

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

Meeting # 16

Fort Mason, Building 201, Golden Gate National Parks, San Francisco, California, 94123-022
Saturday April 28, 2007

Minutes prepared by:
Ginger Mesko

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

Commissioners Present:

Mr. John Reynolds, Chair
Ms. Donna Glessner, Vice Chair
Mr. Ken Nacke
Mr. Greg Walker
Mr. Calvin Wilson
Mr. Gordon Felt
Mr. Brent Glass

By conference line: Jerry Guadagno, Ed Linenthal, Pamela Tokar-Ickes, Mike Watson, Jerry
Spangler and Dan Sullivan. There were also members of the Flight 93 Memorial Task Force
members in attendance and via teleconference.

I. Welcome and Role Call

Chairman Reynolds welcomed the Commissioners and the members of the public, formally
opening the sixteenth meeting of the Flight 93 Advisory Commission, and took roll of those
in attendance, those joining via teleconference, and those not in attendance.

II. Review and Approval of Minutes from January 27, 2007

Flight 93 Memorial Task Force Co-Chairman White reported there were no changes to be
made to the minutes of the previous Task Force portion of the meeting on January 27, 2007.
Flight 93 Advisory Commission Chairman Reynolds asked if there were any changes to the
Commission minutes. Chairman Reynolds asked for a motion to approve the minutes of the
previous Commission meeting on January 27, 2007.

Motion 07-13 Regarding the Approval of Minutes from January 27, 2007

The Flight 93 Advisory Commission approves the minutes of January 27, 2007.

Moved: By Commissioner Nacke

Second: By Commissioner Felt

Discussion from the Commissioners: None

Discussion from Public: None

Vote: All in favor, none opposed

Motion passes.

III. Pledge of Allegiance and Invocation

Co-Chairman White led the group in the Pledge of Allegiance and a moment of silence.

IV. Opening Remarks and Introduction

Chairman Reynolds asked that everyone pay close attention to all the committee reports in order to understand everything that is being accomplished and organized concerning the different stages of the Memorial.

V. Task Force Reports

A. Family Memorial Committee Report

Commissioner Nacke welcomed the group in attendance as well as those via teleconference. He reported there was nothing new to add and expressed his appreciation for the decision to hold two of the Taskforce and Commission meetings outside of Somerset, Pennsylvania. He would like to see this practice continue in order to reach out to family members spread out over the United States.

B. Temporary Memorial Management Report

Commissioner Donna Glessner presented this report:

Visitation

Cold and snowy weather kept visitation down in the month of February. However, there were still 1,480 visitors to the memorial, including seven buses. In March, there were also several weeks of winter weather, but still there were 5,389 visitors--10% more than in March of 2005 and more than in any March since records have been kept. In March, 31 bus groups visited the memorial. During the same month last year, there were only 11 bus groups. Many of the bus groups visiting us this spring have been middle school students including this stop on their trip to Washington D.C. The rest of spring will be very busy. In May, there are 51 buses on the schedule already.

Volunteers

During the spring months, the memorial was staffed from 10 AM to 4 PM and often to 6 PM on weekdays and from 10AM to dusk on Saturdays and Sundays.

The volunteers were invited to an Interpretive Planning Discovery Session on March 27 where they were encouraged to share their insights about Flight 93 National Memorial. The Interpretive Planning Committee will be reporting the results from that meeting in greater detail. A future meeting is planned to continue this dialogue.

On April 21, an Ambassador training session was held in Shanksville. The purpose of the training session was to distribute and review the newly prepared Ambassador Handbook, which is

- a compilation of training documents relating to the roles and responsibilities of the volunteer and the volunteer coordinator,
- a Skills Inventory and application for new volunteers,

- an overview of information relating to September 11, 2001, including a Frequently Asked Questions document based on actual questions asked by visitors at the temporary memorial, and
- a Standard Operating Procedures manual intended to help volunteers deal with emergency and non-emergency situations, which require action.

At the session, there was also a fruitful, open discussion of the changing role of the Ambassador in providing information and interpretation at the memorial. This training is in line with NPS training policies and guidelines for volunteers. Glessner noted that the volunteers should be applauded for their acceptance of this new program.

In order to be more visible during the high-visitation summer months, the Ambassadors will be wearing red polo shirts this year. The shirts, which have the embroidered Flight 93 logo, were provided by the National Park Service. She also mentioned Adam Shaffer has now completely taken over volunteer coordination and scheduling out at the Temporary Memorial.

