

BRIEFING PACKAGE

INCLUDING

**FLIGHT 93 MEMORIAL TASK FORCE REPORTS &
FLIGHT 93 ADVISORY COMMISSION REPORTS**

JANUARY 27, 2007

CONTENTS

TEMPORARY MEMORIAL MANAGEMENT REPORT

GOVERNMENT LIAISON REPORT

COMMUNICATIONS REPORT

ARCHIVES REPORT

INTERPRETIVE PLANNING REPORT

NPS LAND ACQUISITION REPORT

CONSERVATION FUND LANDS REPORT

GENERAL MANAGEMENT PLAN/EIS REPORT

MEMORIAL DESIGN REPORT

FUNDRAISING REPORT

Temporary Memorial Management Committee Report
Flight 93 Memorial Task Force
January 27, 2007

I. Visitation

Visitation statistics at the Flight 93 temporary memorial are gathered by the volunteer on duty and recorded at the end of each two-hour shift in a log book. We began recording visitor counts in June, 2003. Both the total number of visitors and the number of motorcoach groups is recorded. Because the memorial is open around the clock, and volunteers are on duty for only 6-13 hours per day, depending on the season, early morning and evening visitors are not included in our statistics. The statistics are compiled daily, weekly, monthly, and yearly. Today I report the totals for calendar year 2006. A total of 167,687 visitors were counted at the memorial. This is an increase of 44% over visitation in 2005. As in the past, the heaviest months for visitation were July, August, September, and October. The average monthly visitation during this period was 25,465 people per month. During this period, our volunteers were meeting more than 1,000 visitors each Saturday and Sunday and 400-600 visitors each weekday. Significant numbers of people also visited in April, May, and June, when the average monthly visitation was 14,879 per month. The lowest months for visitation are December, January and February.

A record number of motorcoach groups visited the memorial in 2006: 414, nearly one-fourth of them arriving in the month of October. The busiest single week for bus groups was the week of October 9-15 when 41 motorcoach groups visited the site.

II. Maintenance

Plans are being made for springtime maintenance projects including improvements to the walking surface, re-painting benches, and replacement or re-furbishing of the slate angels.

On December 12, a vented, propane heater was installed in the wall of the temporary memorial shelter to provide heat during the winter months. The heater and the tank of propane were generously donated by Ferrelgas. Ferrell is a nationwide supplier of propane. The donation originated with their Pittsburgh regional office and was coordinated by the local office in Windber. Staff from the National Park Service at Fort Necessity and Allegheny Portage Railroad assisted with the installation of the heater and construction of a fence around the tank. The volunteers are very grateful for the efforts of all who made this installation possible.

III. Ambassadors

Currently 46 Ambassadors are actively serving at the memorial. This figure includes two new volunteers who joined the group in October, Sam and Connie Stevanus of Indian Lake. The group completed its fifth year of service on January 26 (yesterday) and today (January 27) begins year six. In October, 2006, the volunteers began working under the direction of Adam Shaffer, Park Guide. Adam now handles the monthly scheduling, coordinates training for new Ambassadors, and also day-to-day needs at the memorial.

As the Ambassador program reached the five year milestone in service, we felt it was appropriate to evaluate where we are and how well we are meeting the visitor's needs. In looking back over the past five years, we discovered a great change in visitor expectations and in the role we are asking the volunteers to fill. In order to help guide the future of the volunteer program and suggest and implement improvements in our service, an Ambassador Advisory Team (AAT) has been formed. Eleven Ambassadors volunteered to serve on this team which met for the first time in January. In particular, the team responded to a draft of a plan for the Ambassadors called "Building on Success" which outlines a number of suggestions for improvements. The plan was developed by Barbara Black, Adam Shaffer, Donna Glessner, and Ginny Barnett, a volunteer facilitator with many years of experience in volunteer training and organization through the American Red Cross. We will begin prioritizing the next steps of this plan immediately, in order to have some improvements in place for the upcoming high visitation season. A synopsis of the major points of the plan follows:

When the VIP/Ambassador Plan is fully implemented, the program will provide:

- A. a better organized application process including detailed job description, request for references, skills survey, and statement of commitment to be signed by new volunteers.
- B. a more organized volunteer training process done in phases: 1. observe; 2. understand the whole project; 3. Standard Operating Procedures and Emergencies; 4. understand the Flight 93 story; 5. work with a mentor; and 6. attend on-going training and trips

- C. a better visitor experience during high visitation times – large-format photos in a folder on a stand, presentations offered at scheduled times rather than continuously; attempt to always schedule two volunteers per shift (one in host role)
- D. greater visibility for volunteers – brighter, more distinctive clothing or accessories; sign indicating “volunteer on duty”
- E. more standardized presentations – talking points to accompany each photo in the presentation notebook
- F. more complete, better-organized presentations by re-evaluating the photos/charts/maps available for telling the Flight 93 story and selecting the most appropriate and meaningful resources and developing talking points which should accompany each photo chosen
- G. visitor information by means other than the volunteer – A wayside sign and/or locked case bulletin board, and a printed site bulletin with driving directions to common destinations will all be examined.
- H. scheduling, including last-minute substitutions, by the NPS volunteer coordinator.

**Flight 93 Memorial Task Force
Government Liaison Report
January 27, 2007**

Federal - Gold Medal Legislation: Preliminary steps have been taken to reintroduce in Congress legislation to award the 40 Heroes of Flight 93 the Congressional Gold Medal.

