the tributes will be part of the permanent memorial.

Donations Boost

On May 26, LAK assisted the National Park Foundation (NPF) in servicing a release announcing the \$93,000 Memorial Match initiative with Range Resources Corporation. The story was covered in the *Pittsburgh Tribune-Review*, the *Washington (PA) Observer Reporter* and the *Daily American*, as well as being posted on a number of blogs. Congratulations to King and the Campaign for the tremendous success of this initiative.

On June 14, the *Tribune-Democrat* published a piece titled “*Flight 93 work spurs donations*” that also took note of the Memorial Match program with comments from King Laughlin; Joanne Hanley, NPS Superintendent, National Parks of Western PA; and Deputy Superintendent Keith Newlin that discussed the connection between the accelerated construction activity at the memorial site and increased private giving to the Flight 93 National Memorial Campaign. To reinforce that point, LAK drafted and serviced a June 25 press release announcing that the memorial campaign had taken in \$100,000 since April 1. The *Pittsburgh Tribune-Review* and the *Tribune-Democrat* both covered the story.

Conclusion

With September 11th rapidly approaching, the next quarter will be a very active one for all of the Flight 93 Memorial partners and for the Flight 93 National Memorial site. Media interest will intensify as we approach the commemoration. LAK will be providing public relations support in the weeks leading up to the commemoration and will be on site to coordinate media before, during and after the ceremony.

Through various media initiatives, LAK will continue to tell the story to the public about the ongoing and on-schedule progress in building the memorial. As always, a priority will be to find new ways to support the Flight 93 National Memorial Campaign in its vital work to raise funds to create an inspiring and evocative memorial that will teach generations to come about the lives and heroic actions of the 40 Flight 93 passengers and crew. LAK will work to support the efforts of the Flight 93 Memorial partners in ensuring that this promise, made to our Flight 93 heroes, is met.

C. Anniversary Planning

Jeff Reinbold and Debby Borza presented the following:

The Committee has met every 2 weeks for the past several months.

Committee Members

- Henry Cook, Flight 93 Advisory Commission
- Donna Glessner, Flight 93 Advisory Commission
- Debby Borza (co-chair), 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 (co-chair), National Park Service

The 2010 memorial service will be held at the Western Overlook. The program will be similar to past services and include the reading of the names at 10:03AM and the ringing of the Remembrance Bells. All speakers have been confirmed but not announced to the public.

The 2011 memorial service will be held at the Memorial Plaza.

On July 22, the Smithsonian National Museum of American History convened a meeting of representatives from the three September 11 memorials. Flight 93 staff participated in this discussion of plans for the upcoming anniversaries. The group will continue meeting to coordinate activities and explore opportunities for joint education programs.

The guest speaker for this year's anniversary was picked because she has a place in the history of Flight 93.

The Western Overlook has a special meaning to the families of Flight 93 as does the speaker, Laura Bush.

D. Interpretive Planning

Jeff Reinbold presented the following report:

Status

On July 8, a new temporary exhibit opened at the Western Overlook. The exhibit is important to the interpretive planning process as it includes new information learned from the FBI and other authorities, and marks the first time the Partners have presented the story of Flight 93 and September 11 to visitors in a written form. The experience gained from writing the text as well as from observing visitor patterns at the Western Overlook, will be invaluable to the planning process. The Interpretive Planning Technical Committee (IPTC) reviewed the exhibit text and layout.

IPTC Members

- Brent Glass

- Donna Glessner
- Ed Linenthal
- John Reynolds
- Ed Root
- Joanne Hanley
- Barbara Black
- Jeff Reinbold

In mid-June, staff developed a scope of work for hiring an interpretive planner and on July 23, the NPS Harpers Ferry Center released a Request for Proposals to the four firms they have under an indefinite quantities contract. Harpers Ferry Center is the central interpretive planning center for the NPS. The proposals will be reviewed and a contract awarded in early August.

Staff will be coordinating with the Denver Service Center and the Design Advisory Group to integrate the interpretive planning recommendations and lessons learned from the temporary exhibit into Phase 1A and 1B. The scope of work includes time for the interpretive planner to participate in two design meetings and it is expected that the architect and key design staff will participate in the interpretive planning workshops.

