

**Minutes of the Joint Meeting of the Flight 93 Memorial Task Force and Flight 93 Advisory
Commission**
Meeting # 22
Somerset County Courthouse, Somerset, Pennsylvania 15501
Saturday, November 1, 2008

Minutes prepared by:
Skaidra Kempkowski, Flight 93 National Memorial

Commissioners Present :

Mr. Gordon Felt, Commissioner
Dr. Brent Glass, Commissioner
Ms. Donna Glessner, Vice Chair
Mr. Kenneth Nacke, Commissioner
Mr. Gary Singel, Commissioner
Mr. Jerry Spangler, Commissioner
Mr. Dan Sullivan, Commissioner
Ms. Pam Tokar-Ickes, Commissioner
Mr. Gregory Walker, Commissioner
Mr. Mike Watson, Commissioner
Mr. Calvin Wilson, Commissioner
Joanne Hanley, Designated Federal Officer

Commissioners by conference line:

Mr. Lawrence Catuzzi, Commissioner
Mr. John Reynolds, Chair
Mr. Jerry Guadagno, Commissioner
Mr. Edward Linenthal, Commissioner

Task Force Co-Chairs Patrick White and Jerry Spangler

I. Welcome and Role Call

Flight 93 Advisory Commission Vice Chair Glessner 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 twenty-second meeting of the Flight 93 Federal Advisory Commission, and took roll of those Commissioners in attendance, those joining via teleconference, and those not in attendance. Vice Chair Glessner and Co-Chair White also thanked Somerset County for the use of its facilities.

II. Invocation and Pledge of Allegiance

Invocation led by Pastor Way of the Good Shepard Cooperative. The Pledge of Allegiance was led by Paul Ritchie, who also sung the National Anthem.

III. Opening Remarks and Introduction

Vice Chair Donna Glessner welcomed everyone and announced that it is the fifth anniversary of the Flight 93 Federal Advisory Commission, who first met on November 14, 2003. Reflecting

back on the past five years, much has been accomplished, and much still needs to be accomplished; hence, the purpose of the meeting today. Briefing reports will be heard from the Task Force, and the Commission. Vice Chair Glessner also asked that if the public wished to make comments, they need to add their name to the sign-up sheet, and will then be allowed to speak for five minutes (per speaker) at the end of the meeting during the public comment period.

IV. Review and Approval of Minutes from August 2, 2008

Vice Chair Glessner asked if there were any changes or comments to the Commission minutes. The one change to be made is to record Commissioner Gary Singel as present at the August 2, 2008 meeting. Vice Chair Glessner asked for a motion to approve the minutes of the previous Commission meeting on August 2, 2008.

Commission Motion 09-01 Regarding the Approval of Minutes from August 2, 2008

The Flight 93 Federal Advisory Commission, led by Chairman Glessner approved the minutes of August 2, 2008 as corrected.

Moved: by Commissioner Glass

Second: by Commissioner Wilson

Discussion from the Commissioners: none

Vote: All in favor, none opposed

Motion passes.

V. Task Force Reports

Task Force Co-Chair, White announced the following portions to be discussed during the Task Force section of the agenda. The items on the Task Force include family memorial, temporary memorial management, government liaisons, communications, archives, interpretive plan and friends group.

A. Family Memorial Committee Report

Commissioner Nacke presented the following report:

Commissioner Nacke advised he had two items to discuss. The first is in reference to Universal Pictures United 93 movie that was filmed a few years ago in which the family members were able to interact with the actors who played their loved ones. In early August, Commissioner Nacke was contacted by a few of the actors in the film. They had the actual script of the movie and everyone involved in the production of the movie had autographed it. They presented it to Commissioner Nacke on September 8th, and he was able to bring it to Shanksville with him on September 9th, in time for his brother's birthday. He will be presenting this to Flight 93 National Memorial for the archives.

Commissioner Nacke also discussed the "Ride for Forty" in which he will complete the journey of Flight 93, via motorcycle, along with four other riders in September 2010, traveling 8 days. They will depart Newark International Airport at 08:42 a.m. (the same time of the day Flight 93 had lift-off from Newark) on September 4th and will ride across the country, bringing awareness and fundraising for Flight 93 National Memorial. Assisting him will be his younger brother Dale, his cousin Patrick White, good friend Jim McGettigan, local resident Rick Flick, and John Vogt. A website for this event is also being developed, and should be ready after the presidential

election. Suggestions on how to reach out to the local media along the route and/or general suggestions are welcome.

Commissioner Felt asked what the fund raising goal of this project is and Commissioner Nacke responded that it is \$250,000. This amount was determined to be achievable and motivating at the same time.

