

**Minutes of the Joint Meeting of the Flight 93 Memorial Task Force and Flight 93 Advisory
Commission**
Meeting # 24
Somerset County Courthouse, Somerset, Pennsylvania 15501
Saturday, May 2, 2009

Commissioners Present:

Mr. Lawrence Catuzzi, Commissioner
Mr. Gordon Felt, Commissioner
Dr. Brent Glass, Commissioner
Mr. Kenneth Nacke, Commissioner
Mr. John Reynolds, Chair
Mr. Gary Singel, Commissioner
Mr. Jerry Spangler, Commissioner
Mr. Dan Sullivan, Commissioner
Ms. Pam Tokar-Ickes, Commissioner
Mr. Greg Walker, Commissioner
Mr. Mike Watson, Commissioner
Mr. Calvin Wilson, Commissioner
Joanne Hanley, Designated Federal Officer

Not in Attendance:

Ms. Donna Glessner, Vice Chair
Mr. Jerry Guadagno, Commissioner

Commissioners by conference line:

Dr. Edward Linenthal, 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 and members of the public, formally opening the 24th meeting of the Flight 93 Federal Advisory Commission. Everyone was thanked for coming.

Patrick White commented on looking forward to a productive meeting. He is pleased for all of the support, and thanked Somerset County for the use of the facility.

II. Invocation and Pledge of Allegiance

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

III. Opening Remarks and Introduction

Chairman John Reynolds opened the meeting with remarks. He reflected on the changing of the Administration and the peaceful transfer of power that took place during the swearing-in of President Obama, as well as the freedom that we have because of all who fight to protect that freedom. Chairman Reynolds reviewed the process for signing up for the public comment period.

Co-Chairman Patrick White made remarks concerning how humbled he is to be a part of this process. He appreciates the people at all levels that have had a commitment to seeing this through, including the local, state and federal level. On behalf of the Task Force and the Families, this support is appreciated.

IV. Review and Approval of Minutes from February 7, 2009

Chairman Reynolds asked if there were any changes or comments to the Commission minutes. There was one correction. Chairman Reynolds asked for a motion to approve the minutes of the previous Commission meeting on November 1, 2008.

Commission Motion 09-03 Regarding the Approval of Minutes from February 7, 2009

The Flight 93 Federal Advisory Commission, led by Chair Reynolds approved the minutes of February 7, 2009, as corrected.

Moved: by Commissioner Spangler

Second: by Commissioner Sullivan

Discussion from the Commissioners: none

Vote: All in favor, none opposed

Motion passes.

Task Force Co-Chairman White noted that from the Task Force perspective, the minutes are in order as corrected.

V. Task Force Reports

Task Force Co-Chairman Spangler announced that the Task Force portion of the meeting would commence, beginning with the Family Memorial Committee report.

Family Memorial Committee Report

Commissioner Nacke presented the following report:

Mr. Nacke gave a presentation on the "Ride with the 40." He presented a day-by-day itinerary of the trip from Newark NJ to San Francisco.

Day 1, September 3, 2009 will start at Newark International Airport and end in Somerset.

Day 2 will be in Cleveland, Ohio, where he will be working with Sharon Dietrich and potentially the Cleveland Indians.

Day 3 will be in Chicago, where they will spend time at Mooseheart.

Day 4 will be in Omaha, Nebraska.

Day 5 will be in Cheyenne, Wyoming.

Day 6 will be in Salt Lake City, Utah.

Day 7 will be in Reno, Nevada.

Day 8 will be in Union City, California.

Day 9, September 11th, will end at the San Francisco International Airport, the final destination of Flight 93, and then on to the terminus of Route 30 in California.

Mr. Nacke read the last paragraph of proclamation written by the Somerset County Commissioners declaring September 3, 2009 “Ride with the 40 - Heroes of Flight 93 Day.”

Mr. Nacke displayed the t-shirt he is selling for donations to raise funds for the memorial. Donations can be made on the website at www.ridewiththe40.org.

Question: Is this a one-time ride?

Answer: At this time, yes.

Question: How many people do you expect to ride?

Answer: There has been a lot of interest. Some will ride only for a short distance. There are five going across the entire country.

Question: Is there an accompanying vehicle?

Answer: Yes, there is a support truck and motor home.

Question: Is there a way that a group or individual can sponsor miles?

Answer: Yes, either on the website or through the National Park Foundation.

A. Archives Committee Briefing Report

Acting Site Manager Barbara Black and Joy Stella presented the following report:

Oral History and Documentation Project

461 oral history interviews have been completed since April 2005. Of these, 135 are with family or friends, representing 32 of the 40 passengers and crew. 269 (58%) of the total interviews have been transcribed. 95 (21%) are completely through the process and in the permanent collection of the Memorial.

Kathie Shaffer and Donna Glessner were able to interview 15 members of DMORT (Disaster Mortuary Operational Response Team) Region III at Gettysburg, March 27-29. Plans are underway for travel to Washington DC and New Jersey in the near future.

