



# Flight 93 National Memorial

## Interpretation and Education Plan

July 2012



# **Flight 93 National Memorial Interpretation and Education Plan**

July 2012

Prepared by:

U.S. Department of the Interior  
National Park Service

Flight 93 National Memorial

Northeast Region

Harpers Ferry Center Interpretive Planning

**Passengers and Crew**  
**United Airlines Flight 93**  
**September 11, 2001**

**Flight 93 Crew Members**

Captain Jason M. Dahl	Littleton, CO
First Officer LeRoy Homer	Marlton, NJ
Lorraine G. Bay, Flight Attendant	East Windsor, NJ
Sandy Waugh Bradshaw, Flight Attendant	Greensboro, NC
Wanda Anita Green, Flight Attendant	Oakland, CA/Linden, NJ
CeeCee Ross Lyles, Flight Attendant	Fort Pierce, FL
Deborah Jacobs Welsh, Flight Attendant	New York City, NY

**Passengers**

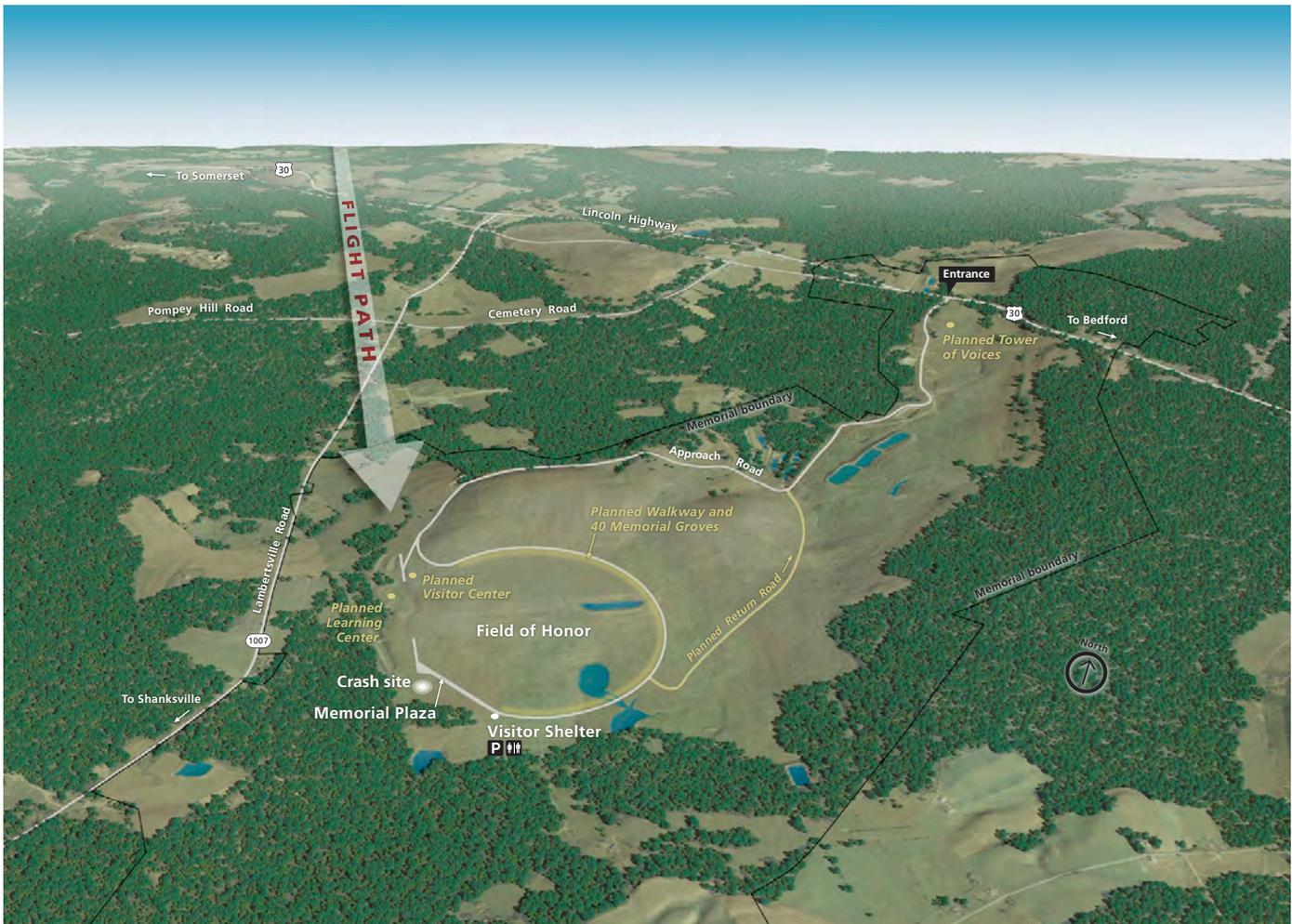
Christian Adams	Biebelsheim, Rheinland-Pfalz, Germany
Todd M. Beamer	Cranbury, NJ
Alan Anthony Beaven	Oakland, CA
Mark Bingham	San Francisco, CA
Deora Frances Bodley	San Diego, CA
Marion R. Britton	Brooklyn, NY
Thomas E. Burnett, Jr.	Bloomington, MN
William Joseph Cashman	West New York, NJ
Georgine Rose Corrigan	Honolulu, HI
Patricia Cushing	Bayonne, NJ
Joseph DeLuca	Succasunna, NJ
Patrick Joseph Driscoll	Manalapan, NJ
Edward Porter Felt	Matawan, NJ
Jane C. Folger	Bayonne, NJ
Colleen L. Fraser	Elizabeth, NJ
Andrew (Sonny) Garcia	Portola Valley, CA
Jeremy Logan Glick	Hewitt, NJ
Kristin Osterholm White Gould	New York City, NY
Lauren Catuzzi Grandcolas and Unborn Child	San Rafael, CA
Donald Freeman Greene	Greenwich, CT
Linda Gronlund	Greenwood Lake, NY
Richard J. Guadagno	Eureka, CA/Trenton, NJ
Toshiya Kuge	Osaka, Japan
Hilda Marcin	Mount Olive, NJ
Waleska Martinez	Jersey City, NJ
Nicole Carol Miller	San Jose, CA
Louis J. Nacke II	New Hope, PA
Donald Arthur Peterson	Spring Lake, NJ
Jean Hoadley Peterson	Spring Lake, NJ
Mark David Rothenberg	Scotch Plains, NJ
Christine Ann Snyder	Kailua, HI
John Talignani	Staten Island, NY
Honor Elizabeth Wainio	Baltimore, MD

## September 11, 2001

On Tuesday morning, September 11, 2001, the United States came under attack when four commercial airliners departing from airports on the East Coast were hijacked and used to strike targets on the ground.

Within one hour, two airliners, American Airlines Flight 11 carrying 87 passengers and crew, and United Airlines Flight 175 carrying 60 passengers and crew, departed Boston's Logan International Airport. Hijacked en route, they crashed into the north and south towers of the World Trade Center in New York City, killing 2,606 people. A third hijacked airliner, American Airlines Flight 77, departed Dulles International Airport near Washington, D.C., and struck the Pentagon in Arlington, Virginia, killing 59 passengers and crew on board and 125 people in the building.

At 8:42 am, after a delayed departure, a fourth airliner, United Airlines Flight 93, a Boeing 757 carrying 33 passengers, seven crew members, and four terrorists departed Newark International Airport in New Jersey headed to San Francisco, California. Approximately 45 minutes into the flight, hijackers took over the flight. The plane changed course near Cleveland, Ohio, and flew southeast toward Washington, D.C. After the passengers and crew members took action to overwhelm the hijackers, Flight 93 crashed a few minutes after 10:00 am into a reclaimed coal strip mine near the town of Shanksville in Somerset County, Pennsylvania. All on board died, thwarting an attack on the nation's capital.



Flight 93 National Memorial is the nation's permanent memorial to the 40 passengers and crew of Flight 93. The crash site, open only to family members, is bordered by the Memorial Plaza walkway. Photo credit: NPS (2011)

# Table of Contents

<b>Introduction</b>	<b>2</b>
Planning Background	3
<b>Foundation</b>	<b>6</b>
Mission, Purpose, & Significance	7
Interpretive Themes	8
Audiences	9
Audience Experiences	13
Issues	18
The Memorial in 2011	19
<b>Recommendations</b>	<b>22</b>
Introduction	23
Memorial Plaza	23
Visitor Center	28
Learning Center	31
Tower	33
Implementation	34
<b>Participants</b>	<b>37</b>
<b>Appendices</b>	<b>38</b>
Appendix A: Facts	39
Appendix B: GMP Themes	41
Appendix C: Northeast Region Themes	41
Appendix D: Meaning Making Themes	41
Appendix E: Tangible & Intangible Resources	42
Appendix F: Sample Visitor Questions	43

# Introduction



Immediately after the September 11th attack, the public began to leave expressions of gratitude and sympathy in a field as near to the Flight 93 crash site as possible. Photo credit: NPS

## Planning Background

### Summary of Planning Benchmarks

This Interpretation and Education Plan for Flight 93 National Memorial gathers the basic information (Part 1) needed to identify recommendations (Part 2) that will guide development of the memorial's interpretation, education, and civic engagement efforts.

