

**Flight 93 Memorial Task Force  
and  
Flight 93 Advisory Commission Briefing Package  
July 28, 2007**

**Temporary Memorial Management Committee Briefing**  
**July 28, 2007**

**Visitation**

Some had expected that we would see declining numbers of visitors at the memorial this year since last year's numbers were quite high as we marked the fifth year since the attacks, and because the memorial project was so much in the news. However, interest in visiting the memorial and hearing the Flight 93 story has not waned at all. Visitation in May and June, 2007 was at or above the levels of May and June, 2006. In June the volunteers greeted 18,933 visitors. In July, visitation has varied between 4,000 and 5,000 people per week.

May and June were popular times for motorcoach visits, especially from middle-school students. We had as many as 24 groups in one week. In May there were a total of 96 bus groups at the memorial and in June we greeted 56 bus groups.

We've also seen many, many motorcycle groups this summer, many of them out raising funds for various charitable organizations, and some making contributions to the memorial fund.

**Work Day**

Our work day for 2007, originally snowed out in April, was held on May 12. The Washington Renegades Rugby Football Club, the Stonycreek Township Supervisors, and our own Ambassadors combined to do the following improvement projects with assistance from the Shanksville Volunteer Fire Company and the National Park Service: a new layer of limestone dust was spread and leveled over the site, existing draining was re-opened, the interior of the shelter was painted, and the exterior of the shelter was touched-up. Shanksville Boy Scout Troop 151 picked up roadside litter to complete the day.

Over the past month volunteer Ambassadors have repainted the seats of all the memorial benches.

Tribute collections, flag replacements, and interim clean-ups are on-going.

**Volunteers**

Three new Ambassadors completed training and have taken their place on the busy summer schedule. The new Ambassadors are Doris Caldwell, Clarence Caldwell, and Jim Zimmerman. Ambassadors are staffing the site from 10 AM to 6 PM on weekdays and from 8 AM to dark on Saturdays and Sundays.

We were honored to be invited to the America's County Barbeque on Thursday, July 26 and thank the Somerset County Chamber of Commerce and all who had a part in making that event possible.

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

**Oral History and Documentation Project**

Surrounding the trip to the San Francisco area for the April 28 Task Force/Advisory Commission meeting, Kathie Shaffer and Barbara Black completed 21 oral histories, 20 with family and friends of the passengers and crew of Flight 93. Between April and July, three additional passengers have had family, friends or co-workers tell their story by at least one interview bringing the total to 22 passengers and crew represented in 82 oral histories. 304 total oral histories have been completed since the project began in 2005. 127 (42%) of those interviews have been transcribed.

Currently the database of potential interviewees includes hundreds of eye-witnesses, airline industry employees, first responders, investigation officials, recovery workers, support and volunteer groups, landowners, community volunteers, memorialization participants and others. In addition, interviews with hundreds of more family, friends and co-workers of the passengers and crew are needed to fully document the lives of these individuals. 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 spring and summer months, the tributes left at the Temporary Memorial have again increased reflecting the high numbers of visitors this year. Their thoughts and emotions still remain strong in what they choose to leave and the words they write.

A 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 has been reviewed by the Flight 93 Memorial Task Force Archives Committee and National Park Service staff, and has been approved by the Superintendent. The 26-page statement includes: executive summary, purpose, park history, types of collections, acquisition, uses of collections, restrictions, management actions, and policy and procedures for field collection tributes. Efforts have begun to convert the catalogue records to the NPS computer system.

## **Interpretive Planning Briefing** **July 29, 2007**

David Larsen, Training Manager for Interpretation and Education at the National Park Service Mather Training Center, ended his detail at the Flight 93 Memorial at the end of May. However, David, Mather, and Flight 93 have agreed that he will continue to coordinate the interpretive planning and civic engagement projects.

To that end, David continues to work with Michael Duffin of Peer Associates. Michael conducted a survey of academic institutions and professors with qualifications and experience in evaluation and civic engagement. David and Michael interviewed a number of candidates but selected Eric Mankoski, Portland State University and Al Barstow, University of Pennsylvania. Eric and Al each bring experience, insights, and potential resources to the study of what Flight 93 means to America and the world.

