

**Briefing Reports**  
**Flight 93 Advisory Commission and**  
**Flight 93 Memorial Task Force**  
**April 28, 2007**

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Joint Meeting of the  
Flight 93 Memorial Task Force and Flight 93 Advisory Commission  
Fort Mason, Building 201, Golden Gate National Parks, San Francisco, California, 94123-0022.  
9:00 AM – 12:00 Noon Pacific Time**

**[Options for Attending and/or Linking in to the Meeting in San Francisco](#)**

- *The NPS offices in Somerset, PA will be hooked up by teleconference to the meeting in San Francisco. You may attend at 109 West Main Street, Suite 104, Somerset, PA 15501 from 12:00 Noon to 3:00 PM Eastern time.*
- *You may call in yourself to the teleconference as follows:  
Conference Call Line 866-556-6304  
Passcode 487846#*

**AGENDA**  
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Family Memorial  
Temporary Memorial Management  
Government Liaison  
Communications

Archives  
Interpretive Planning  
Lands  
General Management Plan/EIS  
The Design Process  
Fundraising Oversight

*Committee Chairs:*

Ken Nacke  
Donna Glessner  
Ed Root  
Debby Borza & Gordie Felt with Bill  
Haworth  
Barbara Black and Joy Stella  
David Larsen & Barbara Black  
Patrick White & Joanne Hanley  
Jeff Reinbold  
Jeff Reinbold  
Rick Stafford & Patrick White

**OLD BUSINESS**

**NEW BUSINESS**

**PUBLIC COMMENT PERIOD**

**ADJOURN**

**Temporary Memorial Management Committee Briefing**  
**April 20, 2007**

I. Visitation

Cold and snowy weather kept visitation down in the month of February. However, there were still 1,480 visitors to the memorial, including seven buses. In March there were also several weeks of winter weather, but still there were 5,389 visitors, 10% more than in March of 2005, and more than in any March since records have been kept. In March, 31 bus groups visited the memorial. During the same month last year there were only 11 bus groups. Many of the bus groups visiting us this spring have been middle school students including this stop on their trip to Washington D.C. The rest of spring will be very busy. In May there are 51 buses on the schedule already.

II. Volunteers

During the spring months, the memorial has been staffed from 10 AM to 4 PM and often to 6 PM on weekdays and from 10AM to dusk on Saturdays and Sundays.

The volunteers were invited to an Interpretive Planning Discovery Session on March 27 where they were encouraged to share their insights about Flight 93 National Memorial. The Interpretive Planning Committee will be reporting in greater detail the results from that meeting. A future meeting is planned to continue this dialogue.

On April 21, an Ambassador training session was held in Shanksville. The purpose of the training session was to distribute and review the newly-prepared Ambassador Handbook, a compilation of training documents relating to the roles and responsibilities of the volunteer, the volunteer coordinator, and chairpersons of the task force, a Skills Inventory and application for new volunteers, an overview of information relating to September 11, 2001, including a Frequently Asked Questions document based on actual questions asked by visitors at the temporary memorial, and a Standard Operating Procedures manual intended to help volunteers deal with emergency and non-emergency situations which require action. There was also a fruitful, open discussion of the changing role of the Ambassador in providing information and interpretation at the memorial. This training is in line with NPS training policies and guidelines for volunteers.

In order to be more visible during the high-visitation summer months, the Ambassadors will be wearing red polo shirts this year. The shirts, which have the embroidered Flight 93 logo, were provided by the National Park Service.

In an effort to provide a better visitor experience and a more complete interpretation, the Ambassadors will be offering group interpretive talks at scheduled times throughout the day beginning in June.

III. Maintenance and Improvements

A workday scheduled for April 7 had to be postponed because the ground was snow-covered. Hopefully, on May 12, the workday crew, which includes volunteers from the Washington Renegades Rugby Football Club of Washington D.C. and our own volunteers and their families, will be able to resurface the memorial area with limestone dust, address some drainage and erosion issues, and paint the interior of the shelter. The local Boy Scout troop will be doing a litter clean-up around the grounds and along Skyline Road.

Prepared by: Donna Glessner

**Government Liaison Briefing Report**  
**Flight 93 Memorial Task Force**  
**April 28, 2007**

Gold Medal Legislation: H.R. Bill 1673 was introduced in the House of Representative through Congressman's Shuster's office on March 23, 2007. This legislation, when passed, will award one representative Congressional Gold Medal to the 40 Heroes of Flight 93. Sixty-four members of the House were original co-sponsors. Two hundred and eighty-seven members must sign the legislation for it to pass the House and then 67 members of the Senate must sign the Senate version. The medal will reside in the Flight 93 National Memorial Visitor Center. Copies of a history of the Congressional Gold Medal as well as H.R. 1673 are attached.