Federal - Steps have been taken to work with the new Congress to acquire the 5 million dollars in Federal money from last year's budget.

Federal - The House leadership is working to complete the process that will enable a plaque honoring the passengers and crew of Flight 93 to be installed in the US Capitol.

Local – Two meetings are scheduled to discuss local zoning and development issues.

Communications Report
Flight 93 National Memorial Task Force Meeting
January 27, 2007

Integrated Strategies – Bill Haworth

Ongoing Memorial-Focused Public Relations

Integrated Strategies continues to develop key strategic placements in coming weeks and months on behalf of the Flight 93 National Memorial project and its capital campaign that include such publications as *Wallpaper Magazine*, *Metropolis*, *GQ*, (by noted author David France) *O* (The Oprah Magazine), *The New York Times*, *Washington Post*, *Los Angeles Times*, *USA Today*, as well as special broadcast segments including *CNN*, *The Charlie Rose Show*, National Public Radio's *Fresh Air* and *Talk of the Nation*.

Future, an architectural competition-based quarterly publication, also will devote a special feature in an upcoming 2007 edition focused on the Flight 93 National Memorial design competition.

Many of the foregoing media efforts can be positioned to include any special fundraising initiative on behalf of the Memorial's capital campaign that may be inaugurated later this year.

Special Communications

Integrated Strategies has conducted ongoing consultation with the National Park Service and the Partners concerning the Flight 93 National Memorial General Management Plan respective to media related opportunities in conjunction with the anticipated record-of-decision by the National Park Service.

On at least one occasion, Integrated Strategies fielded on query from a reporter from the *Orange County Register* poised to write an article related to the so-called 'crescent issue' raised after receiving an unsolicited communications from area residents. Following a conversation with the reporter, the story was not pursued.

Documentary Project

Pre-production development has begun on a documentary feature for prime time cable television based upon the unique aspects of the Flight 93 National Memorial design competition. Producers Aaron Peters and Ivan Cohen currently are working on production timelines and budgets prior to beginning actual production that is slated to begin in April.

The History Channel and *The Learning Channel* (TLC) are viewed by the producers as primary networks for the one-hour program's airing.

Other Media Activity

A special Flight 93 National Memorial presentation at La Jolla Country Day School featuring Chris Sullivan, Paul Murdoch and Debby Borza along with a special screening of *United 93* January 17th garnered site segment coverage and interviews with participants in reports from two San Diego-based television stations, Channels 51 (Independent) and Channel 10 (ABC).

Submitted by:

Bill Haworth, Managing Partner

Integrated Strategies, LLC

**Flight 93 National Memorial Task Force
Communications Report
January 27, 2007**

MARC USA

Public Service Announcement Campaign

The Flight 93 National Memorial television and print PSA campaign launched in September with ads designed by MARC USA. MARC PR has continued to pitch the PSA to print and television media outlets across the country.

Since September 2006, Cox Communications has aired the television spot more than 15,000 times on networks such as CNBC, ESPN, Food, USA and MSNBC. The placements have reached more than two million households with an estimated advertising value of more than \$1 million.

In November 2006, Fox News Channel began airing the television spot. Fox News is available in 81 percent of US TV Homes (90,234,000) and attracts an audience that is larger than CNN Headline News, MSNBC and CNBC combined. Their audience tends to be a bit older (median age 48), but interestingly provides almost an even split between men and women. Thirty-two percent of the audience is college educated and 33 percent have a household income of \$75,000 or more. Fox News ranks number two against cable networks in terms of the total time spent viewing, beaten only by ESPN, and it ranks number one in terms of consistently loyal viewers.

The television PSA has been running on Comcast Eastern systems (on similar networks as listed about for Cox Communications) since September 2006 in the Philadelphia, New York and Harrisburg-Lancaster-Lebanon-York markets. The spots ran more than 300 times in September 2006 resulting in an estimated \$43,000 in advertising value.

Several Pittsburgh and San Francisco television stations continue to air the spot, and MARC PR is currently pitching additional television markets including upstate New York, DC, Baltimore, Tampa and Southern California.

The print ad ran in the November 2006 regional issues of *Family Circle* reaching more than 325,000 people with an ad value of \$27,000. The ad also ran in *The Weekly Standard* (10/30/06), twice in the *Christian Science Monitor* (11/8/06 & 1/9/07) and in the *Chicago Sun-Times* (11/2/06) reaching more than 560,000 people in total and resulting in nearly \$25,000 in advertising value.

**Flight 93 Memorial Task Force
Archives Committee Report
January 27, 2007**

Oral History and Documentation Project

The importance of the Oral History Project to the memorial's mission to "remember" is tantamount to the mortar and bricks that will build the physical structure of this place of remembrance. We are 16 months into a 24-month funded project to record the memories and actions of individuals, both family members and those involved in the events connected to Flight 93. Continued funding for this project is the highest priority of the Archives Committee. We will request funding for FY2008 through the National Park Service but it is not guaranteed. In the event that funding from the NPS is not forthcoming, the Archives Committee will seek other ways to continue the project. It is the intended goal of the committee for the project to maintain its high level of success of collecting interviews and processing them to completion for several more years.

The numbers of completed interviews have exceeded expectations. Over 245 interviews have been conducted, and 96 of those (40 % of the total) have been transcribed. Of the above total, 55 completed family member interviews represent 16 passenger and crewmembers. Kathie Shaffer has done the majority of the interviews with Barbara Black interviewing as time allows. Seven volunteers have helped to transcribe and write abstracts of the interviews.

