

Flight 93 National Memorial
The Year In Review
Fiscal Year '07
October 1, 2006 through September 30, 2007

I. Major activities and accomplishments in 2007

General Management Plan

- The Record of Decision for the GMP was signed in July 2007, formally ending the GMP planning process for FLNI. Paul Murdoch's winning design was approved as the preferred alternative.

Land Acquisition

- To date, four (4) properties totaling slightly over 161 acres have been acquired and/or protected by partners (Families of Flight 93 and Pennsylvania State Game Commission); approximately 1,420 acres are in the active appraisal and acquisition process.
- Significant progress has been made between PBS Coals, the Pennsylvania Department of Environmental Protection (DEP) and EPA on the manganese (Mn) issue.
- Both park staff and the NPS Lands Office worked extensively with PBS, the Governor's office and the Families of Flight 93 to strongly encourage DEP to develop a solution to the Mn issue. This was accomplished recently through two "Consent Orders and Agreements" between PBS and DEP, thus paving the way for land acquisition negotiations to proceed.

Fundraising:

- At the end of FY 2006 the capital campaign raised \$8 million; an additional \$3 million was raised in 2007. These figures do not include \$1 million in a trust fund held by Senator Jane Orié, \$1 million donated by Universal Pictures to the Families of Flight 93, and \$500,000 donated by Moose International also to the Families of Flight 93.

Memorial Design:

- Pre-design was completed in 2007; schematic design was initiated in 2007. A five-day value analysis/value engineering was held in Denver in late August, and was attended by representatives from the Flight 93 Advisory Commission and Flight 93 Memorial Task Force. Another two-day value analysis was held in Los Angeles in early September and was also attended by partner representatives. The purpose of these meetings was to ensure that the most cost efficient and effective design would be built, while still maintaining the integrity and solemnity of the intent of the design.

II. Maintenance and Facility Management

- A propane heater was donated to Flight 93 for the temporary memorial shelter and was installed by the donor, all supervised by NPS maintenance staff. The donor continues to provide propane free of charge.
- A security/safety fence was built around the propane tank at the temporary memorial by maintenance personnel from Fort Necessity and Friendship Hill.
- Volunteers (37 individuals) provided 291 hours of maintenance at the temporary memorial, including resurfacing with limestone dust, cleaning, correcting drainage problems, mowing and weeding, and painting.
- The NPS was able to take over porta-potty rental and snowplowing costs at the temporary memorial, due to an NPS funded project.

III. Interpretation and Education

Interpretative Planning:

- An Interpretive Planning Committee was approved by the Advisory Commission, consisting of over 20 partner representatives. The Committee will recommend findings in the development of the Long Range Interpretive Plan (LRIP). The first meeting consisted of a facilitated workshop to begin planning at the end of FY 2006, in Washington, DC, hosted by the National Park Foundation. This committee meets bi-monthly, and is comprised of representatives of the four partner organizations – the NPS, the Flight 93 Advisory Commission, the Families of Flight 93 and the Flight 93 Memorial Task Force.
- Continuing into FY 2007, David Larsen, Interpretive Development Training Coordinator at the Mather Training Center, joined the Flight 93 staff for a 4-month detail to assist in the LRIP process.
- Interpretive Planning partnerships were developed with Portland State University, the University of Pennsylvania, and PEER Associates all of whom will assist the Interpretive Committee in gathering information: a) from existing resources in the FLNI archives, which include oral histories and tribute messages from visitors, b) by asking focus groups at the temporary memorial directed questions, and c) scoping the broader audience of those that have not visited or have had no contact with Flight 93. From these determinations will come an understanding of the existing knowledge base, in anticipation of preparing the interpretive and exhibit plans.
- David Larsen has been working with OMB for approval to prepare potential questions for focus groups to begin at the site in Summer 2008.
- Visitation at the temporary memorial for the fiscal year was 154,390, with 457 motor-coaches and school buses.

Volunteer and Ambassador Program:

- Adam Shaffer, Park Guide and Volunteer Coordinator, along with Volunteer Ginny Barnett and Flight 93 staff, reorganized our volunteer policies and procedures to conform to NPS VIP directives. New handbooks were issued to all 47 volunteers and a day-long training workshop was held in May.
- Ginny Barnett, an American Red Cross volunteer who worked at the Flight 93 crash site in September 2001, offered her expertise in education and training to improve the program. Ginny developed an extensive Ambassador Orientation program. A new notebook of photographs and a “script” for volunteers has been drafted and are in the final stages of completion
- Total volunteer hours were 4,850 from 75 volunteers. 3,487 of those hours were from 47 volunteers who provide interpretation at the temporary memorial. 335 of those hours are from 6 volunteers who provide transcription of oral histories.
- Five volunteer training sessions were held in FY 07. An average of 35 volunteers attended each program.
- A Volunteer “Ambassador Advisory Team” was formed to assist the staff in developing new programs, providing feedback to the staff from the volunteers, and helping to formulate new procedures. Any volunteer is welcome to join at any time. Currently, a team of 10 met three times in 2007.

