

Briefing Papers
Flight 93 Memorial Task Force &
Flight 93 Advisory Commission
April 29, 2006

**Archives Committee
Briefing Report
April 29, 2006**

Oral History and Documentation Project

The project successfully continues with 86 interviews completed and 43 written transcripts (50%). Kathie Shaffer is conducting the majority of the interviews and organizing the process of scheduling and post-interview procedures.

Seven family members have been interviewed. Although a few other family members are in the process of being scheduled and a convenient location for the interview worked out, it is hoped that more family members will contact Kathie to record the memories of their loved ones. Without those recorded memories, the only information available for future interpretation and researchers is what has been gleaned from journalists and filmmakers.

Several members of the Archives Committee went to New York on April 10-11: Christine Fraser, family member; Joy Stella, family member and Co-Chair of the Archives Committee; Donna Glessner, Vice-Chair of the Flight 93 Advisory Commission; Kathie Shaffer, Oral Historian; and Barbara Black, Curator and Co-Chair of the Archives Committee. Four meetings were scheduled to learn about other oral history projects, to learn how oral histories can be used to interpret, and to evaluate the policy and procedures of the Flight 93 Oral History Project.

Ellis Island Oral History Project: Janet Levine, Oral Historian and Kevin Daley, Sound Technician, met with us to show us how they had collected over 2,000 interviews with immigrants through Ellis Island, National Coast Guard members duty-stationed on the island, and staff. Janet Levine has been the Flight 93 Oral History Project Professional Advisor since last year and provided us with an orientation to their policy and procedures.

The Tribute Center: Jennifer Adams, CEO, Lee Ielpi, Vice President and other staff of the September 11th Families' Association met with us to show us how they were using the stories of family members, survivors and rescue workers to produce an exhibit at the Tribute Center and to conduct tours around Ground Zero. They are also adding a section in their exhibit on Flight 93 and we were able to share information.

Stuyvesant High School Teacher: Annie Thoms, English Teacher at Stuyvesant, described to us how she had drama students conduct oral interviews with students, faculty and staff at the high school, where only four blocks from Ground Zero, the students were greatly affected by the days' events. The interviews were used as the dialog for a play produced at the school and later written into a book entitled, "with their eyes."

Columbia University Oral History Research Office: Mary Marshall Clark, Director, Amy Starecheski, Oral Historian, and other staff hosted a day-long meeting, describing how they conducted their September 11th Project in which they interviewed hundreds of New York residents. We had the opportunity to present our project and share discussions of policy and procedure.

This opportunity to discuss similar projects and to learn from others was considered a success by all who attended. Columbia University's Oral History Program is the oldest and most respected program in the world. It was gratifying to receive validation from such a prestigious institution. The Archives Committee will continue to re-examine the project periodically.

Prepared by: Barbara Black, Joy Stella and Kathy Shaffer

Temporary Memorial Management Committee
Briefing Report
April 29, 2006

Temporary Memorial Visitation

Visitation during the first quarter of 2006 has been 25% higher than during the same period of 2005. Currently, during the month of April, we have been greeting more than 2000 visitors each week. In the month of March we had visitors from 38 states and 13 other nations. We are meeting many school groups and senior citizens groups, as well as many families and individuals. Many people express interest in the upcoming film release and the release of the cockpit voice recorder transcript. Looking toward the future, there are 11 motorcoach groups on our schedule already for May, and 26 on the schedule for June.

Staffing of the Temporary Memorial

Ambassadors are on duty at the memorial from 10 AM to 6 PM on weekdays, and from 10 AM to dusk on Saturdays and Sundays; that is approximately 60 hours per week. Frequently, Ambassadors come out earlier than 10 AM to meet scheduled motorcoach groups.

Maintenance Projects and Spring Workday

The maintenance staff from Fort Necessity made improvements at the temporary memorial shelter, installing a new laminate countertop and oak cabinets, and a new double-hung window facing the parking lot.

On April 15 a very successful workday was held. Our mission was to spread 20 ton of limestone dust over the site to make an accessible, safe walking surface. The limestone dust, and the use of two trucks and a backhoe were donated by the Stonycreek Township Supervisors. The work was done by 12 rugby players from Washington D.C., 3 boy scouts, 2 township supervisors, and 25 Ambassadors and their friends and family. The rugby players, the Washington Renegades, volunteered for this community service project in order to honor the passengers and crew of Flight 93, believing that their actions saved their city, and also to specifically honor Mark Bingham, whom they had known as an opponent on the rugby field. On that day, more than 200 hours of volunteer time were donated to improve the appearance and accessibility of the temporary memorial.

Future plans

On May 6 the Ambassadors will travel to Fort Necessity for a tour of the new visitor's center, an explanation of how the visitor's center was planned, designed, and constructed, and will spend an afternoon in training with Kathie Shaffer and Barbara Black sharing some of the stories they've recorded in the Oral History project.

