

The Year in Review
Flight 93 National Memorial
Fiscal Year 2005
October 1, 2004 through September 30, 2005

Prepared by the
Flight 93 National Memorial Office

The *Flight 93 National Memorial Act*, (P.L. 107-226 enacted September 24, 2002) mandates three major duties and responsibilities for the Flight 93 Advisory Commission. The National Park Service worked with the Commission and the other Partners to either fully or substantially fulfill these responsibilities in Fiscal Year 2005, including:

- 1.) submitting to the Secretary of the Interior and Congress a report containing recommendations for the planning, design, construction, and long-term management of a permanent memorial at the crash site, not more than three years from the date of enactment of the law;
- 2.) advising the Secretary on the boundaries of the memorial site; and
- 3.) advising the Secretary in the development of a management plan for the memorial site.

This year in review report documents the progress made towards these and other aspects of the Flight 93 Memorial project.

I. Administration

Personnel This year we added two permanent positions to the staff, in addition to the Superintendent and the Park Planner. Joyce Boone, Confidential Assistant to the Superintendent, who was on detail to FLNI, went back to Fort Necessity. Deborah Branton was hired as the FLNI Office Manager/Confidential Assistant. Ms. Branton grew up southwest Pennsylvania, and came to us from the US Border Patrol. She is also a retired Marine Gunnery Sergeant.

We also welcomed Barbara Black to the staff as the park Curator/Cultural Resource Manager. Ms. Black has worked at numerous cultural and historical sites around Pennsylvania and at Colonial Williamsburg, responsible for collections, archives and museum exhibits. For the last three years, Ms. Black was in charge of the Flight 93 collection at the Historical and Genealogical Society of Somerset County.

Our program with the Student Conservation Association (SCA) was extremely successful. Virginia Mesko, the first FLNI SCA, completed her one year internship in September 2005. Christine Weaver completes her SCA internship in May 2006, Adam Shaffer in June 2006, and our newest intern, Lydia Kappel completes her internship in November 2006. The SCA interns were instrumental in providing much needed staff assistance, particularly in staffing the design exhibits in both Somerset and San Francisco, in answering queries about the memorial design, in development of project newsletters and briefing packet, in bulk mailings, in compiling and maintaining our 6,000 + mailing list database, and many other critical activities. In addition, Amanda Wasielewski from Indiana University of Pennsylvania was an intern for one semester for college credit.

Office Management During 2005 a number of improvements were made to the ever changing work center. The Superintendent's and Projects Manager's work stations were relocated from the main office area to the conference room area to allow more privacy, and to make room for more staff and interns.

Most notably, we amended the GSA rental agreement to add a 630 square foot work space across the hall for use by the Curatorial team. This space is dedicated to collecting, cleaning, cataloging and maintaining short-term storage of tributes left at the temporary memorial and other pertinent historical and archival items. Heavy-duty shelving, sink and cabinetry were installed by maintenance crews from Fort Necessity.

In addition to work improvements, work was done in the area of how the budget and files are maintained. A user friendly in-house excel log was created by which to track ONPS, statutory aid and miscellaneous budget accounts, which also corresponds to AFS III. This enabled the Office Administrator to log and quickly retrieve data quickly in detail. To work hand-in-hand with this, a new user-friendly in-house Access file tracking system database was created to allow for the filing and retrieval of documents with relative ease. Every single document in the main office files can be located and retrieved by date, originator, topic, file code number, etc.

Budget Our total ONPS operating budget this year was \$559,700 (including Washington and Regional Office assessments) as follows:

Full time salaries and benefits	63%
Fixed costs	5%
Discretionary (supplies, equipment, travel SCA, vehicle, lands detail, curatorial, planning, etc).	32%

The statutory aid budget for the Commission totaled \$246,500 this past fiscal year and went to support:

- Commission travel and per diem,
- Commission and task force transcription services
- Federal Register publications
- September 7, 2005 design announcement
- September 11, 2005 Memorial Ceremony
- Somerset County; security for crash site and temporary memorial
- Task Force technical assistance (Task Force and Family Coordinator)
- Office rent, internet access, service contracts, parking
- IT support travel
- West Virginia Lands Office travel
- Fed ex, conference call line, video conferencing, cell phones
- GSA car rentals
- Equipment and supplies for Ambassadors and Temporary Memorial

Note that in FY 2006 there is no statutory aid for the Commission and related expenses. All costs will be absorbed by the park's ONPS budget.

