

**Flight 93 National Memorial
National Park Service
The Year in Review; Fiscal Year 2006
October 1, 2005 through September 30, 2006**

I. Memorial Design

The winning design team, “Paul Murdoch Architects” (PMA) signed an indefinite quantities contract (September 2006) with the National Park Service (NPS), which included his subcontractors for the project. PMA’s full team is assembled and initial task orders were issued to begin pre-design. PMA and subs will move forward with the design of the memorial feature, the visitor center, roads, utilities, parking, and other infrastructure. A Spending Plan was developed and approved by the Denver Service Center and the Washington Office, and a Project Agreement is in final draft.

We held two preliminary meetings with PMA prior to the contract being signed, and held a kick off meeting on-site with PMA and all the subcontractors in September 2006.

Pre-design, including studies and updated cost estimates, is expected to be complete by February 2007.

II. General Management Plan/EIS Process

We completed the draft GMP/EIS and released to the public on June 16, 2006. The draft GMP/EIS presented and evaluated a No Action Alternative and the Preferred Design Alternative. The four other final designs in the design competition were depicted as “alternatives considered but rejected.”

We provided a public review period from June 16 to August 15. The GMP/EIS was posted on the internet for public review and online comment. More than 70 people attended the public meeting that was held in Shanksville on July 20, 2006. Attendees could ask questions and share their thoughts with NPS and the project partners in a variety of ways: they could complete a comment form, add ideas to a “graffiti” wall, or videotape their comments.

We received more than 1,400 comments on the draft plan. Many comments were e-mailed from bloggers and their supporters who opposed the design because of perceived Islamic symbolism. Local elected officials, family members, partners, and residents continue to support the design and the GMP/EIS. Informal comments received from visitors to the temporary memorial continue to be overwhelmingly supportive of the design. We received extremely positive and supportive comments from all state and federal agencies who reviewed the draft GMP/EIS.

The project was recognized in technology publications and at the annual conference of the National Association of Chief Information Officers as an innovative use of technology to involve the public in the memorial process.

III. Adjacent Lands Planning

In partnership with Somerset County and the Pennsylvania Environmental Council, we secured \$100,000 in funding from PennDOT to study safety improvements that are needed to US Route 30 to accommodate the anticipated visitor traffic to the memorial. Somerset County will let the contract in early calendar year 2007, and the study should be completed in 1-year. The analysis of the Route 30/memorial entrance road intersection will receive priority in this study.

In partnership with Somerset County and the Pennsylvania Environmental Council, we secured \$50,000 from PennDOT and \$50,000 from PA Department of Community and Economic Development to prepare a land use planning study of the travel corridors leading to the memorial, including Route 30, Route 219, and Route 271. A local advisory committee and local government committee were formed to oversee the

study. The group started the process by exploring development scenarios for the corridor. The plan will conclude in the summer of 07.

IV. Interpretive, Education and Civic Engagement Planning

We convened a one-day workshop with 20 participants (NPS and partners) in September 2006 to begin looking at how to integrate civic engagement into our interpretive and education planning process. The result of the workshop was:

- a proposed “interpretive, education and civic engagement planning process” for the Flight 93 National Memorial project in anticipation of developing exhibits for the future visitor center;
- identification of this small group as an Interpretive Oversight Committee; and
- potential venues and questions for civic engagement/scoping; and
- identification of future challenges and sensitivity of the narratives.

V. Appropriations

NPS Line Item Construction In FY 06, we received an appropriation of \$1 million for line-item construction, which will be used for engineering and design. WASO also approved the use of FY 04 \$700,000 (approx) line-item construction funding to be used engineering and design, versus improvements to the temporary memorial.

NPS Land Acquisition The Administration’s proposed \$5 million land acquisition FY 07 budget passed the House and Senate mark-up this past year, with large help from the Families of Flight 93 making numerous visits to the Hill to educate both House and Senate members on the project.

State Funding We secured a commitment letter from the Governor’s office for \$10 million in a state RCAP grant (Redevelopment Capital Assistance Program). This is a matching reimbursable grant. We will use the Fort Necessity RCAP cooperative agreement with the state as a template for moving forward. It will take at least one-year to prepare paperwork, audits, and agreements.