B. Temporary Memorial Management Report

Superintendent Hanley advised that Park Guide Adam Shaffer will be presenting the temporary memorial management report due to the fact that 99.9% of what happens at the temporary memorial is operational. Since Adam has been taking care of the statistics and most of the reports in relation to the temporary memorial, he will be presenting this report. However, Superintendent Hanley advised that there is still a need for citizen involvement in advising the NPS, such as with the temporary memorial move, that the chair of the Temporary Memorial Management Committee can provide. This structure will still be there if the park needs it, but because the reports are operational, Adam Shaffer as the Volunteer Coordinator will begin presenting this section at all meetings.

Park Guide Adam Shaffer presented the following report.

Visitation:

Since the August 2008 meeting, nearly 62,000 visitors made their way to the temporary memorial. This includes the many motorcycle group rides like America's 9/11 Ride, which made its annual stop at the memorial on August 14th. The total visitation at the memorial for the 2008 fiscal year from October 1, 2007 to September 30, 2008 was 134,999 visitors and 446 buses. It is worth noting that since visitor records began in June 2003, over 785,800 visitors have traveled to the Flight 93 Temporary Memorial.

Operations:

In July when the temporary memorial was moved, the heater inside the shelter was disconnected. In preparation for the winter, NPS contacted Ferrell Gas to reconnect the heat and provide a propane cylinder. Ferrell Gas made the original donation of the heater and the propane supply over the past two years. Ferrell Gas decided to continue to provide the propane for the heater free of charge and connected the heater on October 21st, a very windy and chilly day at the memorial. Flight 93 staff and volunteers plan to create a special thank you to Virginia Wolf at Ferrell's headquarters in Pittsburgh and to Dan and Bruce who service the tanks out of the Windber area.

Beginning November 2nd, volunteer Ambassadors and NPS rangers will begin the winter season hours, staffing from 10 a.m. to 4 a.m. weekdays and 10 a.m. to dark on Saturdays and Sundays. This switch is made every year when daylight savings ends.

Volunteers:

The annual Volunteer-In-Parks (VIPs) report was submitted on October 27th for Flight 93 National Memorial; the report is based on the federal fiscal year. In FY 2008, the temporary memorial and office had the addition of eleven new VIPs, and the resignation of two VIPs, boosting the total number of volunteers to 84. Flight 93 volunteers turned in a new record of 5,043 volunteer hours; 3,082 hours can be directly attributed to the services provided by the 49

Ambassadors at the memorial on a daily basis. The seven volunteers who worked through the year to keep pace with the transcription of oral histories turned in a respective 1,168 hours combined.

Each year the NPS converts these hours into dollar figures, representing the total dollars saved by the work of volunteers across the country. The VIP program at Flight 93 saved the park over \$87,345 in FY 2008. These numbers do not and cannot represent the thoughtful care and precision of each volunteer, dedicated to his or her task through each week of the year.

On Friday, November 7, NPS is holding its annual Volunteer Recognition dinner in Shanksville. We look forward to recognizing all the accomplishments of our Volunteer-In-Parks program at Flight 93.

The volunteers have been invited to attend a field trip by bus from Shanksville to the Pentagon Memorial and Washington D.C. on Saturday, November 15. Arrangements have been made to meet Jim Laychak, President of the Pentagon Memorial Fund, for a special guided tour and to hear about the Pentagon Memorial process. Commissioners, Task Force members and Family members are invited to join this trip.

C. Government Liaison Briefing Report

Co-Chair White presented the following report:

Federal Level:

Co-Chair White first discussed the efforts at the federal level pertaining to securing public financing over the past 3 months. A significant request to Congress has been made, and has achieved a substantial portion of those requests as commitments. Congress has concluded these efforts in the form of a continuing resolution. They are optimistic that fiscal year 2010 will give them greater success.

State Level:

There is encouraging news at the state level. Governor Rendell just recently visited the park office and met with Superintendent Hanley.

Local Level:

Discussions were had with local officials in regard to the changes on taxation that would come about because of the federal acquisition of land. Detailed communications and meetings were held with the County Commissioner's and with representatives from the Shanksville-Stonycreek school district.

D. Communications Report

Deborah Borza presented the following report:

Seventh Anniversary Commemoration:

The Seventh Anniversary Commemoration that included both the Somerset Alliance Church services on September 10, as well as the formal observance at the temporary memorial September 11th, was well covered by all local and regional media outlets, as well as a number of national news organizations, particularly for the September 11th observance, that included visits by Senator John McCain and Governor Ed Rendell.

National news organizations providing a special segment and/or live coverage of the September observances included CNN, FOX News, ABC, USA Today, and the Associated Press, among others.

More than 80 separate news organizations, including those providing coverage on September 10th, were in attendance at one or both events. This number represented a substantial increase in media attendance overall compared to 2007.

Key messaging on behalf of ongoing developments toward a permanent memorial were positive, balanced and did not address unwarranted issues as has been the case in previous years.

