

Briefing Reports

**Joint Meeting of the
Flight 93 Advisory Commission
and the
Flight 93 Memorial Task Force
May 3, 2008**

Temporary Memorial Management Briefing Report
Flight 93 Advisory Commission and Flight 93 Memorial Task Force Meetings
May 3, 2008

Visitation

Visitation began picking up for the season in March. Weekly visitation reached 1,000 people per week in the middle of that month, and continued to increase, reaching 2,000 per week in mid April. Numerous bus groups, as many as 17 and 18 per week, have been visiting. These are both senior citizen groups and school students. The bus groups originate in Ohio, Michigan, Indiana, Iowa, and Minnesota, as well as Pennsylvania.

Staffing

A combination of NPS staff and volunteers are on duty at the memorial from 10 AM to at least 4 PM each weekday and until 6 PM on many days. On weekends the memorial is staffed from 10 AM to dusk. This level of staffing requires thirty people each week to each work a two-hour shift.

Future Events

We are preparing for the spring and summer events which we have experienced in past years: numerous school groups in May, and an influx of motorcycles from the “Thunder in the Valley” weekend in June. This year we expect to also see many kayakers from the new Stonycreek Whitewater Park.

The volunteers were unable to make the trip to New York City as planned in April, but the trip will be re-scheduled for the fall. We are looking forward to hosting the docent group from the Tribute Center in New York City on June 14.

Maintenance

We’re grateful for continued cooperation from the Stonycreek Township Supervisors in repairing the eroded bank at the memorial. Volunteer Chuck Wagner maintains the flags at the memorial and makes repairs as needed at the shelter. We look forward to working with the local Boy Scouts in our regular litter clean-up program. The shelter is well-stocked with brochures and envelopes which visitors may use to send donations for the permanent memorial.

Special Use Permits

The NPS has begun to require special use permits for special events, ceremonies and gatherings at the temporary memorial. The NPS typically issues special use permits for these types of activities in order to manage the activity and prevent resource damage, to have a written agreement with the sponsors of the event as to what is going to happen at the site, and to establish a written account of the use for inclusion in the administrative history.

Previously, we did not have the staff capacity to manage the permitting process, but with Skaidra Kempkowski joining our staff as the Office Manager and Confidential Management Assistant, we can now begin monitoring such events. Previously, Skaidra managed all of the incidental business permits and special use permits at the Everglades National Park.

Potential Move of the Temporary Memorial

The NPS operates the Temporary Memorial under a “License for Entry” with the current landowner, Svonavec, Inc. The landowner has invoked the 365-day termination clause of the agreement, to be effective beginning September 5, 2008. It is our sincere hope that we would not have to move the temporary memorial, but the National Park Service, along with its partners the Families of Flight 93, and the members of the Temporary Memorial Management Committee, is prepared to move the Memorial to a nearby and equally desirable location. We will be developing a draft License Agreement shortly with the Families of Flight 93, who are under contract to PBS Coals; we plan on having the move complete by August 5, 2008 if necessary. All aspects of the move will be announced on our website, with minimal disruption to visitation, tour groups and planned events.

Security at the Temporary Memorial

The security company hired by the National Park Service has started at the Temporary Memorial as of April 21, 2008.

Bob Logsdon will supervise the other two guards and will stay a few hours at the site each day as well. He is a retired Pennsylvania State Trooper and lives in Somerset. Mike Lashley will primarily work full-time during the week and used to work for Brinks as a driver and trainer. He lives in Ebensburg. Brian Emphfield will help on the weekends and is a teacher. He lives in Johnstown. Please welcome our new friends. They are much honored to work at the site and have heard about all of the dedicated service to the passengers and crew of Flight 93.

The roles of the security guards are as follows:

- They primarily keep visitors from wandering off onto private property surrounding the temporary memorial.
- They refer the visitor to the volunteer Ambassador or NPS staff on duty if visitors ask questions concerning the story of Flight 93, what happened on September 11th, fundraising, land acquisition, or the design of the permanent memorial. If no volunteer or NPS staff is available, they do not try to answer these questions, except to tell the visitor where the plane crashed. They refer visitors to the brochures inside the unlocked shelter.
- They do not engage the visitors in discussions about conspiracy theories concerning the events of September 11th or the design chosen for the Flight 93 National Memorial. They do not engage the visitors in discussions of politics or religion, especially concerning September 11th.
- They provide directions to visitors if asked. A driving directions brochure is available to hand-out to the visitor and a map is inside the shelter.
- They assist visitors with parking. Motor-coaches, motor-homes and motorcycles are to be parked in the parking lot across the road from the memorial.
- They do not accept donations for the memorial under any circumstances. They direct the visitor to the envelopes in the shelter or to the website on the brochure.
- The shelter is primarily for use by the visitor and volunteer/NPS staff. Although security may be in the shelter for protection from the weather, they vacate the shelter when it becomes crowded with visitors.
- They collect any windblown tributes if no volunteer/NPS staff is at the memorial and place in the shelter.
- They do not allow any visitor to camp or stay overnight at the temporary memorial.