VI. Fundraising

The Fundraising Agreement among the National Park Service, the Families of Flight 93, the Flight 93 Advisory Commission, and the National Park Foundation was signed by all parties and finalized in May 2006. This included a Fundraising Plan, Communications Plan, and Donor Recognition Plan.

A dedicated fundraising website was launched – www.honorflight93.org.

Four regional/local fundraising events were held throughout the year. Our national leadership including Chris Sullivan of Outback Steakhouse, General Tommy Franks, and Governor Tom Ridge, worked with Flight 93 family members and the NPS to attend all of the fundraisers and make presentations. In addition to providing background information through power point at the events, we developed a traveling exhibit of the temporary memorial and the tributes left at the site to bring to the fundraising events. The events were as follows:

- Houston, Texas hosted by Flight 93 family member Larry Catuzzi
- Pittsburgh, PA hosted by Art Rooney, owner of the Pittsburgh Steelers
- Somerset, PA hosted by Henry Cook, President, Somerset Trust
- Johnstown, PA hosted by Mark Pasquerilla, CEO Crown America; Howard Picking III, retired business executive and community leader; Michael Kane, Community Foundation of the Alleghenies; and former Congressman Bud Shuster.

A summary of gifts from 5/14/2004 through 11/2/2006 follows:

Total Amount of Written Pledges/Gifts	\$8,912,831
Verbal Pledges	\$ 200,000
Total Number of Donors:	18,859

Sources of gifts and pledges:

- National Donors
- Launch phase initiative in Pittsburgh
- Regional and Local Initiatives
 - Houston, Johnstown, Somerset, Pittsburgh
- Public Outreach
 - Direct Mail Campaign
 - Website
 - Fundraising brochures/envelopes
- Other
 - 100% participation by Flight 93 Advisory Commission members
 - Marketing through films and documentaries produced in 2006
 - Service organizations
 - Private initiatives

VII. Boundary Re-Evaluation

The 2006 Interior Appropriations bill required the NPS to consider significantly reducing the size of the Flight 93 National Memorial boundary. The Resource Assessment Committee that studied and developed the original boundary recommendation reconvened. This Committee is comprised of representatives of the NPS, the Families of Flight 93, the Flight 93 Advisory Commission, the Flight 93 Memorial Task Force, state agencies, local agencies, and local community members.

The five alternative boundary configurations that were originally studied were very carefully reviewed and re-evaluated. After additional research and thoughtful consideration and consultation, the park and the Flight 93 Advisory Commission recommended to the Regional Director, that the boundary not be reduced in size. The Regional Director forwarded this recommendation to the Director.

VIII. Land Acquisition

The NPS has not acquired any land, but continues to work cooperatively with the Families and the Conservation Fund to purchase important properties as they come on the market. The NPS' lack of progress is mainly attributable to 1) lack of an appropriation, and 2) landowners not willing to accept fair market value. The NPS also continues to be hindered by lack of condemnation authority.

Status of Properties Inside the Fence

- The NPS has completed all pre-acquisition work on three properties inside the fence. None have accepted NPS fair market value offer. The Families are considering using a negotiated appraisal process to purchase the land.
- Svonavec, Lambert, and PBS Coals have all publicly stated they will donate the portion of the land they own that is actually inside the crash site area. However, they want to donate the same year that they sell, to offset capital gains.

Status of Properties Outside the Fence

- The Families closed on the Vish property, located outside the crash site, but immediately adjacent to the fence.
- The Families have the O'Barto land under contract.
- The Families are in positive active discussions with Musser for acquisition of a right-of-way, and with Mock for purchase of his property, and are close to being under contract.
- The State Game Commission bought the land directly across Route 30 from the proposed entrance to the Memorial. This is inside the boundary, but in lands proposed for protection

through partnerships. The NPS and Game Commission entered into an Agreement, specifically stating how the Game Commission will use its land for habitat, and not for development.

- The sales contract between PBS Coals and the Conservation Fund has expired. The Conservation Fund will not renew unless it is clear they will not be liable for any of the pending reclamation and remediation work from acid mine drainage on the site.