We will be looking to hire an exhibit firm in the near future.

E. Friends of Flight 93

Jerry Spangler and Donna Glessner presented the following:

Administrative Activities and Accomplishments

1. The Friends have drafted and approved a strategic plan for the current year. As part of the dialogue of civic engagement exemplified by every aspect of the planning of this memorial, the Friends adopted the following Mission Statement

As Friends, we welcome worldwide all who would join us in honoring the sacrifice and courage of the passengers and crew of Flight 93 by supporting the mission of the Flight 93 National Memorial with volunteers, resources, and civic engagement so as to inspire all who visit with the Flight 93 story.

2. The Friends also adopted the following Vision Statement:

Friends of Flight 93 National Memorial is a vital partner with the National Park Service (NPS) as stewards of the final resting place of the heroes of Flight 93, and the surrounding lands. We champion the highest standards of resource management and a visitor experience that is both powerful and positive. Through the work of the Friends, Flight 93 National Memorial will remain accessible, relevant, and inspirational to present and future generations.

3. The Friends have successfully applied for designation as a 501[c][3] charitable organization status with the IRS.

4. The Friends are in discussions with National Park Service to develop a Cooperative Agreement.
5. The National Park Foundation is sponsoring a twelve month mentoring project for Friends groups entitle “Seven Regions, Seven Parks”. The seven regional directors of NPS will each nominate three Friends groups from their respective regions. The Director of the National Park Service will then select one Friends group from each of the seven regions. The Friends of Flight 93 is one of three Friends groups selected by our regional director.
6. Membership in the Friends is now over 100 with members from 10 states.
7. Friends have approved a logo and will work with NPS on a website.

Projects, Programs, Activities and Events

1. In May, Friends, Families, Ambassadors and the Somerset Community Band traveled to Macungie Pa for an event honoring the Heroes of Flight 93. The program included a joint concert by the Somerset County and Macungie Community Bands and remarks by Family members and Friends. The event was recorded. Mal Fuller has donated 100 DVDs of the two hour program. Friends agreed to market the DVDs as a fundraiser.
2. Over July 4th weekend, the community of Latrobe conducted programs and fundraisers for the Memorial. Friends participated in the events. Pastor Way participated in a community service.
3. America’s Best Idea—Friends agreed to administer a \$10,000 grant from National Park Foundation for a video interview of students at Shanksville Stonycreek Schools. The first part of the video was done in 2009. The 10 minute video should be available this fall.
4. NPF Flag fundraising project—As part of the fundraising activities for the memorial, NPF is recognizing donors with an American flag that has been flown at the memorial. Friends agreed to perform the flag-raising program.
5. As part of the land stewardship responsibilities, Friends have agreed to assist in landscaping Flight 93 Administrative Headquarters building at the site. Proposed action date: next spring.
7. Friends held a mid-year membership meeting on July 28.
8. Our annual meeting will be first Monday in December.

F. Lands

Joanne Hanley presented the following:

The National Park Service continues to work with the Department of Justice on the Svonavec tract. Pre-trial activities are currently taking place, and the Federal Court has not yet scheduled a trial date.

We continue to work with The Conservation Fund to purchase their coal rights, and will do so as soon as a title issue is resolved.

Patrick White Presented the following:

The Families of Flight 93 continue to hold the former Karen Lambert and Mock properties, for which license agreements have been entered into to allow access to the sites.

The Families of Flight 93 has closed on the Tim Lambert property, approximately 100 acres to the East of the Sacred Ground. This completes the Families list of properties under the Letter of Intent.

We are waiting for the NPS to buy these three parcels from us.

The NPS has marked the boundary of 98% of the NPS owned property.

G. Design and Construction

Joanne Hanley presented the following for Keith Newlin:

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

We are currently at about 35% completed. We are on schedule. The Ring Road Excavation and Placement has begun.

Four Week Look Ahead Work Schedule includes:

- Bulk cut and fill earthwork
- Trenching of the Flight path
- Work on the Memorial Walls

Models and samples have also been erected near the Western Overlook.

