

Briefing Reports

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

February 2, 2008

*Somerset County Courthouse
Courtroom #1
Somerset, Pennsylvania*

Temporary Memorial Management Committee
Briefing Report
February 2, 2008

Submitted by: Donna Glessner

Visitation:

Despite winter's early onset in Somerset County, visitation was steady through November, December and January, particularly on weekends. We continue to meet people making their first visit to the memorial, people who are intensely interested in the Flight 93 story. We meet many skiers this time of year, as well as travelers, including many international visitors, and over the holidays, many families. Visitors sometimes share that they have come because they saw the new road signs designating U.S. Route 219 as "Flight 93 Memorial Highway". Visitors are very interested in the plans for the permanent memorial.

The shelter and the propane heater in the shelter have been very much appreciated this winter. Ferrell Gas continues to donate the propane used at the shelter.

A record number of bus groups, 441, visited the memorial in 2007. Many school groups are on the schedule for the coming spring travel season.

Staffing:

Ambassadors and NPS Staff are present at the memorial from 10 AM to 4 PM on weekdays and from 10 AM to dark on weekends. This is approximately 46 hours per week. A number of Ambassadors have been off the schedule due to medical problems, but hopefully will be back to full strength by springtime. It has been very helpful to have Ginger Rayborn back on the schedule, and to have Adam Shaffer working a number of shifts. The new SCA intern, Jacob Miller, will begin working at the memorial later this month, along with two new volunteer Ambassadors.

The Ambassadors held two training sessions this quarter: in December the group was very pleased to spend an evening with Wally Miller hearing the Coroner describe his experiences relative to Flight 93. And just last week the Ambassadors had an orientation to a revised photo notebook which they will use for making presentations at the memorial. Future training sessions and travel to the Tribute Center in New York City are planned for March and April.

Site Work:

Snow removal is being handled again this year by a contractor paid by the National Park Service. Ambassadors shovel and sweep around the shelter and the tributes.

When the ground thaws, we will address our continuing erosion problem along the downhill slope of the memorial. A spring workday will be scheduled.

**Archives Committee
Briefing Report
February 2, 2008**

Submitted by: Barbara Black

Oral History and Documentation Project

The Oral History Project has passed a milestone mark with 351 interviews! Quite a success for just a little over two years of work.

168 interviews have been transcribed (48% of the total interviews completed). The project has six dedicated volunteer transcribers, as well as Kathie Shaffer and Virginia Raborn (Flight 93 staff who also type transcripts as they have time). 68 interviews are completely through the process. The breakdown of who has been interviewed includes:

- Family/friends/business associates of passengers and crew 97
- First responders 62
- Support 53
- Community 29
- Memorialization 25
- Eyewitnesses 15
- Restoration/recovery 14
- Investigators 13
- Media 12
- History/other 10
- Air traffic 8
- Citizen responders 7
- Government 2
- Terrorist contacts 2
- United Airlines 1
- Landowners 1

Only 28% of the interviews are with family, friends and business associates of the passengers and crew. These 99 interviews represent 26 of the passengers and crew. Only 17 of those 26 passengers and crew are represented by interviews with immediate family; the other 9 are represented by only friends or business associates. And 8 of those 26 passengers and crew are represented by only 1 interview. With the continued funding for another year for Kathie Shaffer from the National Park Service, a small amount of travel money is available and she will try to reach more family members.

Funding for a fourth year has been requested to continue interviewing. Even if we stop taking any more interviews right now, it would take about two years to finish processing what we already have. We anticipate the project could continue for several more years if funding is available.

Tribute Collection

The National Park Service has hired an SCA intern for a one-year position which started in December 2007 to assist with the Tribute Collection in cleaning, cataloging and storing the items. Jacob Miller is a resident of Shanksville and completed his Bachelor of Arts degree in History in 2007. He has become invaluable already, working in the Collection and taking responsibility for some of the more technical aspects of the process. Jacob will work closely with Donna Glessner and Virginia Raborn to complete the conversion of the Tribute Collection to the National Park Service system.

**Interpretation Committee
Briefing Report
February 2, 2008**

Submitted by: David Larsen and Barbara Black

University Partnerships

Significant progress has been made in the last three months by the partnership teams working on the Interpretive, Educational and Civic Engagement Plan, the end result which will be the Flight 93 National Memorial Comprehensive Interpretive Plan.

The “Academic Research Team” is made up of David Larsen (of the NPS), in collaboration with Michael Duffin (through a Cooperative Agreement between the NPS Conservation Study Institute and Shelburne Farms), Eric Mankowski (of Portland State University), and Al Barstow (of the University of Pennsylvania). The team has developed a detailed work plan that approaches the project in two phases:

- Phase I (January – Summer 2008): The first phase will focus on analyzing existing data.
- Phase II (Spring 2008 – Fall 2009): The second phase will focus on gathering and analyzing visitor and non-visitor data.