- They do not allow any visitor to sell merchandise or distribute information about items for sale.
- They refer ALL media (reporters, photographers, filmmakers) to the volunteer Ambassador or NPS staff. If no volunteer or staff is available, refer to the call list.

Government Relations Briefing Report
Flight 93 Advisory Commission & Flight 93 Memorial Task Force Meetings
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Significant progress has been made on the following:

Appropriations:

- a. Implementation of a FY09 appropriations strategy which includes requests for funding from three distinct appropriations accounts: National Park Service Construction, Transportation High Priorities, and Transportation Federal Lands
- b. Researched, prepared, and submitted the requests to Senator Specter, Senator Casey, Representatives Shuster, Murtha, Peterson, and Dent
- c. Researched, prepared, and submitted Interior Appropriations requests to Senate Subcommittee Chair Feinstein, House Subcommittee Chair Dicks, and House Subcommittee Ranking Member Tiahrt
- d. Continuous discussions and meetings with key House and Senate Appropriations and Transportation staff
- e. Continuous discussions with NPS regarding Hill staff requests for additional information and follow-up documents, including land acquisition matrix, PMIS document, maps of road, budget, and timeline
- f. Worked with Rep. Shuster's staff to obtain PENNDOT letter of support (pending)
- g. Obtained letters of support for Senators Specter, Casey, and Rep. Shuster from the Somerset County Board of Commissioners

Congressional Medal of Honor and Capitol Plaque

- a. Continuous discussions/meetings with Rep. Shuster's staff regarding progress of legislation; continuous outreach to House Members to increase co-sponsorship
- b. Continuous discussions/meetings with Senators Schumer and Specter staff regarding introduction of the legislation; achieved revisions to Schumer draft legislative language as requested by FF93
- c. Continuous discussions with Rep. Shuster staff re status of Capitol plaque

Archives Briefing Report
Flight 93 Advisory Commission & Flight 93 Memorial Task Force Meetings
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Oral History and Documentation Project

Kathie Shaffer continues to inspire us with her dedication in conducting new oral histories and completing the process through to a written transcript. Of the 375 oral histories that have been conducted, 111 interviews are with families and friends of the passengers and crew, representing 27 out of the 40 heroes.

Nearly 200 (52% of the oral histories conducted) have been transcribed by 6 volunteers and 3 staff members. Seventy oral histories are completely through the process to the finished transcript and signed release documents.

Now that the weather is more predictable, Kathie is scheduling travel to visit family members to ensure that all 40 passengers and crew are represented in this important archival collection.

Tribute Collection

The conversion of the Tribute Collection catalog records and numbering system to the National Park Service system is progressing well. Donna Glessner is coordinating the effort with Virginia Raborn and Jacob Miller from the staff and several volunteers helping. Approximately one-third of the first two years of tributes have been re-numbered and about 10% have been photographed or scanned.

The Research Collection of available printed and published materials is growing. Books, newspaper articles, reports and documents, personal communications, events and programs, other memorial efforts, background information and information prior to September 11 are being archived in a collection that will be useful to researchers and National Park Service staff in the future. It is the intention that this collection will be housed in a “research room/library/archives/listening room” along with the oral histories at the permanent memorial.

Interpretive Planning Briefing Report
Flight 93 Advisory Commission & Flight 93 Memorial Task Force Meetings
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University Partnerships

Phase I of the Flight 93 Primary Interpretive Themes Project has begun. The current work focuses on analyzing existing data such as oral histories and tributes. Phase II will begin this summer and will concentrate on collecting and analyzing visitor and non-visitor data.