Collections

With a fairly harsh winter, clean-up and collection of tributes was conducted on April 23 with staff and several volunteer Ambassadors.

B. Interpretive Planning Briefing Report

Michael Duffin, Eppley Institute, presented the following report:

On behalf of the research team, he thanked everyone for the privilege of working on this, and sharing the results with everyone. Mr. Duffin gave a power point presentation with the following points emphasized:

What was the purpose of the study?

- What does Flight 93 mean to a wide range of audiences?
- How well do the current primary interpretive themes reflect those meanings?

- What additional themes emerge from analysis of meaning making data?
- How might the process of a civic engagement model for audience-based interpretation and education programming be systematized for potential transfer to other parks?

What data did we analyze?

- Random sample of 40 **Oral Histories** (*stratified by role relationship to the event – including family members, first responders, community members, and others -, representing approximately 10% of all Oral Histories*)
- **Conversation Circles** with 93 visitors to the temporary Memorial (24 groups, self-selected participants, representing 3% of visitors during four days in July and October, 2008)
- Cluster sample of 667 **Tribute Comment Cards** (*stratified by collection date, representing 11% of cards collected between November 2003 and July 2007*)
- Meaning Making Conversations with 13 **Ambassadors** (2 focus groups, representing nearly half of Ambassadors attending March 2007 event)

What have we found so far?

1. All **current** primary interpretive themes were evident in the data to a significant degree. These themes include:
 - ❖ **Larger Disaster Averted**
 - ❖ **Heroism**
 - ❖ **Exemplary Response**
 - ❖ **Understanding Intolerance**
 - ❖ **Patriotism**
2. Substantial meaning in the data was *not* represented by the current primary interpretive themes. For all data strands, **emergent** themes were identified roughly twice as often as **current** themes.
 - ❖ **Shock, Disbelief, and Confusion**
 - ❖ **Sadness and Trauma**
 - ❖ **Coming Together**
 - ❖ **Never Forget**
 - ❖ **Collective Vulnerability / Loss**
 - ❖ **The Story**
 - ❖ **People wanted to tell their own story; what would I have done?**
 - ❖ **Spirituality / Religion/Faith**
 - ❖ **Civic Engagement** itself was a theme; citizen dialogue

What's Next?

- Overall, the data in this study reveal a deep desire from a range of audiences to honor and remember the passengers and crew of Flight 93 and their story.
- The language of the current primary interpretive themes could be revised to:
 - 1) capture more of the depth and variety of meaning expressed in the analyzed data;
 - 2) articulate connections between main and sub-themes; and
 - 3) elevate statement of fact to statements of meaning.

While it is not the purview of the Academic Research Team to decide on revisions of the current primary interpretive themes, our data, analysis, and reporting should prove to be very useful resources for that effort.

- A strength of this study is how it captures the perspectives of a variety of people with different forms of relationship to Flight 93. It is possible that further analysis of the data both within and across data strands will generate a consistent way of describing various role relationships to Flight 93 that could translate into more targeted and inclusive interpretation and education programming.
- Some *preliminary* implications for designing an interpretive program include, but are not limited to:
 - 1) focus narrative on passengers and crew;
 - 2) provide visitors a chance to tell their own stories;
 - 3) tell the story of exemplary response; and
 - 4) use themes on Understanding Tolerance and Civic Engagement as a means of provoking visitor conversation and response.
- Using a large team of researchers helped mitigate (but can never fully eliminate) coding bias and allowed for inclusion of more quantity and diversity of data sources and voices.

Superintendent Hanley thanked the team for all of their hard work and analysis on behalf of the Flight 93 office and the National Park Service. Once the final report is received and Jeff Reinbold is back in his position, Mr. Reinbold will lead the effort to re-constitute the Interpretive Oversight Committee and put the research into a framework and language what will be programmed, both at the Sacred Ground and eventually at the Visitor Center.

Chairman Reynolds also thanked the team. He brought up a concern that the themes, as they stand, are only in the “present sense.” As the nation moves forward, what do the themes mean to the future, and how do they fit into our past? How does the story connect to our historic events, such as the Minutemen in Massachusetts? National parks are places where that narrative can take place; i.e. how the nation evolved. Flight 93 is a national event that is connected to the Revolutionary War, to the Civil War, to the civil rights movement and tolerance, and so forth. Where does Flight 93 fit together in our nation’s history? The combination of all the parks is greater than the individual stories.

Mr. Duffin noted that the job of the interpretive planning team is to take the research and use the results to inform the planning process and incorporate concerns such as Mr. Reynolds’s. One of the most exciting things about this process is that it might fundamentally change how parks develop their themes. This process, talking to the stakeholders, is ongoing, and as the dialogue continues, the themes evolve. There will be more and more opportunity for that depth and reflection.