While the plan parallels the phases of memorial construction, regular updates of the contents could extend usefulness beyond completion of design features.

### Legislation

On September 24, 2002, Congress enacted and the president signed the Flight 93 National Memorial Act (Public Law 107-226, 116 Stat. 1345). This legislation created Flight 93 National Memorial and specifically designated the crash site of Flight 93 as the site to “commemorate the passengers and crew of Flight 93 who, on September 11, 2001, courageously gave their lives thereby thwarting a planned attack on our Nation’s Capital...” It authorized the Secretary of the Interior to administer the memorial as a unit of the National Park System and created the Flight 93 Advisory Commission.

The Flight 93 Advisory Commission is a federal commission, congressionally chartered, and appointed by the Secretary of the Interior. It has 15 members, including family of the Flight 93 passengers and crew, local residents and officials, national figures, and a representative of the director of the NPS. In 2005, the Secretary of the Interior accepted and approved the commission's recommendations on:

1. the design of a permanent memorial;
2. the management plan for the national memorial; and
3. the boundary for the national memorial;

As an advisory body, the commission also hears reports and proposals from committees, deliberates, and sends forward recommendations to the NPS and Department of the Interior leadership, as requested. The commission sunsets at the

dedication of the completed memorial.

### Partners

In addition to the commission, several partners are involved in the creation of the memorial, including the National Park Service (NPS), the grassroots Flight 93 Memorial Task Force, the Families of Flight 93, the National Park Foundation, and the Friends of Flight 93 National Memorial.

The National Park Service manages all aspects of the planning and design of the memorial, manages the operations of the memorial, and administers the Flight 93 National Memorial as a unit of the National Park System.

The Flight 93 Memorial Task Force was an unincorporated, grassroots organization that provided a voice for all interested and concerned parties in planning and designing the memorial. The task force nominated members for the Flight 93 Advisory Commission, and served as the commission's operational arm. The task force's approximately 80-90 members included family members, community members, first responders, educators, and other local, regional, and national stakeholders. This working group provided all of the information and proposals necessary for the advisory commission to make its recommendations to the Secretary of the Interior and Congress, and was a way for the public to be involved. Committees of the task force included, but were not limited to the following: mission statement, archives, temporary memorial management, land acquisition, design oversight, general management plan, interpretive planning, fundraising, and other ad hoc committees as needed. Representative members of each of the partner organiza-

The Flight 93 partners, shown here at Oklahoma City National Memorial, include family members of the passengers and crew, residents of the area where the plane crashed, subject experts, and representatives of the National Park Service and National Park Foundation. Photo credit: NPS (2003)





The partners break ground for the Memorial Plaza. The youth in the foreground are family members of Flight 93 passengers. Photo credit: Chuck Wagner (2009)

tions sat on each committee. Committees met either on a regular, or on an as-needed basis. The task force completed its work and sunsetted in August 2010, except for its role in nominating advisory commissioners as required by law.

The Families of Flight 93 is a private, non-profit 501(c) 3 organization established to assist in developing and sustaining a permanent memorial to the crew and passengers of United Airlines Flight 93. A board of directors presides over the operations, and maintains communication with the immediate and extended family members of the passengers and crew of Flight 93.

The National Park Foundation administers a capital campaign, with two full-time, dedicated staff, plus the administrative support of the foundation. The congressionally chartered foundation is the national charitable partner of America's national parks.

The Friends of Flight 93 National Memorial organized in 2009 as a non-profit, 501(c) 3 corporation with the stated purpose of supporting the memorial in its mission by providing volunteers and resources. Committees, under the direction of an elected board of directors, are working closely with the National Park Service staff and the National Park Foundation's on-going capital campaign to plan programs and projects to enhance the visitor experience and care for park resources.

### **Memorial Boundary**

Determining the memorial boundary involved site visits, resource studies,

extensive computer modeling, landowner meetings, and public input. After considering all the information, the memorial's partners concluded that the boundary should include:

1. The crash site, the adjacent debris field, and areas where human remains were found.
2. The immediate lands from which visitors could view the crash site, as well as areas necessary for visitor access and facilities.
3. Lands necessary to provide an appropriate setting for the memorial.

The total area within the boundary is approximately 2,200 acres. Of the total, approximately 907 acres comprise a perimeter viewshed that ideally would remain in private ownership and be protected through the acquisition of conservation or scenic easements.

The boundary extends north to US Route 30 to reduce traffic on local roadways and in the adjacent villages.

The Secretary of the Interior approved the boundary on January 14, 2005.

### **International Design Competition and General Management Plan**

In 2003-04, the partners created a mission statement to guide initial planning as well as an international design competition. The design competition was open to anyone with or without professional design credentials, and more than 1,000 anonymous submissions were received in response. Participants were challenged to create a memorial expression that could range from an individual piece of art to a larger treatment of the landscape, and be integrated into the entire memorial site. The competition was conducted in two phases with two separate juries in an open, public display: the first jury narrowing the submittals to five finalists with input from the public, and the second jury selecting the final design, also using public comments. The competition concluded in 2005 and the commission submitted their complete recommendations to the Secretary of the Interior later that year. The recommendations were incorporated

into the memorial's General Management Plan (GMP) and finalized in 2007.

The memorial design includes a master plan for the entire site. Because of the scale of the memorial and the importance of the rural setting, the NPS thought a vision for how visitors move through this open landscape and interact with the site would be critical. The selected design includes a management zone map and matrix that identify desired resource conditions and visitor experience opportunities and served as the preferred alternative in the GMP. The management zoning map and matrix are completed to a conceptual level although some design details could be altered to accommodate desired activity and placement of interpretive materials.

### **Groundbreaking and Initial Construction**

The NPS completed acquisition of the core lands in 2009 and held a formal groundbreaking in November 2009. The initial phase of construction was dedicated on September 10, 2011, 10 years after the terrorist attacks. This phase included a Memorial Plaza and small shelter near the crash site providing spaces for visitor gathering, interpretation, and minimal shelter from the weather. In addition, a new entrance road now brings visitors into the memorial from US 30 and provides an approximately three-mile drive to the Memorial Plaza with opportunities for interpretation along the route.

Design of a Visitor Center, Learning Center, Entry Portal, Flight Path Overlook, and Memorial Groves of trees is underway. Anticipated completion is 2014.

### **Interpretation**

Interpretation of the events of September 11, 2001, including the actions of the passengers and crew on Flight 93, is a difficult task. Because the event is recent, the process to determine what and how it will be interpreted needs to be handled in a sensitive manner with participation by the many partners who helped plan the entire memorial and who remain active in all aspects of the project. Because it can be difficult to grasp the historic context of a recent event, interpretive planning will



require a deliberate and thoughtful process to build on the brief but intense interpretive history of the site to date and search for consensus for the future.

To that end, the partners identified preliminary interpretive themes in the GMP, but acknowledged that those themes were a starting point that would be more fully developed over time.

In 2006 and 2007, the partners held several interpretive planning workshops and launched the Meaning Making Project, a systematic study of what Flight 93 means to a wide-range of audiences. A team of more than two-dozen researchers and NPS staff analyzed data from oral histories, tribute cards, and conversations with visitors and volunteers.

In 2009, the NPS Northeast Regional Office produced a matrix to show how the existing interpretive material could be organized and refined to tell a broader story and better serve the site. The Meaning Making Project used their findings to produce a separate themes matrix. The resulting discussions and approaching construction convinced the partners that it was time to create a formal plan to provide recommendations for interpretation and education during the initial phase of construction and to guide visitor experience and exhibit planning for a visitor center. An Interpretive Planning Technical Committee defined the scope of work for the proposed plan. That committee believes strongly that the past work built trust among the partners and guided the project through key decisions, but that the passage of time provides an opportunity to reconsider the event 10 years after the crash.

More than 1,000 design concepts were submitted and exhibited for public comment in the Flight 93 International Design Competition.  
Photo credit: NPS (2005)

# Foundation for Planning



The smoke cloud from the crash was photographed by a nearby resident. Photo credit: Val McClatchey (2001)

## Memorial Mission, Purpose, & Significance

In the early stages of planning the memorial, the partners agreed that all development and management decisions should be predicated on a Mission Statement.

Through a collaborative process that engaged the public, the partners developed a statement that guided the development of a boundary, selection of a memorial design, and preparation of a management plan.

### Mission

The General Management Plan (2007) says the memorial will:

- honor the passengers and crew of United Airlines Flight 93;
- revere this hallowed ground as the final resting place of 40 heroes who sacrificed their lives so that others would be spared;
- remember and commemorate the events of September 11, 2001;
- celebrate the lives of the passengers and crew of Flight 93;
- express the appreciation of a grateful nation forever changed by the events of September 11, 2001;
- educate visitors about the context of the events of September 11, 2001; and
- offer a place of comfort, hope, and inspiration.