Cooperative Agreements The park developed and implemented two new cooperative agreements this past year from various NPS one-year fund sources as follows:

- Stonycreek Township \$50,000 Maintenance of Temporary Memorial
access road and parking
- Somerset County \$50,000 Public Safety at the crash site and temporary
memorial

Amendments to existing cooperative agreements were developed to include the following cooperative projects:

- Indiana University of Pennsylvania \$35,000 Archeology Overview and
Assessment
- Penn State University \$10,000 Natural Resource Research and
Consultation

Memorial Ideas Committee Their mission was to do the public meetings and participation for the Phase 1 of memorial planning, i.e. purpose, significance, mission statement. Their work is complete.

GMP Committee This Committee helped the NPS with review, public meetings and coordination with external groups and interest. They are on hold at the present time, until the 45-day public review period is over, comments are received, and responses need to be prepared.

Design Solicitation This committee was extremely active this past year in managing the design competition process, and in working with the families to manage the contract for the design competition managers. We owe a great deal to the members who gave countless hours of work. Now that the design competition is complete, the Committee per se is no longer active. Assuming that getting the architect under contract with the NPS is one of the first things we need to concentrate on, then a design oversight committee will be a review and coordinating body throughout the design process, as opposed to a "managing" body like it has been.

Fundraising Oversight Committee This committee is also very active in managing the initial stages of the capital campaign, and in working with the families and fundraising counsel.

Archives Committee This committee is active and functioning in the collection of oral history and documentation, in assisting with the development of the Scope of Collections statement this year, with the development of a Superintendent's Compendium, and with other project activities.

Temporary Memorial Management Committee This extremely active committee continues to manage the 44 volunteer ambassadors that greeted 120,000 visitors last year; collect and care for the 20,000+ tributes left at the memorial; and maintain the physical setting (i.e. snow removal, drainage).

Communications Oversight This committee works with the Families of Flight 93, which is managing the contract with the PR firm MARCUSA. The contract runs from June 2005 through June 2006. The firm has helped in many public events, press releases, media advisories and communications crisis. The partners are working with MARCUSA to determine and redefine the needs of the partners and the role of the firm over the next three months until the contract is finished.

III. Archives and Collections

Collections Ownership and responsibility for management of the Flight 93 Memorial Tribute Collection was transferred from Somerset County to NPS, Flight 93 National Memorial on February 15, 2005. The tributes and collections supplies were physically moved to the NPS offices in Somerset by that date into the new temporary collections space located across the hall from the FLNI office. Transfer of the Tribute Collection (17,863 objects) from Somerset County to the NPS was made by Deed of Gift on February 22, 2005.

Preparation of a draft Collections Management Plan was completed by a team of NPS curators, conservators, and archivists, led by Mark Isaksen, Senior Curator, Northeast Museum Services Center, on August 4, 2005. The draft is currently being reviewed by the superintendent and curator of FLNI. The Archives Committee of the Flight 93 Memorial Task Force was significantly involved in the process. Purchase of equipment as recommended in the DRAFT CMP began with a fireproof file cabinet and media cabinet.

Installation and input began on ANCS+ (the NPS collections inventory and management software) in August, 2005. Annual reports were created in August and October. Staff of Re:Discovery, proprietors of ANCS+, began working with the FLNI curator to begin conversion of the tribute

collection records from PastPerfect software to ANCS+. PastPerfect was the software used by the County to inventory and manage the collections from October 2001 through February 2005.

Interim storage of the collections continues to be maintained in the Somerset County chambers at the underground, secure and environmentally stable storage facilities at Iron Mountain, north of Pittsburgh. Completion of an inventory and physical re-organization of the materials at Iron Mountain was finished in June 2005. An agreement will be drawn-up this year between the NPS and Somerset County to formalize this arrangement for the foreseeable future.

Oral History Project We were able to secured funding for this extremely important and time sensitive project for two years through one-year NPS funding. The project is coordinated through a cooperative agreement with the Families of Flight 93; they provide the staffing for the project with one FTE project assistant (Kathie Shaffer) who started on September 19, 2005. We had many successful accomplishments so far:

- Preparation of procedures and a training manual were completed by the curator in December and January.
- Purchase of equipment and supplies included six professional audiocassette recorders, four professional transcribing machines, one professional audiocassette duplicating machine, and high-grade audiocassette tapes.
- Training of 12 volunteer interviewers took place in January and April.