Ms. Shaffer and Ms. Black traveled 3500 miles to the southeastern United States between October 16-29 conducting interviews in North and South Carolina, Georgia and Florida. 27 family member interviews represented 8 passengers and crew (4 new passengers and crew not interviewed prior to the trip). Two interviews were with individuals who had a direct experience with the terrorists. A former grief counselor from the local community who moved to Florida and a national correspondent from CNN were also interviewed on this trip. One of the real values of the trip was to make a personal connection to family members that have been unable to be closely involved and to communicate with them about the memorial project.

Future trips to bring the Oral History Project to family members, and individuals and agencies involved with Flight 93 are being planned to visit Mid-Atlantic, New England, Mid-West and Western states as time and funding allow.

We have begun to ask family members to consider depositing in the permanent Archives, photographs (quality copies are acceptable), documents and objects that represent or add to the collective knowledge about their loved one. These items will be used by visitors and researchers in the future to learn about the forty passengers and crew. It is not yet known how and where these items might be used in the Visitor Center or through interpretation at the site; it will be determined at a later date whether specific items will be requested.

Tribute Collection

With high visitation this past year, a large amount of tributes have been brought to the Collection from the Temporary Memorial. Funding to clean, catalog, database and store the objects has been funded by the NPS, but that funding is coming to a close. We will be seeking additional funding to continue the collections operation. Ginger Mesko, a SCEP (Student Career Experience Program) employee, will return to college this semester but will be back this summer.

The Collection Management Plan (CMP) is in the final stages of approval and will be in-place by February 2007. The CMP provides an action plan to further develop the policies of the collection and provide recommendations for improvement. One of the first steps necessary to determine direction is to write a Scope of Collection (SOC). Barbara Black will prepare a draft SOC and request committee input in the next few months.

**Interpretive Planning Report
Flight 93 Memorial Task Force
January 27, 2007**

Background

On September 29, 2006, our working group gathered in Washington D.C. and brainstormed extensively on how to approach the scoping/public involvement phase for the Interpretive, Education, and Civic Engagement Plan for the Flight 93 National Memorial.

Outcomes:

- We identified over 50 potential audiences to include in the scoping phase of the plan. These 50 + audiences went beyond those that might be possible and appropriate to include in a scoping phase for the interpretive plan. The identified audiences included all those that currently visit or might visit the national memorial, and are those whom we will serve.
- We identified nearly 50 different ways, venues, or mechanisms to reach those audiences.
- over 40 different questions to ask those audiences; and
- over 40 “hot button” issues, challenges, sensitivities, and narratives that may be controversial, explosive, and contentious to one group or another.

Activity Since October 7, 2006

January 5, 2007 Committee Conference Call The report from September 29, 2006 was synthesized for discussion on a January 4, 2007 committee conference call. The primary focus of our discussion was that we should not limit the interpretation because of perceived obstacles to time, money, and staff. The interpretation at the site is equally as important as the memorial itself. We need to do it justice as a place to set aside for all time. Americans and others need to have a place to come to learn about the memorial for future generations. We need to design the interpretation around what we want to accomplish and to design it around reasonable objectives. The NPS was requested to take the existing material, and further identify and refine our objectives; and then identify what kinds of activities will help to achieve the objectives.

January 10, 2007 Conference Call As requested by the Committee, Hanley, Reinbold and Black met with David Larsen, Interpretive Development Training Coordinator, met as a small group to synthesize, coalesce, and/or pare down the voluminous amounts of information resulting from the September 29, 2006 meeting and the January 4, 2007 conference call into a manageable and focused effort, which includes the objectives for civic dialogue and a process for civic dialogue using knowledgeable and professional consultants/staff current in the field.

January 24, 2007 The results from the January 10th meeting are being presented to the Interpretive Planning Committee for their review, discussion, recommendation. The results will be presented at the Task Force meeting.

Flight 93 Advisory Commission
NPS Land Acquisition Briefing Report
January 27, 2007

Since the last Advisory Commission Meeting on October 7, 2006, the National Park Service Lands staff continues to work behind the scenes on various title and environmental issues in anticipation that funding could be appropriated in the near future. Title matters include familiarization with and verification of core property ownership above and below the surface, including mineral leases, past and present. Environmental concerns remain focused on the acid mine drainage issue being monitored by PBS Coals, The Conservation Fund, NPS and the Pennsylvania State DEP. A meeting is scheduled for February 13, 2007, in Harrisburg with affected parties and the DEP Secretary to further discuss the issue and outline necessary steps toward resolve.

NPS Lands staff maintains frequent communication with core landowner Svonavec, Inc., regarding title and appraisal matters.

The Families own the Vish property and are working on acquiring the O'Barto and Mock properties, although Dennis Mock has not responded to the offer sent in November 2006 by Patrick White.

The Families are preparing to meet with the core landowners and their representatives on January 27, 2007, in Somerset to present a process agreement that will involve arbitration as needed to determine acceptable fair market value. The response from the landowners has been very receptive.

Lands Oversight Committee conference calls continue on a monthly basis for the benefit of exchanging FLNI land acquisition information with NPS and partners: The Conservation Fund and the Families.

Submitted by Katharine Bentley

Flight 93 Advisory Commission
Conservation Fund – Lands Report
January 27, 2007

The Fund has facilitated a meeting between PBS and PA DEP to discuss steps necessary for the release of PBS's coal mining bonds which are associated with 900 acres +/- of surface ownership within the boundary. Release of these bonds is necessary before we can close on the property. This meeting has been postponed several times, primarily due the DEP Secretary's calendar. This meeting is now scheduled for February 13, 2007.

