

Briefing Reports

***Joint Meeting of the
Flight 93 Advisory Commission and the
Flight 93 Memorial Task Force***

***October 27, 2007
NYC Police Museum
100 Old Slip, New York, New York***

Briefing
Temporary Memorial Management
October 19, 2007

Prepared by: Donna Glessner

Visitation:

Beautiful summer autumn weather brought large numbers of visitors to the temporary memorial this year. They came by bicycle, car, RV, motorcoach, and motorcycle. They came from all over the world. In September alone, we know that there were visitors there from all 50 states and at least 31 different nations---places as diverse as South Africa and South Korea, Brazil and Sri Lanka, China and Croatia.

There will be a record number of buses visiting the memorial in 2007. As of mid-October we have already greeted 397 motorcoach groups. These are a mixture of student groups (middle school and high school), senior citizens, and special interest groups such as teachers, farmers, foresters, veterans, Polish citizens on their way to Chicago, red hat ladies, scouts, and church groups. Many others visit as part of organized groups, arriving by car and motorcycle. Some groups we've met this year are firefighters and law enforcement officers, Vietnam Veterans and American Legion Riders, insurance agents, antique and classic car enthusiasts, barbershop singing groups, Orthodox priests, and 4-H members. New York City Mayor Bloomberg visited the memorial in September.

Visitors are counted by volunteers and NPS staff who are present at the memorial between 10 AM and 4 PM on weekdays (and often until 6 or 7 PM) and from 8 AM to dusk on weekends. They leave their names, hometowns, and messages behind in bound books, on blank cards we provide, and on tributes which they leave at the temporary memorial. Books #51 and #52 are now at the memorial. The memorial collection now includes several thousand messages on white cards. Tributes continue to be brought by visitors---flags, flowers, caps, license plates, patriotic decorative items, jewelry, patches, and pins---as well as art work, poems, and essays on paper. More than 1,000 tributes were brought in from the temporary memorial in the past three months.

Visitation this summer has been slightly less than last summer, but higher than in the previous two summers, averaging 684 per day through June, July and August, and 716 per day in September and so far in October. Visitation for the year to date (as of mid-October) is 118,000---about 10% less than during the same period of 2006.

The temporary memorial was the venue for the September 11, 2007 memorial service. The Bells of Remembrance were moved into the grassy area adjoining the memorial. The grassy area surrounding the parking lot on the far side of the road was mowed to provide parking. A small platform was erected near the shelter and was used by the groups of family members and volunteers who read the names of the forty passengers and crew as the bells were tolled. Brief remarks were made by Families of Flight 93 President, Ed Root, Pennsylvania Governor Ed Rendell, and Secretary of Homeland Security, Michael Chertoff. At the conclusion of the service, doves were released to fly over the memorial and the crash site. Though a light rain fell through most of the program, a crowd of several hundred were in attendance. Large crowds continued through the day, totaling well of 1,000 visitors. National Park Service staff was on duty at the site, along with volunteers, through the evening hours.

Volunteers:

Adam Shaffer of the National Park Service continues to oversee the volunteer program, scheduling, providing support and training, and helping to ensure that brochures and other supplies are always available at the site. There are currently 47 volunteers working at the temporary memorial. In FY 2006 these volunteers contributed 3,486 hours of service. On several occasions through the summer we had the services of other volunteers for site cleaning, re-grading, and litter pick-up, amounting to 291 hours. This

summer's volunteers included employees of Starbucks, a group of Lutheran youth, Shanksville Boy Scout Troop 151, and the Flight 93 Ambassadors.

Briefing Report
Government Liaison
October 27, 2007

Prepared by: Ed Root

Federal Appropriations and Federal Funding

- Continual intelligence-gathering and consultation with House and Senate Democratic and Republican senior appropriations staff regarding status of appropriations process and strategy for funding.
- Researching how to best utilize Centennial Initiative to secure additional \$7 million in federal match funds.