In an effort to provide a better visitor experience and a more complete interpretation, the Ambassadors will be offering group interpretive talks at scheduled times throughout the day beginning in June.

Maintenance and Improvements

A workday scheduled for April 7 was postponed because the ground was still snow-covered. Hopefully, on May 12, the workday crew, which includes volunteers from the Washington Renegades Rugby Football Club of Washington D.C. and our own volunteers and their families, will be able to resurface the memorial area with limestone dust, address some drainage and erosion issues, and paint the interior of the shelter. The local Boy Scout troop will be doing a litter clean up around the grounds and along Skyline Road.

In closing, Glessner remarked that there are about 5,000 message cards left by visitors at the Temporary Memorial. The messages often reflect why they are there visiting and what they feel when they are there. She shared several of these messages:

- “As a former flight attendant of United Airlines, I thank you, you are my hero.”
- A young person left this message “We came the day the United Kingdom and the United States government prevented twenty more terrorist attacks on the planes and we knew the timing was right for a little drive to see the site of the Flight 93 crash. I kept thinking how odd it is that the attacks were so long ago, but they are so fresh in my mind. I feel so guilty as I look at all the rosaries and flowers for not thinking about this everyday of my life. I hadn’t lost anyone in any of the three crashes, but that was the day that I lost my naïve trust that the world was perfect and finally at peace. That was also the day I no longer needed to look up to superheroes like Spiderman. My heroes saved my life that day, I do believe in heroes. 9/11 led my big brother to enlist in the NAVY, so he will be fighting to be a hero like the Flight 93 passengers. God protect him and God bless all of you.”

There are many other messages including those commenting on the natural beauty of the site, praying for peace, talking about a personal connection they had with the passengers and crew

and those who feel their lives were saved that day by Flight 93. These messages are in the permanent collection for anyone who wishes to access them. She thanked the volunteers and everyone else who had helped with the memorial in some way.

Co-Chairman White also thanked the Stonycreek Township Supervisors for helping with the signs for bus parking at the Memorial and helping to improve safety at the site.

Commissioner Wilson commented on the preservation of history of September 11th, 2001 and how the comments left by visitors show that some people no longer fully remember the events, so now is the time to begin to preserve our history. He also commented on the importance of the work conducted by Barbara Black and others in preserving history.

C. Government Liaison Briefing Report

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

The families have independently retained a lobbying counsel to work with them for the purposes of briefing federal and state-elected officials.

H.R. Bill 1673, the “Gold Medal” legislation was introduced in the House of Representative through Congressman Shuster’s office on March 23, 2007. This legislation, when passed, will award one representative Congressional Gold Medal to the 40 Heroes of Flight 93. Sixty-four members of the House were original co-sponsors. Two hundred and eighty-seven members must sign the legislation for it to pass the House and then 67 members of the Senate must sign the Senate version. The medal will reside in the Flight 93 National Memorial Visitor Center. Copies of a history of the Congressional Gold Medal as well as H.R. 1673 were given to Commission members. It was requested that any family member interested should inform Carole O’Hare as to whom their State Representative and Senators are so they can be requested to co-sponsor the bill.

Congressman Bill Shuster announced on March 22, 2007 that the Department of the Interior would acquire land for Flight 93 National Memorial in Somerset County. The land will be purchased with \$5 million, which was requested by Congressman Shuster. Congressman Shuster requested the funds for the land purchase during the fiscal year 2007 budget process.

Work continues to ensure the receipt of an additional \$5 million for lands, which is included in the President’s FY2008 budget. Family members have visited Congressional members of the House and Senate to further this goal.

Resolution of the manganese levels in the water discharge at the PBS Coals property was also discussed with Congressional Representatives. Co-Chairman White notes that there has been progress made to find support in the EPA and DEP to address and resolve the issues.

The House Architecture Leadership Committee is completing the process that will place a plaque honoring the passengers and crew of Flight 93 in the US Capitol. Due to Capitol

construction/renovations, it is unsure exactly when a dedication ceremony will take place. Information will be provided as soon as a decision has been made.

Family Board member Debby Borza met with Nevada State Assemblyman, Mark Manendo in Carson City. Assemblyman Manendo has requested \$50,000 be donated to the Flight 93 National Memorial. The Bill Number is AB475 and Assemblyman Manendo will keep us informed of the bill's status. It is hoped that this action will spread to other states where similar bills will be introduced.

Commissioner Glass commented that he gave testimony for recognition of the Flight 93 passengers and crew in the Capitol. He was interested to know that the plaque will be in the Capitol Visitors Center. He would like to know who would be deciding on the wording of the plaque since it is very important that an accurate version of the story be told.