We have worked with the PA Game Commission and the NPS to purchase the Berwind property. This parcel establishes the new State Game Land 93 (SGL93). SGL93 will eventually include the Consol property that was donated to TCF several years ago, and the 70-acre PBS parcel that is to the north of US 30. It is also possible that SGL93 could be extended further to the north onto other parcels that are now under coal company ownership.

TCF has sold the Marion 7400 dragline. This is the smaller of the two draglines. It should be removed from the premises before fall 2007. We have no interested parties for the larger Marion 7500.

TCF continues to hold three subsurface mineral parcels, which partially underlie the southern portion of the Memorial. We hope to complete the take-out sale of these rights to NPS as soon as possible.

Flight 93 Advisory Commission
General Management Plan /EIS Report
January 27, 2007
Prepared by Jeff Reinbold

I. GMP/EIS Status –The project team has drafted the Final Environmental Impact Statement (FEIS). It includes a summary of public and agency comments on the Draft GMP/EIS and responses. The FEIS has been approved by the Northeast Region compliance staff and is being shared with the Department of the Interior solicitor for the Northeast Region.

II. Project Schedule – Once any comments by the solicitor are incorporated into the document, the FEIS will be shared with the Partner leadership and the GMP committee. The FEIS will also begin concurrent review in the Northeast Region and Washington Office of the National Park Service. Once approved, the FEIS will be released to the public for 30-days. At the conclusion of this period, the NPS Northeast Regional Director will sign the Record-of-Decision, ending the process.

Based on available funding, the project team may also prepare a Final GMP. The final GMP will be a scaled-down plan that does not include the environmental sections from the EIS. This Final GMP will be approximately 30 pages in length, will be printed in full color and will be the daily management document used by NPS staff and Partners.

III. Corridor Planning Study – The Flight 93 National Memorial Corridor Planning Study is underway. The firm of Lardner/Klein Landscape Architects of Alexandria, Virginia, is under contract to Somerset County to prepare the study. The purpose of the study is to understand the needs and desires of local landowners and business owners and to give local officials options for managing and directing growth in the major route leading to the national memorial.

Elected officials from the county, the townships, and boroughs along the route continue to meet throughout the process. An Advisory Committee of local landowners, business professionals and leaders has also been created. Donna Glessner and Greg Walker sit on these groups.

An open house is planned for January 22nd. The open house will include an overview presentation as well as a presentation by noted planner and preservationist Shelley Mastran, on examples of “better models” for development. The rest of the open house will be organized to allow those attending to share their thoughts about the future of the travel route to the national memorial.

Memorial Design Briefing Report

Flight 93 Advisory Commission

January 27, 2007

Prepared by Paul Murdoch and Jeff Reinbold

Project Activity

1. The National Park Service (NPS) executed an Indefinite Delivery/Indefinite Quantity (IDIQ) contract with Paul Murdoch Architects (PMA) on September 13, 2006 to perform work for the NPS. Under the structure of the agreement, various task orders may be issued for specific scopes of services. By the end of September, several task orders were negotiated related to the Pre-Design Phase.
2. NPS issued a Notice To Proceed to PMA to begin the Pre-Design Phase that began with several days of kick-off meetings in Somerset and an Interpretive Planning Workshop in Washington DC on October 1.
3. Over the past several months, the design team has conducted bi-weekly conference calls and consulted with many local and national experts and park service personnel on a broad range of issues that include:
 - Re-vegetation of mining sites
 - Site utility options
 - Environmental challenges
 - Sustainable design goals
 - Security level and measures
 - Visitor center space and building requirements
 - Park operations and maintenance
4. Meetings in Somerset during early November involved:
 - Somerset County Planning and Penn DOT representatives to discuss traffic and driveway parameters for the park entrance at Route 30;
 - DEP representatives to review the site's mining history and constructed wetlands; and
 - A partial site survey that staked the center of the allee and ring road to allow a site walk in the rain to verify design assumptions about its scale and location
5. Soils testing for geotechnical recommendations related to re-vegetation, environmental mitigation, structural criteria and compaction has been discussed but postponed until land acquisition is complete enough to allow adequate site access.
6. Options for site surveying have also been researched, relative to existing information and completion of updated missing information. It is anticipated that aerial surveying will take place in early Spring 07 in support of the next phase: Schematic Design.
7. The design team is now compiling the information gleaned over the last 3 to 4 months and producing a Pre-Design Report that presents a conceptual definition of the project. It will summarize findings and recommend next steps in the process. Included will be a Class C cost estimate that presents an overall projection for the memorial, park infrastructure and visitor center. This will be the first overview of all the construction costs based on design assumptions and taking into account various escalation rates and NPS/DSC required estimating factors not available during the competition.
8. PMA is scheduled to submit the Draft Report to NPS during the week of February 5. Two weeks have been allocated for NPS and DOC review and submittal of comments. The final Report would then be submitted by mid March.

