

# HOLLIER & ASSOCIATES

To: Flight 93 Nat'l. Memorial Federal Advisory Commission  
c/o Chairman John Reynolds  
From: Patrick White & Will Hollier  
Date: July 19, 2011  
Subject: April-June 2011 Government Relations Report

## **Federal Appropriations:**

Mr. Hollier provided continual intelligence-gathering and consultation with House and Senate appropriations staff and the Pennsylvania Delegation regarding status of appropriations process and strategy for maintaining funding in FY11 and FY 12 appropriations bills.

Mr. Hollier confirmed \$3,700,000 in FY12 budget authority was early programmed for spend down in 2011. Drafted letter to Pennsylvania Delegation to send to Secretary Salazar requesting his support for providing funding for the Memorial. Significant research and time was dedicated to tracking the funding decision and providing an understanding of the NPS' decision to the FF93. The decision by the NPS is very beneficial in that it allows the budgeted funds to be spent before the FY12 appropriations process is finalized, what might not occur this year.

Mr. Hollier provided follow up with White House, Office of Management and Budget and Department of Interior on FY11 and FY12 funding requests.

Mr. Hollier led the efforts to secure the introduction of S. 1239, The Fallen Heroes Act which would authorize the minting of one gold medal to honor the heroes at each of the three September 11<sup>th</sup> Memorial site. Redrafted the legislation, drafted Dear Colleague, and met numerous times with Senator Casey and Senator Toomey's staff.

Mr. Hollier provided follow up to President Obama and First Lady Invitation to attend dedication of Flight 93 National Memorial.

Mr. Hollier provided fundraising leads and assistance in raising funds for Flight 93 National Memorial.

Mr. Hollier participated in meetings and conference calls to assist with National Park Foundation fundraising efforts.

## **Organization**

Mr. Hollier led weekly conference calls with Families, National Park Foundation and LAKPR to allocate tasks and responsibilities, ensure proper follow up to action items, and serve as strategy session

Mr. Hollier reviewed and provided comments to LAK on press and advocacy materials.

CC: FLNI Superintendent Keith Newlin

## **National Park Service Operations Report July 30, 2011**

### **Visitation**

Visitation at the Temporary Memorial is up approximately 25% from the same time last year. We are routinely seeing 750 people at the site on weekdays and 1,250 to 1,500 on weekend days. Approximately 10% of our visitation is arriving as part of a bus group. Wendy Clay continues to process any increasing number of requests for group visits and special events.

### **Media Interest**

Media interest is very high. Flight 93 staff have fielded more than 100 media inquiries in recent months and are working with Lisa Linden and Alanna Sobel to respond to media requests. On June 16, Keith Newlin led regional media on a tour of the construction site. This was followed by a photographers tour on July 6. Staff have also led dozens of tours for individual media outlets, including more than 10 from international news organizations.

After numerous media requests for local interviewees, Donna Glessner and Kathie Shaffer developed a pool of people representing the various types of interviews most frequently being requested by the media - eyewitnesses, local emergency responders, the Pennsylvania State Police, American Red Cross, community members, persons affiliated with the local school, local government and Ambassadors. We now have a pool of 30 people whose names and contact information we can provide in response to requests by the media. We provided these individuals with an opportunity to tour the memorial plaza and ask questions of staff on June 22.

The number of requests to fact check articles and books has also increased and we're seen an increasing number of outlets using resource information from the Flight 93 website.

### **NPS Website**

Brendan Wilson continues to expand the resources on the NPS website ([www.nps.gov/flni](http://www.nps.gov/flni)). The "History & Culture" section now includes a detailed timeline (attached) of the Flight 93 story, biographies of the passengers and crew, transcript of the cockpit voice recorder, a study of the flight path by the National Transportation Safety Board, and a detailed set of Frequently Asked Questions. Downloadable construction images and design renderings are also available from the site. A video introduction to the Memorial and a detailed timeline of the effort to create the memorial will be posted shortly.