Families of Flight 93 President Gordon Felt, along with Family Members Debby Borza, Ken Nacke, Ed Root, Jerry Bingham, as well Flight 93 National Memorial Superintendent Joanne Hanley provided media interviews before and after the 10th and 11th observances.

Families of Flight 93 public relations counsel worked closely with Senator McCain's advance staff, as well as with the National Park Service, to ensure the integrity and solemnity of the services on September 11th would be preserved.

Special Media Placements:

Although more than 150 separate articles and broadcast segments devoted prominent coverage to Flight 93, three noteworthy media-related efforts were produced on occasion of the seventh anniversary.

They included:

- An extended National Public Radio segment that aired on September 11th by reporter Libby Lewis nationally on *The Morning Edition* and featuring an interview with Debby Borza. Its multiple airings, including a substantial number of requests from online, became one of the most requested aired segments on NPR in recent memory.
- A special visit by Philadelphia talk show host and nationally syndicated commentator Michael Smerconish, who traveled to the Seventh Anniversary Commemoration with more than 150 of his listeners in several buses, along with family member Ed Root. Smerconish provided the opportunity for his group to meet with and discuss plans for the permanent memorial with Jeff Reinbold and Gordon Felt.
- A major feature focused exclusively on architect Paul Murdoch's design for the permanent memorial published on September 10th, in the *Somerset Daily American*. The article was expressed in a "Q and A" format featuring high resolution design renderings of various planned features of the memorial.

Other Media Highlights

On September 11th, California Governor Arnold Schwarzenegger's office acknowledged an earlier signed proclamation declaring the month of September as Flight 93 Heroes Month in the State of California in a special news release that was distributed statewide. Several Flight 93 Family Members are scheduled to meet with the Governor sometime in November.

Producers of Extreme Makeover/Home Edition decided to postpone their planned episode relating to the Somerset community, but indicated they want to revisit the opportunity for the 2008-2009 seasons providing an eligible family can be selected.

E. Archives Committee Briefing Report

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

Oral History and Documentation Project:

The cooperative agreement with the Families of Flight 93, to allow the Oral History Project to continue, has been extended for an additional six months. Since the existing cooperative agreement is about to expire, the process for a new cooperative agreement to advance the project further will begin immediately.

- 417 oral histories have been completed in the three-and-one-half years of the project. Oral History Project Assistant, Kathie Shaffer, continues to invite individuals and groups to do oral histories; within this past quarter, she made 66 new contacts through letter, email and phone.
- 123 interviews have been conducted with families and friends, representing 30 out of the 40 passengers and crew. In October, Kathie and Barbara Black traveled to New York City and were able to reach more family members.
- 234 (56% of the total oral histories) have been transcribed by 6 volunteers and 3 staff. 86 (21%) oral histories are completely through the process of finished transcript, edit and signed release documents.

Collections:

Conversion of the first group of cataloged tributes to the National Park Service computer system was completed in August. The conversion project will continue this next fiscal year with re-numbering and photography of the objects. Completion of the conversion of tributes from the first four years under the Historical & Genealogical Society of Somerset County's system is expected to take place by next summer, at which time cataloging can continue on those items collected since 2005.

Flight 93 National Memorial was invited to New York in October to view and consider objects of steel and other materials from the World Trade Center towers. Superintendent Joanne Hanley, Advisory Commission Vice-Chair Donna Glessner, and Acting Site Manager Barbara Black met with Lee Ielpi, President of the September 11th Families Association who arranged the visit, Lieutenant John Ryan of the NY/NJ Port Authority, and Conservators Steven Weintraub and Peter Gat, who are responsible for the conservation of the objects.

In order to provide context of the day on September 11th, the events in New York and the Pentagon will be represented in the visitor center of the permanent memorial. Objects, such as twisted steel beams, crushed building materials, and even personal objects give a visual image of the trauma of the attacks. These objects will be selected with space restrictions in mind, and with future use beyond the initial exhibit. The NY/NJ Port Authority, official owners of the

property, have generously offered to work with the partners of Flight 93 to ensure proper and appropriate representation, and assistance in moving the final selection of objects.

Barbara Black was also able to share a slideshow of the objects of steel and other materials from the World Trade Center, some of which may be chosen to be displayed in the permanent memorial.

F. Interpretive Planning Briefing Report

Acting Site Manager Barbara Black presented the following:

University Partnerships

Phase I of the Flight 93 Interpretive Themes Project is continuing. The current work focuses on analyzing existing data such as oral histories and tributes. Phase II began in July 2008 and will concentrate on collecting and analyzing visitor and non-visitor data through group dialogue and interviews.

Dr. Eric Mankowski, Portland State University, is continuing work on analyzing and coding statements in a randomly selected sample of oral histories, focusing on those statements that express the meaning of the memorial. His graduate students have double-coded (by two different individuals) to gain different perspectives on the material.

