

The Year in Review
Flight 93 National Memorial
Fiscal Year 2004
October 1, 2003 through September 30, 2004

The latest briefing paper prepared on Flight 93 was for NPS Director Fran Mainella on October 15, 2004. This paper is attached and outlines the status of the different project elements for Flight 93 including boundary development, planning and design of the memorial, the GMP, and fundraising. This briefing paper is still current.

The following summarizes additional project and/or partnership activities and issues.

Personnel and Budget

Our office has been successfully opened and operating for a year. We are growing, and will soon add new space. All four partners (NPS, Advisory Commission, Families and Task Force) share the office space, which makes for more seamless communication and coordination. Our office is used as a “hub” when families come into town, when there are evening meetings, and during Commission and Task Force meeting weekends.

- Joyce Boone is back at Fort Necessity and Deb Branton is our new “confidential office manager.”
- We have a full time Student Conservation Association (SCA) intern for a year.
- We hired a full time curator (future Chief of Cultural Resources). We will be needing new additional space for her to work on the collections, and are coordinating with GSA to identify work-space in the existing office building (for cleaning, cataloguing, preserving and packing up items collected at the temporary memorial, after which, they are stored at Iron Mountain). Currently, nearly 20,000 tributes have been collected.
- Our plans call for a Management Assistant position to be described and hired this year with the new OFS increase. This position will be oriented towards operations management including but not limited to volunteer coordination, public information/relations, and management of cooperative agreements and development of special use permits (at the temporary memorial for the many special events). We view this position as being short-term (3 – 5 years), and may eventually change into the Chief of Visitor Services or Interpretation.

Our OFS increase of \$365,000 this year brings our total operating budget to \$565,000. Only 60% of this are for existing salaries. We will not be seeking another OFS increase until land acquisition is complete, and we become responsible for security issues – anticipate this in FY 07.

We have a statutory aid line item for the advisory commission of \$250,000. This year, part of it is also intended to assist Somerset County with continued law enforcement.

Families of Flight 93

- Beginning December 2004, Hamilton Petersen of Washington, DC will be the new president.
- We held four special family briefings this past year; two in San Francisco at the Presidio and two in NYC at Fort Wadsworth.
- Families continue to be involved in every aspect of project development and implementation, including being on the juries.
- Families hold the contract for fundraising consultant and for design competition managers.

Flight 93 Memorial Task Force

- The Task Force is still viable and active, albeit the number of volunteers working on the project and attending meetings has diminished. Most of the work is done through operational committees that report and make recommendations to the full Task Force and to the Commission.
- In order to re-energize the Task Force, the Commission and Task Force will now meet on the same day beginning Saturday January 15, 2005 and coordinate briefings to help eliminate duplication of efforts, to save time, and to encourage all work to be completed in one day versus two.
- The following are task force committees and their status:

Family Memorial Committee Still active. Coordinates family meetings and briefings.

Resource Assessment Committee The Resource Assessment committee completed its task of assisting the NPS and Commission with boundary study and recommendation.

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. They have morphed into an active GMP committee, helping Jeff with review, public meetings and coordination with external groups and interest.

Design Solicitation This committee is extremely active in managing the design competition process, and working with the families to manage the contract for the design competition managers.

Fundraising Committee This committee is also very active in managing the fundraising feasibility study. It is now in the process of negotiating a contract for a consultant to manage the capital campaign.

Archives Committee This committee is active and functioning in the collection of oral history and documentation. Will assist the new curator with Scope of Collections statement this year.

Temporary Memorial Management Committee This extremely active committee continues to manage the 54 volunteer ambassadors that greet 150,000 visitors a year; collect and care for the 20,000 tributes left at the memorial; and maintain the physical setting (i.e. snow removal, drainage, etc). It is also helping the NPS to coordinate the LIC project at the site for temporary improvements to the temporary memorial.

Public Relations Committee This committee is misnamed. It does not do PR, but is responsible for helping to coordinate, write and review the project newsletters.

Communications Committee This newly formed committee will be responsible for seeking, interviewing and managing a communications/PR consultant to integrate messages and communications of all the partners.

Government Relations Committee Not active.

Administration Committee Not active.

Flight 93 Advisory Commission

- The Commission has met five times since members were sworn in on September 11, 2003. All 15 members are active, and have proven to be a highly compatible, effective, and collaborative board. They have worked hard individually, as a group, and as members of Task Force committees and have accomplished much.
- Major accomplishments of the Commission this past year include the following:
 - An integrated planning and design process and schedule that met the needs of all four partner organizations.
 - Development and recommendation of the boundary of the national memorial.
 - Development of a mission statement for the permanent memorial, which included input from public meetings, family meetings, and web surveys.
 - Major mapping, GIS and resource inventory information for the “Affected environment” section of the GMP.
 - Implementation of the design competition for the permanent memorial, which has to date roughly 1,300 entrants registered.
 - Completion of a fundraising feasibility study.

