

BRIEFING PACKAGE

FLIGHT 93 MEMORIAL TASK FORCE MEETING

FEBRUARY 18, 2006

Archives Committee
Briefing Report
Flight 93 Memorial Task Force
February 18, 2006
Prepared by Barbara Black

Oral History and Documentation Project

Kathie Shaffer joined the Oral History Project as full-time Project Assistant on September 19. Funding has been provided from the National Park Service for two years and is administered through a cooperative agreement with the Families of Flight 93. The project is on schedule with the completion of 53 interviews as of the end of January. Our goal for this first year of the project is 150 to 200 interviews. Two-thirds of the interviews have been transcribed which is higher than most oral history projects.

Janet Levine, Oral Historian at Ellis Island, spent several days with us in December 2005, learning about the memorial project, our mission and goals, and how the oral history project will be used at the memorial. She examined our policies and procedures, and met with the Archives Committee to give an evaluation of her visit. Janet's overall observations: there is an underlying feeling of goodwill about the project; there has been good leadership on the project; and she is impressed with the democratic processes used in all aspects of planning for this memorial. She gave several suggestions to our process and helped facilitate a discussion on the next steps of the project.

Several people involved with the project, including family members plan to travel to Ellis Island to view their process. We will also be contacting other major oral history projects in the country, especially those with similar sensitivities and comparing policy and procedure. We hope to reevaluate the project sometime this summer.

Memorial Tribute Collection:

Tributes continue to be left at the Temporary Memorial. Our cataloging SCA intern, Cristie Weaver, will be with us until late spring during which time we hope to decrease the backlog of cataloging.

Donna Glessner and SCA intern, Lydia Kappel, have been working on a photograph index and caption project, and Donna has started a newspaper/publication index. These two resources will be used extensively by staff in developing the interpretation for the site, as well as by outside researchers in the future. The newspaper/publication index will be used by the Oral History Project to identify potential interviewees and provide background information prior to the interview.

**Communications
Briefing Report
Flight 93 Memorial Task Force
February 18, 2006
Prepared by: MARC USA**

Status Report: September 2005 – February 18, 2006

1. Proactive Media Outreach Plan

In September, MARC PR coordinated the design announcement, which included the news conference planning and management, media pitching, and development of speeches, news releases and press kits. Results included over 100 million impressions and \$2.3 million in media value.

MARC PR managed all media relations efforts for and coordination of the Steelers Halftime commemoration ceremony prior to the start of the Steelers vs. Titans game at Pittsburgh's Heinz Field on 9/11/05. Results included 31.2 million impressions and \$1.2 million in media value.

MARC PR has recently developed a proactive media outreach plan to help ensure increased media coverage of the memorial, the fundraising capital campaign, and the story of Flight 93. We see great opportunity with the upcoming movie releases along with exciting fundraising activity and continued promotion of the design.

MARC PR also developed the press release announcing Chris Sullivan as fundraising chair that went out today.

2. Crisis Management and Planning

From September through December, MARC PR focused on crisis management surrounding design conspiracies. This included the developments of op-ed pieces, messaging, strategy and acting as spokesperson. On November 30, 2005, a press release was distributed announcing the design refinements. MARC PR also conducted a media conference call on 11/30 to announce and field question about the design changes. The objective was to limit the amount of media participation in order to reduce the amount of coverage about the design conspiracies and limit further interest in the upcoming GMP announcement.

Most recently, MARC PR developed a thorough crisis communications plan to prepare the Partners and Families are prepared in the case of any further design controversy media coverage. MARC PR developed media talking points, media messaging, potential media Q&A and other materials to prepare for media inquiries. MARC PR also developed an internal communications plan to be used during times of crisis.

3. Proactive Media Tracking and Reporting

MARC PR developed a thorough media tracking plan that includes blog watching and Factiva searches so that all media are monitored. A weekly summary will be sent to the ad hoc crisis management team every week, unless something appears in the media that requires immediate attention at which time, the ad hoc group will be notified immediately.

4. Collaboration with Bill Haworth, Designer Paul Murdoch's PR counsel

MARC PR has been working collaboratively with Bill Haworth, designer Paul Murdoch's PR counsel, on all Flight 93 crisis management and proactive media relations programs. We had our first phone call on 1/31/06 and plan to speak and plan to update each other regularly.

Temporary Memorial Management Committee
Flight 93 Memorial Task Force
February 18, 2006
Prepared by: Donna Glessner

I. **Visitation** – The Ambassadors greeted 117,000 visitors at the Flight 93 temporary memorial during 2005. This translates to an average of 320 people per day. In truth, though, 82% of the visitors came in the six month period of May through October. During these busy months visitation ranged from 2,000 to 5,000 people per week. . By contrast, during the remainder of the year, visitation ranges from 200 to 1000 people per week. In the most recent month, January, 2006, the Ambassadors greeted 1,826 people. These visitors came from at least 35 different states and these foreign countries: Peru, Bolivia, Canada, Korea, Germany, and Australia. Visitors continue to be intensely interested in the details of the Flight 93 story and the future of Flight 93 National Memorial. Lately, many visitors tell us that they came to the memorial because they viewed the A & E film, “Flight 93” on television. At present visitors receive both the site brochure and the project newsletter which describes the plans for the permanent Flight 93 National Memorial.

II. **Groups** A record number of school and touring groups, 336, made Flight 93 National Memorial their destination in 2005. Already more than 40 groups have advised us of plans to visit the memorial in 2006. These charter groups come from many states throughout the mid-west and the east, and some from as far away as Texas and Arizona. Many of the student groups visiting the site are middle school students, often grade eight graders studying American history.

