

**Minutes of the Flight 93 Advisory Commission Meeting**  
**Meeting Number 9**  
**Saturday, June 25, 2005**  
**Somerset County Courthouse**  
**Somerset, Pennsylvania**

**Minutes prepared by:**  
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Chairman John Reynolds called the meeting to order at 1:00 P.M.

**Commissioners Present:**

Mr. John Reynolds, Chair  
Ms. Donna Glessner, Vice Chair  
Mr. Larry Catuzzi  
Mr. John Felt  
Dr. Brent Glass (Via telephone)  
Mr. Jerry Guadagno  
Dr. Ed Linenthal  
Mr. Ken Nacke  
Mr. Gary Singel  
Mr. Jerry Spangler  
Mr. Dan Sullivan  
Ms. Pamela Tokar-Ickes  
Mr. Greg Walker  
Mr. Calvin Wilson

**I. Opening of Meeting and Pledge of Allegiance**

Chairman Reynolds welcomed the Commissioners and the members of the public, and formally opened the meeting of the Flight 93 Advisory Commission. Superintendent Hanley then led everyone in the Pledge of Allegiance.

*Chairman Reynolds* – “Thank you all. Do we have any introductions we need to make today? I don’t believe we do, but I’d like to make a few remarks. There is so much that goes on with this project between every meeting with the different committees and individuals that have committed themselves. I always worry that we don’t say thanks. So I’m going to try to do some of that today.”

**II. Welcome, Introductions and Opening Remarks**

*Chairman Reynolds* – “First I want to thank everyone that had anything to do with the fundraising event in Pittsburgh on the 23<sup>rd</sup>, a couple of days ago. Dan Sullivan and Mike Rossi thank you both very, very much for your generous contributions. Thank you to Ketchum, Bob Carter and Caryn Collier; your work was invaluable. I want to thank all the family members who participated and help set it up. I also want to thank the National Park Foundation for participating in that meeting.

We mentioned earlier that sometimes, when the first major fundraising activity is extremely successful, it sets the tone for the rest of the fundraising campaign. The excitement that comes out of the donation from FedEx, and the excitement of the people who spoke at the meeting on

the 23<sup>rd</sup> will affect the fundraising effort for the rest of this campaign in a positive way. Our eternal thanks and admiration for everyone who was involved in that.

I'd also like to thank the Communications Oversight Committee. The work that has been done to assist all the partners in being able to communicate effectively as we move into a very complex set of conditions over the next several months is deeply appreciated. Pam Tokar-Ickes, I'd like to thank you for all your leadership with that committee.

The Design Oversight Committee has provided incredibly exciting and highly professional work, and has included all of the partners. Thanks to Gina Farfour, Tim Baird and Calvin Wilson, who have all been deeply involved. Jeff Reinbold, Helene Fried, Don Stansky and all the Phase I Jurors - thanks for the incredible job you've done. Now as we move to Phase II, excitement mounts.

Kenny Nacke chairs the Family Memorial Committee. All of you that were here this morning heard Kenny's description of what happened in San Francisco at the last family meeting. The level of excitement and the level of care that's expressed in these meetings are amazing. Kenny, you just did a great job.

All the TV coverage and the warmth of the families who come to these meetings are phenomenal. The families embrace anyone that wants to join with them. It's so apparent that it even comes through on television. So thank you to all the family members.

The Fundraising Oversight Committee with the leadership of Rick Stafford has been doing a wonderful job in cooperation with Ketchum. Again, deep appreciation from all of us.

One thing that we don't often talk about is Administration and Budget Committee, and Gary Singel's ability to quietly make sure that everything is being done well and correctly. He keeps us all not only on track but out of trouble. A personal thanks for something that's not very visible very often.

I would like to thank the West Coast families who have done such a great job for us; of course, the leadership of Catherine Miller on our newsletter. We also want to thank Catherine Bentley who cannot be with us today. She is a new addition with the Lands staff. She's also a friend of Rich Guadagno, and has an emotional attachment to this project in addition to her professionalism. Thanks to the Lands Oversight Committee who is providing impetus to us all to acquire land.

Thank you to Barbara Black and Joy Stella on the Archives Committee. Very few new national parks have had the kind of attention to existing and future collections as we do; both the artifacts that are left at the site, and the oral history. Our thanks for your leadership.

Donna Glessner, we can't help but be amazed every time we hear you talk about what's happening at the Temporary Memorial and with the ambassadors. I also want to thank Joanne Hanley for her continued leadership.

