

**Minutes of the Flight 93 Advisory Commission**  
**November 14, 2003**  
**9:00 AM – 12:00 Noon**

Minutes prepared by Joanne Hanley, National Park Service.

Meeting called to order at 9:00 AM by Superintendent Joanne Hanley, Designated Federal Officer for the Commission.

**Commissioners Present**

Mr. Lawrence Catuzzi  
Dr. Brent Glass  
Mr. John Felt  
Ms. Donna Glessner  
Mr. Jerry Guadagno  
Dr. Ed Linenthal  
Mr. Ken Nacke  
Mr. John Reynolds  
Mr. Gary Singel  
Mr. Jerry Spangler  
Ms. Pamela Tokar-Ickes  
Mr. Greg Walker  
Mr. Michael Watson  
Mr. Calvin Wilson

**Absent:**

Mr. Dan Sullivan

**I. Welcome and Introductions**

On behalf of National Park Service (NPS) and the Department of the Interior, Superintendent Joanne Hanley warmly welcomed all of Commissioners to this first formal meeting. She looks forward to the partnership and next few years in developing this very important memorial. Superintendent Hanley is the Designated Federal Officer of the Flight 93 Advisory Commission. As such, her duties are outlined in 41CFR 102-3.120, and include:

- Approve or call the meeting of the advisory commission or it's committees;
- Approve the agenda;
- Attend the meetings;
- Adjourn any meeting when he or she determines it to be in the public interest; and
- Chair the meeting when directed by the agency head.

Ms. Hanley noted that the Commissioners spent a long 14-hour day yesterday, Thursday November 13, 2003, in training, briefings, and field trips, to be brought up to speed on the project. She thanked them for their endurance and promised that a day like that would be rare. Each Commission member then introduced themselves to each other and to the public.

## **II. Discussion and Election of Chair and Vice-Chair for the Commission**

Superintendent Hanley led the discussion and asked if any of the Commissioners had any discussion items or nominations they would like to bring up concerning this topic. There was no discussion.

### **Motion 03 01 Concerning the Election of the Commission Chair**

Commissioner Linenthal nominated John Reynolds as chair.

Commissioner Nacke seconded the nomination.

Commissioner Spangler moved that the nominations be closed.

No discussion.

Vote: all in favor; none opposed; none abstained; motion passed.

### **Motion 03 02 Concerning the Election of the Commission Vice-Chair**

Commissioner Linenthal nominated Donna Glessner as Vice Chair.

Commissioner Catuzzi seconded the nomination.

Commissioner Spangler moved that the nominations be closed.

No discussion.

Vote: all in favor; none opposed; none abstained; motion passed.

Superintendent Hanley turned the meeting over to Chairman Reynolds.

Chairman Reynolds took a few minutes to thank the Commissioners for their confidence, and promised to live up to the task. He also indicated he hoped that the Commission would operate through consensus based decision making, which is extremely important in this effort.

Vice-Chair Glessner declined to comment, saying she would have more to say later on in the meeting.

## **III. Reports**

### **A. Report from the National Park Service on Partnerships and Roles**

Superintendent Hanley led this discussion and presented the project organization chart (*Attachment 1*).

Superintendent Hanley then went over the roles of 4 major partners. Some roles are legislated by PL 107-226; others are just critical to being here.

1. The Secretary of Interior/NPS as defined in the statute, coordinates and facilitates the activities of the Advisory Commission; provides technical and financial assistance to the Flight 93 Task Force; and ultimately manages the Memorial.
2. The Flight 93 Advisory Commission, as defined in the statute, assists the Department of the Interior and the NPS with the consideration and formulation of plans for a permanent memorial to the passengers and crew of Flight 93, including its nature, design and construction.

3. The Families of Flight 93 are central and pivotal to this entire process, both as a group of individuals and also as the Families of Flight 93, Inc. They will have a voice in everything that we do. Their role is also designated in their charter, which states they will assist in the formulation, design, and construction of a permanent memorial, and to help sustain that permanent memorial.
4. The Flight 93 Memorial Task Force was formed as an independent, broad, inclusive organization, which provides a voice for all interested and concerned parties. At any given time there are about 80 or 90 members, half of who are family members. The Task Force does its work through Committees.

The Task Force also recommended to the Secretary of the Interior, the nominees for the Advisory Commission. As a pre-existing group, it did a lot of advance work. It will continue to do the on-the-ground work to plan for the memorial in consultation with the NPS, the Families and the Advisory Commission.

The legislation also states that the Flight 93 Advisory Commission should support the activities of the Task Force.

There was a brief discussion concerning how to vote on all of the motions of the day. It was decided that after each presentation or report, the Commission would hear and vote on those motions or resolutions pertaining to that specific presentation.

**Motion 03 03 Concerning Partners and Roles, read by Superintendent Hanley**

- The Commission approves the organization chart in Attachment 1.
- The Commission encourages the Task Force to continue its “grass roots” public involvement approach, and incorporates that work as an essential component of the Commission’s legislated charge to ensure significant public input into the Memorial process.
- The Commission supports the efforts of the Flight 93 Task Force and will consider its work and recommendations in the planning and design process of the Flight 93 National Memorial.
- The Commission authorizes the National Park Service to do contracting, purchasing and accounting on behalf of the Commission.

Move to approve motion by Commissioner Watson.

Second by Commissioner Catuzzi.

No discussion.

Vote: all in favor; none opposed; motion passed.

## **B. Memorial Ideas Committee Report on the Planning and Design Process**

Discussion by Mr. Jeff Reinbold, NPS;

Ms. Esther Heymann; family member; stepmother of Honor Elizabeth Wainio; Co-Chair, Task Force Memorial Ideas Committee; and

Commissioner Jerry Spangler, Co-Chair, Task Force Memorial Ideas Committee

Mr. Reinbold started off the discussion with a power point presentation (*Attachment 2*).

Slide 1: Duties of the Commission Summary according to the legislation.

Slide 2: The General Management Plan (GMP)

The planning requirements for the Commission are the same as those for the NPS GMP planning process. By folding all recommendations into a GMP, a document is created that can be presented to the Secretary and to Congress in September 2005, which will meet the needs of all four partners: the NPS, the Commission, the Task Force, and the Families. There needs to be one process, one voice, and one set of recommendations presented to the Secretary and Congress..