Dr. Alan Barstow, University of Pennsylvania, will return to work on the written visitor comments and tributes with next semester graduate students. Dr. Barstow was not able to create a class this semester to work on the project.

Another two days of conversational groups with visitors were conducted at the Temporary Memorial in October. Dr. Michael Duffin, leading the academic team, and Dr. Eric Mankowski helped to facilitate the groups, providing a special opportunity for visitors to “tell us what they think.” Just as was done in July, these conversations were recorded and will be coded to determine the significance and meaning of the memorial to visitors.

In Phase II, the last group of information to be collected and analyzed will focus on the non-visitor and will be conducted by Eric Mankowski in the northwest region of the country. Dr. Mankowski will start this portion of the study in the next few months.

Once the data has been collected and coded from all the sources outlined in the two phases, the information will be compared to the interpretive themes as outlined in the Flight 93 National Memorial Mission Statement. Main themes and sub-themes will be identified according to the meaning and relevancy placed on them by our visitors and non-visitors. This will then form the framework for the Interpretive Plan of the permanent memorial.

Flight 93 Advisory Commission Briefing Reports

A. Land Acquisition Briefing Report

Superintendent Hanley presented the following report:

Superintendent Hanley began with a very significant, anticipated and welcome land acquisition announcement, and then read the following press release, detailing the announcement:

Last week the National Park Service (NPS) acquired 57 additional acres towards the establishment and development of the Flight 93 National Memorial. The Families of Flight 93 sold approximately 56 acres of the former O'Baro property on Skyline Road to the NPS, which will help to protect the viewshed and surrounding area to the south of the memorial and impact site. One additional acre was bought by the NPS from the Stutzman's on Skyline Road, which includes a residence. The NPS plans to eventually have a ranger occupy the house for protection of the nearby Sacred Ground and future permanent memorial.

Every time we purchase a piece of property for the national memorial, it brings us one step closer to completion. We could not have done this without the help of our partners, especially the Families of Flight 93. The Families have stepped in to purchase certain properties on our behalf, and have held them until such a time as the federal government can purchase them. We are grateful for their unending work on behalf of their loved ones and this memorial. We are also grateful to the many other landowners who are so willing to do what is right for this project and their country."

The NPS will actively and aggressively continue with its partners, land acquisition, fundraising and design engineering to ensure that the first phase of construction of the memorial will be ready by the tenth anniversary, September 11, 2011.

Superintendent Hanley advised that she was asked by the Lands Office of the NPS to read the following report, which is an update of National Park Service land acquisition activities since the Commission/Task Force meeting, August 2, 2008.

- NPS is working diligently with the Families on title and survey matters in an effort to acquire the former PBS Coals property from the Families prior to the target date of May 2009. There are a number of title issues that must be resolved before an appraisal can take place.
- As soon as title issues are resolved on the former Mock property, NPS will acquire the property from the Families, who are the current owners.
- NPS is working with the Kordells, on the acquisition and relocation of Rollock, Inc., On October 15, 2008, a meeting was held on site with NPS and relocation contractors hired to estimate the value of the company's personal property and business property as a prerequisite to moving the business. A report of the findings is coming in November 2008.
- NPS is also working with The Conservation Fund to acquire the mineral interests formerly owned by PBS Coals. An appraisal will be scheduled in the near future.

- Svonavec property. An independent review of the disapproved government appraisal from June 2008 is being contracted. Results are anticipated and will be given to the Secretary of the Interior within 30-days.

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.

Conservation Fund Report:

Superintendent Hanley presented the following report on behalf of the Conservation Fund:

In addition to 240 acres of land recently added to the new State Game Land 93 (SGL93), both The Conservation Fund (TCF) and the Pennsylvania Game Commission (PGC) continue to actively talk to other landowners to the north about additional parcels that could be incorporated into SGL93. TCF is working with the Families of Flight 93 to assist with the transfer of a 67-acre former PBS Coal tract to the PGC for inclusion into SGL93 (north of Route 30). SGL93 serves as a buffer for the memorial and complements the work of the NPS.

TCF continues to hold three subsurface mineral parcels which partially underlie the southern portion of the memorial. They hope to complete the take-out sale of these rights by mid-2009. The NPS appraisal process is ongoing.

TCF also look forward to fulfilling an as-needed advisory role for further acquisition efforts by the Families and the NPS.

Task Force Co-Chair White presented the following report:

Task Force Co-Chair White began by congratulating the National Park Service for their first land acquisition. The O'Barto property was a significant transaction.

With the former Mock property, the Families have hired their acquisition attorney to sort out the title issues.

With the PBS property, title issues are also being resolved and just as recently as yesterday, they had very productive meetings to resolve these issues. A lot of these issues have to do with technical aspects of title insurance, and the chain of the title's history of ownership to make sure the detailed requirements are met.

