

**Flight 93 Memorial Task Force  
and  
Flight 93 Advisory Commission  
Briefing Package  
July 29, 2006**

**Working Agenda**  
**Flight 93 Memorial Task Force and Flight 93 Advisory Commission**  
**July 29, 2006**  
**1:00 PM – 4:30 PM (Eastern)**  
**Somerset County Courthouse, Courtroom #1**

*ADVISORY COMMISSION EXECUTIVE SESSION 10:30 AM – 12:30 PM in NPS office*

*TASK FORCE MEETING 1:00 PM – 2:30 PM*

**WELCOME**

**PLEDGE OF ALLEGIANCE**

**INVOCATION**

**OPENING REMARKS/INTRODUCTIONS**

**COMMITTEE REPORTS AND DISCUSSIONS**

Family Memorial  
Temporary Memorial Management  
Nominating Committee  
Government Liaison  
Fifth Anniversary  
Communications  
Public Relations/Newsletter  
Archives  
Interpretation, Education & Civic Engagement Planning

*Committee Chairs:*

Ken Nacke  
Donna Glessner  
Dan Rullo (Joanne Hanley to report on status)  
Patrick White  
Keith Newlin, Debby Borza  
Debby Borza, Gordie Felt, MARC, Haworth  
Catherine Miller/Jeff Reinbold  
Barbara Black, Joy Stella  
Joanne Hanley & Barbara Black

**MISCELLANEOUS/OTHER BUSINESS**

**PUBLIC COMMENT & QUESTIONS**

*ADVISORY COMMISSION MEETING 3:00 PM – 4:30 PM*

**WELCOME & PLEDGE OF ALLEGIANCE**

**REMARKS & INTRODUCTIONS**

**REVIEW AND APPROVAL OF MINUTES**

**COMMITTEE REPORTS AND DISCUSSIONS**

Lands  
General Management Plan/EIS  
The Design Process; Next Steps  
Fundraising Oversight

Joanne Hanley on behalf of Bentley & McNew  
Jeff Reinbold  
Jeff Reinbold, Joanne Hanley  
Rick Stafford, Ketchum

**OLD BUSINESS**

**NEW BUSINESS**

**PUBLIC COMMENT PERIOD**

**ADJOURN**

**Flight 93 Memorial Task Force**  
**Temporary Memorial Management Committee Briefing Report**  
**July 29, 2006**

**Visitation:**

The number of visitors at the temporary memorial during the first six months of 2006 was 46% higher than during the same period of 2005. During the month of June, for instance, the Ambassadors counted 18,417 visitors during the hours when the memorial was staffed. This breaks down to an average weekday visitation of 475 people each day, Monday through Friday and average visitation on a Saturday or Sunday of 992 people each day. A total of 165 motorcoach groups have visited the memorial already in 2006. There were 59 bus groups at the memorial in June.

The more than 18,000 people who visited the site in June, 2006 came from all 50 states and at least 24 countries: Egypt, India, Australia, New Zealand, Denmark, Norway, Netherlands, Switzerland, Belgium, Germany, England, Ireland, Wales, Italy, Russia, Philippines, Ecuador, Brazil, Chile, China, Taiwan, South Africa, Mexico, Canada.

Through the summer we are seeing large numbers of vacationing families, inter-generational groups, Scouts, convention attendees, high school class reunions, family reunion groups, people in the aviation field, people who were directly involved in the investigation and the response following the crash, antique and classic car drivers, and motorcycle riders. They continue to leave numerous tributes and printed messages.

**Volunteers:**

Since our last task force meeting, the Ambassadors traveled to Fort Necessity for a day of training. We toured the new visitors' center and spent the afternoon learning about our own Oral History Project and discussing the National Park Service volunteer program. Over the next few weeks all 45 Ambassadors signed up as official V.I.P.'s – that is **Volunteers in Parks**. We now wear the arrowhead symbol of the NPS when working at the temporary memorial. We feel the responsibility of this designation and are continually working to improve our service at the temporary memorial, presenting the most accurate and complete information possible, in a way which is most appropriate for the visitor. We are in the process of compiling a "Frequently Asked Questions" document which attempts to answer more than 150 actual questions that we are often asked at the temporary memorial. This document will be useful for our review and reference, and for training new Ambassadors.

**Site Improvements:**

Since our last meeting, several Ambassadors, under the direction of Chuck Wagner, began re-painting the memorial benches. Chuck is also re-painting the trim and deck of the temporary shelter. Earlier this month the Stonycreek Township Supervisors upgraded Skyline Road with a new coat of tar and chips. We are now able to provide visitors with a site brochure, and two editions of the project newsletter—the latest edition, and the previous edition which features images of the future memorial design. We also have on hand a fundraising brochure with a built-in addressed envelope which we give to those who ask about making a contribution to the permanent memorial.