**Flight 93 Advisory Commission
Fundraising Report
January 27, 2007**

1. CAMPAIGN INCOME SUMMARY (as of 1/15/07)

• Total Number of Pledges& Gifts / Total Amount Raised:	20,198 / \$9,456,000
• Number/Amount of Verbal Commitments:	38 / \$520,506
• % of Minimum Goal:	33%
• Number/Amount of National Phase Gifts:	25 / \$3,102,453
• Number/Amount of Regional Phase Gifts:	70 / \$800,006
• Number/Amount of Local Phase Gifts:	119 / \$902,661
• Number/Amount of Public Phase Gifts:	19,992 / \$1,362,905
• Number/Amount of Launch Phase:	12 / \$3,441,266
• Number/Amount Pending Requests:	1,497 / \$1,711,625
• Total Expenses:	\$1,980,075.81
• Cash In:	\$4,990,474

2. NATIONAL PHASE UPDATE

Leadership: Chris Sullivan, Chairman, Outback Steakhouse, Inc., Campaign Chairman
 General Tommy Franks (ret.), Honorary Co-Chair
 Governor Tom Ridge (former), Honorary Co-Chair

Statistics:	23 / \$2,997,453	Number of Documented Gifts and Pledges and Amount
	2 / \$105,000	Verbal Donors and Commitment Amount
	\$124,098	Average Gift
	7 / \$315,025	Pending Requests

Donors:

Avon Foundation	Portola Group Foundation of Community
DHR Foundation	Foundation Silicon Valley
Discovery Communications, Inc.	John and Barbara Reynolds
Mr. Brent Glass	Richard & Rhoda Goldman Fund
Donna & Karl Glessner	Governor Tom Ridge
Mr. Jerry Guadagno	Mr. Gary Singel
Home Depot	Mr. Beaven Smith
Home Depot Foundation Matching Gift	Chris Sullivan Family
Ms. Pam Tockar-Ickes	Mr. Daniel Sullivan
Mr. Edward Linenthal	Turner Construction
MARC USA	Wachovia Treasury Operating Services
Mr. Kenneth P. Nacke	Mr. Gregory A. Walker
Mr. and Mrs. Robert Nardelli	Mr. and Mrs. Michael Watson

3. REGIONAL UPDATE

Houston, Texas:

Leadership: Larry Catuzzi, Families of Flight 93

Statistics:	49 / \$422,973	Number of Documented Gifts and Pledges and Amount
	1 / \$500	Verbal Donors and Commitment Amount
	\$8,469	Average Gift
	385 / \$430,000	Pending Requests

Donors:

Mr. Stephen Applegate	Lauren Catuzzi Grandcolas Foundation
Thomas & Suzanne Barnett	Mr. Barry Lewis
Mr. and Mrs. John & Sandy Black	Mr. Charles Ludwigsen
Bowne of Houston	Phil & Joanne Martin
J. and L. Brown	Mr. Hugh E. McGee, Jr.
Mr. Donald L. Burdick	Francis D. McQuilkin
Mr. Stewart Bushong	Mr. and Mrs. Larry & Gwen Melody
Carrabba's Restaurant	Ms. Sue Millican
Stephen & Barbara Claiborn	Mr. David A. Morris
Doy Cole	Mr. and Mrs. Thomas & Mary Kay Mraz
Mr. James L. Cooksey	NDIC ECOA
Mr. Joan S. Cupic	Mr. James Niderle
Ruth & Jack Elvig	Oakmont Properties, Inc.
Ms. Mary N. Feller	Office of James Burnett
The Fondren Foundation	Mr. James H. Pinion
Mr. and Mrs. Howard & Rachel Frazier	James & Joan Prentice
Friedman Foundation	Mr. John Ranslem
Fulbright & Jaworski LLP	Mr. Martin Raymond
Gainer, Donnelly & Desroches, LLP	Mr. and Mrs. Max E. & Mary J Reddick
Gallery Furniture	Rhawnhurst Catering, Inc.
Earl & Cheryl Hersh	Bob & Lillian Shelter
Houston Jewish Community Foundation	Mr. John Storms
Ms. Stacy G. Hunt	The Robert and Janice McNair Foundation
Mr. and Mrs. Glen & Tracy Larner	Mr. Robert C. Thomas
Mr. Gregory S. Lashutka	Mr. Charles L. Wood

Tampa, Florida:

Leadership: Chris Sullivan, Chairman, Outback Steakhouse, Inc., Campaign Chairman
General Tommy Franks (ret.), Honorary Co-Chair

Statistics:	21 / \$358,033	Number of Documented Gifts and Pledges and Amount
	7 / \$18,500	Verbal Donors and Commitment Amount
	\$17,930	Average Gift
	269	Pending Requests

Donors:

C. Todd Alley and Cynthia Holloway
 Lee & Debbie Arnold
 Mr. Walter Baldwin
 John A. Brabson and Tilda Brabson, Jr. Fund
 Mr. Edward J. DeBartolo, Jr.
 Mr. Al Dopking
 Mr. Robert C. Duvall
 Mr. J. Rex Farrior
 Ms. Mary Lee Farrior

Mr. Neil A. Fenske
 Mr. Troy Fowler
 Mr. David Hull
 Dr. Hugo A. Keim
 Ms. Marsha Martin
 Mr. Larry Morgan
 Mr. W. Prescott Seckel
 Sembler Investments
 Outback Steakhouse
 Mr. Tom Wallace Paul & Gail Whiting

4. LOCAL INITIATIVE

Overall Statistics:	111 / \$879,461	Number of Documented Gifts and Pledges and Amount
	8 / \$23,200	Verbal Donors and Commitment Amount
	\$7,585	Average Gift
	800 / \$900,000	Pending Requests

Johnstown (\$250,000 Goal):