Co-Chairman White noted that they are unsure who will be involved in writing the plaque and that contact can be made through Ed Root to Congressman Shuster's staff.

Co-Chairman White asked if there were other comments, there were none.

D. Communications Report

Consultant William Haworth and Family Board member Debbie Borza provided the following report:

Ongoing Memorial-Focused Public Relations

Design-related media opportunities continue to development including those slated for *Wallpaper Magazine*, *Metropolis*, *Future*, and *The Charlie Rose Show*. All are anticipated to be published or aired within coming weeks and months. Additional opportunities are being developed for the memorial project and its capital campaign that include such publications as *The New York Times*, and *National Public Radio*.

Special Communications

Communications counsel has worked with a number of local and regional news organizations respective to capital campaign-related news inquiries and subsequent articles and broadcast segments stemming from January's Task Force meeting including *The Somerset Daily American*, *Johnstown Tribune-Democrat*, *Associated Press* and *WTAE-TV*.

Counsel also has provided ongoing strategic efforts to the National Park Service and the Partners regarding land acquisition opportunities, including the Families of Flight 93's purchase of a 55-acre tract in April and subsequent media placements that were generated from it.

Additionally, Counsel continued to advise NPS and Partners on potential aspects of media-related developments regarding the General Management Plan (GMP).

Documentary Project

A documentary feature for prime time cable television based upon the unique aspects of the Flight 93 National Memorial design competition is in development. Archival material, including raw footage of several competition meetings and events have been reviewed with Tim Baird, who is working with Counsel and producers Aaron Peters and Ivan Cohen to compose a working 'treatment' for the project prior to production.

Other Activity

Nevada State Assembly Initiative

Counsel worked with Superintendent Joanne Hanley and Debby Borza, family member, to provide information and logistical support on behalf of Nevada State Assemblyman Mark Manendo's joint resolution to award \$50 thousand to the Flight 93 Memorial capital campaign. Arrangements were made for Debby Borza to appear before the Nevada State Assembly's Ways and Means Committee in April.

National Park Service/National Park Foundation/Centennial Challenge

In support of the NPS Centennial Challenge's Listening Post series, Counsel worked with NPS and NPF for the Los Angeles event, including media-related and logistical efforts, as well as follow-up evaluation.

Congressional Initiative

Counsel continues to work closely with the Families of Flight 93 along with its designated legislative lobbyist in Washington, D.C. in providing strategic counsel related to the Memorial's FY'08 DOI/NPS federal budget request for land acquisition funding.

Family Board member Debby Borza reported that on January 26th 2007 the families of Flight 93 met with, honored, and acknowledged the ambassadors of Flight 93 with a reception and a certificate of appreciation. She felt there was a very nice turnout of family members and it was touching to hear what the ambassadors are doing out at the site to honor those on Flight 93.

Family Board member Debby Borza also reported that the Western Pennsylvania School for the Deaf met with Ambassador Volunteer Coordinator Adam Shaffer at the Temporary Memorial to present a check for \$1,300 raised by the middle school children who sold flowers.

The Porter Family from Youngstown, OH put together a cookbook to honor the passengers and crew of Flight 93. Ed Root, the President of the Families of Flight 93, met with them and their extended family at the Temporary Memorial where they gave him a check for \$2,200. The Porters continue to sell this cookbook in order to reach their goal of \$10,000.

Family Board member Debby Borza asked that the record reflect her feeling that the nation needs to see and would be touched by the numerous acts of giving and the tributes left at the memorial.

Co-Chairman White noted that not only internally within the partnership, but also in the Nation, we are very blessed to have such dedicated and committed people working for this project.

E. Archives Committee Briefing Report

Curator Barbara Black presented the following report:

Oral History and Documentation Project

The Oral History Project will be used to tell the story of the passengers and crew of Flight 93. Their lives, their character, their values, their accomplishments, and their goals will be permanently recorded for future generations to know what type of people boarded that plane on the morning of September 11, 2001. It is through the interviews with families, friends and co-workers of the passengers and crew that we learn the varied perspectives of their lives. To date, we have completed 60 interviews with family and friends. Of those 60, 19 of the passengers and crew are represented (some with only one interview). There are hundreds of family members still to reach and we need to travel to get their interviews. During this trip to the San Francisco area we hope to add about 20-30 family interviews. A total of 272 oral histories have been completed since the project began in 2005; 124 of those interviews have been transcribed. Of the non-family interviews conducted there were: 14 eyewitnesses, 28 community members, 1 landowner, 57 first responders, 10 people involved in recovery, 1 United Airlines staff, 5 Air Traffic people, 15 people who are part of the memorial process and 9 investigators, including the FBI.