**Upcoming Events:**

On July 30, a youth fife and drum corps from Michigan will be stopping at the temporary memorial to pay tribute to the passengers and crew by performing a few musical selections. Forty-five members of the Plymouth Fife and Drum Corp will appear in Revolutionary War-era costume and play music of that period. This is typical of the many visitors who have left musical tributes at the memorial.

The temporary memorial will be the destination for two large groups of motorcyclists making three-part tribute rides from Shanksville to the Pentagon to New York City. On August 17, riders from "America's 9/11 Ride" will hold a brief ceremony and check presentation at the memorial on Thursday evening, at the beginning of their rally, then drive past the memorial on Friday morning as they leave Somerset County for the Pentagon. Some members of the Nacke family are taking part in this memorial ride.

The following week, on the evening of August 24, the “Northeast 9/11 Memorial Ride” will rally at the temporary memorial for a brief ceremony and flag presentation. The ride organizers asked me to extend an invitation to any family members who may wish to ride with them as passengers from the New York, New Jersey, Connecticut area, and participate in all or part of the ride, or be part of their program at the temporary memorial. Both motorcycle ride groups are made up of primarily fire fighters and law enforcement officers and have coordinated their planning with the NPS office.

## **Flight 93 National Memorial Fifth Anniversary Planning**

### **DRAFT COMMEMORATION OVERVIEW – SEPTEMBER 11, 2006**

THEME: United in Courage, Community and Commitment

DATE: Monday September 11, 2006

LOCATION: Skyline Road

TIME: 9:15 A.M. – 10:45 A.M.

### **DRAFT PROGRAM**

Prelude Music	Military Band from Washington, DC
Welcome	Joanne M. Hanley
Invocation	Rev. Robert Way; Shanksville
Presentation of Colors	Military Honor Guard
	Pledge of Allegiance
	America the Beautiful      Military Vocalist
	Posting of the Colors      Military Honor Guard
Welcoming words From Dignitaries	Families Governor Tom Ridge on behalf of Chris Sullivan/General Franks. Others
Moment of silence	Rev. Paul Britton
Name presentation (toll the “bell of remembrance & echo bell”)	
Music - Derrill Bodley piece	
Invited Speakers to be Announced Keynote	
Retire the colors	
Closing prayer & benediction	Rev. Britton
Instructions for Dismissal	
Bruderhof and Northstar Musical Selections	

- Save the date mailings will be sent to dignitaries, community members, donors, ambassadors, etc by July 29, 2006
- Family mailings (complete logistics, passes, etc) will be mailed first week of August
- Invitations (with logistics and passes) to those who received “Save the Date” mailing mailed mid to later August.

**Flight 93 Memorial Task Force  
Communications Briefing  
July 29, 2006**

**MARC USA**

**1. Universal Pictures Supports Flight 93 National Memorial Efforts**

On May 3, 2006, we issued a press release announcing Universal Pictures' contribution of \$1.15 million to further efforts for a national memorial. This was 10 percent of the opening weekend gross of the North American release of "United 93." In addition, on June 29, 2006, we announced that Universal Pictures generously continued its support of the Flight 93 National Memorial project with a contribution of \$250,000. This news accompanied the announcement of Universal Studios Home Entertainment's release of "United 93" on DVD on September 5, 2006

**2. York Chapter of Credit Unions Event Honoring Flight 93**

On the evening of September 11, 2006, family member Ed Root and his wife Nancy will be attending the York Chapter of Credit Unions annual chapter kick-off meeting at the Strand Capitol in downtown York, PA. After a showing of Universal's "United 93," Ed Root will speak to a group of 200 people about Flight 93 and the Memorial. The credit unions have also generously planned ticket sale and raffle ticket fundraisers around this event for the Flight 93 National Memorial.

**3. National Conference of Editorial Writers**

The National Conference of Editorial Writers will hold its annual meeting in Pittsburgh September 13 – 16. Opinion writers from newspapers across have planned a visit to the Flight 93 temporary memorial on September 14. During this visit, they will learn about the plans for the Flight 93 National Memorial. We have invited them to learn more and ask questions that may help them write editorials in support of the Memorial.

**Additional Opportunities**

**Pittsburgh Pirates:** We are working with the Pittsburgh Pirates baseball organization to arrange a Flight 93 5<sup>th</sup> anniversary tribute during the September 11<sup>th</sup> home game at PNC Park to raise awareness of and funds for the Memorial.

**PSA:** We are currently working with Ketchum to uncover all of the opportunities surrounding a Flight 93 National Memorial television and print PSA campaign. It is likely that Willie Nelson will record voice-over for the television spot, and Cox Communications, *TIME*, and other media outlets have already offered to run the spots in September.

**9/11 Media Opportunities**

**NBC's TODAY;** Foreign Press Family Organizations Opportunity is still awaiting confirmation from Families on who if anyone will be able to attend.