Compliance with federal laws will include the National Environmental Policy Act, which will drive much of the process, and the National Historic Preservation Act, among others. This guarantees that an open process is followed, cooperative planning occurs, a series of options are looked at, and the impacts of all of those options are analyzed. Two management policies within the NPS guide this process, which are the Director's Order on Planning, and the Director's Order on Conservation Planning, Environmental Impact Analysis, and Decision Making. Copies can be made available to those who wish to have them.

Slide 3: GMP Planning Framework

The Task Force has been following the general framework that NPS has for GMPs. The process is currently in the first phase, which is developing a that states park purpose, significance, themes, and desired visitor experiences. This will bring a logical, trackable framework to the decision-making process. Actions that occur 15 and 20 years from now will be tracked back to this document and this process, and ensure for the family members and community, that this park is developed as intended.

Slide 4: Four Phases of the Planning

1. Phase One, Creating a Vision, is being led by the Memorial Ideas Committee, in consultation with the Resource Assessment Committee. Through all phases of the project, the NPS will provide the general planning framework and ensure all federal requirements are met, but the work will be done through Task Force committees. The first phase is almost complete. The idea in this phase is to create that foundation to guide management decisions well into the future, as well as guide the design competition.

2. Phase Two, Designing the Memorial, is being led by the Memorial Design Solicitation Committee. The challenge to the design competition phase is to take the ideas from the first phase, and put them on the ground, all the while staying true to the mission statement. It will be a two-stage design competition, which requires the assistance of a competition advisor. The second stage of the competition would further refine the ideas from a smaller group of finalists in siting facilities for the park, as well as for designing the memorial.
3. Phase Three, Preparing the Management Plan, will finalize the management alternatives and choices, print a draft document that goes out to the public for comment, and get the plan to the Secretary and to Congress by 2005.

The above three phases are open processes, and will all have extensive public participation opportunities.

4. Phase Four, Implementing the Recommendations, is when construction of the memorial and management of the site as a unit of the National Park Service will commence.

**Motion 03 04 Concerning the Memorial Ideas Committee, read by Commissioner Spangler**

- The Commission endorses the integrated planning process as proposed.
- In addition, the Commission requests that the National Park Service specifically describe the level of detail addressed in the General Management Plan, as at the level of a Development Concept Plan. In other words, the plan should be in such detail that the general locations and layout of facilities could be directly related to each other as well as to specific landforms, geographic features and topography. General sizes and capacities of facilities should be readily discernable.

Move to approve motion made by Commissioner Spangler.

Seconded by Commissioner Felt.

Discussion:

Question from Commissioner Wilson: Where are we between Phase One and Two?

Answer from Mr. Reinbold: We are  $\frac{3}{4}$  of the way through the first phase. There is overlap between the memorial ideas committee and the design competition committee, so some of the work in Phase Two is actually getting done now.

Vote: all in favor; none opposed; motions passed.

Chairman Reynolds added that the reason for the second section of this motion is to ensure that the NPS did its GMP, which in larger parks is very general, to a much higher level of detail than normal. This will give the public, as well as the people entering the design competition, the details and the ideas of the relationships of all the individual parts of the park, and how they relate to each other.

Commissioner Spangler then gave a brief summary of the Memorial Ideas Committee. This process charts new territory in a lot of ways. We are working in an area where we went from current events immediately to history. In the past there has been a lot more time between the memorialization process and when the event takes place.

Based on what has happened at other memorials, the determination was made that before we even begin talking about design and what it may look like, time will be taken to determine the memorial's goals, purpose, and significance. The process has been extremely open.

Ms. Esther Heymann then gave a briefing on what types of public meetings have been held to provide input to form the basis of the mission statement. As many people as possible, from as many areas as possible, have been encouraged to have input into what they would like to see the memorial and the national park be. They have been asked what would they would like to experience when they go there for the first time, as well as what they would like others to feel and walk away with.

This has been done through facilitated workshops with the Flight 93 Task Force in August. In October an open house was held in Shanksville for its residents and surrounding communities. There was a family meeting in San Francisco for the West Coast and Hawaii families in October. A planning newsletter and website was developed for the project so that people can fill in comment forms either on paper or on the website. As much input as possible is being collected, and all this information will help develop a very clear mission statement. Public comments are being received until December 31<sup>st</sup>.

The website, [www.flight93memorialproject.org](http://www.flight93memorialproject.org) was launched on September 11 of this year, and has had over 175,000 hits. Ten thousand newsletters have gone out. The outreach is like "mining for ideas." Tomorrow there will be another facilitated workshop at the Task Force meeting.

The goal is to have a draft mission statement created and reviewed by the families, the NPS, the Task Force, and the Commission by the next Commission meeting. This mission statement will be the "DNA" for all the future decisions for the memorial.

Question from Commissioner Wilson: Did we go international in seeking input?

Answer from Commissioner Spangler: Our website is certainly worldwide. And we have many international visitors who have gotten the newsletter.

Commissioner Glass requested of Chairman Reynolds that he be permitted to serve on this Committee. There was some discussion on whether Commission members can serve on the Task Force Committees, and the thought is that they are definitely welcome. It would provide a good liaison between the Commission and the Task Force.

Commissioner Catuzzi indicated that the offers are welcome. He will pose any new Committee members to the Task Force tomorrow for a vote.

### **C. Design Solicitation Committee Report**

This presentation was led by Mr. Tim Baird; Professor of Landscaper Architecture at Penn State University; Co-Chair of the Task Force Design Solicitation Committee, and Ms. Gina Farfour; family member; sister-in-law of Sandy Bradshaw; Co-Chair of the Task Force Design Solicitation Committee

There is a three-fold mission of Committee:

1. Develop the methodology by which designs for memorial will be organized and implemented
2. Administer a design selection process working through a professional consultant, as a competition advisor.
3. Coordinate the development of the GMP for the NPS, Task Force and Commission.

There is a video being developed that will be available through VHS, DVD or downloadable from web, to attach to the design competition booklet that will be sent out to interested entrants. It will show site footage, interviews with family members, community members, first responders, and show them what they have to work with while they do their design. The crash site is in a remote area, and it has its own feel and context, which needs to be conveyed.