### **Volunteers**

On August 1, volunteers will accompany Flight 93 staff on a tour of the memorial and the new facilities at the Memorial Plaza. In late August, the volunteers will meet again to review the September 11 events and prepare for full operation of the memorial.

### **Collections, Oral Histories and Documentation**

Barbara Black finalized new photo use permissions for key images in the collection. Previous agreements did not provide for the expanded use of these resources in exhibits and online.

Barbara continues to receive requests from community groups, historical organizations and others for access to the collection or inclusion of items from Flight 93 in their memorial or project. In addition, Barbara, Kathie, and Donna continue to work with the National September 11 Memorial and Museum in New York City regarding its presentation of the Flight 93 story.

Flight 93 staff and volunteers successfully relocated most of the remaining collections items from the Somerset office to the headquarters. The tributes now are closer to staff and will be more accessible to researchers and media.

Under the direction of Kathie Shaffer, we have now recorded 680 oral histories. We have transcribed 59% of the interviews and completed 131 of them. All passengers and crew are now represented.

Barbara, Kathie and Donna continue to expand our documentation of the Flight 93 story. A recent highlight was their visit on June 15 to meet with the National Transportation Safety Board in Washington, DC. They discussed the NTSB's investigation, the path of Flight 93, and items from the crash that are in our collection. Donna also consolidated much of what we've learned about the flight into a detailed timeline. The timeline is posted on our website.

### **Community Outreach**

On May 9 and 11, Flight 93 staff and representatives from the Friends of Flight 93 sponsored preview tours of the memorial for the local hospitality and tourism managers and front-line staff. This was followed by a visit on May 18<sup>th</sup> by the Laurel Highlands Visitors Bureau to introduce their front line employees to the memorial.

### **The Public Memory of 9/11**

The National Building Museum will host a program, *The Public Memory of 9/11* on July 26, 2011. Dr. Brent Glass will host the program, which will include representatives from each of the September 11<sup>th</sup> sites. Jeff Reinbold will represent Flight 93.

### **Education**

Flight 93 staff continue to work with the Smithsonian National Museum of American History, the National September 11<sup>th</sup> Memorial and Museum, and the Pentagon Memorial Fund to produce a virtual conference for educators on August 3<sup>rd</sup> and 4<sup>th</sup>. Barbara Black will lead a session entitled "Writing the First Draft of History," which explores the use of oral histories in understanding history through the voices of people who lived it. Through our partnership with the Fred Rogers Center and Fred Rogers Company, Flight 93 will also sponsor a session on talking to children about tragedy.

Flight 93 staff continue to focus this year's education efforts on young children. Representatives of the Friends of Flight 93, the Fred Rogers Center at St. Vincent College, and the Fred Rogers Company came to the site and are working with Adam Shaffer to develop materials for parents and those who work with young children. The Friends are also sponsoring a Children's Forum at the Fred Rogers Center at St. Vincent College on October 6, 2011 to explore these items in greater detail.

## LINDEN ALSCHULER & KAPLAN, INC.

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PUBLIC RELATIONS

TO: Flight 93 Advisory Commission  
Families of Flight 93

FROM: Lisa Linden, CEO  
Linden Alschuler & Kaplan, Inc.

DATE July 19, 2011

RE: Communications Update

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### Introduction

Media interest in the Flight 93 National Memorial and the 40 heroes of United Flight 93 continued to grow over the past three months with LAK fielding an increasing number of media requests as we moved closer toward the dedication of the first phase of the memorial and September 11th. During this time, LAK worked with the Families of Flight 93 and the Flight 93 National Memorial partners on media initiatives that helped raise awareness of the progress being made in creating the memorial and the need for continued financial support to complete the memorial's first phase.

Lisa Linden has been in constant contact with top producers of national news organizations and networks in the United States and foreign countries as media anticipation builds to a crescendo by September 11th.

Throughout this time, LAK participated with the Flight 93 National Memorial partners in ongoing planning for the 10th anniversary commemoration ceremony and the events surrounding it.