As a committee, we're dealing with many requests from groups wishing to hold special events at the memorial this summer—concerts, ceremonies, Flag Day commemorations, motorcycle rides, etc, and many organizations and individuals wanting to attend or participate in the September 11 memorial service.

Prepared by: Donna Glessner

General Management Plan / EIS
Briefing Report
April 29, 2006

I. PROJECT SCHEDULE – The General Management Plan / Environmental Impact Statement (GMP/EIS) has been completed. Minor changes were made to the document in response to Partner and NPS comments and several sections were reworked to more accurately reflect its relationship to the design competition and address new NPS formatting procedures, but no substantive changes were made. A copy of the plan will be circulated at the April 29, 2006 meeting.

Public release of the Draft GMP/EIS is awaiting final approval from National Park Service officials. The NPS Director, Deputy Director, and Northeast Regional Director will be briefed on the plan on May 1, 2006 in Philadelphia. The group will determine if any additional briefings are required for Department of Interior officials. Once approved, a Notice-of-Availability will be published in the Federal Register and the 45-day public review will begin.

II. CORRIDOR STUDY – Somerset County is interviewing firms to prepare the Flight 93 National Memorial Corridor Planning Study and hopes to have a selection made by early May. This study will examine current and projected land uses along the corridors leading to the national 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 May 2006 and be completed within one year.

Prepared by: Jeff Reinbold

Communications Briefing
2/18/06 – 4/21/06

Prepared by MARC USA and Bill Haworth

Fundraising Campaign Chairman Announcement – 2/18/06

MARC PR drafted and distributed a press release for this announcement over PR Newswire on February 18, 2006. Media coverage included articles in *USA Today*, *The Tampa Tribune*, as well as almost all of the Pittsburgh, Somerset, and Johnstown media.

Captain Ruda, Firefighter of the Year Ceremony – 3/9/06

Captain Ruda authored the opening phrase of the preamble to the Flight 93 National Memorial mission statement: “*A common field one day...A field of honor forever.*” Partners of the Flight 93 National Memorial paid tribute to Ruda during his 2005 Firefighter of the Year ceremony in Los Angeles, joining him as special guests. Debby Borza, Joanne Hanley, and Paul and Milena Murdoch all paid special tribute to Captain Ruda at the ceremony.

MARC PR and Bill Haworth coordinated with LAFD publicity to publicize Captain Ruda’s involvement with Flight 93. MARC PR drafted a press release for distribution at the event. Haworth provided onsite media relations support, as well as follow-up with the Southern California media. Coverage included a majority of Los Angeles’ television stations, as well as one major daily newspaper and two radio news outlets.

Secretary Rumsfeld’s Visit to the Flight 93 Temporary Memorial – 3/29/06

Prior to Secretary of Defense Donald Rumsfeld’s visit to the Flight 93 temporary memorial site, MARC PR and Bill Haworth coordinated media relations activity and event logistics with the Secretary’s office, as well as the Department of Defense’s Office of Public Affairs and the National Park Service. MARC PR fielded national and local media calls prior to the visit and proactively reached out to the Pittsburgh and Somerset/Johnstown media to notify them of this embargoed news.

Bill Haworth served as the on-site media event manager and primary liaison between the NPS and the DOD. Haworth and MARC PR greeted media onsite, gathering names and contact information. Haworth provided site direction and instruction for the Secretary’s press ‘pool,’ as well as non-pool regional and national press. Logistics of the event and media coordination were applauded by the DOD Public Affairs officials as well as the Secretary. MARC PR was able to assist the Secretary’s office further by providing an audio recording of the event for transcription. Print and broadcast media coverage was significant, with over 125 broadcast mentions in over 52 markets, including coverage on CNN, Fox News and NBC’s Today Show.

Universal’s “United 93” – Ongoing

On March 30, 2006, MARC PR issued a press release announcing Universal Pictures’ commitment to donate 10 percent of the opening weekend gross of the North American release of “United 93” to the Flight 93 National Memorial. MARC PR has been working with Universal Pictures and the Families of Flight 93 to coordinate a variety of media interviews and appearances, as well developing media messaging. The media coverage of the film has been very extensive with articles in major publications such as the *New York Times*, *USA Today*, *People* magazine and many others. Several international media outlets have also requested interviews with family members. Family members have been interviewed for many articles and have appeared on many broadcast appearances where the Memorial is often mentioned.

“United 93” will premier at the Tribeca Film Festival on April 25, 2006, in New York City, with a national public release on Friday, April 28, 2006.

Moussaoui Trial and Cockpit Voice Recordings Release - April

MARC PR has also been fielding many media requests for interviews with family members about the release of the Flight 93 cockpit voice recording during the trial of Zacarias Moussaoui. MARC PR assisted the Families in developing messaging about this public release.