Dr. Alan Barstow of the University of Pennsylvania brought 11 graduate students to the Flight 93 offices and Memorial, February 9-10 and April 12-13 to begin coding comment cards left by visitors. The 11 students make up a Flight 93 Memorial project course offered by the Organizational Dynamics Program at the University of Pennsylvania. They are each working on a Masters of Science in Organizational Dynamics (MSOD). Organizational Dynamics is designed for adults who have at least 5 years of full-time working experience. They are all mid-career managers and executives from a variety of industry sectors: health care, insurance, law enforcement, higher education, financial services and management consulting. There are 5 women and 6 men. They range in age from 26-52. Ten are US citizens and one is an international student from Shanghai, China. Dr. Barstow projects they will have a report by the end of the summer.

Progress is moving more slowly with Portland State University due to delays establishing a formal agreement. The agreement is the responsibility of David Larsen, who was out much of the last quarter with illness. Dr. Mankowski's graduate students are ready to proceed with coding oral histories, however, just as soon as the agreement is finalized. Portland State University is part of the Pacific Northwest Cooperative Ecosystems Study Unit—a group of universities who partner with the National Park Service. The agreement is in final review and students should begin work in the next few weeks.

Dr. Michael Duffin and David Larsen are working with the federal Office of Management and Budget to get approval for visitor interviews that will be conducted this summer. Dr. Duffin has assumed an additional role, working under an agreement with the Eppley Institute for Parks and Public Lands at Indiana University. Eppley will use the data generated by the visitor interviews to determine if actively engaging visitors in meaning making—asking them about what they think and feel, helps them value, remember, and connect more deeply with the site. No longer working through the expired agreement with the NPS National Conservation Study Unit and Shelburne Farms, Dr. Duffin will coordinate his existing project responsibilities with the Eppley study.

NPS Land Acquisition Briefing Report
Flight 93 Advisory Commission & Flight 93 Memorial Task Force Meetings
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Following is an update of National Park Service (NPS) land acquisition activities at Flight 93 National Memorial (FLNI) since the Commission/Task Force meeting, February 2, 2008.

- Svonavec, Inc. (01-102). The contract appraisal has been completed and is currently under review by the Department of Interior Appraisal Services Directorate which is customary procedure. If the appraisal is approved, NPS will present an offer to purchase the property. It is anticipated that this will occur in May 2008.
- Families of Flight 93 (Families), formerly Vish (03-102). NPS recently acquired the property from the Families. This is the first of many tracts at FLNI to be acquired by the United States for the national memorial.
- Families of Flight 93, formerly O'Barto (03-105). NPS recently received a signed offer from the Families of Flight 93 to sell the property to the United States. NPS is currently contracting for an environmental site assessment which must be conducted, reviewed and approved as a closing requirement. Barring unforeseen circumstances, it is anticipated that closing will occur later this summer.
- Families of Flight 93, formerly Mock (01-114). NPS has ordered an appraisal of the property. Title issues are being addressed. An approved environmental site assessment will be required prior to closing.
- Kordell, aka Rollock, Inc. (01-100). NPS presented an offer to the owners, Tony and Chris Kordell, in November 2007, which is currently still under consideration, and a survey was recently completed of the property. NPS is in the process of contracting for a relocation advisory specialist with professional expertise in moving a salvage/recycling business such as Rollock.
- The Conservation Fund (01-124). In January 2008, NPS sent an offer to The Conservation Fund (TCF) to purchase the mineral interests formerly owned by PBS Coals. The offer is currently under consideration. A meeting is proposed with NPS, DOI Appraisal Services Directorate, the contract appraiser and geologist for TCF.
- PBS Coals (01-101). As the Families near closing, NPS is preparing to acquire the property. NPS will discuss title issues with the Families' attorney as one of the prerequisites to NPS closing requirements. NPS will require a comfort letter from PA DEP with respect to the future environmental liability associated with the acid mine drainage issue.
- 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.

Conservation Fund Land Acquisition Briefing Report
Flight 93 Advisory Commission & Flight 93 Memorial Task Force Meetings
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The Conservation Fund (TCF) has worked with the Pennsylvania Game Commission (PGC) and the NPS to incorporate two additional properties into the new State Game Land 93 (SGL93). These parcels were donated by Consol Energy. These include the 140-acre property adjacent to the Memorial boundary that was donated several years ago, as well as another non-contiguous 100-acre parcel to the northeast that was donated last fall in commemoration of the sixth anniversary of 9/11. Both TCF and PGC are actively talking to other landowners to the north about additional parcels that could be incorporated into SGL93. TCF is working with the Families of Flight 93 to assist with the transfer of a 67-acre tract now owned by PBS Coal to the PGC for inclusion into SGL93. SGL93 serves as a buffer for the Memorial and complements the work of the NPS.