IX. Temporary Memorial Management

Statistics for FY 2006:

- Visitation: 154,207
- Motor coach visits: 402 (100 coaches in the month of October alone)
- Volunteer hours 3,767 (3,255 for visitor services; 512 for maintenance)

We had three volunteer training sessions this past year.

- On February 18, 2006, architect Paul Murdoch came to the volunteer potluck and gave a presentation and insight to 45 volunteers on the meaning of the various aspects of the memorial design.
- On May 6, 2006, 30 volunteers received training at the Fort Necessity National Battlefield new visitor center on the following: oral history, visitor services, what it means to be an NPS Volunteer-In-Park, and “how to plan for, design, and build a new visitor center.”
- On May 15, 2006, an additional 15 volunteers received the same training at Fort Necessity.

Much time was spent this year negotiating with the landowner upon whose land the temporary memorial sits, and making potential plans to move the temporary memorial. The NPS has a “License for Entry” at the temporary memorial, which allows us to use, operate, and make improvements to the site. The landowner invoked a clause that would have terminated the license in October 2006. The landowner ultimately however, rescinded his termination, thus permitting our license to run through October 2008.

X. Oral History Project

The oral history project continues to grow and be a successful venue for collecting and preserving the memories of September 11th and in particular, Flight 93. Ms. Kathie Shaffer of Shanksville, was hired by the Families of Flight 93 through our Cooperative Agreement, for a two-year NPS funded program. Ms. Shaffer, works closely with the Flight 93 National Memorial curator, and together, they accomplished the following through FY 2006:

- 184 interviews conducted including family members; first responders; local, state and federal agency and organization staff; air traffic controllers, FBI, and many others.
- 77 interviews transcribed
- 640 names in the database of prospective interviewees
- Recruited and trained 4 volunteers for the project

We created a significant partnership with the Ellis Island Oral History. Trips by both Flight 93 staff and volunteers, as well as by Ellis Island staff, were made back and forth between the sites to share information, techniques, and knowledge.

Flight 93 staff and volunteers also developed a partnership with the Columbia University Oral History Center, which they visited in April 2006. Columbia University is a major repository of 9/11 oral histories, and their staff were impressed by the sophistication, sensitivity, comprehensiveness and professionalism of the Flight 93 project.

XI. Tribute and Object Collection

Collecting, sorting, cleaning, maintaining, cataloguing, accessioning, and storing the tributes left at the temporary memorial continues to be a major focus for our Curator. The tributes collected to date number well over 25,000. The following was accomplished this past year with the assistance of two part-time staff hired by the Families of Flight 93 in cooperation with the NPS, and by SCA interns:

- 56 new groups of objects accessioned
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- 2,150 objects cataloged
- 3,877 records added to the cataloging database
- 54 boxes of objects sent to remote long-term storage at Iron Mountain.

All of our tributes are special, and most are very moving, but we had three very special and significant donations made to the collection this year:

- *The Bells of Remembrance* are two very large brass bells (1,800 lbs and 550 lbs) mounted on a custom-made trailer. These bells have been brought to the crash site every September 11th by the Franciscan Monks of Silver Spring, Maryland. Each bell is rung as the names of the passengers and crew are read at each September 11 memorial service. The Monks donated the bells to the NPS.
- Four *Flight 93 Commemorative Flags* were taken to the Air Force base in Germany by family member Ken Nacke, and were signed by wounded soldiers who were injured in Iraq, and by medical personnel at the base where the soldiers are recovering. Ken Nacke brought the flags back to the Flight 93 temporary memorial, where they were flown over the site on September 11, 2006, and were then donated to the collection.
- *The Palatine Flag* is a 60' by 90' American flag made from bed sheets by Palatine High School students, Indiana, and which they unfurled within a week after September 11, 2001. After being brought to Shanksville, the 60' x 90" flag was unfurled at the Flight 93 Temporary Memorial and the Pittsburgh Pirates game on September 11, 2006.