On July 27 and 28, Eric Mankowski, Al Barstow, will join Joanne Hanley, Barbara Black, Donna Glessner, Ginny Barnett, and David Larsen in Somerset to review the existing collections, tributes, messages, artifacts and oral histories. The team hopes to craft a consistent methodology that will analyze meanings represented in these sources as well as plan visitor focus groups for the Fall, next Spring, and next Summer. These focus groups will occur near the Temporary Memorial and David has already begun the process to obtain necessary clearance from the Federal Office of Management and Budget through their expedited review process. It is likely that Eric Mankowski from Portland will take the lead on the visitor groups and Al Barstow from Pennsylvania on the local collections. The group will use the *Flight 93 Civic Engagement Model for Audience Based Interpretation and Education* as its guiding document.

In the future, the Flight 93 Memorial may still benefit from a partner like the Pew Research Center for the People and the Press for access to and understanding of non-visiting audiences. If this is the case, an ongoing analysis of park visitors might provide a more substantive and attractive proposal. Some senior National Park Service leadership have also encouraged Flight 93 to broaden the project with the inclusion of sites like Manzanar National Historic Site.

The Flight 93 Memorial staff also met with several family members after the joint Commission and Task Force meeting in San Francisco. David briefed them in greater depth on the Flight 93 Model and provided some draft questions for family members designed to elicit meanings. After some discussion, the family members provided some suggestions on the wording of the questions as well as a way the larger community of family members might be given an opportunity to participate. They suggested sending a short email to family members, including the revised questions, and inviting participation in a conference call and web-based presentation /dialogue similar to the one they received. Family members would be invited to provide their answers in writing, by telephone, or, if convenient, in person.

## NPS Land Acquisition Briefing Report July 28, 2007

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

- PBS Coals (01-101, 01-108). In conjunction with the Families of Flight 93 (Families), a land survey is in progress with completion expected in August. This survey will not only define the bounds of the PBS Coals property south of Route 30, it will also identify title issues which must be addressed prior to acquisition by the Families and subsequently the NPS. NPS Lands is also assisting the Families with their review of PBS Coals legal descriptions to determine/confirm the correct chain of title for 7 PBS Coals parcels within the boundary to be acquired by the Families.
- Svonavec (01-102). Bids for the appraisal were due on July 6, 2007. All bids received were forwarded by NPS to the Department of the Interior Appraisal Services Directorate (ASD) for selection and contract award. The selection will be based on the most qualified and best value for the government. A timely contract award is expected. It is possible that the selection will have been made by the time of the Commission/Task Force Meeting date. Once the contract is awarded, the appraiser will have 90 days to complete the appraisal. After the appraisal is reviewed and approved by ASD, NPS will present an offer to Svonavec, Inc. It is anticipated that this will occur in late fall.
- Families (03-102) formerly Vish. An appraisal has been ordered and the title will be updated in preparation for acquisition by NPS by year's end. It is anticipated that the appraisal contract will be awarded by the Commission/Task Force Meeting date.
- Families (03-105) formerly O'Barto. Timely acquisition of this property remains a concern for NPS Lands as they await the outcome of the Families' proposal to convey 2 acres to the Stutzmans (03-101), adjoining landowners, who have requested this acreage for a garage.
- The Conservation Fund (01-124) mineral interests, formerly owned by PBS Coals. NPS is ordering an appraisal and soliciting title bids. It is anticipated that acquisition of this tract will occur in 2008.
- Kordell (01-100) aka Rollock, Inc., the recycling business. Based on reviews by NPS Lands and the Regional Solicitor of the company's Corporate Resolution, as well as accounting certification, it has been determined that Rollock, Inc. is a tenant on the property and, therefore, is eligible for relocation assistance. NPS Lands will be meeting with the owners and their representatives the week prior to the Commission/Task Force meeting to begin the acquisition and relocation process.
- NPS Lands and the Superintendent will meet July 17, 2007, with Governor Rendell's staff to discuss acquisition of the core properties inside the fence and the ongoing manganese issue.
- Contrary to recent news reports, formal offers have been presented to **all** core landowners within the fenced area. NPS Lands presented formal offers in 2005 to Mr. and Mrs. Hoover (01-104), Mr. and Mrs. Eschrich (01-106), Mr. and Mrs. Williams (01-107) and Svonavec, Inc. (01-102). The Conservation Fund has presented formal offers to PBS Coals (01-101, 01-108, 01-117, 01-124) and Timothy Lambert (01-105, 01-109). None of these offers were accepted by the respective landowners at the time.
- The Lands Oversight Committee continues its 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 ensure continued coordination and stay the course.