As an alternative on one of the smaller portions of the PBS lands, meetings were held with several of the board members of the Somerset County Conservancy (the owners of the property, referred to as the "notch" parcel). Discussions were held to solve some of the title issues, and an alternative would be to convey a small portion of land to be added to theirs if necessary.

Discussions and updates were also held with state DEP's representative Joe Pizarchik over the PBS lands environmental issues, such as the results of the chemical and biological sampling of the Lamberts Run and Stonycreek River township watershed monitoring. Hopefully, clarity will

soon be given in what the impacts were; further discussions will take place with members of the board of the Somerset Conservancy.

In reference to the changes of the ponds and of the flow rates of the pumping, it will potentially impact both the chemical and biological aspects of the water. The Families are strongly in support of doing the most that can be done to clean up the entirety of that watershed, and to work with the Conservancy, the DEP and others to ensure that happens. It is part of the consent order agreement that was entered into last year.

The bid process closed out last week with PA DEP to find a contractor from the bids received that they will utilize for the purposes of managing the remedial monitoring and pumping activities on site, hoping that they will have more positive environmental information next year.

There is also a smaller 2 acre PBS tract near Route 30. There was an interest expressed from the cell tower company that is the lessee of a portion of those lands. The Families are waiting to see if they have accepted their counter offer as to a potential grant of easement to them, in place of the lease.

Also, there is discussion on coming to a decision to grant some portion of those lands north of US 30, to the Remember Me Rose Garden. These decisions will have impacts in discussions with the Conservation Fund and their subsequent discussions with the State Game Lands in making sure everyone's needs are met.

Other lands with sectional and title issues lie on the small PBS properties acquired on the east side of the park. The NPS and the Families are aware that these lands are of interest to the adjacent landowners. Discussions will be held to resolve these issues as quickly as possible so that the appraisal process can begin.

Other than the PBS properties, the Families are in discussions with other landowners including the Hoover parcel near the Sacred Ground where there is continued working dialogue, and the Tim Lambert property. These discussions will provide additional information to better understand the appropriate evaluation to take so that the Family Board can consider making an offer to them.

Two parcels on the western side, the Seymore estate property, are on hold for now. The counter offer from their attorney was of a value the Family Board felt they could not reach a contract soon, and since this parcel of land is not an essential piece for the Phase 1A construction schedule, further action will be delayed.

The second parcel on the western side is the Ellen Karen Lambert lands, in which there is a desire to be included as part of the memorial lands. A number of discussions were held between attorneys about actions to ensure access to the remainder portion and a balance has not yet been found.

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B. Memorial Design Briefing Report

Superintendent Hanley presented the following report:

- The contract for Design Development was awarded to Paul Murdoch on September 23, 2008. The funding for the design drawings came from the capital campaign, so they were able to immediately award the contract.
- The Design Development phase is scheduled through early January. We anticipate the design team beginning construction drawings in late January, with completion of construction drawings in May/June 2009.
- Following the construction drawings, the actual contracting documents, ready for bid, will be prepared for September 2009 construction award and ground breaking.
- We did a new aerial survey in March 2007, and subsequently completed survey mapping in July 2008 to a more detailed and accurate level. We found that the outer fence surrounding the Sacred Ground fence is in a different configuration and location than what was previously recorded in other surveys. Based on the new survey, significant redesign work is required for the Sacred Ground plaza and parking area.
- On October 16, we had a webinar with Paul Murdoch and the design team to discuss three alternatives for redesign of the Sacred Ground plaza and parking, as well as other design features, including the size of the bowl. We had significant discussion about cost ramifications and advantages of the three alternative configurations.
 - Each alternative did not change design intent. The differences were in the size of the bowl, whether or not there was construction inside the fence, and the length of the sacred ground wall.
 - The NPS concurred with the design team's recommendation of alternative B:
 - i. This alternative will NOT encroach at all into the fenced area.
 - ii. This alternative will result in cost savings and enhanced visitor features, such as shorter walking distances from the parking and arrival area to the Sacred Ground gate (under this alternative the sacred ground wall is approximately 300 to 350 feet shorter).
 - iii. This alternative is 95% of the original bowl area.
- On October 24, the design team and NPS presented these findings via webinar to the Design Oversight Committee, which also concurred.
- On October 14, NPS consultant, The Louis Berger Group, presented findings of their draft Wetland Delineation Report, to the NPS and the design team. Due to the fact that the Ring Road and Allee are intended to cross the ponds which are constructed wetlands below the temporary memorial, we will need to have mitigation of the impacts. Both Keith Newlin and I are personally working with Paul Murdoch on presenting options and recommendations to the Army Corps of Engineers and the Department of Environmental Protection. We have a preliminary meeting scheduled for next week in Pittsburgh to discuss minimization and mitigation possibilities on the impacts to the ponds.

