

**Minutes of the Joint Meeting of the Flight 93 Federal Advisory Commission and Flight 93
Task Force
Meeting # 20
Somerset County Courthouse, Somerset, Pennsylvania 15501
Saturday, May 3, 2008**

Minutes prepared by:
Skaidra Kempkowski, Flight 93 National Memorial

I. Welcome and Role Call

The joint meeting of the Flight 93 Federal Advisory Commission and Flight 93 Task Force was convened for its twentieth meeting at 10:00 A.M. on May 3, 2008 at the Somerset County Courthouse in Somerset, Pennsylvania. John Reynolds, Chairman of the Flight 93 Federal Advisory Commission, took roll of those Commissioners in attendance, those joining via teleconference, and those not in attendance.

Commissioner members present:

Mr. John Reynolds, Chair
Ms. Donna Glessner, Vice Chair
Mr. Lawrence Catuzzi, Commissioner
Mr. Gordon Felt, Commissioner
Dr. Brent Glass, Commissioner
Mr. Kenneth Nacke, Commissioner
Mr. Jerry Spangler, Commissioner
Ms. Pam Tokar-Ickes, Commissioner
Mr. Gregory Walker, Commissioner
Mr. Mike Watson, Commissioner
Mr. Calvin Wilson, Commissioner
(Joanne Hanley, Designated Federal Officer)

Commissioner members by conference line:

Mr. Daniel Sullivan, Commissioner
Mr. Jerry Guadagno, Commissioner
Mr. Edward Linenthal, Commissioner

Commissioner Absent

Mr. Gary Singel

Task Force Co-Chairs Patrick White and Jerry Spangler

Flight 93 Advisory Commission Chairman John Reynolds and Flight 93 Memorial Task Force Co-Chair Patrick White called the meeting to order.

II. Invocation and Pledge of Allegiance

Invocation led by Pastor Way of the Good Shepard Cooperative.

III. Opening Remarks and Introduction

Flight 93 Memorial Task Force Co-Chair, Patrick White welcomed new Co-Chair Jerry Spangler, and invited him to say a few words on his first meeting as Co-Chair. Co-Chair White also added

that this meeting's agenda will be one of many different perspectives and that all are encouraged to remain civil and respectful of the efforts that are being made this day.

Co-Chair Spangler welcomed everyone and thanked Somerset County for the use of their facilities.

Chairman Reynolds thanked Co-Chair White and agreed with his statement.

Joanne Hanley welcomed new employees, SCA (Student Conservation Association) Jacob Miller and Office Manager and Confidential Management Assistant Skaidra Kempkowski.

IV. Review and Approval of Minutes from May 3, 2008

Chairman Reynolds asked if there were any changes to or comments on the Commission minutes. Chairman Reynolds asked for a motion to approve the minutes of the previous Commission meeting on February 2, 2008.

Commission Motion 08-04 Regarding the Approval of Minutes from February 2, 2008

The Flight 93 Federal Advisory Commission approves the minutes of February 2, 2008.

Moved: by Commissioner Nacke

Second: by Commissioner Catuzzi

Discussion from the Commissioners: None

Vote: All in favor, none opposed

Motion passes.

Flight 93 Task Force Co-Chair Patrick White asked the Task Force if there were any changes or comments to the Task Force minutes. Co-Chair White asked for a motion to approve the minutes of the previous Joint meeting on February 2, 2008. Motion passes.

Chairman Reynolds advises of three changes to October 27, 2007, meeting minutes, in regards to the motion numbering. Chairman Reynolds asked for a motion to approve the changes to the October 27, 2007 meeting minutes.