The competition will be an open design, including anyone interested in submitting entries. It will be judged by an inclusive jury of family, task force members, commissioners, the community, the NPS, and professionals.

It is proposed that the Families of Flight 93 retain a professional consultant to manage the competition and administer it to its conclusion, which is a huge undertaking. We also propose that Penn State University contract for the advisor and the competition, on behalf of the families and the other partners.

When a consultant is selected and the fee is determined, a proposal will be submitted to the Heinz Endowment and the Knight Foundation, which both expressed an interest in helping to provide seed money for the consultant.

The consultant will be charged to develop a cost estimate for the entire competition, at which point, the foundations will again be approached with the proposal so they can choose to fund all or part of the entire competition.

Commissioner Wilson requested of Chairman Reynolds that he be added to this Committee. Commissioner Felt also requested he be added to this Committee.

Discussion centered on how to integrate the Commissioners with certain areas of expertise, into the process, to help out as appropriate. At the next Commission meeting, we will discuss how to set up the liaison between the Task Force committees and the Commission members.

**Motion 03 05 Concerning the Design Solicitation Committee, read by Superintendent Hanley**

- The Commission endorses the proposal that a two-stage open design competition be held to solicit designs for the Flight 93 National Memorial.

Move to approve motion made by Commissioner Tokar-Ickes.

Second by Commissioner Felt.

No discussion.

Vote: all in favor; none opposed; motion passed.

**Motion 03 06 Concerning the Design Solicitation Committee, read by Superintendent Hanley**

- The Commission endorses the proposal that the Families of Flight 93, Inc. retain a professional consultant to develop and administer the design competition and the selection process, including selection committee composition and the request for proposal (RFP). The Commission endorses the proposal that the Pennsylvania State University manages the contractual agreement between the Families of Flight 93, Inc. and the professional consultant.

Move to approve motion by Commissioner Felt.

Second by Commissioner Wilson.

Discussion:

Question from Commissioner Wilson: Who is going to be “in charge?” Who will manage the process? Who will supervise the consultant?

Answer from Mr. Baird: The contract will be with the Families of Flight 93, Inc., and Penn State will manage it with the concurrence of the task force, the NPS and the Commission.

Question from Commissioner Wilson: Will all decisions have to be passed through those partners?

Answer from Mr. Baird: Yes. Every organization will be signatory on all documents.

Answer from Commissioner Spangler: Based on what has happened at the other sites, we are clear we want to have an inclusive jury. It is not the intention of this motion that the consultant pick the jury. Part of the role of the consultant is to bring suggestions to us for decisions.

Vote: all in favor; none opposed; motion passed.

Chairman Reynolds made a comment to the public before the break, noting there would be an opportunity for them to ask questions and make comments at the end.

**15 minute break.**

#### **D. Lands/Resource Assessment Committee Report**

Presentation led by Mr. Randy Cooley, Chair of the Resource Assessment Committee.

A brief synopsis was given of the story that makes Flight 93 so significant. Because the plane took off late, the passengers and crew were armed with information that the other planes did not have. They went above and beyond the call of duty. They acted in such a way as to transform this country. Mr. Cooley said he has searched for equivalents in our history, which is always dangerous. But the closest he could come is a group of farmers on a certain green in Lexington on April 19, 1775. Rarely have citizens had to make the sacrifice in the way that the passengers and crew of Flight 93 did.

The information in the flight control center tapes, the information on the flight path, and the information about the impact site itself are all critical parts of the story. The impact site is a cemetery, and needs to be treated as such. The grove of hemlock trees is as much a part of the cemetery as the impact site itself. No one can walk into the trees without a sense of the divine power being behind all of this.

Beyond the impact site is the story of the recovery effort. The temporary field headquarters at Flight 93 gathered information, which is serving in the trials of terrorists such as Moussaoui (sp.) today. That is also a critical part of the story.

The citizens of Shanksville and the surrounding communities are a part of the story. The temporary memorial is a way for citizens around the country and world to feel connected. This is a critical part of the story.

The draglines speak to the story and nature as to why this place exists in southwest Pennsylvania as a place of importance. The Resource Assessment Committee has not yet come to consensus as to whether or not the draglines should be permanently acquired, but there is a need to at least incorporate them now, in case the determination is made that they are needed. The opportunity to have further discussion about the draglines is critical, and so in the meantime, they need to be protected to not eliminate future options. Two issues arise: how critical are they to the story, and what will it cost to maintain them? It is important to keep those discussions on parallel but separate tracks.

It is believed that land that provides for access and administration is also critical to the site, along with direct access to Route 30. There is land for this, which is owned by PBS Coal. Route 30 is a critical access point. It is a major east-west highway, with direct access to Bedford and Greensburg. Using Route 30 as a main access will also divert traffic away from the smaller, township roads and communities, which is what the local communities' desire. Route 30 is also the Lincoln Highway Heritage Corridor, and is geared up for tourism from a promotion and marketing point of view.

For all those reasons, the resources described above need to be considered in the telling of this story.

As an aside, there should be efforts by this Commission to encourage Stonycreek Township to do comprehensive land use planning. The impacts that this place will have on the township are enormous. Discussions about scenic easements should occur with active direct citizen's involvement, not absent of that.

An announcement was made that Consol Energy expressed a desire to unconditionally donate, for whatever support purposes are needed, 135 acres of land across Route 30 from the "haul road".

A motion will be put forward to the Commissioners to accept the donation from Consol Energy. A resolution will also be put forward that asks the Commissioners to immediately acquire about 1500 acres of land, which are needed to protect the resources mentioned above. This is not to be confused with the final boundary of the park.

Question from Commissioner Spangler: Can you expand upon the distinction between setting the boundary of the park and immediate land acquisition?

Answer from Mr. Cooley: At the present, the resources, which have been looked upon as a priority, are directly related to the story. There has not yet been consensus on what the particulars of that story are, but there is a general idea of the resources on the ground that relates to the overall story. The focus has been on identifying those resources, and then taking a look at those parcels of land in which the resources exist. Based on those parcels in which the resources exist, it was determined that those lands should be acquired from the owners to immediately protect these core resources related to the story and required for implementation of the statute.