### Purpose

The Flight 93 National Memorial Act (Public Law 107-226) states the purpose of the national memorial. It is:

“a national memorial to commemorate the passengers and crew of Flight 93 who, on September 11, 2001, courageously gave their lives thereby thwarting a planned attack on our Nation’s Capital . . .”

The memorial’s GMP further states the partner’s shared understanding of the

purposes for creating the memorial. The memorial exists to:

- honor the passengers and crewmembers of Flight 93 who courageously gave their lives, thereby thwarting a planned attack on Washington, D.C.;
- allow the public to visit the site and express their feelings about the event and the passengers and crew of Flight 93; and
- respect the rural landscape and preserve the solemn and tranquil setting of the crash site of Flight 93.

### Significance

The GMP also contains two statements that summarize the national significance of the site and explain why this place is so important that it was selected as the specific site for the Flight 93 National Memorial.

The crash site is the final resting place of the passengers and crew of Flight 93.

The heroic actions of the passengers and crew of Flight 93 are part of the transformational events of the September 11, 2001, terrorist attacks on the United States.

In addition, several of the statements identified as preliminary themes in the GMP are factual rather than interpretive in nature and add depth to the distinctiveness of Flight 93 and the memorial.

Flight 93 was the only hijacked plane on September 11, 2001, that failed to hit its intended target.

The crash of Flight 93, which occurred only 20 minutes by air from Washington, D.C., was the direct result of the actions of the passengers and crew and prevented an attack on the center of American government.

Flight 93 changed the way that the world viewed and responded to terrorism, particularly aboard airlines.

The first responders, the community, and those individuals and organizations that provided assistance in the recovery and investigation demonstrated compassion and exemplary service in the face of national crisis.

The interpretive themes contained in this plan will build upon these significance statements by exploring their contemporary meanings and relevance.

Appendix A lists some of the essential facts that audiences should know about Flight 93, information that will help them to explore the flight's legacy, and that interpretive planners can use as content for programs and media.

## Interpretive Themes

Primary themes are stories based on the memorial's factual statements of significance. They differ from significance statements by exploring the relevance of facts and capturing the intellectual and emotional essence of the site. Themes provide focus to interpretation—what lies at the core of the Flight 93 story that every audience should understand and remember.

Since there are many different interpretive tools (exhibits, publications, AV, ranger/Ambassador talks, school programs, website content, etc.) available to planners, staff, and partners, and because there are several possible locations for interpretation within the

memorial (as well as opportunities for distance learning), themes are an invaluable way to match the most effective interpretive tools to message and place.

There have been several efforts to identify primary themes for Flight 93 National Memorial. The themes below build on previous discussions, but add the perspective of time as expressed by participants in this plan.

### A Call to Action

On the morning of September 11, 2001, a day already scarred by terrorism, the passengers and crew aboard hijacked United Airlines Flight 93 demonstrated the power of spontaneous leadership and action, resisted their attackers, and prevented a larger disaster at the center of American government.

This theme invites interpretation of:

the actions taken by passengers and crew aboard Flight 93 within the broader context of the events of September 11, 2001, (among the four hijacked planes only this one failed to hit its intended target and, at immeasurable personal cost, prevented a larger disaster at the center of American government);

the narrative of the flight as it unfolded, a compelling account of action and reaction in the confines of a Boeing 757;

the determined efforts of passengers and crew to remain connected with loved ones and to preserve life as the deadly hijacking unfolded;

the investigation and recovery efforts that followed the crash and that shed light on the chronology of the attacks.

### A Place to Honor

Flight 93 National Memorial honors the passengers and crew by providing a place to express respect for their lives and actions as well as a place of comfort, hope, and inspiration.

The cockpit voice recorder, recovered from the crater, became important evidence for the FBI and provided critical information about the last moments of the flight. Photo credit: FBI Evidence Photo (2001)



This theme focuses on the fact that:  
 the memorial is first and foremost  
 the final resting place for the 33  
 passengers and seven crewmembers  
 of United Flight 93.

It also invites interpretation of:

the ways that the site honors their  
 lives and actions via the memorial’s  
 symbolism, landscape, and design;

how a place of violence can provide  
 an appropriate setting for reflection,  
 spiritual expression, reaffirmation,  
 and healing;

the need to commemorate Flight  
 93’s passengers and crew, and  
 personalize their stories; and

the need to remember and acknowl-  
 edge the roles played by families,  
 first responders, investigators, and  
 those dedicated to preserving the  
 memorial site.

This theme, at the appropriate time  
 in our individual or collective under-  
 standing of the event, also may invite  
 exploration of:

the role of the Flight 93 National  
 Memorial in the diverse memo-  
 rial expressions in response to the  
 events of September 11, 2001; and

how Flight 93 fits into the broader  
 story of the ways that the world, and  
 Americans in particular, remember  
 and react to acts of terrorism.

**A Place of Reflection**

The September 11, 2001, terrorist  
 attacks, culminating with the struggle  
 aboard United Airlines Flight 93,  
 proved to be a historic milestone with  
 lasting impacts that merit exploration.

This theme invites interpretation of:

the ways that the events of  
 September 11, 2001, changed indi-  
 viduals, societies, and nations;

the emotions, the sense of unity and  
 shared solace in the day’s aftermath;  
 and



the root causes of the attacks and  
 the motivations for resistance.

It also invites audiences to:

reflect on and share the ways that  
 September 11 and Flight 93 affected  
 them.

Finally, this theme acknowledges that:

perceptions of the day and conclu-  
 sions about the changes that it  
 wrought have and will continue to  
 evolve.

A 17-ton sandstone boulder  
 now marks the far edge of  
 the area where Flight 93  
 crashed on September 11,  
 2001. Photo credit: Chuck  
 Wagner (2011)

**Audiences**

In order to design the most success-  
 ful interpretive programming and  
 employ the most effective interpretive  
 techniques, it is critical to identify  
 intended audiences, both existing  
 audiences who actively use the me-

One of the numerous  
 tribute items left by visitors  
 at the Flight 93 temporary  
 memorial. Photo credit: Chuck  
 Wagner (2005)





A landscaped Forecourt with benches and exhibit panels invites visitors to learn about the Flight 93 story. Photo credit: NPS (2011)

During autumn weekends in 2011, shuttle buses transported visitors from an overflow parking area to the Memorial Plaza. Photo credit: Chuck Wagner (2011)



## Snapshot of Current Audiences (2011)

Although no scientific study of on-site, memorial visitation exists, staff count visitors and provided the following anecdotal snapshot of current audiences.

Annual visitation grew from roughly 130,000-150,000 in 2010 to almost 270,000 in 2011 with the dedication of the initial phase of the memorial. NPS expects visitation to reach almost 400,000 in 2012. Approximately 2,000-2,500 visitors are expected on a typical summer weekday and 3,500-4,000 on a typical weekend.

With the increased visitation and opening of the entire site, most NPS staff time is spent managing crowds. NPS is relying heavily on the volunteer Ambassadors to provide personal contact with on-site visitors and the Friends of Flight 93 National Memorial for volunteer greeters to answer basic questions and distribute brochures.

To contend with the overwhelming number of visitor vehicles, NPS instituted a shuttle from the future Visitor Center parking lot to the Memorial Plaza on weekends in September and October. During the summer 2012, similar arrangements will be offered. NPS also will construct a temporary overflow parking lot near the current Memorial Plaza parking area.

Travelers from the Pennsylvania Turnpike and Lincoln Highway (US 30) have increased noticeably since the dedication and installation of new directional signs. These visitors present new challenges as many happen on the site and are not coming as a planned destination. In addition, many of these visitors are traveling with oversized vehicles and pulling boats or trailers, stressing the already limited supply of parking.

memorial's interpretive programs AND potential audiences that well-planned interpretation might encourage to visit the memorial.

The term audience is used purposefully in this document. It is common to communicate with on-site visitors as well as others who have not or cannot physically visit local sites. Increasingly, for example, the Internet is a source of both information and interpretation. While many who use their computer or smartphone as a gateway to a site or region will eventually visit, that is not universally true. In addition, for reasons of time and budget, outreach and school programs might be conducted off-site. News and magazine articles as well as television and radio programs reach millions who fall outside the technical definition of "visitor." This is particularly true for the memorial.

Scheduled and unscheduled bus visits also have grown dramatically. Compared to last year's bus visits, since the dedication of the memorial in September 2011 buses have increased by 200 percent.

Although visitors come to the site year round, winter visitation is limited. School bus and tour groups increase in springtime. Summer visitation is high and visitation increases in autumn as the leaves change color and as the public remembers the events of September 11. Patriotic holidays are popular days for visits.

Many families visit the site, particularly in summer.

Many visitors have been to the site before. Often they bring friends or relatives.