Junior Ranger Program:

- FLNI received a grant from the National Park Foundation to fund a Student Conservation Association (SCA) intern for the summer to develop a Junior Ranger Program. Experts in child development and grief counseling were consulted, as well as Mr. Rogers Neighborhood. Three booklets were designed: a) one for the parents and/or caring adults who are given guidance in how to talk with their children about a tragic event such as this, b) a booklet for very young children in the familiar format of a storybook, and c) a booklet for older elementary to junior high school children who can journal and express themselves through story and art. Draft versions of the three booklets were completed and will be ready for printing within the month.

Special Events:

- The memorial services on and around September 11, 2006 were planned with the Families of Flight 93, the local community, Flight 93 Memorial Task Force members and Flight 93 Advisory Commission members. In 2006, the Families wanted to honor the community for their commitment and dedication to Flight 93 and titled the services “*The Spirit of Community.*” A formal memorial service was held in Somerset on the evening of September 10th, as well as the traditional commemorative service on September 11th at the temporary memorial. Speakers at both services included Henry Cook, President, Somerset Trust Company; Chris Sullivan, Flight 93 Memorial Capital Campaign Chairman; Wally Miller, Coroner, Somerset County; the Honorable Michael Chertoff, Secretary of Homeland Security; Pennsylvania Governor Ed Rendell and Ed Root, President, Families of Flight 93. Over 1,000 people attended the September 10-11 services.

IV. Resources Stewardship

Cultural Resource Management:

- The FLNI Tribute Collection and Archives continues to grow and has reached nearly 30,000 objects and messages left by visitors to the Flight 93 Temporary Memorial. The visitor's messages still remain strong and compelling I support and remembrance of the heroes of Flight 93.
- The Collection Management Plan, drafted in 2005, was finalized and signed December 2006. Subsequently, a Scope of Collections was prepared and approved by the Superintendent in July 2007.
- The Oral History Project which began in April 2005, has collected a total of 330 interviews to date, of which 146 were done in 2007. One hundred and forty two interviews have been transcribed, keeping the percentage of histories completed/histories transcribed around 40-45%; this is recognized as standard for an oral history project. Five volunteers and two staff work on the transcriptions.

V. Resource and Visitor Protection

Visitor Safety and Security

- With the assistance of the Families of Flight 93, the State is providing \$120,000 to the NPS over 2 years to pay for contract security for the temporary memorial. This will negate the need for the onsite donation box that was erected by Mr. Svonavec and covered by the NPS. Securing bids is underway. Based on initial discussions by the Families of Flight 93, the NPS is also looking at developing agreements with local law enforcement agencies to provide additional security.
- The landowner, Svonavec, Inc. gave 365-day notice to the NPS that it was terminating the License for Entry for exclusive use of the temporary memorial area. This termination is effective September 5, 2008. The NPS will, more than likely, need to move the temporary memorial to another location in 2008.

VI. Partnerships

Partnerships/Advisory Commission & Task Force:

- Partnerships remain a core value to all aspects of Flight 93 National Memorial. Four Advisory Commission meetings were held in FY 2007; three in Somerset, and one in San Francisco in order to include more west coast families in our processes. Since the inception of the Advisory Commission in 2003, there has been 17 meetings of the Commission, with 70 motions, all approved and implemented.
- The Flight 93 Memorial Task Force continues to provide citizen input and support to the Federal Advisory Commission under the Flight 93 Memorial Act through its public meetings, and through the work of its committees, all of whom report findings and recommendations to the full Task Force and the Advisory Commission for approval. Four meetings of the Task Force were held in 2007, all in conjunction with the Advisory Commission meetings.

- Currently there are seven active Task Force committees: Land Acquisition (met 10 times via conference calls in 2007); Fundraising Committee (met 20 times in 2007), Interpretive Planning Committee (met 5 times in 2007), Design Development Committee (met 5 times in 2007), Archives Committee, Temporary Memorial Management Committee, and Government Relations Committee. All committees make reports at both the Task Force meetings, as well as at the Advisory Commission meetings.

Partnerships/Land Acquisition:

- The Families of Flight 93 and the NPS have signed a revised letter of intent, by which, the Families are continuing to acquire properties on behalf of the NPS as opportunities arise, with the ultimate goal of ensuring the properties are then sold to the NPS.
- Monthly land acquisition conference calls internal to the NPS (lands office, regional office and park) have proven to be successful in facilitating and enhancing internal communications and expectations. Additionally, monthly lands conference calls among partners (NPS, Families, state, Advisory Commission, and Task Force) have also facilitated critical communications for land acquisition proceedings by various parties.