Establishment of a boundary for a national park is a somewhat expanded process based on a number of criteria including but not limited to those we listed above. They also include viewshed protection as well as administrative and support lands. The final boundary is not being discussed today, but we have discussed only those lands needed to immediately protect critical resources. The boundary may or may not get larger than this after the final analysis.

Question from Commissioner Spangler: Does the unconditional donation of Consol Energy land mean it will be in the final boundary?

Answer from Mr. Cooley: No, absolutely not. It may or may not be pending further analysis. Consol Energy made the donation without condition, and it can be used as needed in the support of the Flight 93-preservation effort, presumably even selling it.

Question from Vice-Chair Glessner: Who will hold title to the property?

Answer from Mr. Cooley: In the short term the Conservation Fund will hold title. They will await direction from the NPS as to the transfer of those lands.

Chairman Reynolds requested that it be noted in the minutes that the Conservation Fund will hold title to this property, and the disposition and use of the property is for future consideration. Acceptance does not in any way indicate the property will or will not be in the final boundary of the memorial.

Mr. Todd McNew of the Conservation Fund then indicated that the donation is actually to the Families of Flight 93, Inc.

Commissioner Catuzzi, who is also Vice-President of the Families of Flight 93, Inc., stated that he is not sure they are prepared to accept and manage such a gift. The families need their legal council to get involved. He and other board members would be far more comfortable if the Conservation Fund held the land, because they are not in a position to take on as manage lands. Chairman Reynolds recommendation should be the one considered. But he reiterated that the Families are so very appreciative of Consol and their efforts to become a true partner.

Mr. McNew said that there would not be any problem at all with the Conservation Fund holding the land for the families.

Chairman Reynolds asked if everyone on the Commission is in agreement, and all agreed, and again asked that the minutes reflect that the Conservation Fund will hold title to this property, and the disposition and use of the property is for future consideration. Acceptance does not in any way indicate the property will or will not be in the final boundary of the memorial.

**Motion 03 07 Concerning the Lands/Resource Assessment Committee, read by Superintendent Hanley**

- The Commission concurs with the unconditional gift of property from Consol Energy to the Conservation Fund, and thanks them for their generosity in furthering the purposes of the Flight 93 Act.

Move to approve motion by Commissioner Spangler.

Second by Commissioner Nacke.

No discussion.

All in favor; none opposed; motion passed.

Chairman Reynolds asked if we were now prepared to begin discussion of the second motion. He first wanted to say a few things. He thanked Mr. Cooley for his very respectful and eloquent description of the significance of the site and its resources. He also expressed appreciation to the Task Force on this very important work not only on this issue, but also on all issues, and that the Commission deeply, deeply appreciates all of the work. Second, the Chairman wanted to reiterate to the Commission the need to be sensitive to what is going on in relation to lands with the people of Somerset County.

And finally, the Chairman wanted to say to the folks in the general public that this resolution, which will be read shortly, has been written sensitively. Each word has been looked at so that it not only meets the requirements of this particular case, but that it also directly relates to a provision of the Act. It is written differently from the rest of the motions considered. It is written in a very legal form. It will be transmitted to the Secretary of the Interior. We have tried very hard to meet those needs, but also the needs of the people of the community and those of representing others.

**Resolution 03 01 Concerning the Lands/Resource Assessment Committee, read by Superintendent Hanley**

RESOLUTION  
of the  
FLIGHT 93 ADVISORY COMMISSION

**WHEREAS, the Flight 93 Advisory Commission was established pursuant to Public Law 107-226, The Flight 93 National Memorial Act; and,**

WHEREAS, Section 4 (1)(2) of Public Law 107-226 provides that the Commission shall advise the Secretary of the Interior on the establishment of boundaries for the Flight 93 National Memorial; and,

WHEREAS, the Commission has determined that any future boundary for the National Memorial, regardless of final configuration, will contain certain core properties that have been identified by the Commission and which are intrinsically linked to any future Flight 93 National Memorial that the Commission may recommend to the Secretary of the Interior; and,

WHEREAS, the Commission believes that it is imperative that the National Park Service begin the process of securing these core properties for public ownership at the earliest possible moment so that they may be protected and that the Commission may be assured that such properties are available to constitute a portion of the National Memorial; and,

WHEREAS, the Commission wishes to provide advice to the Secretary of the Interior regarding these lands that the Commission believes will form the core portion of the ultimate boundary recommended for the National Memorial.

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

1. Pursuant to Section 4(1)(2) of Public Law 107-226, enacted by the Congress of the United States for the purpose of establishing the Flight 93 National Memorial, the Flight 93 Advisory Commission advises the Secretary of the Interior that the properties consisting of the site of the impact of Flight 93, properties in the view shed of the impact site, and properties associated with entry from Route 30 will be included as a portion of the ultimate boundary that the Advisory Commission will recommend to the Secretary in its final report. The Commission advises the Secretary that the lands referred to herein are essential to interpreting the events of September 11, 2001 and advocates protection of these lands.
2. The Flight 93 Advisory Commission advises the Secretary of the Interior to exercise the authority granted pursuant to Section 5 of Public Law 107-226, which is to acquire from willing sellers the land or interest in land for the memorial by donation or purchase with donated or appropriated funds, or exchange.

3. That the Flight 93 Advisory Commission considers this advice to be initial and reserves its responsibility to provide further advice to the Secretary regarding the ultimate boundary of the Flight 93 National Memorial.

BE IT FURTHER RESOLVED BY THE FLIGHT 93 ADVISORY COMMISSION that the Designated Federal Officer of the Flight 93 Advisory Commission is authorized to forward this Resolution to the Secretary.

Adopted by the Commission at its meeting of November 14, 2003 held in Somerset, Pennsylvania.

Move to approve resolution by Commissioner Singel.

Second by Commissioner Catuzzi.

Discussion:

Chairman Reynolds wanted to make sure that member of the Commission knows that when he or she votes on this resolution, they will do so by name, and that the names will be affixed to the resolution.

Commissioner Spangler stated that we need to recognize, due to the requirements of the law that there is a 30-day lead-time to advertise the Commission agenda, and that the design competition will be upon us soon. We will need to have some idea of what land we are going to acquire before that happens. This starting point will allow us to know some definitive parameters for the design solicitation. For that reason, he thinks this is a good resolution for the Commission to adopt.