Names for the wall have be finalized by the next of kin for all forty.

Phase 1C Route 30 Park Entrance and Entry Road

- Construction proposals were received at the Denver Service Center (July 27, 2010) and the Technical Evaluation Panel is in the review stage.
- Construction Bid Award (target) no later than August 13, 2010.
- Construction completion date of July 2011
- NPS and PMA are in discussions regarding their task order for “Design Modifications to the Entry/Access Road”
- NPS is also preparing a task order for revegetation needs through NPS/DSC revegetation IDIQ contracts (using information from PMA’s task order noted above). This will include specific tasks as noted below but may also include other items:
 - Defined areas that need to be rock-hounded (ripped) for future plantings.
 - Planting and seeding needs within the limits of disturbance along the entry road corridor.
- **Phase 1B Schematic Design**

- NPS is preparing a task order for PMA for Phase 1 B design services.
- NPS is preparing a revegetation task order (via NPS IDIQ contracts) for specific items that include but are not limited to:
 - On-Site Nursery
 - Implementation of defined windbreak areas
- NPS will also be coordinating exhibit design and planning needs with Phase 1B with PMA.

Commissioner Wilson asked how many nurseries would be contacted concerning the seedling trees.

Patrick White Presented the following:

There are weekly construction conference calls for status updates. Review outstanding items and upcoming tasks.

Soil is an ongoing issue.

H. Fundraising

King Laughlin presented the following:

CAMPAIGN SUMMARY

Through the first two quarters, more than 121,000 donations totaling \$18.2 million have been received from 64,000 donors.

Range Resources Inc. generously partnered with the Campaign to conduct a successful “Memorial Match” donation program. Between Memorial Day and the Fourth of July, gifts to the Campaign were matched dollar-for-dollar by Range Resources; additionally, for every new friend who joined Flight 93’s Facebook page, the company donated \$1. As a result, \$103,000 was raised for the Campaign and the number of Facebook fans has increased by 300 percent.

Hard Rock Cafe partnered with the Campaign for “Crank It Up!” – a customer-driven fundraising initiative for Flight 93. Throughout July, specially trained staff at Hard Rock restaurants in Boston, Cleveland, Philadelphia, Pittsburgh, San Francisco, and Washington DC invited diners to round up their bill or to add a donation onto their bill as a donation. To date over \$20,000 has been raised for the Campaign.

OTHER INITIATIVES OF NOTE

The Davey Tree Expert Company has concluded its field and analytical survey of existing trees and vegetation at Flight 93 under the supervision of the National Park Service. A complete report of the findings and recommendations regarding future planting is expected during the first part of August and will be shared with Flight 93’s design team. The in-kind value of Davey’s donation to the Campaign is \$25,000.

EarthCam Inc. and the Campaign reached an agreement in late June to place a sophisticated webcam at Flight 93. Placed at the western overlook, the camera will broadcast live high-

definition panoramic images of Flight 93 and the progress of construction via the internet. Starting this month, viewers will be able to access the camera and archived images through the Campaign's website, www.honorflight93.org. The in-kind value of EarthCam's donation of equipment, installation, and two years of broadband service to the Campaign is approximately \$45,000.

MUSCO Lighting and the Campaign reached a working agreement that will result in a significant donation of equipment and services to provide custom-engineered lighting solutions for the Flight 93 National Memorial. MUSCO, the National Park Service, and the project design team are reviewing equipment for Phase 1A, as well as looking at options for lighting new areas of the memorial's design. MUSCO will also begin working with the design team on lighting for Phase 1B. MUSCO has provided similar expertise for lighting the White House, the Washington Monument, and Big Bend National Park most recently. The in-kind value of MUSCO's donation has not been fully calculated but is estimated to be in excess of \$250,000 for Phase 1.

CAMPAIGN ACTIVITIES

In the coming months, several major activities are being planned to help support the Campaign and building the Flight 93 National Memorial. These include:

Tuesday Before the Barclays. A dinner and golf tournament at the prestigious Essex County Country Club in West Orange, New Jersey, just a few miles from Newark Liberty International Airport where Flight 93 originated. Governor Tom Ridge is the guest of honor for the event, which will take place on August 23-24. Sponsorships are still available, and foursomes and individual golfers are encouraged to sign up.