## **Bill Haworth, President, Haworth PR; Public Relations Council**

### **Congressional Initiative**

A successful media strategy launched last April in conjunction with an organized lobbying effort to key congressional representatives by family members to secure \$5 million in land acquisition funding for the Flight 93 National Memorial resulted in breaking the stalemate created by Rep. Charles Taylor (R-NC), who for two years had withheld those funds as chairman of the U.S. House Subcommittee on Interior Appropriations.

A front-page Washington Post article, followed by a next-day front-page Roll Call story about Taylor's recalcitrance, and buttressed by family members' appearance on Capitol Hill at a news briefing regarding the funding were collectively a key factor in turning the tide against Rep. Taylor's stance on the land issue for the Memorial. Taylor's home district newspapers were severely critical of the congressman's position and urged he approve the funding.

Following approval of the funding request from the President's (FY-2007) budget request, passage by the full Committee on Appropriations and the full House of Representatives quickly occurred. In the Senate, the funding request was approved by its corresponding appropriations subcommittee in late June, and it is expected to go directly from the full appropriations committee to a joint Senate/House conference committee for reconciliation later this summer.

Since full Congressional passage of the President's full budget is not expected by both Houses until after the upcoming mid-term elections in November, it is likely that additional lobbying efforts may be required along with continued media strategies that again focus on the rationale for support of the funding -- both for the current fiscal year budget, as well as next year's request of \$5 million for land acquisition costs (FY-2008).

### **September 11th Media and Planning**

Haworth PR will act as Public Information Officer for the 9/11 event. Planning is underway for media-related activities surrounding the formal observance of the 5th anniversary of Flight 93.

Pro-active national media outreach along with some media queries likely forecast an impressive array of major news organizations present for all coverage formats on 9/11 -- including several network cable and broadcast programs that have expressed a desire to offer live segmented coverage from the site.

Logistical (press advance) efforts will also involve more detailed and larger scale arrangements this year than in any previous year since the first anniversary, especially if a dignitary accompanied by a press contingent is scheduled.

### **Draft General Management Plan Media**

Coverage of July 20th's public meeting on behalf of the draft GMP resulted in a modest turnout of local reporters and photographers from Somerset and the surrounding region. Initial concern over the possibility of heightened press staffing of the 'open house' because of the attendance by critic Alec Rawls evaporated quickly. Rawls' efforts to garner prominent national and established regional news failed to generate any interest. Although local newspapers and one television station (KJAC) echoed his comments, family members also registered in news accounts their unqualified support for the Memorial project rejecting any opponents' complaints.

### **Austin/Pihlak Design Issue.**

In mid-July, Lisa Austin and Madis Pihlak, once again publicly asserted their claim that key elements of Paul Murdoch's revised design for the Flight 93 National Memorial incorporated similar elements of their memorial (Stage One) design submission, *Sacrifice*. Over the past several months, following FAC Chairman John Reynolds' response to Austin and Pihlak in January (stemming from the team's initial correspondence to NPS Director Fran Mannella last December), the pair secured marginal notice of their claim in two professional publications of limited circulation, *Landscape Architecture Magazine (LAM)*

(April '06) and *Public Art Review* (June '06.) In each case an appropriate response was crafted. Their most recent attempt at media incadesence resulted in only two original reporter queries: Jennifer Yates, *Associated Press*/Pittsburgh bureau, and Rich Cholodofsky, *Pittsburgh Tribune-Review*. In guiding the respective reporters' articles to a fitting balance, Patrick White, as both family member and FL93 Task Force co-chair, offered comments in telephone interviews, and in each account (*AP* and the *Tribune-Review*), his statements significantly reinforced the key position that Austin/Pihlak's claims had been thoroughly investigated and found to have no merit. Continued monitoring of their activities is underway, albeit there is little chance any future consequential media will be forthcoming.

### **National Media and the Memorial**

Several major national print and broadcast opportunities that focus on the Flight 93 National Memorial story continue to be developed. These opportunities are strategic in nature to provide credible, positive templates for promoting the Memorial throughout all phases of its development, particularly during the capital campaign.

Some of these placement opportunities targeted for completion and publication and/or airing include *NBC Dateline*, *The New York Times* and *The New York Times Sunday Magazine*, *GQ*, *Charlie Rose*, *National Public Radio*, *Wallpaper*, *Miami Herald*, *CBS Sunday Morning*, *USA Today*, *Newsweek*, *People*, *The San Francisco Chronicle* and *The Dallas Morning News* -- among others.

**Flight 93 Memorial Task Force  
Archives Committee Briefing Report  
July 29, 2006**

Oral History and Documentation Project

As we approach the completion of the first year of the Oral History Project, 145 interviews have been completed and 61 of those have been transcribed (about 42%). Of the 145 people interviewed, 33 (23%) have gone through the entire process that includes review, editing and approval of the final transcript. The process for each interview has many steps; for every hour of interview, it takes about 20 hours of time to set-up the interview and complete all the post-interview steps.

