

**Flight 93 Memorial Task Force and Flight 93 Advisory Commission  
Joint Meeting Minutes**

Meeting # 18

Saturday October 27, 2007

New York City Police Museum, 100 Old Slip  
New York, New York

Minutes prepared by:  
Ginger Raborn

**Commissioners Present:**

John Reynolds, Chair  
Lawrence Catuzzi  
Brent Glass  
Donna Glessner, Vice Chair  
Joanne Hanley  
Ken Nacke  
Daniel Sullivan  
Greg Walker  
Calvin Wilson

**Commissioners Participating via Teleconference:**

Gordon Felt  
Jerry Guadagno  
Ed Linenthal  
Pamela Tokar-Ickes  
Jerry Spangler

**Task Force Co-Chair**

Patrick White

Chairman John Reynolds and Co-Chair Patrick White called the meeting to order at 10:40 am.

**I. Welcome/Role Call/Opening Remarks**

Vice Chair Glessner and Co-Chair Patrick White welcomed the Commissioners and the members of the public, formally opening the eighteenth meeting of the Flight 93 Advisory Commission.

White expressed his pleasure to meet with other Flight 93 family members and talked about each family member in attendance at the meeting and their loved one aboard Flight 93. He recognized the passengers and crew on Flight 93, the sacrifice they made and commented on the significance their heroism holds, relating this to the meeting being held in New York City. Glessner also acknowledged the relationships that have been made with New York City, including the tour of The World Trade Center Tribute Center that will be made after the meeting as well as thanking representatives from Ellis Island who have aided in the Flight 93 Oral History Project.

Role call was taken of those in attendance, those joining via teleconference and those not in attendance.

## **II. Pledge of Allegiance and Invocation**

The Pledge of Allegiance was led by Patrick White. Adam Shaffer of the National Park Service led the invocation for the meeting.

## **III. Opening Remarks and Introduction**

Chairman Reynolds commented on the commonality felt for those who demonstrated heroism and those who responded on September 11<sup>th</sup>, 2001 and expressed how grateful the commission is to have the meeting in New York City. White asked that everyone might operate with recognition that there is a higher calling and that one must carry their responsibilities with that recognition as well as remember that we are united as a country and keep the memory of those lost on September 11<sup>th</sup>, 2001 in our hearts.

## **IV. Motion 08-01 Review and Approval of July 28, 2007 Minutes**

Vice Chair Glessner asked if there were any changes to be made to the minutes.

Moved: Commissioner Catuzzi

Second: Commissioner Reynolds

Comments: Commissioner White asked for a motion of minutes to also reflect the Flight 93 Memorial Task Force

Public Comments: None

Vote: All in favor, none opposed, no abstentions

Motion passed. The July 28, 2007 minutes were unanimously approved.

## **V. Task Force Reports**

Co-Chair Patrick White takes over the meeting.

### **A. Family Memorial Report**

Ken Nacke welcomed the group in attendance as well as those via teleconference. He reported there was nothing new to add and made a short comment about the wonderful design that was chosen for the Flight 93 National Memorial and wanted to recognize the memorial and the hard work put into this project.

### **B. Temporary Memorial Management Report**

Co-Chair Donna Glessner presented the following report:

Visitation: Powerpoint "Scenes at the Memorial"

Beautiful summer and autumn weather brought large numbers of visitors to the temporary memorial this year. They came by bicycle, car, RV, motor coach, and motorcycle. They came from all over the world. In September alone, we know that there were visitors at the site from all 50 states and at least 31 different nations---places as diverse as South Africa and South Korea, Brazil and Sri Lanka, China and Croatia.

There will be a record breaking number of buses visiting the memorial in 2007. As of mid-October we have already greeted 434 motor coach groups. These are a mixture of student groups (middle school and high school), senior citizens, and special interest groups such as teachers, farmers, foresters, veterans, Polish citizens on their way to Chicago, red hat ladies, scouts, and church groups. Many others visit as part of organized groups, arriving by car and motorcycle. Some groups we've met this year are firefighters and law enforcement officers, Vietnam Veterans and American Legion Riders, insurance agents, antique and classic car enthusiasts, barbershop singing groups, Orthodox priests, and 4-H members. New York City Mayor Bloomberg visited the memorial in September.

Visitors are counted by volunteers and NPS staff who are present at the memorial between 10 AM and 4 PM on weekdays (and often until 6 or 7 PM) and from 8 AM to dusk on weekends. They leave their names, hometowns, and messages behind in bound books, on blank cards we provide, and on tributes which they leave at the temporary memorial. Visitor Books #51 and #52 are now at the memorial. The memorial collection includes several thousand messages on white cards. Tributes continue to be brought by visitors---flags, flowers, caps, license plates, patriotic decorative items, jewelry, patches, and pins---as well as art work, poems, and essays on paper. More than 1,000 tributes were brought in from the temporary memorial in the past three months.

Visitation this summer has been slightly less than last summer, but higher than in the previous two summers, averaging 684 per day through June, July and August, and 716 per day in September and so far in October. Visitation for the year to date (as of mid-October) is 118,000---about 10% less than during the same period of 2006.