Vote: all in favor; no nays; no abstentions; Commissioner Dan Sullivan absentee; resolution passes.

Chairman Reynolds thanked all of the folks on the Task Force and NPS for dealing with concerns in a sensitive manner, both locally and nationally.

Mr. Cooley thanked the Chairman and the Commission on behalf of his committee and the Task Force. He also thanked the Commission for their responsiveness.

Commissioner Tokar-Ickes stated that in addition to sitting as a member of the Advisory Commission, she is also a Somerset County Commissioner, and she would like to thank the Advisory Commission and everyone working on this project. The focus is the crew and passengers and the families that have been affected by this event. But there is no doubt that this event has impacted the County. She thanked everyone on behalf of the County Commissioners and the residents of the County for the sensitivity to that impact site and for their care.

Commissioner Watson volunteered to work on this Committee of the Task Force.

## **E. Report of the Fundraising Committee**

Presentation led by Mr. Rick Stafford, Chair, Fundraising Committee

Mr. Stafford began with a power point presentation (see *Attachment 3*).

### Slide 1: History on Private Funding to Date

There has been much spontaneous giving and outpouring of financial support started by the rapid response by the County to establish a trust. People want to find a way to give back and to thank the heroes for giving their lives.

### Slide 2: Role of the Fundraising Committee

The fundraising committee is all about raising whatever money is necessary to implement the plan. Fundraising goals have not yet been set. Those will come from other committees and processes.

### Slide 3: Private Fundraising Goals

A lot still needs to be determined. There is still uncertainty about what total need there is, and how that need may be met from government versus private sources. As input is received, the blanks will be able to be filled in, as to how much the funding needs to be raised.

### Slide 4: Fundraising Process

Simply put, develop an agreement, a plan and then execute.

### Slide 5: Parties to the Agreement

A fundraising agreement will be put into place, which will be the legal contract between four partners, and which is required by NPS: the Families of Flight 93, Inc. is the private 501 C 3 which will actively solicit and accept gifts; the Flight 93 Advisory Commission; the NPS; and the National Park Foundation, which will handle the fiduciary responsibilities for all money donated.

### Slide 6: Fundraising Flowchart

The parties will be defined through a signed, legal agreement.

The three legal decision making bodies will define how funds will be used:

- Families of Flight 93, Inc. will be 501C3 for accepting gifts.
- NPS of course plays major role, and all funds will be spent for a park that will be owned and operated by NPS.
- Advisory Commission is critical because legislation stipulates it can solicit and accept donations. How they do that is defined in the agreement.
- This is a need for a “banker,” someone to hold the funds, manage the funds, and account for the funds. The National Park Foundation (NPF) will play this role. The NPF itself is a 501C3; it is not a government agency. It has worked for decades with the NPS; and has the infrastructure in place, which is necessary to manage the funds.

The Flight 93 Task Force will provide grass roots input and energy.

Slide 7 – Prepare a Plan for Fundraising

Once there is an agreement in place, there is still need for a plan for getting the dollars. The committee is all volunteer, and professional help is needed that will get input from families, task force members, the NPS, the Commission and others.

Once there is a draft plan, the feasibility of the plan will be tested, which is a very common thing that consultants do, through a targeted, selected audience. Once that is done, the plan is finalized, and it will be reviewed and approved by all the partners.

Slide 8: Execute the Plan

The plan will lay out the what, how and who of execution.

Slide 9: Today's Requests

The Commission will be asked to move ahead with the Fundraising Agreement and retain a professional consultant. The involvement of the Commissioners is needed in terms of time, credibility and presence. Have personal involvement in the fundraising process through your time and expertise.

**Motion 03 08 Concerning the Fundraising Committee, read by Superintendent Hanley**

- The Commission authorizes its Chair to enter into the Fundraising Agreement with the Families of Flight 93, the National Park Foundation and the National Park Service, upon the approval and signing of the agreement by the Director of the National Park Service.

Move to approve motion by Commissioner Catuzzi.

Second by Commissioner Tokar-Ickes.

Discussion:

Question from Commissioner Wilson: Has there been a draft of this agreement put together?

Answer from Superintendent Hanley: It is in the Commission Briefing Book. It is under going revisions, and as soon as those revisions are in place, we will again send it out.

Question from Commissioner Catuzzi: What is the time frame for approval?

Answer from Rick Stafford: It may be ready in two to four weeks. The key folks working on this at this time are the solicitors for the NPS and the Families of Flight 93, Inc.

Answer from Superintendent Hanley: It may be ready for review in four weeks. We still need to go to Washington for Director's approval after the solicitor.

Vote: all in favor; none opposed; motion passed.

**Motion 03 09 Concerning the Fundraising Committee, read by Superintendent Hanley**

- The Commission endorses the proposal that the Families of Flight 93, Inc., retain a professional consultant to prepare and recommend a fundraising plan of Funding to implement the purposes outlined in the Flight 93 Memorial Act.

Move to approve motion by Commissioner Singel.

Second by Commissioner Watson.

Discussion:

Question from Commissioner Wilson: Who controls this consultant? Will that come directly under the Task Force or the Commission? How much free rein will he/she have?

Answer from Mr. Stafford: That is a good question that has not yet been entirely detailed out, but this has come up in Fundraising Committee Conference call. A small oversight team will be put together, which would oversee the consultant's work on behalf of Families of Flight 93 and the other parties to the agreement. This has not been mapped out yet, but someone from Commission, Families of Flight 93, Fundraising Committee, and someone from Government Liaison and Administration Committee at least. Any consultant would ask to whom they report. The answer should be a small group with a leader, and it should be outlined in the RFP.

The Chairman requested that the minutes carefully reflect the discussion of the relationship of the contractor to the partners and that we receive back a specific report on how that is set up at the next Commission meeting.

Commissioner Catuzzi suggested that the Government Liaison Committee be linked to the Fundraising Committee, and that the fundraising plan not only deal with private funding, but with federal and state funding as well, and be named a "plan of funding". The RFP will reflect this as it is further refined.

Superintendent Hanley requested that a NPS representative also sit on this small group because of the complexities of Director's Order – 21 (the guidelines on NPS fundraising), and the very specific requirements of fundraising when the NPS is involved. The Commission agreed.