A brief list of those who we have interviewed include:

- Pittsburgh FAA Watch Supervisor
- FBI Evidence Response Team member
- 12 eyewitnesses from the ground or air
- 18 firefighters, emergency medical, emergency management and HAZMAT volunteers and staff
- 20 Pennsylvania State troopers and officers
- 10 American Red Cross and Salvation Army volunteers and staff

as well as local residents, former landowners, media, clergy and counselors. We have begun to break the barriers into investigative agencies and first line of support groups to make contact and set-up interviews.

We have completed 22 interviews (15% of the total) with family members and friends. These 22 interviews represent 9 of the passengers and crew on Flight 93. Carole O'Hare has been working with us to get the word out to the families to contact us if they wish to participate. We have heard from a few more through Carole's efforts.

However, there still exists the geographic challenge of reaching family members who are scattered across the country. Although many visit the crash site on September 11, this is a difficult time for family members to do an interview. Therefore, we need to provide an opportunity for all family members to participate and record the memory of their loved one by visiting them individually. This will allow for a more accurate and comprehensive collection of information about all 40 passengers and crew.

With limited resources of time and funding, we are carefully and efficiently mapping out and planning several extended trips throughout California, the Southeast, Midwest and New England states, while also anticipating numerous short trips to the New York-New Jersey area in the next 13 months. Carole O'Hare is working with us to identify the areas of the country where family members live and we will continue to coordinate with Carole specific dates of travel to communicate with the families. We will continue to investigate other funding possibilities for travel and a third-year of funding for the project. Both Kathie and I have combined personal travel plans with an ability to reach family members. I traveled to North Carolina and Tennessee in June and Kathie traveled to Colorado in July.

Three community members have volunteered to work on the project and are helping with writing abstracts of the interviews, transcribing and some interviewing. Archives Committee members, Joy Stella and Christine Fraser, are writing thank you notes on behalf of the families to all those who have completed an interview. Joy and Christine continue to help in other ways, as well.

Tribute Collection

With consistently high numbers of visitation this year, tributes continue to be left at the Temporary Memorial in large numbers. We have also received some significant donations of objects that include (but are not limited to):

- a 60 x 90 foot American flag made by high school students in Palatine, Illinois within a week after September 11, 2001 which was displayed on their football field. Hopefully, with good weather it will be displayed at the Temporary Memorial on July 29, 2006.

- a full-size quilt designed and hand-made by Don Beld, National Coordinator of the Home of the Brave Quilt Project that makes replica Civil War Soldiers' quilts for the fallen heroes of the Afghanistan and Iraq conflicts. Mr. Beld designed this quilt to honor the heroes of Flight 93 as part of a series of quilts on the topic of "Common People, Uncommon Courage." The quilt was presented to the Tribute Collection at a special ceremony in Los Angeles, California on May 13, 2006. Debbie Borza attended the ceremony to accept the quilt, representing the project partners.

**Flight 93 Memorial Task Force Meeting  
July 29, 2006**

**One Day Workshop  
Dialogue on Interpretative, Education, and Civic Engagement Planning  
for the  
Flight 93 National Memorial**

**Date**

Friday September 29, 2006  
9:00 AM – 5:00 PM

**Location**

National Park Foundation Conference Room  
11 Dupont Circle, Washington DC 6<sup>th</sup> Floor

**Purpose of the Meeting**

To gather together a relatively small representative group of partners and other for the following reasons:

- Engage key partners, stakeholders and others in planning for the scoping of the interpretive, education and civic engagement plan;
- Discuss and develop a proposed process for developing the interpretive, education and civic engagement plan for the Flight 93 National Memorial, including the visitor center, i.e. what stories are we going to tell, where, and how;
- Identify future challenges, i.e. sensitivity of the narratives.

**Outcomes**

- Identification of this small group as a possible Interpretive Oversight Committee; identify others.
- Proposed interpretive, education and civic engagement planning process for presentation to the Flight 93 National Memorial project partners for consensus – similar to how we developed the planning process, mission statement, and the design competition process.
- Identification of next dialogue and scoping sessions with Flight 93 Memorial project partners, including the construct of meetings, potential questions for dialogue, and locations.