Dr. Brent Glass noted that he is looking forward to reading the report. He is glad to see the emphasis on telling the stories of the passengers and crew. There is a distinction between the story, and the effects of that story on those who lived through the events. We tend to project our values and ideals onto what we think the passengers and crew experienced. In addition, there is an enduring story to future generations, making the connection between what happened and the longer view of American identity.

Patrick White added that the interpretive ranger function can be an experience that perhaps some people may not have had. But he went on to say this may be the best way to understand the resources and the units of the national parks. The NPS has a level of perfectionism that is an example of why this project has worked so well and so innovatively up until now.

C. Temporary Memorial Management Report

Barbara Black read the following report on behalf of Ranger Adam Shaffer:

Visitation:

Despite the cold weather this spring, visitors continued to travel to the temporary memorial in the last few months. Due to the number of press releases and news stories about progress toward the permanent memorial, visitors are very curious about the timeline, viewing the site before construction and what is to come in the near future. February 18, 2009 was a milestone day at the temporary memorial as Volunteer Ambassadors graciously welcomed our one-millionth visitor. Since then, visitation has steadily increased. For the past three weeks, the average weekly visitation at the memorial has been just over 2,000 visitors. Many school groups are part of the early spring wave of visitors, coming from as far as Wisconsin, Michigan, Ohio and as close as the Pittsburgh and Altoona areas. Our staff and volunteers are prepared to host the additional 59 school buses that have scheduled for the month of May. We will likely receive additional last minute reservations in addition to the unexpected groups.

Volunteer In Parks (VIP) Program:

On Friday, March 27, the volunteer program at Flight 93 was represented at a special National Park Service training. Corky Mayo, the National Park Service Program Manager for Interpretation and Education, invited Ambassadors Marlin Miller, Sue Strohm and volunteer coordinator Adam Shaffer to serve on separate instructional panels for training new NPS volunteer coordinators. Our park representatives were privileged to be among the few instructional participants at this training, which was held at the Fish and Wildlife Service's National Conservation and Training Center in Shepherdstown, West Virginia. For the volunteer panel, Marlin and Sue were among 3 other volunteers from Harpers Ferry NHS, George Washington Memorial Parkway and the National Mall sharing their volunteer perspective.

National Park Week:

In celebration of National Park Week, the staff planned two events for the temporary memorial. For Earth Day, April 22, park staff and volunteers had planned to gather faded and weathered tributes from the memorial fence. Due to the weather forecast of rain/snow mix, the cleanup was moved to April 23rd. Despite the cold temperatures and strong, gusty winds a day later, NPS staff and six volunteers met for a successful clean up. In support of National Junior Ranger Day, staff setup a tent and tables for children to participate in Junior Ranger Day at the memorial. The theme for the day was "Create a Tribute," which presented children the opportunity to make their own tribute and attach it to the memorial fence. Participants received honorary Junior Ranger badges and participation certificates.

Summer Season:

Our office is currently preparing for the busy summer visitation season ahead. We have already been coordinating with a number of groups wishing to hold small services or presentations in the upcoming months, like the American Legion's National Office. They plan to bring their annual Legion motorcycle ride to the memorial, en route to their national gathering sometime this August.

Summer Seasonals:

We were able to fund three temporary summer interpretive positions.

D. Government Liaison Briefing Report

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

Federal Appropriations and Federal Funding

- Will continued consultation with House and Senate appropriations staff and Pennsylvania Delegation regarding the status of the appropriations process, and a strategy for securing funding in FY09 appropriations bills.
- Will researched protocols for securing funding for the Memorial from economic stimulus legislation funds, as well as from transportation reauthorization legislation.
- Will researched, drafted and submitted FY10 appropriations applications, and secured six (6) letters of support for Families' FY10 appropriations requests
- The Family's March trip to Washington DC to meet with Congressional officials and staff was extremely successful and was well met by all who attended.

Congressional Plaque and Congressional Gold Medal Legislation

- Will attended meetings and provided Families' comments to Senator Specter and Senator Schumer on recommended changes to draft Gold Medal Legislation. He also attended Families' meeting with Senator Schumer's staff.

Shanksville-Stoneycreek School District funding

- Will attended three meetings with Congressman Shuster's office to strategize and address PILT funding issues raised by the School District.

E. Communications Report

Lisa Linden, Linden Alschuler & Kaplan PR, read the following report:

We live in unprecedented times. The economy continues to present challenges. Around the world, we and the media have begun to embrace a "new type of hero" from Captain "Sully" Sullenberger, who safely landed his plane in the Hudson, to Susan Boyle, the Scottish singing sensation, taunted all of her life, whose voice unexpectedly lifted us all.

It makes me think how ahead of their time our heroes were – 40 men and women who were so brave. The heroes of Flight 93 were ordinary people leading their lives who rose to an incredible challenge. They faced the unexpected with a level of determination and character that each of us, as American citizens and citizens of the world, hope we would exhibit in such a circumstance.

