

FLIGHT 93 MEMORIAL TASK FORCE
BRIEFING PACKAGE
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Co-Chair Of Committee Appointed

Because Barbara Black has accepted the position of Curator for the Flight 93 National Memorial and is now NPS staff, someone from the Task Force was needed to co-chair the Archives Committee. The Archives Committee unanimously voted that Joy Stella should be appointed Co-chair of the Archives Committee by the Executive Committee of the Task Force. Barbara will remain on the committee as co-chair, as well.

Memorial Tributes Collection

The Memorial Tribute Collection will soon be moved from the Somerset Historical Center to its temporary quarters at the NPS offices in downtown Somerset. Donna Glessner and Roxanne Sullivan will continue to assist in cleaning, cataloging and storing the collection until a permanent facility is built. Barbara Black, NPS Curator, will oversee the collection. This move will end the gracious contribution of staff, administration and location by the Historical and Genealogical Society of Somerset County and the Pennsylvania Historical and Museum Commission. The Archives Committee of the Task Force wishes to thank both these organizations for their generous acceptance of the responsibilities they carried for nearly 3 ½ years, since October 10, 2001, when they were asked by the Somerset County Commissioners to help. It is anticipated that the move to the new offices will be complete by February 1.

Oral History And Documentation Project:

A "Plan of Action" has been adopted by the Archives Committee to provide the framework for the Oral History Project in the coming years. The Scope of Work for the project states:

The Oral History and Documentation Project Coordinator will coordinate, recruit and supervise interviewers, to be trained with assistance from professional oral historians. Individuals and organizations to interview will be identified and prioritized. Forms and procedures will be developed in accordance with NPS standards. The Project Coordinator will coordinate and oversee all aspects of the interview, document and object collection. Interviews will be conducted primarily in Western Pennsylvania, inviting members of the family group to interview when they are in the area. Limited travel in the Eastern United States will be scheduled during the first year of the project. Evaluation of the project will occur at mid-term and the end of the first year.

Training materials, procedures and forms were developed for interviewers and the first one-day training workshop occurred on January 8, 2005. Within the next few weeks, ten interviewers will be ready to begin conducting interviews. More interviewers will be trained within the next few months.

Individuals and organizations that need to be interviewed have been identified and prioritized. 282 individual names (not including the families) have been identified primarily within the Western Pennsylvania region, although there are some from Newark, Cleveland and Chicago, as well. 56 agencies or organizations have been identified that will result in one, to perhaps dozens, of interviews. The list is a work in progress and will change as more names are identified.

The Family Board will work with Archives Committee members, Christine Frazer and Joy Stella, and NOVA to coordinate how family members will be contacted and communicated with during the project. The NPS has offered the oral history audio studio at Ellis Island to conduct interviews with family members in the New York area. Kevin Daley, Oral Historian at Ellis

Island, attended the training workshop and has volunteered to conduct interviews, as well as operate the equipment in the New York studio.

By the summer of 2005, the project will be evaluated and future needs will be projected to assess funding.

Prepared by:

Barbara Black

Co-Chair, Archives Committee of the Flight 93 Task Force

Temporary Memorial Management Committee Briefing Report January, 2005

I. Visitation at the Temporary Memorial

After a busy October, with 73 motorcoach trips and a total of 17,000 visitors, November and most of December have been relatively quiet months at the memorial. There have been occasional two-hour shifts with no visitors. There were a number of visitors around the holidays and we're anticipating seeing many more visitors during the design exhibition in January and February. During calendar year 2004, 130,000 visitors came to the temporary memorial during the hours when the site was staffed by Ambassadors. We recorded meeting 313 bus groups in 2004. Visitation is concentrated in the six months between May and October; 84% of the year's visitors came during that period.

II. Improvements at the Temporary Shelter

A construction crew from Allegheny Portage Railroad National Historic Site has made our temporary shelter accessible to those with disabilities by building a ramp with railings and installing a new door. Visitors have been very appreciative of these improvements. The men who did the work were Russ Proudfit and Mike Gore. They were directed by Keith Newlin.

III. Staffing

Ambassadors continue to staff the site from 10 AM to 4 PM and until dark on Saturdays and Sundays.

IV. Ambassador Training

A group of Ambassadors made a trip to the Heinz History Center in October to view the Smithsonian's traveling exhibit, "Bearing Witness to History". In the coming months we'll be holding a CPR and First Aid training course for the Ambassadors.

V. New Benches

The Spring Valley School of the Bruderhof in Farmington brought two new benches to the site, one for the temporary memorial and one, as requested, with no inscription, for family use at the private crash site.

VI. Status of Parking Lot Improvement Project

The Denver Service Center, NPS, has indicated it is working with Federal Highways to ensure that contract for temporary memorial improvements is still to be advertised in January. We have requested minor modifications in the design to accommodate less cars, and elimination of a concrete pad for a new shelter (we will use the existing shelter give to us by Assateague Island).

**Communications Oversight Committee Briefing
January 2005**

- The NPS has identified and secured funding for the communications consultant this fiscal year.
- The Request for Proposal for a communications consultant has been reviewed and modified, and is attached. It has been provided to the Families for their final review.
- As soon as the families review and approve (since they will be the organization officially sending it out on behalf of the partners) it will be ready to send to the firms that have expressed interest.
- If anyone has any additional communications or public relations firms that they would like to include on the mailing list, please send to Joanne Hanley ASAP.
- The Communications Committee will be responsible for interviewing and making a recommendation to each of the partners. Chair Pamela Tokar-Ickes has been delegated authority by the Commission to proceed with this and to make committee decisions on behalf of the Commission (Motion 04-19 from July 2004). The Families, the Task Force and the NPS will be consulted and concurrence will be requested. This will all be finalized before the next Commission and Task Force meeting in April 2005.