Leadership: Brad Clemenson, Congressman Murtha's Office
 Bob Eyer, Wessel and Company
 Jim Frank, Congressman Shuster's Office
 Mike Kane, Community Foundation for the Alleghenies
 Mark Pasquerilla, Crown American
 Skip Picking
 Claudine Seitz, Wessel and Company

Statistics:	26 / \$115,160	Number of Documented Gifts and Pledges and Amount
	6 / \$12,450	Verbal Donors and Commitment Amount
	\$3,987	Average Gift
	650 / \$150,000	Pending Requests

Donors:

Atlas Realty
 Mr. Abe Beerman
 Mr. John R. Boderocco
 Cernic's, Inc.
 Community Foundation for the Alleghenies -
 Cambria County
 Concurrent Technologies Corporation
 Mr. Ray DiBattista
 Diversified Associates I
 DRS Laurel Technologies
 DRS Technologies
 Galliker Dairy Company
 H. F. Lenz Company
 Mr. George L. Heider
 Laurel Holdings, Inc.
 Mr. Gus Margolis
 Modern Art & Plate Glass Co., Inc

Congressman John Murtha
 Northwest Savings Bank
 Mark Pasquerilla
 Howard & Adelle Picking
 Rockwood Casualty Insurance Company
 Rockwood Manufacturing
 Saint Francis University
 Mr. Mike Santoro
 Claudine and Tom Seitz
 Mr. Thomas Slater
 Tom & Linda Sobieski
 Mr. Joseph Sobieski
 Ms. Karen Sroka
 Mr. John E. Sroka
 Wessel & Company
 Mr. Sam Zamais

Somerset (\$250,000 Goal):

Leadership: G. Henry Cook, President, Somerset Trust

Statistics:	76 / \$177,621	Number of Documented Gifts and Pledges and Amount
	\$2,337	Average Gift
	4 / \$55,600	Pending Requests

Donors:

Ms. Heidi C. Ackerman	Ms. Stacey L. Long
Mr. Jason L. Atchison	Mrs. Beverly A. Lucas
Mr. William C. Aurdnt	Ms. Jane Etta Milkie
Ms. Rebecca R. Barclay	Ms. Jacqueline Miller
Mr. William B. Beeman	Ms. JoAnn D. Mock
Mr. Charles G. Billy , II	Mr. Patrick M. Osborne
Mr. Charles Blitzer	Ms. Ann B. Persun
Ms. Jennifer A. Bowman	Mr. Jim Poehlmann
Mr. Geoffrey Boyer	Mr. Karl W. Poorbaugh
Ms. Darlene Burkett	Mr. Robert L. Pritts
Ms. Wanda Bussard	Ms. Susanne Radek
Community Foundation for the Alleghenies – Somerset County	Mr. George Salguero
Mr. George Cook, Sr.	Mr. Bruce E. Shipley
Mr. Andrew F. Cook	D. C. Sines
County of Somerset	Ms. Susan L. Smith
Mr. Joseph C. Crowley	Somerset Daily American
David Resh Painting	Somerset Trust Company
Ms. Loretta L. Deal	Somerset Trust Families Account Interest
Mr. Martin E. Diehl	Rick Stafford and Rita Resnick
Ms. Lori A. Dill	STC Activities Club
Mr. Charles J Fitzgerald	Mr. Richard W. Stern
Ms. Tracy Fritz	Mr. Jeff Sutton
Mr. Kimberly C. Fulmer	Mr. W. Craig Taylor
Mr. Christopher D. Fuska	Tesori
Mr. Kenneth R. Gary	Ms. Sheila D. Tressler
Mr. John C. Gill	Mr. Paul Tyndall
Ms. Wendy J. Griffith	Mr. Karl von Lipsay
Ms. Barbara A. Harrold	Whalley Charitable Trust
Mr. Joseph Iuliano	Wheeler Family Charitable Foundation
Vincent & Marjorie Jacob	Mr. Brian J. Wilt
Mr. Donald P. Jenkins	Yael Zaczepinski
Mr. and Mrs. Alan R. & Tammy L. Jenkins	Ms. Catherine W. Zborovancik
Dr. Glenn Kashurba	Mr. David A. Ziemba
Ms. Marilyn J. Kaufman	
Ms. Marie M. Kimmel	
Ms. Donna M. King	
Mr. Daniel R. Klotz	
Ms. Mitzi Krause	
Ms. Lizabeth Sue Laird	
Mr. Lew Levey	
Ms. Cathy A. Lichty	
Ms. Michelle Lloyd	
Ms. Roberta Lohr	

Pittsburgh (\$250,000 Goal):

Leadership: Governor Tom Ridge (former), Honorary Co-Chair

Statistics:	10 / \$586,680	Number of Documented Gifts and Pledges
and Amount	2 / \$10,750	Verbal Donors and Commitment Amount
	\$49,785	Average Gift
	142 / \$700,000	Pending Requests

Donors:

Beckwith Family Foundation
Dean and Diane Close
Gordon Terminal Service Co. of PA
Heinz Endowments
Highmark Inc.
LB Foster Company
Pittsburgh Pirates
PPG Industries
Oxford Development Group
Sheetz
Smith Glaxo Kline
Westinghouse Electric Company LLC

5. PUBLIC PHASE/DIRECT RESPONSE UPDATE

The Public Outreach Phase, a seamlessly integrated and coordinated effort, as stated in the campaign plan includes web-based, mail and direct mail fundraising initiatives.