Commission Motion 08-05 Regarding the Changes to the Numbering of Motions in Minutes, from October 27, 2007

The Flight 93 Federal Advisory Commission approves the changes to the numbering of motions of the previous Commission meeting on October 27, 2007 as follows:

- Renumber Motion 07-18; Review and Approval of July 28, 2007 to Motion 08-01.
- Renumber Motion 07-19 Regarding Formal Thanks to those involved in the creation of the agreement and the decision of the Department of Environmental Protection, PA, on Manganese, to Motion 08-02.
- Delete Motion 07-20 Adjournment of Joint Meeting (Number 18) of the Flight 93 Memorial Task Force and the Flight 93 Advisory Commission (we do not number motions to adjourn; we've treated them as informal motions of the last 17 meetings).

Moved: by Commissioner Spangler

Second: by Commissioner Catuzzi

Discussion from the Commissioners: None

Vote: All in favor, none opposed

Motion passes.

V. Task Force Reports

A. **Family Memorial Committee Report**

Patrick White reported that there is no official report from this group, which recently held its annual family board meeting in mid-January in Washington DC.

B. **Temporary Memorial Management Report**

Vice Chair Glessner presented the following report:

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

Preparations are underway for the spring and summer events; numerous school groups in May, and an influx of motorcycles from the “Thunder in the Valley” weekend in June. This year many kayakers are expected to visit, coming 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. Plans are being made to host the docent group from the Tribute Center in New York City on June 14.

Maintenance

Appreciation is given for the 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. The local Boy Scouts will be involved in the 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.

Superintendent Hanley presented the following report:

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, there was not enough 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 notice termination clause of the agreement, to be effective beginning September 5, 2008. 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. A draft License Agreement will be developed shortly with the Families of Flight 93, who are under contract to PBS Coals; plans are to have the move complete by August 5, 2008 if necessary. All aspects of the move will be announced on the National Park Service website, with minimal disruption to visitation, tour groups and planned events. The move of the tributes and all of the monuments will be done respectfully, and with the utmost planning and care, ensuring to adhere to museum quality standards.

Security at the Temporary Memorial

The security company, Payton and Associates, hired by the National Park Service has started at the Temporary Memorial as of April 21, 2008. Their primary purpose is to help keep visitors from the surrounding private property. Funding has been provided through a grant from the Commonwealth of Pennsylvania.

Bob Logsdon, of Somerset, PA 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. Mike Lashley, of Ebensburg, PA, who will primarily work full-time during the week, used to work for Brinks as a driver and trainer. Brian Emphfield, of Johnstown, PA will help on the weekends and is a teacher. 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.

Commissioner Watson asked Superintendent Hanley if they are National Park Service employees. Hanley advised that Payton & Associates, from State College, Pennsylvania have a contract with the National Park Service, and that they are insured and have been through numerous background investigations.

C. Government Liaison Briefing Report

Co-Chair White presented the following report:

Appropriations

- a. Implemented an FY09 appropriations strategy which includes requests for funding (6.2 million dollars) 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. Continued 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. Continued discussions/meetings with Rep. Shuster's staff regarding progress of legislation; continuous outreach to House Members to increase co-sponsorship
- b. Continued 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. Continued discussions with Rep. Shuster staff re status of Capitol plaque for the Capital Visitor Center, which should be placed near a point of entry into the Rotunda.

Commissioner Glass asked if the wording on the plaque has been approved. Co-Chair White responded yes, and will try to get a copy of the wording before the next Federal Advisory Commission meeting. Co-Chair White also advised they may have a dedication ceremony once construction is completed.

D. Communications Report

Consultant William Haworth presented the following report:

Haworth advised that the most significant event was the 930 acres the Families of Flight 93 acquired from PBS Coals, Inc.; closing on the property was yesterday, May 2, 2008.

Meetings with (primetime) Nova were held for a documentary to be produced later this year on the design and construction of the memorial; this documentary would air on public broadcasting.

Most recently, Extreme Makeover television series met with family members (Ken Nacke and Gordie Felt) in March, as part of a development of an episode to possibly air in September 2008, to highlight a first responder family from 9/11 living in the area. The show will be filmed in either late July or early August.