**The Conservation Fund Lands Briefing**  
**July 28, 2007**

The Conservation Fund (TCF) continues to work with the PA Game Commission (PGC) and the NPS to incorporate the 140-acre Consol property into the new State Game Land 93 (SGL93). We anticipate that this parcel will be transferred to PGC this year. Both TCF and PGC are actively talking to other landowners to the north about additional parcels that could be incorporated into SGL93. 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 SGL93 effort. With the Families of Flight 93 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.

## **Memorial Design Briefing Report July 28, 2007 Meeting**

Prepared By Jodie Peterson and Paul Murdoch

### **Status**

- The design team submitted the Draft Pre-Design Report to the National Park Service (NPS) in April for review and comment.
- After receipt of review comments from NPS, the design team produced the Final Pre-Design Report, printed and distributed in June. This document defines the project, as presented in the GMP, and provides the first comprehensive examination of the memorial features, visitor center and supporting infrastructure and roadwork requirements of the park.
- The Pre-Design Phase identified key next steps as design parameters were overlaid with other project factors such as site testing, land acquisition, funding sources, phasing and schedule. Phasing of work has been evaluated relative to these parameters and will be further investigated in the Schematic Design Phase.
- Several web-based briefings were presented to the Families of Flight 93, the Flight 93 Advisory Commission, and the NPS on the pre-design report.
- NPS submitted a security risk assessment to the design team in June that will inform design decisions and budgeting necessary during the Schematic Design Phase.
- Options for site surveying have been researched, relative to existing information and completion of updated missing information. The design team performed an aerial survey in March but has been unable to access enough control points in the field to complete mapping. Due to this restricted access to private properties, the design team will use during the Schematic Design Phase aerial survey data performed for NPS in 2004.
- Full site testing has so far been postponed until land acquisition is complete enough to allow adequate site access. The A/E team and DSC will be finalizing a preliminary geotechnical investigation task order the week of July 23, 2007 which will allow select 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.
- On July 17, NPS authorized the design team to proceed with the Schematic Design Phase. The design team will identify design alternatives that will be the basis for a 4-day Value Analysis workshop in Denver scheduled for the end of August. The intended outcome of the VA workshop will be a preferred alternative that provides the best value for the project.
- The design team will further develop the preferred alternative that will be presented to the Development Advisory Board (DAB) in November 2007; requiring submission of the Schematic Design project scope and cost definition to NPS by late September. This submission date supports an overall schedule that targets a dedication in September 2011.
- The Design Oversight Committee held a conference call on Monday July 16 for an update on the project. Mike Watson, John Reynolds and Tim Baird will be participating in the Value Analysis workshop in Denver in August.

## **Fundraising Report July 28, 2007**

### **Expanded Role of National Park Foundation**

The Flight 93 National Memorial Campaign office is now housed at the National Park Foundation. The NPF has taken on fiduciary responsibility for the monies collected on behalf of the Flight 93 National Memorial and its partners. The SVP, Development for NPF, Loretta Cooper, has taken an active role on the Campaign Executive Committee and serves as the NPF representative to the committee.

The new expanded role of the NPF as the organizing entity of the Flight 93 Memorial is helping to maintain the fundraising activities, as the initial planning and design of the memorial concludes and we turn our full attention to raising the remaining funds to build the memorial. The Executive Committee is actively participating in fundraising efforts, which have not ceased during the transition process. The Campaign continues to grow and is well on its way to its fundraising goal of \$30 million.

The members of the Executive Committee are Chris Sullivan, Chairman of the Capital Campaign; Ed Root for the Families of Flight 93; Dan Sullivan for the Flight 93 Advisory Commission; Ken Nacke for the Flight 93 Memorial Task Force; and Joanne Hanley for the National Park Service.

### **National Campaign Steering Committee**

The Executive Committee is actively recruiting members for the newly created National Campaign Steering Committee. These members will participate in the campaign in a number of ways, including: cultivation and solicitation of prospective donors to the Campaign; “give and get” a minimum of \$250,000 in financial support for the Flight 93 National Memorial; hosting local fundraising events around the country; and serving as public representatives of the Campaign to each member’s constituencies. This committee will be composed of 30-40 members from corporate and foundation leadership, family members, national philanthropic leaders and local initiative leaders.

### **Campaign Staff**

NPF is in the process of hiring a Campaign Staff to manage the Campaign and conduct the administrative tasks associated with it. A Campaign Assistant has been hired and candidates for Campaign Manager are being interviewed.