Local Media Outreach – April and ongoing

In order to share the positive stories surrounding the Flight 93 Memorial, the National Park Service and Donna Glessner provided MARC PR with a list of temporary memorial events. MARC PR created a local media pitch calendar and has been calling the Somerset/Johnstown media on a regular basis (sometimes twice a week) to share the positive news. For example, Philadelphia-area school children visited the site to donate money they raised, and the DC Rugby team visited to help lay gravel. In only a couple of weeks, stories have already ran in the Somerset *Daily American* and Greensburg *Tribune-Review*.

Editorial Board Meeting Plan - Ongoing

MARC PR and Bill Haworth have a plan in place to coordinate editorial board meetings over the next several months with top newspapers, including *USA Today* and the *Houston Chronicle*. The objective of these meetings would be to encourage the editorial boards to support the National Memorial and the fundraising campaign

DC Event – 4/26/06

Bill Haworth has been working with the family members to coordinate a media event in Washington, DC, with members of the PA delegation to discuss the President's for the Flight 93.

Nominating Committee
Flight 93 Memorial Task Force
April 29, 2006

The Nominating Committee has unanimously recommended the appointment of Gordon Felt to fill the vacancy on the Federal Advisory Commission. With the vacancy created by family member John Felt, it was tasked to the Nominating Committee to solicit and make recommendations to the Flight 93 Task Force and the Secretary of the Interior a candidate or candidates to fill the vacancy. We tasked ourselves by seeking a candidate or candidates with the following criteria:

- First, that the vacancy be filled by a member of the Flight 93 family since that is the category of the Federal Advisory Commission that is now vacant, and
- second, to make sure that the individual selected has been intimately involved in the memorial process.

We actively solicited from the Families of Flight 93 and among the Task Force members and received two applications. At the time of the interview, one of the applicants elected to withdraw in support of Gordon Felt. Our interview with Gordon Felt only confirmed his passion and dedication to the memorial process. We received, prior to the interviews, a letter from the President of Families of Flight 93 indicating that in January of 2006, the Family Board had voted unanimously to endorse Mr. Gordon Felt for the opening. As quoted in the letter, "We feel a duty to share with you that while there may be many good candidates for nomination from among the survivor families, we feel strongly that Mr. Felt stands significantly above the other candidates due to his tremendous efforts and commitment from the first days of the inception of the Families of Flight 93." The letter ends with the following: "Written words cannot adequately express how strongly we feel about Gordie Felt's nomination. He is truly a remarkable individual whose exhaustive hard work and good judgment have been, and continue to be, of enormous benefit to the Families of Flight 93 and the Task Force. We, the Family Board, would be most grateful if you would consider this letter as our strongest possible endorsement of Gordie's nomination."

After the interview and because of the personal familiarity that many of the Nominating Committee members have with Mr. Felt, we wholeheartedly concur with the Family of Flight 93 Board's recommendation and endorsement.

It is therefore the unanimous recommendation of the Nominating Committee of the Flight 93 Task Force that Gordon Felt be appointed to the Federal Advisory Commission.

Prepared by: Dan Rullo

Government Relations Committee
April 29, 2006

Visits to the Hill

- Senator Specter's Legislative Director Tom Dower, arranged for a meeting with the new Senate Interior Appropriations Subcommittee majority clerk Leif Fønnesbeck in early April. Attending the meeting was Hamilton Peterson, Calvin Wilson, John Reynolds and Dan Sakura. They discussed support for the President's budget request of \$5 million for land acquisition and answered questions from the subcommittee staff on the project.
- Also in early April, Superintendent Hanley met with the Pennsylvania delegation staff including Tom Dower from Senator Specter's office, Kevin Roy from Senator Santorum's office, and Jeff Loveng from Congressman Shuster's office. She presented each with a briefing book updating various aspects of the project, including the boundary re-evaluation, land acquisition, and fundraising.
- Several family members and local community representatives from Somerset are traveling to Capitol Hill on April 26th to meet with House and Senate members. The purposes of the meetings are to deliver a positive message concerning the project and to express and enlist support for the President's budget request of \$5 million for land acquisition in FY 07.

State Issue

- The Memorial Garden located in Bucks County, has legislation in the state Senate and House designating site as the official State 9/11 memorial. Bucks County sustained the highest loss of lives on 9/11 in the Commonwealth, including several from Flight 93. A delegation of a Flight 93 family member, Somerset County Commissioner and NPS representative met in Harrisburg with Bucks County officials, state officials, and family members from Bucks County to discuss the designation.

Prepared by: Patrick White

NPS Report
Interpretive Planning
Flight 93 Memorial Task Force
April 29, 2006

Draft Mission of the Committee

To develop a Comprehensive Interpretive Plan CIP for the Flight 93 National Memorial through an inclusive, multi-level approach, which will provide the core story of Flight 93, the context of the events on September 11, 2001 and response from the nation and the world to be used for general interpretation, programs, curriculum-based education programs, publications and guidance for the overall mission of the memorial.

Draft Strategy

The work of developing a CIP will follow the philosophy of how we have done all of our joint planning for the memorial; it will be done slowly, deliberately, and inclusively. Development will include extensive dialogue and conversation with a wide view in mind and a new lens, enlisting thoughts and comment from the families, the partners, the communities, the academic community, professionals in related fields, the general public across the nation (and beyond).