Commissioner Catuzzi again requested that the motion be revised to reflect a plan of funding instead of just raising private funds. All agreed.

Vote: all in favor; none opposed; motion passed.

**Motion 03 10 Concerning the Fundraising Committee, read by Superintendent Hanley**

- The Commission and individual Commissioners understand the need for involvement in the planning and execution of an initiative to raise funding to implement the Flight 93 National Memorial Act and commit to personally support this effort with their time and presence.

Move to approve motion by Commissioner Catuzzi, with the caveat that we change the wording to read “raise funds” instead of “private funds.”

Second by Commissioner Tokar-Ickes.

No discussion.

Vote: all in favor; none opposed; motion passed.

Superintendent Hanley requested a two-minute break in order to change the tape on the video recorder.

**F. Report of the Government Relations Committee**

Mr. Patrick White and Ms. Carole O’Hare, Co-Chairs of the Government Relations Committee were not in attendance. Superintendent Hanley gave a brief report in their absence.

The Commission briefing packets provided a list of all the elected government officials, from local to federal. Any Commissioner who wishes to be involved in any congressional briefings, please let Superintendent Hanley know. Congressman Shuster, Congressman Murtha, Senator Santorum and Senator Specter have been briefed and kept informed the whole way through on this project so far.

The House Appropriations Committee staff asked for a briefing in several weeks, pending availability of Committee staff. This will be an informational briefing only.

Question from Commissioner Felt: What Commonwealth agencies have been briefed and involved in this process?

Answer from Superintendent Hanley: We have been in contact with the Department of Conservation and Natural Resources, Pennsylvania Historical and Museum Commission and Penn DOT. In December, we will be having a formal scoping briefing and meeting with all of the local state, and federal agencies. This will be a way to formally get everyone involved in the process.

Question from Commissioner Felt: Are there any special units of government such as sewer or water districts?

Answer from Superintendent Hanley: She indicated that she did not know. However, the list of agencies provided in the briefing book, includes local and state governments and agencies. All of those agencies will have direct involvement and a direct chance to comment at the upcoming agency-scoping meeting.

It was brought up that the Commissioners should be given ample notice to attend this scoping meeting if they so desired.

### **G. Report of the Archives Committee**

Presentation led by Ms. Barbara Black, Chair, Archives Committee

Chairman Reynolds thanked the efforts of Ms. Black and her committee for all of the tremendous work they have done to preserve the memory of this event.

The mission of the Archives Committee is to collect, document and preserve the inclusive memories of the events on September 11, 2001 and thereafter, pertaining to Flight 93 including the memorialization process.

This is a Committee of three working subcommittees:

1. the Story Collection (Oral History) Subcommittee,
2. the Documentation Subcommittee, and
3. the Collection Management Plan Subcommittee.

A Collection Management Plan will be developed as part of the General Management Plan being prepared. The Committee will develop it in conjunction with the NPS.

A primary mission of this committee is to collect the stories of Flight 93. A memorial is being developed, but all the stories documenting what happened on that day have not yet been documented. A position is needed to be established and filled to coordinate collection of those stories. A paid position for this is very important task.

The tributes being left at the memorial are being left by both citizens of this nation, and from around the world. This collection has grown to nearly 15,000 articles, and we need help taking care of this as well. The Historical and Genealogical Society of Somerset County, and the Pennsylvania Historical and Museum Commission have helped to take care of this, with some financial assistance from the NPS, to date. They are willing to support this until an NPS curator can be hired, but cannot do this indefinitely.

Ms. Black is asking the Commission to support the direction of this Committee.

Commissioner Linenthal seconded the thoughts of Chairman Reynolds in thanking Ms. Black and everyone involved in this effort. The people that will use the collection, whether it is the physical tributes, the oral history, or the process of memorialization, will realize how important and significant this work has been, which is also part of the historical documentation. He offered to help in any way he could; this is tremendously important. Commissioner Linenthal volunteered to work on the Archives Committee.

Chairman Reynolds told the group that he had an opportunity to meet last week with people from Rosie the Riveter National Historic Site, and that stories were being collected, mostly from women who are now elderly, 50 or 60 years after the fact. At Flight 93 there is a chance to collect the stories, not only from those who were directly affected after the event and now, but the continuing stories.

**Motion 03 11 Concerning the Archives Committee, read by Superintendent Hanley**

- The Commission concurs to support the direction of the Archives Committee in filling the positions needed to accomplish the tasks of the three subcommittees: 1) Story Collection, 2) Documentation, and 3) Collection Management Planing.

Move to approve motion by Commissioner Tokar-Ickes.

Second by Commissioner Catuzzi.

No discussion.

Vote: all in favor; none opposed; motion passed.

**H. Report of the Temporary Memorial Management Committee**

Report given by Ms. Donna Glessner, Chair, Temporary Memorial Management Committee

The temporary memorial was created at the site in November of 2001, at the insistence of the public who needed to connect with the site, and visit and show their respect to the 40 people who gave their lives there. They could not have been kept away. It will be very important until the permanent memorial is complete.

Beginning earlier this year, a concerted effort was made to try and estimate how many people were coming to the site. Between Memorial Day of this year and now, over 120,000 people have visited. It is not at all unreasonable to say that since November 2001, a ¼ of a million people have come to that place, all with very strong feelings about what happened there. Especially now, as time progresses, they come to be educated about what happened. They come to express their feelings.

A volunteer has met most of the visitors. This is a group of local people who have organized, with a mandate from no one, to staff the site, answer questions, help visitors with their problems, and to be a human point of contact. The visitors want to know answers, but they also want to share their feelings. This group of volunteers, who call themselves Ambassadors, rotate in 2-hour shifts (1.5 hour shifts in the winter months). They currently staff the site form 10 AM until 2:30 on most weekdays, but until dark on weekends.

Many of the people who come to the memorial chose to leave something there. One of the missions of the temporary memorial management committee is to care for those articles on the site, and when the articles need to be brought in, the Ambassadors and the volunteers at the Historical Center help.

Volunteers also help with maintenance at the site, and to ensure that the site remains dignified and that visitors can have a safe experience.