### May Flight 93 Advisory Commission Meeting

Lisa Linden arrived in Somerset County for the last quarter's Flight 93 Advisory Commission meeting on Thursday, May 5. The following day, she arranged interviews of Families of Flight 93 President Gordon Felt at the site by local media, including **WJAC-TV** of Johnstown and other TV stations. Together with the National Park Service's Flight 93 National Memorial Site Manager, Jeff Reinbold, she also assisted a reporter from **KTRK-TV** of Houston, TX, who had come to the commission meeting with Flight 93 Advisory Commission member Larry Catuzzi, as part of a series of September 11th stories.

Lisa also helped facilitate media coverage of the meeting and of a tour of the memorial site by the Flight 93 Advisory Commission. Coverage included **KDKA-**

TV of Pittsburgh, PA, the *Somerset Daily American* and the *Pittsburgh Tribune-Review*.

### **Reaction to the Death of Osama Bin Laden**

At the meeting, Lisa briefed the commission on the previous quarter's media activities including the response to the May 1 news that Osama bin Laden had been killed by US forces.

Among those activities – which took place after LAK's last communications update was submitted – was the drafting (with the assistance of Gordon Felt, Patrick White and Carole O'Hare of the Families of Flight 93) of a statement by Gordon Felt. The statement read, "This is important news for us, and for the world. It cannot ease our pain, or bring back our loved ones. It does bring a measure of comfort that the mastermind of the September 11th tragedy and the face of global terror can no longer spread his evil." The statement was released as President Obama began his remarks.

The statement was picked up extensively, including as part of the lead front-page story in the *New York Times*. That article included only two direct quotes – from President Obama and Gordon Felt. The statement or follow-up comments from Gordon Felt were carried on hundreds of media sites around the nation and the world through several *Associated Press* pieces and by *CNN.com*, *CBS News.com*, *Sky News of Great Britain* and *Radio Free Europe*, among others.

Gordon Felt was also interviewed by several national and regional media including *MSNBC's* national program "*Morning Joe*," and *National Public Radio* as well western PA media. Over the next week, LAK set up dozens of interviews of members of the Flight 93 families with media from around the nation and the world.

### **Community Meeting on Increased Media Interest**

During the weekend, Lisa Linden met with Somerset County community leaders, Families of Flight 93 members, NPS staff and others to discuss issues involving increased media interest associated with the 10th anniversary of September 11th and the dedication of the Flight 93 National Memorial.

### **Announcement on Infrastructure Funds in FY'11 NPS Operation Plan**

With guidance from Will Hollier, LAK drafted and serviced a press release regarding the inclusion of \$3.7 million in vital infrastructure funds in the NPS' Fiscal Year 2011 Operation Plan for Construction. In the release, Gordon Felt is quoted expressing the deep gratitude of the Families of Flight 93 for the bipartisan efforts of U.S. Senators Bob Casey and Pat Toomey, PA Congressman Bill Shuster and the Obama Administration in ensuring that these

funds were included. The release also included quotes from Senator Casey and Congressman Shuster. Local media covered the story including **WTAJ-TV** of Altoona, PA, and the **Pittsburgh Tribune-Review**.

### **NPS Construction Update and Site Tour**

Working with Jeff Reinbold, LAK helped to draft and service a media advisory for a June 16 NPS construction update and site tour for western PA print and television press. The tour was led by NPS Superintendent for National Parks of Western Pennsylvania, Keith Newlin, and Jeff Reinbold. Media coverage included the **Daily American**, the **Johnstown Tribune-Democrat**, the **Tribune-Review**, **WJAC-TV**, Pittsburgh TV stations **WTAE-TV**, **WPXI-TV** and **KDKA-TV**, and **WDUQ** radio of Pittsburgh. The **Associated Press** also covered the tour with a staff photographer. A version of the AP piece was picked up by approximately 75 media sites around the nation including the **Washington Post**, **USA Today** and the **Wall Street Journal**.