I want to point out the Heinz magazine – "H", which featured a six or seven page article on Flight 93. If anyone wants to see one you can call Joanne or Jeff. Commissioners will receive one in the mail.

I want to make one other request before we start. From now on when we vote, we will include not only those in favor and those opposed, but abstentions as well. We have neglected to do that in the past, except for one time.

### **III. Housekeeping**

*Superintendent Hanley* – “There will be opportunity for public comment. After each motion is made and before the final vote is taken, there will be opportunity for public discussion. Because the audience is so small and this is such an intimate gathering there is also opportunity for questions.”

### **IV. Review and Approval of Minutes from April 16, 2005**

*Chairman Reynolds* -- “First item on the agenda is review and approval of the minutes of the last meeting. There are new set of minutes in front of each commissioner. The two grammatical errors have been corrected. Do I have a motion?”

*Question from Commissioner Catuzzi:* “I just have one question, Mr. Chairman for clarification. Page three, first paragraph - have we purchased mineral rights from PBS Coal or have they retained them?”

*Answer from Superintendent Hanley* -- “PBS has sold mineral rights to the Conservation Fund in the southern part of the boundary.”

*Question from Commissioner Catuzzi* – “I just want to make sure what we’re saying is correct in the minutes. Have we purchased underground mineral rights from PBS?”

*Answer from Bill Sindelar, NPS, in the audience* - “The Conservation Fund did purchase them.”

*Question from Commissioner Catuzzi* – “They did do that? PBS did not retain those rights?”

*Answer from Bill Sindelar, NPS, in the audience* “The Conservation Fund owns those rights.”

*Commissioner Catuzzi* – “That’s fine. I’m fine with that, Mr. Chairman.”

### **Motion 05-14 Regarding the Approval of Minutes from April 16, 2005**

The Commission approves the minutes of April 16, 2005.

Moved: Commissioner Catuzzi

Second: Commissioner Felt

Discussion from Commissioners: None

Discussion from Public: None

Vote: All in favor; none opposed; none abstained.

Motion passes.

### **V. Reports**

#### **A. Lands Update**

*Superintendent Joanne Hanley*

“I have the pleasure of announcing that Katherine Bentley, who is a land acquisition officer for the National Park Service in Philadelphia, is duty stationed here in Somerset. She is with us for a minimum of three perhaps four months. Every week, she is here for three to five days. She comes

and meets with the landowners, with the realtors, and with attorneys in an effort to further our relationships and acquisition efforts. As Chairman Reynolds indicated, Catherine comes with a wealth of knowledge, information and spirit. She has a real heartfelt connection to this project.

I'm going to talk first about the properties inside the fence and obviously I won't mention any of the landowner's names. Catherine met with one landowner inside the fence and talked with them numerous times to discuss the offer that we gave to them. She discussed their expectations. She will continue to have meetings with them. She's actively looking for other properties for this landowner and has developed a relationship with them.

An offer was made to another landowner inside the fence. This offer is under their consideration and we're waiting for a counter offer from them. Remember we really can't do anything until we receive a counter offer; we then begin negotiations and dialogue about what the possibilities are.

Another property inside the fence has had the appraisal inspection finished. The Department of Interior is reviewing the appraisal and we are waiting to receive it. Relocation packages also being prepared for this landowner.

There is one more property inside the fence with which we're dealing, and we should be getting that appraisal back in a couple of weeks. It's a much more complicated appraisal and it's taking a little bit longer to establish comparables and fair market values.

Moving outside the fence in terms of what the Park Service is doing, - the Commission gave a mandate to the National Park Service at the last meeting, that as properties become available within the boundary, in particularly with the 1500 acres that is slated for acquisition, we should move on doing pre-acquisition work. The NPS Lands Office is working on four additional properties outside of the fence. Appraisals have been ordered, one appraisal is underway for these properties."

Superintendent Hanley then went over the acquisition charts that are presented as *Appendix A and Appendix B*.

*Superintendent Hanley -*

"Finally, in terms of land acquisition for the next year in FY 06, the Administration's budget included \$4.28 million for land acquisition for Flight 93. The House zeroed out land acquisition not only for Flight 93 but all land acquisition in the National Park Service. The Senate bill has the same figure as the administration's proposal (\$4.28 million) for land acquisition. Both the Senate and the House will go to conference committee to resolve the difference between the House and Senate mark-ups in the next couple of weeks."