We began interviewing on April 15, 2005 and completed 23 interviews by September 30, including family members, first responders, Pennsylvania State Troopers, local governmental officials, community volunteers, and local landowners. We researched and evaluated several transcription services, recommending Susan Crapo, Word of Mouth Transcription Service, in Massachusetts to transcribe about one-quarter of the interviews, and staff and volunteers to transcribe the remaining. The curator developed procedures for the transcription and editing process, and trained six people.

With the concurrence of the Superintendent, Statue of Liberty, we invited Janet Levine, Oral Historian for Ellis Island, to be the professional advisor, for our Oral History project. Her insight and expertise will be invaluable to ensuring we conduct the most professional interviews possible, meeting the highest standards.

IV. Temporary Memorial Management

Management of visitor services at the temporary memorial continued, with visitation for October 2004 to September 2005 totaling over 120,000 individuals and 310 motor coaches.

New volunteer Ambassadors were trained, bringing the number of volunteers to 44. We provided the Ambassadors with many training opportunities including:

- field trip to the Heinz History Center in Pittsburgh for the September 11th traveling Smithsonian exhibit and roundtable;
- CPR and First Aid training;
- field trip Washington D.C. including the Vietnam and World War II Memorials, the Pentagon Memorial Chapel, and the Museum Resource Center in Landover, Maryland, all with associated private tours by park rangers, and opportunities for questions/answers;
- interpretation training; and

- field trip to the U.S. Chamber of Commerce in Washington, D.C. on September 7th for the announcement of the final design for the memorial.

The NPS has the option to exercise management control over the temporary memorial through a license for entry agreement with the landowner. A draft Superintendent's Compendium for the Temporary Memorial, outlining permitted uses and activities, was prepared with the assistance of Protection Ranger Dan Watson from Fort Necessity this past year. The Temporary Memorial Management Committee of the Flight 93 Memorial Task Force will soon be reviewing the draft, after which it will be reviewed by the partners and the public. We hope to have it in place by summer 2006.

Other activities at the temporary memorial this past year were:

- Improvements to the shelter including two new doors, an accessible ramp for one doorway, and new exterior paint;
- Revisions and reprinting of the brochure for the Temporary Memorial;
- Continued coordination of the volunteer Ambassadors with scheduling, training, and current information;
- Maintenance of the site with periodic clean-up by volunteers and the Shanksville Boy Scout Troop 151, along with snow removal and ice-salting for safety issues.
- Continued maintenance of the tributes with frequent observation, documentation and removal of potentially damaged objects.

V. Memorial Boundary and Land Acquisition

Memorial Boundary The Secretary of the Interior approved the recommended boundary for the National Memorial in January 2005. In March 2005, the boundary was published in the Federal Register. Currently:

- 1,300 acres are planned for full acquisition in fee for preservation of the crash site, extent of human remains, and debris field; construction of the memorial feature including the visitor center; road access off of Route 30; parking and utilities (more than half of the 1,300 acres is owned by one corporation).
- 900 acres are planned only for purchasing scenic easements to assist local residents in maintaining the rural quality of life and preserving important view sheds.

The Conference Report from the 2006 Interior Appropriations bill requested that the National Park Service consider reducing the size of the national memorial boundary. The NPS is drafting a report, which includes documentation of the boundary development process, evaluation of the advantages and disadvantages of alternative boundaries considered in the process, and preparation of a final report and recommendation to the Congress. The draft will be completed by end of January 2006. Of note is that the current boundary is supported by the Agency and the Department.

Land Acquisition There has been no appropriation for land acquisition from Congress. There were no closings on any properties within the national memorial boundary this past year, although progress has been made. Ms Katharine Bentley from the NPS Lands Office in Philadelphia, was detailed to the Flight 93 office for nearly ½ year. Having Ms. Bentley's physical presence on-site helped to establish better rapport, trust and consistent face-to-face relations with the landowners, much more than was had before.

In May 2004, the NPS and Somerset County entered into a donation agreement. Its purpose was to establish the procedure by which approximately \$600,000 in trust funds held by the County would be donated to the NPS for the sole purpose of acquiring land from willing sellers within the core (fenced) area of the Flight 93 National Memorial. The County and the Families are working towards transferring the trust fund to the Families, for the same purposes.

All pre-acquisition work was completed on four properties inside the fence; three have completed appraisals. Offers have been made to the three, all of which are fair market value, and all of which are less than the landowner is willing to accept. None of these landowners to date has expressed any willingness to sell under these conditions, and all want to wait to see what happens to their neighbor's land.