**Participants**

Delia Clark – Consultant and Dialogue Facilitator

**NPS**

Joanne Hanley; Barbara Black; Jeff Reinbold

**Families**

Esther Heymann; Paula Jacobs; Ed Root

**Task Force/Community**

Jerry Spangler; Donna Glessner; Sue Strohm (Ambassador Representative)

**Commission**

John Reynolds; Brent Glass; Ed Linenthal

**Others with Subject Matter and/or Process Experience**

Harper's Ferry - David Larsen (inclusive interpretation, interpreting multiple points of view, out-of-the-box thinking)

NPF Educational and Partnership Consultant - Julia Washburn (curriculum based education programs, out-of-the-box thinking)

Denver Service Center Project Manager– Jodie Petersen

Susan Bizon – NOVA (sensitivity to dialogue involving families)

Paul & Milena Murdoch – Project Architect

Ginny Barnett – American Red Cross responder in September 2001

Others

**Flight 93 Advisory Commission**  
**NPS Lands Briefing**  
**July 29, 2006**

Katharine Bentley and Bill Sindelar continue to work with the Families of Flight 93 as they move forward to acquire the Vish (03-102) and Mock (01-114) properties and negotiate the O'Barto (03-105) property. The Families became welcomed official partners with NPS in land acquisition efforts at Flight 93 through a Letter of Intent signed by the NPS Regional Director and Families' president Hamilton Peterson in January 2006. Absent funding for land acquisition at Flight 93, the NPS Lands role presently is one of assistance to the Families to ensure compliance with federal land acquisition regulations in the event that funding for land acquisition will be appropriated by congress for Fiscal Year 2007. By Lands serving as 'quality control,' federal land acquisition requirements have become the benchmark for the acquisition process pursued by the Families. Compliance with these guidelines will serve to expedite the conveyance of properties acquired by the Families to NPS in the future when funding is appropriated.

On July 18, 2006, a focus meeting was held in the NPS Regional Office in Philadelphia to discuss land acquisition at Flight 93. Present were NPS lands staff and other regional officials, as well as Joanne Hanley and Jeff Reinbold. It was a forum to present land acquisition issues, share ideas, and project how federal funding for land acquisition would be spent at Flight 93. Regional Director Mary Bomar, former superintendent at the Oklahoma National Memorial, offered words of encouragement about the Flight 93 project. "We're the National Park Service," she said. "We're not going anywhere; we're going to be here; it will happen." We will see the result of our efforts – over time, not by a certain date."

Both the House and the Senate retained the \$5 million Administration request for land acquisition funding for Flight 93 in their respective appropriation mark-ups. The funding still needs to be included in the final conference bill.

**Flight 93 Advisory Commission**  
**The Conservation Fund Lands Briefing**  
**July 29, 2006**

The Fund is currently trying to facilitate a meeting between PBS and PA DEP to discuss steps necessary for the release of PBS's coal mining bonds which are associated with the 900 acres +/- for which we currently have a purchase contract. Release of these bonds is necessary before we can close on the property.

We are also working with the PA Game Commission and the NPS to finalize an agreement that will allow the Commission to purchase (with NPS blessing) the Berwind property. This parcel would be incorporated into a new State Game Land 93 (SGL93). SGL93 would eventually include the Consol property that was donated to TCF several years ago, and the 70-acre PBS parcel that is to the north of US 30. It is also possible that SGL93 could be extended further to the north onto other parcels that are now under coal company ownership.

**Flight 93 Advisory Commission**  
**General Management Plan / EIS**  
**July 29, 2006**

**I. Project Schedule** – The 60-day public review of the General Management Plan / Environmental Impact Statement (GMP/EIS) concludes on August 14, 2006. So far, we've received comments from several state and federal agencies, all of which were positive, and several comments on technical elements of the document. Recent blog postings by Mr. Alec Rawls resulted in several thousand comments that express concern over perceived Islamic symbolism in the design, but are not germane to the GMP/EIS.

On July 20, 2006, we held a public open house in Shanksville. Attendees had the opportunity to learn about the GMP/EIS and other elements of the project and ask questions of NPS staff, family members, and GMP Committee members in an open house format. The evening went very well with approximately 40 people in attendance. Participants could speak one-on-one with the Partners and could leave written comments in a comment box, share their thoughts on the "comment wall" for others to see, or record their comments at a videotaping station. All comments are now part of the public record. Mr. Rawls and two of his supporters attended the meeting and were given the same opportunity to comment as everyone else in attendance. Mr. Rawls was provided with a table in the hallway near our registration table, where he could provide information to the public. Several local Partners distributed information at the table as well. Mr. Rawls respected the rules of the meeting and did not attempt to make a spectacle. Many local residents also attended and voiced support for the project as they did not want the public record or media coverage to misrepresent the sentiment of the community.

All comments received at the meeting, via the website, or through the mail will be summarized and a list of recommended responses will be presented to the partner leadership. A summary of the comments and the responses will be printed in the Final GMP/EIS, which will be released in September or October. The NPS Regional Director will sign the Record-of-Decision in October or November, formally ending the planning process.

**II. Final General Management Plan** – Once the Final GMP/EIS is completed, we will print a scaled-down version of the document that includes just the plan without the environmental sections. This final GMP will be approximately 30 pages in length, will be printed in full color and will be the daily management document used by NPS staff and Partners. A mockup of the final plan will be presented at the Commission meeting.