III. **Ambassadors** The volunteer Ambassadors continue to staff the temporary memorial from 10 AM to 4 PM on weekdays and from 10 AM to dusk on weekends. The group, organized on January 26, 2002, recently completed its fourth full year of service. On February 18, the Ambassadors will spend the evening with Paul Murdoch and guests from the Task Force, Advisory Commission, and NPS staff learning more about the design for the future Flight 93 National Memorial. The Ambassadors will hold an additional training session in the spring.

IV. **NPS Compendium** The Committee met with NPS staff in August to review a draft of the Superintendent’s Compendium—a document which outlines allowable uses at that portion of the Flight 93 National Memorial site which is under a licensing agreement with the property owner—basically the area of the temporary memorial and parking lots. This draft is under revision and will be reviewed by the committee again, then opened for review by other partner groups, then presented to the public. A policy for permitting special uses at the temporary memorial will follow from the compendium.

V. **Future Projects** During the coming weeks, NPS staff from Fort Necessity will be working in the shelter at the temporary memorial, replacing a window, moving our storage box indoors, and replacing the worn, plywood countertop with a laminate countertop and base cabinets where literature can be stored. When spring weather permits we’ll be doing some general clean-up and re-grading of the site to prepare for the busy months ahead. Volunteer Chuck Wagner continues to diligently replace flags as necessary. This winter’s high winds have made that an almost-weekly job. Tributes continue to be brought into the NPS collections facility as needed, including paper items, seasonal items, and fragile items that would be damaged by the weather.

Nominating Committee
Flight 93 Memorial Task Force
February 18, 2006

The following is excerpted directly from a letter dated January 24, 2006 from NPS Regional Director Mary Bomar to Patrick White and Judge Kim Gibson, Co-Chairs, Flight 93 Memorial Task Force:

“On December 6, 2006, Flight 93 Advisory Commissioner John Felt resigned his position from the Flight 93 Advisory Commission. We are extremely grateful to him and his service over the last two years, as the Commission accomplishments were many and significant during this time. The purpose of my letter today is to request nominations to replace Mr. Felt on this very important federal Commission.

As you know, Public Law 107-226, the Flight 93 Memorial Act dated September 25, 2001, established the Flight 93 Advisory Commission. The Secretary of the Interior is to appoint members of the Commission who are recommended by the Flight 93 Task Force, and who have an interest in, support for, and expertise appropriate to the memorial and memorial process, as outlined in the enabling legislation under the sections entitled Duties and Powers of the Commission, a copy of which is attached. The original nominating process, which took place during the summer of 2003, was handled by the Task Force in an exemplary manner.

Sections 4 (b) and (e) of the Act specify the make-up of the Commission, and how vacancies to the Commission are to be handled as follows:

(b) MEMBERSHIP -- The Commission shall consist of 15 members, including the Director of the NPS, or the Director's designee, and 14 members appointed by the Secretary from recommendations of the Flight 93 Task Force.

(e) VACANCIES -- Any vacancy in the Commission shall not affect its powers if a quorum is present, but shall be filled in the same manner as the original appointment.

The Commission will continue to provide a valuable opportunity to create the national and international recognition that this Memorial deserves as the partners enter into a new phase the project. We request that the Commission continue to reflect the diversity of family, local, regional and national interests. Since Mr. Felt was a family representative on the Commission, we also ask that you give serious consideration to replacing him with a similar nomination.

Accordingly, we invite you to submit by April 1, 2006, the names of individuals from whom the Secretary will consider appointing to the Commission. All members are appointed for the duration of the Commission, which will terminate upon dedication of the memorial.

Please indicate the area of expertise and include a biographical outline with home and business addresses and telephone numbers for each individual you recommend. Your recommendations should be addressed to: Secretary Gale Norton, Department of the Interior, 18th and C Streets NW, Washington, DC 20240.

We encourage you to give the nomination process careful thought. Please work closely with Superintendent Joanne Hanley as your contact and liaison with the National Park Service during this process. She will gladly assist you in whatever you need you may have. We look forward to receiving your response in this matter of mutual concern.”

In general, the following outlines the necessary steps to fill the Commission vacancy:

- Hanley to draft letter for John Reynolds to send to Commission notifying them of John Felt's resignation from the Commission, along with these steps outlining how the vacancy will be filled. **DONE**
- Hanley will draft, for Regional Director's signature, "Nominating Source Letter," to be sent to Task Force co-chairs Patrick White and Kim Gibson requesting a nomination to fill the vacancy on the Commission left by John Felt **DONE**
- Patrick White and Kim Gibson to request Dan Rullo, Chair of the Nominating Committee to reconvene the Nominating Committee of the Task Force. **DONE**
- Dan Rullo to contact previous Nominating Committee to ascertain interest in continued participation. **DONE**
- Nominating Committee sends out call to Task Force and to Family members requesting nomination of family member to replace John Felt.
- Nominating Committee receives and reviews nominations; conducts interviews.
- Recommended commissioner(s) presented to meeting of Task Force for approval to send forward to Secretary of the Interior. NOTE: Task Force can put forward more than one name to the Secretary of the Interior
- Upon approval by the Task Force, Superintendent Hanley prepares formal nomination package and letter to send forward through the NPS to the Secretary of the Interior.