Yesterday, May 2, 2008, the Families held a press conference in Pittsburgh on the design related issues of the completion of the permanent memorial which received local and national coverage. The Families stressed the support of the family organization for the memorial design.

E. Archives Committee Briefing Report

Acting Site Manager Barbara Black presented the following report with Joy Stella at her side:

Oral History and Documentation Project

Kathie Shaffer continues 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. With the weather being 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. Eventually these will be available to the public on the NPS website.

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.

F. Interpretive Planning Briefing Report

David Larsen, NPS Training Manager for Interpretation and Education presented the following report:

University Partnerships

Phase I of the Flight 93 Primary Interpretive Themes Project has begun and is on schedule. The current work focuses on analyzing existing data such as oral histories, comments on the internet, comment cards, and tributes that the public has presented to the memorial. Dr. Alan Barstow of the University of Pennsylvania brought 11 graduate students to the Flight 93 offices and the memorial on 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. 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. Dr. Mankowski’s graduate students are ready to proceed with coding oral histories, 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.

Phase II will begin this summer and will concentrate on collecting and analyzing visitor and non-visitor data by talking to the public through conversations and dialogue. Dr. Michael Duffin and David Larsen are working with the federal Office of Management and Budget to determine if approval is needed for the informal conversations about what “Flight 93 means to them” 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 conversations 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.

V. Flight 93 Advisory Commission Briefing Reports

A. Land Acquisition Briefing Report

Co-Chair White presented the following report:

Co-Chair White reported on the purchase yesterday, by the Families of Flight 93, of 930 acres of land from PBS Coals. It was a team effort of Federal Government, State Government, landowners, the Families, surveyors, closing agents, Hazmat experts, and so on. The lands are largely within the fee simple area of the memorial boundary, south of US 30. The 67 acres north of US 30 will be coordinated through and with the Conservation Fund, an outstanding partner of the NPS and Families. The Families will transition the bulk of these 67 acres to the Pennsylvania Game Commission. A two acre tract on US 30 is home to a cell tower, and future discussions are planned with the lessees that occupy and own the tower on a number of issues. In regards to the lands south of US 30, much of the time that was consumed over the past 2.5 years in acquiring this land was a result of concerns about acid mine drainage from recently closed or abandoned sites. The Pennsylvania Department of Environmental Protection (PADEP), Mr. Joe Pizarchik, will discuss this matter further.

Mr. Joe Pizarchik stated that PADEP, the National Park Service, and the Families have worked with PBS Coals in helping them set up a process to conclude their environmental obligations at the site, which was one of the factors that advanced the purchase of the property. In addressing these environmental obligations, they are on the verge of finalizing and having in place a trust fund to provide for the perpetual treatment of the discharges to satisfy PBS Coal's environmental obligations. Several meetings with local landowners and local watershed activists took place to potentially create a new entity to take over the operation and maintenance of those facilities. Lambert's Run is in PADEP's plan to clean up all of Pennsylvania's streams, although this will take some time due to the problems not occurring overnight, but over a long period of time.

Superintendent Hanley thanked Co-Chair White for all of his hard work in land acquisition. She also thanked Mr. Pizarchik for all his work with his agency in working with the NPS, Families and the EPA.

Superintendent Hanley read the following report from the NPS Land's Office:

Svonavec, Inc. 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.

Vish property. 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.

O'Barto property. 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.

Mock property. 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. 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. Superintendent Hanley added that the NPS is the process of contracting for a relocation advisory specialist with professional expertise in moving salvage and recycling business.

The Conservation Fund. 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. Superintendent Hanley advised that the Conservation Fund has sold the final dragline and it is in the process of being removed.

The Lands Oversight Committee meets on a regular basis on monthly conference calls, with all partners participating, under the coordination of Katherine Bentley.

Superintendent Hanley announced that the deed for the former Vish property has been recorded and is under the ownership of the NPS and is the first piece of federal property owned by the NPS for the memorial and thanked Patrick White and the Families for making this happen.