We will bring individuals and all interested stakeholders together in various venues for open discussion and challenging expression. Understanding that time will allow for a greater perspective, the process will include input and review at many points along the journey with knowledge that the completed CIP will be revised periodically, just as the park's GMP will be revised in future years.

Beginning Process

- An Interpretive Planning Committee will be composed of an Oversight Committee (IOC) and the Committee-at-large; both will include members from the four partner groups and other interested parties.
- A gathering phase will begin immediately to analyze:
 1. Other Interpretive Plans from National Park Service sites and historically related institutions.
 2. The Interpretive Themes of Flight 93 National Memorial Mission Statement. The Mission Statement Committee of the Task Force will be asked to reconvene to review these themes with a new perspective that the passage of time and a chosen design will provide, and submit comments to the Interpretive Committee. These themes will form the basis – the springboard – of dialogue and engagement.
- A scoping (outreach) phase will begin in the summer of 2006 and continue into 2007 to talk about interpretive planning (what is it, how is it used), to explain how interpretive planning integrates into the design of the memorial and the visitor center, and to begin thoughtful, meaningful and carefully facilitated dialogue sessions as follows:
 1. In the summer of 2006 interpretive dialogue and conversation sessions will be held with Family Members in New York, San Francisco and Somerset.
 2. A community session(s) will be held in Somerset.

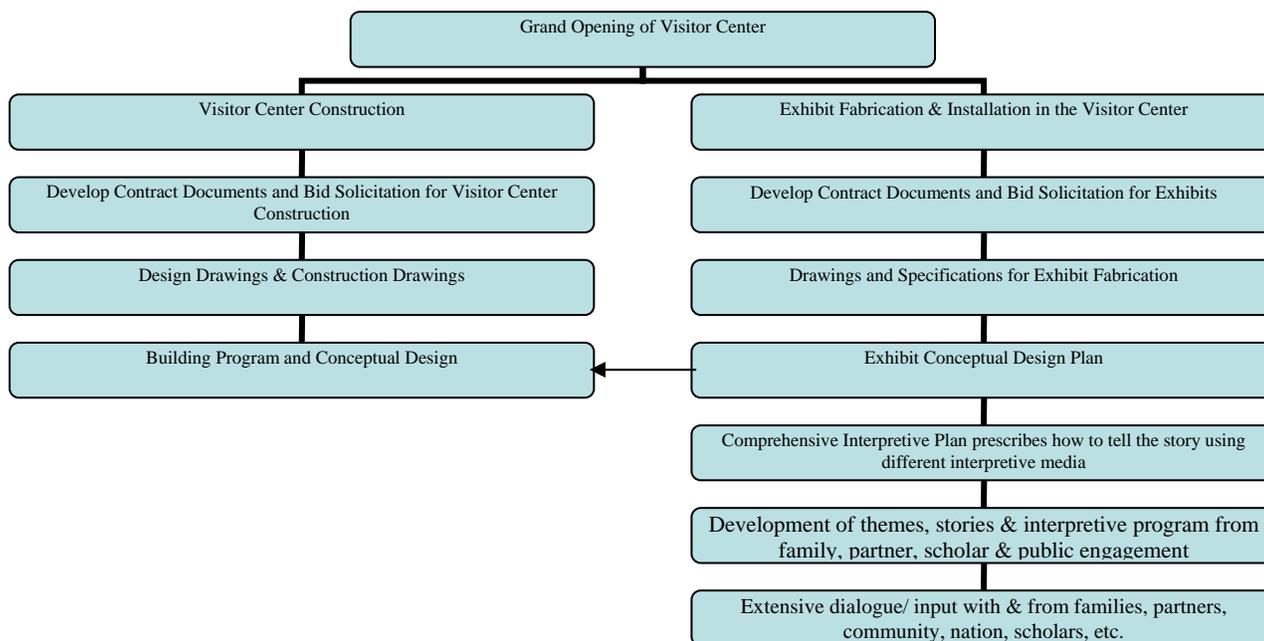
Once funding is obtained, dialogue sessions will be expanded to include:

1. Symposiums, charettes and town meetings will be conducted to bring scholars, interested and involved parties and the general public face-to-face for open discussion.
2. Newsletters and the project website will invite individuals from all over the world to express their views.

A wider audience to provide comment and discussion will evolve from four sources;

1. General Public: local community, students and youth, national citizens and international interest.
 2. Connected Events: September 11, 2001 New York and Pentagon groups, Oklahoma City National Memorial
 3. Professional Advisory Group: academics, educators, historians, journalists, psychologists, and other related fields of study, such as aviation
- A facilitator will assist in unbiased solicitation, help people negotiate through multiple perspectives, and in the organization of ideas and comment.
 - A draft writing phase will begin in 2007 to form the initial framework of ideas for the IP.
 - A review phase will follow completion of the draft IP, taking it back to the stakeholders.