NPS Briefing
Eastern National
Small Book Sale Operation at the Flight 93 National Memorial Office
Flight 93 Memorial Task Force Meeting
February 18, 2006

Prepared by: Barbara Black and Joanne Hanley

This past January, the National Park Service has opened a “small sales corner” in the Flight 93 National Memorial Project Office, in conjunction with our partner in NPS bookstores, Eastern National.

Who:

The following background on Eastern National is taken directly from the website, www.easternnationa.org:

“EASTERN NATIONAL provides quality educational products and services to the visitors to America's national parks and other public trusts.

Eastern National, chartered in 1948, is an association operating in more than 130 national parks and other public trusts. An elected board of directors guides its policies and programs. The board, the members and the staff are dedicated to the preservation and use of the parks for the benefit of all Americans, visitors from all nations and future generations.

Eastern National currently operates educational retail outlets in 30 states, from Maine to the Caribbean. We see our mission as a double opportunity to offer quality educational materials and services to park visitors and the general public at fair prices, and to aid the National Park Service with the income derived from these activities. All of the products, programs and publications offered to visitors have a strong educational value and assist the educational programs of the Service. In fact, the proceeds from our activity are donated to the National Park Service and our other partners to further support these programs. Since 1947, we have donated over \$77 million to the National Park Service.

During the last 50 years, Eastern National's contributions have benefited the parks and visitors in many ways. We have supported research in cultural and natural resources to provide a sound basis for educational and park management activities. Our publications program has produced an array of distinguished and informative books and hundreds of folders, many distributed free of charge. We have underwritten production of many fine audiovisual programs used in the parks and in homes and schools. “

What and Where

A small, professional and tasteful bookshelf display case is being placed near the entrance of the office, proximate to the guest seating area, which would provide the opportunity for guests and visitors to purchase a small selection of pre-approved books, DVDs and other educational material related to Flight 93.

Occasionally, the shelf might go outside in the hallway during the numerous Somerset festivals and celebrations, complementing the tabletop exhibit that we use on the Flight 93 Memorial project.

Why

- We frequently get walk-in visitors asking where to purchase 9/11 or Flight 93 related books and other materials. This is more a service to visitors, rather than a “money making venture.”
- Our visibility as an “operating national park/memorial” increases.
- Proceeds from our sales will be used to reprint brochures, newsletters, etc.
- Eastern National provides back to the parks a percentage donation of sales, as well as other donations and services. Depending on the year, around 6% (more or less) of sales is donated back to the park. This use of these funds is for educational materials, brochures, programs etc. The funds may also be used to pay for items not permitted to be bought by government funds (i.e. refreshments for receptions).
- Through a competitive process, Eastern National also donates publication services for books, posters, cards, prints and other items and educational activities.
- Eastern provides all of the equipment, training and accountability procedures necessary to operate a sales operation, no matter how small.

How

Our small operation would be open during business hours, and occasionally on weekends when there are special events happening in Somerset, and our building is open. For example, at the Ice Festival this past January, we had both an exhibit display and the book sales display in the hall on Friday night, all day Saturday and Sunday. Many people stopped to browse.

Our new Student Conservation Association intern, Lydia Kappel, plus Adam as a back-up, were trained by Eastern National in use of the cash register, credit card machine, accountability and reporting procedures, etc. Eastern provides all of the necessary equipment for start-up, plus inventory.

Lydia works directly for Deb Branton, but the oversight of the Eastern National operation will be under Barbara Black.

How are books and other sales items typically recommended, selected, and approved?

Typically, a committee in a park, comprised of interpreters (although not exclusively), and chaired by the Chief of Interpretation reviews and recommends books and other items for sale in the bookstore. Either the Chief of Interpretation or the Superintendent signs off on each item after reading the recommendations, or not.

How we are proposing to structure the recommendation, selection and approval:

- Any one of our partners can recommend a book, card, DVD, CD or item for sale.
- A small review committee was formed, consisting of the following:
 - Barbara Black, NPS, Chair
 - Lydia Kappel and Adam Shaffer, SCA interns
 - Ed Root
 - Carole O’Hare
 - Esther Heymann
 - Bev Burnett
 - Ilsa Homer
- This group will be the reviewing/deciding body. Each member must commit to participate in the review, recommendation, and approval process in a timely manner. If there is not consensus, we will not sell the item.

What is being sold?

All books on the following list have been ordered, 5-12 copies of each. This list includes:

Among the Heroes by Jere Longman
Your Fathers Voice by Liz Glick and Dan Zegart
You Can Do It by Lauren Grandcolas
Heroes of Flight 93 by Jon Barrett
The Crash of United Flight 93 on September 11, 2001 by Tonya Buell
Let's Roll by Lisa Beamer
9/11 Commission Report
Flight 93 flags,
postcards

A few more items still need input and/or need to be ordered, including:

Understanding September 11th, by Mitch Frank (children's book)
Courageous Miracles, by Simone Adams
The Unfinished Bombing; Oklahoma City in American Memory by Dr. Ed Linenthal
Discovery Channel film, *The Flight that Fought Back*
The National Geographic DVD on 9/11
Bruderhof Children's CD including the song *Don't Be Afraid*
A & E Flight 93 film
Readers Digest article by Deena Burnett

One or two books from each of the other national park sites in western PA will also be sold as a courtesy to visitors and to the other parks, and to link Flight 93 to a larger system of parks. These include Fort Necessity NB, Friendship Hill NHS, Johnstown Flood NM and Allegheny Portage RR NHS.