Chairman Reynolds thanked the Families, Patrick White, as the designated representative, the NPS Land's Office, the staff at Flight 93 National Memorial, the Commonwealth of Pennsylvania, and the Conservation Fund for all their incredible and complex work.

B. Memorial Design Briefing Report

Superintendent Hanley presented the following report:

I. Status

The design team, Paul Murdoch, and the NPS have been busy over the last year, bringing the design from a concept, to detailed engineering drawings, based on site specific investigations. Pre-design and schematic design drawings have been completed. Extensive value engineering and value analysis have been done to look at cost effective and efficient design options. Soil and geotechnical investigations continue.

All NPS projects go through a Developmental Advisory Board (DAB) for review and approval prior to moving forward with design drawings. The DAB is comprised of government and private sector professionals and experts in design and construction; their job is to recommend to the Director of the NPS if a project should proceed or not, based on whether all aspects of a development project have been engineered and costed correctly, and if all options and alternatives have been considered to minimize risk, and maximize efficiency to the government and taxpayer.

The schematic design was presented to the DAB in March, as well as a phasing plan and updated budget. The result of the DAB was to recommend approval of the concept of phasing construction in general, and specifically proceeding to design drawings for Stage 1A.

II. Design Phasing and Budget

The original 2004 budget estimates for the entire memorial project was \$58 million. Of that, \$10 million was for land acquisition, \$3 million was for the capital campaign, and \$44.7 was for the design and construction of the entire memorial. That would be 100% implementation of the General Management Plan all at once, which includes everything from Route 30, the Tower of Voices, the three to four miles of internal roadway, the Bowl, the Portal Walls, the Visitor Center, and the Sacred Ground wall.

Since 2004, 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 design team used an average of 6% per year increase for the project.

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.

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 completes approximately 40% of the development in the General Management Plan (GMP). It 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.

The DAB approved going forward with Phase 1A design drawings. Some of the elements of this phase include:

- The size of the bowl – we are not sure yet exactly where it will fall on the landscape or how big it will be.
- The length of the wall. We've already shortened the wall by several hundred feet at least to make it more accessible and user-friendly
- We are looking at different types of materials for the wall and the plaza, as well how to best present the 40 names of the heroes.
- The architect has added a new design element – which is a small courtyard or plaza – at the sacred ground parking area. This feature will be where the benches are placed, where a small shelter for the Ambassadors and volunteers will be located, and where interpretive talks can be held away from the quietness and dignity of the sacred ground itself. In some ways, it will take the place of the temporary memorial functions.

Phase 1 cost estimate is not to exceed \$22.5 million and Phase 1A should be completed by the 10th anniversary.

Phase 1B completes approximately 65% of the 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 altitude of the plane as it passed overhead; an opening in the walls with an overlook/walkway into the Field depicts the 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 completes approximately 80% of the 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.

Chairman Reynolds asked for a motion to accept the commitment to complete and dedicate Phase 1A of the memorial by September 11, 2011, and to encourage the members of the Commission to work with partners to further this goal, especially in land acquisition and fundraising.

Commission Motion 08-06 Regarding the Commission’s Commitment to Complete and Dedicate Phase 1A of the Memorial by September 11, 2011

The Flight 93 Federal Advisory Commission, led by Chairman Reynolds asked for a motion to accept this commitment.

Moved: by Commissioner Catuzzi

Second: by Commissioner Tokar-Ickes

Discussion from the Commissioners: None

Vote: All in favor, none opposed

Motion passes

C. Fundraising Briefing

King Laughlin, Campaign Manager of the Flight 93 National Memorial Campaign, presented the following report:

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.

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.

**D. National Park Service
Volunteer Ambassador Report**

Volunteer Coordinator, Adam Shaffer, presented the following report:

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.

Superintendent Joanne Hanley announced the following award:

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

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. Representing the Ambassadors at the luncheon are Marlin Miller, and Bob and Donna Schmucker. Donna Glessner as founder of the Ambassadors, Adam Shaffer, and Barbara Black 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.