- If you recall, last May the NPS and the design team met with the Stonycreek Township Sewage Enforcement Officer (SEO) to conduct an evaluation for an on-site sand mound wastewater treatment system for future potential placement on the Kordell property. Based on the site conditions, the SEO did not approve a conventional on-site sand mound system. A hybrid alternate drip irrigation system was discussed that would use a drip system over a larger land area.
 - A site review and soil analysis by the PA DEP Soil Scientist in July showed positive potential for this alternative. As part of the Design Development phase, the design team will conduct a feasibility study of the hybrid alternate drip irrigation system, with life cycle cost analysis, for us to determine how this compares to other possible alternatives. The results of this preliminary design work are expected early in November for NPS review.
- We are still looking at alternatives for well water. The two wells that were drilled and tested on the former Mock property were either inadequate or marginally adequate. We'll continue to work with Paul Murdoch on this issue.

A Tree Species Meeting was held earlier this week with Paul Murdoch and the design team, as well as horticulturalists and tree experts from Penn State University. We anticipate that up to four or five tree species may comprise the 40 groves of 40 trees around the bowl. The criteria for composition includes:

1. Design intent/integrity
2. Native/regional/appropriate plantings
3. Absolutely adaptable and appropriate to stressful environment (wind, snow, reclaimed land, soil)
4. Disease and pest susceptibility
5. Diversity (genetic)
6. Availability/proximity of obtaining irrigation needs
7. Deer sensitivity
8. Operations and maintenance (staff and money)

These criteria will be applied to the trees in the grove and allee, as well as to those trees in the parking lot and other landscaped areas.

C. Fundraising Briefing

Jeff Reinbold and Victoria Taglibue presented the following report:

This past September 11 provided an emotional reminder to Americans of the heroism of the passengers and crewmembers of Flight 93 as well as the need to recognize these 40 citizens at a national memorial in Shanksville, PA. Outreach efforts modeled on the theme "Their Courage, Our Commitment" inspired donors and project friends to renew their efforts to support the Campaign and ensure dedication of the first components of the memorial in 2011.

CAMPAIGN SUMMARY

Funds raised for the campaign stand at \$13.5 million through the quarter ending September 30, 2008. This total includes approximately \$11 million allocated toward the first phase private

fundraising goal of \$15 million. This funding will enable groundbreaking on the sacred ground and field of honor elements of the memorial's design. The Campaign is seeking formalization of several verbal commitments, and several proposals are still outstanding. Additionally, the Flight 93 partners authorized the first transfer of Campaign funds to the National Park Service to initiate the next round of design and construction documents.

CULTIVATION AND SOLICITATION

The Campaign operates across many fronts involving leadership, family members, volunteers, and staff, and initiatives to cultivate and solicit donors for gifts to support the memorial are ongoing. Honorary Campaign Co-Chairman, General Tommy Franks recently contacted via letter over 30 CEOs and corporate executives of major companies who also possess a background in the United States armed forces. Follow-up by campaign staff will continue to seek meetings and invitations to submit proposals. The Campaign has also met with high-ranking executives of several large defense contractors and is submitting proposals to solicit gifts. A solicitation for a major gift from an individual donor in New York is currently being prepared, as are solicitation materials for several Pennsylvania foundations with national profiles.

NATIONAL CAMPAIGN STEERING COMMITTEE

Members of the National Campaign Steering Committee are actively pursuing initiatives and activities for the campaign. Some notable projects underway are:

- During its annual meeting, the American Legion passed a resolution supporting the Flight 93 National Memorial. Originating in California, the resolution provides the “go-ahead” to reach out to some four million Legionnaires worldwide. A program patterned after the successful Moose International “\$93 for 93” is being developed as an outreach and fundraising tool. A consortium of twelve American Legion posts in Somerset County has also stepped up to be the first to join this effort.
- “93 cents for Flight 93” has now raised over \$10,000 to support building the Flight 93 National Memorial. A number of schools in Ohio and Colorado have adopted the program, designed to teach young people about heroism through charitable and volunteer service work. Kent State University sponsored “Heroes Week” during the week of September 11 and challenged students, school officials, and community residents to learn more about Flight 93.
- The State of California issued a proclamation signed by Governor Arnold Schwarzenegger declaring September as “Flight 93 Heroes Month” and recognizing in particular those passengers and crewmembers who had close ties to the state.

CAMPAIGN COMMUNICATIONS

The Campaign's Communications Committee worked closely together in the lead up to the annual commemoration of September 11. Changes to the www.honorflight93.org website and new forms of electronic outreach drove website traffic and donations to new heights. “35 minutes,” a mini-movie, updated news stories, blast and viral emails, and a new social network page resulted in over 20,000 visitors in September and 250 donations to the Campaign – both digital records. A similar strategy with new messaging is being developed for the holidays and end-of-year giving periods.