## **Flight 93 Advisory Commission**

### **The Design Process**

**July 29, 2006**

Prepared by Jeff Reinbold and Joanne Hanley

**I. Design Contract** – The National Park Service (NPS) and Paul Murdoch Architects are negotiating a sole-source indefinite quantities contract (IDIQ) with Mr. Murdoch for pre-design, design drawings, construction drawing, and construction management involvement. The contract will eventually be for the design of the entire project including the memorial, roads, parking, utilities and visitor center. The NPS Denver Service Center (DSC) is responsible for all NPS design and construction contracts of this size. Paul is working with DSC to complete the necessary contracting paperwork and finalize his team. Two members of the DSC team visited the site on July 11 and 12 and met with NPS staff and Paul Murdoch (via conference call) to discuss the status of the contract. Paul is also in the process of hiring a professional project manager to help administer the project.

The IDIQ contract will be for five years, with specific project elements being negotiated through individual task orders. One of the first tasks will be to prepare updated cost estimates for the project.

**II. General Schedule Milestones** – A general schedule of project milestones is attached.

**III. Formation Of A Design Development Committee** – At the last Commission meeting we discussed the creation of a Design Development Committee. We spoke with several Commissioners and other Partners who have experience with design and construction projects, regarding the function and composition of the Design Development Committee. We hope to have a proposed committee structure to report at the Commission meeting.

**Major Milestones in the Design and Construction Process  
Flight 93 National Memorial  
July 29, 2006**

<b><u>Target Date</u></b>	<b><u>Task/Milestone</u></b>
August 2006	A & E (Paul Murdoch) under contract
August 2006	Pre Design task order awarded
September –November	Supplemental Services (miscellaneous meetings); DAB Submission
November 2006	DAB
December 2006	Pre-design phase complete
December 2006	Begin Schematic Design
Feb. 2007 – Aug 2007	Supplemental services relating to compliance, vegetation, energy analysis, value analysis, etc
April 2007	Schematic Design completed (including value analysis)
May 2007	DAB Submission
June 2007	DAB
July – August 2007	Address any comments from DAB
August 2007	Design Development and Construction Document task orders issued
November 2007	Design Development completed
April 2008	Submit draft Construction Documents
May 2008	Construction Documents completed
June 2008	Director's Approval form complete
June 2008 - Aug 2008	Final bid documents sent to Contracts, Advertised, Technical Panel Review, Negotiations
September 2008	Contract Awarded for Construction
	Task Order Awarded for Construction Management
October 2008	Notice to Proceed
September 2011	Ribbon Cutting

**FLIGHT 93 ADVISORY COMMISSION**  
**Fundraising Oversight Committee**  
**Briefing Report**  
**July 29, 2006**

**1. CAMPAIGN SUMMARY (as of 6/30/06)**

- Total Number of Pledges& Gifts / Total Amount Raised: 10,199 / \$7,136,678
- % of Minimum Goal: 24%
- Number/Amount of National Phase Gifts: 9 / \$2,849,975
- Number/Amount of Regional Phase Gifts: 15 / \$63,813
- Number/Amount of Local Phase Gifts: 10 / \$150,859
- Number/Amount of Public Phase Gifts: 10,153 / \$632,031
- Number/Amount of Launch Phase: 12 / \$3,440,000
- Number/Amount Pending Requests: 17/1,360,000
- Total Expenses: \$1,135,498
- Cash In: \$3,032,595
- Contract Period Completed: 17 months / 74 weeks

**2. NATIONAL PHASE UPDATE**

- **Statistics:**

64	Prospects
9	Documented Pledges
\$2,849,975	Amount Raised
\$316,663	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
  - MARC USA
  - Beavan Smith
  - DHR 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

General Tommy Franks Houston Event participated in the Houston Event scheduled on Thursday, May 18, 2006; 7:30 – 9:00 a.m. General Franks tossed out the first pitch for the Houston Astros baseball the prior evening.

Chris Sullivan and Governor Ridge participated as speakers at the Steelers Luncheon Event scheduled on Wednesday, June 21, 2006; 12:30 – 2:00 p.m. at Heinz Field in Pittsburgh, PA.

Chris Sullivan is working with the Honorary Campaign Leadership on the development and implementation prospect enlistment strategies.

Chris Sullivan has agreed to host an awareness/cultivation breakfast event on Wednesday, November 1, 2006 in Tampa, Florida.