Update on Modular Units

Deputy Superintendent, National Parks of Western PA, Keith Newlin presented the following report:

Relocation of modular units from Jamestown to the former Mock property (currently Families of Flight 93) will begin soon. 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.

Superintendent Hanley announced that 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.

E. New Business

SCA, Ginger Raborn, presented the following report:

Ms. Raborn stated that she attended Earth Vision, Actions for a Healthy Planet Youth Summit, in honor of celebrating the 50th Anniversary of the Student Conservation Association in Washington DC. Guest speakers included the Secretary of Interior, Dirk Kempthorne and the Director of the National Park Service, Mary Bomar. Ms. Raborn further advised to the Commissioners that she was very proud to represent the National Park Service and Flight 93 National Memorial and highly recommends this program to others.

F. Old Business.

Jerry Spangler presented the following report:

As mentioned in the last meeting, a Friends of Flight 93 National Memorial group is being developed as a support group for the NPS. By-laws and articles of incorporation are currently being drafted.

VII. Public Comment

Colonial Harry Beam

Mr. Beam advised he is representing thousands of people today, bringing forward this petition; people who are concerned about the Islamic symbolism they say is in the design. Mr. Beam asked for 10 minutes to speak, rather than the allowed 5 minutes. Two people (Dana Shambura and Susan Murphy) in the audience ceded their time, and he was allowed 15 minutes to speak. Mr. Beam stated that his father

passed away this morning and he is here because he wants to illustrate how strongly he feels about the petition. He stated that any Islamic symbolism in the current design is unacceptable to these people who signed the petition and who consider the heroes of Flight 93 to be of their American family. He further stated that the subject matter experts that were chosen by the National Park Service are not credible. He said that the subject matter experts contradict each other in regards to the orientation of Mecca, and the National Park Service states there can be no orientation to Mecca without a site survey. He stated that these contradictions probably perpetuate the conspiracy theories. He also mentioned all the coincidences that are found in the design that contain Islamic symbolism, such as the crescent. Paul Murdoch called it the "Crescent of Embrace". The Tower of Voices forms a crescent that points towards the heavens. There is another crescent of trees pointing towards Mecca around the Tower of Voices. Many people who signed the petition believe that the current design should be "scrapped", while others believe the current design can be modified. He advised that Superintendent Hanley informed him that the species of trees around the memorial is being studied; the National Park Service thinks that a single species of red maples is susceptible to disease, etc. so that change is good. The configuration of the crescent has also been changed, which will significantly change the orientation of the sundial. The petitions will be presented to elected leaders in hopes they will join Congressman Tancredo's efforts.

Bill Steiner

Mr. Steiner said that he is not happy that he has come now for the third time to warn us about the memorial design we have chosen. He advised he is speaking partially in behalf of Tom Burnett Sr., his wife Beverly, and their son, Tom Burnett Jr. (who died on Flight 93), who could not be here today, to convey their appeal that the memorial design be "scrapped." Mr. Steiner advised he recently spoke with Mr. Burnett on the phone, and that he approves of this cause. Mr. Steiner stated that his specific focus today is on the remarks of Patrick White, of the Families of Flight 93 on the petition circulating against the Flight 93 memorial. He gave examples from an article written by Vicki Rock of the Daily American, on April 25, 2008. In this article, he states that Mr. Patrick White, one of the most outspoken critics of Steiner's work, advised that the design selection process was democratic and the majority ruled, yet Tom Burnett Sr. was always opposed to the design. He said 5 others on the Jury opposed the design and it was not unanimous.