Many visits are day trips; some are impromptu visits by travelers who realized how close they are to the memorial, particularly when traveling the Pennsylvania Turnpike.

The memorial serves students at each education level although middle school (8th grade) classes currently account for the highest number of on-site visits. Schools traveling from the Midwest to Washington, D.C. often stop at the memorial.

There are a variety of groups with special interests or cohesive identities including families of the passengers and crew, families of other September 11 victims, motorcyclists, employees in the aviation industry, senior citizens, and international visitors. The memorial draws patriotic groups, active military, veterans, and scouts.

Staff also have observed how the reactions of visitors to the site, and the interpretive needs of those visitors, seem to have changed over time.

While many visitors are emotional

and sometimes angry, staff have observed an increase in curiosity about facts and a need to understand what exactly happened on the plane, what happened during the recovery efforts and investigation, and why the September 11 attacks occurred.

While it remains common for audiences to want to share their own September 11 stories, the desire to leave tributes seems to be declining even as empathy and the need to connect on a personal level remain high. Visitor interest in displayed message cards reflects a sustained, strong desire for visitors to express their thoughts.

While current interpretive offerings are modest and primarily include six outdoor exhibit panels and a park brochure, lines of visitors in the exhibit courtyard are common and show that on-site visitors are willing to invest time in learning about Flight 93.

Visitors are interested in the memorial design and the architect's intent.

Finally, staff provided a useful summary of the kinds of questions that current audiences ask (Appendix F), another useful tool in designing the content of interpretive media and programs.

Organized groups of motorcyclists, car clubs, and bicyclists frequently visit the memorial. Photo credit: Chuck Wagner (2006)



### **Future Audiences**

This section of the interpretive plan recognizes that interpretive techniques and audiences are inter-related—some interpretive tools are better adapted to, or appeal to, particular audiences. So, although all audiences are welcome and invited to participate in the memorial’s interpretive programs, discussions suggest that seven audiences, chosen because their interest is likely to grow with completion of the memorial, should receive specific attention.

#### ***Tour groups***

The memorial is popular with tour groups traveling to Washington, D.C., Gettysburg, and other locations on the East Coast, as well as with groups coming to the region to visit places such as Fallingwater or for autumn leaf viewing. A large percentage of these groups are seniors.

#### ***Families with young children***

As more time passes, children will be too young to remember the events of September 11. Young children do not visit the memorial with school groups, but increasingly parents will bring their young children to learn about and be inspired by the story.

### ***Educators and students***

All age levels, but with particular emphasis on middle school ages and older.

#### ***“Non-traditional” NPS visitors***

The memorial seems to attract interest from groups that might visit tourist sites but do not routinely visit national parks. The location in rural Pennsylvania also seems to attract visitors who might not travel to the Pentagon or Manhattan to see the other September 11 sites.

#### ***Audiences in the area for other activities***

Other area destinations include ski areas, state parks, resorts, etc. Some of these audiences might enrich their visit with a trip to the memorial. With greater exposure and publicity, audiences from the Washington, D.C., Philadelphia, and New York City metropolitan areas may view the memorial as a destination.

#### ***Visitors to all three September 11 sites***

Some visitors come to the Flight 93 site after first visiting the Pentagon Memorial in Arlington, Virginia, and the site of the National September 11 Memorial and Museum in New York City.

Groups traveling by motor coach often visit the memorial en route to Washington, D.C., Gettysburg, and Philadelphia, or as their primary destination. Photo credit: NPS (2010)



### *International visitors*

Visitation by foreign citizens is expected to grow as the site receives greater exposure.

### **Relevance Through Engagement**

The Flight 93 National Memorial has benefited from an open and inclusive process in its planning and development. Partnerships and public dialogue have been and remain central to the project and to the park.

The NPS will strive to keep the memorial dynamic and relevant to diverse and evolving audiences. The commitment extends to the interpreters and volunteers who actively interact with visitors, encourage dialogue, and remain sensitive to changing attitudes and audience needs.

### **Accessibility and Audiences**

The NPS also is committed to developing a comprehensive strategy to provide people with disabilities equal access to all programs, activities, services, and facilities. As part of that effort, Harpers Ferry Center developed “Programmatic Accessibility Guidelines for National Park Service Interpretive Media” and made them and other resources available.

See [www.nps.gov/hfc/accessibility/index.htm](http://www.nps.gov/hfc/accessibility/index.htm).

As the memorial develops new interpretive media, staff, partners, and media contractors must consult these guidelines.

### **Audience Experiences**

While primary themes/stories focus on what audiences learn as a result of interpretive programs and media, audience experiences explore what audiences do. What types of activities reinforce memorial themes? How might the design of interpretive programs and media invite audience involvement and, as a result, reinforce key aspects of the memorial’s stories?

How can interpretation use the powerful impact of hands-on, sensory activity to send audiences home with lasting memories? How can landscapes and skylines bolster audience understanding of events and the emotions associated with the memorial?

### **Organization of Experiences**

Two primary factors determined how this discussion of audience experiences is organized.

1. The overall design of Flight 93 National Memorial lends itself to a linear presentation of audience experiences. All on-site visitors, for example, will enter a single entrance and follow the same access road (entrance and exit). There are designed movements through the site; however, visitors have the opportunity to explore features of the memorial in their own order.
2. Development of the memorial is proceeding in phases as budget and time allow. As the memorial moves toward completion, the interpretive potential of the site, including audience experiences, will evolve.

### **Audience Experiences: Initial Construction with Completion of the Memorial Plaza, Field of Honor, and Approach Road**

#### Pre-visit/Virtual Interaction

Frequently, contact with the memorial begins before an actual visit, perhaps online or via phone or mail. Whatever the medium, this initial experience needs to be positive and helpful, options need to be clearly explained, frequently asked questions answered, and sources of additional information—if appropriate—readily available.

#### Memorial Entrance

Visitors entering the memorial are welcomed with a signature sign, designed by the memorial architect. It establishes the NPS connection to the memorial and introduces a design



The signature sign on the entrance road introduces the construction materials and colors used in the memorial. Photo credit: NPS (2011)

palette that continues throughout the site. A temporary wayside exhibit introduces the proposed Tower, and how it will enhance the memorial landscape.

### Approach Road

The Approach Road creates a sense of anticipation. Confirmation signs provide necessary directions, mileage, and other information linked to interpretive media.

### Visitor Center Site

Although the Visitor Center will not be completed in 2011, the future parking area is graveled, providing a possible location to orient visitors to the Flight 93 story and the memorial landscape that is completed (Field of Honor, Memorial Plaza, and Crash Site), explain the next phases in memorial development, and orient visitors to the Flight Path. The site is unstaffed and is used for overflow parking as well as a shuttle bus stop.

The Wall of Names is illuminated at twilight. Photo credit: Chuck Wagner (2011)



### Memorial Plaza

The Memorial Plaza and the Wall of Names (of the passengers and crew) are the primary memorial features completed. This is the ideal place to introduce the primary theme focused on honoring the crew and passengers. Until the Visitor Center is completed, this area also must introduce the other themes.

There are parking and restrooms at the end of the Ring Road, adjacent to the plaza. The Forecourt and Arrival Court provide basic orientation to the Memorial Plaza and memorial themes, and serve as gathering places for small groups. A Visitor Shelter offers an interior haven during inclement weather and a place for visitors to leave reflections. Because this shelter provides minimal space, it is more appropriate as an inspirational or contemplative rather than interpretive venue. In addition, it functions as a transition or portal to the Memorial Plaza and Crash Site. The Arrival Court has benches arranged for group seating.

Because of the important roles played by the memorial's partners, a special donor recognition panel is located in the Visitor Shelter.

The wall bordering the Memorial Plaza separates visitor areas from the Crash Site (final resting place). Along the wall, at three locations, are niches where visitors may leave tributes. This walkway has seating for quiet contemplation.

At the end of the walkway, the white marble Wall of Names presents the inscribed names of crewmembers and passengers. The Flight Path is adjacent to the Wall of Names and is marked on the ground with black granite pavers. The Ceremonial Gate provides a view into the Crash Site and is only opened on September 11 for family members.

The entire Memorial Plaza is a contemplative, solemn space where visitors can be alone with their thoughts or have the opportunity to participate in conversations with park staff, volunteers, or other visitors, providing a choice of experiences.

## Audience Experiences: Visitor Center Complex

The Visitor Center will be the interpretive hub of the memorial. Its location is important to the visitor experience. The nearly two-mile drive along the Approach Road is intended to create a sense of anticipation and then the Visitor Center Complex will dramatically introduce visitors to the memorial features and Crash Site. Exhibits in the building will provide information and hopefully provoke thought. The slow drive or walk to the Memorial Plaza and Crash Site will give visitors time to consider and reflect on what they have just learned.

Current projections have the memorial's Visitor Center open by September 11, 2014. In addition to the Visitor Center building itself, there will be parking, an arrival courtyard, and flight path feature with an overlook.