TCF sold the Marion 7400 dragline in 2006, and it has been removed from the premises. The larger dragline (Marion 7500) has also been sold, and will be removed from the premises in 2008.

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 in 2008, using a portion of the \$5.0 million that the administration approved. The NPS appraisal process for these mineral rights is nearing completion.

Looking forward, TCF effort will focus on the take-out sale of mineral parcels to NPS and the SGL93 effort. We also look forward to fulfilling an as-needed advisory role for further acquisition efforts by the Families and the NPS.

Design Briefing Report
Flight 93 Advisory Commission and Flight 93 Memorial Task Force Meetings
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I. Status (prepared by Paul Murdoch and Jodie Petersen)

1. NPS initiated a task order modification to extend the end of Schematic Design Phase from September 2007 to May 2008.
2. On January 28, the design team submitted to the National Park Service (NPS) the Schematic Design of Phase 1A, including a Basis of Design Report with narrative, costs and drawings describing the design; and an Executive Summary recording the phasing of the project and the evolution of the visitor facility programming and design. This material was in preparation for presentation to the Development Advisory Board (DAB) in mid-March.
3. In early March, NPS submitted comments to the design team based on review of the Phase 1A submittal.
4. On March 19, NPS presented to the DAB the proposed phasing and costs of the project and schematic design of Phase 1A. DAB recommended approval to the Director.
5. On April 10, the design team submitted the Final Schematic Design (SD) for Phase 1 scope, (including sub-phases 1A, 1B, and 1C) to NPS for review and comment. The 4-volume submittal includes:
 - Volume 1** Basis of Design Report, describing the current design systems and documenting design team responses to NPS review comments
 - Volume 2** Class B Cost Estimate, including cost comparisons to similar projects
 - Volume 3** Value Analysis Executive Summary, documenting the extensive value analysis work performed since the August 2007 VA Workshop
 - Volume 4** Drawings, describing the current design
6. The Final SD submittal indicates the significant progress made on the program clarification and design of the visitor facility, visitor experience flow and parking areas over the last several months.
7. The design team performed an aerial survey in March 2007 but had been unable to access enough control points in the field to complete mapping. In February, NPS was able to contact property owners to allow access for final control points. The survey mapping has now been completed in preparation for Design Development phase work. It appears from the new survey that significant redesign work will be required for the Sacred Ground plaza and parking area.
8. In February, NPS conducted a field assessment of the site with the Department of Environmental Protection (DEP) to determine locations of water bodies that DEP considers wetlands. A formal wetlands delineation will be conducted in the Spring. The design team and NPS require this information for the Design Development Phase to evaluate regulatory impacts and determine ramifications to the design and schedule.
9. Preliminary geotechnical information was submitted to NPS and the design team in early December 2007. Since then, additional field testing has been performed, providing more specific requirements required for the Design Development Phase. NPS submitted to the

design team the 2nd Draft Preliminary GEO Tech Report, dated March 28, 2008. Recommendations include dynamic compaction for built structure foundations that will increase construction costs. Similar compaction is marginally recommended for the Ring Road. If ultimately required, additional increases in cost will be incurred.

II. Design Phasing and Budget

The original 2004 budget estimates for design and construction for the entire memorial project, which included full completion of the General Management Plan (GMP) were \$44.7 million.

Since that time, there have been substantial increases in the cost of construction, due largely to the rising cost of oil, as well as increases in the consumer price and producer price indexes. The 6% per year increase is an average for the project elements; some elements increased more than 6% per year, and some less. The project architect has recommended, and the Denver Service Center has concurred, that this project uses the 6% overall average.

Revised cost estimates have been prepared to reflect 2010 construction, as well as land costs – anticipated to be mid-point of construction.

A new phasing plan and strategy to deal with the reality of building an entire national park all at one time, as well as increased costs of construction, were presented to the National Park Service’s Development Advisory Board (DAB) in March 2008; DAB recommended approval to the Director.

Project Phasing

The project has been phased to accommodate increased costs. The current project deals only with Phase 1A, 1B, and 1C, and completes approximately 80% of the General Management Plan development (see description below). Each of the sub-phases has independent utility and constructability. Phases 2 and 3 of the project complete 100% the General Management Plan, and will be considered in “out-years” through the traditional line-item process and/or through an additional fundraising agreement.