Manganese

- Continual consultation with Representative Shuster's senior staff regarding (1) Shuster's discussions with EPA Administrator Johnson on legislation and/or federal waiver, and (2) PBS/DEP/EPA discussions

Congressional Medal of Honor Legislation

- Continual discussions with Senator Schumer's staff regarding introduction of legislation
- Continual discussions with Representative Shuster's staff regarding status of H.R. 1673.

**Briefing Report
Communications
October 27, 2007**

Prepared by Bill Haworth, Integrated Strategies

Sixth Anniversary Commemoration

National, regional and local coverage of the scheduled September 11th Commemoration observances saw more than 30 separate media outlets, including *ABC* and *CNN* networks, as well as most Pittsburgh and Philadelphia broadcast media outlets providing live and taped segment coverage. Print coverage included staff reports from *The Associated Press*, *New York Times*, *Pittsburgh Post-Gazette* and *The Philadelphia Inquirer*. In particular, the *Inquirer* chose September 11th to publish an extensive feature article focused on design-related aspects of the Flight 93 National Memorial on its front page (and accompanying video and article on Philly.com) by reporter Amy Worden, who had interviewed family members Ed Root and Patrick White, as well as architect Paul Murdoch in late July. This article produced the same week a positive *Inquirer* editorial urging financial support for the Memorial, especially among Philadelphia's philanthropic community.

During the past three months, the *Pittsburgh Post-Gazette*, as well as sister newspaper, *The Toledo Blade*, have published highly supportive editorials regarding the Flight 93 National Memorial that called for the public to support the Memorial's capital campaign while urging its readers to dismiss spurious claims regarding its design.

Overall, all reportorial accounts, both visual and written, provided focused coverage of Monday's scheduled services at the Somerset Alliance Church, as well as the following day during official observances of September 11th at the Temporary Memorial. Homeland Security Secretary Michael Chertoff, Along with Pennsylvania Governor Ed Rendell's appearances also provided appropriate support to the occasion as reflected in a survey of media reports from the day.

In another development, a potential story regarding recent issues regarding interpretation of the Memorial design that had been scheduled by one of the Pittsburgh television stations was averted..

Mayor Bloomberg's Visit

Mayor Michael Bloomberg visited the Flight 93 Temporary Memorial on September 23rd. His visit was widely reported by New York City metro media outlets, as well as Sean Hamil of the *New York Times* (Pittsburgh bureau) and local Somerset/Johnstown media. Family member Christine Frasier, as well as Keith Newlin of the National Park Service and Jeff Reinbold of the National Park Foundation were present to discuss plans for the permanent Memorial with the Mayor and his staff.

Special Communications

Key strategic media opportunities (previously identified) on behalf of the Flight 93 National Memorial design as well as related aspects (including land acquisition and capital campaign efforts) continue to be developed with such news organizations as *The New York Times*, *Washington Post*, *USA Today*, as well as special broadcast segments including *CNN*, *CNBC's The Big Idea with Donny Deutch*, *The Charlie Rose Show*, National Public Radio's *Fresh Air* and *Talk of the Nation*..

Flight 93 National Memorial Documentary Project

Development on a special prime-time documentary on the Flight 93 Memorial design has taken a positive step forward with pre-production development by the acclaimed Emmy© award-winning *NOVA* series on *PBS*. Executive Producer Paula Apsell has been engaged in conversations to evaluate archival, as well as other information and a formal outline (or synopsis) of the one-hour documentary that would be scheduled to air sometime during the 2008-09 season. *NOVA* is a completely underwritten original series produced by *PBS* affiliate *WGBH* in Boston.

Other Media Activity

Along with family members Ed Root and Patrick White, as well as architect Paul Murdoch and Flight 93 National Memorial Superintendent Joanne Hanley, several media-related queries – including one regional radio talk show occasion (WCOJ/ West Chester PA) – related to Flight 93 National Memorial design-related issues previously raised, effective responses were made in almost each instance where, upon evaluation, it was determined an appropriate response from Memorial officials and family members would provide a forum for presenting factual, and truthful information concerning the Flight 93 National Memorial.