Perhaps that is why the media was so receptive to the story we sent out during Black History Month about the lives of the three Flight 93 African-American crew members – First Officer LeRoy Homer Jr. and Flight Attendants Wanda Green and CeeCee Lyles. The press release titled **“Remember Flight 93 Heroes During Black History Month”** was sent out over PR Newswire on February 23. The story was carried by over 70 media outlets online, on television or in print including the *Los Angeles Times*, *CNBC*, *Forbes.com*, *Houston Style Magazine* and *Fox Business News*. The *Washington Informer*, a Washington D.C. based African-American newspaper, later carried a piece on LeRoy Homer Jr. in its April 16 edition.

It was at the last quarterly joint meeting on February 7, where I was approached by Calvin Wilson about the idea for this story.

Continuing Progress

At the last quarterly joint meeting, just a few weeks after the January 16 announcement of the agreement between the National Park Service, the Families of Flight 93, Inc. and Svonavec, Inc., we continued to help tell the story of the progress being made towards a dedication date of September 11, 2011.

There was extensive coverage by the press on the meeting, particularly around Joanne Hanley’s remarks that construction contracts would be awarded sometime in the fall, including stories in the *Daily American* and the *Tribune-Democrat*. The *Associated Press* ran its own story on the meeting titled **“Flight 93 Memorial Plans Move Forward in Pennsylvania.”** That story received extensive media coverage around the nation and the world. Approximately 200 outlets carried the story in print, on television and radio including the *Washington Post*, the *International Herald Tribune*, New York radio *1010 WINS*, the *Philadelphia Inquirer* and *MSNBC*. In addition, on February 9, an editorial ran in the *Estherville Daily News* of Iowa titled **“Flight 93 National Memorial a good idea.”**

Condolences

On February 12, we learned of the horrible crash of Flight 2407 near Buffalo with the loss of many lives, including 9/11 family member Beverly Eckert. A statement expressing condolences to the family of Ms. Eckert on behalf of the Families of Flight 93 was drafted and issued by President Gordon Felt. That statement was carried by *CNN*.

Government Funding

During the month of February, the efforts to secure government funding continued. Two letters were drafted from the Families of Flight 93, the Flight 93 Advisory Commission and the Flight 93 Memorial Task Force requesting that enough funds be included as part of Fiscal Year 2010 budget to complete the \$16.4 million federal share towards the permanent Flight 93 National Memorial. The letters were sent to President Obama and Interior Secretary Salazar on February 13.

Also in February, I attended the media event surrounding the signing of the commitment letter laying down a series of ambitious milestones to ensure that the National Memorial is dedicated by September 11, 2011 by Governor Rendell, Senator Specter, acting National Park Service director Wenk, Patrick White, John Reynolds, Flight 93 Memorial Task Force co-chair Jerry Spangler and Deborah Borza for Senator Casey. Most of the coverage also mentioned Governor Rendell's pledge of \$10 million for road construction. The event received extensive local coverage including in the *Daily American* and the *Tribune-Democrat* as well as in the *Pittsburgh Tribune-Review* and the *Post-Gazette*. The *Associated Press* also printed a story titled "***Flight 93 memorial planners: 2011 deadline makable.***" That story received extensive media coverage around the nation. More than 100 outlets carried the story in print, on television and radio including Washington, D.C. radio *WTOP*, *ABC News* and the *Wall Street Journal*.

On March 3 and 4, I went to Washington, D.C. when Will Hollier and Flight 93 family members met with elected officials about support for the National Memorial. We were able to have the opportunity to sit down with top *Washington Post* reporters Dan Eggen and Mike Shear. A positive story ran in the *Washington Post's* online edition about the efforts to secure funding for the Memorial.

With the hopeful news that federal funding might be included in the final version of the Fiscal Year 2009 Omnibus Appropriations bill, a press release titled "***Congress Approved Nearly \$5.5 million for Flight 93 National Memorial in Shanksville, Pa.***" was drafted on behalf of the Families of Flight 93, the Flight 93 Advisory Commission and the Flight 93 Memorial Task Force. The release hailed the news of Congressional approval and took the opportunity to thank the Pennsylvania delegation, as well as other congressional leaders, for their great work. A statement from Gordon Felt was also included in a separate press release from Senator Specter, Senator Casey, Congressman Murtha and Congressman Shuster. The releases were put out March 11 after both houses passed the final bill. There was good coverage of the announcement in over a dozen media outlets, particularly in Pennsylvania, including *MSNBC*, the *Daily American*, Pittsburgh television stations *WPXI* and *WTAE*, the *Tribune-Democrat*, the *Pittsburgh Tribune-Review* and the *Philadelphia Inquirer*.