The first issue of *93 Remembered: Honoring the 40 Heroes* of Flight 93 proved successful in connecting donors to the Flight 93 National Memorial and Campaign and generating new donations. Over 30,000 issues were distributed by mail, and the Campaign generated over \$41,000 in donations. The second issue, which features stories on the seventh anniversary commemoration and a special message from the Director of the National Park Service, will be distributed in early November.

OF FURTHER NOTE

It was decided to postpone a National Tribute to the 40 Heroes of Flight 93 in order to concentrate efforts and resources into other planned September 11 commemoration activities. A handful of prospective donors approached to sponsor the event are instead being given the opportunity to support other aspects of the memorial. Consideration of a future event will be made at a later date.

The Campaign has begun to assist with planning for the “Ride with the Forty,” a historic cross-country motorcycle ride to complete the original journey of the passengers and crewmembers of Flight 93. A dedicated website and sponsor outreach package are in development to support the ride between Newark, NJ and San Francisco, CA which will take place next September.

In response to requests to find creative ways to support design elements within the memorial, the Campaign has initiated conversations with a number of organizations to discuss the planting of trees as viable long-term sponsorship opportunities for donors. Although very good feedback has been gathered, the Campaign will need to do more research and work closely with the National Park Service to develop a sustainable program.

The Campaign is continuing work on developing a grassroots fundraising “toolkit.” The purpose of the toolkit is to provide individuals and organizations with the talking points, materials, and resources that they will then use to discuss the Flight 93 project among their members or within their community.

SUMMARY

As concerns regarding the seriousness of the nation’s financial crisis continue to dominate the headlines, fundraising will become more challenging in the months ahead. But what has not changed is the true story of human triumph out of tragedy as seen in both the actions of the 40 heroes as well as the coming together of the local community and the nation. The incredible story of bravery and sacrifice, the need to educate future generations about the meaning of 9/11, and the desire to restore the purity of the landscape to make way for thousands upon thousands of pilgrims to come in tribute, are resounding messages of hope and inspiration for all.

Special Report

Co-Chair Jerry Spangler, and Superintendent Hanley presented the following report:

Jerry Spangler began by reminding everyone that at the past several meetings they have discussed the formation of a Friend's group. After the memorial is complete, the needs of the Task Force and Commissioners will be finished, although there will still be a continuing need for public participation. A forming Friend's group has been meeting monthly and hopefully will file their articles of incorporation in February, and then begin a membership drive.

Superintendent Hanley then presented a "Letter of Intent", which is an agreement between the National Park Service, and the people who are organizing the Friend's group. Superintendent Hanley and Co-Chair Spangler took turns reading parts of the letter. The letter will then be signed and sent on to the Regional Director of the National Park Service for approval.

A number of interested individuals with past involvement or associations of the site have had discussions with the National Park Service regarding the establishment of a new support group of Friend's organization of the memorial. The general purpose of such an organization would be to sustain long-term public awareness and appreciation of the memorial, including, but not limited to support, for related interpretive and educational missions. The memorial welcomes this offer of assistance and recognizes that such a group could play a significant role in assisting in achieving its mission and full potential, following the work of the current partnerships involved in the memorial planning, funding and development. This memorandum, this Letter of Intent, confirms our mutual objectives in establishing such a support group, and outlines some of the initial steps we intend to take, individually and collectively, towards that end.

Under shared objectives, the National Park Service and Friends share mutual objectives, which include a continuing commitment, to support both a local, regional, and national awareness and appreciation of the significance of the Flight 93 National Memorial. Related stories of sacrifice and heroism of the passengers and crew of Flight 93 ensure that the story remains relevant to the history of our country, in helping visitors to understand that ordinary people can make an extraordinary difference. Generally, to have greater public awareness of the memorial and to promote enhanced visitor access and appreciation, seek financial support for the memorial's operations, programs, and activities to corporate foundation and individual donations, and establish mutually beneficial relationships with the sites other partner organizations, educational facilities and cultural institutions.

We commit to working with the Friends, to working cooperatively and simultaneously toward achieving the shared objectives that were just mentioned. Six items that the National Park Service agrees to:

- 1. Recognize and support the organization, which may be developed, as the park's primary Friend's organization for the memorial.*
- 2. Work with the Friends to develop and prioritize appropriate initiatives which they may pursue, following their incorporation.*
- 3. To work with the Friends, to develop future programming initiatives and activities which may relate to future ceremonies at the site.*

4. *Consult with the Friends, to keep them informed about other National Park Service and Partner programs, initiatives, and fundraising activities that may relate or impact upon the activities of the Friends.*
5. *Arrange and conduct tours, events, and inspections for individuals and groups that request of the Friends, to the extent kept practical. Such activities may not impact or infringe upon the sacredness of the Sacred Ground or detract from the normal visitor activities or services of the memorial. Issue permits when appropriate to Friends events and activities when occurring at the Memorial.*