Recommendations for the disposition of the two draglines (the large cranes located on the site and used for previous strip mining activities) were developed and made through the preparation of a *Conservation and Treatment Report*. We arranged for an analysis by Brian Howard and Associates, a firm specializing in large objects conservation. We requested the following:

- capital cost estimate (\$800,000)
- cost estimate for initial stabilization (\$850,000);
- cost estimate for regular/routine and cyclic maintenance (over \$700,000 every 15 to 20 years in 2006 dollars); and
- cost estimate for staff time to perform maintenance (10% of WG salary annually).

These high costs and the relatively lower significance of the draglines to the overall significance of the events of September 11th and Flight 93 resulted in a decision to request the Conservation Fund to sell the draglines, and not incorporate them into the design of the memorial.

XII. Eastern National

Our book sales “corner” in the office became operational in January 2006. We have three trained staff in daily operation and monthly reporting. This remains a very small operation, provided as a courtesy to visitors and guests, and for visibility during special events.

XIII. Major Special Events

Fifth Anniversary The Fifth Anniversary Commemoration on September 11th was extremely successful with no incidents. Over 700 invited guests, families, and dignitaries attended, along with an additional 1,000 members of the public. Superintendent Hanley was the Mistress of Ceremonies, with guest speakers including former Governor Tom Ridge, Senator Arlen Specter, Senator Rick Santorum, Congressman Bill Shuster, Governor Ed Rendell, General Tommy Franks, and President of the Families of Flight 93 Ham Peterson. The President and First Lady attended a smaller ceremony at the crash site with the Families, Superintendent Hanley, and Advisory Commission Vice-Chair Donna Glessner after the major event.

Secretary of Defense Rumsfeld Visit Secretary Rumsfeld came to the site on March 27, 2006 and was hosted by Superintendent Hanley and family member Ken Nacke. The Secretary laid a wreath, greeted the public, and had a tour of the crash site.

XIV. Administration

Personnel This year our Office Support Assistant Deborah Branton left the NPS and returned to Yuma, Arizona for a job with the Border Patrol. Student Conservation Association (SCA) intern Lydia Kappel took over many of these duties. Lydia was with us for a full year from October 2005 through October 2006. The Office Support Assistant was advertised within the five Western PA parks with no applicants; it will soon be announced Service-wide.

Christie Weaver, a full time SCA museum tech/curatorial intern, completed her year in May 2006. All of our SCA's and interns had some terrific training opportunities, including spending several weeks at the National Park Foundation office in Washington, D.C. assisting in the Flight 93 capital campaign.

We advertised and hired two positions this year.

- Adam Shaffer, a former SCA intern with Flight 93, was hired as a four-year term Park Guide. His primary duties will be coordinating the Volunteer Program.
- We also hired Virginia Mesko, a former SCA intern with Flight 93, as a SCEP Park Guide. Ginger attends the Indiana University of Pennsylvania and majors in archeology. She will be working at the temporary memorial as well assisting with the archives and collections.

Project Manager and Park Planner Jeff Reinbold took a 120-day detail as Acting Superintendent at Fort Necessity/Friendship Hill through December 2006. He is currently extended for an additional 120-days.

Superintendent Hanley continued to co-chair the National Park Foundation Superintendent's Council.

Budget

Our FY 2006 ONPS budget figure was \$568,000 after Washington and Regional Office assessments and was used as follows:

Salaries and benefits	61%
Fix Costs, Utilities and Contracts	2.5%
Project-Related Costs (see below)	36.5%

Beginning in FY 06, we no longer received any Advisory Commission Statutory Aid funding. The 36.5% "project-related funding" was specifically used as described below for all Commission assistance, project assistance, and other related partner and project activities:

- Security at the Temporary Memorial
- September 11th Ceremony
- Public Outreach for Design Phase of Memorial
- Display boards/photos for special events and brochures for temporary memorial
- Interpretive, Education and Civic Engagement Workshop
- Curatorial and Oral History Expenses

- General Management Plan Support Expenses (public meetings, graphic design support)
- Commission Travel and Meeting Expenses
- Park Staff Travel and Training; NPS Regional Office Travel
- Supplies/Equipment for office, volunteers, temporary memorial
- Vehicle Rent/Vehicle Maintenance/Gas
- Postage/Mailing/Fed Ex
- Student Conservation Association Interns