Land Issues

While these funding efforts continue, we were able to announce continued steady progress on land acquisition issues. With the help of Patrick White, who negotiated on behalf of the Families of Flight 93 as its Vice President, a press release went out on April 7 by the Families of Flight 93 titled "***Families of Flight 93 Accept National Park Service Offer Transferring Largest Private Land Tract to Flight 93 Permanent Memorial in Shanksville, Pa.***" The release discussed the agreement to transfer the 950 acres that make up the bulk of the former PBS Coals property. This announcement received good local coverage from the *Daily American*, the *Pittsburgh Tribune-Review* and *WTAE-TV*.

At the same time, again working with Patrick White, a response was prepared for an *Associated Press* story titled "***Mineral rights sought for Flight 93 memorial***" regarding an NPS decision to retain the oil and gas rights for the Svonavec property. The response from Patrick stated, "***The NPS and the families continue to have access to the site, granted by Svonavec Inc., and we***

believe that the acquisition will proceed in a timely manner.” A version of the AP story, with Patrick’s quote, was picked up by over 50 media sites across the U.S. including the *Tribune-Democrat*, *Fox News*, the *San Francisco Chronicle*, *MSNBC* and the *Miami Herald*. Most of these AP stories also contained a reference to the PBS Coals announcement. The media remains keenly interested in the legal proceedings involving the Svonavec property.

Pure Pilgrimage

Towards the end of April, we were all reminded again of the power of the story of the heroes of Flight 93 when, on behalf of the National Park Service, a press release was sent out over PR Newswire and to the media titled *“Pure Pilgrimage: More Than One Million People Visit Flight 93 Crash Site in Shanksville, Pennsylvania.”* I think Joanne Hanley’s quote speaks eloquently about our need to connect to our heroes. She said, *“So many have journeyed so far to this remote place inspired by the actions of the heroes of Flight 93. It is the purity of this pilgrimage that testifies so eloquently to the strength of these peaceful fields. The full emotional and educational journey will be completed with the dedication of the permanent Flight 93 National Memorial on September 11, 2011.”*

Since its release on April 21, the story has been carried by over 150 media outlets around the nation online, on television or in print including *Forbes.com*, the *Dallas Business Journal*, *KVBC-TV* in Las Vegas and *WIVB-TV* in Buffalo. The *Daily American* ran its own story based on the press release.

Ongoing Initiatives

LAK has been working with the Flight 93 partners on several initiatives. They include:

- Ongoing discussions regarding the blogosphere.
- Continuing efforts to coordinate media and government relations efforts.
- Activities leading up to and surrounding September 11, 2009. In particular, LAK has been involved in extensive dialog involving Ken Nacke and the “Ride with the 40” event.
- Issues surrounding the creation of an appropriate groundbreaking event.

The constant theme that continues to guide all of our efforts is to remind the world that we can only do justice to the memory of the 40 ordinary people who became extraordinary heroes by the creation of the permanent Flight 93 National Memorial. We will still be guided by the overarching goal of supporting the fundraising goals of the memorial. Our aim must always be to complement the effort to raise vital funds from both the public and private sector.

The need to raise funds to complete the memorial – and the need to tie-in our themes and stories to the fundraising effort through public relations – cannot be overstated. As I said at the beginning, these are unprecedented times – for the economy and for our project. Our efforts must meet that challenge – in terms of raising the necessary funds and keeping the promise made by this nation – to have an evocative and appropriate National Memorial dedicated by September 11, 2011. We will work with all the partners to continue on that path in order to succeed.

F. Friends Group Report

Jerry Spangler and Joanne Hanley gave the following report:

Mr. Spangler noted that Articles of Incorporation were filed in March 2009. There is an organizational meeting planned for December 2009. There are discussions with NPS to have facilitated meetings on strategic planning.

In March, Deborah Borza and Joanne Hanley traveled to the Association of Partners for Public Lands meeting in Baltimore. They attended a series of sessions at APPL, which will help the Friends Group with next steps. These included membership, strategic planning, building friends, developing a board of directors, and book sales. Members of the friends group as well as park staff will come together soon to participate in a mini-strategic planning session.

Patrick White commented that there are friends groups that actively support operations and maintenance of national park units. For us, to be able to put down roots for a friends group, reflects a transition and evolution to the future, an organization to which the Task Force and Commission can hand off when their time sunsets.

VI. Flight 93 Advisory Commission Briefing Reports

A. Land Acquisition Briefing Report

Vice-President Patrick White, Families of Flight 93, presented the following report:

In a ceremonial deed signing, the Families of Flight 93 signed over 950 acres of the former PBS Coals property south of Route 30 to the National Park Service. The actual closing will take place the following week. Mr. White recognized the efforts of many people who made this possible in the NPS, Dept of Interior, and Dept of Justice.

Signing for the Families was Mr. Patrick White. Bill Sindelar and Katharine Bentley of the NPS joined Mr. White at the podium. Mr. Bob Boose provided notary functions and seal. Mr. White thanked members of the Commission for persistence and guidance.