Statistics:	19,992	Documented Gifts
	\$1,362,905	Amount Raised
	\$68	Average Gift
	1,782 / \$276,000	Mail Average Gift \$155
	4,310 / \$312,663	Website Average Gift \$73
	13,901 / \$774,242	Direct Mail Average Gift \$56

Website Statistics:

	Monthly Home Page Hits	Make A Donation
May	30,000	3,555
June	14,500	1,458
July	14,000	2,069
August	19,956	2,928
September	53,607	11,422
October	14,478	2,186
November	8,090	1,628
December	11,375	2,651
Total	166,006	27,897

Weekly Homepage Hits	Make a Donation	
6/25/2006	2,293	
7/2/2006	6,016	
7/9/2006	2,634	
7/16/2006	2,203	
7/23/2006	2,053	
7/30/2006	2,621	
8/6/2006	2,573	
8/13/2006	6,190	
8/20/2006	5,783	
8/27/2006	5,112	
9/3/2006	20,719	
9/10/2006	21,372	
9/17/2006	5,791	
9/24/2006	4,124	
10/1/2006	3,849	
10/8/2006	5,191	
10/15/2006	2,479	
10/22/2006	2,258	
10/29/2006	1,663	429
11/5/2006	1,735	332
11/12/2006	1,742	415
11/19/2006	1,868	277
11/26/2006	2,297	497
12/3/2006	1,705	477
12/11/2006	1,778	468
12/18/2006	4,176	745
12/24/2006	2,351	542
12/31/2006	4,027	1,125
1/7/2007	4,793	1,185

Date	October	November	December	January
1	4 \$256.00	3 \$150.00	5 \$1,213	2 \$133
2	2 \$123.00	1 \$100.00	3 \$123	3 \$216
3	1 \$250.00	4 \$105.00	7 \$409	1 \$93
4	1 \$18.60	3 \$78.60	2 \$260	10 \$895
5	1 \$40.00	2 \$1,020.00	2 \$50	7 \$303
6	5 \$253.00	2 \$50.00	4 \$170	3 \$240
7	5 \$296.00	1 \$40.00	2 \$133	4 \$193
8	19 \$657.00	4 \$146.00	4 \$523	7 \$546
9	12 \$2,366.00	2 \$50.00	2 \$55	5 \$203
10	1 \$30.00	2 \$110.00	1 \$150	4 \$423
11	4 \$165.00	0 \$0.00	7 \$1,336	4 \$423
12	0 \$0.00	1 \$40.00	3 \$1,133	4 \$135
13	4 \$263.00	4 \$148.00	2 \$170	
14	1 \$40.00	4 \$80.00	1 \$40	
15	4 \$711.00	1 \$30.00	0 \$0	
16	3 \$143.00	14 \$578.00	1 \$20	
17	3 \$233.00	5 \$323.00	0 \$0	
18	2 \$340.00	2 \$133.00	11 \$551	
19	2 \$102.30	1 \$100.00	13 \$1,122	
20	2 \$50.00	2 \$133.00	4 \$105	
21	3 \$85.00	1 \$93.00	4 \$160	
22	1 \$93.00	6 \$388.00	3 \$1,640	
23	2 \$75.00	1 \$40.00	4 \$423	
24	1 \$20.00	1 \$40.00	5 \$299	
25	2 \$50.00	1 \$40.00	0 \$0	
26	0 \$0.00	4 \$198.00	4 \$140	
27	2 \$150.00	0 \$0.00	5 \$480	
28	3 \$150.00	3 \$143.00	5 \$620	
29	3 \$280.00	5 \$145.00	4 \$585	
30	0 \$0.00	2 \$118.00	6 \$1,168	
31	1 \$40.00		10 \$589	
TOTAL	94 \$7,279.90	82 \$4,619.60	124 \$13,667	54 \$3,803

Direct Mail Program Statistics (Results through 1/10/07):

- **February 7 Test**

Tested segments of 16 lists

Quantity mailed: 83,017
Gross \$: \$41,772
Cost: \$53,029
Net: -\$11,257
Donors: 921

- **April 27 Rollout**

Mailed larger segments of lists that worked in Feb 7 test, and tested 10 new lists

Quantity mailed: 329,024
Gross \$: \$266,917
Cost: \$162,756
Net: \$104,161
Donors: 5,487

- **July 21 Housefile Mailing**

1st mailing to donors. Mailed web and mail generated donors.

Quantity mailed: 9,386
Gross \$: \$42,584
Cost: \$11,544
Net: \$31,040
Donors: 925

- **August 29 Rollout**

Mailed larger segments of lists that have worked and tested numerous new lists.

Quantity mailed: 629,438
Gross \$: \$354,400
Cost: \$302,810
Net: \$51,590
Donors: 7,542

- **October 25 Housefile Mailing**

2nd mailing to all previous donors. Included segments of mail and web names, along with direct mail-generated names

Quantity mailed: 15,125
Gross \$: \$31,629
Cost: \$14,163
Net: \$17,486
Donors: 838

- **December Prospect Mailing**

Mail date: most on 12/29/06, approximately 107,000 to mail as late as 1/22/07 (different mail dates)
Quantity: 854,652
Cost: \$414,517 (Have not received final invoice(s). Should be within \$100 or \$200 of this amount)

- **December Housefile Mailing**

Mail Date: 12/28/06
Quantity: 17,985
Cost: \$12,162

6. **LAUNCH PHASE UPDATE**

Leadership: Dan Sullivan, President and CEO, FedEx Ground, Chair, Launch Phase

Mike Watson, Vice President, Richard King Mellon Foundation
Larry Catuzzi, Commissioner, Flight 93 Federal Advisory Commission
Maxwell King, President, Heinz Endowments

Statistics: 12 Documented Pledges
\$3,441,266 Amount Raised
\$286,772 Average Gift

Donors: FedEx
FedEx Ground
Ketchum
Glen and Diane Meakem Foundation, Inc.
McCune Foundation
Richard King Mellon Foundation
Katherine Mabis McKenna Foundation
Eden Hall Foundation
Colcom Foundation
R. P. Simmons Family Foundation
The Pittsburgh Foundation
Mr. and Mrs. Charles J. Queenan, Jr.