Briefing Report
Archives Committee
October 27, 2007

Prepared by: Barbara Black

Oral History and Documentation Project

Kathie Shaffer started her third year of the project as Oral History and Documentation Project Assistant. The Families of Flight 93 have contracted her through a cooperative agreement with the National Park Service since September 19, 2005. The National Park Service is seeking funding for a fourth year. Kathie has continued to be strongly committed to the project and has done an excellent job of organizing, researching, contacting potential interviewees, managing volunteers, and conducting in-depth interviews. This project would not have been as successful without her.

A total of 332 oral histories have been completed since the project started two years ago. We had originally set a goal of completing 100 to 150 oral histories a year and have surpassed that goal! The interviews are in various stages of the process from recording the interview, to typing the transcript, to editing the final version, to final sign-off by the interviewee, which means there are only 65 oral histories through the entire process. 142 of the 332 oral histories have been transcribed keeping the percentage at about 43% which is a good percentage for an oral history project. Transcription usually runs months to years behind the initial interview because it is the longest process. We now have 4 volunteers and we are adding a fifth to type transcriptions, as well as 2 staff members including Kathie.

88 of the 332 interviews (only 27%) have been conducted with family members, friends, and business acquaintances of the passengers and crew on Flight 93. These 88 interviews represent only 23 of the 40 heroes, and some of those 23 have only 1 person to tell their story. A few family oral histories were taken over the September 11th anniversary this year but that is a difficult time for many to talk about their loved one. Kathie and Barbara Black took a recent trip to New York and were able to do 4 more family interviews and several interviews are scheduled for New York during the Flight 93 Advisory Commission/Task Force meeting weekend. Plans are being formed to schedule more trips to reach family members.

We have discovered that if we can identify a family member that is willing to work with us to reach other family members and set up a series of interviews when we are traveling to an area, it is more successful. The family member acts as a liaison to encourage and set an example to the rest of the family. They also reach friends and co-workers that we might not know about to give an even richer depth to the story, representing that one passenger or crew member. We have even had a few family member liaisons who have brought the rest of the family together to one home for a day or two, making interviewing more efficient. It also brought shared feelings and a chance to bring back memories for the family and friends group. Although this can illicit a certain sadness, there is also a spirit of joy and celebration when getting together to talk about their loved one. We hope to encourage other families to record their stories in this way.

Tribute Collection

Late summer and fall have continued to bring an abundance of tributes to the Flight 93 Temporary Memorial. As visitation remains high, objects and messages reflect the visitor's feelings and current thoughts about the actions of the passengers and crew.

The National Park Service will hire an SCA intern for a one-year position to assist with the Tribute Collection in cleaning, cataloging and storing the items.

Briefing Report
Interpretive Planning
October 27, 2007

University Partnerships

Eric Mankowski, Professor of Community Psychology at Portland State University, and Alan Barstow, Professor of Organizational Dynamics at University of Pennsylvania, met with committee members and NPS staff in Somerset to discuss a partnership to study what Flight 93 means to visitors and non-visitors. The discussion centered around asking meaning making questions of those closest to the event, those who have visited the site, and those who have not interacted for one reason or another. In finding out what the memorial means to the audience, it can be determined what is relevant to whom and by knowing what is relevant can lead to a commitment of long-lasting stewardship for generations.