The following books will not be sold in our office because Reba, who owns the children's bookstore in Glades Court, also sells these, and we do not want to compete with local small business owners.

Patriots of Peace
Tragedy to Triumph
Courage after the Crash

**NPS Briefing
Interpretive Planning
Civic Engagement Dialogue with Partner Groups for Flight 93 Interpretive Plan
Flight 93 Memorial Task Force Meeting
February 18, 2006**

Prepared by: Barbara Black and Joanne Hanley

What is Civic Engagement Dialogue?

The General Management Plan for Flight 93 National Memorial addressed some very broad interpretive themes, but there must be more dialogue, consultation, and interpretive planning before we can move into actual exhibit planning for the future visitor center.

The NPS has requested “one-year” NPS funding to begin this scoping and dialogue process among the partners and others in anticipation of preparing an Interpretive Plan. We also have a tentative commitment for future year funding to develop complete an Interpretive Plan for Flight 93.

An “Interpretive Oversight Committee” of the Task Force will need to be formed.

Initial civic engagement dialogue with Partner Groups in preparation for the Flight 93 Interpretive Plan will be a multi-phased, multi-year project. Dialogue sessions should begin with: 1) The project partners including the Families of Flight 93, Flight 93 Memorial Task Force, Flight 93 Advisory Commission, NPS and local community; 2) scholars in the field, both those who have been connected to the Memorial Project from its inception, and those who will bring an outside perspective to the project; and 3) The public-at-large including our 6,000+ mailing database of people wishing to be involved in the project.

The dialogue will need to be expanded in future years to include other regional, national and international communities.

Facilitated meetings and workshops with the Families of Flight 93 should take place on the East Coast, New York-New Jersey area where Flight 93 originated and many family members live, and the West Coast, San Francisco area where the plane was headed. Meetings with the Flight 93 Advisory Commission and the Task Force will need to be held in conjunction with quarterly meetings in Somerset, Pennsylvania. Community meetings will take place in the local area. Meetings with scholars will begin the summer of 2006, will be held in-person (necessitating travel) and by conference call.

These dialogues would form the initial scoping basis of the Flight 93 Interpretive Plan that will be drafted as planning continues in the next few years for the permanent Flight 93 National Memorial and future visitor center. The experience garnered in this initial year will be extremely helpful as we move forward and expand to national and international communities in future years.

The Interpretive Plan needs to be completed or near completion before designing exhibits for the new visitor center.

Why?

The events of September 11, 2001, remain clear in the minds of Americans and the world. Less than five years have passed since this event and personal opinion, emotion and individual stakeholders' rights have been openly expressed on this project. The comprehensive Interpretive Plan for the Flight 93 National Memorial will tell the story of September 11th and the actions of the passengers and crew on Flight 93. However, the scope of the plan and detailed interpretive themes will need to be identified through an open, inclusive and sensitive manner at the family, partner, local, regional, national and international level.

Therefore, dialoging with the families, the partner groups who have helped to select the design and set management goals for the permanent memorial, scholars, and the local community are necessary to achieve an Interpretive Plan that will properly "honor the passengers and crew of Flight 93." However, we must move towards regional, national and international dialogue in the future. This initial year of civic engagement dialogue will help provide the basis and experience to launch this effort into a larger public arena next year.

The partners will participate in two ways: dialoging with others to determine the scope of interpretation, and reviewing and providing comment on draft comments/documents.

Results

The ultimate outcome of this initial activity is scoping and documentation of partner and public sentiments, concerns, issues and direction for the comprehensive Interpretive Plan for the Flight 93 National Memorial.

This inclusive process of inviting participation and comment from 1) the families, the partners, and the local community and 2) ultimately from the national and international communities is one that could be applied to other projects with the National Park Service.

The process that we want to use would be similar to the one used to create and finalize the mission statement for the national memorial, and to select the final design for the permanent memorial from more than 1,000 submissions from around the world. This same open and transparent process will be used to solicit input from initially the partners of the project, then the nation, and ultimately the world.

The Design Process Briefing Report Flight 93 Advisory Commission February 18, 2006

Prepared by Jeff Reinbold and Joanne Hanley

I. Completion of Design Competition Following the announcement of the selected design in Washington, DC on September 7, 2006, the design was shared with the public and dignitaries at the memorial service on September 11, 2006. A report of the competition was prepared and submitted to the Secretary of the Interior and Congress in advance of the September 24th legislated deadline. The report contained the recommendations for the "planning, design, construction, and long-term management of a permanent memorial..." and fulfills the Commission's second major duty.

II. Completion of Initial Design Refinements From September through November of 2006, Paul Murdoch Architects completed initial refinements to the selected design. The design refinements reflect public comment during and after the competition, conversations with the Partners, the competition Stage

II jury comments, and issues related to the General Management Plan. The design was formally presented to the public through the fourth project newsletter and the project website on November, 2005.

III. Design Development Process The selected design still represents a concept. In the months to come, the design will continue to develop as more implementation issues are identified and design and construction drawings are prepared. A “Summary of Next Steps” and a “Summary of the NPS Design and Construction Process” are attached.

Breakdown of Funding Needs by Fiscal Year
Flight 93 National Memorial
February 7, 2006

The following figures correspond to those which were presented to Chairman Taylor of the House Interior Appropriations Subcommittee by OMB Director Josh Bolton in September 2005.