The appraisal on the fourth property inside the fence is complicated, since it is based in part on the potential of developing the land into a privately held memorial business. The offer on this property will be made soon; we do not know if the owner will accept our appraisal.

In addition, the Flight 93 Advisory Commission requested that the NPS do pre-acquisition and appraisal work on other properties for sale which are outside of the core, fenced area, but inside the memorial boundary. Appraisals have been completed and presented to the owners on four properties outside of the fence, but still inside the boundary. Three are willing to sell to the NPS at the appraised fair market value price. The fourth is not willing to sell at the appraised price at this time. His property is for sale at a higher price through a realtor, but indications are he may be willing to negotiate.

It is critical that land acquisition funding be forthcoming at the earliest possible date, including any potential reprogramming requests that are in the Department.

VI. Memorial Planning and Design

Memorial Design Through the generosity of the Heinz Endowments and the Knight Foundation, each of whom provided a \$500,000 grant, an open international design competition was chosen as the most democratic, transparent, and inclusive way to create a fitting design for the national memorial. The competition allowed for extensive public involvement and evaluation of the designs by juries of families, design and art professionals, NPS representatives, and community residents. The two-stage competition process permitted the five final designs to be developed in detail to address planning, design, construction, and management of the memorial. The following represents significant accomplishments and milestones in the process leading towards the final announcement of the winning design:

- Registered more than 3,000 people for the competition and received 1,050+ submittals from nearly every state and 27 foreign countries
- Exhibited 1,050 + Stage 1 designs in Somerset and online for public review and comment for 5 weeks.
- Exhibited 5 Stage 2 design finalists in Somerset and online for public review and comment for 10 weeks.
- Held community and family briefings locally, regionally and nationally.
- Evaluated Stage 1 and Stage 2 designs with two separate juries of family members, noted design and art professionals, community leaders, and NPS representatives.
- Announced the selected design on September 7, 2005 in Washington, DC
- Submitted a report on the competition and the selected design to the Secretary of the Interior and Congress by the September 24, 2005 deadline

- Refined design concept to address issues raised by the competition juries, the public, the partners, and the NPS
- Presented design refinements to the Partners and the public in a November 05 project newsletter
- Archived all 1,050+ submitted designs as a permanent record of the competition and the public's response to the crash of Flight 93 and the events of September 11th

In general responses to the selected designs were overwhelmingly supported. In September following the initial finalist announcement, the park office, NPS Washington office, Department of Interior office, and Congressional offices received phone calls and e-mails, emanating mainly from blog sites, indicated that the selected design "Crescent of Embrace" in evocative of an Islamic crescent. The design was refined over a two month period in response to issues raised by the jury, to NPS operational concerns, and to GMP issues. Additionally, the designer Paul Murdoch, did NOT WANT the design in any way to reflect religious iconography. Following the design refinements, the majority of talk radio and blog sites were satisfied.

General Management Plan

The families, the Partners and the public were actively involved in the creation of the draft General Management Plan (GMP), which will guide development and management decisions for the new national memorial for the next 10 – 15 years. The planning process was conducted concurrently with the design competition and included extensive data gathering, close coordination with other agencies, and extensive meetings with the public and with local residents.

The plan presents and evaluates the selected memorial design (Preferred Alternative) and a No Action Alternative. Alternatives considered but rejected include the other four design finalists. Each alternative includes management zoning, strategies for achieving desired resource conditions and visitor experiences, and detailed cost and operations estimates.

The families and Partners support the management direction presented in the GMP. The draft GMP/EIS will begin 45-day public review in February 06 and will be finalized in Spring 06 when the Regional Director signs the Record-of-Decision concluding the planning process and formally adopting the memorial design.

VII. Fundraising

Campaign Summary Following the successful completion of a Fundraising Feasibility Study, the Families of Flight 93, with consultation from the project partners, entered into a contract with the fundraising counsel firm of Ketchum. Ketchum has been working closely with the partners to develop a local, regional and national strategy to accomplish the goal of raising \$30 million as follows: \$27 million for the design and construction of the memorial and \$3 million for capital campaign costs. These numbers were verified as both achievable and appropriate in the feasibility study.