Chairman Reynolds thanked Katharine Bentley, Bill Sindelar and Patrick White, who together, solved many issues to insure this got done.

Superintendent Hanley gave the following report prepared by NPS Lands Office, Region 5, Philadelphia:

Superintendent Hanley spoke of the numerous phone calls, anguish, blood, sweat and tears that this required to get done; this was a feat of heroic scale to get accomplished. For the NPS locally, this is a tremendous step forward. Our local law enforcement rangers are already busy with boundary signs.

Following is an update of National Park Service (NPS) land acquisition activities at Flight 93 National Memorial (FLNI) since the Commission/Task Force meeting, February 7th.

- Svonavec (01-102) property. On April 13-14 the environmental contractor inspected the property and investigated various environmental concerns. The report of findings is expected by mid-May. Once received and approved, NPS can begin the acquisition process.

- NPS is working with the Kordells (Tract 01-100) to acquire their property and relocate Rollock, Inc., their recycling/salvage business. NPS and the landowners are awaiting the results of an appraisal update contracted for by NPS. The report is due in early May. Meanwhile, the landowners, NPS, and relocation contractors continue to work on components of the complex relocation proposal.
- NPS is also working with The Conservation Fund (Tract 01-124) to acquire the mineral interests formerly owned by PBS Coals. An appraisal has been completed and recently submitted for review. Once approved, NPS will make an offer to The Conservation Fund.
- As soon as title issues are resolved on the former Mock property (Tract 01-114), NPS will acquire the property from the Families of Flight 93, who are the current owners.
- NPS has procured appraisal companies to value other properties in keeping with the construction timeline.

The Lands Oversight Committee continues to hold monthly conference calls to report on FLNI land acquisition progress and current events for the benefit of the committee, the partners, and NPS in an effort to ensure continued communication and coordination.

Question: How does the transfer of land to NPS affect tax payments to local authorities?

Answer: The Office of the Secretary, Department of the Interior, administers the payment in lieu of taxes (PILT) program, which makes Federal payments to local governments which have certain Federal lands within their boundaries.

- The Department's responsibilities are to calculate the payments according to the formulas established by law and to distribute the funds appropriated by Congress. There is not a lot of flexibility on the part of the agency.
- Payments are computed based on the number of acres of Federal land within each county. For example, currently, Somerset County, Pennsylvania receives payment on 1,530 acres administered by the Army Corps of Engineers.
- Starting in June 2009, payment will also be made on one tract of land (Vish property) that was acquired by the National Park Service during fiscal year 2008 (prior to September 30, 2008). The calculations for the payment to be made in June 2009 are not yet completed.
- The Stutzman and O'Barto Tracts were conveyed in fiscal year 2009 and therefore the first PILT payment made for these two properties will be in June 2010, per the payment schedule
- PILT payments are defined by formula within the law. Current legislation has authorized the full 100% payment of PILT amounts to municipalities through the year 2012. The 100% payment authorization was retroactive to 2007; if Congress funds it to 100%. Allocation depends on appropriation.
- The current tax liability for all tracts of land required for the development of the memorial is estimated between \$15,000 to \$18,000.

Patrick White continued his report as follows:

Mr. White noted that the Families of Flight 93 pay the full amount of property taxes on all properties they own, even though they are eligible for exemption. He encourages dialogue at federal, state and local level that all the taxing authorities have what they need to perform their mission. One of the long-range aspects is the increase to the local tourism economy and to construction.

The Families have also been working on a subdivision of the lands north of Route 30. Once completed, a closing can occur on 15 acres for the Remember Me Rose Garden. The Families will retain the land on which the cell tower resides. The remainder of the land will be sold to the State Game Commission.

A meeting was held on the Karen Lambert property early this morning. Access issues and resolutions were discussed.

Dialogue continues with the Hoover and Lambert properties. More than likely, the Families will not continue to work on the Williams and Eschrich properties. The Mock property still has lingering title issues. The owners have been located, and the Families hope to resolve title issues with them.

B. Fundraising Briefing

King Laughlin presented the following report:

I am pleased to report that funds raised to date for the memorial stand at \$15.2 million through March, with \$12.7 million available to meet the goals of the first phase of the campaign.

It's no secret that we are in challenging financial times these days. Markets are down, jobs are being lost, and companies are getting bailouts, merging, or simply going away. Organizations of all kinds all across the board are feeling the pinch to do more with less.

So how do we make Flight 93 stand out? First and foremost is the incredible and enduring stories of courage, bravery, and heroism of the passengers and crewmembers and that is a powerful message. And new elements being added to this story are now giving us urgency to go along with meaning. Our conversations and communications with donors focus on one million visitors to the simple, yet welcoming temporary memorial; new design information and results from soil sampling and water testing; a letter of commitment that sets forth a path to groundbreaking, construction, and dedication of the memorial; plans for commemorating September 11 in Shanksville, Washington, and many other places; special recognition of the Heroes and their Families in the US Capitol; and a new and vibrant film about national parks by Ken Burns that shows how parks, like Flight 93, make history accessible where it happens.