### **Unveiling of new Flight 93 National Memorial Renderings**

Collaborating again with Keith Newlin, Jeff Reinbold and the memorial partners, LAK helped to draft and service a June 27 press release announcing that the NPS and the Flight 93 National Memorial partners were unveiling two new architectural renderings of the memorial. The release included statements from Keith Newlin, Gordon Felt and National Parks Foundation President Neil Mulholland. There was tremendous media interest in the renderings both locally and nationally. The **AP** did both a quick early morning piece and then a more extensive piece. Approximately 200 media sites posted a version of the **AP** piece including the **Washington Post**, **Forbes.com**, **CNBC** and the **Houston Chronicle**. Other media that did their own pieces on the renderings included **Reuters**, **NY1 News** in NYC, the **Tribune-Review**, the **Pittsburgh Post-Gazette**, **WJAC-TV** and the **Tribune-Democrat**.

### **Media Interest in the 10th Anniversary of September 11th and the Flight 93 National Memorial**

Over the last three months, Lisa Linden continued to arrange media interviews for members of the Families of Flight 93 and other memorial partners, in light of the 10th anniversary approaching and with heightened media interest in recounting the story of the 40 heroic passengers and crew members. Print, radio and television – both local and national – as well as book authors expressed their desire to tell this story and the effort to create a meaningful, soaring memorial dedicated to the heroes' lives.

For example, Lisa Linden and Gordon Felt met with the lead NBC-TV network news producer in charge of covering the 10th anniversary. The discussion included his interest in moving the Flight 93 story across all NBC platforms.

There was also a series of interviews that LAK helped to facilitate. A sampling of those included:

- **USA Today interview** – Lisa arranged for Gordon Felt to be interviewed for the publication's glossy magazine for a piece on the Flight 93 National Memorial. It will be included in an upcoming issue dedicated to the September 11th anniversary.
- **NY1 Two-Part Report on the Flight 93 National Memorial** – LAK provided information to a reporter with **NY1**, New York City's all-news TV station, on progress in the construction of the Flight 93 National Memorial. Lisa arranged for the reporter to visit the memorial on May 6 to do a site tour with Gordon Felt, Keith Newlin and Jeff Reinbold. The reporter attended the May commission meeting where she interviewed Families of Flight 93 member Calvin Wilson. Over the course of the following week, LAK provided additional information with help from the NPS and the Families of Flight 93. The first part of the two-part **NY1** report on the Flight 93 National Memorial and the Flight 93 families' efforts to help ensure the completion of the memorial ran on May 17 with the second part following a day later.
- **WBAL's Afternoon News Journal with Sharist Elliker interview** – LAK arranged for Families Flight 93 National Memorial member Sarah Wainio to be interviewed live on this Baltimore, MD, radio show. She discussed the 10th anniversary of September 11th and the Flight 93 National Memorial.
- **Terra.com interview** – LAK arranged for Flight 93 National Memorial Vice President Patrick White to be interviewed regarding the 10th anniversary of September 11th with this international Spanish language news website with 3 million visitors.
- **Nick News documentary** – Working with the Families of Flight 93, LAK provided information to a producer of an upcoming Nickelodeon cable television channel documentary on September 11th geared toward children. Sarah Wainio was interviewed for the piece.
- **CBS Channel One News interview** – This television news network broadcasts a daily news feed to thousands of middle schools and high schools across the country. Lisa arranged for the producers to interview Sarah Wainio for an upcoming piece on the recollections of young relatives of Flight 93 heroes.
- **Radio France interview** – Lisa arranged for Families of Flight 93 members Ken Nacke and Calvin Wilson to be interviewed by a reporter

regarding the 10th anniversary of September 11th for this public radio network of France.

### **Families of Flight 93 Website**

LAK is assisting in the creation of content for the new Families of Flight 93 website. LAK drafted an introduction to the website's media page, which includes a sampling of media pieces on recent milestones in the history of the Flight 93 National Memorial and ongoing construction and fundraising efforts. LAK is also drafting a Frequently Asked Questions (FAQ) section.