Congressman Bill Shuster announced on March 22, 2007 that the Department of the Interior will acquire land for Flight 93 National Memorial in Somerset County. The land will be purchased with \$5 million which was directly requested by Congressman Shuster. Congressman Shuster requested the funds for the land purchase during the fiscal year 2007 budget process. Due to differences between the House and Senate, not all of the required spending bills left Congress for Presidential approval. This money was part of \$34.4 million dollars that were part of the National Park Service lands project. See attached for the total list.

Work continues to insure the receipt of an additional \$5 million, which is included in the President's FY2008 budget. Family members have visited Congressional members of the House and Senate to further this goal. The PBS Coals/Kordell property resolution of manganese acid level situation was also discussed with Congressional Representatives.

The House architecture committee leadership is working to complete the process that will enable a plaque honoring the passengers and crew of Flight 93 to be installed in the US Capitol. Due to Capitol construction/renovations it is unsure exactly when a site will be selected.

A request was submitted by the National Park Service through the Project Management Info System for \$6 million in construction funds for 2008 dollars. This request will also be tracked.

Family member Debby Borza met with Nevada State Assemblyman, Mark Manendo in Carson City. Assemblyman Manendo has requested \$50,000 be donated to the Flight 93 National Memorial. The Bill Number is AB475 and Assemblyman Manendo will keep us informed of the Bill's status. It is hoped that this action will spread to other states where similar Bills will be introduced.

Prepared by: Ed Root

## **Congressional Gold Medal of Honor**

The first award is the Congressional Gold Medal of Honor - more commonly known as the Congressional Gold Medal - the nation's highest and most distinguished civilian award. First awarded in 1776 to General George Washington, there have been over one hundred medals awarded. There have been two two-time winners - Major General Winfield Scott (1814, 1848) and John Horn, Jr (1874, 1904). Major General Zachary Taylor was awarded this special distinction three times: in 1846, 1847, and 1848. The medal has been awarded to individuals and groups from all walks of life. It was originally awarded to military leaders for achievement in battle, but became a civilian medal after the Medal of Honor was instituted. The medal is presented both for singular acts of exceptional service and for lifetime achievement.

Congressional legislation is required to make the medal, and needs at least two-thirds of the House of Representatives to sponsor the legislation to the House of Representatives Committee on Financial Services Subcommittee on Domestic Monetary Policy, Technology, and Economic Growth and 67 Senators to sponsor it to the Senate Committee on Banking, Housing, and Urban Affairs. Once the legislation is passed, the Congress commissions the U.S Mint to design and create the medal. This ensures that each medal is unique, representing each individual and/or event that it has been awarded for. The legislation provides for duplicate copies of the medal to be cast in bronze for sale, on occasion.

110th CONGRESS  
1st Session  
**H. R. 1673**

To posthumously award a Congressional Gold Medal on behalf of passengers and crew members aboard United Airlines Flight 93 who resisted the hijackers and caused the plane to crash.

**IN THE HOUSE OF REPRESENTATIVES**

**March 23, 2007**

Mr. SHUSTER (for himself, Mr. TANCREDO, Mr. ROHRABACHER, Mr. JONES of North Carolina, Mr. LINCOLN DAVIS of Tennessee, Mr. HOLDEN, Mr. MACK, Mr. GARY G. MILLER of California, Mr. REYES, Mr. DENT, Mr. MCCOTTER, Mr. GALLEGLY, Mrs. MUSGRAVE, Mr. COBLE, Mr. REGULA, Mr. SMITH of New Jersey, Mr. MORAN of Virginia, Mr. WILSON of South Carolina, Mr. WOLF, Mrs. TAUSCHER, Mr. FILNER, Mr. SOUDER, Mr. CUMMINGS, Ms. CARSON, Mr. RAMSTAD, Mr. CANTOR, Ms. HARMAN, Mrs. CHRISTENSEN, Mr. SHULER, Mr. PASTOR, Ms. SCHWARTZ, Mr. HOLT, Mr. MCKEON, Mr. HINOJOSA, Mr. BROWN of South Carolina, Mr. FOSSELLA, Mr. MCCAUL of Texas, Mr. PETERSON of Pennsylvania, Mr. CARNEY, Mr. KUHL of New York, Mrs. DRAKE, Mr. LAHOOD, Mr. TIAHRT, Mrs. MCMORRIS RODGERS, Mr. BOSWELL, Mr. CONAWAY, Mr. HALL of Texas, Mrs. LOWEY, Mr. SHAYS, Mr. NUNES, Mr. DOYLE, Mr. ENGLISH of Pennsylvania, Mr. PRICE of North Carolina, Ms. ESHOO, Mr. PITTS, Ms. JACKSON-LEE of Texas, Mr. RUSH, Mr. PATRICK J. MURPHY of Pennsylvania, Ms. GRANGER, and Mr. DICKS) introduced the following bill; which was referred to the Committee on Financial Services

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**A BILL**

To posthumously award a Congressional Gold Medal on behalf of passengers and crew members aboard United Airlines Flight 93 who resisted the hijackers and caused the plane to crash.

*Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,*

**SECTION 1. FINDINGS.**

The Congress finds as follows:

- (1) On September 11, 2001, United Airlines Flight 93 departed from Newark International Airport at 8:01 a.m. on its scheduled route to San Francisco, California, with 7 crew members and 33 passengers on board.

- (2) Shortly after departure, United Airlines Flight 93 was hijacked by terrorists.
- (3) At 10:03 a.m., United Airlines Flight 93 crashed near Shanksville, Pennsylvania.
- (4) Evidence indicates that people aboard United Airlines Flight 93 learned that other hijacked planes had been used to attack the World Trade Center in New York City and resisted the actions of the hijackers on board.
- (5) The effort to resist the hijackers aboard United Airlines Flight 93 appears to have caused the plane to crash prematurely, potentially saving hundreds or thousands of lives and preventing the destruction of the White House, the Capitol, or another important symbol of freedom and democracy.
- (6) The passengers and crew aboard United Airlines Flight 93 demonstrated exceptional bravery, valor, and patriotism, and are worthy of the appreciation of the people of the United States.

## **SEC. 2. CONGRESSIONAL GOLD MEDAL.**

- (a) Presentation Authorized- The Speaker of the House of Representatives and the President pro tempore of the Senate shall make appropriate arrangements for the posthumous presentation, on behalf of the Congress, of a single gold medal of appropriate design in honor of the passengers and crew members, collectively, on board United Airlines Flight 93 in recognition of their heroic service to the Nation.
- (b) Design and Striking- For purposes of the presentation referred to in subsection (a), the Secretary of the Treasury (hereafter in this Act referred to as the 'Secretary') shall strike a gold medal with suitable emblems, devices, and inscriptions, to be determined by the Secretary.
- (c) Display- Following the award of the gold medal under subsection (a), the gold medal shall be given to the Flight 93 National Memorial located in Stonycreek Township, Somerset County, in Pennsylvania, where it will be displayed as appropriate and made available for research.

## **SEC. 3. DUPLICATE MEDALS.**

The Secretary may strike and sell duplicates in bronze of the gold medal struck pursuant to section 2 under such regulations as the Secretary may prescribe, at a price sufficient to cover the cost thereof, including labor, materials, dies, use of machinery, and overhead expenses, and the cost of the gold medal.

#### **SEC. 4. STATUS OF MEDALS.**

(a) National Medals- The medals struck pursuant to this Act are national medals for purposes of chapter 51 of title 31, United States Code.

(b) Numismatic Items- For purposes of sections 5134 and 5136 of title 31, United States Code, all medals struck under this Act shall be considered to be numismatic items.

#### **SEC. 5. AUTHORITY TO USE FUND AMOUNTS; PROCEEDS OF SALE.**

(a) Authority to Use Fund Amounts- There is authorized to be charged against the United States Mint Public Enterprise Fund, such amounts as may be necessary to pay for the costs of the medals struck pursuant to this Act.

(b) Proceeds of Sale- Amounts received from the sale of duplicate bronze medals authorized under section 4 shall be deposited into the United States Mint Public Enterprise Fund.

**Communications Report**  
**Flight 93 National Memorial Task Force Meeting**  
**April 28, 2007**

**Ongoing Memorial-Focused Public Relations**

Design-related media opportunities continue development including those slated for *Wallpaper Magazine*, *Metropolis*, *Future* and *The Charlie Rose Show*. All are anticipated to be published or aired within coming weeks and months. Additional opportunities are being developed for Memorial project and its capital campaign that include such publications as *The New York Times*, and *National Public Radio*.

**Special Communications**

The Communications Counsel has worked with a number of local and regional news organizations respective to capital campaign-related news inquiries and subsequent articles and broad cast segments stemming from January's Task Force meeting including *The Somerset Daily American*, *Johnstown Tribune-Democrat*, *Associated Press* and *WTAE-TV*.

Counsel also has provided ongoing strategic efforts to the National Park Service and the Partners regarding land acquisition opportunities including the Families of Flight 93's purchase of a 55-acre tract in April and subsequent media placements that were generated from it.

Additionally, Counsel continued to advise NPS and Partners on potential aspects of media-related developments regarding the General Management Plan (GMP).

**Documentary Project**

Continued development on a documentary feature for prime time cable television based upon the unique aspects of the Flight 93 National Memorial design competition continues. Archival material, including raw footage of several competition meetings and events have been reviewed with Tim Baird, who is working with Counsel and producers Aaron Peters and Ivan Cohen to compose a working 'treatment' for the project prior to production.