Funding has been requested for the project from the NPS for fiscal year 2008, which will include travel. We do not know at this time whether it will be granted. Our hope is to continue the project for several more years.

Tribute Collection

During the winter months, the number of tributes left at the Temporary Memorial has decreased. However, the fence remained full throughout the cold season, signifying a continuing interest in leaving messages and objects that reflect the visitor's thoughts and emotions.

NPS funding to continue the collections care operation is nearly depleted. In an effort to maximize resources, Roxanne Sullivan's position was eliminated as of the end of February. Roxanne gave over 5 full years of service to the project, first as a volunteer within a month after September 11, 2001 when there was a call for help to care for the tributes being left at several points in the community, including one started by Roxanne in her yard. After about one year of volunteering, Roxanne was paid for her work out of funds secured through the NPS. All the partners sincerely thank Roxanne for her dedication and heartfelt commitment to the project. A plaque from the partners was presented to her at the celebration of her service.

Scope of Collections

The Scope of Collection (SOC) statement establishes the parameters of what is collected and how it is cared for in a museum collection. The Flight 93 National Memorial Scope of Collection is in draft form and will be presented to Archives Committee members and of the National Park Service for review. Once it is approved by the Superintendent, Flight 93 staff and volunteers will begin converting the collection to the NPS computer cataloging system. Our goal is to complete this process by the end of the 2007 fiscal year when yearly collections reports are due.

Flight 93 Memorial Task Force member Joy Stella commented that she would like to thank Barbara Black and Kathie Shaffer for their continuing commitment and devotion to the project.

Commissioner Nacke commented that he has given his oral history for the project and he encourages anyone who can to contribute their story to the oral history project to help future generations know the stories of Flight 93.

Chairman Reynolds shared his observation that it would have been invaluable to have stories of all the people who were at Concord when the American Revolution started. This is the value of our Oral History Project. Reynolds says he is overwhelmed with the idea that 200 years from now people will be able to listen and look back at these stories.

Co-Chairman White commented how blessed we are to have such committed and gifted individuals working on the project. He says that he looks forward to giving his oral history and others should make it their goal as well.

F. Interpretive, Education and Civic Engagement Committee Briefing Report

NPS Training Manager for Interpretation and Education, David Larson and Curator Barbara Black presented the following reports:

David Larson began by explaining his position within the NPS at the Mather Training Center. As the Training Manager for Interpretation and Education, Larson must assess the training needs for Interpretation Rangers all over the country. He is also responsible for building the curriculum to train the Interpretation and Education Rangers and ensuring the Rangers receive the training. He is the Co-Chair of the NPS National Education Council, and lastly has spent the last 4 months on a detail at Flight 93 National Memorial to begin work on civic engagement and interpretation for the project.

Larsen feels the story of Flight 93 is extremely meaningful and powerful, and he is very honored and humbled to have to opportunity to work on the project. He is also very excited about the project as this is the first time that audience meetings and relevance will be used by the NPS to build an Education and Interpretive program. For this program, civic engagement is combined with interpretation/education planning. To Larson and the NPS, civic engagement involves parks having the opportunity and the responsibility to talk with visitors and audiences about the values and struggles of democracy and how it works. He feels the Temporary Memorial is already a great example of civic engagement in action since Flight 93

means something to almost everyone, and they all have a story to share. The two aspects we need to know about the Flight 93 audience are: what do they already know and what does the experience mean to everyone.

Junior Ranger Program

The Flight 93 National Memorial has been selected to receive a grant from the National Park Foundation for the memorial's first Junior Ranger program. The Memorial seeks to create a program of basic understanding of the events on September 11th and more specifically Flight 93 to a younger audience. We wish to develop a simple Junior Ranger "brochure" or booklet, to be used by parents and their children while at the site. A Junior Ranger coordinator will spend 12 weeks this summer at the planning office developing two distinct booklets for ages 6-8 and 9-12, realizing the difference in cognitive learning and the sensitive nature of the material for this range of ages. The booklets will be parent-driven and age appropriate.