Partnerships/Fundraising:

- The fundraising contract with Ketchum expired in February 2007 and the partners undertook an extensive analysis of the fundraising campaign, which included recommendations on the future structure of the capital campaign, administrative organization of the campaign, and management of the campaign. Subsequently, the National Park Foundation agreed to be the “home” of the capital campaign, and to have Flight 93 be one of its signature projects. The NPF hired a full-time capital campaign manager and support staff for FLNI
- A major fundraising event was held in Tampa, Florida, and was hosted by Chris Sullivan, Chairman of Outback Steakhouse and Chairman of the Flight 93 Capital Campaign. This event was attended by various members of the Families of Flight 93, NPS and consultants.
- Moose International held a nationwide fundraising campaign “93 for 93” in which each Moose lodge was asked to donate \$93 for the Flight 93 campaign. At their annual convention in Orlando, Florida, a check for almost \$500,000 was presented.
- “Ride Across America” hosted a check presentation on Capitol Hill, in which Flight 93, World Trade Center, and Pentagon were each presented with a check for \$45,000. A retired airline pilot, whose wife was a flight attendant on American Flight 77 that crashed into the Pentagon, rode his bike across the country to raise funds.

Community Involvement:

- Many local and regional groups have become involved in fundraising for Flight 93 and hosted several special events to show support for the project as follow:
 - Quadfest, Somerset County \$2,206
 - Frostburg Dance Academy \$5,320
 - Somerset Student Council \$ 704
- The local state representative and state senator sponsored legislation to rename a portion of State Route 219 the “Flight 93 Memorial Highway.” A ribbon-cutting ceremony was held, and was attended by local state officials and Family of Flight 93 representative.
- The Superintendent and staff continue to speak at local service club meetings. Approximately 7 presentations were made in 2007.

Cooperative Activities:

- The Superintendent and staff played an active role with Somerset County in the “Flight 93 Corridor Study,” which examined land use protection options along the major travel routes leading to Flight 93. Several public meetings with local landowners helped the contractor develop a plan with recommendations.
- The Superintendent was an active member of the Somerset County Comprehensive Plan Implementation Steering Committee.
- The Superintendent continues to be an ex-officio board member of the Rivers of Steel Heritage Area, Southwest Pennsylvania Heritage Preservation Commission (SWPHPC), and the National Road Heritage Corridor.
- The Superintendent played an active role in assisting the SWPHPC develop an Request for Proposal to analyze and develop recommendations for the future of the Commission, which expires in November 2008. The study, which is being done by contractor, is to be completed early 2008. NPS Northeast Region Heritage Area staff will be interviewed as part of the study.

VII. Personnel & Training

- Lydia Kappel, an SCA intern who started a one-year program in October 2005, ended her internship in October 2006. Her primary duties were as Office Support Assistant when Deborah Branton left the service in FY 2006.
- Debbie Davis, Independence National Historical Park, served a 4-month detail starting December 2006 as the Office Support Assistant.

- The Office Support Assistant position was advertised service-wide and three candidates were interviewed: two from outside the service and one from within. Skaidra Kempkowski, Permit Examiner, EVER, accepted the position.
- David Larsen, Interpretive Development Training Coordinator at the Mather Training Center, began a 4-month detail starting February 2007 to assist in the planning for the Comprehensive Interpretive Plan. He continues to work with the Interpretive Oversight Committee and FLNI staff to assist in the Interpretive Planning and Civic Dialogue process from his position at the Mather Training Center.
- Jeff Reinbold is on an 18-month detail to the National Park Foundation in Washington, DC, ending approximately October 2008. Jeff continues to provide fundraising assistance to the project and the partners from his new detail.
- Barbara Black, Museum Curator for FLNI, was given a 4-month detail as Acting Site Manager starting in August 2007, and was selected to retain this appointment for NTE 1-year, while Jeff Reinbold is at the National Park Foundation.
- Virginia Mesko continued as a SCEP Park Guide between her studies at the Indiana University of Pennsylvania and a summer internship with the College of Anthropology, which took her to Romania for five-weeks. Virginia is scheduled to graduate in May 08.

Training:

- Adam Shaffer, Park Guide, was certified as a Type II Wildland Firefighter in March 2007. Adam also took an Interagency Wildland Fire Business Course in 2007.
- Joanne Hanley, Superintendent; Barbara Black, Curator and Chief of Interpretation; and Ginny Barnett, Volunteer; attended the NER Workshop on Community Dialogue Facilitation Skills in February 2007.
- Barbara Black completed Contracting Officer's Technical Representative training.
- All staff completed Ethics training, Records Management training, and IT Security training.