The work plan lines up with the NPS budget process for funding these phases, and also lines up with the Comprehensive Interpretive Plan and the design process.

Data gathering and analysis:

- Dr. Mankowski will lead the analysis of the oral histories. A random sample of the oral history interviews will be reviewed by a team of graduate students.
- Dr. Barstow will lead the analysis on the collection of tributes, messages and public comments already in the Collection. Eleven graduate students are traveling to the park planning office in Somerset on February 9-10 to work with the Collection, and will visit again in April.
- Dr. Duffin will continue to work with willing Ambassadors and Family members who choose to participate in meaning making exercises.
- This Spring and Summer the Academic Research Team and the NPS Staff Research Team (led by Barbara Black) will work together to hold conversations with visitors to the Flight 93 Temporary Memorial, conducting open-ended interviews where the general public will have the opportunity to express what they see meaningful about the Flight 93 National Memorial and events surrounding September 11th. David Larsen is working with the Federal Office of Management and Budget to gain approval for these visitor interviews.
- The work of these three groups will essentially consist of “coding” text and artifacts into the five existing park interpretive themes articulated in the Mission Statement. A type of database will be the result that will capture and arrange, according to theme, the actual words and meanings spoken or written by visitors, family members, community and stakeholders.
- The Academic Research Team will also discover “emerging” themes, or groups of meanings that lie outside of the five themes. Together this data will be extremely valuable for interpretive planners as it will indicate what is most relevant and powerful to different types of audiences.

Public Comment Website:

Both the Academic Research Team and the NPS Staff Research Team are working together to examine the capabilities of an NPS public comment website that would be used to gather comments from park visitors and non-park visitors (traditionally under-served populations) all across the country or even the world. This system can also be used to analyze the above groups of data, placing all information in one convenient database.

Meaning Checking:

Once analysis of data occurs and initial conclusions are drawn, the teams will be able to design further questions for the public that will evaluate those conclusions and determine how accurate they are.

Funding:

The cooperative and task agreements with the Academic Research Team that will allow for all of this to happen are currently being put in place with funding from the National Park Service.

The entire project is planned to be completed in the late summer of 2009 and is currently on schedule. The product deliverables for the project include:

- a concise list of interpretive themes,
- a user-friendly tool for accessing the data and the themes, and
- a detailed protocol of the process so that it can be replicated by Flight 93 and other NPS sites

Comprehensive Interpretive Plan (CIP)

By the fall of 2008, the Phase I analysis of the research teams will be used as a starting point for discussion of the Comprehensive Interpretive Plan. Although gathering and analysis will continue into 2009, preliminary developing themes will begin to emerge from the data and work on the CIP can begin.

Junior Ranger Project

Although we had anticipated that the three booklets of the Junior Ranger Project would be printed and distributed by the Ambassadors at the Temporary Memorial by now, we have had a small set-back in getting the booklets into a proper format for printing. However, this is nearly complete and the booklets should be available within a short period of time.

**Lands Committee
Briefing Report
February 2, 2008**

Submitted by: Katharine Bentley

Following is an update of National Park Service (NPS) land acquisition activities at Flight 93 National Memorial (FLNI) since the Commission/Task Force meeting, October 27, 2007.