Simplified Diagram to Illustrate Relationship of Exhibit Planning & Fabrication with Visitor Center Planning and Construction



Prepared by: Barbara Black and Joanne Hanley

The Memorial Design Process
Briefing Report
April 29, 2006

I. MEETING WITH NPS DESIGN AND CONTRACTING STAFF – The National Park Service (NPS) will enter into a contract with Paul Murdoch Architects to complete the design and construction documents for the national memorial. On March 1-2, 2006, Joanne Hanley, Jeff Reinbold, Barbara Black, and Paul Murdoch met with NPS contracting and project management staff at the NPS Denver Service Center (DSC).

This will be a design-bid-build project. The NPS will negotiate a sole-source indefinite quantities contract (IDIQ) with Mr. Murdoch for pre-design, design drawings, construction drawing, and construction management involvement. The contract will be for the design of the entire project including the memorial, roads, parking, utilities, visitor center and exhibits (through licensed and approved subcontractors). A DSC project manager will administer the design and construction of the facilities and infrastructure, and the exhibits (in the future). Exhibit design will not begin until the partners have completed the interpretive planning process. The IDIQ contract will be for five years, with specific project elements being negotiated through individual task orders.

The NPS formally announced its intention to enter into an IDIQ with Paul Murdoch Architects in mid-March. The DSC will begin contract negotiations with Paul in mid-May and hope to have his team under contract by mid-June 2006.

III. GENERAL SCHEDULE MILESTONES

Pre-Design Award	June 2006
Finalize Pre-Design	October 2006
Finalize Schematic Design	January 2007
Finalize Design Development	August 2007
Final Construction Documents	May 2008
Advertise for Construction	June 2008
Construction Award:	September 2008
Ribbon Cutting:	September 2011

III. FORMATION OF A MEMORIAL DESIGN DEVELOPMENT COMMITTEE -- On the April 18, 2006 Executive Committee call, the group discussed assembling Commissioners and other Partners who have experience with design and construction projects to discuss the function and composition of the Design Development Committee. These individuals will be convened in the early-May once the draft project schedule has been completed.

Prepared by: Jeff Reinbold

**Fundraising Oversight Committee
Briefing Report
April 29, 2006**

1. CAMPAIGN SUMMARY (as of 4/13/06)

- Total Number of Pledges& Gifts / Total Amount Raised: 4,419 / \$6,701,196
- % of Minimum Goal: 22%
- Number/Amount of Launch Phase: 12 / \$3,440,000
- Number/Amount of National Phase Gifts: 6 / \$2,828,975
- Number/Amount of Public Phase Gifts: 4,396 / \$316,362
- Total Expenses: \$830,337.31
- Cash In: \$2,750,337
- Contract Period Completed: 14 months / 63 weeks

2. 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
11 Pittsburgh Prospects
\$3,430,000 Documented Pledges
\$311,818 Amount Raised
3 Average Gift
Declines

- **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
Mr. and Mrs. Charles J. Queenan, Jr.

3. NATIONAL PHASE UPDATE

- **Statistics:** 64 Prospects
6 Documented Pledges
\$2,822,975 Amount Raised
\$471,495 Average Gift

- **Donors:**
Wachovia Treasury Operating Services
The Avon Foundation
Richard M. Goldman, Richard and Rhoda Goldman Fund
Discovery Communications, Inc.
Chris Sullivan, Chairman of the Board; Outback Steakhouse
Portola Group Foundation

- **National Campaign Leadership**

Chris Sullivan, Chairman, Outback Steakhouse, Inc. Campaign Chairman

General Tommy Franks (ret.)

Honorary Co-Chair

Governor Tom Ridge (former)

Honorary Co-Chair

Chris Sullivan and General Tommy Franks have agreed to attend and participate in the Houston Event scheduled for Thursday, May 18, 2006; 7:30 – 9:00 a.m. General Franks will be tossing out the first pitch for the Houston Astros baseball the prior evening. Col. Hayes, General Frank's assistant, and Chris Sullivan will be participating in a final logistics and program review meeting scheduled for Tuesday, May 9, 2006 at 11:30 a.m. (EST).

Chris Sullivan and Governor Ridge have agreed to attend and participate in the Steelers Luncheon Event scheduled for Wednesday, June 21, 2006; 12:30 – 2:00 p.m. at Heinz Field in Pittsburgh, PA.

Chris Sullivan and General Franks are continuing to develop and implement prospect enlistment strategies.

Chris Sullivan is also in the process of communicating with Arnold Palmer about the possibility of hosting major golf event either late September or early 2007 at his club in Latrobe, PA or in Florida.

Governor Ridge is actively working on 3 prospects.

Mr. Sullivan, General Franks and Governor Ridge all participated in the production of the campaign video.

Mr. Dan Sullivan and Governor Ridge were copied on the Steelers communication requesting their assistance with hosting a Pittsburgh event.