Fundraising Agreement

Now that the Fundraising Feasibility Study has been complete, the Fundraising Agreement must be reviewed, approved and signed expeditiously.

Briefing Statement

Bureau: National Park Service
Issue: Status of the Flight 93 National Memorial Project
Park Site: Flight 93 National Memorial
Date: October 15, 2004

Background:

- Public Law 107-226 was signed by the President on September 24, 2005 and mandates that by September 25, 2005 the Flight 93 Advisory Commission is to have recommendations on:
 - the design of a permanent memorial to the Secretary of the Interior (the Secretary) and to Congress;
 - the management plan for the national memorial to the Secretary; and
 - the boundaries of the national memorial to the Secretary.
- On 9/11/03, 15 members of the Flight 93 Advisory Commission were sworn-in by the Secretary.
- The Flight 93 Advisory Commission has met four times and has made substantial progress towards its mandate, working in partnership with the Families of Flight 93, the Flight 93 Memorial Task Force, and the NPS (herein referred to as “the Partners”). Advancement of the following project elements has occurred with the strong support, cooperation and collaboration of these partners, plus with significant input from communities, local and regional governments, adjacent landowners and others.

Current Status:

Boundary Development for the National Memorial

The development of the boundary for the national memorial has been a slow, deliberate and inclusive process, ensuring that the Partners consult closely with local communities, local and regional governments, all affected and/or potentially affected landowners and others. All land acquisition is on a willing-seller basis.

On July 30, the Flight 93 Advisory Commission formally adopted Resolution 04 01, which recommends that approximately 2,200 acres be included in the boundary for the national memorial. Of the 2,200 acres:

- approximately 1,500 acres are needed for resource protection, immediate landscape protection, visitor use and/or facilities, and access to the site off Highway 30, and will be purchased in fee-simple acquisition.
- the remaining 700 acres will be purchased preferably as scenic easements, but may be fee acquisition if necessary.

The following summarizes the major steps taken in boundary development:

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| 11/14/03 | Advisory Commission adopts Resolution 03 01, recommending approximately 1500 acres for inclusion in an “interim boundary.” These lands were the minimum required to protect resources and serve the visitor. Impact site especially needed immediate protection. Commission requests the option to come back with a final boundary recommendation after further study. |
| 1/27/04 | Meeting with NPS Director and staff on boundary recommendation. Director agrees with the immediate protection of the core impact area, but requests that the Commission not submit both an “interim” and a “final” |

- boundary, but just do it once, and do it right. Requested the Commission go back and ensure that all of the lands that need to be in the boundary to protect the site are included, and to approve a boundary recommendation by July 30, 2004.
- 4/15/04 NPS held a “neighbors” meeting with all landowners within approximately 2 miles of the site to describe the boundary process, as well as answer any questions on land acquisition.
- 4/20/04 Flight 93 Advisory Commission sponsored a daylong workshop/field trip for task force members, community members, and others to examine every possible need for inclusion in the boundary.
- 5/17 – 7/29/04 Individual landowner meetings with every landowner potentially included in the boundary, either as fee, or easement.
- 6/11 – 6/12/04 Community workshops to describe planning process, including boundary process.
- 6/15/04 Briefing with Lynn Scarlett, Assistant Secretary, DOI, to present boundary update and process.
- 7/14/04 Commission site visit to ground truth final boundary needs.
- 7/30/04 Adoption of final boundary recommendation by Commission – **Resolution 0401 included as Attachment 1**. Forwarded to the Secretary through the Director for approval.
- 8/27/04 Briefing with Secretary Gale Norton, Chief of Staff Brian Wademan, and Deputy Assistant Secretary Paul Hoffman on Boundary. Boundary resolution currently pending signature.

Planning and Design of the Memorial

- On November 14, 2003, the Advisory Commission formally adopted a motion that endorsed the integrated planning and design process proposed by the Partners. This process assures that NPS legislated and policy requirements are met, while still retaining the integrity of family and community involvement.
- NPS Washington Office was briefed and/or updated on this process on 1/27/04, 2/10/04 and 3/21/04.
- The Partners issued an RFP in January 2004 for the development and management of the design competition of the permanent memorial.
- In March 2004, following extensive interviews, StastnyBrun Architects/Helene Fried Associates were selected. They managed the design competition for the Oklahoma City Memorial, for the Kenya and Tanzania Embassies, and for numerous public/private partnerships.
- From March 2004 until present, the consultants have assisted the Partners in developing protocol for the design competition, and they will manage all aspects of its implementation over the next year.
- A design competition manual for entrants has been prepared, and has been reviewed and commented on by the agency, the Department and the partners.
- In summary, the schedule for the design process is as follows:

September 11, 2004	Design Competition Begins
January 11, 2005	All Entries Due
January 15 - 23, 2005	Public, partner and family viewing
January 24 - 26, 2005	Jury viewing and deliberation
February 4, 2005	Announcement of 3 – 5 Finalists
June 15, 2005	Finalists plans due

June 24 - July 30, 2005	Public, partner and family viewing
August 1 - 3, 2005	Jury Viewing and Deliberation
Mid-August 2005	Commission meeting with recommendation to the Secty.