### 3. REGIONAL EVENTS UPDATE

#### Houston, Texas Event:

<b>Statistics:</b>	412	Prospects
	15	Documented Pledges
	\$63,813	Amount Raised
	\$4,254	Average Gift

**Donors:** Stephen Applegate  
Thomas and Suzanne Barnett  
Stewart Bushong  
Carrabba's Restaurant  
Ruth and Jack Elvig  
Gregory Lashutka  
Lauren Catuzzi Grandcolas Foundation  
Charles Ludwigsen  
Phil and Joanne Martin  
Sue Millican  
Office of James Burnett  
The Robert and Janice McNair Foundation  
James and Joan Prentice  
Bob and Lillian Shelter  
Charles Wood

- Event: Thursday May 17, 2006; 7:30 – 9:00 a.m.; Union Station at Minute Maid Park, Houston, TX; Co-Hosted by Larry Catuzzi and Mr. Drayton McLane, Owner, Houston Astros Baseball Club;
- 450 Prospects; Attendees - 150
- Save the Date Cards mailed on Wednesday, March 8, 2006
- Invitations mailed on Monday, April 3, 2006
- 2<sup>nd</sup> Mailing completed on Monday, April 24, 2006
- Final Logistics Meetings conducted on Tuesday, May 9, 2006; 11:30 a.m. (EST) and 12:15 p.m. (EST)
- 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  
Joanne Hanley, F93 Superintendent  
Paul Murdoch, President, Paul Murdoch Architects  
Bram Johnson, FedEx Ground  
Larry Catuzzi, Flight 93 Federal Advisory Commission

### 4. LOCAL INITIATIVE

<b>Overall Statistics:</b>	1,000	Prospects
	10	Documented Pledges
	\$150,859	Amount Raised
	\$13,714	Average Gift

### **Johnstown (\$250,000)**

<b>Statistics:</b>	635	Prospects
	2	Documented Pledges
	\$15,000	Amount Raised
	\$7,500	Average Gift

**Donors:** Community Foundation of the Alleghenies – Johnstown  
Howard and Adele Picking

- Leadership: Brad Clemenson, Bob Eyer, Mike Kane, Mark Pasquerilla, Skip Picking
- Leadership Meetings: June 7 and July 20
- Next Steps:
  - Continue Identification and Recruitment of Johnstown Leadership
  - Continue with Monthly Leadership Meetings
  - Segment Prospects List and Make Assignments
  - Plan and Host Cultivation/Awareness Event

### **Somerset (\$250,000)**

<b>Statistics:</b>	150	Prospects
	8	Documented Pledges
	\$135,858	Amount Raised
	\$16,982	Average Gift

**Donors:** Community Foundation of the Alleghenies - Somerset  
Vincent and Marjorie Jacob  
Somerset Trust Company  
Somerset County  
Somerset Daily American  
Somerset Trust Families Account Interest  
Rick Stafford and Rita Resick  
Wheeler Family Charitable Foundation

- Leadership – Henry Cook, President and CEO of Somerset Trust
- Next Steps:
  - Mr. Cook to follow up directly with key Somerset prospects and to complete phase by 5-year anniversary event.

### **Ligonier (\$250,000)**

- 16 Preliminary Prospects (List in Development)
- Nikki Smith and Mike Watson are in preliminary conversations regarding appropriate strategies for the Ligonier constituents.
- Strategies/Next Steps
  - Identify and Recruit Leadership
  - Identify Prospects, Request Amounts and Strategies
  - Possible event at Rolling Rock

### **Pittsburgh (\$250,000)**

- Steelers Luncheon Event hosted by Art Rooney, President, Pittsburgh Steelers on Wednesday, June 21, 2006; 12:30 – 2:00 p.m. at Heinz Field in Pittsburgh, PA
- 167 Prospects; Attendees – 54
- Save the Date Cards mailed on Monday, April 24, 2006
- Invitations mailed on Monday, May 8, 2006 and Wednesday, May 24, 2006
- Program Speakers:
  - Rick Stafford, Chair, Funding Oversight Committee

- Art Rooney, President, Pittsburgh Steelers
- Patrick White, Vice President, Families of Flight 93; Co-Chair, Flight 93 Memorial Task Force
- Joanne Hanley, Superintendent, Flight 93 National Memorial, National Park Service
- Jeff Reinbold, Project Manager, Flight 93 National Memorial, National Park Service
- Chris Sullivan, Chair, Flight 93 National Memorial Campaign
- Dan Sullivan, Flight 93 Federal Advisory Commission
- The Honorable Thomas J. Ridge, Honorary Co-Chair, Flight 93 National Memorial Campaign

## 5. 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:**

10,153	Documented Gifts	
\$632,031	Amount Raised	
\$62	Average Gift	
2,104 / \$175,458	Mail	Average Gift \$83
3,222 / \$227,322	Website	Average Gift \$67
4,828 / \$229,251	Direct Mail	Average Gift \$47
- **Website Update:**
  - Ad Hoc Group: Debby Borza, Caryn Collier, Alyssa Henley, and Jeff Reinbold
  - Conducted Meetings: Thursday, May 4; Thursday, May 25; Thursday, June 1; Thursday, June 8; Monday, June 26; Tuesday, July 11; Tuesday, July 18; Wednesday, July 26
  - Deliverables and Cost: \$59,058
    - One time Set-Up & Installation
    - Kintera Sphere Software
    - 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, August and September to coincide with the 5-year anniversary of 9/11.
    - Kintera University
- **Direct Mail Program**  
Results through 7/13/06
  - **February 7 Test**
    - Tested segments of 16 lists
    - Quantity mailed: 83,017
    - Gross \$: \$40,717
    - Cost: \$53,029
    - Net: -\$12,312
    - Donors: 901
  - **April 27 Rollout**
    - Mailed larger segments of lists that worked in Feb 7 test, and tested 10 new lists
    - Quantity mailed: 329,024
    - Gross \$: \$242,521
    - Cost: \$162,756
    - Net: \$79,765