The temporary memorial was the venue for the September 11, 2007 memorial service. The Bells of Remembrance were moved into the grassy area adjoining the memorial. The grassy area surrounding the parking lot on the far side of the road was mowed to provide parking. A small platform was erected near the shelter and used by the groups of family members and volunteers who read the names of the forty passengers and crew as the bells were tolled. Brief remarks were made by Families of Flight 93 President Ed Root, Pennsylvania Governor Ed Rendell, and Secretary of Homeland Security Michael Chertoff. At the conclusion of the service, doves were released to fly over the memorial and the crash site. Though a light rain fell through most of the program, a crowd of several hundred were in attendance. Large crowds continued through the day, totaling well over 1,000 visitors. National Park Service staff was on duty at the site, along with volunteers through the evening hours.

Lastly Glessner asked if there were any questions regarding her report; there were none.

Co-Chair White commented that the Ambassadors are the glue that holds Flight 93 together and while viewing Glessner's PowerPoint presentation he realized that the goal of honoring the passengers and crew through the creation of a memorial must be achieved because it is a national memorial.

### **C. Government Liaison Report**

On behalf of the President of the Families Ed Root, Co-Chairman White provided the following report:  
Federal Appropriations and Federal Funding:

Intelligence-gathering and consultation continues with House and Senate Democratic and Republican senior appropriations staff regarding the status of the appropriations process and strategy for funding.

Research on how to best utilize the Centennial Initiative to secure an additional \$7 million in federal matching funds is on-going.

#### Manganese:

Consultation continues with Representative Shuster's senior staff regarding (1) Shuster's discussions with EPA Administrator Johnson on legislation and/or federal option, and (2) PBS/DEP/EPA discussions.

#### Congressional Medal of Honor Legislation:

Discussions continue with Senator Schumer's staff in York regarding introduction of legislation. Discussions continue with Representative Shuster's staff regarding status of H.R. 1673.

White asked if there were any questions; Calvin Wilson responded by asking if the Commission as a group should head back to Capital Hill to help with further Federal funding pertaining to medals and Flight 93. White responded by saying yes, and they are currently doing this, and will continue to have family member weekly meetings concerning strategies and tactics and welcomed anyone from the Flight 93 Federal Advisory Commission and the Flight 93 Memorial Task Force to join in the meetings concerning fundraising. White also noted that individuals with specific expertise will also be included in the process. For fiscal year 2008 they will look for appropriations, and will continue to monitor Senate and House of Representative conference discussions.

Daniel Sullivan then asked for some information regarding the Centennial Initiative.

Co-Chair White explained that the Centennial Initiative was proposed by the Bush Administration; it's looking towards the Centennial 2016 for the National Park Service. The goal is, in 100 million dollar-a-year allotments, to provide restorative and new park construction funding. It also looks to match private philanthropic funds with federal funds.

Superintendent Hanley explained that the Centennial Initiative also includes operating increases for parks, and Flight 93 National Memorial does have an operating increase for a law enforcement ranger to come on board as well as three seasonal employees: two interpretive rangers and one law enforcement ranger.

Chairman Reynolds commented that the House of Representatives has approved 50 million dollars for appropriations. The Senate has not approved any amount yet.

Daniel Sullivan asked where the \$7 million would come from.

Superintendent Hanley responded that that money was to be included in the Centennial Initiative, and in fact, Flight 93 is included as one of the signature, high-profile projects as well as Yellowstone National Park and Pearl Harbor National Memorial.

Brent Glass asked if that \$7 million was for one year and if it is a one-time allotment.

Chairman Reynolds responded that this would be a one-time allotment out of the year's money, and that it may not all be allocated.

Lawrence Catuzzi wanted to note that after the elections, the Commission should prepare for changes to the appropriations committee; we need to be prepared to tell our story immediately.

Co-Chair White responded that the Family will continue with their strategy to bring in donations or funding, noting the total of \$10 million for Lands. He recognized this is an ongoing effort that must remain a top priority.

#### **D. Communications Report**

William Haworth provided the following report:

##### Sixth Anniversary Commemoration:

National, regional and local coverage of the scheduled September 11<sup>th</sup> Commemoration observances saw more than 30 separate media outlets, including *ABC* and *CNN* networks, as well as most Pittsburgh and Philadelphia broadcast media outlets providing live and taped segment coverage. Print coverage included staff reports from *The Associated Press*, *New York Times*, *Pittsburgh Post-Gazette* and *The Philadelphia Inquirer*. In particular, the *Inquirer* chose September 11<sup>th</sup> to publish an extensive feature article focused

on design-related aspects of the Flight 93 National Memorial on its front page (and accompanying video and article on Philly.com) by reporter Amy Worden, who had interviewed family members Ed Root and Patrick White, as well as architect Paul Murdoch in late July. This article produced in the same week a positive *Inquirer* editorial urging financial support for the Memorial, especially among Philadelphia's philanthropic community.

During the past three months, the *Pittsburgh Post-Gazette*, as well as sister newspaper, *The Toledo Blade*, have published highly supportive editorials regarding the Flight 93 National Memorial that called for the public to support the Memorial's capital campaign while urging its readers to dismiss any claims regarding its design.

Overall, all reportorial accounts, both visual and written, provided focused coverage of Monday's scheduled services at the Somerset Alliance Church, as well as the following day during official observances of September 11<sup>th</sup> at the Temporary Memorial. Homeland Security Secretary Michael Chertoff, along with Pennsylvania Governor Ed Rendell's appearances also provided appropriate support to the occasion as reflected in a survey of media reports from the day.

In another development, a potential story regarding recent issues concerning interpretation of the Memorial design that had been scheduled by one of the Pittsburgh television stations was averted.