There are 3 primary groups to approach in the "discovery" phase of the plan:

1. Existing public response resources - **those who have already expressed interest/meaning** (tributes and messages left at the Temporary Memorial, oral histories, and fundraising campaign, mission statement and design competition comments)
2. Stakeholders/partners, community and visitors - **those who are currently interested/find relevance by being involved or visiting** (visitors to the temporary memorial, Ambassadors, community members)
3. Non-visitors and the wider community (nation/world) - **those who may potentially be interested**

The methodology that was created in the meeting to analyze meaning is a circular matrix (attached) that can be applied to all three groups of responses. The information will be coded to the five interpretive themes from the Mission Statement and will create new ideas that do not fit within the existing statements. Each of the 3 primary groups will take a different approach to find meaning:

1. Existing public response resources: Alan Barstow and his graduate students will travel to Somerset and examine the resources of the visitor tributes and comments, while Eric Mankowski and his students who are located across the country can more easily through the transport of digital transcripts analyze the oral histories to find meaning.
2. Stakeholders/partners, community and visitors: focus groups will be held at the temporary memorial with visitors in the spring. Focus groups have already started with Ambassadors and public meetings with the community will be scheduled in the near future. Meaning making questions will be tailored to different types of groups.
3. Non-visitors and the wider community: this approach is still in draft stage and may require pilot studies. At some point we may want to go to a national organization like Pew that can do national outreach.

People will naturally make meaning from where they already are. Where we have to start, is to meet them where they are and **then** suggest something they haven't thought of before...provoke them to grow beyond where they are. If you're asked to articulate your thoughts then it might cause you to think more, become more engaged and more committed. This process will be ongoing. Ten years from now we need to know how people's views are changing, what they are interested in, what they know, what their world view is. The National Park Service needs to be able to respond in order to keep relevant.

Designed Space for Interpretation

In the last two months there has been much discussion with the design team of the permanent memorial about space and function for interpretation. Although exact methods and application won't be decided until the Interpretive Plan is completed, mapping the visitor experience was necessary to understand where to place functions. Paul Murdoch can now take this information and turn it into design. See attached meeting notes from Los Angeles.

Junior Ranger Project

Ginny Barnett completed the new Junior Ranger Program this summer through a grant supported by the National Park Foundation. The approach taken with the new program is that often parents do not know how to deal with their own thoughts and feelings, much less those of their children when they visit the site.

Three booklets were designed through consultation with early childhood development professionals, educators and grief counselors. The first booklet is a parent's guide to aid the caring adult in understanding how their child is dealing with grief and sadness, and how they might interact with their children. The second booklet is in storybook form for very young children, a familiar and safe way to introduce sensitive topics such as heroes, tributes, being safe and what it means to honor someone. The final booklet is a journal for reading and writing age children to express themselves through art or words.

The program will reach a group of visitors underserved because the current presentation at the site is at an adult level. As the Interpretive Plan develops in the next few years, the Junior Ranger Program will be evaluated to stay current and relevant, as well. The booklets will be available at the Temporary Memorial very shortly.

Preliminary Meeting

Flight 93 Visitor Experience Flow and Visitor Center Experience/Functions

Los Angeles, CA

September 4, 2007

Background

A visitor center was NOT approved at the DAB in 2004 as part of the memorial design; they said we needed to come back with visitor center alternatives through a traditional "value analysis" process.

At a meeting at the DSC with Paul, we went through the value analysis for the visitor center/facility, exploring the best location, space, type, of visitor facility(ies) to house the functions we need.

At this time, Paul needs input from us before he can go any further with the design of the visitor center/facility. Paul's design team is in urgent and timely need of direction and help to design the "visitor experience," "visitor flow," "spaces," and "intent for spaces," based on what comes out of our value analysis and "choosing by advantage" process this week in Denver. While we know we cannot design the interpretive program, we do have some assumptions, we know some "truisms," and we can make some statements about visitor experience. I don't think this will compromise our interpretive and civic engagement planning at all, since we are not talking about content of programs.