PHASE 1A

MEMORIAL

Sacred Ground
Field Of Honor (grading &
revegetation)

ROAD

WORK/PARKING

Skyline Drive
Improvements
Ring Road
Sacred Ground Parking

INFRASTRUCTURE

Power, Communication,
Security Lighting (For
road & Sacred Ground)

Phase 1A completes approximately 40% of the development identified in the preferred alternative in the park’s recently approved General Management Plan (GMP), provides a complete visitor experience, and will be able to accommodate anticipated 250,000 visitors a year. Development focuses on providing visitors an opportunity to view the crash site – the Sacred Ground – at a close distance - revering it as a cemetery. A plaza extends along the edge of the crash site, with a ceremonial wall and drop-off to separate the visitors from the crash site itself. The Field of Honor is a 1-mile diameter curved landform framing the views to the Sacred Ground; the Field will be graded and seeded. Access to the site will continue to be via Skyline Road, which will be upgraded; a Ring Road will be developed around the Field of Honor and will provide access to parking at the Sacred Ground. The parking area will include a courtyard with benches at the edge of the Sacred Ground, where interpretive programs will be conducted.

PHASE 1B

MEMORIAL

Portal Walls
Flight Path/ Overlook
40 Groves
Western Overlook (& trail
to Sacred Ground.

VISITOR FACILITY

Visitor Center
Exhibits

ROADWORK/PARK

Visitor Center Parking

INFRASTRUCTURE

Power, Communications
Water/Sewer (for Visitor
Facility)

Phase 1B completes an additional 25% of the development identified in the preferred alternative in the park’s GMP. The Portal Walls and Flight Path/Overlook provide the first formal view into the Field of Honor. Forty-foot high concrete walls follow the curving landform and represent the exact altitude of the plane as it passed overhead; an opening in the walls with an overlook/walkway into the Field depicts the exact flight path. A Visitor Center is built into and is integral to the Portal Walls. Forty-groves of forty trees – to honor the 40 passengers and crew - encircle the curving landform of the Field of Honor as it slopes around to the Sacred Ground; a trail to the Sacred Ground allows people to walk as well. The access remains via the existing, upgraded Skyline Road. A new parking area is built to accommodate buses and cars at the overlook and Visitor Facility. All utilities, including water and sewer, are developed in this phase.

PHASE 1C

ROADWORK

Route 30 Intersection
Entrance/ Approach Road

Phase 1B completes an additional 15% of the development identified in the preferred alternative in the park’s GMP. A new entrance and approach road directly off of US Route 30 is developed for access to the Field of Honor and Sacred Ground. This new roadway is approximately 2 miles in length, and improves an existing “haul road” previously used for coal trucks. An improved and safe intersection with US Route 30 is developed, in conjunction with PennDOT.

FUTURE PHASE 2

Allee and Walkway (around Field of Honor)
Tower of Voices/Parking
Allee/Tower Lighting

Return Road
Reforestation/Succession Planning
Trail

FUTURE PHASE 3

Phases 2 and 3 are planned for the future, and would complete the full development of the GMP. Plans for funding are uncertain. In Phase 2, an allee/pedestrian walkway are planned for development around the Field of Honor. A 93-foot tower would be built near the entrance to the memorial at Route 30, and would house 40 wind chimes. In Phase 3, an additional 1-mile of road would be built to separate visitors coming to and leaving the Sacred Ground parking area. Trails and reforestation would complete the GMP in Phase 3.

Fundraising Briefing Report
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The Flight 93 National Memorial Campaign has made progress across several fronts since the last meeting of the Advisory Commission and Task Force. A renewed fundraising approach and campaign budget have been developed and approved to ensure dedication of a significant portion of the Memorial in 2011. A number of solicitations are pending, Steering Committee members are actively engaged, events are being planned and new materials to support fundraising efforts are being developed.

Campaign Summary

Funds raised for the campaign stand at \$12.4 million through the quarter ending March 31, 2008. Approximately \$400,000 has been raised since the beginning of the year through major giving initiatives, the direct mail program, website giving, grassroots contributions, and donations collected at the temporary memorial.

Campaign Leadership

The Campaign Executive Committee continues to meet on a monthly basis regarding the direction, strategy, and status of the Campaign. The Finance Committee also meets once each month to review the Campaign's balance sheet. A newly formed subcommittee of the National Park Foundation board of directors meets on May 2 for a presentation on the Flight 93 National Memorial campaign and project.