From raising the level of excitement and anticipation about the Memorial, we are soliciting gifts and writing proposals that cover a multitude of topics such as building a greeting shelter for volunteer Ambassadors; developing solutions to challenges like acid mine drainage and soil condition; planting millions of native wildflowers and bulbs; protecting and sustaining wetlands; creating a dramatic lighting scheme for the memorial's features; and planting hundreds of trees as part of a masterful landscape plan.

With all this activity we are in a bit of a "hurry-up-and-wait" situation. We are on the cusp of several significant announcements of new funding for the campaign, including a grand announcement regarding the Hearts of Steel Fund at the Pittsburgh Foundation. As testament to how close we are, two members of Pennsylvania State Senator Jane C. Orié's staff, Executive

Secretary Bonnie Shultz and Legislative Assistant Alan Berlin, are here with us today. I would also like to say a special thanks to our Campaign Chairmen – Tom Ridge, Chris Sullivan, and Tommy Franks – each of whom have stepped up their efforts in recent weeks to be a voice for the campaign.

We have long recognized that there is untapped donor potential at the community level. So starting this year we have begun taking steps to activate donors through a grassroots campaign. The program is designed to be both content-rich and easily accessible, and to inspire citizens to pursue activities and fundraising initiatives that lead to further support for the memorial and for the campaign. Several Commission and Task Force members are involved in shaping this program, and we expect to have new details about the program later this summer.

One of the activities that we are wasting no time on, however, is the Ride with the 40, organized by Ken Nacke. We are in discussion with community leaders in several cities and towns along the route, including Newark, Somerset, Pittsburgh, Cleveland, Des Moines, Omaha, Cheyenne, Sacramento, and San Francisco. In each locale, proclamations are being issued, escorts are being formed, events are being organized, and multi-layered fundraising initiatives are being set up. We have several requests out for national sponsors, and are working with our public relations partner to generate awareness for the Ride. A number of donations have been received thus far, but we feel we have still only scratched the surface.

As you can see there are more opportunities than ever before for supporters to plug into the Campaign and to make a contribution large or small to help build the memorial. The coming weeks and months will be at times exciting, at times challenging, but there is a clear path to success.

C. Memorial Design Briefing Report

Superintendent Hanley presented the following report:

Wetlands

The Army Corps of Engineers completed the wetlands delineation survey. Thanks to Colonel Crall and his team for two full days of field work, and then subsequent data analysis and report formulation.

Next, EADs, under contract to Paul Murdoch Architects, will use the data file from the field work to:

- overlay the wetlands onto the design to determine the affected wetlands area. Initially it appears that there are 2 ½ to 3 ½ impacted acres.
- designate and design compensation wetlands in the immediate vicinity of the existing wetlands.

Louis Berger Group is completing the wetlands delineation report with the information from the Army Corps of Engineers.

- They are writing the Statement of Findings (SOF) to be included in the permit application.
- SOF will also be submitted to NPS Washington for approval.
- We anticipate submitting permit application to Corps after the middle of July.

Stormwater

Everything that was needed for the NPDES permit is now completed, including:

- One reference point for cut and fill/grading;
- Wetlands delineation;
- Grading plan.

Sewage

Phase 1A of the memorial project requires a sewage permit, even though only waterless vault toilets will be constructed at the parking area. The permitting process however, requires that we present a plan for all of the phases of the project.

Phase 1B of the memorial will require development of a sewage system. Following on-site soil testing, the original proposed method was for a drip irrigation system (on the Kordell property north of Skyline Road). In consultation with the DEP and the local Sewage Enforcement Officer (SEO), EADs (under contract to Paul Murdoch Architects) prepared a sewage planning module for the drip irrigation system.

The drip system, however, was reexamined for the following reasons:

- Stonycreek Township asked the NPS to revisit connecting the memorial's sewage system in Phase 1B to the sewage treatment plant in Shanksville via Lambertsville Road. There are currently many sewage issues along this road that the Township Supervisors wish to correct.

EADs is currently revising the sewage planning module for Phase 1B to connect the memorial to the package plant in Shanksville via Lambertsville Road.

- The life cycle cost of connecting to the Shanksville Plant versus the drip irrigation system is roughly \$450K less expensive.
- The capital costs of the two systems are roughly equivalent.
- There is existing capacity at the Shanksville sewage plant; it is an expandable system.
- This activity is in compliance with the current township sewage planning efforts.

Status:

- Shanksville Borough voted to approve NPS use of the package plant, if the Borough incurs no costs.
- Township Supervisors, NPS and EADs met with Township Attorney Frandz on April 28th to discuss the mechanics of building the sewage line from the memorial to the plant. The Township Supervisors will vote on this at the May 6th meeting.