Memorial Design and Construction A chart of funding needs for the design and construction of the Memorial is presented below. The memorial project is at a stage where we have already completed the supplemental services stage, as well as almost completing pre-design. In actuality, we are in-between the pre-design and schematic design stage, and in all likelihood will need less than \$1 million to complete schematics. Officially, the winning design will be “finalized” when the Record of Decision for the GMP is signed in April. The following are next steps:

- Work with the NPS Denver Service Center to begin the sole source contract negotiation process Paul Murdoch Architects to immediately begin work following the signing of the Record of Decision.
- Work with the Families and project partners to transfer up to, but not to exceed, \$1 million to the NPS for contract work with Paul Murdoch, as described below. Develop conditions and terms. The NPS cannot issue a contract until the money is in our accounts.
- Work with the Families and the partners to establish a design oversight committee to monitor and have input into major design decisions direction.

Class C Memorial Design and Construction Funding Needs by Fiscal Year

(NOTE: All funds for the Memorial design and construction will be from privately raised funds held at the NPF)

	FY 06	FY 07	FY 08	FY 08	
	Supplemental Services, Pre-Design, & Schematic Design (7%)	Design Drawings & Construction Drawings (10%)	Construction Contingency & Construction Management (18%)	Construction	Total
Memorial Funding Needed from Donated Funds	\$1,400,000 (suppl. \$400,000) (pre design & schematics \$1 mill)	\$2,000,000	\$3,600,000	\$20,000,000	\$27,000,000

Other Facility Design and Construction The visitor center, utilities/parking, and roads will be built with a combination of federal and state funding. A \$1 million appropriation was provided to the NPS by Congress for construction in FY 06. The following are next steps:

- Have a civic engagement/planning charette with the families and project partners to begin discussion of interpretive planning (i.e. exhibit themes and stories for the Memorial and Visitor Center)
- Work with partners, Denver Service Center, and then WASO to finalize proposal on how to spend the \$1 million FY 06 construction appropriation.
- MUST GET letter of commitment for \$10 million from Governor. Has been extremely difficult working with staff to get letter, even though Mr. Rendell has stated publicly several times his intentions of the \$ 10 million.
- Begin preparation of cooperative agreement with state to receive funding.
- Get internal financial accounting procedures in place in AFS III for state reimbursable funding and construction funding.

Class C Design and Construction Funding Needs by Fiscal Year for Other Facilities

(NOTE: All funds for the visitor center, utilities, parking and roads design construction will be from federal and state sources)

	FY 06 **	FY 07	FY 08	FY 08	
	Supplemental Services, Pre-Design, & Schematic Design (7%)	Design Drawings & Construction Drawings (10%)	Construction Contingency & Construction Management (18%)	Construction	Total
Visitor Center	420,000	600,000	1,080,000	3,900,000	6,000,000
Utilities & Parking	347,900	497,000	894,000	3,232,000	4,970,000
Roads	471,000	673,000	1,211,400	4,374,500	6,730,000

**We believe that all of the work identified for FY 06 can be accomplished with federal funds through the \$1 million appropriation from Congress, as well as with some additional funding that has been identified through the DSC project planning office.

**Flight 93 National Memorial
Memorial Feature**

**SUMMARY
of
NPS DESIGN AND CONSTRUCTION PROCESS**

Pre-Scoping	“Gather the Data & Develop the Mission”
Pre-Design	“Select the Alternative”
Schematic Design	“Understand the Project”
Design Development	“Price the Project”
Construction Documents	“Build the Project”
Contract Documents	“Legal and Binding”

Prepared by Joanne Hanley

for the
Flight 93 National Memorial Project Partners

October 17, 2005

Pre-Scoping - "Gather Data and Develop the Mission"

Gather:

- ✓ Site Information
- ✓ GMP, EIS
- ✓ Maps/Photos
- ✓ Reports
- ✓ Regulations
- ✓ 10-238
- ✓ Information to present to DAB

Identify:

- ✓ Needs of user groups and partners
- ✓ Needs of Park Staff
- ✓ Operation and Maintenance Concerns
- ✓ Budget constraints
- ✓ Desired schedule
- ✓ Environmental, site and resource concerns
- ✓ Identify compliance issues (regulations, policies, CO's)
- ✓ Major players you will need to move forward (Park partners, Superintendent, park staff, regional office, SHPO, etc)

Create:

- ✓ Goals which identify the mission and a vision for the project
- ✓ Goals which identify the scope, schedule and budget
- ✓ Develop a process, which identifies what actions will help you define the Vision and process
- ✓ Sustainability

- ✓ ***Indicates action completed***

Pre-Design - "Select the Alternative"

Gather:

- ✓ All previously gathered material
- ✓ Detailed site information, i.e. Aerial Photos, geotech, GIS, etc.

Identify:

- ✓ Needs for the project program
- ✓ Needs for any additional site analysis
- Needs for any professional contract services – **DSC to negotiate sole source contract with Paul Murdoch Associates, winning designer to take us through construction documents. Meeting to take place March 1 and 2, 2006.**
- Identify issues relating to the site, infrastructure, political, historical budget, schedule, resources or compliance - **ongoing**
- **FONSI ROD signed for GMP in July 2006.**
- Additional EA/compliance for site specific construction

Work Products

- ✓ Site Plan
- ✓ All Elevations
- All Floor Plans
- Overall Building Sections
- Square Footages
- Outline Specifications
- ✓ Model
- ✓ Perspectives
- Minor Engineering drawings
- ✓ Class C Cost Estimate

Key People

- NPS and Partners
- Project Manager
- Project Team
- Others as outlined in project agreement

Takes the concept to a level of refinement where it can be understood. Adhere to scope and budget and give form to mission of project. Major design shifts and refinements are completed.