Strategic Planning

In February, the Executive Committee approved a broad approach that identifies several new and ongoing revenue-generating initiatives to raise \$30 million in private funding for construction of the Memorial and a portion of the Visitor Center. A multi-year budget for conducting the campaign was also approved at this time.

The campaign will be "synchronized" with the National Park Service recommendations for phased construction of the Memorial, focusing on a series of sequential, intermediate fundraising targets. Each phase of the campaign will emphasize aspects and features of the Memorial in accordance with construction priorities set by the National Park Service. Sponsorship opportunities within each phase have been identified, ranging from \$250,000 to \$5,000,000, and specific proposals will be developed as more information about the design becomes available. A prospectus is being developed further detailing this information, as well as a project budget and timeline.

Cultivation and Solicitation

The Campaign operates across many fronts involving leadership, volunteers, and staff, and initiatives to cultivate and solicit donors for gifts to support the Memorial are ongoing. Outstanding solicitations, proposals, and program concepts under consideration by potential donors could result in gifts totaling \$1.2 million to \$3.4 million for the campaign this year.

National Campaign Steering Committee

The National Campaign Steering Committee, chaired by campaign chairman Chris Sullivan, meets once each month. Committee members provide individual reports on their activities and share information with each other about what is likely to be successful. Members also receive regular updates on the progress of the project, as well as materials to support cultivation activities.

Some notable projects underway are:

- An educational program called “93 Cents for Flight 93” asks students to network with each other to raise funds for the project by participating in service projects, essay contests, and other exercises.
- Reaching out to veteran service organizations such as the American Legion and Veterans of Foreign Wars seeking national-level resolutions to support the Memorial, as well as articles in these organizations’ magazines on the project.
- An employee matching gift program asks companies with medium- or large-size workforces to implement a program that matches employee gifts dollar-for-dollar over a fixed time period.
- Other localized cultivation and solicitation activities undertaken by committee members are occurring in Seattle, San Francisco, San Diego, Houston, Cleveland, and Washington.

Direct Mail Program

The direct mail program ended 2007 on a high note. Approximately 8,000 new donors made a contribution, and more than \$840,000 was raised for the Campaign. Since the program’s inception, the “housefile” has generated over 27,000 donors and raised some \$2.1 million. A more modest program is projected for 2008 in an effort to make the program more cost effective. A current mailing includes a design briefing created with the project architect, and several new mailing packages will be created during the year.

Cause-Marketing Initiatives

Cause marketing initiatives serve as a means of developing productive partnerships with corporate and other donors. Integrated Strategies is pursuing three initiatives aimed at generating \$18 million for the campaign this year.

Planning is underway for a major benefit event, the *National Tribute to the Heroes of Flight 93* (formerly the “Capital Tribute”), in Washington, DC on September 11, 2008. Some 170 members of Congress have agreed to join an honorary host committee for the event, and a number of other federal and state government officials will be invited. Meetings with several potential event sponsors have occurred to request donations between \$25,000 and \$100,000.

A regional fundraising initiative in California is taking shape. Meetings with prospective donors are taking place, and two alumni fundraising drives at schools attended by a Flight 93 passenger are in progress. Solicitations to support the features of the memorial design at the \$1 million level are also taking place. A public service announcement campaign featuring former President Bill Clinton, originally scheduled for release April 30, will be rescheduled.

Communications

Communications initiatives, in both print and electronic formats, enable the campaign to stay in touch with donors, partners, and media inquiries. The campaign website (www.honorflight93.org) homepage was reorganized and graphically enhanced to make navigation easier. This small change resulted in a 27 percent increase in page views over the previous month. Since the beginning of the year there have been 6,000 website visitors and over 32,000 page views. The average website visit lasts just over three minutes.

The publisher of *Parks* magazine, Time Inc, has agreed to produce a Flight 93 campaign and project printed newsletter. Design comps are projected for mid-May, and two issues are currently scoped for this year. An on-line version of the newsletter will also be created. A new “pressing”

of Campaign DVDs has been accomplished, and the video is now available on the campaign website. A Campaign prospectus including sponsorship and giving opportunities is currently being formulated and will continue to be reviewed by project partners, fundraising professionals, and others.

The Campaign is in the initial stages of meeting with branding experts to review the various communications materials that are available and make recommendations about how to consolidate the streamline these materials under one heading.