**Other Activity**

*Nevada State Assembly Initiative*

Counsel, along with Superintendent Joanne Hanley and Debby Borza, family member, to provide informational, as well as logistical support on behalf of Nevada State Assemblyman Mark Manendo's joint resolution to award \$50 thousand to the Flight 93 Memorial capital campaign. Arrangements were made for Debby Borza to appear before the Nevada State Assembly's Ways and Means Committee in April. (See attached comments)

*National Park Service/National Park Foundation/Centennial Challenge*

In support of the NPS Centennial Challenge's Listening Post series, Counsel worked with NPS and NPF for March's Los Angeles event, including media-related and logistical efforts, as well as follow-up evaluation.

*Congressional Initiative*

Counsel continues to work closely with the Families of Flight 93 along with its designated legislative counsel in Washington, D.C. in providing strategic counsel related to the Memorial's FY'08 DOI/NPS federal budget request for land acquisition funding.

Submitted by:

Bill Haworth, Managing Partner; Integrated Strategies, LLC  
Communications Counsel

**Archives Committee  
Briefing Report  
April 28, 2007**

Oral History and Documentation Project

The Oral History Project will be used to tell the story of the passengers and crew of Flight 93. Their lives, their character, their values, their accomplishments, their goals will be permanently recorded for future generations to know what type of people boarded that plane on the morning of September 11, 2001. It is through the interviews with families, friends and co-workers of the passengers and crew that we learn the varied perspectives of their lives. To date, we have completed 59 interviews with family and friends. Of those 59, 19 of the passengers and crew are represented (some with only one interview). There are hundreds of family members still to reach and we need to travel to get their interviews. During this trip to the San Francisco area we hope to add about 20-30 family interviews.

271 total oral histories have been completed since the project began in 2005. 124 of those interviews have been transcribed.

Funding has been requested for the project from the NPS for fiscal year 2008 which will include travel. We do not know at this time whether it will be granted. Our hope is to continue the project for several more years.

Tribute Collection

During the winter months, tributes left at the Temporary Memorial have decreased. However, the fence remained full throughout the cold season signifying a continuing interest in leaving messages and objects that reflect the visitor's thoughts and emotions.

NPS funding to continue the collections care operation is nearly depleted. In an effort to maximize resources, Roxanne Sullivan's position has been eliminated as of the end of February. Roxanne gave over 5 full years of service to the project, first as a volunteer within a month after September 11, 2001 when there was a call for help to care for the tributes being left at several points in the community including one started by Roxanne in her yard. After about one year of volunteering, Roxanne was paid for her work out of funds secured through the NPS. All the partners sincerely thank Roxanne for her dedication and heartfelt commitment to the project. A plaque from the partners was presented to her at the celebration of her service.

The Scope of Collection (SOC) statement establishes the parameters of what is collected and how it is cared for in a museum collection. The Flight 93 National Memorial Scope of Collection is in draft form and will be presented to Archives Committee members and collections staff of the National Park Service for review. Once it is approved by the Superintendent, Flight 93 staff and volunteers will begin converting the collection to the NPS computer cataloging system. Our goal is to complete this process by the end of the 2007 fiscal year when yearly collections reports are due.

Prepared by: Barbara Black

**Interpretive, Education and Civic Engagement Committee**  
**Briefing Report**  
**April 28, 2007**

Junior Ranger Program

The Flight 93 National Memorial has been selected to receive a grant from the National Park Foundation for the memorial's first Junior Ranger Program. The Memorial seeks to create a program of basic understanding of the events on September 11<sup>th</sup> and more specifically Flight 93 to a younger audience. We wish to develop a simple Junior Ranger "brochure" or booklet, to be used by parents and their children while at the site. A Junior Ranger "Ambassador" will spend 12 weeks this summer at the planning office developing two distinct booklets for ages 6-8 and 9-12, realizing the difference in cognitive learning and the sensitive nature of the material for this range of ages. The booklets will be parent-driven and age appropriate.

Virginia Barnett has accepted the position of the Junior Ranger Ambassador and will start mid-June. Ginny already serves on the Interpretive, Education and Civic Engagement Committee and has been instrumental in developing the new plan for the Ambassadors at Flight 93. Ginny first became involved with Flight 93 as an American Red Cross Volunteer on the scene shortly after September 11. She is a Red Cross trainer and holds degrees in education and nursing. Ginny has since assisted the Flight 93 staff in developing a new plan for the volunteer Ambassadors which is being implemented this month. With her sensitivity and knowledge of the events surrounding Flight 93, she is a perfect match for this project.