- ✓ **Indicates action completed**

Design Development - “Price the Project”

Work Products

- All of Schematic plus...
- Overall dimensions
- Wall sections
- Selection of major materials
- Selection of major systems
- Major details
- Reflected ceiling plans
- Engineering drawings which describe quantity and amounts
- 50% specifications
- Class B cost estimates

Key People

- NPS and partners
- Project Manager
- Project Team
- Others identified in project agreement

All design decisions should be made by this time. This should include section of finished materials.

Construction Documents - “Build the Project”

Work Products

- All of design development plus...
- All details
- Complete specifications including general conditions
- All engineering documents
- All consultants drawings
- Final Class A cost estimate

Key People

- NPS and partners
- Project manager
- Project team
- Others as outlined in project agreement

Do not make design changes here if at all possible during this phase. It will create additional cost. Also, it may downgrade quality. Obtain director's approval.

Contract Documents – “Legal and Binding”

Includes

- Construction drawings
- Specifications
- Engineering CD's
- Engineering Specifications
- Consultant CD's
- Consultant Specifications
- General Conditions of contract
- A/E Consultant Contracts
- Owner/Contractor Contract

Key People

- NPS Contracting
- Project Manager
- NPS/partners
- Others as outlined in project agreement
- Contractor

These documents must be coordinated. They define the legal roles and obligations of all the parties involved. Also, the general conditions are cross-referenced to all the contracts.

**General Management Plan / EIS
Briefing Report
Flight 93 Advisory Commission
February 18, 2006
Prepared by Jeff Reinbold**

I. Project Schedule The revised schedule for completing the GMP/EIS is presented below. The schedule was revised to account for the time spent on completing the initial design refinements. The draft plan was circulated for Partner and NPS comments in November. Several minor changes were made to the document in response to the comments and several sections were reformatted to more accurately reflect new NPS formatting procedures. No substantive changes were made.

Revised Planning Schedule

Print Draft GMP/EIS for public review	February – March 2006
45-day public review of Draft GMP/EIS and public meeting	Late March – Early May April public meeting
Present summary of public comments to Commission/Task Force	April 29
Respond to public comments. Print Final GMP/EIS and summary document and release to public	May – June
30-day mandated waiting period	June – July 2006
Sign Record-of-Decision at Commission meeting (NPS Regional Director). Formally ending the planning process.	July 29

II. Corridor Study Somerset County is releasing a RFP for the Flight 93 National Memorial Corridor Planning Study. This project is a land use study of the approximately eighteen (18) mile highway corridor leading to the memorial. The project is being jointly funded by approved grants through the Pennsylvania Department of Community and Economic Development's Land Use Planning and Technical Assistance Program (LUPTAP) and by the Pennsylvania Department of Transportation through the Southern Alleghenies Planning and Development Commission's Unified Planning Work Program. The study is anticipated to begin in April 2006 and take one year to complete.

III. Motions and Resolutions

Motion: The Commission rescinds motion 05-18 regarding the schedule for completing the General Management Plan and adopts the revised planning schedule per above.

**Fundraising Oversight Committee
Briefing Report
Flight 93 Advisory Commission
February 18, 2006
Prepared by Caryn Collier, Ketchum**

Campaign Summary (as of 2/2/06)

- Total Number of Pledges& Gifts / Total Amount Raised: 2,866 / \$4,411,434
- % of Minimum Goal: 14.7%
- Number/Amount of Documented Launch Phase: 10 / \$3,400,000
- Number/Amount of National Phase Gifts: 5 / \$783,702
- Number/Amount of Public Phase Gifts: 2,851 / \$227,732
- Number/Amount of Requests Pending: 5 / \$1,100,000
- Contract Period Completed: 12 months / 52 weeks

1. Campaign Leadership Update

Chris Sullivan, Chairman, Outback Steakhouse, Inc.	Campaign Chairman
General Tommy Franks (ret.)	Honorary Co-Chair
Governor Tom Ridge (former)	Honorary Co-Chair
Daniel Sullivan, President & CEO, FedEx Ground	Launch Phase Chair
G. Henry Cook, President & CEO, Somerset Trust Company	Local Initiative Chair

2. Campaign Plan Update

<i>Launch Phase:</i>	February 2005 to December 2005	<i>Key Pittsburgh Funders</i>
<i>Local Initiative:</i>	June 2006 to March 2006	<i>Somerset, Ligonier, Johnstown, and Surrounding Areas</i>
<i>Regional Gifts:</i>	January 2006 to December 2006	<i>Key Philadelphia, Houston, Tampa, San Francisco, DC Funders</i>
<i>Pacesetter Gifts:</i>	July 2005 to July 2006	<i>Pledges/Gifts: \$1,000,000 plus</i>
<i>Major Gifts:</i>	July 2005 to July 2006	<i>Pledges/Gifts: \$100,000 up to, but not including, \$1,000,000</i>
<i>Special Gifts:</i>	January 2006 to December 2006	<i>Pledges/Gifts: \$10,000 up to, but not including, \$100,000</i>
<i>Public Gifts:</i>	January 2006 to December 2006	<i>Pledges/Gifts: up to, but not including, \$10,000</i>

The *Launch Phase* is designed to generate early interest and support, credibility, and momentum from key Pittsburgh, Pennsylvania funders in preparation for the National Phase of the campaign. The gifts and pledges received during this phase should solidify a “state” commitment in preparation for national outreach and set the tone for future successful fundraising objectives in subsequent divisions.