The Visitor Center courtyard offers exterior space for gathering, orientation or interpretation, particularly during high visitation. Public restrooms and beverage vending machines will be located in this area.

The flight path feature will mark the times of the other attacks and indicate the direction of Flight 93 as it passed overhead.

An overlook, where visitors can pause to see the expanse of the Field of Honor with the Crash Site beyond, will be a critical part of the visit for many.

As of 2011, planning for the building interior identified the following interpretive functions and visitor services: gathering/lobby space; information desk; interpretive sales area, exhibit area; donor recognition; minor storage; staff restroom; and a small staff office/multipurpose room. The building also will include a large viewing window overlooking the Field of Honor and Crash Site.

The Visitor Center is the single best place to discuss the decisions and ac-



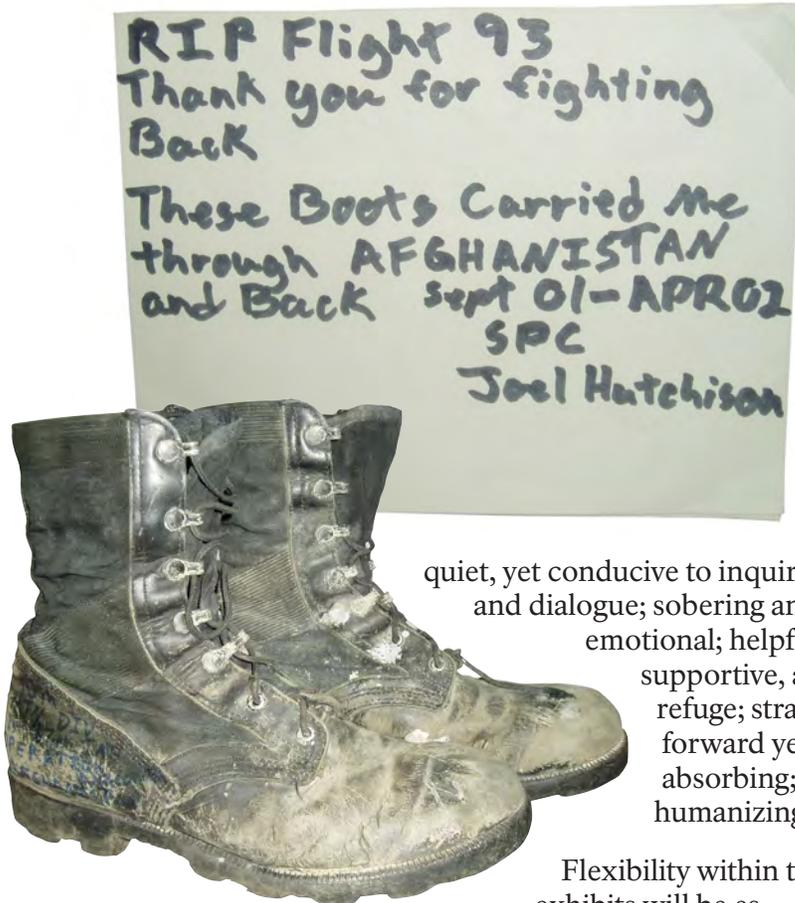
tions of the crew and passengers, pose the imminent peril of Flight 93 just moments before its catastrophic crash, and reflect on September 11 (two of the three primary themes of the memorial). The facility also provides an opportunity to explore the ways people have honored the passengers and crew (the third theme) as well as leave their own thoughts or messages.

In addition to content, however, the atmosphere of the Visitor Center will be critical. The building is between the two portal walls, which are a memorial feature, and therefore places the structure in the memorial environment. That became evident when workshop participants shared the characteristics that they thought should be designed into the building's interior. The preferred atmosphere would be:

Visitors view the crash site through the posts of the Ceremonial Gate. Photo credit: Chuck Wagner (2011)

Benches in the Arrival Court are used for group presentations as well as individual contemplation. Photo credit: NPS (2011)





Many visitors to the memorial leave messages and tributes to express their feelings. Photo credit: NPS

quiet, yet conducive to inquiry and dialogue; sobering and emotional; helpful, supportive, a refuge; straight forward yet absorbing; and humanizing.

Flexibility within the exhibits will be essential since perceptions of September 11 and visitor interests will continue to evolve. Additional information will surface and related world events may occur that might influence, add to, or change on-site interpretation or discussion. Although the exhibit wall pattern is part of the architecture, the ability to change or rotate objects in casework, and change wall text or entire panel sections will facilitate new or updated interpretation.

Visitor engagement with the site and site stories, including leaving tributes and messages, will be built into the Visitor Center design. The exact nature of that engagement has, and will continue to evolve, reinforcing the need for flexibility rather than rigid, difficult-to-alter design solutions.

The memorial's current audiences suggest that Flight 93 could become the September 11th memorial for those less likely to visit the more urban sites in Washington, D.C. and New York. Since this might be the only 9/11 site

some will visit, it will need to provide context and experiences that connect Flight 93 to the broader story of terrorist attacks, including possibly listing the names of all persons killed on September 11 and including some artifacts from the World Trade center and Pentagon sites.

Completion of the Visitor Center will affect the wayfinding features of the Memorial Plaza discussed in the section above. Because some visitors might bypass the Visitor Center, interpretation at the Forecourt and Visitor Shelter will remain. Information on the development of the site, necessary during the early development of the memorial, will need to be adjusted as other features are completed.

### **Audience Experiences: Learning Center Complex**

The park's General Management Plan envisioned that the Visitor Center would also include educational and multipurpose uses. As interpretive planning and visitor center design progressed, it became clear that it would be ineffective and inappropriate to accommodate all such uses in a single structure. The Visitor Center will be located between the walls of the Entry Portal, which limit the flexibility of the building's design and layout. It also will overlook the Crash Site and the exhibits will produce emotional responses for some visitors, making it difficult to meet the demand for educational and multipurpose uses while respecting the solemn environment of the Visitor Center. The NPS and its partners decided to split the uses and pursue a more modest Visitor Center and a separate Learning Center.

The Learning Center will house materials and data that demonstrate how we know what we know about Flight 93. Students, including life long learners and scholars, will use the Learning Center to actively engage and openly discuss the memorial's stories. It will offer opportunities to study September 11 in greater detail and support more

public and social functions. While the Visitor Center will be open at all times and be a central part of visiting the memorial, the Learning Center will be constantly changing and exploring new ways to keep the story and lessons of Flight 93 relevant. One month it might host a temporary exhibit that amplifies the interpretive themes, while the next month it could present broadcasts of programs and lectures from other sites.

The location of the Learning Center will be near the Visitor Center, to the south and west of the Flight Path. Locating the Learning Center in this area will allow the NPS to tie into the Visitor Center infrastructure and effectively move staff and volunteers to meet visitor needs. In addition, the location is not visible from the major memorial features so a variety of activities could be accommodated without compromising the memorial setting.

The Learning Center's proximity to the Visitor Center also will provide staff with the flexibility to respond to school groups, organized tours, and large crowds. When visitation is heavy, staff can divert visitors to the Learning Center and offer programming that is at the ready.

The facility will be important to the park's many partnership activities. It is not cost effective to develop a theater or large meeting space in the Visitor Center, so the multiple use space in the Learning Center will host receptions, partner and community meetings, training for the park's large volunteer force, and Friends events. In addition, the memorial is centrally located among the five Western Pennsylvania Parks (WEPA), and the space could be used for WEPA events and activities.

As of 2011, preliminary plans for the Learning Center include a flexible space with movable walls to divide spaces that can be used for video presentations, or for school groups, receptions, special events, temporary exhibits, and public programs. The center will have a projection system

and screen in addition to restrooms, kitchen, storage, and staff offices.

The Learning Center is not intended to be open or staffed at all times. Staffing, hours of operation, and visitor access will be tailored to the activity or offering inside the building.

### **Audience Experiences: Return Road, Tower, Paths, and Trails**

The Return Road is designed to create a distinct experience for visitors as they leave the Memorial Plaza and Crash Site. They will not pass visitors coming to the plaza, but instead will be diverted from the Field of Honor to a separate route that takes them through the reclaimed mining landscape. The route will provide visitors with the opportunity for final reflections on the events of September 11 and the depth of change, post-September 11.

The Tower will be a transitional space, either into or out of the memorial. It will delineate the memorial experience from the activity outside the park. Its 40 wind chimes will be a tribute in sound.

Limited trails also will be developed over time to provide visitors with additional opportunities to experience the site. Unfortunately, the reclaimed mining landscape contains contaminants that will require these trails to

Oral history interviews have been recorded with more than 750 persons closely connected with the Flight 93 story. Photo credit: NPS (2006)



be designed and surfaced in such a manner that limits visitor contact with the soil.

## Issues

As with every public park, Flight 93 National Memorial struggles with a variety of issues. While some of these issues can be addressed in this plan (see Part 2), others will become more important as the memorial develops and should be discussed during the plan’s annual reviews.