Prepared by: Barbara Black

**Interpretive Planning Report**  
**Flight 93 Advisory Commission and Flight 93 Memorial Task Force**  
**April 28, 2007**

**Background**

In the middle of February, David Larsen joined the Flight 93 Memorial NPS staff on a four month detail. David is the Training Manager for Interpretation and Education at the NPS Mather Training Center. David identifies training needs for park ranger interpreters across the nation, develops curriculum to meet those needs, and facilitates the development and delivery of training through classroom, satellite, and web-based venues. David's primary responsibility is coordinating interpretive planning and civic engagement efforts. He is also helping with Ambassador training.

Together, the 93 Memorial staff has developed the *Flight 93 Civic Engagement Model for Audience-Based Interpretation and Education* (Attached). In brief, this model describes a process for identifying existing subject matter knowledge and personnel relevance for a variety of audiences. Essentially, family members, Ambassadors, park visitors, and the broader non-visiting public will be asked meaning making questions. Their answers will reveal what they think and feel about Flight 93 and the events of 9-11. Similarly, the thousands of written tributes, messages, artifacts, oral histories, and design competition entries will also provide insight into society's interests, understandings, and ways of characterizing Flight 93. Data from the existing collections, as well as the answers to meaning making questions will be coded and matched with the existing Flight 93 Memorial Mission Statement (including the interpretive themes). The resulting categories will provide critical points of relevance—starting points for planning and developing specific interpretation and civic engagement programs, media, and activities for multiple and specific audiences.

The Flight 93 Memorial is the first to try this model. The process attempts to ground an interpretive program directly on the expressed needs and interests of visitors and potential audiences. It does this through a civic engagement exercise, which, is a valuable public activity in and of itself.

In March, through a cooperative agreement between the NPS Conservation Study Institute and Shelburne Farms, Flight 93 Memorial began a partnership with Michael Duffin and Peer Associates. Michael has a great deal of experience in the field of evaluation and is helping develop the *Flight 93 Civic Engagement Model*, craft meaning making questions, and identify academic institutions and other partners who can provide analysis of the existing collections and effectively query a wide range of audiences.

### **Activity Since January 24**

February and March, 2007 Developed *Flight 93 Civic Engagement Model for Audience-Based Interpretation and Education* and created a white paper to explain the model and help search for academic and other partners.

March 21, 2007 Committee Conference Call The *Flight 93 Civic Engagement Model* was described via a distributed powerpoint. The ensuing discussion helped refine the model in two critical areas: 1) It was agreed that the existing collections of public dialogue and comment speak to the meaning making aspects of the model and that we should seek an academic partner to begin analyzing and coding these materials right away; 2) that no interpretive activities or programs should distract from the reflective nature of the Memorial and that the Flight 93 Memorial Mission Statement should be used as a guide throughout the application of the model.

March 27 Ambassadors' Discovery Meeting This was the first of potentially several meetings in which the ambassadors were asked meaning making questions. The first part of the meeting was devoted to an explanation of the *Flight 93 Civic Engagement Model* and then four focus groups answered an initial two meaning making questions. Their dialogue was recorded and is being transcribed—later to be coded. About thirty ambassadors attended and were supportive enough of the model to agree to come back for additional sessions.

April, 2007 Prepared presentations on the *Flight 93 Civic Engagement Model* for the families on April 28.

Prepared by: David Larsen

# White Paper

## Flight 93 Civic Engagement Model for Audience-Based Interpretation and Education

National park sites are ideal for learning about, exploring, and discussing the values, successes, and struggles of American Democracy. While the National Park Service has long played an educational role, the agency now seeks to increase its activities in the area of civic engagement. Some parks make obvious contributions, among them: Independence National Historical Park, where the Founders established independence and adopted the Constitution; Gettysburg National Battlefield, the tangible evidence that different perspectives on freedom can result in violence; and Manzanar National Historic Site, one of ten camps where Japanese American citizens and resident Japanese aliens were interned during World War II. Though some parks are more prominent than others, each of the 385 national park administrative units can teach about the American experience as well as facilitate discourse about that experience. The recently established Flight 93 National Memorial provides a particularly timely and valuable opportunity. The events surrounding 9-11 remain relevant to the broadest publics. Much of the visiting public seeks out opportunities for dialogue, conversation, and ways to articulate their thoughts and feelings about Flight 93 and the events of 9-11. Finally, Flight 93 is beginning to plan its Interpretation and Education Program and intends to do so through a civic engagement process. The result will be exhibits, personal services, media, and other activities based on what is meaningful and relevant as expressed by a variety of audiences. The process in turn will provide a model for all national parks.

The Flight 93 National Memorial and the National Park Service is looking for a partner committed to civic engagement with the capabilities to study existing and potential national park audiences.