## **B. Design Oversight Update**

*Jeff Reinbold and Helene Fried*

*Mr. Reinbold --* "Thank you Mr. Chairman. Tim Baird and Gina Farfour cannot be here today and asked me to do the report on behalf of the Design Oversight Committee. I did want to let you know we do have a motion regarding the next meeting date for the Commission.

Before I turn it over to Helene, I want to let you know we had the Stage 1 Jury in town for two days in the middle of this past week. Their job was to come back and look at the designs, the five final submittals that have come in, and make sure that the designs were the evolution of the ideas

that the Stage I jury originally approved. Part of the discussion was about the things that moved and impressed them the most about this competition.

One of the points made was that most of the Stage I jury have been involved in design competitions half their professional lives. They felt that our competition had a high level of integrity for the process, and the fact that they did not feel pressured politically, from partners or from anyone else. The Stage I jurors felt like we've been defenders of the process. We probably don't thank Don and Helene enough because we often think of them more sitting at the table with us, and less as consultants. They deserve a lot of thanks for sticking to the process and making sure that we maintain the integrity. With that I will turn it over to Helene Fried.

*Ms. Fried* – “Mr. Chairman, Commissioners, families, partners, and friends. I want to begin with a personal note. As you know Don and I have a contractual agreement with the families and partners to perform certain duties on behalf of the Flight 93 National Memorial Design Competition. We've been asked to do a couple of things outside of that contract, and one of them for me was the pleasure of working with the families of Flight 93 at the San Francisco meeting and event last Thursday.

I want to support what Kenny said and say one additional thing. This is the second year I've had the pleasure of organizing and working with the media on this project. It was the second year in which we had as Kenny said, a fabulous turnout. I wanted to especially acknowledge Carol O'Hare and Dorothy Garcia as family members for their support and hard work with the media. In many cases the media have become friends with the families, and so one of the reasons we were able to do that phenomenal job was because the family members in San Francisco participated in making that happen.

Two years ago many of the family members didn't want to talk to the media. Kenny gave his pep talk, which is now legendary .....we'll all pull this together, and if you're nervous we can train you and if you don't want to speak to the media it's okay..... At this last meeting you saw all the family members readily available and poised to help support the planning for the new memorial. For me personally it was a great pleasure in that regard.

Don and I are very pleased at this juncture to report to you officially that all five finalists have complied with the Stage II guidelines, which means in addition to simply submitting all the material required, they submitted the names of their full technical as well as design team. Finally, something in which I'm sure many of you will be interested, they all designed to a \$20 million budget and they are all within ten percent of that, which we think is terrific. That, combined with the results of the recent Stage I jury meeting, have the five finalists officially entered into Stage II of the competition.

On behalf of the DOC and my colleague Don Stastny, it is my great pleasure to report all of this to you. This is a real milestone in the design competition. You will see this afternoon when you visit the exhibit, the finalists have all submitted five ideas that are uniquely and abundantly different. They all have the same number of models, a site plan, and the same required pieces of information. We would encourage you to look at them closely. We are looking forward to the public, the partners, and the families making comments. Any comments received before August 1<sup>st</sup> will be given to the Stage II jury for consideration.

Don and I will be back the first week of August to meet with the Stage II Jurors. There are 15 voting members and one non-voting member. Eight are members from the Families of Flight 93 and partners; seven are members from the professional community and the larger general public.

Of those seven members, three are from the Somerset/Shanksville Community and the others are professionals.”

Helene discussed further the steps of the Stage II jury, the jury report, and site visits.

“I want to say on behalf of Don Stastny and myself, thank you to the members of the Design Oversight Committee. There are some terrific things about having such a small committee with which to work, and one of them is to get to know people. To Jeff Reinbold especially and to Joanne Hanley, the NPS has been terrific in helping us facilitate all the things that are necessary for this process. Certainly to the Jurors of Stage I, thank you very much. It was a spirited and generous group and we look forward to your passing the baton to the Stage II jurors.”

*Commissioner Nacke* – “Mr. Chairmen and the rest of the Commissioners - a lot of people were involved in planning the west coast trip and without Joanne, Carol O’Hare, Caryn Collier, and Patrick White, this would not have been possible. You can’t imagine what we accomplished in a short period of time. Those people, the Park Service, the design consultants and everyone else - you are all so amazing and we appreciate all your help. I just want to put that on the record.”