#### Mayor Bloomberg's Visit:

Mayor Michael Bloomberg visited the Flight 93 Temporary Memorial on September 23<sup>rd</sup>. His visit was widely reported by New York City metro media outlets, as well as Sean Hamil of the *New York Times* (Pittsburgh bureau) and local Somerset/Johnstown media. Family member Christine Fraser and Joy Stella, as well as Keith Newlin of the National Park Service and Jeff Reinbold of the National Park Foundation were present to discuss plans for the permanent Memorial with the Mayor and his staff.

#### Special Communications:

Key strategic media opportunities (previously identified) on behalf of the Flight 93 National Memorial design as well as related aspects (including land acquisition and capital campaign efforts) continue to be developed with such news organizations as *The New York Times*, *Washington Post*, *USA Today*, as well as special broadcast segments including *CNN*, *CNBC's The Big Idea with Donny Deutch*, *The Charlie Rose Show*, National Public Radio's *Fresh Air* and *Talk of the Nation*.

#### Flight 93 National Memorial Documentary Project:

Development on a special prime-time documentary on the Flight 93 National Memorial design has taken a positive step forward with pre-production development by the acclaimed Emmy© award-winning *NOVA* series on *PBS*. Executive Producer Paula Apsell has been engaged in conversations to evaluate archival, as well as other information and a formal outline (or synopsis) of the one-hour documentary that would be scheduled to air sometime during the 2008-09 season. *NOVA* is a completely underwritten original series produced by *PBS* affiliate *WGBH* in Boston.

#### Other Media Activity:

Along with family members Ed Root and Patrick White, as well as architect Paul Murdoch and Flight 93 National Memorial Superintendent Joanne Hanley, several media-related queries – including one regional radio talk show occasion (WCOJ/ West Chester PA) – related to Flight 93 National Memorial design-related issues previously raised, effective responses were made in almost each instance where, upon evaluation, it was determined an appropriate response from Memorial officials and family members would provide a forum for presenting factual, and truthful information concerning the Flight 93 National Memorial.

Calvin Wilson commented that since the beginning of January he and others were concerned about people forgetting about Flight 93 and a strategy was created to counter that problem. Wilson asked if Bill Hayworth would give his opinion about the success of that strategy.

Hayworth stated the message is getting out and people are remembering through various targeted media outlets. Hayworth also thanked the media for consistent coverage of Flight 93.

Co-Chair White asked Gordon Felt and Debbie Martin if they had anything to add; they had nothing to add.

## **E. Archives Report**

Curator Barbara Black presented the following report:

### Oral History and Documentation Project:

Kathie Shaffer started her third year of the project as Oral History and Documentation Project Assistant. The Families of Flight 93 have contracted her through a cooperative agreement with the National Park Service since September 19, 2005. The National Park Service is seeking funding for a fourth year. Kathie has continued to be strongly committed to the project and has done an excellent job of organizing, researching, contacting potential interviewees, managing volunteers, and conducting in-depth interviews. This project would not have been as successful without her.

A total of 342 oral histories have been completed since the project started two years ago. We had originally set a goal of completing 100 to 150 oral histories a year and have surpassed that goal! The interviews are in various stages of the process from recording the interview, to typing the transcript, to editing the final version, to final sign-off by the interviewee, which means there are only 65 oral histories through the entire process. 142 of the 332 oral histories have been transcribed keeping the percentage at about 43% which is a good percentage for an oral history project. Transcription usually runs months to years behind the initial interview because it is the longest process. There are now 4 volunteers with an additional fifth being added to type transcriptions, as well as 2 staff members including Kathie.

95 of the 342 interviews (about one-third) have been conducted with family members, friends, and business acquaintances of the passengers and crew on Flight 93. These 95 interviews represent only 24 of the 40 heroes, and some of those 24 have only 1 person to tell their story. A few family oral histories were taken over the September 11<sup>th</sup> anniversary this year but that is a difficult time for many to talk about their loved one. Kathie and Barbara Black took a recent trip to New York and were able to do 4 more family interviews and several interviews are scheduled for New York during the Flight 93 Advisory Commission/Task Force meeting weekend. Plans are being formed to schedule more trips to reach family members.

We have discovered that if we can identify a family member that is willing to work with us to reach other family members and set up a series of interviews when we are traveling to an area, it is more successful. The family member acts as a liaison to encourage and set an example to the rest of the family. They also reach friends and co-workers that we might not know about to give an even richer depth to the story, representing that one passenger or crew member. We have even had a few family member liaisons who have brought the rest of the family together to one home for a day or two, making interviewing more efficient. It also brought shared feelings and a chance to bring back memories for the family and friends group. Although this can illicit a certain sadness, there is also a spirit of joy and celebration when getting together to talk about their loved one. We hope to encourage other families to record their stories in this way.

### Tribute Collection:

Late summer and fall have continued to bring an abundance of tributes to the Flight 93 Temporary Memorial. As visitation remains high, objects and messages reflect the visitor's feelings and current thoughts about the actions of the passengers and crew.

The National Park Service will hire an SCA intern for a one-year position to assist with the Tribute Collection in cleaning, cataloging and storing the items.

Barbara Black asked if there were any questions.

Lawrence Catuzzi asked what the total number of items in the collection was as this point.

Barbara Black reported the estimated number was about 30,000 items.

Co-Chair White wanted to thank Barbara Black, Kathie Shaffer and the others who are involved in preserving the memory of the passengers and crew of Flight 93 through the preservation of the items left at the memorial. He also felt that no set value could be placed on the items as they are invaluable to the story.