Some issues are linked to management of the site—visitor flow, hours of operation, staffing, budget, etc. Discussions of recreational use, for example, are inevitable given the size of the memorial and the roads and paths suggested by memorial planning.

Since the memorial is very much a partnership park, planning and recommendations need to look beyond typical NPS solutions and consider other approaches and sensibilities.

As with similar sites, debates over “ownership” of the site and story — who controls what is preserved and how the memorial is interpreted—are common and part of the commemorative process. How, for example, will

site interpretation and study of Flight 93 address the four hijackers and terrorism in general?

As planners proceed to media design, content development will need to consider how certain highly evocative elements like audio from recordings, evidence gathered at the Crash Site, pieces of the plane wreckage, personal effects from passengers/crew, and tributes left at temporary memorials will be framed with thoughtfulness and sensitivity. What role will actual artifacts play in interpretation?

The stories associated with the memorial are more suited to the capabilities and standards of learning associated with older students, perhaps beginning with middle school grades. However, younger children can be exposed to issues of violence and heroism at an appropriate level.

The size of the memorial and the winding roads surrounding it can be disorienting, making it harder to understand Flight 93’s direction.

The memorial purposefully encompasses the entire landscape. There are no “left over spaces.” “Empty” spaces are part of the memorial design, not an oversight. The fields, hillsides, and

A Tower will mark the entrance and exit to the memorial. Illustration credit: BioLINIA and Paul Murdoch Architects (2005)



open sky are as important to the visitor experience as the constructed memorial features and must be preserved, not filled in at a later date. While the GMP guards against introducing additional commemorative features or uses that might compromise the design intent, interpretation has a role not only in explaining the design philosophy but also in controlling any impulse to insert intrusive, inappropriate interpretive media into the memorial design.

## The Memorial in 2011

Memorial staff prepared the following summary of interpretive facilities and programs as they existed at the close of 2011.

### Hours

The memorial is open from 9:00 am to 5:00 pm (October through March) and 9:00 am to 7:00 pm (April through October). It is open on Thanksgiving but closed on Christmas and New Year's days. All entrances are gated when the memorial is closed.

Approximately 265,000 visitors came to the site in 2011. Almost 140,000 of these visitors came to the site after the dedication on September 10, 2011, through the end of the year. Historically, approximately 150,000 visitors came annually to the previous temporary memorials.

### Exhibits

There are six outdoor exhibit panels that explore what happened on Flight 93, how the investigation and recovery took place, what was found, and how the community, nation, and world responded. Staff are developing supplemental materials on the memorial design and audio and web-based materials to further interpret these stories.

### Interpretive Talks

At the previous temporary memorials, staff and volunteers offered interpretive talks at least once an hour. The new interpretive panels contain most



of the information in the interpretive talks. Currently, talks are not given because of heavy visitation. The ranger staff will offer targeted talks to be given in the summer 2012.

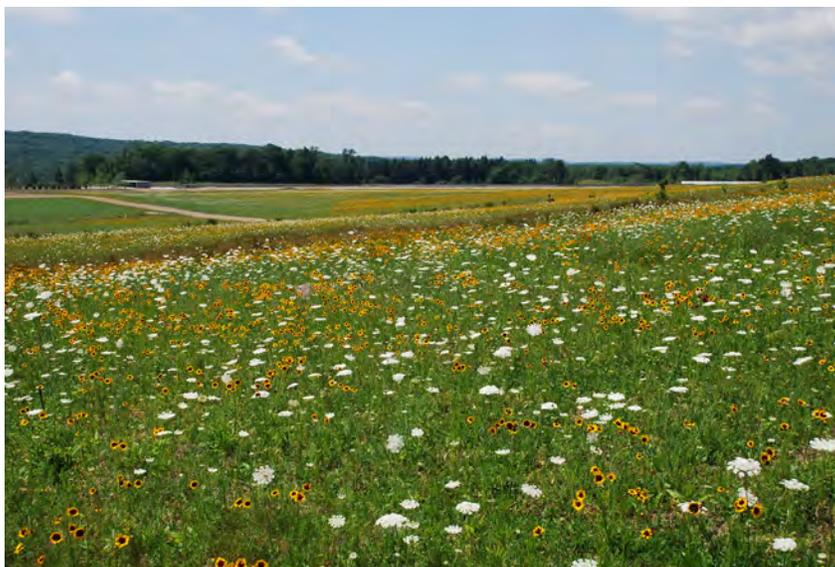
This piece of plane wreckage, measuring approximately six feet wide and seven feet long, was one of the largest pieces recovered at the Flight 93 crash site. Photo credit: FBI Evidence Photo (2001)

### Visitor Participation

Visitors are invited to sign a logbook inside the Visitor Shelter and write any comments they wish. Messages that visitors leave on cards can be pinned to a large wall.

Visitors are allowed to leave tributes in niches along the walkway or at the base of the Wall of Names. To date, over 40,000 items have been collected and preserved at the memorial. The message cards and logbooks also are included in the memorial's archives. This collection represents the thoughts

Wildflowers bloom in the fields surrounding the Crash Site. Illustration credit: Paul Murdoch Architects (2011)





A visitor pauses before a panel with photos of the 40 passengers and crew members. Photo credit: Chuck Wagner (2011)

and feelings of visitors since they first began to leave objects on September 11, 2001.

### **Education/Outreach/ Special Events**

#### **Education**

The majority of school visits to the memorial take place in April, May, and June, with a small number in late September and October. Currently, staff are gathering information on how student-visitors use the site and how best to communicate with them in preparation for more targeted

focus on education in 2013. Although there are no special on- or off-site programs for students now (students receive the same informal or formal interpretation as other visitors), there are several initiatives underway that will result in enhanced educational outreach (see below for summaries of planning efforts).

#### **Outreach**

There is no active outreach program other than responding to specific program requests. Staff are working with the Friends of Flight 93 to develop a “speakers bureau” of Friends who could meet the growing number of requests for people to speak to

President and Mrs. Obama lay a wreath at the Wall of Names on September 11, 2011. Photo credit: Chuck Wagner (2011)



organizations and more actively seek opportunities to share information on the memorial. The memorial also has begun to work with nearby state parks to offer “ranger talks” in the parks.

#### **Special Events**

Planning for the Anniversary Service on September 11th each year begins shortly after the previous year and is done through a committee representing all the partners. The Anniversary Service is open to the public with typically 5,000-6,000 visitors on September 11th and the surrounding days. An hour-and-a-half service includes keynote speakers and dignitaries and reading of the 40 names of the passengers and crew while the “Bells of Remembrance” toll.

#### **Publications**

##### **Park Brochure/Rack Card**

A standard, NPS brochure has been developed for the memorial. A rack card, available in 2011 before the dedication of the site, will be updated to reflect the opening of the memorial.

##### **Other Park Publications**

Presently the park offers a site bulletin (handout) with directions to surrounding attractions. Memorial staff are currently developing a family of publications to address questions about the design and the Flight 93 story.

An informational half-sheet, with readings and sources, is available for those visitors who wish to learn more about Flight 93.

#### **Website**

The website includes information needed to plan a visit along with information on the design and construction progress (including a webcam to monitor construction). During preparations for the 10th anniversary of the terrorist attacks, NPS developed an expanded resource section to help media and the general public learn more about Flight 93. The “History and Culture” section includes a detailed timeline,

biographies of the passengers and crew, and other resource information related to the Flight 93 story. Special events information and current press releases are updated frequently. Park planning information includes meetings of the Flight 93 Advisory Commission, the General Management Plan, and the Design Competition. The “Support Your Parks” page also includes information about the capital campaign as well as the Friends of Flight 93. NPS is planning a major overhaul of the site in preparation for the expected visitation increases in 2012.

### Staffing

In addition to the chief of interpretation and cultural resources (GS-11), there is a lead interpretive ranger (GS-9), a fulltime ranger (GS-7), and a full-time term park guide (GS-5). Three seasonals (GS-5) will be hired for March-October.

Thousands of volunteer hours are donated each year.

The Volunteer-In-Parks program supplements the paid staff with approximately 45 volunteer “Ambassadors” who take two-hour shifts at the memorial. Many have specific shifts, while others fill-in where needed. The Friends of Flight 93 also provides volunteers during periods of heavy visitation to assist with orientation and visitor services.

Volunteers also make significant contributions in other areas such as oral history transcription and care of the tributes—the Friends of Flight 93 also provide two contract employees to administer the oral history and documentation projects.



Volunteers began serving at the site within weeks of the crash. The group pictured here reported for duty at the dedication ceremony on September 10, 2011. Photo credit: Dawna Bates (2011)

# Recommendations



The polished surface of the marble Wall of Names reflects the sky and clouds above the flight path. Photo credit: NPS (2011)

## Introduction

Part 2 of this plan describes the actions that park staff and partners will take to build on The Foundation, described in Part 1, during the next 5-10 years.

This plan is intended to be a dynamic document that responds to changing conditions. Staff will revisit the plan on an annual basis and make adjustments, remove accomplished tasks, identify new projects for action, and develop additional project details as needed.