Virginia Barnett has accepted the position of the Junior Ranger Coordinator and will start mid-June. Ginny already serves on the Interpretive, Education and Civic Engagement Committee and has been instrumental in developing the new plan for the Ambassadors at Flight 93. Ginny first became involved with Flight 93 as an American Red Cross Volunteer on the scene shortly after September 11. She is a Red Cross trainer and holds degrees in education and nursing. With her sensitivity and knowledge of the events surrounding Flight 93, she is a perfect match for this project.

Commissioner Wilson inquired about the process for a child to participate in the Junior Ranger program.

Superintendent Hanley answered the question by stating that typically children participate in an activity and are given a "junior ranger" badge at the end. At Flight 93, however, it will be a parent-driven activity, with the parents working through the book with the children, and giving the child the completion "award" when it is appropriate.

Chairman Reynolds explained that the National Park Foundation Junior Ranger grant program is designed by the NPS specifically to raise the number of Junior Ranger programs in the United States as well as raise the level of excellence within the programs. This program is also great for NPS sites with very immature, undeveloped or no Junior Ranger program at all.

Co-Chairman White thanked the National Park Foundation for funding the program, welcomed Ginny Barnett, and commented on the high quality of the briefing materials.

Commissioner Linenthal commented via teleconference that he had the opportunity to work with David Larson and feels that Flight 93 is lucky to have him. He also welcomed Ginny Barnett to the program.

Chairman Reynolds asked if there were any other comments to be made: there were none.

VI. Flight 93 Advisory Commission Briefing Reports

A. Land Acquisition Briefing Report

Co-Chairman Patrick White presented the following report on behalf of the entities working on land acquisition, including the Families of Flight 93, the NPS, and the Conservation Fund.

In March 2007, the NPS received \$5 million in appropriated funds for land acquisition at FLNI. Along with its dedicated partners, the Families of Flight 93 and The Conservation Fund, NPS is now able to buy land. The Lands staff is working to get contracts in place to update pre acquisition requirements that will enable the NPS to begin purchasing available tracts of land. The targeted tracts for immediate NPS acquisition are those currently owned by the Families and The Conservation Fund.

Preparations are under way by the NPS to appraise the Svonavec, Inc. property and conduct necessary boundary surveys. Considerable time has been spent focusing on complex title and environmental issues such as mineral rights and leases in the core area of the memorial. Meetings with the PA DEP and the EPA to address the acid mine drainage and manganese discharge concerns have been positive and productive.

On April 10, 2007, the Families acquired the O'Barto property, Tract 03-105. Along with the previously acquired Vish property, Tract 03-102, the Families now own approximately 60 acres of land within the memorial boundary. The Families continue to work with core landowners and their representatives to negotiate process agreements to determine acceptable market value.

The NPS will continue to work with the Families to acquire land at the memorial. The Letter of Intent between NPS and the Families has been revised to identify the lead negotiator for specific tracts within the core area.

The Lands Oversight Committee continues to convene monthly via conference calls for the benefit of the committee and the partners to report on land acquisition progress and current events.

The Conservation Fund facilitated a February 27, 2007 meeting between PBS Coals and PA DEP to discuss steps necessary for the release of PBS coal mining bonds, which are associated with 900 acres +/- of surface ownership within the memorial boundary. Release of these bonds is contingent upon remediation of the acid-mine-drainage, and is necessary before property can be purchased or donated to the Memorial. PA DEP expressed its commitment to working with their counterparts at the federal level to find a solution to the problem. Follow-up work by the Families of Flight 93 and other partners at the federal level appears to be making progress.

The Conservation Fund has worked with the PA Game Commission and the NPS to purchase the Berwind property and establish the new State Game Land 93 (SGL93). We anticipate that the Consol property that was donated to TCF several years ago will be transferred to the Game Commission this year for inclusion in SGL93. The 70-acre PBS parcel that is to the

north of US 30 is anticipated to become part of SGL93 as well. It is also possible that SGL93 could be extended further to the north onto other parcels that are now under private ownership. The new SGL93 will serve as a buffer for the Memorial and complement the work of the NPS.

TCF has sold the Marion 7400 dragline. This is the smaller of the two draglines. It has been removed from the premises. No serious offer has been made for the larger Marion 7500, which was recently burglarized of its electronic components. We are still assessing the extent of the loss.

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, using a portion of the \$5.0 million that the administration approved. Looking forward, TCF effort will focus on take-out sale of mineral parcels to NPS, sale of dragline to another entity, and State Game Land 93 effort. With the FF93 taking over the lead on Lambert and PBS, TCF will work to ensure a smooth transition on these priority acquisitions.

TCF looks forward to fulfilling an as-needed advisory role for further acquisition efforts by the Families and the NPS.