4. REGIONAL EVENTS UPDATE

Houston, Texas Event:

- Thursday May 17, 2006; 7:30 – 9:00 a.m.; Union Station at Minute Maid Park, Houston, TX
- Co-Hosts - Larry Catuzzi and Mr. Drayton McLane, Owner, Houston Astros Baseball Club
- 350 Prospects; RSVP - 54
- Save the Date Cards mailed on Wednesday, March 8, 2006
- Invitations mailed on Monday, April 3, 2006
- 2nd Mailing completed on Monday, April 24, 2006
- Final Logistics Meetings scheduled for Tuesday, May 9, 2006; 11:30 a.m. (EST) and 12:15 p.m. (EST)
- DRAFT Program Speakers:
 - Milo Hamilton, Hall of Fame – Voice of the Astros
 - Father John Morphin, Pastor, St. John Vianney Catholic Church
 - Drayton McLane, Owner, Houston Astros Baseball Club
 - Robert Eckels, County Judge, Harris County
 - General Tommy Franks, F93 National Campaign Honorary Co-Chair
 - Larry Catuzzi and Daughters – Dara Near, Vaughn Lohec
 - Joanne Hanley, F93 Superintendent
 - Paul Murdoch, President, Paul Murdoch Architects
 - Chris Sullivan, F93 National Campaign Chair

Dallas, Texas:

- Pre-Meeting with Bill Haworth on Thursday, May 13, 3:30 p.m. (CST), Dallas, TX
- Anticipated Summer Activity
- Proposed Leadership in Development
- Preliminary Prospects List in Development

Washington, DC Event:

- Proposed Date – Sunday, September 10, 2006; Location TBD
- Preliminary Leadership Conversations in progress
- Preliminary Prospects in Development

Los Angeles, California Event:

- Proposed January/February 2007 Event
- Proposed Leadership in Development
- Working directly with Bill Haworth on preliminary planning

5. LOCAL INITIATIVE

Statistics:	210	Prospects
	5	Documented Pledges
	\$115,859	Amount Raised
	\$23,172	Average Gift

Donors: Somerset Trust Company
Somerset County
Wheeler Family Charitable Foundation
Somerset Daily American
Somerset Trust Families Account Interest

➤ **Johnstown (\$250,000)**

- Preliminary Prospects List in Development
- Identify Key Prospects
- Next Steps
 - Identify and Recruit Johnstown Leadership – initial meeting scheduled for Friday, April 28, 2006 at 11:00 a.m. in a Johnstown location TBD
 - Develop Prospects List
 - Develop and finalize a Plan and Timeline
 - Host Cultivation Event

Somerset (\$250,000)

- Amount Raised to Date \$115,859
- Donors – 5 Somerset Trust Company, Somerset County, Wheeler Family Charitable Foundation, Somerset Daily American, Somerset Trust Families Account Interest
- Leadership – Henry Cook, President and CEO of Somerset Trust
- Prospects - 76
- Next Steps
 - Mr. Cook to follow up directly with Somerset prospects

Ligonier (\$250,000)

- 20 Preliminary Prospects (List in Development)
- Strategies/Next Steps
 - Identify and Recruit Leadership
 - Identify Prospects, Request Amounts and Strategies
 - Possible event at Rolling Rock, if needed
 - Work with Chris Sullivan to Determine Use of Arnold Palmer

Pittsburgh (\$250,000)

- Steelers Luncheon Event hosted by Art Rooney on Wednesday, June 21, 2006; 12:30 – 2:00 p.m. at Heinz Field in Pittsburgh, PA
- 104 Prospects
- Next Steps
 - Finalize event details and logistics
 - Finalize invitation list
 - Determine Family Members availability
 - Save-The-Date Card

6. PUBLIC PHASE/DIRECT RESPONSE UPDATE

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

- **Statistics:**

4,396	Documented Gifts
\$316,362	Amount Raised
\$72	Average Gift
889 / \$97,097	Mail Average Gift \$109
2,780 / \$185,640	Website Average Gift \$67
*727 / \$33,625	Direct Mail Average Gift \$46

*Through April 7, 2006

- **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	18	\$945
February	117	\$6,433
March	59	\$5,015
April	6	\$5,235
TOTAL	889	\$97,097

- **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	332	\$19,122
February	254	\$16,777

March	23	\$1,195
April	39	\$2,820
TOTAL	2,780	\$185,640

Ketchum researched and received presentations from 5 online giving firms to assist with the web-based piece of the Public Outreach Phase. On Monday, April 3, 2006, the FOC met to discuss and review Kintera's proposal including deliverables and cost. The FOC voted to accept Kintera's proposal for immediate implementation. The Families of Flight 93 are the 501c3 organization of record. Debby Borza and Jeff Reinbold volunteered to oversee the new website initiative through final implementation scheduled for Friday, April 28, 2006 in coordination of the release of the Universal film. The contract was negotiated and signed between Ketchum and Kintera.