Since the design schedule is critical, we need to have this done sooner rather than later, and so we are having this one and a half day meeting in Los Angeles Sept 4-5, 2007

The purposes of this one and a half day meeting of willing participants of the design and interpretive committees include, but are not limited to (not necessarily in this order):

- Develop the visitor experience "flow" for the entire national memorial;
- Develop goals for visitor flow for each of the visitor center/facility alternatives;
- Define the type of spaces that we either "know" or "assume" we will need for the "visitor center" functions;
- Determine what we know or think might be "permanent" vs. "temporary."
- Define interpretive, educational, civic engagement, visitor use "unknowns" and how we will get to those answers in the future.
- Based on our input, let Paul develop design solutions to some of our identified needs and to identified challenges/issues.

Participants

NPS: Joanne Hanley, Barbara Black, Keith Newlin, Jodie Petersen, Jon Mitchell, Randy Copeland, David Larsen,

Commission: John Reynolds, Donna Glessner

Paul Murdoch Architects: Paul Murdoch, Milena Murdoch, Dean Pertou

The Visitor Experience

A. Comfort and Staging Stop Functions

(Visitor should clearly know this is a bathroom/info stop – Not a VC)

- Restrooms
- Orientation/Information
 - Kiosk outside for when VC is closed
 - Inside should be capable of being self-serve (not necessarily a “front desk.”)
- Drop-Off/Staging Area
 - Buses, groups, schools
 - Outdoor, pavilion roof type i.e. Harpers Ferry type; does not need to be designed fancy; there are many “off the shelf” beautiful designs available.

B. The Anticipatory Experience

- You have gotten out of your car, gone to the bathroom, received info/orientation; you are walking up the pathway towards the walls leading into the “bowl.”
- There is a continuation and heightening of the sense of urgency, expectation and discovery - “Where is the crash site?” There is an anxiousness to the “there” following the drive in and the restroom stop, regardless of whether you stopped at the Tower of Voices.
- You are following the Flight Path and you know this path leads somewhere. There are minimal distractions and choices.

Comments:

- Do not want to give too much information on this flight path, such as a timeline. Too much information, too soon, before the “emotional high” runs counter to the sense of urgency.
- Information on flight path contributes to bottleneck of people stopping. They think they “have to read it,” adding to congestion.
- Interpretation should be a “layered” experience; a sense of discoveries and epiphanies for maximum impact.

C1. The Emotional High / Overlook Experience

- There is a fulfillment of what brought them to the site – an intensely personal moment. There are a multitude of archetypical visitor experiences here (holy, wow, peaceful, reflective, curious, morbid/viewing an accident, want to touch the cemetery, what would I have done?)
- The mission statement pre-amble at the end of the overlook provides crystal clarity and simplicity at the end of the overlook.
- There is opportunity for people to take their time and reflect in the “personal moment” without feeling crowded or rushed.
- Another “layer of the onion” of experience has been pulled away when you are at overlook and read the mission statement.
- As you turn around to return to your next experience at the site, there is yet another opportunity for an “epiphany” moment (peel back another layer) as you realize you were on the Flight Path and the height of walls is height of place.

Comments:

- The overlook may need to be widened at the end. People will rush there, and feel bottlenecked if greater than 1 bus at a time.
- Some will stand riveted; some will get out of way; some will cry; some will feel intruded upon with too many people there.
- If people are forced to leave their emotional high too soon (because of crowding) it may set up frustration and distraction for all subsequent experiences.
- Don’t want a “metro-station” experience.

- As people turn around and gaze up at walls, 2-3 simple sentences explaining flight path and height to walls strongly contributes to “ah-ha” sense of discovery.

C2. Return from the Overlook Experience

- The visitor is in a transition from the pure emotional experience to enter into more of an intellectual experience (still may retain emotional).
- There is a desire to learn more, respond, and participate in the memorial experience.
- The visitor is preparing to enter the more traditional “national-park” experience.
- The visitor is faced with choices; go to VC or continue down allee to sacred ground.

Comments:

- If you go right from the overlook to allee and sacred ground and miss the VC, you would not have had a “full” experience, but you would have the “primary” experience for which the park was created. The choices are OK.