Superintendent Joanne Hanley commented that the success of land acquisition efforts to date has been possible because of the efforts of the Families of Flight 93 and their patience throughout the process. She also assured the group that the total land acquisition will be accomplished and become a reality.

Chairman Reynolds asked if there were any other comments. There were none.

B. General Management Plan/EIS Briefing Report

Jeff Reinbold presented the following report:

Reinbold indicated that this may be the last meeting for the EIS briefing report. He also informed anyone who was not aware, what the requirements in the legislation for Flight 93 were. They are to create and prepare a boundary, provide recommendations on a design, and to provide recommendations on long-term management at the site. From this, the General Management Plan was created.

General Management Plan/Final Environmental Impact Statement

The Final GMP/EIS has cleared National Park Service and Department of the Interior review. A Notice of Availability will appear in the Federal Register in early May announcing the availability of the final plan to the public for 30 days. At the conclusion of this period, the NPS Northeast Regional Director will sign the Record-of-Decision, documenting the agency's decision and formally ending the process.

We anticipate preparing a summary of the plan so that it is more usable as a daily management tool. This document is envisioned to be approximately 30 pages in length and printed in full color. It would not include the environmental sections from the EIS.

Next, Reinbold discussed the Corridor Planning Study, which examines the issue of what will happen inside the park as well as the area around with the introduction of 250,000 visitors a year.

Corridor Planning Study The firm of Lardner/Klein Landscape Architects of Alexandria, Virginia, is under contract to Somerset County to prepare the Flight 93 National Memorial Corridor Planning 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 along the major routes leading to the national memorial. The four goals of the study are:

Goal 1. Encourage the expansion of existing businesses and the creation of new businesses to provide needed services to corridor residents and Memorial visitors.

Goal 2: Assist property owners who wish to continue to keep the rural and village character of their community.

Goal 3: Use the travel corridor to help promote the region to Memorial visitors and encourage them to stay longer within the area.

Goal 4: Make it easier and safer to get to the Flight 93 National Memorial.

Goal 5: Beautify the travel corridor to the Flight 93 National Memorial.

Reinbold commented on how helpful the local and state governments were throughout the process. Reinbold also acknowledged the efforts of Donna Glessner, Pamela Tokar-Ickes and especially Greg Walker for getting his fellow Township Supervisors to cooperate throughout the process as well.

The project team developed a variety of strategies for each goal through public meetings, a landowner survey, visual simulations, and continuing meetings with local elected officials and an advisory committee of local landowners, business professionals and leaders. Donna Glessner and Greg Walker sit on the advisory committee.

A second public meeting is planned for May 17th, and the study is scheduled to conclude in June.

Jerry Spangler commented via phone that he wished to know the location of the May 17th meeting. Reinbold replied that it would be at North Star Elementary-Middle School in Kantner, PA at 7pm and noted that press releases would be coming out.

Chairman Reynolds asked if there were any other comments.

Commissioner Felt commented that due to the nature of the memorial, that special care and attention should be paid in preserving the integrity of the site and area.

Commissioner Nacke commented that a drastic change could be very negative to the community.

Chairman Reynolds commented that the purpose of the General Management Plan must remain in focus. It is to provide the beginning of the future, and not an end result.

Commissioner Wilson asked Reinbold how the findings of the General Management Plan will affect the design. This document contains the input from many different areas and really helps to get the overall picture of what people want for the area. Superintendent Hanley added that the General Management Plan is a contract between the U.S. Government and the general public, and reflects the way in which the site is managed long-term.

Superintendent Hanley also welcomed Helene Fried to the meeting, and commented on her great work with the design competition.

C. Memorial Design Briefing Report

Superintendent Joanne Hanley presented the following report:

Status

1. The design team began the Pre-Design Phase with kick-off meetings in Somerset and an Interpretive Planning Workshop in Washington DC on October 1.
2. Since then, the design team consulted with many local and national experts and NPS personnel on a broad range of issues. The design team has now compiled and analyzed this information, and has produced a Draft Pre-Design Report, dated March 2007. This document defines the project, as presented in the GMP, and the first comprehensive examination of the memorial features as designed in the competition, visitor center and supporting infrastructure requirements of the park. This Draft Report was distributed to NPS staff for review and comment.
3. The NPS staff will convene with Design Committee and will review the report with them, including the Commission and the Families.
4. Meetings in Somerset on March 6 and 7 focused on value analysis, cost optimization of project features and alignment of Class C cost assumptions between NPS and the design team. A subsequent meeting on April 17 at NPS in Denver identified key next steps as design parameters were overlaid with other project factors such as site testing, land acquisition, funding sources, phasing and schedule.
5. Concurrent to finalization of the Pre-Design Report, NPS and the design team will be negotiating a task order for the next phase of work: Schematic Design. It is expected that this phase will begin in early June. It is expected that the project will be presented to the Development Advisory Board (DAB) in November 2007; requiring submission of the project definition and Schematic Design by late September. This submission date supports an overall schedule that targets a dedication in September 2011.