September 11, 2005	Announcement of Recommended Design
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- The Families of Flight 93 have received donations of \$500,000 each from the Heinz Endowments and Knight Foundation specifically for the design competition.

General Management Plan (GMP) Development for the National Memorial

- GMP development is occurring simultaneously with the design competition.
- 3 –5 finalists in design competition will be alternatives in GMP/EIS.
- Notice of Intent published in Federal Register.
- Initial scoping period open for public comments 9/11/03 – 12/31/03. Several hundred comments received.
- Agency and Public Meetings:
 - Agency-scoping meeting held on December 15, 2003 with 25 agency representatives attending.
 - Commission Meetings open to public 11/14/03; 2/20/04; 5/14/04 and 7/30/04.
 - Public meetings held 10/10/03, 11/15/03, 2/21/04, 5/15/04 and
 - Family meetings held in NYC 12/03 and 7/04; in San Francisco 10/03 and 7/04.
 - Community planning charettes 6/11 and 6/12.

Fundraising

- General
 - Over \$2.6 million unsolicited funds have been raised to date.
 - Draft Fundraising Agreement was reviewed earlier this year, and comments incorporated by Federal Advisory Commission, WASO solicitors, WASO Partnership Office, Northeast Region Solicitor, Family attorney and others.
 - Final agreement needs to incorporate results of Fundraising Feasibility Study, including project development costs, fundraising goals, and capital campaign structure.
 - Currently we are responding to the new checklist requirements and will soon forward final agreement for approval.
- Feasibility Study:
 - Families hired Ketchum, of Pittsburgh, as fundraising council.
 - Phase 1 of Feasibility Study is complete; “Case Study” developed. Case study tests raising \$35 million private funds plus \$20 million endowment.
 - Phase 2 of Feasibility Study is complete. Interviewing 50 people of “affluence and Influence” to “test” the case study and determine its feasibility.
 - Results of Feasibility Study show that a \$25 - \$30 million private sector capital campaign is appropriate and do-able. The nature of the project is compelling and there is no question that it should be done. Success may be dependent upon obtaining a highly visible and nationally recognizable Capital Campaign chair who can open doors.

Contact:

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**Resolution 0401
of the
FLIGHT 93 ADVISORY COMMISSION
July 30, 2004**

WHEREAS, the Flight 93 Advisory Commission was established pursuant to Public Law 107-226, The Flight 93 National Memorial Act; and,

WHEREAS, Section 4 (i)(2) of Public Law 107-226 provides that the Commission shall advise the Secretary of the Interior on the establishment of boundaries for the Flight 93 National Memorial; and,

WHEREAS, at its meeting of November 14, 2003, the Commission adopted a resolution advising the Secretary of the Interior that the properties consisting of the site of the impact of Flight 93, properties in the view shed of the impact site, and properties associated with entry from Route 30 will be included as a portion of the ultimate boundary that the Advisory Commission will recommend to the Secretary in its final report; and

WHEREAS, the Commission requested in the above referenced resolution that the Secretary of the Interior exercise the authority granted pursuant to Section 5 of Public Law 107-226, which is to acquire from willing sellers the land or interest in land for the memorial by donation or purchase with donated or appropriated funds, or exchange; and

Whereas, the Commission, upon further consultation and review, now desires to recommend the boundary for the Flight 93 National Memorial to the Secretary of the Interior.

NOW THEREFORE BE IT RESOLVED BY THE FLIGHT 93 ADVISORY COMMISSION THAT:

1. Pursuant to Section 4(i)(2) of Public Law 107-226, enacted by the Congress of the United States for the purpose of establishing the Flight 93 National Memorial, the Flight 93 Advisory Commission advises the Secretary of the Interior on the establishment of the boundary to constitute the Flight 93 National Memorial as contained on Map 04 01 attached to this resolution, and that said boundary shall be included in the Commission's final report to the Secretary.
2. The Flight 93 Advisory Commission requests that the Secretary of the Interior, upon approval of the Flight 93 National Memorial boundary, attached hereto, exercise the authority granted pursuant to Section 5 of Public Law 107-226 relating to lands within said boundary and such subsurface mineral estates external to such boundary including those mineral rights described in the Somerset County Recorder of Deeds Office in Deed Book Volume 1728, Page 232, as may be determined by the Secretary to be necessary to protect the resources of the National Memorial.

BE IT FURTHER RESOLVED that the Commission requests that the National Park Service work in partnership with others to foster a compatible relationship between the Flight 93 National Memorial and lands external to the boundary, the use of which may affect the experience of visitors or the protection of resources within the National Memorial. The Commission requests the NPS to consider such partnering in the development of the General Management Plan.