### **Planning Efforts for the Upcoming 10th Anniversary and Dedication**

Lisa Linden continued to take part in regular conference calls with the Flight 93 Memorial partners on the planning of the 10th anniversary commemoration and related events including the coordination of media communications efforts among the Flight 93 National Memorial partners. Topics of the meetings included potential speakers, the creation of appropriate written material and website content, and logistical issues associated with the events.

Lisa also took part in several discussions with Kiki Homer and the staff of the New York Road Runners – the sponsors of the New York City Marathon – regarding a media strategy to promote Ms. Homer and other Flight 93 family members' participation in this year's marathon including a June 15 meeting in the Road Runners' office.

During this period, LAK also continued to participate in weekly conference calls with Will Hollier and the Families of Flight 93 to discuss ongoing coordination between media strategy and government relations efforts. We also provided regular monitoring for the Flight 93 National Memorial partners of media and blog sites for stories regarding Flight 93.

As we move closer to the pivotal events of September 10th and 11th, LAK will continue to reach out to national and local media outlets to help ensure that that the story – unprecedented in American history – is told of how Flight 93 family members, the local Somerset county community, government officials at all levels and the NPF worked together to create the only national park that has at its centerpiece, the events of September 11th. We will continue to tell the media about the progress that has made in building the memorial's first phase and the need for continued financial support to fulfill the full vision of the Flight 93 National Memorial.

LAK is excited about the work ahead as we move into the final weeks leading up to the historic dedication of the memorial and the 10th anniversary commemoration ceremony. It has been an honor for us to help the Families of Flight 93 and all of the Flight 93 National Memorial partners tell the world of the

story of the 40 heroic men and women of Flight 93 and the significant, magnificent Flight 93 National Memorial being created. We look forward to continuing that work in the months ahead.

**Anniversary Planning  
Briefing Report  
July 30, 2011**

**Status**

The Anniversary Planning Committee meets every other week to finalize the program and event details for the September 11 weekend. The Committee will provide an updated program at the Commission meeting. An overview of the events follows:

September 9

- Family preview tours of the site. These tours are closed to the public and media.

September 10. Dedication Ceremony

- New Memorial entrance from US30 and entire site opens to the public for the first time
- Dedication Ceremony begins at 12:30 pm at the Memorial Plaza and Wall of Names
- Public tribute activities continue throughout the day
- Evening luminaria occurs at the Memorial Plaza. One candle will be lit for each person who died on Sept 11, 2001

September 11. Commemoration Ceremony

- Commemoration service begins at 9:30 am at the Memorial Plaza and Wall of Names
- Public tribute activities continue throughout the day

Large crowds are expected. Throughout the weekend, field parking will be provided and all visitors will be shuttled to the event site. Family members will have separate parking and shuttles. Seating will be provided for family members and invited guests. The latest event information for the public is available at [www.nps.gov/flni](http://www.nps.gov/flni). The Friends of Flight 93 are maintaining a calendar of events occurring outside the memorial.

Media logistics is being coordinated by Mike Litterest of the NPS. The communications and media team for that weekend includes Lisa Linden on behalf of the Families of Flight 93, and Alanna Sobel from the fundraising campaign and National Park Foundation.

The NPS has mobilized an incident team to coordinate security and logistics for the events. The team meets weekly and has visited on the site on several occasions.

**Committee Members**

- Henry Cook, Flight 93 Advisory Commission
- Donna Glessner, Flight 93 Advisory Commission
- Debby Borza, Families of Flight 93
- Carole O'Hare, Families of Flight 93
- Christine Fraser, Families of Flight 93
- Gene Leonard, Friends of Flight 93
- Lladel Lichty, Friends of Flight 93
- King Laughlin, National Park Foundation
- Victoria Tagliabue, National Park Foundation
- Barbara Black, National Park Service
- Jeff Reinbold (chair), National Park Service

**Interpretation and Education Planning  
Briefing Report  
July 30, 2011**

**Exhibit Design**

Gallagher and Associates is working with Flight 93 staff to develop the exhibits for Phase 1A. The team created six panels for the forecourt, one welcome panel for the area near the entrance sign, and a donor recognition panel for inside the visitor shelter. The team is also developing several temporary signs to explain future development at the visitor center and tower of voices. The Interpretive Planning Technical Committee and partner leadership reviewed the panel text. The panels are currently being fabricated and will be installed in time for the September 10, 2011 dedication.