Forty for Forty. The Pittsburgh Steelers are once again offering to host a dinner and program at Heinz Field to benefit the Campaign. The concept calls for a host committee of 40 current and former Steelers players, coaches, and broadcasters to join together in recognizing the 40 men and women of Flight 93. The event is being planned for November 17. Sponsorships at all levels and benefit packages are available.

CONCLUSION

Last month, about a dozen Flight 93 partners met in Washington DC to discuss private fundraising for the Flight 93 National Memorial. The Campaign presented an ambitious strategy designed to raise some \$15 million in additional funds in the coming months. The catalyst for progress and success is the tenth anniversary of September 11 when the eyes of the world will once again be focused on Shanksville, Pennsylvania and the brave actions of the men and women of Flight 93.

Commissioner Wilson asked how far we are from our goal. Mr. Laughlin answered 15 million net.

VIII. Old Business

IX. New Business

National September 11th Memorial & Museum

Alice Greenald, Director, Memorial Museum, Ryan Pawling, Amy Weinstein presented the following:

She reported on the status of the memorial, the projected visitor experience and presented a slide presentation.

Commissioner Glass asked what they have seen as their biggest challenges to get to the point where they are.

Ms. Greenald answered that the proximity of time to these events; the fact that we are trying to build the memorial within the decade of the event. The questions that the public is asking are changing as the time goes by and we must change to meet their questions.

Commissioner Wilson asked if this was a completely private funded project.

Ms. Greenald answered that they had received 250,000 dollars of HUD money. There was also 80 million dollars given by the State of New York. The remainder is private funded.

Commissioner Glass asked what they project their attendance to be.

Ms. Greenald answered 5 to 7 million people per year.

Commissioner Reynolds asked if there was a resource center.

Ms. Greenald answered that yes there was a resource center, but the web would be the way most people would access information.

Commissioner Reynolds thanked them for coming.

X. Public Comment

Chairman Reynolds invited those who wished to give public comment to limit their comments to five minutes.

Debby Borza

Personally thanked the Task Force for their work in completing the mission statement.

Mike Polen

Presented copies of a song he wrote for the Families.

Barry Smith

Mr. Smith is a volunteer Flight 93 Ambassador who expressed his continued gratitude to be able to present the Flight 93 story, and felt it was an honor and a privilege to do so. He told the story of his experiences in July with the Temporary Memorial closing and the Western Overlook opening.

Ralph College

The people of the United States found unity after September 11, 2001. The passenger and Crew also found unity that day. The Task Force sun setting is a celebration and thank you for what you have done.

Grant Wollacott

Mr. Woollacott read a story he had written about Kristin White Gould.

Paul Ritchey

Expressed his gratitude for the work done by the Task Force, also sang "God Bless America".

Christine Fraser

Expressed her gratitude to the Task Force for their work, she also praised everyone for their individual skills. She is proud that her sister was one of the people who saved the capitol. Her sister was destined for greatness and now the world knows that too.

VI. Adjournment

Meeting adjourned by Chairman Reynolds, who ended the meeting by saying Let's go Break Ground.

Then next meeting of the Commission and Task Force will be November 13, 2010.

The meeting was adjourned at 11:00PM.

Minutes prepared by:

Christina Brown, Flight 93 National Memorial



**Motion 10-01 of the Flight 93 Advisory Commission
August 7, 2010**

WHEREAS: On Sunday May 2, 2010, representatives from the Flight 93 Advisory Commission, Flight 93 Memorial Task Force, National Park Foundation, Families of Flight 93, Friends of the Flight 93 National Memorial, and the National Park Service convened at a partnership leadership summit, the purposes of which were as follows:

- to identify where the partnership is today, and where it needs to go to complete the Memorial, agreeing on the critical tasks in the major areas of joint work, and
- to restructure the partnership structure, decision-making, and partner roles and responsibilities as needed as we move from planning to implementation.