The high number of visitors at the site can sometimes create chaos, and there is project underway to help remedy that, which is scheduled to begin this spring. Federal

Highways and the NPS will redesign the parking at the site to separate pedestrians from motor vehicles, to make the site accessible, to provide more defined car and bus parking, to provide more attractive toilet facilities, to provide a 3-sided glass shelter, and new signage.

The Committee also supports the idea of having a paid NPS volunteer coordinator to manage the efforts of this group of individuals, plus help with additional interpretive activities to support the site. Thus far, the coordinator of the Ambassadors has been voluntary, but this is getting very complex.

**Motion 03 12 Concerning the Temporary Memorial Management Committee, read by Superintendent Hanley**

- The Commission concurs to support the efforts of the Temporary Memorial Management Committee done thus far to support the maintenance and management of the site and to meet the needs of those who visit the site. These efforts include:
  1. Continuation of the Volunteer Ambassador Program
  2. Cooperation with a program of planned improvements at the temporary memorial scheduled for Spring of 2004 to be undertaken by the Federal Highways Administration and the National Park Service, and
  3. Steps toward filling the NPS position of volunteer coordinator.

The Commission also thanks the Ambassadors for all of their efforts as stewards of the site and story.

Move to approve motion by Vice-Chair Glessner.

Second by Commissioner Linenthal.

Discussion:

Chairman Reynolds requested that we add to the minutes a special thanks to the Ambassadors for their valuable assistance and dedication.

Vote: all in favor; none opposed; motion passed.

**I. Report of the Public Relations Committee**

In the absence of Ms. Catherine Miller, Chair of the Public Relations Committee, Mr. Jeff Reinbold gave the report.

The Task Force members wrote all of the articles in the first newsletter. The primary function of the Public Relations Committee has been to winnow the articles down a bit and put them into the newsletter format. They did a fantastic job. The goal was to get this out on September 11, 2003, and they did it and should be commended. It was done through volunteer work, and was reviewed by the families and the Task Force. The standard layout of the NPS was used as a template, to get people introduced to seeing this.

This is the first of roughly five or six project newsletters, and will be published at major milestones, roughly on a quarterly basis. The second one will probably go out in

February or March of 2004. At that time, there will be an article on the Commission, as well as announcing the design competition.

The two goals of the newsletter are to share information with the public, and to also gather information from them.

Another activity the Committee is working on now is assembling an image and photograph file. Everyone will be asked to contribute.

Ten thousand newsletters were published. Several thousand were mailed to a database that is being developed, and the rest were handed out at the temporary memorial.

**J. Report of the Families of Flight 93, Inc.**

In the absence of Ms. Jennifer Price, President of the Families of Flight 93 Inc., Commissioner Larry Catuzzi, Vice President of the Families of Flight 93, Inc. gave the report.

Ms. Price has done a remarkable job on behalf of the families. The Families of Flight 93, Inc. first came about as a result of the tragedy, and everyone got a chance to meet each other after the first memorial service. They retained a firm in Pennsylvania to establish a 501(c)3. Since that time, the families have operated on a committee structure, and are very involved in the task force committees as well.

Families are welcome to come in and out of the process and participate as they wish, depending on their level of grief, emotions or time availability.

The families have a monthly board conference call the first Tuesday evening of every month. There is a family newsletter that goes out every month.

It was the initial impetus of the County to show us how they felt about the events of that day, and that they wanted to memorialize our loved ones.

Question from Commissioner Wilson: Is it the consensus that we are including the families in the work, or that we need to provide more to them?

Answer from Commissioner Nacke: Commissioner Nacke, who is also the Chair of the Family Memorial Committee, said that the views and feedback that he has gotten from the families are very good. A family briefing was just held for families on the West Coast, and the only thing that prevents them from being involved is the geographics. They just want to have the opportunity to have their voices heard. It is the intention to do that by not only having family workshops for this process, but to continue this in the years to come. As far as the Family Memorial Committee goes, there is an open door policy. Come and go as you chose. The avenue is always there for involvement. It started out for Commissioner Nacke as he being the voice of his brother, but it has evolved to being a voice for all the families.

Commissioner Catuzzi went on to say that they are doing the best they can. With 40 families, it is hard. But they try to put separate agendas aside and do what is best for the

good of the whole, not the individual. It is important to know that the Families of Flight 93 will be the funding mechanism for much of what we do.

**K. Report of the Administration Committee and the NPS**

Report given by Commissioner Gary Singel, Chair of the Administration Committee, and by Joanne Hanley, Superintendent of Flight 93 National Memorial.

Commissioner Singel started the discussion. A process is being developed for figuring out how to do some cost estimates for the permanent memorial. It must be recognized that even though no land is owned, there are no plans for the memorial, and there has not been a determination of the types of facilities that will ultimately be needed, a range of what the possible costs needs to be prepared, and have educated estimates about what might be on that property. The Federal Highways Administration and the NPS Denver Service Center are assisting with this. Information has been submitted to them that will be plugged into computer generated models. The NPS uses these models in determining size of facilities, climate conditions, and so forth. The figures will be refined over the next several months.

Second, the Task Force has an operational budget that needs to be refined and finalized by the Executive Committee. Not much feedback has been received on this, except for a couple of Committees. Each Committee Chair will be asked to develop a budget on a form provided to them, by a certain date.

Superintendent Hanley continued the discussion by requesting that financial discussions be focused on FY 04, this fiscal year, and how the statutory aid funding will be spent by the Commission if the FY 04 budget passes. Statutory aid money is provided to carry out the functions outlined in the statute, in this case, Public Law 107-226. It is being provided to assist the Commission and the NPS in carrying out the requirements of the legislation. This is not NPS operational funding.

Out of the potential \$298,000 that is programmed, \$98,000 has been identified to be needed for fixed costs for the operations of the Commission, and associated costs to the NPS to support the Commission.

This leaves \$200,000 to be spent on technical and financial assistance for the planning and design effort, and to the Task Force, the Commission, and the families to carry out those efforts. Commissioner Singel and Superintendent Hanley will develop a form on which the Chair can itemize all of the costs for each Committee. They will then meet with the Administration Committee, and develop spending plan recommendations to be brought forward to the Commission at the next meeting.