## **G. Interpretive Planning Report**

Curator Barbara Black presented the following reports:

### University Partnerships:

Eric Mankowski, Professor of Community Psychology at Portland State University, and Alan Barstow, Professor of Organizational Dynamics at University of Pennsylvania, met with committee members and NPS staff in Somerset to discuss a partnership to study what Flight 93 means to visitors and non-visitors. The discussion centered around asking meaning making questions of those closest to the event, those who have visited the site, and those who have not interacted for one reason or another. In finding out what the memorial means to the audience, it can be determined what is relevant to whom and by knowing what is relevant can lead to a commitment of long-lasting stewardship for generations.

There are 3 primary groups to approach in the "discovery" phase of the plan:

1. Existing public response resources - *those who have already expressed interest/meaning* (tributes and messages left at the Temporary Memorial, oral histories, and fundraising campaign, mission statement and design competition comments)
2. Stakeholders/partners, community and visitors - *those who are currently interested/find relevance by being involved or visiting* (visitors to the temporary memorial, Ambassadors, community members)
3. Non-visitors and the wider community (nation/world) - *those who may potentially be interested*

The methodology that was created in the meeting to analyze meaning is a circular matrix (attached) that can be applied to all three groups of responses. The information will be coded to the five interpretive themes from the Mission Statement and will create new ideas that do not fit within the existing statements. Each of the 3 primary groups will take a different approach to find meaning:

1. Existing public response resources: Alan Barstow and his graduate students will travel to Somerset and examine the resources of the visitor tributes and comments, while Eric Mankowski and his students who are located across the country can more easily through the transport of digital transcripts analyze the oral histories to find meaning.
2. Stakeholders/partners, community and visitors: focus groups will be held at the temporary memorial with visitors in the spring. Focus groups have already started with Ambassadors and public meetings with the community will be scheduled in the near future. Meaning making questions will be tailored to different types of groups.

3. Non-visitors and the wider community: this approach is still in draft stage and may require pilot studies. At some point we may want to go to a national organization like Pew that can do national outreach.

People will naturally make meaning from where they already are. Where we have to start, is to meet them where they are and *then* suggest something they haven't thought of before...provoke them to grow beyond where they are. If you're asked to articulate your thoughts then it might cause you to think more, become more engaged and more committed. This process will be ongoing. Ten years from now we need to know how people's views are changing, what they are interested in, what they know, what their world view is. The National Park Service needs to be able to respond in order to keep relevant.

Barbara Black asked if there were any questions; there were none.

#### Junior Ranger Project:

Ginny Barnett completed the new Junior Ranger Program this summer through a grant supported by the National Park Foundation. The approach taken with the new program is that often parents do not know how to deal with their own thoughts and feelings, much less those of their children when they visit the site.

Three booklets were designed through consultation with early childhood development professionals, educators and grief counselors. The first booklet is a parent's guide to aid the caring adult in understanding how their child is dealing with grief and sadness, and how they might interact with their children. The second booklet is in storybook form for very young children, a familiar and safe way to introduce sensitive topics such as heroes, tributes, being safe and what it means to honor someone. The final booklet is a journal for reading and writing age children to express themselves through art or words.

The program will reach a group of visitors underserved because the current presentation at the site is at an adult level. As the Interpretive Plan develops in the next few years, the Junior Ranger Program will be evaluated to stay current and relevant, as well. The booklets will be available at the Temporary Memorial very shortly.

Chairman Reynolds asked if the Federal Advisory Commission would receive a copy of the Junior Ranger Booklet.

Barbara Black answered that they would each receive one.

Chairman Reynolds also commented that the Ambassadors are the front line of interpretation and now with the creation of the Junior Ranger Program at Flight 93, the permanent National Memorial is closer to completion.

Superintendent Hanley described how the Junior Ranger program is important because many visitors come to the Temporary Memorial with children. The adult driven guide will give the parents of the children answers and methods of approach to sensitive questions the child may be asking.

Allison Vadhan (member of the Interpretive Committee and Families of Flight 93) from the audience made the point that her seven-year-old child is suffering emotionally from this event after visiting the Memorials in Washington D.C.. She talked about how it is such a hard topic to discuss with children and how for generations to come children will have a very hard time with this concept.

Superintendent Hanley and Curator Barbara Black responded that Ginny Barnett, the American Red Cross volunteer at Flight 93 and World Trade Center who created the brochure met with Hedda Sharapan from

the Fred Rogers Place in Pittsburgh, PA as well as child grief counselor Steven Woods with Blue Cross Blue Shield Highmark's "The Grieving Place." These two representatives provided information about the approach to take with children and adults because both are struggling with this issue. Commissioner Glessner added that in the back of the brochure is a list of additional resources for both adults and children and also added that as a volunteer at the Temporary Memorial she is faced with many tough questions from children.

Barbara Black will work with the families to distribute these.

## **VI. Flight 93 Advisory Commission Reports**

Vice Chair Glessner takes over to begin Commission Briefings.

### **A. NPS Land Acquisition Report**

Superintendent Hanley and Co-Chair White presented the following report:

Superintendent Hanley reported that the NPS is in the final stages of a land survey of the PBS Coals (01-101, 01-108), Svonavec (01-102) and Kordell (01-100) properties. The ground work is completed, and NPS is currently awaiting the survey data for review and approval. The final survey will define the bounds of the PBS Coals property south of Route 30, and also identify title issues which must be addressed prior to acquisition by the Families and subsequently the NPS.