In the absence of a fundraising agreement, the Families of Flight 93 have entered into an agreement with the National Park Foundation to act as fiduciary agent for the restricted Flight 93 National Memorial Fund, and to "house" the capital campaign staff. To date, \$4.264 million in gifts and pledges is in the Fund at the NPF. The following issues are being worked out among the Families, the partners, NPS and Ketchum:

- Ketchum continues to work on the identification of potential outside vendors with more cost effective processing fees for donations;

- Ketchum continues to work with representatives of the National Park Foundation to reconcile income, expenses and procedures.
- NPF is continuing to identify and present to the project partners an appropriate and fair compensation for housing the capital campaign, i.e. space, equipment, supplies and staff time.

Governor Tom Ridge and General Tommy Franks were successfully solicited to be honorary co-chairs of the capital campaign. Mr. Chris Sullivan, President and CEO of Outback Steakhouse was successfully recruited to be the Capital Campaign Chairman. The highly visible, national public outreach portion of the capital campaign has not yet begun. Several factors are to take place prior as follows:

- Quiet, launch phase to raise \$3 million for capital campaign costs **DONE**
- High level gifts secured and in place **NOT COMPLETE**
- Fundraising Agreement signed and in place **NOT COMPLETE**

Quiet, Launch Phase The campaign recently completed the “quiet launch phase,” where the \$3 million for capital campaign expenses was targeted to be raised from western Pennsylvania philanthropy. An *Awareness/Cultivation* lunch event was held at the Duquesne Club in Pittsburgh, where General Tommy Franks was the speaker. High level donors responded, and were visited by a Ketchum/family team. The leadership of the launch phase is as follows:

- Dan Sullivan, President and CEO, FedEx Ground; Commissioner, Flight 93 Advisory Commission; Chair, Launch Phase
- Mike Watson, Sr. Vice President, Richard King Mellon Foundation; Commissioner, Flight 93 Advisory Commission
- Larry Catuzzi, Commissioner, Flight 93 Federal Advisory Commission and family member
- Maxwell King, President, Heinz Endowments

National Cultivation In advance of solicitation of major high level gifts, the families and Ketchum are preparing for and conducting a number of prospect *Awareness/Cultivation Events* similar to Pittsburgh. The *Awareness/Cultivation Event* is purposely limited to top prospects. It is an activity in which carefully screened and selected individuals and organizations are to be properly informed and educated about the Flight 93 National Memorial.

Suggested Regional Targets

- Philadelphia, Pennsylvania (Ketchum/family team visited with Governor Ed Rendell for ideas and names)
- San Francisco Area, California (Ketchum/family/NPF in discussions)
- Tampa, Florida (Ketchum/family team working with Campaign Chair Chris Sullivan and General Tommy Franks on this)
- Houston/Dallas, Texas
- Washington, DC
- New York, New York
- Chicago, Illinois

Local Cultivation The local community is defined as Somerset County, Johnstown, Ligonier and the Pittsburgh countryside. Each community has separate and distinct characteristics and leadership. Ketchum has met with Somerset and Ligonier community leaders to request that *Awareness/Cultivation* events similar to the one held in Pittsburgh be planned. A meeting in Johnstown and with the Pittsburgh countryside is forthcoming. This was met with receptivity, and Ketchum and the Families will proceed with planning.

Direct Mail Testing Ketchum, the Families and Stephen Winchell and Associates solicited 3 RFP's for direct mail testing nationally. DMP was chosen to serve as the vendor of choice and best value for contract fee. Paul Cotton, Executive Vice President of DMP finalized the direct mail test copy and layout for the approval of the Families and partners. The mailing will be signed by Governor Ridge, and we have his final approval on content. The expected drop date for the test mail package is set for January.

Fundraising Agreement The Fundraising Agreement among the partners – Families of Flight 93, Flight 93 Advisory Commission, National Park Foundation and the National Park Service – is not yet signed, The partners have reviewed several drafts over the last two years, and have been infinitely patient. The money will not wait, regardless of policy, and therefore, the Families and other partners are acting in the spirit of the Agreement, since unsolicited donations are coming in, meeting requests must be honored, and the corporate and foundation community are anxiously waiting to be asked to give money. In some instances, donors have called and asked “why have you not asked us yet?” The longer we get away from September 11th, the harder it will be to fundraise and the quicker the American public forgets. Competition is already high with Katrina and the World Trade Center.

As of 1/5/06, the Agreement was reviewed by the Department of Interior Solicitor and the Washington Partnership Office. We will ask our partners one last time, to be patient, and hopefully, review the document for final signature to be sent to the Director, NPS.