- Svonavec, Inc. (01-102). An appraisal is currently being conducted on the property. It is anticipated that the report will be completed by mid-February and subsequently submitted for review by the DOI Appraisal Services Directorate. If approved, NPS will be able to present an offer to purchase the property.
- Families of Flight 93 (Families), formerly Vish (03-102). The NPS offer to acquire the property was accepted by the Families in December 2007. As a closing requirement, NPS, with the assistance of the Families, ordered an environmental site assessment (ESA) which is expected to be completed by mid-February. Once the ESA is reviewed and approved, a closing will be scheduled.
- Families of Flight 93, formerly O'Barto (03-105). NPS ordered an appraisal of the property which is scheduled to be completed by mid-February. Once reviewed and approved, an offer will be presented to the Families. As a closing requirement, NPS, with the assistance of the Families, will order an ESA of the property. Once reviewed and approved, a closing will be scheduled.
- Families of Flight 93, formerly Mock (01-114). NPS recently received a copy of the tax sale deed to the Families. Prior to presenting an offer to the Families, NPS must obtain a title update followed by an appraisal of the property. An ESA will be required prior to closing.
- Kordell, aka Rollock, Inc. (01-100). An offer was presented to the owners, Tony and Chris Kordell, in November 2007, which is currently under consideration. Negotiations are ongoing, including a relocation study, which is expected to be completed by March 2008.
- The Conservation Fund (01-124). In January 2008, NPS sent an offer to The Conservation Fund to purchase the mineral interests formerly owned by PBS Coals. The offer is currently under consideration.
- PBS Coals (01-101). Negotiations are ongoing with the Families of Flight 93 to acquire the property in the near future. A revised consent order with PA DEP and the Families is in progress to address the prevailing manganese issues. A trust fund will be established in perpetuity to pay for remediation costs and will operate independently from NPS, the eventual landowner.
- In November 2007, a letter was sent from the Flight 93 National Memorial Superintendent to property owners within the Flight 93 boundary currently not in negotiations with NPS or the Families. A boundary map accompanied the letter. The purpose of the letter was to invite inquiries about land acquisition or easements. Several positive responses have been received to date.
- NPS will amend the Letter of Intent, which defines the land acquisition partnership with the Families of Flight 93 for the national memorial, and assume the lead for negotiations with core property owners Hoover (01-104), Eschrich (01-106), and Williams (01-107). The Families will continue negotiations on the Lambert property (01-103, 01-105 and 01-109) within the core area. An appraisal of that property is expected to be completed by the end of February.

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 in an effort to ensure continued communication and coordination.

**Memorial Design Committee
Briefing Report
February 2, 2008**

Submitted by: Jodie Peterson and Paul Murdoch

I. STATUS

1. The design team submitted the 100% Draft Schematic Design to the National Park Service (NPS) on September 30 for review and comment. The submittal includes a Value Analysis Report, documenting the outcome of an August VA Workshop; a Class B Cost Estimate; and a Basis of Design Report describing the design through technical drawings and narratives.
2. NPS submitted comments to the design team in November incorporating input from a conceptual presentation to the Development Advisory Board (DAB) conducted in early November 2007. Presentation to the DAB included background information about the design competition and memorial design concept.
3. The design team met with NPS in Los Angeles in mid-November to review the outcome of the DAB presentation, a revised visitor facility programming model, schematic design issues and NPS review comments in preparation for finalization of the Schematic Design by January 2008. NPS delineated new project phasing to be documented for a next DAB presentation in March 2008.
4. NPS submitted further comments on the 100% SD submittal and subsequent design sketches from staff and the Ambassadors to the design team in November and December. The design team presented sketches indicating alternatives to address various review comments.
5. The design team and NPS met in Denver on January 8 and 9 to clarify project phasing and to select preferred design alternatives for the visitor facility, visitor entry and parking and sacred ground parking. NPS decided Phase 1A would be presented to the DAB in March and all of Phase 1 would be included in a Final Schematic Design submittal due in March. The design team will respond to NPS and DAB comments to the Final SD submittal in the next phase of work, Design Development.
6. NPS has initiated a task order modification to extend the end of Schematic Design Phase from September 2007 to May 2008.
7. 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 private properties, for Schematic Design the design team used aerial survey data performed for NPS in 2004. NPS is attempting to contact property owners to allow access for final control points so the survey can be completed in early 2008.
8. 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 Preliminary Subsurface Exploration and Geotechnical Engineering Evaluation, dated November 14, 2007, was submitted to NPS and the design team in early December 2007.
NPS is preparing for further field testing to address more specific requirements that will be required for the Design Development Phase.

II. MOTIONS AND RESOLUTIONS

None.

**Fundraising Committee
Briefing Report
February 2, 2008**

Prepared by: King Laughlin

Campaign Summary*

Funds Raised (as of December 31, 2007)	\$ 11,729,054
New Contributions (October - December).....	\$ 233,079
TOTAL (as of September 30, 2007).....	\$ 11,962,133

**Campaign Summary includes only funds held by the National Park Foundation.*

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 three 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 has been established and followed.

Strategic Planning

The Campaign is continuing to work with NPS to align annual fundraising projections for the Campaign with the NPS plan for phasing the construction of the Flight 93 National Memorial. The phasing and cost documents will be essential to establish targeted goals for specific features.