WHEREAS: The critical and major areas of interest in which the partners wish to continue to have a strong, active voice, and which will be the focus of continuing activity include:

- Fundraising
- Design and Construction,
- Interpretive & Education Planning,
- Anniversary Planning.
- Communications
- Lands

WHEREAS: The remainder of work of the committees from the past eight years, which were under the auspices of the Flight 93 Memorial Task Force, has transitioned to NPS operations, including archives, temporary memorial management, and volunteers. Other committees fulfilled their purpose and are expired, including boundary, GMP, design competition, and mission statement.

WHEREAS: Pursuant to Section 4 (b) of Public Law 107-226, enacted by the Congress of the United States for the purpose of establishing the Flight 93 National Memorial, “the Flight 93 Advisory Commission shall consist of 15 members, including the Director of the National Park Service, or the Director’s designee, and 14 members appointed by the Secretary from recommendations of the Flight 93 Task Force.”

WHEREAS: Pursuant to Section 4 (f) of Public Law 107-226, enacted by the Congress of the United States for the purpose of establishing the Flight 93 National Memorial, “the Commission shall meet at the call of the Chairperson or a majority of the members, but not less often than quarterly.”

NOW THEREFORE BE IT RESOLVED BY THE FLIGHT 93 ADVISORY COMMISSION THAT:

The Flight 93 Advisory Commission is in agreement with the unanimous consent of the representatives of the partner representatives who attended the May 2, 2010 summit, and is in agreement with the unanimous consent of the Flight 93 Memorial Task Force Executive Committee, which met by conference call on July 16, 2010, that the following recommendations be adopted:

1. The Task Force will be restructured to retain two active co-chairs. These co-chairs will be responsible for convening a nominating committee when there are vacancies on the Flight 93 Advisory Commission for the purpose of soliciting, interviewing, and recommending nominees to fill the vacancies to the Secretary of the Interior. The co-chairs will also retain the authority to activate committees of the task force on an as-needed basis, in consultation with the partnership leadership.
2. A Partnership Leadership committee will be formed as a subcommittee of the Commission, and will be comprised of two co-chairs consisting of the Commission Chair and a designee of the Families of Flight 93; and up to two representatives each from the Commission, the Families, the Friends of the Flight 93 National Memorial and the National Park Foundation.
 - Committees under the partnership leadership will include but not be limited to fundraising, design & construction, interpretation & education planning, anniversary planning, communications and lands. These committees will report at each meeting of the Flight 93 Advisory Commission.
3. The Commission will request a revision of Section 4 (f) of Public Law 107-226 enacted by the Congress of the United States for the purpose of establishing the Flight 93 National Memorial, to read, “the Commission shall meet at the call of the Chairperson or a majority of the members, up to four times a year.”
4. At each Commission meeting, the Families of Flight 93 will have time allotted to present a standing report on family related matters including, but not limited to memorial activities and public funding/government relations.
5. At each Commission meeting, the NPS will have time allotted to present standing reports on operational activities, including but not limited to temporary memorial operations, volunteer and Ambassador activities, archives, oral history and collections.
6. At each Commission meeting, the Friends of Flight 93 National Memorial will have time allotted to present a report on their activities.

BE IT FURTHER RESOLVED BY THE FLIGHT 93 ADVISORY COMMISSION that the Commission expresses its sincere thanks and gratitude to the hundreds of dedicated citizens and family members of Flight 93 who labored with love and commitment from the inception of the Flight 93 Memorial Task Force, to today, to ensure that the permanent memorial to honor the passengers and crew of Flight 93 would be built in an appropriate and fitting manner.

The Commission further wishes to thank the past and current co-chairs of the Task Force, including Judge Kim Gibson, Mr. Larry Catuzzi, Mr. Patrick White and Mr. Jerry Spangler, for their vision, leadership and tenacity in helping to keep this project on track and on task over the last 8 years.

Additionally, in 2002, the Somerset County Commissioners had the foresight to give guidance, direction and support to a group of local community members, national leaders, and family members in organizing, nurturing and sustaining the grassroots Task Force organization.

Adopted by the Commission at its meeting of August 7, 2010 held in Somerset, Pennsylvania.

Organization of the Flight 93 National Memorial Partnership