The *Local Initiative* is designed to offer Somerset, Ligonier, Johnstown and Pittsburgh an opportunity to participate in the early stages of the campaign. Strong community participation will also lend credibility and momentum to the National effort.

The *Regional Outreach* is a targeted effort to identify top corporate and foundation funders in specific geographic regions including Philadelphia, Pennsylvania; Tampa, Florida; Dallas/Houston, Texas; San Francisco, California; Chicago, Illinois; and Washington, DC.

The *National Phase - Pacesetter and Major Gifts Segment* will produce most of the funds and will be directed to cover the three potential sources of support for the campaign: foundations, corporations, and philanthropic individuals. This segment will be conducted as a national campaign to personally solicit prospective donors for the largest gifts in the campaign. In addition, regional campaigns are proposed to solicit prospective donors for the next tier of gifts that will be needed for a successful campaign.

The *National Phase - General Public Outreach* effort will be run in coordination and with the support of a retail and media partner and will utilize direct response methods including direct mail, online giving and a call in number to reach individual donors nationwide.

3. Launch Phase Update

- Leadership:
 - Dan Sullivan, President and CEO, FedEx Ground, Chair, Launch Phase
 - Mike Watson, Vice President, Richard King Mellon Foundation
 - Larry Catuzzi, Commissioner, Flight 93 Federal Advisory Commission
 - Maxwell King, President, Heinz Endowments

- Statistics:

22	Pittsburgh Prospects
10	Documented Pledges
\$3,400,000	Amount Raised
\$340,000	Average Gift
3	Declines
5	Pending Requests Totaling \$1,100,000

- Donors:
 - FedEx
 - FedEx Ground
 - Glen and Diane Meakem Foundation, Inc.
 - McCune Foundation
 - Richard King Mellon Foundation
 - Katherine Mabis McKenna Foundation
 - Eden Hall Foundation
 - Colcom Foundation
 - R. P. Simmons Family Foundation
 - The Pittsburgh Foundation

- Pending Pittsburgh Requests:
 - Charles J. Queenan, Jr., Senior Counsel, Kirkpatrick & Lockhart Nicholson
Graham
 - James P. McDonald, President, Mellon Financial Corp. Fund
 - Sally Wade, Director of Human Resources, Mitsubishi Electric Power
Products, Inc.
 - Shirl Latkovic, Manager of Corporate Relations, Kennametal
 - David Shapira, Chairman and CEO, Giant Eagle

- Active Pittsburgh Prospects:
 - Max King, President; Heinz Endowments
 - Michelle Rosenthal, Community Relations Manager; Pittsburgh Steelers
 - Richard M. Scaife, Chairman; Sarah Scaife Foundation Inc.
 - Henry L. Hillman, President; Henry L. Hillman Foundation

4. Regional Events Update

- Philadelphia, Pennsylvania
150 Prospects
4 Active Prospects:
Pew Charitable Trusts, Rebecca W. Rimel, President and CEO
Annenberg Foundation, Dr. Gail C. Levin, Executive Director
William Penn Foundation, Feather O. Houstoun, President
Lenfest Foundation, Bruce Melgary, Executive Director
Governors Rendell and Ridge have drafted a meeting request letter to the Pew Charitable Trusts.
- Houston, Texas Event
Larry Catuzzi to host
60 Prospects

5. National Prospects Update

- Statistics:

62	Prospects
5	Documented Pledges
\$783,702	Amount Raised
\$156,740	Average Gift
- Donors:
Wachovia Treasury Operating Services
The Avon Foundation
Richard M. Goldman, Richard and Rhoda Goldman Fund
Discovery Communications, Inc.
- Active Prospects:
Abbe Raven, President and CEO, A & E Television Networks
Charles Prince, Chairman and CEO; Citigroup Foundation
Chris Sullivan, Chairman of the Board; Outback Steakhouse, Inc.
Thomas Leppert, Chairman and CEO; Turner Construction
Mike Maidenber, Vice President and Chief Program Officer; John S. and James L. Knight Foundation
Rodney Mateer, Partner, Deloitte & Touche
John and Chris Mumford
Dick Farmer, Chairman, Cintas Corporation
Peter Ueberroth, Chairman, Contrarian Group
Herb Kohler, Chairman and President, Kohler Company
George Steinbrenner, Owner, NY Yankees
Richard Ferris, Chairman of Policy Board, PGA Tour
Tom Seibel, Chairman and Founder, Seibel Systems Inc.
Ed DeBartolo, President and CEO, The DeBartolo Corporation
Ron Meyer, President and COO, Universal Studios
Jerry Yang, Co-Founder, Chief Yahoo and Director, Yahoo! Inc.