Gallagher and Associates is also working closely with Memorial architect Paul Murdoch, National Park Service staff and the Development Advisory Group to explore exhibit options for the Visitor Center and Learning Center. Different exhibit design and architectural schemes will be explored at a Value Analysis workshop in Somerset on July 27-29. The workshop will produce an integrated architectural and exhibit scheme for the Visitor Center and Learning Center.

**Memorial Brochure**

The Flight 93 National Memorial brochure has been printed and delivered to the site. It will be distributed to the public starting on September 10 and will be available only at the site. The Flight 93 staff worked with the NPS Harpers Ferry Center to create this first brochure for the memorial. The Committee reviewed the text and layout.

**Interpretation and Education Plan**

The NPS is delaying completion of the draft Interpretation and Education Plan pending the results of the July 27-29, 2011, Phase 1B Value Analysis workshop. Those meetings will explore facility changes that could affect recommendations in the plan. The NPS and the Committee will begin revising the plan in October and then circulate it for partner review and comment. Members of the former Interpretive Oversight Committee will be invited to participate in the review.

**Interpretive Planning Technical Committee Members**

- Brent Glass
- Donna Glessner
- Ed Linenthal
- John Reynolds
- Ed Root
- Barbara Black
- Jeff Reinbold

Briefing, Friends of Flight 93 National Memorial  
Federal Advisory Commission, July 30, 2011

The Friends of Flight 93 National Memorial continue to grow and build capacity to help with the development of the Flight 93 National Memorial. Upcoming projects include: (1) planning and assisting at the Memorial Dedication ceremony on September 10; the luminarias project on September 10, and the Memorial Service on September 11<sup>th</sup>; (2) sponsoring a Forum on October 6 at St. Vincent's College bringing together local and regional experts on the issue of how to tell the story of the events of September 11<sup>th</sup> and other tragic events to young children. Co-chairs Gene Leonard and Ginny Barnett have brought together an exceptional group of planners and presenters; (3) the Friends were awarded a grant by the National Environmental Education Foundation (NEEF) to build the communications capacity of our organization; (4) we will have a membership meeting on August 9 to provide updates on ongoing activities.

Projects completed since the last Commission meeting include: (1) sponsorship of a reading of the nationally acclaimed play, "The Guys" at the Mountain Playhouse. Lance Sturni deserves recognition for his work in organizing this event; (2) hosting a box lunch for the Pennsylvania Chapter of the Postmasters of the United States on June 16 including assisting in their Living Flag project—project chair Kathie Shaffer deserves credit and recognition.; (3) Friends hosted an informational booth at Thunder in the Valley. Ralph and Cheryl Couey organized our participation in this event; (4) we have committed to raise 800 American flags at Flight 93 National Memorial as part of the fundraising efforts of the National Park Foundation—Page Wetterberg is leading these efforts.

We will continue to develop projects that assist the National Park Service and National Park Foundation in completing and improving the memorial. We will be working on membership services and identification of grants to support ongoing projects at the site.

## Design and Construction Briefing Report July 30, 2011

Prepared by: Jodie Petersen and Keith Newlin

### Compliance and Permits:

- The NPDES ( erosion and sediment control) permit :
  - The major permit amendment (for the Access Road Design Modification) was approved. The amendment will allow the construction of the road realignment changes, vehicular pulloffs and parking area for the Tower of Voices.
- The 404 and 401 permits (wetlands):
  - The PADEP has been receiving the required soil/discharge monitoring/reporting as required per the permits.
  - 401 Permit conditions also require additional monitoring, reports (linked to the NPDES Permit) and inspections (see above)
    - Long Term Wetland Monitoring continues as per the permit requirements.