Svonavec (01-102) owns the property where the crash site and Temporary Memorial site are located. An appraiser contract award is expected to be announced soon and possibly by the date of the October FLNI Commission/Task Force Meeting. Once the contract is awarded, the appraiser will have 90 days to complete the appraisal. The appraisal will be reviewed by the Appraisal Services Directorate (ASD) and if approved, NPS will present an offer to Svonavec, Inc. The anticipated appraisal will take place in early 2008. Svonavec, Inc. has been paying a private security firm to prevent trespassers from entering into other properties for reasons of liability. The families and the Commonwealth of Pennsylvania worked very hard to create funding and the National Park Service has just entered into an agreement with the Commonwealth of Pennsylvania to transfer funding. This funding will allow the National Park Service to pay for security and remove the financial burden from Svonavec, Inc.

Kordell (01-100), aka Rollock, Inc., the recycling business and smelting plant: an appraisal of the property is currently being conducted with the permission and cooperation of property owners, Tony and Chris Kordell. NPS is contacting relocation companies originally consulted for an update on moving costs to relocate the Rollock company once NPS acquires the property. The Kordell family has been very helpful in the entire process to begin the relocation of their business and acquisition of their land. The appraisal is finished and waiting on approval from the DOI.

Superintendent Hanley reported that the National Park Service will be sending out a letter to all of the landowners around the view shed of the memorial to work on protecting their lands through easements or other types of protections.

Co-Chair Patrick White reported on the Families property (03-102), formerly Vish. An appraisal is currently being conducted and the title updated in preparation for acquisition by NPS.

Families (03-105), formerly O'Barto: NPS has ordered an appraisal of the property. Upon completion of the contracting process, a contract award will be made and an appraiser selected.

The Mock property was acquired through a tax auction on September 11, 2007. The thirty-day time period has begun for anyone who wishes to challenge the acquisition by the families.

The Conservation Fund (01-124), mineral interests formerly owned by PBS Coals: NPS ordered an appraisal and title report which are currently in the contracting process.

(It is anticipated that NPS acquisition of the former Vish and O'Barto properties and The Conservation Fund mineral interests will occur in early 2008).

The PBS Coals manganese issues continue to be addressed by EPA, PA DEP, PBS, NPS and the Families of Flight 93. The prevailing site conditions are recognized by EPA and PA DEP, and positive discussions are emerging. The Pennsylvania Secretary of DEP announced a consent order and agreement between the DEP and PBS Coals, Inc. PBS owns the most significant number of acres of property, approximately 75 percent, for the future memorial. The consent order and agreement states that PBS no longer needs to treat for Manganese. This is a very significant step forward.

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 Lands in an effort to stay the course and ensure continued coordination.

Co-Chair White stated that if anyone from the public or media has any questions, that he and Superintendent Hanley would certainly be happy to answer them.

Brent Glass asked about the status of the Lambert property.

Co-Chair Patrick White responded that as of this week he had emailed the attorney for Mr. Lambert, indicating the families are interested and he stated that Mr. Lambert is still very much considered a willing seller once the appraisal is done and the acquisition process can go forward.

Brent Glass also wanted to know if some of the land from the Lambert property was to be donated. In response White stated that at the time of the acquisition a small portion will be donated.

Daniel Sullivan asked if the appraisal was to take place in January.

Co-Chair White/Superintendent Hanley responded yes.

Sullivan then asked how much time Mr. Lambert or his representative had to respond to the offer.

Superintendent Hanley stated that the once the appraiser begins the process they have 90 days to complete it. Next the Department of the Interior has 30 days to review it, although it may not take the full 30 days. After the Department of the Interior has reviewed it, the appraisal is good for one year, with a written response required.

White thanked the NPS, family, PBS coal and members of the Flight 93 Memorial Task Force that have been involved in this process and worked very hard.

Mr. David Beamer asked what the relative risk that a key portion of the land will not be acquired.

Co-Chair White responded that he would be happy to have a follow-up conversation with Mr. Beamer and on the record he stated that at some point through some process all of the lands will be acquired for the memorial and as much as possible for the view shed, with the risk near zero. White also stated that there are many factors involved in landowners willingly selling their property. The families are very sensitive to these factors.

Chairman John Reynolds proposed a motion for the Flight 93 Federal Advisory Commission to thank those who were involved in the creation of the agreement and the decision of the DEP. This would include all of the local confirmation groups, DEP, the state of Pennsylvania, the United States EPA, Congressmen Shuster and his staff, Senator Specter and his staff, the NPS Lands Division in Philadelphia, NPS in Somerset, The DOI solicitor, the family representatives, and Patrick White. Reynolds asked for the motion to be made.

**Motion 08-02 Regarding Formal Thanks to those involved in the creation of the agreement and the decision of the DEP on Manganese**

Moved: Commissioner Nacke

Second: Commissioner Catuzzi

Comments: None

Public Comments: None

Vote: All in favor, none opposed, no abstentions

Motion passed. The motion to thank those involved in the creation of the agreement and the decision of the DEP on manganese is unanimously approved.

**B. Memorial Design Report**

Superintendent Hanley presented the following report:

The Interpretive Committee and the Design Oversight Committee are working very closely with each other to focus on the visitor experiences when they go to the memorial.

In 2004 Flight 93 National Memorial went to The National Park Service Development Advisory Board (DAB), which is comprised of individuals from the private sector and government executives, to approve of the design concept and ensure that the job is done correctly.

A visitor center was NOT approved at the DAB in 2004 as part of the memorial design; they said we needed to come back with visitor center alternatives through a traditional "value analysis" process.