Donors: 5,056

- **Upcoming mailings:**
  - July 21<sup>st</sup> housefile mailing – estimated quantity 10,000
  - August 28 prospect mailing – estimated quantity 640,000
  - October housefile mailing – estimated quantity 14,000
  - December prospect mailing – estimated quantity 800,000
  - December housefile mailing – estimated quantity 17,000

## 6. 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
11	Documented Pledges
\$3,430,000	Amount Raised
\$311,818	Average Gift
3	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.

## 7. CAMPAIGN COLLATERALS

- **Campaign Brochure and Inserts** – Ordered and printed 3,000 campaign brochures and inserts.
- **Campaign DVD** – Ordered and produced 150 Campaign DVD's for distribution to high-level prospects and requests and used at campaign meetings and events. The video can be accessed on line at <http://extranet.new-perspective.com>; Username: flight 93; Password: tr!bute93 (Note: ! is correct)
- **Letterhead** – The Campaign Office is currently utilizing the official letterhead for all campaign communications.
- **Pins** – The Campaign Office produced 5,000 lapel pins to be used for meetings, events, prospects and donor stewardship opportunities.
- **Postcards** – Mr. Chuck Wagner has generously donated 500 postcards to the campaign that go together with the campaign brochure and are also distributed at campaign meetings and events.
- **Posters** The Campaign Office has produced a set a Design Boards for the DC office and two generic Flight 93 National Memorial signs that can be utilized for events and meetings.

**8. NATIONAL PARK FOUNDATION UPDATE**

- Conducted Monthly Update Meetings with the Development and Finance Staff: Tuesday, May 16, 2006, Tuesday, June 6 and Monday, July 17, 2006.
- New Staff: Ms. Alyssa Henley resigned as Campaign Associate on Thursday, June 22, 2006 and was replaced by Ms. Natalie Lariviere on Wednesday, July 5, 2006. Conducted 8 employment interviews on June 22, 27 and 28.

**9. FAMILIES OF FLIGHT 93 REPORT**

- Ketchum continued to work with several family members during the months of May, June and July on specific fundraising initiatives including: Calvin Wilson, Larry Catuzzi, Ken Nacke, Dale Nacke, Carole O'Hare, Gordie Felt, Patrick White, Hamilton Peterson, Vaughn Lohec, Kelly Arrillaga, Dorothy Garcia, Ed Root, Debby Borza, Barbara Catuzzi, Esther Heymann, Ben Wainio, .

**10. NATIONAL PARK SERVICE**

- TheFunding Oversight Committee and Communications Oversight Committee drafted and produced a Temporary Memorial Fundraising Brochure for distribution at the Temporary Memorial.

**11. FIVE-YEAR ANNIVERSARY**

- Participated in planning meetings: May 22, June 7, June 27, July 10 and July 20.
- Working with the Campaign Leadership on their speaking roles for the ceremony.

**12. COMMUNICATIONS OVERSIGHT COMMITTEE (COC) (AS IT PERTAINS TO FUNDRAISING)**

- Elliott Oshry has been the Funding Oversight Committee (FOC) representative and active participant on the monthly committee calls: Tuesday, May 16, Tuesday, June 20 and Tuesday, July 18
- PSA Strategy Plan – In conjunction with an offer from Cox Communications to offer free PSA time on their networks, Ketchum has been an active participant in the development and implementing a PSA strategy and plan that will facilitate campaign efforts.
- Time Magazine – Ketchum has been working closely with MARC USA on exploring opportunities surrounding a PSA campaign. *TIME* magazine has offered to run a Flight 93 National Memorial print ad at no charge (using remnant ad space).
- Discovery Communications is considering a re-broadcast of the PSA they created last year with the movie *The Flight That Fought Back*.

**13. FUNDING OVERSIGHT COMMITTEE (FOC) UPDATE**

- Continued monthly meeting of full committee and key partner representatives and drafting and submitting monthly status reports:

May Committee Meeting:	Monday, May 17, 2006; 7:00 p.m.
June Special Committee Meeting:	Monday, June 12, 2006; 11:00 a.m.
June Committee Meeting	Monday, June, 19, 2006; 7:00 p.m.
July Committee Meeting	Monday, July 19, 2006; 7:00 p.m.