D. The Visitor Center Experience

- The visitor does not lose the interplay between the emotional and the intellectual experience. The VC fulfills the immediate desire to learn more and have the continuity of connection between heart/mind.
- The VC is a facilitating, enabling, guiding and provoking experience, in comfort (i.e. sheltered).
- The VC provides more of the “national park” experience. It provides opportunities for peeling back layers of understanding, “interpretation and dialogue.
- Dialogue and engagement keeps the memorial alive and relevant.

Comments:

- The premise of the VC is that no matter where it is (i.e. between walls, or bumped out from walls) it must be invisible on the way in (both from the parking lot and on Flight Path going to the overlook)
- The minute you lose the emotional/visual connection as you leave the overlook and start looking for the VC, the VC might as well be in a mall. (this is reason not to use COLO trailers)
- The Rule - VC is not visible or noticeable from the outside, but is integral to and or doesn't detract from allee.
- When you leave the VC to go to allee and sacred ground, you leave the “national park experience” and begin the deeper memorial experience.
- VC between walls may be less of a distraction than “added memorialization” between walls, that draws people in too soon.
- If VC outside of walls, the flow thru the walls has to be compelling, you don't feel like you've broken the allee walk. Must find VC easily – yet retain continuity of allee.
- Outdoor interpretation / exhibits constrained by weather, wind, constrained by space, lack of changeability.
- If VC bumped outside of walls, the “tunnel” can be functional – but not too attractive to come in first. Don't over design an already exceptional design.

Visitor Center Functions

- Exhibits
 - Includes “changing” exhibit area
- Oral History/Listening
- Place to leave messages
 - After full site experience/ last stop
 - Can be outside (i.e. chalk a la okci) or inside.

- Book Sales
 - May be either first or last stop on trip/both
 - Easy access for repeat visitors
- Open Space
 - Civic engagement/dialogue
 - Education
 - Talks/Lectures
 - AV programs
 - Receptions
 - “hidden” kitchenette
- Front Desk
- Utility Room
- Donor Recognition
- Private Space
 - Families
 - VIPs/Guests
- Offices
 - 2; one with VIP cubbies, one for VIP or VC Supervisor
- Restrooms
- Storage
 - Chairs, tables, school group lunches, coats, equipment

Core Interpretive Content of VC

- 5 themes of mission statement may adjust over time
- 40 heroes
- Oral histories
- Facts of 9/11
- Civic engagement / tributes

Synopsis of 5 Themes per Mission Statement plus 1

- Heroes prevented disaster
- Leadership coverage of 40
- Community Response / compassion
- Intolerance
- Pride, patriotism and value of human life
- Civic Engagement

V. Allee Experience

- Contemplation of what you’ve just gone through.
- No naming of individual graves
- Groups can disperse or stay together; there’s enough room.

VI. Sacred Ground Experience

VII. Closing Experience

- Leave messages; record experiences.
- Book sales
- Connect to other stories in our national heritage of national parks; where else can I go?

Briefing
NPS Land Acquisition
October 27, 2007

Prepared by: Katharine Bentley

Following is an update of National Park Service land acquisition activities at Flight 93 National Memorial (FLNI) since the last Commission/Task Force meeting on July 28, 2007.

- NPS is in the final stages of a land survey of the PBS Coals (01-101, 01-108), Svonavec (01-102) and Kordell (01-100) properties. The ground work is completed, and NPS is currently awaiting the survey data for review and approval. The final survey will define the bounds of the PBS Coals property south of Route 30, and also identify title issues which must be addressed prior to acquisition by the Families and subsequently the NPS.
- Svonavec (01-102). An appraiser contract award is expected to be announced soon and possibly by the date of the October FLNI Commission/Task Force Meeting. Once the contract is awarded, the appraiser will have 90 days to complete the appraisal. The appraisal will be reviewed by the Appraisal Services Directorate (ASD) and if approved, NPS will present an offer to Svonavec, Inc.
- Families (03-102), formerly Vish. An appraisal is currently being conducted and the title updated in preparation for acquisition by NPS.
- Families (03-105), formerly O'Barto. NPS has ordered an appraisal of the property. Upon completion of the contracting process, a contract award will be made and an appraiser selected.
- The Conservation Fund (01-124), mineral interests formerly owned by PBS Coals. NPS ordered an appraisal and title report which are currently in the contracting process.