7. FAMILIES OF FLIGHT 93

Restricted Donations Received by Families of Flight 93

6-Nov-06

Date	Name	Amount	State	Acknowledged	Transferred to NPF
5/3/2005	FedEx Ground	\$ 20,000.00	PA	NPF	
7/29/2005	Wachovia- Community Outreach	\$ 23,200.00	NC	FOF93	
9/13/2005	Joseph F. D'Agostino	\$ 10.00	PA	FOF93	X
10/10/2005	Eric Kessler	\$ 100.00	NY	FOF93	X
10/10/2005	Brigitte Herbert	\$ 50.00	NY	FOF93	X
10/19/2005	Wachovia Foundation- Matching	\$ 1,525.00	NJ	FOF93	X
10/19/2005	Wachovia Foundation- Matching	\$ 100.00	NJ	FOF93	X
10/28/2005	Avon Foundation	\$107,000.00	NY	NPF	X
12/31/2005	Mike Sullivan- Yorktown Club	\$ 2,000.00	NJ	FOF93	
1/16/2006	Wachovia Foundation- Matching	\$ 40.75	NJ	FOF93	
3/14/2006	Don E. Birt	\$ 25.00	CA	FOF93	
3/17/2006	Douglas C. Wornom	\$ 20.00	IL	FOF93	
3/22/2006	Altria Group, Inc.- Matching	\$ 100.00	NJ	FOF93	
5/12/2006	Don E. Birt	\$ 25.00	CA	FOF93	
5/12/2006	Dianne Feinstein, Sen.	\$ 2,500.00	CA	FOF93	
7/13/2006	Jack Piraino	\$ 10.00	PA	FOF93	
8/21/2006	Don E. Birt	\$ 25.00	CA	FOF93	
8/21/2006	William J. Rudge III	\$ 25.00	NY	FOF93	
8/21/2006	Frances P. Pugh	\$ 100.00	NC	FOF93	
9/26/2006	A.B.A.T.E. of PA	\$ 2,085.00	PA	FOF93	
10/16/2006	Wachovia Foundation- Matching	\$ 300.00	NJ	FOF93	
10/23/2006	Rainey M. Trexler	\$ 500.00	PA	FOF93	
11/6/2006	Janet Hunter	\$ 25.00	CA	FOF93	
12/1/2006	Walk With Joe- Yorktown Club	\$ 1,000.00	NJ	FOF93	
12/18/2006	GE Foundation Matching Gifts	\$ 150.00	CT	FOF93	
12/1/2006	Anne M. Brown	\$ 1.00	MI	FOF93	
12/20/2006	Don E. Birt	\$ 25.00	CA	FOF93	
12/20/2006	John Weaver	\$ 250.00	VA	FOF93	
	Interest Earned through 12/03/06	\$ 1,061.73			
	TOTAL Restricted Contributions:	\$162,253.48			

8. COMMUNICATIONS OVERSIGHT COMMITTEE (COC) (AS IT PERTAINS TO FUNDRAISING)

- Ketchum attended and participated in the following committee conference calls: Tuesday, October 17, 2006; 7:00 p.m.; Tuesday, November 14, 2006; 7:00 p.m.; Tuesday, December 19, 2006; 7:00 p.m.

9. FUNDING OVERSIGHT COMMITTEE (FOC) UPDATE

- Full committee met on Monday, October 16, 2006; 7:00 p.m.; Monday, November 20, 2006; 7:00 p.m.; Monday, December 18, 2006; 7:00 p.m.; Monday, January 22, 2007; 7:00 p.m.

10. CAMPAIGN EXPENSES

- Total Expenses thru 12/30/06 - \$1,948,915.19
- Cost Per Dollar Raised To Date - .20
- Breakdown by Category:

Budget Item	Budgeted Amount	Amount Spent	Percentage Spent	Anticipated Expenses	Projected Balance
Salaries/Administrative Support	\$150,000	\$39,171.54	26%	\$0	\$110,000
Equipment and Service Contracts	\$47,000	\$0	0%	\$0	\$47,000
Office Supplies	\$25,000	\$5,496.45	22%	\$2,000	\$17,500
Fundraising Management Fee	\$830,000	\$772,750	93%	\$57,250	\$0
Prospect Research	\$50,000	\$2,660.49	1%	\$2,500	\$45,000
Campaign Collaterals	\$200,000	\$204,317.49	102%	\$0	\$0
Meetings and Events	\$50,000	\$13,116.22	26%	\$20,000	\$15,000
Direct Response	\$1,200,000	\$838,121.01	70%	\$361,879	\$0
Travel	\$315,000	\$28,841.94	9%	\$10,000	\$275,000
Postage	\$25,000	\$7,514.24	30%	\$3,000	\$15,000
Miscellaneous	\$100,000	\$35,651.01	36%	\$10,000	\$55,000
Totals	\$3,000,000	\$1,948,915.19	65%	\$467,000	\$579,500