

THE  
**FUTURE**  
OF  
**AMERICA'S**  
**NATIONAL**  
**PARKS**

First Annual  
Centennial Strategy for

# Flight 93 National Memorial

August 2007

CENTENNIAL INITIATIVE



Site: FLNI

Year: 2007

### Vision Statement

The Flight 93 National Memorial was created to honor the 40 passengers and crew who, on September 11, 2001, courageously gave their lives, thereby thwarting a planned attack on our nation's capital. Construction for the Memorial is scheduled to begin in 2009, with a ribbon-cutting in 2011. When the ribbon is cut and visitors first gaze upon the sacred ground and the crash site, we hope the Memorial will instill inspiration in all to remember September 11, 2001, honor the innocent and brave lost that day, and chose to make a difference.

Timeless in simplicity and beauty,  
like its landscape, both stark and serene,  
the Memorial should be quiet in reverence, yet powerful in form,  
a place both solemn and uplifting.

It should instill pride, and humility.  
The Memorial should offer intimate experience, yet be heroic in scale.  
Its strong framework should be open to natural change  
and allow freedom of personal interpretation.

We want to restore life here,  
to heal the land, and nourish our souls.  
In this place, a scrap yard will become a gateway  
and a strip mine will grow into a flowering emadow.

But more than restoring health,  
the Memorial should be radiant,  
in loving memory of the passengers and crew  
who gave their lives on Flight 93.

(Paul Murdoch Architects, 2005)

When completed, the Flight 93 National Memorial will continue to host over 250,000 estimated visitors a year, who will travel from every state and many countries. The Memorial will help to set the context for an emotional visit, a thoughtful visit, a dignified and solemn visit, and a hopeful visit. The experience at the sacred ground will be personal; the experience at the visitor center will be informative and respectful; and the experience driving in to the Memorial will be anticipatory and breathtakingly moving upon arrival. Education programs will continue to be child/parent centered. An Institute for Civic Engagement is established and endowed to provide for research and continuing and on-going visitor-centered dialogue.

In addition to park staff, the Memorial will continue to operate with a dedicated, core, and passionate group of volunteers, 45 of whom currently serve 8 to 10 hours a day, 365 days a year. The Flight 93 Memorial Task Force has incorporated into a "Friends of Flight 93." The Families of Flight 93 and the local community will continue to be extremely important partners in implementing the Memorial's General Management Plan.

**Park/ Superintendent/ Program Manager**

Joanne Hanley

Site: FLNI

STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

Other Park/ Program performance goal(s)

The Flight 93 NM project is a federal, state, and private partnership. The project goal is to have a ribbon-cutting on the 10th anniversary of September 11th, in 2011. In order to do this, construction on the Memorial and associated facilities and infrastructure must be advertised in the fourth quarter of 2008, with the 24 month construction period beginning in 2009. The tenth anniversary of the most devastating day of this generation's history in our country can prove to be an inspiring event, one in which the heroes of Flight 93 can be in the forefront. The NPS has the only 9/11 site, and will be the stewards of this date and story in history. A successful ribbon-cutting on the 10th anniversary will be our benchmark.

The work described currently is supported by OFS and/ or PMIS

Site: FLNI

STEWARDSHIP

Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Other Park/ Program performance goal(s)

Flight 93 is the only 9/11 NPS site authorized by Congress. Flight 93's story cannot be told in isolation of the other events that unfolded at the World Trade Center and Pentagon that day. It is only because the passengers and crew of Flight 93 were able to use their cell phones, call home, and find out that other planes were being used as missiles, that the heroes of Flight 93 voted and took decisive action that day. They decided that they would not allow Flight 93 to end up attacking the nation's capital; they thwarted the terrorists plans. The impact site of Flight 93 remains a cemetery; 94% of the human remains were vaporized on site. A total of 1300 acres will be acquired to protect the area and construct the memorial and associated facilities as follows: 1) the landscape of the crash site, the extent of human remains and the debris field will be protected through acquisition; 2) the landscape and viewshed immediately surrounding the crash site will be acquired; and 3) land will be acquired for construction of the memorial, visitor center, roads, parking and utilities.

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Site: FLNI

**EDUCATION**

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Other Park/ Program performance goal(s)

Using Civic Engagement and Interpretive and Education Planning with park partners and educators, the park will develop an exhibit plan, and interpretive plan, and an education plan by 2009.

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Site: FLNI

**EDUCATION**

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors' satisfaction, understanding, and appreciation of the parks they visit.

The Flight 93 Memorial project is embarking on a nation-wide civic engagement project that will be a pilot for other parks. It is the first time that audience provided meanings and relevance will be used by the NPS to develop an Interpretive and Education program, including exhibits. For this program, civic engagement is combined with interpretive and education planning. The Temporary Memorial is already a living example of civic engagement in action, since Flight 93 means something to almost everyone, and they all have a story they want to share. Our benchmark for this goal will be to implement a nation-wide civic engagement opportunity with a partner such as the Pew Research Group (for example), to help develop the following knowledge about Flight 93 audiences: what do they already know, and what does the experience mean to them. This will help to form the basis for the development of exhibits and an interp/education plan.

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Other Park/ Program performance goal(s)

To complement gathering new materials and information for the memorial's civic engagement/interpretive planning efforts, two universities will garner through the tens of thousands of comment cards already left at the memorial, as well as analyze the more than 300 oral histories done so far. The comments and histories will be "coded" for certain words to develop consistencies and patterns in meaning and relevance of the memorial to visitors. This will also be used to form the basis for the development of exhibits and an interp/education plan.

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Site: FLNI

**PROFESSIONALISM**

Model what it means to work in partnership.

Other Park/ Program performance goal(s)

The Flight 93 National Memorial has worked in extensive collaboration, cooperation and partnership with the Families of Flight 93, the Flight 93 Memorial Task Force, the Flight 93 Advisory Commission and many others since the beginning of the project in 2002. All decisions, actions and activities were developed through Committees through the Task Force and the Advisory Commission, including the development of the park's General Management Plan, development of the boundaries of the national memorial, the development and implementation of the design competition to select a permanent memorial to honor the passengers and crew of Flight 93, as well as the operations and staffing of the temporary memorial through the use of 45 volunteers. This stellar partnership model has been expanded to now include the National Park Foundation in our fundraising efforts. The NPF has agreed to be the "home" of the Flight 93 Memorial Capital Campaign. In partnership with us, the NPF has hired a full-time campaign manager to work on Flight 93; he will report to the Senior VP for Development at the Foundation. Our benchmark will be the successful generation of \$30 million in the capital campaign.

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