*Mr. Reinbold*– “Thank you Mr. Chairman. We hope that as a group - the Commission will go over to see the designs after this meeting. The gallery will be open to all of the partners and the families until 6:00 PM tonight and also from 12:00 noon to 5:00 PM tomorrow.

This week we are going to brief the ambassadors at the exhibit on Tuesday. On Wednesday evening we are having a training session for volunteers. Anyone who is interested in volunteering at the gallery please see me or see Adam Shaffer.

This Thursday night from 5:00 PM to 8:00 PM, we will be holding an open house, a sneak preview for the local community and an opportunity for them to come out and see the designs in advance of the official opening. Friday is the official opening of the Stage II exhibit. As Helene mentioned, that will run to September 25<sup>th</sup>. The hours will be Wednesday through Sunday from noon until 7:00 PM. We will be close Monday and Tuesday.

I also wanted to mention that on this Friday, all of the material from the five finalists will be on the website for viewing and for comment.

The final point I want to mention is that we’ll have the Stage II jury in Somerset the beginning of August. We are scheduled to have the next Commission Meeting on August 20<sup>th</sup> to accept and adopt the jury report. That is not enough time to do complete briefings for all of the partner organizations prior to the Commission voting on the recommended design.

Through numerous discussions with the families and partner groups, we have a motion to move the August 20<sup>th</sup> Commission meeting to September 7<sup>th</sup> in Washington DC.

**Motion 05-15 Regarding Moving the August Meeting**

The Commission approves moving the August 20<sup>th</sup>, 2005 Commission meeting to September 7, 2005 in Washington DC.

Moved: Commissioner Wilson  
Second: Commissioner Spangler

Discussion from Commissioners: None  
Discussion from Public: None

Vote: All in favor; none opposed  
Motion passes.

### **C. General Management Plan Update**

*Jeff Reinbold*

Jeff discussed one issue that has arisen with the timing of the approval of the GMP and that they are running a bit behind because they were originally a bit ambitious. The schedule needs to be moved around slightly, and it does not affect the Commission's ability to make a recommendation in September. It does give more time to make sure that a thorough job has been done, and that all the partners, the National Park Service, and most importantly the public has an adequate opportunity to review the plan.

“What we would see in the next several weeks is the GMP Committee working on the chapters of the plan. We will schedule for all the partners a phone conference to explain the General Management Plan and walk people through it. Then probably several weeks later you will have the opportunity to call and ask any questions that you have as a part of the plan.”

### **Motion 05-16 Regarding the Announcement of the General Management Plan**

The Commission approves the announcement of the draft General Management Plan and Environmental Impact Statement at the September 7, 2005 meeting.

Moved: Commissioner Catuzzi

Second: Commissioner Sullivan

Discussion from Commissioners:

*Question from Commissioner Spangler* “When it's announced, will there be a time period for review after that?”

*Answer from Mr. Reinbold* – “Correct. There's a 45 day comment period.”

Discussion from Public: None

Vote: All in favor; none opposed, no abstentions.

Motion passes.

*Mr. Reinbold* – “Some of you have met Eileen Carlton who is our EIS consultant. She is probably the most quite, modest person you'll ever meet. She has spent an incredible amount of time and dedication working on this management plan. She deserves a lot of the thanks.

Jeff then discussed two other related projects that have to do with the planning near the memorial.

“I had the opportunity to meet with representatives from the Southern Alleghenies Planning and Development Commission. They are essentially responsible for regional road projects. I talked with them and Penn Dot about road improvements along US 30 that are needed as part of the memorial project. I was very concerned that we not hamper Somerset County's ability to get other projects done by what's needed near the memorial. Penn DOT has agreed to create a list of the projects for Somerset County and a separate list of national priority projects related to US 30. So that's good news at this point.

I would also like to mention another initiative that we're supporting - the Rural Heritage Development Initiative, which is being sponsored by the National Trust for Historic Preservation and funded by the Kellogg Foundation. They are looking for two regions in the country to receive a significant grant to promote heritage and tourism. Several of the organizations in this

area, plus Somerset County and some of the neighboring counties have partnered together to put in a proposal. If they are selected as one of these two very prestigious projects, they would receive funds to support heritage projects for enhancing quality of life for residents and protecting the rural character of the community, which is obviously something we've talked about at the memorial. That is an exciting project as well."