The DAB approved of the Memorial design and their role now is to provide value engineering which provides minimal engineering details but does not alter the design. However, with the visitor center, the utilities, the roads and parking will be evaluated by the DAB and alternatives must be provided for each.

Calvin Wilson commented on the fact that these alternatives will take the engineering details into account.

Hanley confirmed what he stated and added that it will not change the integrity or intent of the design at all.

On July 17, 2007, NPS authorized the design team to proceed with the Schematic Design Phase. The design team identified design alternatives as the basis for a 5-day Value Analysis workshop in Denver at the end of August. The VA workshop established value engineering options for the memorial features and preferred alternatives for the visitor facility and infrastructure that provide the best value for the project.

At the time of the workshop in August, access to the land owned by PBS Coal, Inc. was restricted and as a result they were unable to do the analysis for the roads. There is now full access to the PBS property which means a full value analysis engineering and testing process can be done.

At this time, the focus is the visitor center. Paul needs input from us before he can go any further with the design of the visitor center/facility. Paul's design team is in urgent and timely need of direction and help

to design the "visitor experience," "visitor flow," "spaces," and "intent for spaces," based on what comes out of our value analysis and "choosing by advantage" process this week in Denver. While we know we cannot design the interpretive program, we do have some assumptions, we know some "truisms," and we can make some statements about visitor experience. I don't think this will compromise our interpretive and civic engagement planning at all, since we are not talking about content of programs.

The main focus was to have a meeting with the entire Interpretive Oversight Committee with Paul Murdoch in Los Angeles to provide him with the "visitor experience", what is the intent of the visitor center and what kinds of spaces are needed in order to design the visitor center.

In early September, members of the Interpretive Oversight Committee (IOC), NPS and design team met for two days in Los Angeles to further study and define the Visitor Facility requirements, as well as the visitor experience flow. Discussion included visitor experience flows and functions, space program revisions to best suit the required functions and evaluation of the relative roles of memorial features and interpretive material. This information served as the basis for a visitor facility design presented as part of the 100% Draft Schematic Design. Specific requirements of the memorial include a flexible exhibit space in order to respond to changes, an oral history listening room, places to leave messages and tributes, sales, offices, donor recognition space, private space for family members, offices, storage, restrooms and open space or a multi-purpose room that can change due to demands. The open space can be divided depending on group size and needs. Another concern was for the site to stay relevant into the future with visitor engagement.

The design team submitted the 100% Draft Schematic Design to the National Park Service (NPS) by the end of September for review and comment. The submittal includes a Value Analysis Report, documenting the outcome of the VA Workshop; a Class B Cost Estimate; and a Basis of Design Report describing the design through technical drawings and narratives.

The design team performed an aerial survey in March 2007 but has been unable to access enough control points in the field to complete mapping. Due to this restricted access to certain private properties, for Schematic Design the design team used aerial survey data performed for NPS in 2004.

NPS recently gained permission for total access to PBS property for testing, which will begin soon.

NPS comments are due back to the design team by mid-November incorporating input from a conceptual presentation to the new members of the Development Advisory Board (DAB) in early November 2007. The presentation will include a project overview, a walk-through of the design and a walk-through of the value analysis alternatives. In early February of 2008 final alternatives as well as a final cost will be presented to the DAB and the DOC will ask for a final decision from the DAB.

Brent Glass asked if draft designs for the memorial could be supplied to the commission.

Superintendent Hanley responded that some draft proposals could be furnished to the commission.

Brent Glass also asked if it was contemporary or traditional in its architecture design.

Superintendent Hanley responded it is between the two walls and the focus is more on the impact site, causing the visitor center to be more subdued.

Brent Glass also mentioned that when the visitors arrive would their first stop be the visitor center to use the restroom, then to travel to the crash site.

Superintendent Hanley responded that the rest stop or drop off spot where the visitor begins will be separate from the visitor center and will not detract the attention of the visitor. Designs are still not specific about how the rest stop will fit into the landscape. The design for the experience will have the visitors going to the impact site first then the visitor center; this does not mean visitors must do it this way. It is also designed to separate the business of the visitor center and those who have just been dropped off.

Deborah Martin commented that in the mission statement it reflects the power of individuals who choose to make a difference and tied that in with the feeling that visitors would experience this at the memorial. She asked if this has been considered for the visitors experience at the memorial in the Interpretive Planning meetings.

Superintendent Hanley responded that is one of the key points of the visitor center and at this point the content and location of this experience is not yet designed. At this point the function is the focus for the planning over content.

Barbara Black commented it will definitely be part of the interpretive plan, and people will hopefully walk away choosing to do good and make a difference in the world, and only through talking with many people will this idea become incorporated into the design.

Deborah Martin wishes the last part of the mission statement which talks about choosing to make a difference be included into the memorial somehow.

Barbara Black commented that this was included in the oral history interviews with specific questions asking how September 11, 2001 has changed or made an impact on the individual being interviewed. These oral histories will definitely play a large role in the memorial.

Superintendent Hanley commented that continuing and ongoing civic dialog will ensure the exhibits will stay current based upon feedback, ensuring the memorial stays relevant to visitors.

Chairman John Reynolds commented that as visitors arrive at the site the first experience they will have will be to go through the wall and be exposed to the crash site. This idea was key to the selection of the design as visitors will understand why they are visiting the site from this emotional experience. From there the visitors will go to the visitor center or go to the crash site. This flow and experience of the visitor is under a lot of scrutiny at this point with the goal of understanding how to incorporate these ideas and experiences into the physical design of the memorial and visitor center.