Lei Owens

Ms. Owens first stated that she is very thankful for the National Park Service and the Families of Flight 93. She states that she and her husband both come from families that served the military for generations, and also that they moved here from Montana after coming here to deliver a piece of artwork for the temporary memorial. She stated that she and her husband noticed irregular and inconsistent behavior from local Somerset County officials. She continued to say she was very disturbed by a local's comment on how "Flight 93 is the best thing that happened to Somerset County." She stated she was saddened by this and that "our" Flight 93 heroes deserve an honorable resting place. She stated that their own personal experiences with Somerset County officials have not been positive, since early 2002, although meetings with family members of Flight 93 have been positive and they have been thankful of their service. She states that either Somerset County has mass corruption or has extreme incompetence at the expense of our heroes of Flight 93, and she is just a concerned citizen.

Thomas Foster Altman

Mr. Rewel stated that what happened at Flight 93 was an Act of War, just like at Pearl Harbor. He went on to say that the passengers and crew were killed by vicious enemies, Islamic terrorists and that we need to subdue our enemies.

Mr. Richard Dillon

Mr. Dillon introduced himself as an independent videographer of Pittsburgh cable television, Channel 21 and an alumnus of Valley Forge Military Academy in Wayne, Pennsylvania and a former member of the

National Honor Society in high school. He stated that Valley Forge's motto was "from Valley Forge come the men who founded America and from Valley Forge come the men who will preserve America." He then commented on the architecture of the memorial, and stated that it is not following the principle of values and justice type of design element that America society is known for and stands for. Paul Murdoch did not follow the western style of architecture, but elements of classic Islamic religious language. He stated that a full debate in the scales of justice needs to take place between Paul Murdoch and Alec Rawls, because in the minds of visitors to the memorial, they will always wonder if it is an Islamic mosque.

Sandra Felt

Family member, Sandra Felt, started out by saying "Wow, such hate, I am totally blown away by this." She goes on to say that this is the site where their loved ones remain, and that when the opponents of the design insult the place and inflame the events, they are hurting them. She further went on to explain her pain. She has been involved in the process since day one, and that she would never support any design that would support Muslims. She just wants to honor her husband's memory, whom she loved deeply. She advised there is nothing anyone can do with the shape of the land. It is a bowl, an embrace saying welcome home. Her husband would have loved the place. There is an existing landscape to work with, and they cannot change the place, nor alter it, because their loved one's remains are there. She further states that the circle of trees around the bowl is broken, because the land is broken and has been man-handled before; now it is time to heal. A decision was made not to hurt the land anymore. She and her children fully support the design, and although she is thankful that they, the opponents are so committed, they should put their commitments in more positive ways to help the memorial.

Christine Fraser

Ms. Fraser stated that she is sorry that there are so many opposed. She too listens to conspiracy theories, but in this case, there are none, and she just does not "get it". It is hurtful and hard not to take it personally. She has been here since the beginning and is now attending her 20th meeting. She let everyone know she is hurt by the controversy, and that this memorial process was truly democratic. For people to oppose this most beautiful expression of what these people did for our country, she just does not understand. Everything was looked at and scrutinized and voted on by many partners. She advised that if there was a place that had symbolism she did not agree with, she would not go there. So let the rest of America come and thank the people who died there, and then enjoy their visit to the National Park. Let their loved ones rest in peace.

Chairman Reynolds stated that the public comment period is now concluded.

VI. Adjournment

Before adjourning, the Federal Advisory Commission members and members of the Task Force wanted to acknowledge a few people. The Federal Advisory Commission and Task Force wished to acknowledge John Weir on behalf of PBS Coals, who has been a committed partner.

Co-chair White wanted to thank the National Park Service and most particularly to thank Superintendent Hanley for making the banner with the mission statement, so that everyone can be reminded of why we are here.

Lastly, Co-Chair White asked Judge Kim Gibson to step forward so that everyone can acknowledge him for his service. He presented Judge Gibson with a plaque from the partners.

Chairman Reynolds, Commissioner Catuzzi, Commissioner Tokar-Ickes, Superintendent (on behalf of the National Park Service), and Co-Chair White all spoke in appreciation of his work.

Former Co-Chair Judge Gibson spoke a few words of appreciation and thanked everyone for the plaque.