#### **D. Fundraising Oversight Update**

*Bob Carter and Caryn Collier, Ketchum*

*Mr. Carter* – "I thought it would be good to give some context as part of our report. To be successful first of all is the case we present for the project; it's emotion, it's energy and it's rationale. The second criteria is the resources; do we have the resources available to be successful? Third is leadership. Do we have appropriate leadership to make the project happen? I summarized that because at the luncheon that occurred in Pittsburgh, and to which we were referring earlier, we had all three of those elements successfully present. We had the case for support, we had leadership and we had the resources. By the way Mr. Maxwell King of the Heinz Endowments hosted this luncheon, as well as Mr. Michael Rossi of Fed Ex, and Mr. Dan Sullivan of Fed Ex Ground.

Each person who spoke at this lunch made the case very compelling. Hamilton Peterson from the Families of Flight 93 spoke. Max King from the Heinz Endowments spoke. We also had Mike Watson of the Mellon Foundation and Dan Sullivan speak. Each came from a very different perspective and brought power to the case for support.

Our guests included very good prospects. We would have liked to have had 25 or 30 more attend, but it was largely a matter of scheduling.

We have resources that are working. We also have the good fortune of having enlisted a Four Star General, General Tommy Franks, who gave a very compelling talk as honorary co-chair of this committee.

Dan Sullivan the CEO of FedEx Ground spoke about not only his company's commitment to this, but how he arrived at his personal commitment. Dan then made the announcement of a \$1 million gift from Fed Ex as part of leadership in this launch phase. For that we thank you very much.

We are continuing to evaluate prospects and look at the number of prospects needed to be successful. I think we are positioning very well at this point. I will be the first to tell you, we think we're in good shape now. We are very aggressive with our follow up on leadership and we will continue that kind of momentum.

Caryn Collier is going to talk about some more specifics."

*Ms. Collier* – "Thanks, Bob. Good afternoon. Just a couple of other things on the fundraising front. My sincere thanks Dan; I appreciate it. Mike, thank you very much for hosting the event. It was very much appreciated. We will be in touch. With respect to total gifts raised to date, I'm pleased to report we have raised \$1,344,400.00 to date from 13 gifts. I actually received in an e-mail this morning, notice that we received a \$13,500 gift check from the Son's of Italy last night. I'm also pleased also to report that we have four active proposals of which we have possibly a value of over \$1 million effective Monday, if not Sunday. We plan on putting approximately eight more proposals out on the street based upon this last luncheon.

We continue to try to understand, determine, and explore some of the prospects that our friends and partners have. We are traveling around the country speaking to people specifically about who they know and how they can get us help and continue to position themselves to the national face of this campaign.

With respect to our partners at the National Park Foundation, I'm pleased to say we have hired our first staff associate; her name is Alyssa Henley. She's an excellent person, she started in June and she's really keeping the fire running there in Washington.

We just started to generate some conversations with MARC USA, our new communications and public relations firm and we're going to start working together hopefully soon, on our materials so that we have tangible materials to take out, i.e. brochures and videos.

The Funding Oversight Committee continues to meet at least twice a month. We continue to work with the families and their Board of Directors, giving presentations and updates as needed. We are in the process of preparing for our public phase, which is scheduled to begin this fall.

Just a side note here, we have been working another initiative with respect to registering the fundraising or the permission to raise funds in various states. So there are 39 states in which we need to register. I am pleased to report that on Friday we only had three more left. So that's 36 states that we've been registered in and are ready to go. We are getting into position to make this a much more national initiative.

On a final note I just wanted to say that I am privileged to be part of this extraordinary event and couldn't be doing this without the support of some key folks. I would just like to take this moment to extend my gratitude to Joanne Hanley, John Reynolds, and Hamilton Peterson from the families, Rick Stafford, who is our chair of the Fundraising Oversight Committee and the National Park Foundation. Thank you."

## **E. Communications Oversight Update**

*Commissioner Tokar-Ickes*

*Commissioner Tokar-Ickes* – "At our last task force meeting I reported that interviews had been conducted with five communications firms that had responded to the RFP issued by the Families of Flight 93 to serve in the capacity as the project communications consultant. Two second interviews were held and I'm very pleased to introduce to you, one of the advisors of the dynamic and very talented team of MARC USA.

MARC USA pursued this project with determination and impressed the members of the Communications Oversight Committee with their "can do approach" and with their "will do" attitude. In their response to the RFP each of the members of the MARC team individually addressed why they wanted to work on this project and here is one example.