**Motion 03 13 Concerning the Administration Committee and the Statutory Aid Budget, read by Superintendent Hanley**

- Contingent upon the FY 04 budget passing and the inclusion of Statutory Aid in the budget the Commission approves \$98,000 of FY 04 Statutory Aid for operations of the Commission and associated support costs.
- The Commission requests the Flight 93 Memorial Task Force, through Administration Committee Chair Gary Singel, to itemize FY 04 needs totaling \$200,000, by the next Commission meeting.

A point of clarification was requested to define FY 04. FY 04 runs from October 1, 2003 through September 30, 2004.

Move to approve motion by Commissioner Catuzzi.

Second by Commissioner Glass.

Discussion:

Question from Commissioner Glass: Do we mean itemize the remaining FY 04 needs at the next task force meeting, or by the next task force meeting? Or is this something that the task force will determine and then report to the Commission.

Answer from Superintendent Hanley: It should read by the next Commission meeting. It will be changed to reflect this.

Vote: all in favor; none opposed; motion passed.

That completes the reports for the day.

**IV. Meeting Dates for Calendar Year 2004**

Mr. Jeff Reinbold presented the major milestones for the next two phases of the project, and presented some dates which would have the Commission meeting the day before the Task Force meeting, at those critical juncture or decision-making points. Meetings were attempted to be scheduled within each quarter; they may not be exactly three months apart.

A lot of pre-work will be done ahead of the Commission meeting so there does not have to be a full work day meeting ahead of time just for preparation. Position papers, alternative papers, and draft resolutions will be provided a week or two ahead of time to the Commissioners.

Superintendent Hanley indicated that agenda items for the Commission meeting are required to be published in the Federal Register 30 days ahead of time, which means she needs them about 5 – 6 weeks ahead of time.

It was noted by Commissioner Catuzzi that the agenda for the Task Force and Executive Committee is not set until only about 3 weeks before, so having items for the Commission so far ahead will be difficult.

Hanley noted that she will develop a standardized agenda that calls for committee reports, old business and new business.

2004 Commission Schedule

Major Milestones (tentative)

Friday, February 20<sup>th</sup>

Review and approve draft mission statement

Review competition advisor

Friday, May 14<sup>th</sup>

Approve final design competition guidelines

Announce the design competition

Friday, July 30<sup>th</sup>

Approve the jury for the stage one submittals  
(Tentative – hold this date).

Friday, October, 22<sup>nd</sup>

Selection of stage one designs  
(Tentative – hold this date).

The Task Force meetings will be on the Saturday immediately following the Friday Commission meeting.

There will be a family board meeting on Sunday February 22, 2004 at the NPS offices in Somerset.

**V. New Business**

Commissioner Wilson brought up that in light of 9/11, there have been all sorts of federal regulations put in place in regards to security. The issue has not been addressed in any of our discussions, and it was requested that Mr. Reinbold and Mr. Baird begin to incorporate this thinking into the process. We will not forget to add this into the equation, and is being considered in preliminary cost estimates for the permanent memorial.

Commissioner Catuzzi requested that the minutes should recognize Dan Rullo, who has been instrumental in many of the land negotiations on behalf of the County, the Task Force, and the families. Everyone really appreciates his efforts.

Commissioner Catuzzi also requested that we recognize Judge Kim Gibson, who is the Co-Chair of the Task Force.

Commissioner Nacke requested that we recognize Mr. Dan Rullo and his Task Force Nominating Committee for getting all of the Commissioners here today. They should be applauded for the good job and the hard work they did. Nominating committee members Mr. Ben Wainio, Ms. Paula Jacobs and Ms. Sandy Felt were also at the meeting and were recognized by Mr. Rullo.

Superintendent Hanley will send a form to each of the Commission members next week regarding itemizing their travel payments.

Superintendent Hanley stated that back in March of 2003 there was an initial planning and organizational document prepared by the Task Force which outlined a draft task force mission, drafts guiding principals, and directed the formation of an executive

committee. This paper identified that a representative(s) of the Commission be on the Executive Committee. Discussion followed, and Chairman Reynolds was identified as the Commission representative.

#### **VI. Public Comments and Questions**

Judge Kim Gibson – Briefly wanted to reflect on how far we had come. Co-chairs Gibson and Catuzzi did not even know each other last December. The Task Force was not named until January of this year, and the Task Force did not have its first meeting until March of this year. Now in November of 2003, we can see we have come a long way over a very short period of time. This is a reflection of the quality of people that were selected by the County to be on the Task Force, and by Mr. Rullo's Nominating Committee to be on the Commission. Keep up the good work.

David McCall – Is a resident of Somerset and wrote a small book about his experience with 9/11. What he sees here today, and feels the County is blessed to have everyone here working on this over whelms him.

Sandy Felt – Question: With regards to the impact site, will there be any studies of fuel contamination in the area? Answer from Chairman Reynolds : Yes, there will be studies on all types of contamination.

Sharon Dietrich – Have been working very hard with Somerset County since this tragic event, and to see this fruition today is the result of hundreds or thousands of volunteer hours. This is awe inspiring to see. Thank you and I applaud you.

#### **VII. Closing Statement**

Chairman Reynolds gave a closing statement, which reflected some of his personal feelings and thoughts about why it is such an honor to be on this Commission. He was asked in the Commission interview process why he, a resident of California, should be a member of the Commission. Chairman Reynolds reflected that 9/11 most directly affected the families of the passengers and crew, and also this community. But it also affected this nation and every citizen in this nation. And if he were ever honored, as a citizen to help in any way, he could not think of a greater honor than to serve this effort.

On 9/11/01, Chairman Reynolds was acting Deputy Director of the NPS in Washington, sitting in the office, prepared to go to the airport and go home. Of course, he didn't go home that day, and two nights later drove past the Pentagon, and saw smoke billowing out of the Pentagon. He had this vision of the United States military, the strongest military in the history of the world, being attacked in its headquarters. Then the vision of the world's strongest financial center being attacked. And then the vision of the 40 heroes not letting the plane reach its destination of either the White House or the Capitol.

The culmination, as a citizen, of seeing and feeling all of that, is something that is so hard to express, and he thanks everyone for his or her support. His commitment is not only to the Commission and the Task Force, but also absolutely to the families and their continuing contribution to the United States of America.

Meeting adjourned at 12:05 PM.