The Friends agree upon to:

1. *Incorporate as a 501 (c) 3, non-profit organization, under state and federal law; qualify to engage in fundraising and authorized to receive philanthropic contributions in order to support the memorial and its programming.*
2. *Work with the National Park Service to plan both short term and long term program initiatives, of which the Friends may pursue some of the responsibility, including, but not limited to, coordinating volunteer activities at the site, fundraising, interpretive programming, and educational initiatives, and enter into separate fundraising agreements with the National Park Service to raise funds for specific agreed upon programs and activities held at or in conjunction with the memorial.*
3. *The park service and Friends agree to commit regular communication to one another and to recognize their mutual respect, and thorough and timely communications are essential to a successful collaborative program and partnership. Cooperate fully in the planning and development of program initiatives and other activities that would be supported through private fund raising by the Friends in the future; to formalize a relationship to one another; negotiate fund-raising agreements and in the future the Friends plan to raise funds for the site in excess of \$25,000, and the National Park Service partners further agree that this memorandum.*

The Friends represent individuals who have a long association with the site, as well as others who are more recently involved. All share a profound personal interest in assisting the park service to ensure that the Memorial achieves its full potential. This relationship is in its earliest phase of development and is committed to working in a spirit of collaboration to achieve mutual objectives put forth in this memorandum.

They are recommending in this memorandum, that the Regional Director approve this. Jerry Spangler and Joanne Hanley then both signed the Letter of Intent.

Jeff Reinbold thanked both Jerry and Joanne for the dedication, vision, and commitment. He then introduced the next speaker, Deb Yandala, CEO of the Cuyahoga Valley National Park Association.

D. Guest Speaker

Guest Speaker Deb Yandala, CEO of Cuyahoga Valley National Park Association presented the following report:

Ms. Yandala began by explaining a Friends group from her perspective, as CEO of a Friends group. She discussed characteristics of successful Friends groups and also discussed grass roots

Friends groups. She felt that the most successful national park units were those that connected with the local communities, rather than like in the past, when the parks used to keep more to themselves in a community. As a result, more Friends groups have developed, and over time, they have become more sophisticated. Although a Friends group can bring an individual park unit money, they also contribute in other ways, such as educational programs and outreach programs, and enhance the National Park Service.

Flight 93 National Memorial's future Friends group has a good opportunity to lay a solid groundwork for a successful group, because they have the ability to start from the very beginning. Ms. Yandala then gave the history of the Cuyahoga Valley National Park Association, in which she was able to share their development. Their beginning association was all voluntary and they assisted the park superintendent with small achievable projects. In the early 90's, their small association grew larger, when they assisted the park in opening an Environmental Education Center, with a staff of 20 members, compared to the former staff of one. She advised to think big about what Flight 93 Friends group wants to do because their group grew so fast that their organization split because of the rapid growth. They now do retail, management of park facilities, education, cultural arts, and even management of the park's volunteer program.

Ms. Yandala went on to say that a Friends group mission must be directly related to the park's mission. Secondly, the park superintendent and Friends group leader must meet on a regular basis and have a shared vision and partnership. Successful groups work closely together with the NPS. Third, the success is measured by the success of the park it serves. Fourth, those who volunteer need to be positive to the park and enjoy what the park is all about. They need to be an advocate of not just the resource, but also an advocate of the National Park Service. The park staff also needs to support the Friends staff. The park needs to give the Friends group high visibility and support them as their number one supporter. A Friends group also should be able to take risks and to think creatively. Finally, they should have a culture of trust, positive energy and their enthusiasm must permeate the organization, from the director, down to the volunteers.

Ms. Yandala concluded by wishing the best of luck to this newly forming group.

Superintendent Hanley also let everyone know that in addition to Ms. Yandala, they can also contact the Friend's of Johnstown Flood, and Toni L'Hommedieu of the Friendship Hill Association for further questions.

E. Old business

None

F. New business.

All meetings for 2009 will be held on the first Saturdays of February, May, August and November. These dates are February 7th, May 2nd, August 1st and November 7th.

Vice Chair Glessner also took the opportunity to thank public servant, Pennsylvania State Representative Bob Bastian, who will be leaving office at the end of his term. He has been a good friend to the project, but was unable to attend today's meeting. Vice Chair Glessner then

read a letter of thanks to Representative Bastian, thanking him for many things, among them for the American and Pennsylvania flags he provided for the temporary memorial.

VII. Public Comment

Vice Chair Glessner advised that there is only one person signed up for the public comment period.

Grant Woollacott

Grant read several biographies of the passengers and crew on Flight 93 that he had researched and written. He asked that we stop and remember why we are here despite the controversy over the design.