.....The opportunity to communicate on behalf of Americans, who in their selfless actions changed the course of history, is not only an honor but one that truly inspires me. The collective decision made by the passengers and crew made me realize that even though the hijacking was an evil act, the goodness of man still exists.....

Those are the words of Chris Martin who represents the MARC team here today, and Chris will be giving an overview of their activities and plans as being selected as our communications consultant. So ladies and gentlemen, Chris Martin."

*Mr. Martin* – “Mr. Chairman, members of the Advisory Commission, partners, families, thank you for inviting me here today to speak to you on behalf of MARC USA and our communication efforts for the Flight 93 National Memorial Project.

As you’ll see MARC USA is a very visual company and today we put together a Power Point presentation. So members of the advisory commission and the families that were in San Francisco may remember this presentation.

Today I’d like to talk about MARC PR, how we work on the Flight 93 Memorial Project and I’ll answer any questions that you have. MARC PR is a full service division of MARC USA. We are a full service national innovative marketing and communications firm headquartered in Pittsburgh with offices in Chicago, Dallas and a new office in Miami. A few family members had asked what does MARC stand for; Marketing, Advertising, Research Consultants. What that means as we go through the presentation is that we’ve combined a lot of research into our strategy as far as our communications efforts for Flight 93.

More importantly right now our services as they relate to the Flight 93 Memorial Project focus on media relations and media training, crisis communications in the event that we need to go into that mode and then also reputation management.

Some of our clients that we have nationally include non-profits and the reason we incorporate these slides is we want to let you know that we have experience on a national level. We have experience working with non-profit organizations and then also government agencies as well.

What we want to talk a little bit about is how we work. A lot of people always ask us ...what do PR people do? We tell them we develop and take messages from our clients to the media. That’s our job. Our job is to develop those messages and communicate them on their behalf.

So how we do that? Obviously that takes a lot of collaboration. We have to come to you and ask many many questions, which we’ve done, and which we will continue to do.

The next question is ....to whom do we talk to, who is the audience? What do you want to say and how do we say it? Most importantly when do we say it, and through what vehicles will we use the communication?

Our main objective from MARC USA is to raise awareness for the Flight 93 National Memorial and that means we are going to encourage people to visit the site, donate money, and remember and honor the passengers and crew of Flight 93. Controlling the message is to keep everyone informed, and that we communicate with clarity and consistency across the board. We talk with one voice. That is very important as we move forward so that we can achieve great results in terms of our communications efforts.

From there, we always ask ourselves, who is our audience? For the reasons of our plan and our strategy moving forward, we’ve broken that down into two main functions, internal and external. Our internal audience includes families, Task Force, National Park Service, the Advisory Commission and other partner organizations. Our external audiences are the general public, donors and the media.

A lot of the times I ask my clients and their friends and family members personally, what is the message? In this instance for Flight 93, we want people to know that the Flight 93 National Memorial will serve to honor the heroism, courage and enduring sacrifice the passengers willfully

gave. That is our utmost objective. We want people who walk away to know that these people did a courageous thing.

This is a very powerful story for us to tell, a very emotional one. Realizing that with the emotion and power comes a level of pride that we also must communicate.

Our third point is that the final resting place for a group of heroes, the Flight 93 National Memorial will showcase the powerful choices that these heroes made. Something that we're really going to focus our story on is the choices these people made.

And lastly the most poignant statements written or said about Flight 93 is that it was a common field one-day and field of honor forever. That's something we're going to continue through our message and as we move forward in our process.

So what does that mean in terms of our role, of MARC USA? Our role is to control the message to build the audiences internally and externally. That means we want to work very closely with the Commission and family members, the Task Force, the National Park Service and other consultants and partners that are involved in the project so that we have a solid voice across the board.

We feel it is very important for us to move forward with efforts to survey the families, partner organizations, everyone involved, focusing on our internal audiences. We want to ask targeting questions. We are confident within the next two weeks we'll have a survey ready and we'll be able to get valuable feedback that will allow us to communicate more effectively throughout the process.

We need to ask our audience members to provide feedback for us in terms of when you want information, how do you want it, in what manner do you want it, etc. That will allow us to make sure that we have the background that is necessary to move forward.

In addition we know that there is a certain component at the spokesperson level that is necessary, and obviously participation is optional for family members. We certainly want to start working in conjunction with family members to support their efforts as well as the other partner organizations.