Kintera is the leading in provider of online technology and services to the non-profit world. Having been founded by philanthropist for philanthropists, they serve exclusively non-profits. Founded in 1999, Kintera has been entrusted with the resources to build out the industry's leading technology platform that serves leading organizations end-to-end.

Ad Hoc Group: Debby Borza, Caryn Collier, Alyssa Henley, and Jeff Reinbold
 Conducted Meetings: Wednesday, April 12, 2006; 4:30 p.m.
 Friday, April 14, 2006; 12:00 p.m.
 Monday, April 17, 2006; 2:30 p.m.
 Wednesday, April 19, 2006; 3:00 p.m.
 Wednesday, April 26, 2006; 11:30 a.m.

Deliverables and Cost: \$59,058

One time Set-Up & Installation

Website & Template Design
 Project Management
 Implementation/Up-Front Fees
 Site Architecture and Navigation Design
 Data & Applications
 Testing & Acceptance
 Basic Search Engine Optimization

Kintera Sphere Software:

Base Kintera Sphere database (Constituent Relationship Management capabilities and Database of Record)
 Email Communications (Broadcast with Tracking & Reporting, eNewsletter, Sequential Email)
 Content Management System (Dynamic Web Content & Graphics)
 Friends asking Friends Viral Fundraising
 Payment Gateway for Donation Processing (U.S. Credit Cards, PayPal, ACH, Kintera Giving Fund, ACH Disbursements to client)
 Forms: Donation, Registration, Contact Records, Memorial Registry
 Memorial & Tribute Capabilities
 Data Segmentation
 Case Matching Gifts
 Standard Data Import/Export Tools
 Login Tools
 Relevancy & Personalization (auto-checks CRM & Segmentation)
 Hosting
 Hardware/Software Maintenance & Upgrades

Ongoing Services

Professional Services (16-hours monthly): Content Management Updating, Email Campaign Management, Reporting, Project Management, etc.
 Customer Support (1-hours)

Added Value Elements for F93MF

Kintera Magazine Network:

Full Page, Four Color Ads

Full Ad Campaign during month of July

Full Ad Campaign during month of September to coincide with the 5-year anniversary of 9/11.

Submit for Kintera Technology Grant

Emails white listing on major ISPs

Kintera University

Submit for the American Express Co

branded Billing Statement Program

Industry "best practices"

Senior implementation team

- **Direct Mail Program**

Test Results to Date (responses through 4/13/06)

83,017 pieces mailed from February 7 – February 27, 2006 -- included random segments of 16 lists from several list categories; political, charitable, veterans, historic, and PA State. Of the 16 lists included in the test, 8 project to generate donors at breakeven or better in subsequent mailings. These 8 lists represent a combined universe of more than 600,000 names and many thousands of donors. Results will continue to come in for several more weeks.

Here's the latest response information for the Feb test. These reflect responses through April 5, 2006

Response to date:	Donors	766 (35 contributed \$250 to \$1,000)
	Average Gift	45.67
	Gross Revenue	\$34,985
	Cost	\$53,029
	Cost/piece	\$0.64

April 24, 2006 Mailing

The cost information for the April 24 mailing is listed below. Please note this represents costs for 300,000 pieces. The per-piece mailed cost is \$0.49 each. Since we will not know the exact mailing quantity until after the merge is completed, the exact total costs cannot be determined at this time. We have estimated the quantity at approximately 305,000. Based on that, the in-the-mail cost at \$.049 each will be \$149,450.

7. CAMPAIGN COLLATERALS

- MARC USA is developing a brochure and video for the campaign collateral materials. The FOC formed an Ad Hoc Group to oversee the collateral materials production. They include: Joanne Hanley, Paul Murdoch, Carole O'Hare, Gary Singel and Caryn Collier.

- **Brochure Activity**

The Ad Hoc Group has been very instrumental in the continuous reviews and edits for the brochure/inserts and the supporting edits through a series of meetings:

Ad Hoc Committee Conference Calls:	3/14/06; 3/17/06
Final Approval:	3/29/06
Files to the printer:	3/29/06
Press Check:	4/11/06
Final print:	4/11/06
Brochures Mailed to NPF:	4/28/06

- **Video Activity**

Mr. Richard Snodgrass, the F93 video producer, reported on the following:

The taping for the video is complete. Those interviewed between March 27 and April 10 were Tom Ridge in Washington DC; General Tommy Franks at his ranch near Roosevelt, Oklahoma; Chris Sullivan at his office in Tampa, FL.; Max King at his office in Pittsburgh, PA; Joanne Hanley at the studio in Pittsburgh, PA; Donna Glessner at the Park Service office in Somerset; and two family members, Christine Fraser and Calvin Wilson, also at the Somerset Park Service office. During that period, there were also four visits to the memorial site by the video crew to tape b-roll; and several hours spent taping applicable sections of the first architect's model.