Since viable plans need to be nimble and responsive to changing conditions, this Interpretation and Education Plan provides a framework for considering other interpretive proposals as they emerge. Part 1 should function as a yardstick against which new ideas are measured—does a new idea reach targeted audiences, address an identified issue, offer a desired audience experience, or explore a storyline anchored in a primary theme?

Each action item included in Part 2 is bulleted in the plan narrative and listed again near the end of this document. Both the narrative and the list correspond to major benchmarks in the memorial's development. Those benchmarks are associated with the completion of the four primary elements of the landscape: the Memorial Plaza; Visitor Center Complex; Learning Center; and Tower.

The more imminent phases of development are more detailed. In some cases, this document can only acknowledge the need for more detailed planning, and assume that more specific recommendations will be inserted as that planning progresses.

Funding will play a critical role in the completion of the memorial and thus in the implementation of many of the bulleted items in the narrative. NPS budgets are likely to be trimmed in the future so staff may need to scale back some activities or seek outside support to complete some of the tasks.

The demands of planning for special ceremonies as well as for new facilities, in addition to the demands of daily operations and caring for the collection, are substantial, and may impact completion of some proposed actions.

### Focus of Recommendations

There is urgency to the recommendations contained in this plan to respond to the current high visitation levels and then to the further development of the memorial that will follow.

As a result, the actions identified are organized according to the memorial's schedule of development.

The first phase will focus on the Memorial Plaza, Field of Honor, and Approach Road.

The second phase will focus on interpretation at a completed Visitor Center Complex and a completed Learning Center.

The final phase will assume completion of the Tower and memorial walks, paths, and trails.

Some recommended interpretive media and educational programming—the memorial's website, brochure, signs, outreach, and partner involvement, for example—will be discussed at more than a single phase in the memorial's development, and some actions will be relevant to all phases and beyond.

### Actions: Memorial Plaza, Field of Honor, Approach Road, and Education (Immediate)

A. In order for interpretation to keep abreast of the physical development of the memorial, several recommendations were put in place for the opening of the Memorial Plaza in 2011, including:

- Highway sign installation  
Park staff worked with state and

local highway officials to have a system of directional signs in place along the likeliest routes to the memorial.

- Signature sign design and installation  
Staff worked with architect Paul Murdoch to design and install a “signature sign” along the memorial’s Approach Road. This iconic sign sets the tone for the entire memorial, introduces the memorial’s design palette, and complements other memorial features.
- Design and installation of a Tower temporary wayside exhibit  
Staff worked with Paul Murdoch and exhibit designer Gallagher & Associates to create a temporary wayside exhibit at the location of the future Tower. The content of the exhibit illustrates the Tower and explains the role that it will play in the overall memorial landscape.
- Design and installation of confirmation signs/mileage signs along Approach Road  
Paul Murdoch worked with staff to design these signs and determine wording. They have several purposes. They confirm that travelers are heading toward the Crash Site, suggest the connection that the memorial has with the NPS (via use of NPS sign standards), and help to establish a sense of anticipation. Staff also are considering a sign that suggests that visitors tune to a recorded message (see below).
- Complete a park brochure  
Staff worked with Harpers Ferry Center to develop a park brochure. The brochure introduces the themes and includes the names of passengers/crew, a memorial map, a general explanation of the memorial landscape, and basic contact information. The brochure is distributed in the Forecourt at the exhibit panels and in the Visitor Shelter.

This brochure will evolve with additional memorial development.

- Temporarily landscape/interpret the Visitor Center site  
Construction of the Visitor Center will not begin until perhaps the spring 2013. The building site, however, still can play an important role in interpretation and visitor use of the memorial. To fulfill that potential, staff completed several temporary actions recommended by workshop participants.
  1. The site was covered with gravel and the location of the Visitor Center walls identified. The area is used as overflow parking for the shuttle system that is used during periods of heavy visitation.
  2. Staff worked with Paul Murdoch and Gallagher & Associates to create and install three vertical exhibit panels to mark the Flight Path as it bisects the site.

As the memorial develops and construction begins on the Visitor Center, the interpretive functions at this site will undergo transition. Staff will need to assess what interpretation is possible during construction and develop alternatives for the interpretive functions that are lost to construction.

- Expand availability of image content  
Park staff worked with Paul Murdoch and a volunteer photographer to develop press and image resources.
- Develop commemorative sales items  
Staff worked with Eastern National to develop commemorative sales items for the anniversary and dedication. Staff also are working with Eastern National to expand online sales for memorial-related, commemorative, and interpretive items. The NPS and partners will approve any materials to be sold.

Staff will develop a strategy to let visitors know that online purchases are possible.

- Prepare a family of site bulletins  
In addition to the park and anniversary brochures, staff are creating site bulletins (one-color handouts designed to fit into the family of NPS brochures) to provide more specific or detailed information on memorial-related subjects. Staff will develop site bulletins as demand arises, keeping in mind the logistics of distribution with limited facilities and the staff investment required for numerous separate publications.

- Explore the use of technology to deliver interpretive messages  
Telephone communication played a central role in the story of Flight 93—phone conversations provided the information that led to the passenger and crew uprising while private conversations provide insight into personal motivations, individual connections and relationships, and collective determination. Phones also provide a means to access more in-depth interpretation, particularly during the initial phase of development when facilities are limited.

Staff are testing cell messages, QR codes, and Apps that explore, for example, the memorial's themes in greater detail, provide additional information on the passengers and crew, and explain future development of the memorial. Appropriate signs will let visitors know how to access these messages and urge appropriate behavior by keeping the volume low.

Possible locations for experimentation with the use of phone messages include the Visitor Center site and the parking area adjacent to the Memorial Plaza. If these messages prove to be intrusive, they easily can be removed or used only for specific groups or purposes.

- Update the memorial's website  
Staff are expanding the current website offerings to provide more information about the memorial and memorial themes. The website will have URL references and booklists.

Creation of online exhibits that address the primary themes—perhaps using current exhibit content—will be explored as a possibility.

As additional interpretive media—brochures, site bulletins, audio recordings, interpretive panels, etc.—are completed, each should be assessed as a possible enhancement to the memorial's website.

Progress at the Memorial Plaza includes:

- Install interpretive panels and provide park brochure  
Memorial staff worked with Paul Murdoch and Gallagher & Associates to develop and install six interpretive panels in the Forecourt. They also worked with Harpers Ferry Center to create a park brochure to supplement the interpretive panels. The panels and brochure:  
provide orientation;  
introduce the memorial's themes;  
contain the names of Flight 93's passengers and crew;  
explain future development; and  
acknowledge donors on a panel located in the Visitor Shelter.
- Develop a strategy for visitors to leave messages at the Visitor Shelter  
The shelter not only serves as a place to escape inclement weather but also functions as a contemplative space where visitors can leave messages.
- Plan for and train staff to provide personal services  
In inclement weather, staff and Ambassadors will likely be inside the Visitor Shelter. However, at all other times, the Forecourt and area

around the shelter will provide a place for staff and Ambassadors to talk with visitors and present more formal programs.

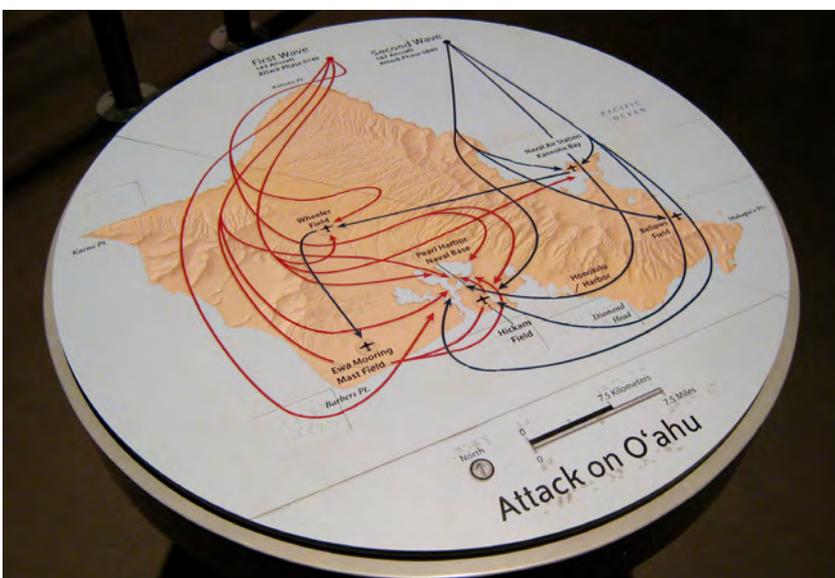
- Move boulder to the Crash Site  
During construction in 2011, work crews uncovered a large boulder on-site and moved it to the far edge of the impact crater where it provides a visible landmark.