### **Major 2007 Donations:**

- **AARA – Ride Across America**

On June 25, Tom Heidenberger presented the Flight 93 National Memorial Campaign with a check for \$45,000 on behalf of the Airline Ride Across America. Mr. Heidenberger’s wife was a passenger on Flight 77, which flew into the Pentagon on September 11. Ken Nacke, Joanne Hanley and Loretta Cooper attended the event on behalf of the project partners.

- **Order of the Moose and Women of the Moose**

On July 2, the Order of the Moose presented over \$420,000 (final figure TBD) to the Flight 93 National Memorial Campaign at their annual convention in Orlando, Florida. They sold neckties and scarves in addition to asking their lodges, which number approximately 2,200, to donate \$93 each for Flight 93. Joanne Hanley, Jerry and Bea Guadagno, and Jerry and Karen Bingham were on hand to accept the donation and to speak to the over 6,000 attendees.

- Major pledge payments were received from Chris Sullivan (\$500k), Fed-Ex (\$250k)

## **Administration**

### **Raiser's Edge Implementation**

The NPF Development Team is working closely with the Flight 93 Campaign Staff, which includes integration into the Raiser's Edge constituent management program. This will enable the Campaign Staff to more closely monitor constituent communication and activity as well as monitor the progress of campaign activities.

### **Website (Kintera) Contract** – renegotiated

- Informational e-blasts planned for July/Aug
- E-Ask scheduled for Sept
- Transfer of Host slated for October

**Direct Mail (Winchell)** –updated and monitored by NPF Direct Mail Specialist

## **PR/Direct/Cause Marketing**

- NPF is working to integrate and highlight the Flight 93 Campaign along with important NPF milestones. The most significant of these include the *Leadership Summit on Partnership and Philanthropy* to be held in Austin, TX, Oct 14-16.
- NPF is working closely with Bill Haworth and Integrated Strategies to formalize a strategic timeline of broad-based and diverse geographical fundraising opportunities, including the cause-related marketing piece.

## **Motion 07-15 Regarding Fundraising**

The Flight 93 Advisory Commission authorizes Commissioner Dan Sullivan to act on its behalf on the Fundraising Executive Committee, and delegates decision-making authority regarding fundraising to him.

## **NPS Briefing Report July 28, 2007**

### **Junior Ranger Program**

Virginia Barnett started work on the Junior Ranger Program in mid-June. Junior Ranger programs throughout the National Park Service follow guidelines and standards established in a Junior Ranger Program Kit that Ginny has used as a starting point for the Flight 93 plan. However, Ginny brought a great deal of creativity and an open-minded approach to determine how the sensitivity of this story could be told to young children.

Contacts were made with professionals in the field of education: eight at an elementary level, one at a high school level and two at a university level. Other professional contacts were made with counselors, psychologists, and child development experts. Hedda Sharapan, Director of Early Childhood Initiatives at Family Communications, Inc., who had been with the Fred Rogers Center for 40 years, and Steve Woods, from Highmark's Caring Place, a center for grieving children, adolescents and their families, spent time at the Temporary Memorial, offered suggestions and have reviewed materials for the project.

Ginny met with several of the Ambassadors in a group format to talk about their experiences with families. The Ambassadors will continue to work with Ginny once the Junior Ranger booklets are in draft form and will be handed out at the Temporary Memorial on a trail basis.

Ginny has developed a draft Parent's Guide that will assist parents in helping their child better understand and process a visit to the temporary Flight 93 National Memorial. It begins with general guidelines that are applicable to all ages, provides topical guidelines by developmental levels and lists additional resources for further reading and viewing.

There will be a different Junior Ranger booklet for each level of developmental age as determined by the professionals. The first level of booklet has been drafted for children approximately 6 years and younger in a storybook form using a common tribute left behind by a child (a softball named Zoomer) to talk about several concepts and themes such as remembering and honoring, showing respect and thanking those that keep them safe. Ginny has created all the illustrations, which are in color book format for the children to take home. There are interactive activities for the children to do on their own and with their parents. Ginny has created a unique bookmark for the children as a reward for completing the booklet.

The booklets will go through a testing stage at the Temporary Memorial, asking parents to use it with their children and then requesting their input before a final printing is made of the Parent's Guide and first level booklet. Ginny will continue to work on the project to create one or two more levels of booklets for higher age children.

### **September 11, 2007 Ceremony Plan**

To be delivered at meeting.

### **Donation of Trailers from Jamestown**

To be delivered at meeting.