Editing began at New Perspective Productions in Pittsburgh, PA on Saturday, April 8. The first cut of the video will be completed on April 17 and reviewed by the Ad Hoc Committee on April 17. A review and discussion of the DRAFT production with the Ad Hoc Committee is scheduled for Thursday April 27 to review any changes that are determined necessary. The most up-to-date version of the video will be available for the Task Force meeting on April 29. The final round of reviews will take place during the week of May 1st, with the final changes made to the video during the week of May 8. The video is scheduled to be completed by May 15.

8. NATIONAL PARK FOUNDATION UPDATE

- Conducted Meetings: Development Update Meeting Wednesday, March 29, 2006; 10:00 a.m. and Finance Meeting Tuesday, April 18, 2006 10:30 a.m.; NPF Direct Mail Meeting Tuesday, April 18, 2006
- Future Meeting(s); Development Update Meeting – Tuesday, May 2, 2006, 2:00 p.m.

9. MISCELLANEOUS

- Met with Lisa and Warren Jefferson on Wednesday, May 8 in Chicago, IL to explore future fundraising opportunities.
- Spoke with Captain Thomas Heidenberger, USAir Pilot, who is coordinating the "Airline Ride Across America" regarding his fundraising efforts for the Flight 93 National Memorial.
- Spoke with Mr. Shaun Faust consulted the campaign regarding a concert he was performing in memory the Passengers and Crew of Flight 93. He raised \$600.
- Spoke with Mr. Eric Walter, Gotham Knights Rugby Football Club about proceeds from the Bingham Cup scheduled for early spring.
- Communicated with Michael Moses, Vice President of Publicity, Universal Films, regarding an update on the Universal Films contribution(s) to the Flight 93 National Memorial.
- Communicated directly with a representative from Access Hollywood to discuss permission to use the honorflight93.org website to run after their segment on Universal's film *United 93*.
- Billy Buster contacted NPF regarding production of a Fashion Show in NYC.
- Received 2 additional music recordings that were forwarded to NPS for the Archives
- Communicated with two movie theaters regarding special "fundraisers" in conjunction with the release of *United 93*.
- Secretary Donald Rumsfeld made a contribution to the Fund immediately following his visit to the Temporary Memorial on Monday, March 27, 2006.
- The Freemasons of Pennsylvania have been in communication with the Campaign Office regarding a "significant" contribution. We are in the process of scheduling a meeting for early May.
- General Electric notified us that they have offered to match any donation made by its 14,000 Universal employees to the Flight 93 National Memorial.
- Drafted an invitation list of donors, prospects and VIP's in coordination with the Partners for *United 93* advance regional screenings – Washington, DC; Tampa, FL; Pittsburgh, PA; San Francisco, CA; and Philadelphia, PA

10. FAMILIES OF FLIGHT 93 REPORT

- Ketchum continued to work with several family members during the months of February, March and April on specific fundraising initiatives including: Calvin Wilson, Larry Catuzzi, Ken Nacke, Dale Nacke, Carole O'Hare, Gordie Felt, Patrick White, Hamilton Peterson, Dara Near, Kelly Arrillaga, Dorothy Garcia, Ed Root, Betty Kemmerer, Diqui LaPenta, and Debby Borza.

11. FUNDING OVERSIGHT COMMITTEE UPDATE

- Continued monthly meeting of full committee and key partner representatives and drafting and submitting monthly status reports:
March Committee Meeting : Monday, March 20, 2006; 7:00 p.m.
April Committee Meeting: Monday, April 17, 2006; 7:00 p.m.
May Committee Meeting: Monday, May 17, 2006; 7:00 p.m.

12. FEBRUARY/MARCH/APRIL ACCOMPLISHMENTS

- Received \$2,191,606 from 1,021 donors
- Drafted and Distributed Status Report and Campaign Update #14 and 15
- Conducted Funding Oversight Committee Meetings on Monday, March 20, 2006, Monday, April 3, 2006 and Monday, April 17, 2006
- Conducted Somerset Reception Event on Friday, February 17, 2006
- Presented at the Federal Advisory Commission and Task Force Meeting on Saturday, February 18, 2006 in Somerset, PA
- Continued planning for the Houston, Texas Awareness Event
- Worked with MARC USA on the production of the Campaign Collaterals
- Conducted the "Meet and Greet" Campaign Leadership Breakfast on Saturday, February 18, 2006
- Worked with representatives from NPS on the Temporary Memorial Brochure
- Johnstown Local Phase Initiative Leadership Meeting - Friday, April 28, 2006 at 11:00 a.m. at a Johnstown location TBD
- Pittsburgh Steelers confirmed their interest hosting a luncheon event on Wednesday, June 21, 2006 from 12:30 – 2:00 p.m. at Heinz Field
- Selected Kintera to serve as our new Online Giving Firm to redevelop our website and implement our online giving program
- Submitted Prospect List #3 for vetting/approval on March 23, 2006
- Developed Annual Direct Mail Budget and updated timeline, completed test mailing and dropped Mailing #1 on April 24, 2006
- Began Production of Campaign Signs and Pins

Prepared by: Caryn Collier