### **Knowledge of Resource and Audience**

All parks have accurately and comprehensively mastered the content of their stories. All parks, to some degree, balance and facilitate a dialogue between multiple points of view and interpretations about their stories. The Flight 93 Civic Engagement Model recognizes that facilitating this dialogue requires more than content knowledge. It also requires an additional layer of understanding about visiting and potential audiences.

A good interpretation and education program takes audience demographics like age, income, ethnicity, and learning styles into account. This model suggests there are two additional but particularly important things to know about audiences:

- What do they already know about the place and its story?
- What does the place and story mean to them?

The answers to the first question tell a park where to begin with content. The answers to the second question identify what is relevant and potentially powerful to the audience, and thus, provides a beginning point for concept, theme, emotional, spiritual, and inspirational connections. Both questions live within the constructivist education theory that maintains learning and growth occurs individually. New information or concepts must connect and relate to existing understanding within the person. Many current museum and informal learning studies support this approach.

### **Stakeholders**

All national parks have communities who care a great deal about the place and how its story is told. Stakeholders can be partners, local, economic, subject-matter experts, ideological advocates, or all of these as well as others. At least four primary stakeholder groups (described below) will be engaged in the development of the Flight 93 Interpretation and Education Program.

It is a critical part of the Flight 93 Model that all stakeholder and audience members who answer content and meaning making questions do so in a safe environment where their understanding, perspective, and interpretation can be fully articulated without challenge or criticism. This allows for fuller participation and more accurate data from which to plan the Interpretation and Education Program.

### **Ambassadors and Families**

Fundamentally important partners at Flight 93 include the Volunteer Ambassadors and the families of the forty crew and passengers who were killed on September 11. The Ambassadors are composed primarily of local residents who self-organized and, since January of 2002, have stood vigil at the Temporary Memorial serving thousands of visitors. Many family members have joined the Families of Flight 93, and through that organization or independently through publications and other efforts, have worked to memorialize their loved ones.

The Flight 93 Model suggests that all parks identify their stakeholders and ask them both content and meaning making questions. The process for asking these questions and gathering the answers might take many forms and, should be designed or reviewed by professionals. It is also likely that the questions should be crafted for each particular audience with the desired outcome being rich, deep, authentic answers to “What do you know about the place and story,” and “What does the place and story mean to you?”

The Flight 93 Memorial recognizes that the Ambassadors and families are part of the story of the event itself. Ambassadors will be asked to answer open ended questions in recorded focus groups. Some questions will be designed to get at personal meanings, “What is it about this place and Flight 93 that makes the Ambassador Program so important? Why are you an Ambassador?” Other questions help place personal meanings in the national story, “What, if anything, does your community’s response to Flight 93 have to say about America?” The transcripts of these conversations will be coded into areas of relevance, meaning, and possibly even displayable

text—establishing starting points of relevance for planning interpretive and educational elements. The Flight 93 Memorial Mission Statement will provide guidance through both the coding and planning processes.

The families will have the opportunity to go through a similar process, but will require different questions, carefully crafted to respect their personal connections.

There is a large amount of data already available for both the Ambassadors and Families. The National Park Service has conducted more than 200 oral histories with community and family members. These invaluable records also need to be analyzed and coded for meanings.

### **Park Visitors**

All national parks also have a general visiting audience—those who come to parks as well as those who visit virtually. This is a diverse and critical group that is self-selected. As varied as their motivations for interacting with the Flight 93 Memorial are, this group has some personal reason for engaging the site. What do they already know about the place and story? What does the place and story mean to them? Are there demographics associated with varied answers to these questions? These questions and methods for gathering their answers must be developed.

Currently there are more than 70,000 comments, tributes, and messages left in writing at the site or recorded online. In addition, there are thousands of artifacts left by visitors at the Temporary Memorial. These artifacts are collected, cataloged, and stored by the National Park Service for study and display. These messages and objects are powerful statements that also provide great insight into what Flight 93 means to park visitors.

### **Broader Public**

Many Americans and international visitors don't visit national parks. Yet, the stories, meanings, and values that parks represent are relevant to them by virtue of their civic participation in the American story. Why don't they visit? How can the National Park Service communicate the relevance of its places and stories, both today and for the next 100 years? How can the National Park Service encourage the non-visiting public's engagement with their national heritage as represented by park sites?

The Flight 93 Model suggests that the same content and meaning making questions be posed to a sample of the broader public so that an Interpretation and Education Program can be crafted that is welcoming, meaningful, and relevant to potential visitors representing the true breadth and diversity of American citizens. Methods for asking these questions and interpreting the resulting data are currently beyond the capability of the National Park Service. The National Park Service is, therefore, seeking a partner to provide this expertise.