Brent Glass commented that his experience has shown that visitors will go where they want, and you can guide them through design, but not predict where they will go unless you provide only one option. He also commented that not everyone would want to view the crash site first or at all and that should be a question they are asking in this stage of design.

Superintendent Hanley responded that based on six years of visitation at the temporary memorial, visitors want to know where the crash site is.

Brent Glass said that this question may be a result of visitors trying to orient themselves with the site and that trying to manage the visitors experience is very difficult because there is no way to predict how they will react. He feels the story is just as relevant as the site. Part of his suggestion includes figuring out how long people are currently visiting the site and incorporate this into the final design experience.

Lawrence Catuzzi shares the same concerns as Brent Glass and feels that an accompanying brochure should be available at the area of viewing for the crash site. This brochure should tell the story and help the visitor understand what they are viewing. He asked if thought had been given to a progression of the site, and really guides the visitor to go through the progression by moving the visitor center closer to the crash site.

Chairman John Reynolds responded that that idea had been rejected because of weather and also because of the need to give visitors freedom.

Superintendent Hanley commented that the goal is to provide people the opportunity to make decisions and not make it for them. The interpreters who are working on this design have used decades of visitor use information. Interpretation is a discovery process and to engage them you must provide them the ability to unfold layers one at a time. First you have the emotional connection to the land then you are ready for the intellectual experience and it must be immediate based upon their emotional experience.

Lawrence Catuzzi commented that he would want to go to the visitor center first then to the crash site and others people will also do this. Hanley responded that some people will and they can do this.

Family member Allison Vadhan asked how wide the space was between the walls.

Superintendent Hanley reported that it was 60 feet wide and that in the original design Paul Murdoch had the visitor center in between the walls and the design will remain as true to possible to that.

Calvin Wilson commented that as much planning and work that goes into this plan, at least 50% of the people will do what they wish, they will already have in their mind what they wish to visit.

Superintendent Hanley commented that the schematics should be finished by early December and the construction drawings will be done by the following summer of 2008.

Superintendent Hanley asked if there were any other questions and commented that the planning has been very intensive.

## **VII. Fundraising Report**

King Laughlin presented the following report:

### Campaign Summary\*

Funds Raised (as of July 31, 2007).....	\$ 11,326,732
New Contributions (August and September).....	\$ 402,323
<b>TOTAL (as of September 30, 2007).....</b>	<b>\$ 11,729,054</b>

*\*Campaign Summary includes only funds held by the National Park Foundation. Accurate summaries of fund repositories held outside NPF are pending.*

### Campaign Executive Committee

Since the last meeting of the Advisory Commission and Task Force, the Campaign Executive Committee consisting of representatives from each partner group, has held four meetings to discuss the direction and strategy of the Campaign. Agendas, supporting documents, and outcomes of each meeting are circulated among members for review and distribution. A regular schedule of monthly Campaign Executive Committee meetings and Finance Committee meetings is being established.

### National Campaign Steering Committee

The National Campaign Steering Committee, chaired by Campaign Chairman Chris Sullivan, includes five inaugural members. Each member has accepted the broad responsibility of actively engaging in fundraising for the Campaign and promoting awareness of the Flight 93 National Memorial. Additionally each member has agreed to make a personal contribution or conduct fundraising activities to achieve a minimum of \$250,000 for the Campaign. Flight 93 Campaign Staff will work directly with each member to support his or her efforts. Campaign Staff will also follow up with potential members who did not initially respond to the invitation to join the Steering Committee. New members will be added to the Steering Committee to form a group of 30-40 individuals.

#### National Park Foundation Leadership Summit on Partnership and Philanthropy

The Summit provided a unique and visible platform for the Flight 93 National Memorial. Representatives from each of the project partners attended a three-day conference in Austin, Texas, and discussed the Flight 93 National Memorial with Summit participants, as well as current and prospective donors.

Highlights of the Summit include:

- Inaugural meeting of the National Campaign Steering Committee
- Welcoming remarks to Steering Committee members from National Park Foundation President and CEO, Vin Cipolla
- Moving remarks on the Flight 93 National Memorial by Honorary Campaign Co-Chair General Tommy Franks during the Steering Committee meeting and during a luncheon attended by over 300 Summit participants
- A rousing and compelling “Campaign pitch” to Summit participants by Campaign Chairman Chris Sullivan, complemented by a Campaign brochure and commitment form for each
- Display of Flight 93 National Memorial design boards and description of the design by architect Paul Murdoch and Superintendent Joanne Hanley
- Mention of Flight 93 National Memorial by several keynote speakers including First Lady Laura Bush, Secretary of the Interior Dirk Kempthorne, and National Park Service Director Mary Bomar
- Introduction of members of the Families of Flight 93 to Summit participants during a luncheon
- Private meeting between First Lady Laura Bush and members of the Families of Flight 93
- Follow-up meetings arranged with several potential Campaign donors

#### Fundraising Program

Campaign staff has outlined an overall strategy for the Campaign aimed at achieving the goal of raising \$30 million for the construction of the Flight 93 National Memorial. The general outline, which calls for a diversified strategy of traditional and innovative approaches, will be presented and discussed during the next Campaign Executive Committee meeting. Highlights from the Campaign strategy include:

- New emphasis on unique features of Flight 93 National Memorial
  - Compelling story and meaning of Flight 93
  - Extraordinary design for the Flight 93 National Memorial
  - Unprecedented partnership
- Renewed major giving focus through involvement of Campaign leadership and National Campaign Steering Committee members
- Aggressive direct mail program approach
- Continued support of grassroots networking and fundraising efforts
- Implementation of cause-related marketing concepts
- “Close-out” of pending solicitations and early cultivation efforts
- Communications and donor stewardship strategy

#### Recent Activities

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

- Stewardship meetings with several Campaign donors and partners in Pittsburgh and surrounding communities
- Meeting with direct mail vendor to discuss progress to date and future steps to ensure continued success of the program
- Meeting with previous fundraising counsel to discuss final reporting and pending initiatives
- Meetings with cause-related marketing vendor to discuss overall program, goals, cost/revenues, strategies, and implementation
- Completed transition to new donor database program (Raisers Edge)
- Completed transition to new Flight 93 National Memorial campaign website ([www.honorflight93.org](http://www.honorflight93.org))

Family Member David Beamer asked what the size of the project was and what is the total cost.

Superintendent Hanley responded that the total size of the project is \$58 million; \$27 million for the memorial, \$3 million for the capital campaign, \$10 million for land acquisition and relocation of businesses, and \$18 million for the construction of the visitors center, roads, utilities, and parking in 2004 dollars.

Mr. Beamer asked if the costs need to be revised.

Hanley responded that designer Paul Murdoch is revising the design in 2010 dollars because construction will be halfway done. This will be presented to the DAB and the DAB will ask where the difference in the cost will come from. The answer is that the construction may have to be done in phases, there may have to be some value engineering worked into the project, and it may have to come from increased fundraising or Federal dollars.

Mr. Beamer also asked where the operating cost would come from.

Hanley responded that it would come from the Federal operating budget. By opening of 2011 the estimated operating budget will be \$800,000 or more a year from the NPS operating budget.

Family member Deborah Martin asked King Laughlin if she could join the National Campaign Steering Committee.

King Laughlin replied that she could and that this committee was created with the intention of interested family members joining to raise awareness and funding for the campaign.

Daniel Sullivan asked how the campaign budget was going.

King Laughlin replied they are nearing the allotted \$3 million and they will review what can be done to get the project to the end.

### **VIII. NPS Staff Update**

Superintendent Hanley began by welcoming Founder of September 11<sup>th</sup> Families' Association and Tribute Center Lee Ielpi and Executive Director of the September 11<sup>th</sup> Families' Association and Tribute Center Jennifer Adams. Hanley encouraged everyone to visit the website for the fundraising campaign and listen to the Keynote Address of General Tommy Franks at The National Park Foundation Leadership Summit on Partnership and Philanthropy.

Hanley also mentioned that Jeff Reinbold is currently on a detail with the National Park Foundation in Washington D.C. until October 2008 and that Barbara Black is now the new Site Manager at Flight 93 National Memorial as well as continuing to serve as Chief of Interpretation and Chief of Curatorial and Cultural Resources. SCA Intern Jacob Miller has now joined the Flight 93 office to assist Barbara Black. Jacob has recently graduated from University of Pittsburgh at Johnstown with a degree in history and will begin work on November 12, 2007.

Skaidra Kempkowski has also joined the office as the new Office Administrator and will begin work on November 25, 2007. She is currently finishing up a year-long emerging leaders program and has transferred from Everglades National Park.

Hanley also thanked everyone on the phone, Jim McGettingan, Adam Shaffer and Barbara Black for their patience throughout the meeting and for dealing with the technical difficulties that were experienced.

#### Volunteer Report:

Adam Shaffer of the NPS gave the following report:

There were 6 new ambassadors added to the Temporary Memorial Staff. Fiscal year 2006 was the first year that a Volunteer Report was submitted. There were 45 volunteers, but now there 75 volunteers for Flight 93 National Memorial. On Tuesday October 23<sup>rd</sup> there was a volunteer recognition dinner where the ambassadors as well as oral history volunteers were recognized. The ambassadors worked a total of 3,480 hours this year saving the NPS a total \$47,000 if they would have had to pay for those same hours. The volunteer transcribers have kept up with the work of a paid transcriptionist and the work they have turned in totaled 335 hours or \$10,000 NPS dollars saved.

Shaffer concluded by asking if there were any questions; there were none.

#### **IX. Old Business**

Vice Chair Glessner asked if there was any old business to discuss; there was none.

#### **X. New Business**

Vice Chair Glessner announced the dates for the next 4 meetings to be held in 2008: February 2, May 3, August 2, and November 1. She asked if there was any discussion about these dates and Commission Glass asked about the location of the meetings. Glessner replied that they would all be on a Saturday in the Somerset Court House. She also mentioned that if the need arises there may be briefings held in other cities.

#### **XI. Public Comment**

Vice Chairman Glessner asked if there were any members of the public that would like to comment.

Family member Marilyn Johnson wanted to comment how much she enjoyed attending the meeting and it was a great opportunity to see everyone in action.

Superintendent Hanley commented that if there are any family members who would like to organize a briefing it would be no problem to have representatives from Flight 93 attend.

Family member David Beamer commented that he would like to commend the Flight 93 Advisory Commission for what they are doing.

Vice Chair Glessner asked if there were any more comments; there were none.

Vice Chair Glessner thanked the New York City Police Museum for allowing the Flight 93 Advisory Commission and Flight 93 Task Force to meet at their location. The meeting was adjourned at 1:49 pm.