DRAFT

**Request for Proposal (“RFP”)
For a
Public Relations/Communications Consultant
For the
Flight 93 National Memorial Project.**

Overview

The Families of Flight 93, Inc., on behalf of its partners (the Flight 93 Federal Advisory Commission, the Flight 93 Memorial Task Force and the National Park Service (these four organizations are hereinafter referenced as the “Partners”), is seeking proposals from qualified consultants (hereinafter referenced as the “Consultant”) to develop a Communications/Public Relations Strategy for the Flight 93 National Memorial project. The strategy will include but not be limited to coordinating all messaging and public communications concerning the planning, design and fundraising activities of the project to fulfill the purposes outlined in the Flight 93 Memorial Act, as well as to assist the Families with a variety of communications and press issues as requested. In summary, the act requires that by September 25, 2005, the following be to be delivered to the Secretary of the Interior and to Congress:

- recommendations on the design and construction of the memorial;
- recommendations on the management of the National Memorial; and
- recommendations on the boundaries of the National Memorial.

The following attachments are provided for more detailed information on the Flight 93 Memorial Project:

Attachment 1 The Flight 93 Memorial Act.

Attachment 2 A description of the partners and their relationship, and a project organization chart.

Attachment 3 A flowchart depicting the different phases of the project.

Attachment 4 The Mission Statement for the Memorial

Attachment 5 Schedule for the Design Competition for the Permanent Memorial

Attachment 6 A schedule for implementation of project components leading up to September 25, 2005.

Attachment 7 Fundraising Plan and Schedule

Prospective consultants should also refer to the project website at www.flight93memorialproject.org.

The Flight 93 Memorial project is currently managed as a non-profit under the auspices of the Families of Flight 93, a 501 (C) (3) organization.

The Client

A “Communications Oversight Committee” will screen and recommend the selection of the Consultant, will provide ongoing oversight of the subsequent performance of his/her work, and will report back to the respective partner organizations on a regular basis. The Communications Oversight Committee is comprised of a representative(s) of each of the four Partners.

The Chair of the Communications Oversight Committee will be the primary contact for the prospective Consultants and the ultimate Consultant. The Chair, in concert with the Superintendent, Flight 93 National Memorial, will direct, coordinate and prioritize the day-to-day activities of the consultant. The Chair and the Superintendent will ensure that there is seamless communication among the Partners, the Consultant, and other consultants working on different aspects the project related to media and public relations, including but not limited to the fundraising counsel and the design competition advisors. Work of the communications Consultant and other project consultants (design competition and fundraising consultants) must be integrated. Adherence and sensitivity to federal regulation and guidelines is mandatory.

Deliverables

The Consultant will prepare, in cooperation, coordination and consultation with the four partners, within the time frame of February 1, 2005 through February 1, 2005, the following:

- Develop a communications and press strategy including outreach to different media markets; coordinate and conduct at least six (6) press conferences and press briefings for different stages and activities of the project; and formulate messages for each stage of the project.
- Prepare press and other communications materials as requested by the partners. The consultant will review, comment upon, and make consistent all press and communications materials being developed by any of the partners and in particular, the fundraising materials and design competition materials. In turn, the partners, fundraising counsel, and design

competition advisors will review any and all materials developed by the consultant on their behalf.

- Develop a briefing materials specifically for Congressional and Department of the Interior officials based on National Park Service guidelines and needs.
- Establish internal communications protocol among the four partner organizations.
- Establish a unified delivery system for release of information to the public and the press, in consultation with the design competition and the fundraising consultants.
- Assist the Families in particular, but the other Partners as well, in proactively anticipating and identifying opportunities to reach media markets with a unified approach to press interaction and unified message delivery. This includes, but is not limited to taking advantage of highly visible September 11th events, FBI briefings, Congressional actions regarding September 11th and so on.

Submission Requirements

A prospective Consultant should submit the following:

- A statement of why the consultant wants to work on this project.
- A detailed work plan with timetable and budget cost estimates. Include hourly rates and anticipated expenses segmented by the general seven items identified above, including travel.
- Documentation of relevant experience with government agencies as well as private funding sources in this kind of public relations/communications.
- Identification of any possible conflicts of interest.

It is requested that a Consultant interested in submitting a proposal, indicate that interest to Ms. Gail Kemerer via written or e-mail correspondence as soon as possible, but no later than _____.

Ms. Gail Kemerer
Families of Flight 93
109 West Main Street
Somerset, PA 15501

Any amendments or elaborations to this Request for Proposal resulting from questions or suggestions will be circulated to all Consultants who have indicated an interest.

Please submit one original proposal and six (6) copies by _____ to
Families of Flight 93
C/o Ms. Gail Kemerer
109 West Main Street
Somerset, PA 15501

Any proposal received after the deadline specified above, or any incomplete proposal, will be rejected without consideration.

Selection Process

The Communications Oversight Committee will recommend the selection based on evaluation of the Proposals received and possibly follow-up interviews of the Consultants whose proposals are positively evaluated.

Consideration will be given to though not limited to issues such as:

1. Quality of work demonstrated through experience.
2. Innovative or outstanding approaches.
3. Experience with governmental agencies as well as private funding sources.
4. Staff ability and availability.
5. Anticipated cost

Interviews may be held as soon as one week after receipt of proposals and notification of final selection is likely to be made no later than _____.

The Partners reserve the right to reject any and all proposals received without statement of cause.

Public Relations/Newsletter Committee
January 2005

The next newsletter will report on the competition and the finalists, and will go out in February.