### **Audience-Based Interpretation and Education Program**

The National Park Service strives to provide an Interpretation and Education Program that is meaningful and relevant to the public over time. This Flight 93 Model provides a process for basing the Interpretation and Education Program on audience identified meanings.

Data gleaned from the four described groups (Ambassadors, families, park visitors, and the broader public), combined with an analysis of oral histories, messages, tributes, design competition entries, and artifacts, will be coded into categories of meaning and relevance. The interpretive theme statements articulated in the Flight 93 Memorial Mission Statement will provide the key structure for this coding. The Flight 93 Memorial staff, interpretive planners, and the Interpretive Planning Committee, will then consider how to address these categories and themes with subject matter via exhibits, activities, programs, and media. The data will provide planners with an understanding of multiple points of view, opportunities for dialogue, and potential conflict and will thus allow for strategies to address each of those. Planners will also create and recommend treatments that encourage ongoing civic engagement. The resulting draft Interpretive Plan will then undergo formative evaluation by the public and collaborative review by interested partners and appropriate adjustments will be made.

### **Evaluation**

The Flight 93 Model also requires ongoing evaluation of the Interpretation and Education Program once it is established. Exhibits, activities, programs, and media should continually be evaluated for effectiveness. The meanings audiences ascribe to Flight 93 and the events of 9-11 must be re-visited as well. It is likely the understanding and meanings associated with the Flight 93 Memorial will evolve as national and international contexts change. As they do, the Interpretation and Education Program should adapt accordingly. Content and meaning questions asked of all audience groups will continue to inform the process of keeping the Flight 93 Memorial Interpretation and Education Program relevant.

### **Actions**

The Flight 93 Memorial has begun asking Ambassadors meaning making questions and is planning to do the same with interested family members. At the same time, the Flight 93 Memorial is seeking academic partners who will begin, as soon as possible, to code the existing collections. Finally, the Flight 93 Memorial and National Park Service is also seeking a partner to help design, implement, and analyze the results of a process to gather data from park visitors and the broader public.

Prepared by: David Larsen



**NPS Land Acquisition Briefing Report**  
**Flight 93 Advisory Commission**  
**April 28, 2007**

In March 2007, the NPS received \$5 million in appropriated funds for land acquisition at FLNI. Along with its dedicated partners, the Families of Flight 93 and The Conservation Fund, NPS is now able to buy land. The Lands staff is working to get contracts in place to update pre acquisition requirements that will enable NPS to begin purchasing available tracts of land. The targeted tracts for immediate NPS acquisition are those currently owned by the Families and The Conservation Fund.

Preparations are under way by the NPS to appraise the Svonavec, Inc. property and conduct necessary boundary surveys. Considerable time has been spent focusing on complex title and environmental issues such as mineral rights and leases in the core area of the memorial. Meetings with the PA DEP and the EPA to address the acid mine drainage and manganese effluent discharge concerns have been positive and productive.

On April 10, 2007, the Families acquired the O'Barto property, Tract 03-105. Along with the previously acquired Vish property, Tract 03-102, the Families now own approximately 60 acres of land within the memorial boundary. The Families continue to work with core landowners and their representatives to negotiate process agreements to determine acceptable market value.

The NPS will continue to work with the Families to acquire land at the memorial. The Letter of Intent between NPS and the Families has been revised to identify the lead negotiator for specific tracts within the core area.

The Lands Oversight Committee continues to convene monthly via conference calls for the benefit of the committee and the partners to report on land acquisition progress and current events.

Prepared by: Bill Sindelar

**The Conservation Fund Lands Briefing**  
**Flight 93 Advisory Commission**  
**April 28, 2007**

The Fund facilitated a February 27, 2007 meeting between PBS Coals and PA DEP to discuss steps necessary for the release of PBS coal mining bonds which are associated with 900 acres +/- of surface ownership within the memorial boundary. Release of these bonds is contingent upon remediation of the acid-mine-drainage, and is necessary before property can be purchased or donated to the Memorial. PA DEP expressed its commitment to working with their counterparts at the federal level to find a solution to the problem. Follow-up work by the Families of Flight 93 and other partners at the federal level appears to be making progress.

We have worked with the PA Game Commission and the NPS to purchase the Berwind property and establish the new State Game Land 93 (SGL93). We anticipate that the Consol property that was donated to TCF several years ago will be transferred to the Game Commission this year for inclusion in SGL93. The 70-acre PBS parcel that is to the north of US 30 is anticipated to become part of SGL93 as well. It is also possible that SGL93 could be extended further to the north onto other parcels that are now under private ownership. The new SGL93 will serve as a buffer for the Memorial and complement the work of the NPS.

TCF has sold the Marion 7400 dragline. This is the smaller of the two draglines. It has been removed from the premises. No serious offer has been made for the larger Marion 7500, which was recently burglarized of its electronic components. We are still assessing the extent of the loss.