6. Site testing has been postponed until landowners allow adequate site access. Testing is required for understanding the availability of sewage treatment, water and for geotechnical/soils recommendations related to re-vegetation, environmental mitigation, structural criteria and compaction. NPS expects to present letters to land owners (Kordell, Svonavec & PBS Coal) asking for permission to access and test so information is available for Schematic Design.

7. Options for site surveying were researched, relative to existing information and completion of updated missing information. An aerial survey was this month and mapping is now under production in support of Schematic Design.

8. A security risk assessment is scheduled at the site for May 2. This will inform design decisions necessary during the Schematic Design phase. Joanne commented how helpful Jim McGettgan has been to the project and noted he is part of the team working to create technology and security for the new site.

Chairman Reynolds asked for any comments or questions.

Commissioner Nacke asked whether the security risk assessment was for the crash site only or for the whole site.

Superintendent Hanley commented that the security risk assessment was for our site as well as also an overall NPS assessment. Hanley also invited Commissioner Nacke to talk with those people.

Commissioner Glass commented on the process of site documentation, especially regarding the draglines. He wanted to know what the plans are for the future with site documentation. He also wanted to make sure certain aspects of the site are documented.

Reinbold commented that there was a cultural landscape inventory with Barbara Black taking special care in documenting the draglines. Curator Black explained there was a detailed conservation report conducted for each of the draglines.

Commissioner Nacke asked what happens if the second dragline is not sold and what the long-term plans would be for the second dragline. Hanley commented that the Conservation Fund would be the group to ask because they own it.

Chairman John Reynolds asked if there were any more comments. There were none.

E. Fundraising Briefing

Chairman Reynolds commented that the Flight 93 National Memorial has had unprecedented success in the history of the NPS in terms of fundraising. It is quite amazing because there is a lack of staff and a complicated set of partnership and yet over \$10 million has been raised. It is possibly one of the most, if not the most successful direct mail campaigns going on right now in the United States based upon the amount of money that was raised very early on in the

campaign but also in the percentage of people who respond and lastly the percentage of large donations made. Direct mail rarely brings in large donations. He said we should feel very proud of the volunteers who have come forward to contribute money, such as the family creating the cookbook.

Co-Chairman White provided an overview of the meetings and discussions that have taken place over the past three months since the last meeting. The National Park Foundation has agreed to come on board as the primary fundraising counsel and to act in concert with the other partners to achieve the fundraising goals. The fundraising committee is very pleased that Vin Cipolla, President of the National Park Foundation will work with the NPS to see that there is money available for the memorial as well as acting as long-term stewards to ensure that proper maintenance will be carried out. The National Park Foundation has taken additional steps to ensure that its team is as vibrant as possible.

Co-Chairman White read the following statement: “At our last Task Force meeting we reported the partners in the Flight 93 National Memorial Campaign are doing an analysis of the needs of the future campaign, based on the suggestion of our fundraising consultant Ketchum. We’re thanking the National Park Foundation for acting on behalf of all the partners for contracting to do that analysis. Subsequently the leadership of the partners and the campaign met in a one-and-half day workshop at the beginning of this month up in D.C. on April 3rd and 4th. That meeting resulted in an agreement of all the partners expanding upon the fundraising effort on the national level. The National Park Foundation, being the only National non-profit philanthropic organization within the National Park System, agreed to become the official home of the campaign and bring the full weight of its respect and its ability to bear on this memorial in a partnership with our campaign Chairman, Chris Sullivan of Outback Steakhouse International. Vin Cipolla stated that it’s a great honor for the Foundation to be directly and deeply involved in this campaign to honor the heroes of Flight 93, bringing them, their families and the Nation the respect that their brave and patriotic actions deserve.”

Co-Chair White commented that the partners have agreed to create the new focus structure for the campaign including hiring a campaign manager, creating campaign executive and steering committees as well as a revised campaign plan and hire appropriate consultants to assist in achieving that plan. We will transition from the present fundraising oversight committee as these functions move into the role provided for by the executive steering committees. On behalf of Rick Stafford, Co-Chair White thanked all those on the committee as they are responsible for the continuing success and momentum of the campaign to this date.