### Phase 1A Construction, Construction Management and A/E Assistance during Construction and Other:

- Construction:
  - The construction project was awarded to ArrowKinsley Joint Venture (AKJV) on Nov. 6, 2009.
  - Notice To Proceed: February 2, 2010
  - Original Contract Time: 540 days
  - Original Contract Amount: \$11,610,026.00
  - Number of Contract Modifications: 14
  - Revised Contract Amount: \$16,423,173.85
  - Estimated Percent Complete: 95%
  - Original Completion Date: July 27, 2011
  - Estimated Completion Date: August 4, 2011 per executed modifications
- Construction Activities/Work Progress: Final Inspection is being scheduled with the extended team.
  - Flight Path Wall
    - Construction crews are working on last items including installation of the ornamental gate to be completed the week of July 25, 2011.
  - Memorial Wall
    - Precast benches are complete; topsoil along the Memorial walkway was planted and is receiving hydromulch.
  - Visitor Shelter
    - Drywall is complete and painting underway.
  - Landscape/Site Work/Sacred Ground parking Area
    - Work is nearly complete.
    - Final paving was completed mid July 2011.
    - Site lighting is scheduled to be complete by July 30, 2011.
  - Ring Road
    - Construction of the Ring Road is complete.

### Construction Management:

- Construction Management Representatives is via an Interagency Agreement (IA) between the US Army Corps of Engineers and NPS. Two full-time engineers are on site.

### A/E Assistance During Construction:

- Paul Murdoch has been on site numerous times to review mock-ups and other construction items.

### Phase 1B Schematic Design

- Paul Murdoch Architects submitted the Final Updated PreDesign Report in April 2011. The project is now officially in Schematic Design.
- Multiple design and exhibit meetings and/or conference calls have been held for design integration.
- Value Analysis is schedule for July 27-30, 2011 with a DAB submission in November 2011.
- Funding for Water/Wastewater Design Needs has been approved. Task orders to PMA are being developed.

### Phase 1B Exhibit Planning and Design

- Bauer Latoza Studios, Inc./Gallagher and Associates will also be participating in the July 2011 Value Analysis.
- NPS also issued task order modification to PMA for:
  - Additional exhibit/interpretation meeting and/or coordination needs.

### Phase 1B Revegetation:

- Revegetation Update: Task order requirements will start again after Sept. 2011 events. Some additional soil sampling and infiltration test (within the planting beds) were completed in June 2011.

### Phase 1C Route 30 Park Entrance / Entry Road and Revegetation

- Permit amendment was approved by PA DEP July 28, 2010.
- Design Modifications to the Entry/Access Road from Paul Murdoch Architects are under construction. This includes re-alignment needs, vehicular pull offs, and parking for the Tower of Voices.
- Access Road Construction was awarded in September 2010 to New Enterprise Stone and Lime, Co.
  - Notice To Proceed was issued: September 30, 2010
  - Original Contract Time: 365 Days
  - Original Contract Amount: \$4,455,212.00
  - Revised Contract Amount: \$5,442,229.23
  - Number of Contract Modifications: 7
  - Est. Percent Complete 75%
  - Revised Completion Date: August 1, 2011 per executed modifications
- Construction Activities/Work Progress: Targeting final inspection for mid August 2011.
  - Re-alignment needs, vehicular pull offs and parking for the Tower of Voices is under construction.
  - Paving work on main road is complete.
  - Improvements to Route 30 are complete.
  - Installation of guiderail continues.
  - Seeding and E/S controls work continues.
- NPS awarded Phase 1C revegetation task order to Vanasee Hangen Brustlin, Inc. on September 19, 2010. This contract includes:
  - Tree Assessment of Phase 1A work was completed in July 2011.
  - Rock hounding will occur in April 2011.
  - Planting activities and final seeding efforts will occur after September 11, 2011. Erosion and sediment seeding will be completed by the Road contractor.