TCF continues to hold three subsurface mineral parcels which partially underlie the southern portion of the Memorial. We hope to complete the take-out sale of these rights to NPS as soon as possible, using a portion of the \$5.0 million that the administration approved. Looking forward, TCF effort will focus on take-out sale of mineral parcels to NPS, sale of dragline to another entity, and State Game Land 93 effort. With the FF93 taking over the lead on Lambert and PBS, TCF will work to ensure a smooth transition on these priority acquisitions.

We look forward to fulfilling an as-needed advisory role for further acquisition efforts by the Families and the NPS.

Prepared by: Todd McNew

**GENERAL MANAGEMENT PLAN / EIS Briefing Report**  
**Flight 93 Advisory Commission**  
**April 28, 2007 Meeting**

**I. General Management Plan/Final Environmental Impact Statement** The Final GMP/EIS has cleared National Park Service and Department of the Interior review. A Notice of Availability will appear in the Federal Register in early May announcing the availability of the final plan to the public for 30-days. At the conclusion of this period, the NPS Northeast Regional Director will sign the Record-of-Decision, documenting the agency's decision and formally ending the process.

Our plan is to prepare a summary of the plan so that it is more usable as a daily management tool. This document is envisioned to be approximately 30 pages in length and printed in full color. It would not include the environmental sections from the EIS.

**II. Corridor Planning Study** The firm of Lardner/Klein Landscape Architects of Alexandria, Virginia, is under contract to Somerset County to prepare the Flight 93 National Memorial Corridor Planning Study. The purpose of the study is to understand the needs and desires of local landowners and business owners and to give local officials options for managing and directing growth in the major routes leading to the national memorial. The four goals of the study are:

- Goal 1: Encourage the expansion of existing businesses and the creation of new businesses to provide needed services to corridor residents and Memorial visitors
- Goal 2: Assist property owners who wish to continue to keep the rural and village character of their community
- Goal 3: Use the travel corridor to help promote the region to Memorial visitors and encourage them to stay longer within the area
- Goal 4: Make it easier and safer to get to the Flight 93 National Memorial
- Goal 5: Beautify the travel corridor to the Flight 93 National Memorial

The project team has developed a variety of strategies for each goal through public meetings, a landowner survey, visual simulations, and continuing meetings with local elected officials and an advisory committee of local landowners, business professionals and leaders. Donna Glessner and Greg Walker sit on the advisory committee.

A second public meeting is planned for mid-May and the study is scheduled to conclude in June.

Prepared by: Jeff Reinbold

**Memorial Design Briefing Report  
Flight 93 Advisory Commission  
April 28, 2007 Meeting**

**I. STATUS**

1. The design team began the Pre-Design Phase with kick-off meetings in Somerset and an Interpretive Planning Workshop in Washington DC on October 1.
2. Since then, the design team has consulted with many local and national experts and NPS personnel on a broad range of issues. The design team has now compiled and analyzed this information, and has produced a Draft Pre-Design Report, dated March 2007. This document defines the project, as presented in the GMP, and the first comprehensive examination of the memorial features as designed in the competition, visitor center and supporting infrastructure requirements of the park. This Draft Report has been distributed to NPS staff for review and comment. This draft report has been distributed to NPS staff for review and comment.
3. The NPS staff will convene with Design Committee and will review the report with them, including the Commission and the Families after the Commission meeting is over.
4. Meetings in Somerset on March 6 and 7 focused on value analysis, cost optimization of project features and alignment of Class C cost assumptions between NPS and the design team. A subsequent meeting on April 17 at NPS in Denver identified key next steps as design parameters were overlaid with other project factors such as site testing, land acquisition, funding sources, phasing and schedule.
5. Concurrent to finalization of the Pre-Design Report, NPS and the design team will be negotiating a task order for the next phase of work: Schematic Design. It is expected that this phase will begin in early June. It is expected that the project will be presented to the Development Advisory Board (DAB) in November 2007; requiring submission of the project definition and Schematic Design by late September. This submission date supports an overall schedule that targets a dedication in September 2011.
6. Site testing has so far been postponed until land acquisition is complete enough to allow adequate site access. Testing is required for understanding the availability of sewage treatment, water and for geotechnical/soils recommendations related to re-vegetation, environmental mitigation, structural criteria and compaction. NPS expects to present letters to land owners (Kordell, Svonavec & PBS Coal) asking for permission to access and test so information is available for Schematic Design.
7. Options for site surveying have been researched, relative to existing information and completion of updated missing information. An aerial survey has been conducted this month and mapping is now under production in support of Schematic Design.
8. A security risk assessment is scheduled at the site for May 2. This will inform design decisions necessary during the Schematic Design phase.

Prepared by Paul Murdoch and Jeff Reinbold