(It is anticipated that NPS acquisition of the former Vish and O'Barto properties and The Conservation Fund mineral interests will occur in early 2008).

- Kordell (01-100), aka Rollock, Inc., the recycling business. An appraisal of the property is currently being conducted with the permission and cooperation of property owners, Tony and Chris Kordell. NPS is contacting relocation companies originally consulted for an update on moving costs to relocate the Rollock company once NPS acquires the property.
- The PBS Coals manganese issues continue to be addressed by EPA, PA DEP, PBS, NPS and the Families of Flight 93. The prevailing site conditions are recognized by EPA and PA DEP, and positive discussions are emerging.

The Lands Oversight Committee continues to hold monthly conference calls to report on FLNI land acquisition progress and current events for the benefit of the committee, the partners, and NPS Lands in an effort to stay the course and ensure continued coordination.

Briefing Report
Memorial Design
October 27, 2007 Meeting

Prepared by Jodie Peterson and Paul Murdoch

Status

- On July 17, 2007, NPS authorized the design team to proceed with the Schematic Design Phase.
- The design team identified design alternatives as the basis for a 5-day Value Analysis workshop in Denver at the end of August. The VA workshop established value engineering options for the memorial features and preferred alternatives for the visitor facility and infrastructure that provide the best value for the project.
- In early September, members of the Interpretive Oversight Committee (IOC), NPS and design team met for two days in Los Angeles to further study and define the Visitor Facility requirements, as well as the visitor experience flow. Discussion included visitor experience flows and functions, space program revisions to best suit the required functions and evaluation of the relative roles of memorial features and interpretive material. This information served as the basis for a visitor facility design presented as part of the 100% Draft Schematic Design.
- The design team submitted the 100% Draft Schematic Design to the National Park Service (NPS) by the end of September for review and comment. The submittal includes a Value Analysis Report, documenting the outcome of the VA Workshop; a Class B Cost Estimate; and a Basis of Design Report describing the design through technical drawings and narratives.
- NPS comments are due back to the design team by mid-November incorporating input from a conceptual presentation to the Development Advisory Board (DAB) in early November 2007.
- The design team performed an aerial survey in March 2007 but has been unable to access enough control points in the field to complete mapping. Due to this restricted access to certain private properties, for Schematic Design the design team used aerial survey data performed for NPS in 2004.
- NPS recently gained permission for total access to PBS property for testing, which will begin soon.
- DSC authorized a third-party preliminary geotechnical investigation for testing on Kordell Property. There is an entry agreement in place for this property. Testing is required for understanding the availability of sewage treatment, water and for geotechnical/soils recommendations related to re-vegetation, structural criteria and compaction. The Report is due to be submitted by **November 1, 2007**.
- The design team expects to meet with NPS in Somerset in mid-November to review the schematic design and NPS comments in preparation for finalization of the Schematic Design by January 2008 and a DAB approval presentation in February 2008.

**Briefing
Fundraising
October 27, 2007**

Prepared by: King Laughlin and Victoria Tagliabue

CAMPAIGN SUMMARY*

Funds Raised (as of July 31, 2007).....	\$ 11,326,732
New Contributions (August and September).....	\$ 402,323
TOTAL (as of September 30, 2007).....	\$ 11,729,054

**Campaign Summary includes only funds held by the National Park Foundation. Accurate summaries of fund repositories held outside NPF are pending.*

CAMPAIGN EXECUTIVE COMMITTEE

Since the last meeting of the Advisory Commission and Task Force, the Campaign Executive Committee consisting of representatives from each partner group, has held four meetings to discuss the direction and strategy of the Campaign. Agendas, supporting documents, and outcomes of each meeting are circulated among members for review and distribution. A regular schedule of monthly Campaign Executive Committee meetings and Finance Committee meetings is being established.