Design

The NPS authorized commencement of the Construction Document (CD) Phase for Phase 1 occurred on March 10, 2009.

Progress reviews have been conducted on a bi-weekly basis to consider refinements of the Sacred Ground, Sacred Ground Plaza, Arrival Court and the Visitor Parking Lot.

A 35% CD status review/webinar was conducted on April 24 to update and review progress on the construction documents. It included status of key design elements, and review of grading, budget, schedule, constructability, landscape, wetland, permitting, site utility, and lighting issues.

With the access to Svonavec property in place, all of the geotechnical borings, surveys, and soil samplings have been completed.

Phase 1C

The NPS is extremely grateful for the Governor's commitment to help with the completion of Phase 1C in time for the 10th anniversary of 9/11:

- Phase 1C activities include development of approximately 2 ½ miles of road from Route 30 to the intersection of Lambertsville Road (will be new Ring Road), and improvements to US Route 30 intersection with memorial entrance.
- PennDOT's team came to the site for a pre-scoping field meeting on April 13, 2009.
- PennDOT has been allocated funding for pre-design.

Superintendent Hanley unveiled a new rendering of the Sacred Ground by Architect Paul Murdoch, and read a statement from Mr. Murdoch describing the rendering. This is the first of several images that we will be unveiling of Phase 1A.

King Laughlin announced that the funding to produce these new renderings was made possible by a generous grant from Community Foundation of the Alleghenies.

D. NPS Report

Barbara Black gave the following report on the upcoming ceremony on September 11, 2009:

There will be one memorial service on the morning of September 11th that will start shortly before 10AM. There will not be a September 10th evening service this year. The Committee just began to discuss the logistics of the ceremony.

We are hiring three interpretive seasonal rangers this year and two seasonal maintenance positions. Our new SCA intern – Peter Turcik – will begin end of May for a one-year internship, replacing Jacob Miller.

Joanne Hanley gave the following report:

Our Office Assistant position vacated by Skaidra Kempkowski will be advertised soon. We have a Law Enforcement Ranger position that will be filled soon as well, hopefully to be living at the former Stutzman home, close to the Sacred Ground.

Joanne Hanley gave a farewell tribute to Jacob Miller, SCA intern for 1 ½ years, and presented Jacob with a plaque from all of the Flight 93 partners. Jake spoke a few words of thanks for the opportunities he had.

Joanne Hanley and Patrick White gave a moving farewell to Katharine Bentley of the Philadelphia Lands Office on the occasion of her retirement; Katharine has been working

diligently on land acquisition since 2005. Chair Reynolds thanked Katharine for her service to our country. Her long history of service, passion and dedication to Flight 93 was emphasized and appreciated. Katharine stressed that she has walked among giants on this important endeavor.

E. Old Business

Jeff Reinbold gave the following report on the Ken Burns film and grant:

The NPS and the Haas Family Fund have awarded a grant to the five national parks of western PA to tell the story of the five parks and their importance in our country's history, and to make our citizens, especially in western Pennsylvania, more aware of these sites.

WQED of Pittsburgh will be our partner in this endeavor.

- 1) The intent is to stitch together the stories of these five parks in western Pennsylvania, with disparate themes, but with the commonality of having citizens care for them and be instrumental in their development - introduce people to the sites by introducing the people who care for them.
- 2) Flight 93 will have its own small video about how citizens and the community have come together to design this memorial.
- 3) We will be working with the Shanksville Stonycreek School District to develop a separate project on the youth of the community.

These short clips will hopefully be featured in the WQED market to help promote the Ken Burns films. There will also be advertising in the WQED Magazine.

F. New Business

Dick Snodgrass gave the following report:

Joanne Hanley introduced Dick Snodgrass as the producer of the moving and evocative capital campaign fundraising video.

Dick is embarking on a new project, and is producing a coffee table book - *An Uncommon Field* - with 93 black and white photos of the temporary memorial, with accompanying sections of text. The subject is an interpretation of the field, the landscape and the memorial – the spirit of the place. There are no photos of people. The partners will have an opportunity to review and comment on the book; Dick will seriously consider all comments. Dick will donate 30% of net earnings to the project. The Heinz History Center is interested in hosting an exhibition on September 11, 2010; Superintendent Hanley will work with the Center and Mr. Snodgrass directly. In addition, there is interest in having an exhibition on the west coast.

VI. Public Comment

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

Barry D. 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.

Mr. Paul Ritchey

Mr. Ritchey just wanted to say how grateful he was to be here today to experience the spirit of American volunteerism and the work that the Task Force and Commission is doing.

Grant Woollacott

Mr. Woollacott read the story of his research on Flight 93 passenger John Talignani.

The next meeting of the Commission and Task Force will be held on August 1, 2009.
The meeting was adjourned at 1:00 PM.

Minutes prepared by:

Joanne Hanley, Flight 93 National Memorial