Summary

In the months ahead we will have to continue our cultivation and solicitation efforts at the highest levels. We will also need to strengthen our grassroots initiatives, and we plan to hire a new staff member very soon who will focus on further developing these important networks. We will need to keep our current messages and materials fresh and up-to-date, as well as deliver new means of communication to donors. In short, there is much to coordinate and accomplish, but with a new blueprint for fundraising, we are beginning to realize the benefits of the planning that has occurred in recent months.

NPS Briefing Report - Volunteers
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Beginning this month, the NPS office will begin a recruiting drive for more Ambassadors to assist with the ongoing work at the Memorial in addition to the training of two new Ambassadors that have made the commitment to volunteer.

On Saturday, June 14 NPS staff and volunteers will host the volunteer docents from the Tribute Center in Shanksville. The docents are the Ambassadors counterpart in NYC and provide guided walking tours of the WTC site. The group from Tribute Center plans to visit the Memorial and join our volunteers for a covered dish picnic at the Shanksville Community Grove. Our Flight 93 Partners are welcome to join us for the day. Please let us know if you are planning to attend.

George B. Hartzog, Jr. Award for Outstanding Volunteer Group Service for 2007

It is with great pleasure that we are able to announce that the Flight 93 National Memorial Ambassadors have been chosen for the National Park Service **George B. Hartzog, Jr. Award for Outstanding Volunteer Group Service for 2007!**

George B. Hartzog, Jr. was director of the National Park Service from 1964 to 1972 and announced the new Volunteers-In-Parks (VIPs) program in 1970 with this quote,

"When a volunteer agrees to share his talents, skills and interests with the National Park Service, he is paying us one of the highest compliments possible by offering a most valued possession -- his time."

After his retirement, Hartzog contributed to the National Park Foundation to support awards that honor the efforts of exceptional volunteers' hard work, groups and park VIP programs. Each year the National Park Service creates three awards to honor volunteers' hard work, draw attention to their vast skills and contributions, and stimulate development of innovative projects and volunteer involvement. The three awards are for (1) an individual, (2) an organized group, and (3) an exceptional park VIP program. Selections are made based on four review areas: 1) magnitude of work; 2) meeting the mission; 3) challenges; and 4) partnerships.

A special luncheon to announce the three awards and honor the volunteers will be held on May 8 in Washington, D.C. We wish we could bring each and every Ambassador to Washington, however, those that will represent the Ambassadors at the luncheon are Marlin Miller, and Bob and Donna Schmucker. Donna Glessner as founder of the Ambassadors and Adam Shaffer as volunteer coordinator will also attend.

The Ambassadors will be included on the "Director's Honor Roll" plaque posted in the National Park Service Director's hallway.

The Ambassadors have been honored in many ways during the past six years including frequent messages of appreciation from individual family members and visitors. They have been featured

in countless publications and many films; they have been given letters of support from Congressman Bill Shuster, State Senator Richard Kasunic and State Representative Bob Bastian. The partners of the project to build a permanent memorial (Flight 93 Advisory Commission, Families of Flight 93, Flight 93 Memorial Task Force, National Park Service, and National Park Foundation) have repeatedly applauded their dedication, commitment and compassion. This national award given to only one group per year - chosen from 391 parks across the country - further demonstrates the recognition that the Ambassadors so greatly deserve. We are so proud that the National Park Service as an agency, sees, just as we do, how special each and every one of the Ambassadors are.

It is truly an honor to work with the Ambassadors as a group and as individuals. Others see what we have seen from the beginning...their hearts shine through in all that the Ambassadors do.

NPS Briefing Report – Relocation of Modular Units
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Relocation of modular units from Jamestown to the former Mock property (currently Families of Flight 93) will soon begin. The 4,000 SF modular units will be used as NPS offices, visitor contact, curatorial work space, and HQ for the future memorial contractor. The modular units from Jamestown have already been moved and are currently being stored at the Johnstown Flood Memorial.

The NPS is developing a License for Entry with the Families of Flight 93 to demolish the existing garage on the property, prepare the site, and develop water and sewer. The scope of services for contract work will soon be sent out to contractors, and bids should be back in time to begin on-site work. We anticipate completion of the project in the fall.

The NPS received a \$17,500 *Recycling at Work Sustainable* grant from the National Park Foundation and Unilever, a Proud Partner of America's National Parks. This grant will provide recycled plastic decking and an accessible ramp for the new modular units.