So one of the things we're looking at and we're really going to encourage is media training so that we can all be on point to provide strong messages that are necessary as we move forward in our efforts.

As far as internal communications, we want to support Carole O'Hare's existing efforts and move forward. Keeping the families involved in what's going on with the project is important. We have the e-mail system and website to utilize.

Another portion of our message is focusing on the external media, the general public and our donors. We break out the media into three different levels. National, which would be the Today Show and Good Morning America, CNN and Washington Post, major national media outlets. Then the regional would be focused on regional newspapers such as The Boston Herald, Pittsburgh Post Gazette for example. Then the grassroots efforts will be the community newspapers, radio and local television that has been very solid in their support of Flight 93. Then there's the general public and the donor.

The content of communications for our general audience will be focused on a few things including the mission statement, which we have incorporated in our message. We feel very strongly the final selected design is going to set the tone and the feel for the overall memorial. Once that decision has been made we will incorporate that in to our message plan as well and that will help set the tone.

We'll be working with Ketchum on the fundraising milestones and if I may take a step back as far as the design is concerned, we are working very closely with Jeff Reinbold and the Design Oversight Committee to incorporate their process and support as well. We will also looking at special events with the news when the final design will be announced, and move forward in terms of other announcements.

The spokespeople and the media are also an important part of this in terms of how we tell the story. As I mentioned earlier media training will offered and will be focused on how we communicate externally; how we anticipate questions and again be comfortable in front of the media.

External communications is focused on a few vehicles that we refer to constantly in our business and those are press kits, news releases. We will also hold special events relative to whether it is fundraising, whether it's design, the website or a potential direct mail.

As I mentioned before one major component is the research aspect. We went to our research team at MARC and asked them to provide some initial background information that would help us in terms of drafting our message. We fielded an online survey to respondents, which included residents across the country and Pennsylvania residents.

In response to the question...*if distance was not an issue and the opportunity presented itself would you visit a memorial on the site of the Flight 93 occurrence?* Overwhelmingly the response was yes, both for US and Pennsylvania residents. That tells us that across the nation there is much interest in national memorial project. In Pennsylvania we had 83 percent response rate in terms of yes for traveling to the memorial. We do not have to tailor our media messages differently for the nation and Pennsylvania.

The next question we asked, ...*how far would you be willing to travel to the site of Flight 93?* One thing that really struck us in terms of the US and Pennsylvania response was that there was an increase in any distance that they would travel to come visit the memorial. There was 35 percent response rate in terms of the nation and a 23 percent rate in Pennsylvania.

We are very happy with that. Here's a slide that shows what motivates people to come to visit the Flight 93 Memorial. The two highest responses were 1) pay respect for those who lost their lives in Flight 93 and 2) celebrate the lives of the passengers and crew of Flight 93.

The insight that presented itself from the research show that the memorial appeals to a national audience and more importantly our goal is to honor and celebrate the lives passengers and crew of Flight 93.

We are very honored and privileged to be a part of this project. Moving forward we have submitted our strategy to the Communications Oversight Committee. We developed the process of how to communicate with the various workers of the organizations. We are still working on the media training sessions; we'll be coming back to the Communications Oversight Committee and communicating to them our recommendation for that.

We'll continue to be active in communications and meetings with the family, the task force, the Design Oversight Committee, Communications Oversight Committee , Fundraising Oversight Committee and the Advisory Commission.

*Question from Commissioner Watson – “ You mentioned working with donors. I was wondering if that includes any kind of lobbying activities.”*

*Answer from Mr. Martin –“We would support Ketchum in every effort they request.”*

**VI. Old Business**

*None*

**VII. New Business**

*Chairman Reynolds –“Joanne asked about the meeting dates for 2006.”*

*Superintendent Hanley – “ The last meeting that we have this year will be the September meeting. I will look at the dates for 2006 and have them to you by the next commission meeting.”*

**VIII. Public Comment Period**

*Mr. Patrick White – “Commissioners - on behalf of the families, I would like to thank you for considering a point of view that I think the families brought to your attention and for the determination in all that you've done. I just wanted to put that appreciation on the record. Thank you.”*

*Question from Ms. Collier – “ Was Kenny able to get his video fixed?”*

*Answer from Commissioner Nacke – “They weren't able to fix it – it was wound too tight, but there will be a copy made.”*

The meeting was adjourned at 2:45 P.M.