6. Public Phase Update

- Statistics:

2,851	Documented Gifts
\$227,732	Amount Raised
\$80	Average Gift
700 / \$80,019 Mail	Average Gift \$114
2,151 / \$147,713	Website Average Gift \$69

- Mail Update:

Month	Quantity	Amount
February	2	\$325
March	6	\$375
May	1	\$20
June	5	\$13,730
July	3	\$325
August	7	\$11,255
September	464	\$34,606
October	108	\$8,786
November	37	\$2,556
December	55	\$7,436
January	12	\$605
TOTAL	700	\$80,019

- Website Update:

Date	Quantity	Amount
August	4	\$81
September	1,877	\$127,417
October	71	\$5,993
November	142	\$9,957
December	38	\$2,278
January	19	\$1,987
TOTAL	2,151	\$147,713

7. Local Initiative

- 4 Targeted Areas and Goals - Somerset (\$250,000); Johnstown (\$250,000); Ligonier (\$250,000); Pittsburgh (\$250,000)
- Identify and Recruit Leadership; Confirmed Leadership – Henry Cook, President & CEO, Somerset Trust
- Finalize Table of Gifts
- Identify Top Prospects, Request Amounts and Strategies: 44 Prospects to date
- Key Event(s) - Somerset Trust Reception, April/June Rolling Rock Event
- Next Steps: Continued Identification and Recruitment of Leadership; Identify Top Area Prospects, Suggested Request Amounts, and Solicitation Strategies

8. Public Outreach Phase Update

- The Public Outreach Phase, a seamlessly integrated and coordinated effort, as stated in the campaign plan is likely to include web-based, telemarketing and direct mail fundraising initiatives.

- The Direct Mail Program is being coordinated with Steven Winchell and Associates. A Direct Mail Program test proposal was reviewed and approved by the Funding Oversight Committee. Governor Ridge “authored” the test piece. The drop date for the test mail package is scheduled for the week of February 6, 2006.
- We are currently researching online giving firms to assist with the web-based piece of the Public Outreach Phase. We are in the process of getting presentations and proposals for implementation as early as March of 2006.

9. Campaign Collaterals

- A design concept and collateral materials pre-meeting was conducted with MARC USA in August.
- The Funding Oversight Committee reviewed and approved the campaign collaterals contract in January with MARC USA
- MARC USA is developing a brochure and video for the campaign collateral materials.
- It is anticipated the brochure should be completed by late April or early May.
- The video may take a bit longer due to filming challenges with possible weather issues and temporary memorial visitation.

10. National Park Foundation Update

- The Funding Oversight Committee continues to work with the National Park Foundation on the addendum to the NPF/Families Agreement regarding direct costs for appropriate and fair compensation for current and future campaign expenses including space, equipment, supplies and staff time.
- The addendum also addresses the use of Flight 93 donors.
- Mr. Vin Cipolla, NPF President and Mr. Hamilton Peterson, Families of Flight 93 Inc. are scheduling a future meeting to discuss the NPF vision and the Flight 93 partnership.

11. Families of Flight 93 Report

- Ketchum continues to work with several family members on specific fundraising initiatives.

12. Funding Oversight Committee Update

- Continued Monthly Meeting of Full Committee and Key Partner Representatives and drafting and submitting Monthly Status Reports:

October Committee Meeting:	Monday, October 17, 2005; 7:00 p.m.
November Committee Meeting:	Monday, November 21, 2005; 7:00 p.m.
December Committee Meeting:	Monday, December 19, 2005; 7:00 p.m.
January Committee Meeting:	Monday, January 16, 2006; 7:00 p.m.
February Committee Meeting:	Monday, February 13, 2006; 7:00 p.m.

Status of State Commitment for Funding
Flight 93 Advisory Commission
February 18, 2006
Prepared by: Joanne Hanley

In January, Joanne Hanley met directly with Governor Rendell's Chief of Staff John Estey to forge through the red tape and push back she had been encountering. Mr. Estey was extremely helpful, and he committed to ensuring that all of the necessary steps to receive a commitment letter from the Governor for the \$10 million would be completed.

The type of funding that we will receive from the state is **Redevelopment Capital Assistance Program (RCAP) funding**. This is a fund from which the Governor himself selects projects to appropriate, and it is a very political animal. The two steps are as follows:

1. The project first has to get on the "authorization" list. This is a relatively easy thing to do. Usually, the state senator or representative puts your project on the list. This consists of a very brief (one to two sentence or paragraph) description and funding figure. There are literally hundreds of millions of dollars worth of projects on the "authorized RCAP" list. A different authorizing list is approved every year in the legislative process. This year's list is already through the state House.
2. The trick and difficult part (usually) is to then get the Governor to select and commit your project to funding. I say usually difficult, because many political favors are traded during this process.

We had not yet been put on the authorization list of projects when I met with Mr. Estey. He requested that I submit to him a paragraph describing the project in very broad terms, with the \$10 million funding figure. He committed himself to ensuring that the project would be inserted into this year's authorization list, and be approved for the June legislative vote. Following this vote, the Governor will then write the commitment letter.

Other issues of which to be aware relating to RCAP grants are:

- In a National Park Service project, the funding is first received, and then the project is built. With the state RCAP funds, the project is built, and then the funds are reimbursed, with the recipient typically taking a "bridge loan." This has posed several challenges for the National Park Service in the past, since the government cannot take out loans, and must meet the terms of the Anti-Deficiency Act. We can however, according to an obscure 2003 legislative insert into the Appropriations Bill, "deficit spend" on an account for which we have a Cooperative Agreement with a municipality with funds committed for the project from that municipality.
- The RCAP grant is a matching grant.
- A typical state capital fund project usually takes anywhere from 9 months to a year to activate from the time of notification. This is due in large part to the extensive paperwork, auditing and reporting requirements that need to be processed before state reimbursement funding can begin to flow. The state auditors review records, verify that all of the contracts issued and funds spent to date on the project meet the state requirements for match and/or reimbursement.
- RCAP funds are for bricks and mortar.
- An extensive cooperative agreement between the NPS and Commonwealth has already been developed to receive RCAP funds. The Fort Necessity project was the pilot for the state, and a template agreement is already in place (which took 20 months to originally negotiate).