NATIONAL CAMPAIGN STEERING COMMITTEE

The National Campaign Steering Committee, chaired by Campaign Chairman Chris Sullivan, includes five inaugural members. Each member has accepted the broad responsibility of actively engaging in fundraising for the Campaign and promoting awareness of the Flight 93 National Memorial. Additionally each member has agreed to make a personal contribution or conduct fundraising activities to achieve a minimum of \$250,000 for the Campaign. Flight 93 Campaign Staff will work directly with each member to support his or her efforts. Campaign Staff will also follow up with potential members who did not initially respond to the invitation to join the Steering Committee. New members will be added to the Steering Committee to form a group of 30-40 individuals.

NATIONAL PARK FOUNDATION LEADERSHIP SUMMIT ON PARTNERSHIP AND PHILANTHROPY

The Summit provided a unique and visible platform for the Flight 93 National Memorial. Representatives from each of the project partners attended a three-day conference in Austin, Texas, and discussed the Flight 93 National Memorial with Summit participants, as well as current and prospective donors.

Highlights of the Summit include:

- Inaugural meeting of the National Campaign Steering Committee
- Welcoming remarks to Steering Committee members from National Park Foundation President and CEO, Vin Cipolla
- Moving remarks on the Flight 93 National Memorial by Honorary Campaign Co-Chair General Tommy Franks during the Steering Committee meeting and during a luncheon attended by over 300 Summit participants
- A rousing and compelling “Campaign pitch” to Summit participants by Campaign Chairman Chris Sullivan, complemented by a Campaign brochure and commitment form for each
- Display of Flight 93 National Memorial design boards and description of the design by architect Paul Murdoch and Superintendent Joanne Hanley
- Mention of Flight 93 National Memorial by several keynote speakers including First Lady Laura Bush, Secretary of the Interior Dirk Kempthorne, and National Park Service Director Mary Bomar
- Introduction of members of the Families of Flight 93 to Summit participants during a luncheon
- Private meeting between First Lady Laura Bush and members of the Families of Flight 93
- Follow-up meetings arranged with several potential Campaign donors

FUNDRAISING PROGRAM

Campaign staff has outlined an overall strategy for the Campaign aimed at achieving the goal of raising \$30 million for the construction of the Flight 93 National Memorial. The general outline, which calls for a diversified strategy of traditional and innovative approaches, will be presented and discussed during the next Campaign Executive Committee meeting. Highlights from the Campaign strategy include:

- New emphasis on unique features of Flight 93 National Memorial
 - Compelling story and meaning of Flight 93
 - Extraordinary design for the Flight 93 National Memorial
 - Unprecedented partnership
- Renewed major giving focus through involvement of Campaign leadership and National Campaign Steering Committee members
- Aggressive direct mail program approach
- Continued support of grassroots networking and fundraising efforts
- Implementation of cause-related marketing concepts
- “Close-out” of pending solicitations and early cultivation efforts
- Communications and donor stewardship strategy

RECENT ACTIVITIES

Notable recent activities undertaken by the Campaign in addition to those listed above include:

- Stewardship meetings with several Campaign donors and partners in Pittsburgh and surrounding communities
- Meeting with direct mail vendor to discuss progress to date and future steps to ensure continued success of the program
- Meeting with previous fundraising counsel to discuss final reporting and pending initiatives
- Meetings with cause-related marketing vendor to discuss overall program, goals, cost/revenues, strategies, and implementation
- Completed transition to new donor database program (Raisers Edge)
- Completed transition to new Flight 93 National Memorial campaign website (www.honorflight93.org)