Co-Chairman White reported on the team that was put together by Vin Cippola and the National Park Foundation. There was a nationwide search and this week an announcement was made that Ms. Loretta Cooper will be appointed as Senior Vice-President for Development effective May 21st, 2007. Ms. Copper came to the Foundation from the Smithsonian Art Museum. At the Museum, she was Chief of Development and directed a \$100 million national campaign and served as Director of Development for a number of positions in the museum. She will be attending the next fundraising meeting.

Co-Chairman White welcomed both the National Park Foundation and Ms. Loretta Cooper to the Flight 93 National Memorial Fundraising Campaign.

There was a retreat in Washington D.C. with the partners. Chris Sullivan worked with the partners to create a shared vision, which they put onto paper and mapped out the future. The report dealt with issues of internal structure and decision-making, what the role of Campaign Manager Position would be, and how best to use the talents of the National Park Foundation so that the family members who wanted to participate could do so.

Chairman Reynolds asked if there were any comments or questions. There were none.

White reported that fundraising has become more successful with gifts and pledges at the 10.4 million dollars with a \$250,000 pledge from Apex Oil Corporation. This is an increase of \$1.2 million from the last report.

2006 figures reported \$219,000 from the direct mail campaign. The 2007 figures will reflect close to \$750,000, which is an outstanding number. Major gifts such as the Apex Oil Corporation donation, which resulted from the Tampa, FL fundraising event show just how successful the campaign is. Apex has said they do not wish for any program recognition, but are just happy to support the program. Other successes within the program include many examples of direct mail donations of \$250 or more. Recognition of these donations will be given to the donors in a certificate and will be signed by a family member. There are examples of direct mail donations in the hundred and thousand dollar ranges.

Commissioner Felt commented that recognition of donors giving what they can should also be made. These donations show the support of the American people. Co-Chairman White noted that other non-monetary gifts were also made, and mean just as much as the financial support. An example was a quilt made that could be auctioned off to raise money for the memorial.

Co-Chair White asked if there were any questions or comments.

Commissioner Glass commented that it is great that acknowledgement be made to those who donated, and would like to pose the question of long-term recognition in the visitor's center and asked if there are guidelines in place.

Co-Chair White commented that those ideas have been thought about.

Hanley remarked that there is a donor recognition plan that has been approved by the NPS, which includes the ability to develop recognition plaques. The location where they would go is still unknown.

Chairman Reynolds made the statement that to his knowledge there has not been a single request for recognition at this point, Superintendent Hanley agreed with that statement.

Commissioner Linenthal said that donation walls or plaques can be a very sensitive and controversial issue. For instance, at the Holocaust Museum a donation wall was very

controversial. There are certain issues that should be kept in mind. He also commented that if names and dollar amounts were to be mentioned in public meetings that permission might be gained from those people in the future. He also asked about items being received for auction or use in the memorial and what is to be done with that.

Chairman Reynolds stated that Commissioner Linenthal's comment was a great one and there will be follow-up.

Commissioner Watson feels that listing of names at the memorial might not be a good idea because this will be an ongoing process where donations will continue to come in.

Commissioner Tokar-Ickes commented that many offers have been made in the past for auctions and donations and the situation was handled very delicately in the past and careful attention should be paid in the future.

Co-Chairman White assured Commissioner Tokar-Ickes that a steering committee and a executive committee would be formed in the future to develop a policy. This situation will be handled very delicately and sensitively.

Commissioner Wilson commented that it is important to give recognition to those who have given donations to the memorial. He feels it would be a good idea to create a general letter to the public for his or her contributions, and that maybe in the newspaper or on TV this thank-you would be shown in order to reach everyone.

Co-Chairman White commented that to his knowledge that there are individualized letters that go out to everyone who donates, and that Commissioner Wilson's idea is one to be considered by the steering and executive committees.

Chairman Reynolds thanked everyone for their comments and asked if there were any others.

Chairman Reynolds asked if there was any old or new business to discuss.

VII. Public Comment

Chairman Reynolds asked if there were any comments to be made by the public via audience or teleconference.

A representative of the media asked about the status of Ketchum's contract with the fundraising. Co-Chairman White answered that they still are under contract with Ketchum and a transition strategy will be discussed with Ketchum, which will ensure an effective campaign.

Chairman Reynolds asked if there were any more comments, there were none. He announced the end of the meeting in San Francisco.