National Campaign Steering Committee

The National Campaign Steering Committee, chaired by Campaign Chairman Chris Sullivan, includes 11 members. A regular schedule of monthly Committee meetings has been established and the first regularly scheduled meeting was held with seven members participating. During the meeting, Mr. Sullivan issued calls-to-action for committee members:

- Become as knowledgeable as possible about the Flight 93 National Memorial and Capital Campaign.
- Be in regular contact with the NPF staff for Flight 93 for the latest information about the project and collateral materials, presentation materials, talking points, and other items.
- Share information about what works during each monthly meeting to coordinate efforts.
- Consider making or pledging a personal gift to the Campaign this year.
- Re-affirm the pledge to raise a minimum of \$250,000 for Flight 93.
- Double the size of the committee this year and as a group account for over \$5 million for this Campaign

Recent Steering Committee activity includes:

- Sharon Deitrick is developing a fundraising program called “93 Cents for Flight 93” aimed at elementary and secondary school students to raise funds for the Campaign. The program is based on successful models used for the Pearl Harbor Memorial Fund and a New York charity. The program will be piloted in Akron, OH, Denver, CO, and Santa Clara, CA.
- We provided David Beamer with a summary of a recently-completed corporate employee matching gift program that raised approximately \$25,000 for Flight 93, and this could be used as a model for other companies.

Cause-Related Marketing

- The Campaign and NPF have contracted with Integrated Strategies to develop and carry-out several cause-related marketing initiatives. These initiatives are designed to produce gross revenue for the Campaign of \$18 million by December 2008.
- A kick-off meeting between Integrated Strategies and NPF took place in mid-November to begin work on these initiatives.
- The focus of the cause-related marketing activities includes:
 - **Donate-A-Tree/Memorial Features Campaign** targets major and grassroots donors to underwrite the planting of trees and other memorial features as part of the memorial design.

- **National/Regional Initiatives** seeks executive-level receptions and meals to encourage fundraising in California, Texas, and New York. This initiative also includes a Public Service Announcement (PSA) campaign featuring President Bill Clinton, scheduled for distribution by April 30, 2008. The PSA will also be coordinated with the direct mail program to open up new list sources for additional prospect mailings.
- **Capital Gala** is a large-scale event in Washington DC to benefit the Flight 93 Campaign and promote good will among members of Congress to support this project. September 11, 2008 has been proposed for the Washington DC event. A list of prominent Washington DC philanthropists and major local foundation will also be considered.

Direct Mail Program

Financial summary of the 2007 direct mail program (through January 10):

- 720,000 pieces mailed (seven housefile mailings + two prospect mailings)
- \$677,000 in gross revenue
- \$465,000 in costs
- \$212,000 in net revenue
- 26,000 donors in Flight 93 National Memorial housefile
- There are two remaining projects for 2007: one housefile mailing and one prospect package (160,000 pieces). Estimated net revenue for these projects is expected to total an additional \$70,000.

Website (www.honorflight93.org)

- The Campaign met with NPF's website provider, Matrix International, to discuss enhancements to the Flight 93 website. Matrix previously bid on creating the Flight 93 website.
- Matrix has prepared a proposal according to feedback provided by the Campaign, including Campaign Staff, NPF staff and a Family representative. New ideas include redesign of the website, incorporating contact management functions, increased interactive ability, banner ad campaign(s), search optimization, and Google Site Search.
- The primary goal is the use of the website as a vehicle to (1) disseminate accurate and up-to-date information about Flight 93, the Flight 93 National Memorial, and the Campaign and to (2) serve as a fundraising tool by targeting a call to action.

Recent Activities

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

- The Campaign received a \$100,000 contribution from a donor in Los Angeles, California in response to a proposal. The donor has chosen to remain anonymous.
- The PPG Industries Foundation Employee Matching Grant program concluded on December 1, 2007. The program has raised approximately \$22,000 for the Campaign.
- New contract signed with direct mail vendor Stephen Winchell & Associates for 2008.
- The Campaign has had an initial discussion with Time, Inc., publisher of *Parks* magazine and distributor of *eGoParks*, to create a special Flight 93 National Memorial printed newsletter. Options for blast email capabilities and production of other collateral materials were also discussed.
- The Campaign Office spoke with Tony McAnany, who produced a music CD in 2002 entitled *Let's Roll* in conjunction with the Todd M. Beamer Foundation. Mr. McAnany has distributed 100,000 copies of the CD so far and is interested in possibly repackaging remaining inventory (about 17,000 units) for sale or distribution to benefit Flight 93.
- During her presentation of the National Park-themed White House Christmas Tree, First Lady Laura Bush singled out a special Flight 93 ornament and mentioned the Flight 93 National Memorial and Campaign. Her remarks aired live nationally on network morning shows. Both the Campaign office and the National Park Service received numerous follow-up calls regarding the ornament. An estimated \$700 in new contributions resulted from this coverage.
- The Campaign has been in touch with the Pittsburgh Foundation regarding funds raised in 2001-2002 by employees of Mitsubishi Electrical Power Products (MEPPI). Together we laid out a timeline over the next two months that is expected to lead to a grant of \$150,000 in February from the Foundation to the Campaign.