BRIEFING  
Fundraising and Capital Campaign  
July 30, 2011

We are looking forward to the dedication of the Flight 93 National Memorial as a historic moment to recognize the bravery and courage of the 40 men and women on board Flight 93 and to culminate years of dedicated work among Flight 93 partners and commitments of millions of dollars in private and public funding to make this occasion possible. The eyes of the world will certainly be on Shanksville when the nation pauses to reflect on ten years since September 11.

The Capital Campaign thanks all Flight 93 partners and donors for their continued commitment to securing private funding for construction of the Flight 93 National Memorial.

**CAMPAIGN SUMMARY**

Through May 31, 2011, the Capital Campaign has received 168,000 donations from 72,000 donors totaling \$21,300,000. (This total does not include the National Park Foundation Board of Directors' pledge of \$2,000,000.) Recent notable commitments include:

- Pfizer Inc. (New York, NY): \$200,000 for non-programmed support.
- An anonymous foundation: \$50,000 for general support of the Flight 93 National Memorial.
- Erie Insurance (Erie, PA): \$50,000 verbal commitment for non-programmed support or for dedication, to be determined.

There are a number of solicitations under consideration or in progress for the Capital Campaign, currently totaling between \$10,000,000 and \$17,000,000. Notable examples include:

Approximately \$950,000 in new funds have been raised to match Efforts to raise \$1,000,000 in new funds to match a \$1,000,000 challenge grant from the Richard King Mellon Foundation are nearing completion. An announcement pertaining to the completion of the challenge will be made soon, along with a more formal announcement concerning the National Park Foundation's \$2,000,000 challenge as a catalyst to raise approximately \$12,000,000 in remaining Phase 1 private funds.

All solicitations and discussions regarding funding are based upon presumption that the National Park Service will request Phase 1B design and construction funding in 2012. *If you know someone affiliated with the organizations listed above, or with a new organization or individual not previously considered, please contact the Campaign office at 202-354-6488.*

**OTHER ACTIVITIES**

- Approximately 1,200 Capital Campaign donors (organizations and individuals) who have made a recorded cumulative cash or in-kind gift to the Flight 93 Memorial Fund will be mailed invitations to the dedication in August. The Capital Campaign and National Park Service are reviewing additional ways to recognize donors or a certain level or above. The dedication is also a great event for Capital Campaign prospect to attend. *If you are planning to bring a prospective donor, please contact the Campaign office at 202-354-6488.*

- An estimated 65,000 people attended the Roar on the Shore in Erie, PA, organized by the Manufacturers and Business Association. The event will benefit the Flight 93 National Memorial with proceeds of \$50,000. The Let's Roll Ride, a series of region-wide motorcycle flights to Shanksville, PA organized by MBA, will also benefit the Flight 93 National Memorial. Several flights have been filled or partially filled with 40 riders, and each rider will receive an American flag flown over Flight 93 by Friends of Flight 93 volunteers in recognition of a gift of support. *If you know someone who would be interested in joining a flight, please contact the Campaign office at 202-354-6488.*
- An email appeal for Flight 93 from the National Park Foundation at the end of June has raised just under \$20,000. Approximately 300,000 people received the email appeal. Additional appeals are planned for July, August, and September.
- Steven Singer Jewelers will be selling "9/11" lapel pins to benefit the Flight 93 National Memorial. Pre-sale orders can be made at [www.ihatestevensinger.com](http://www.ihatestevensinger.com) and pins will begin shipping after August 1. The cost of each pin is \$10. Pin sales are primarily promoted via Michael Smerconish's nationally-syndicated radio program. Purchasing a pin is a simple and easy way to support Flight 93.

## CONCLUSION

By mid-September, September 11 memorials at the Pentagon and at the World Trade Center will be completed and open to the public. But the full story of September 11 cannot be told until the Flight 93 National Memorial has been completed. It is essential to build upon the momentum and interest generated during dedication and to view this milestone event as a springboard to raise remaining private funds for Phase 1.

*If you have contacts to organizations and individuals who should be approached for contributions – now is the time. Please contact the Capital Campaign office at 202-354-6488 to discuss leads or suggestions.*