B. Staff are anticipating progress on several additional actions during phase one.

- Explore creation of non-English language publications  
Flight 93 has international relevance and the staff will explore ways to prepare basic interpretive materials in other languages beginning with those spoken by passengers on board—Japanese, German, and Spanish.
- Investigate the use of audio transmitters  
Workshop participants recommended two devices to transmit audio. These devices will enhance the visitor experience, but are a lower priority than other items.

One device will reach travelers along the Approach Road. It will have the specific purpose of suggesting the sense of uncertainty and growing concern that prevailed on September 11.

Example of a tactile map.  
Photo credit: NPS



This program could broadcast recordings such as the Cleveland air controllers as they attempted to communicate with Flight 93 and determine what was happening on board. As noted above, this interpretive device will need signs to introduce availability.

Another device will provide visiting information, directions, and orientation as travelers approach the memorial. Staff will work with non-NPS partners (PennDOT, etc.) to locate, develop content, and maintain this device.

- Explore reuse of the memorial's webcam  
During construction, the memorial broadcast views of development via a webcam. After completion of the Memorial Plaza, the NPS and National Park Foundation should consider approaching the donor of the webcam about repurposing it.
- Develop a tactile landscape model  
The final gathering space before the wall and walkway adjacent to the Crash Site, will provide an excellent location for a tactile, three-dimensional landscape that shows memorial features. In particular, this installation will help visitors understand the Flight Path and the exact location of the Crash Site. It also could help establish other spatial relationships—the proximity of local towns and the direction of Washington, D.C., for example.

There will be no additional interpretation beyond this point except the memorial features and the park brochure.

- Explain the memorial design  
Depending on staff availability and funding, develop a site bulletin, color brochure, or perhaps a short video program that explains the memorial landscape design.

During the first phase of development (2011-2013), there will be no

interpretation along the Ring Road that connects the Visitor Center site to the Memorial Plaza.

C. This plan approaches education as a lifetime pursuit and some of the “students” targeted in the actions that follow fall outside traditional educational programming.

The goal during the initial phase of development is to develop a baseline of content and resources that educators and parents can use to help children understand and cope with September 11.

- Solicit input from educators  
Design a process that will solicit input on existing and proposed programming and interpretive media from educational practitioners. Formative review of learning spaces and curricular materials, for example, would help to increase the usefulness of final products.

In 2011, staff began several joint projects with partners to develop educational resources. These projects provide building blocks for more ambitious educational programming in the coming years, and immediate resources for those visiting with young children (K-3rd grade).

- Offer a virtual conference  
Staff worked with the Smithsonian National Museum of American History, the National September 11 Memorial and Museum, and the Pentagon Memorial Fund to offer a virtual conference for educators focused on identifying and providing resources that help interpret September 11 for students K-12.
- Develop collaborative materials  
Staff collaborated with the Friends of Flight 93, the Fred Rogers Company, and the Fred Rogers Center at St. Vincent College to develop materials and offer a forum to help parents, educators, and those who work with young children to explain tragic events like September 11. These partners are continuing

this work to develop a new and expanded Junior Ranger booklet for young children.

D. As part of the memorial’s outreach to targeted audiences:

- Work with partners to prepare and produce video clips for tour buses or online  
These video programs might:  
1) explain what to expect on-site;  
2) provide a brief introduction to the memorial’s stories for general audiences; and 3) provide a brief talk for children aimed at intermediate or middle school grades. These programs could be an effective way to establish context while building a sense of anticipation.
- Remain open to opportunities for new social media  
In particular, be prepared to use staff, volunteer, or partner expertise with social media as it becomes available. Continue use of Facebook once the capital campaign sunsets.
- Experiment with cable channel access or webinars  
These media can broadcast materials as they are developed by the memorial or by others.
- Capture on-site interpretive programming  
As staffing or budget allow, these materials might be used for re-broadcast on the website or in the Learning Center when it is completed.

E. Staff and training decisions will play an important role in completing proposed recommendations.

- Plan for and train staff and volunteers to provide personal services for new conditions
- Plan and offer information sessions for the hospitality industry  
These sessions will help align visitor expectations with real memorial development. They are an on-going need.

- Assign priority to additional efforts to capture more oral histories including filling existing gaps in the collection
- Consider positions that can be shared with other national parks in the cluster  
Specifically consider a museum technician or a media specialist.
- Consider term or contractor positions  
These types of positions might meet the intense demands associated with park development but not with on-going operation of the memorial.

One final note, as the memorial reaches “full” development—completion of each feature of the proposed memorial landscape—temporary interpretive media may need to be removed or replaced with more permanent solutions. Audiences will note these changes, as they have in the past, and must be told why those shifts are occurring and how the memorial will look in the future.

### **Actions: Planning/Opening the Visitor Center Complex (2011-2014)**

The future Visitor Center is essential to interpreting Flight 93. It will play an indispensable role in visitor understanding of September 11, the actions of passengers and crew, and the me-

memorial landscape. After the Memorial Plaza, it is the next logical step in memorial development. Planning already is underway with completion anticipated for 2014.

In this plan, the descriptions of interpretive media for the Visitor Center will be less specific than the previous section. Although general parameters and interpretive goals have started to come into focus, media solutions and actual content remain to be determined. These next steps have begun and will continue via collaboration of park staff and partners, Paul Murdoch, and Gallagher & Associates.

As specific tasks emerge, they should be described in annual revisions of this plan.

- Continue planning for the Visitor Center Complex

The Visitor Center, as one of the limited, public, interior spaces at the memorial, will play a central role in interpretation. The storyline here must communicate the memorial’s significance and introduce the primary themes, particularly the narratives related to A Call to Action and A Place of Reflection.

In order to describe the current vision for the building, workshop participants separated the Visitor Center Complex into interpretive zones.

A. The Arrival Court will offer restrooms and gathering space. In addition, interpretive media will:

provide orientation to the memorial and the Visitor Center facilities;

introduce September 11 context and connect Flight 93 to the other attacks; and

advise on visitor behavior at the memorial.

Workshop participants suggested that the Arrival Court would also be an excellent location for a

The Arrival Court at the future Visitor Center opens onto the Entry Portal and Flight Path Walkway. Illustration credit: BioLINIA and Paul Murdoch Architects (2011)



tactile, memorial landscape display.

B. The Entry Portal is a space to be experienced rather than a venue for significant interpretation. It is designed as a confining, even foreboding space, constricted between walls where the airplane passed overhead on September 11 then opening to the expanse of the Field of Honor, revealing the Crash Site for the first time to the visitor.

C. The Visitor Center building is a critical interpretive feature in the memorial landscape.

The overall atmosphere of the Visitor Center interior is described in Part 1 in the Audience Experience section.

Functional components of the interior include additional orientation and gathering space, permanent and changeable exhibits, a large window overlooking the Field of Honor and Crash Site, storage, a staff office, donor recognition space, staff and limited visitor restroom, and interpretive sales. An interpretive sales area will offer books and materials that explore topics in greater depth as well as items of remembrance.

Selection of interpretive media in the Visitor Center must:

- Complement the architectural design of the memorial and maximize limited interior space.

- Be flexible, able to accommodate the evolving story of Flight 93 and September 11 and incorporate loaned or donated items.

- Incorporate both permanent and temporary artifacts into the exhibits. While artifacts will not drive the interpretive media, the display of some objects will enhance and personalize the storyline. Artifacts, even a small number of well chosen objects, will help establish tangible links

with intangible concepts (see Appendix E). Given the nature of the memorial's collection of objects, exhibit planners may need to proceed with identification and availability of artifacts in other collections so that necessary loan agreements can be negotiated and finalized.

- Communicate a basic understanding of the flight's narrative and more importantly the actions taken by the passengers and crew (A Call to Action theme).

- Challenge visitors to think about and assess the personal, national, and global changes connected with September 11—how an ordinary day became a historical milestone (A Place of Reflection theme).

- Provide a place of reflection and inspiration highlighted by including a large window that will look over the Field of Honor and Crash Site, allowing for a contemplative interior space (A Place of Reflection theme).

- Pose questions worthy of additional study and exploration (see Issues in Part 1).

- Help families and groups process, discuss, and come to grips with the memorial's stories.

- Involve visitors in the story and, given the limited space available, choose appropriate media that will provide additional levels of detail, a process that some will pursue in the Learning Center (see below).

In addition to the specific media solutions that will achieve interpretive goals, at least one other interpretive issue remains to be resolved by additional planning—what is the appropriate conclusion for the Visitor Center narrative? Is the story open-ended, does it

end with the crash, is it linked to the creation or completion of the memorial, and how does it explore relevance to even more contemporary events?

D. The exit from the Visitor Center leads into the walkway, groves of trees, and associated landscaping that will embrace the Field of Honor and connect the Visitor Center with the Memorial Plaza. This area will function as a gathering place, perhaps with seating, for families and groups as they leave the Visitor Center. Staff and volunteers might use this space to present short interpretive talks or to interact via less formal contact. This space, as well as the walkway, may also provide the opportunity for cell phone interpretive media. Modest signage will describe the walkway (length as well as iconography), appropriate behavior, and the destination—the Memorial Plaza. There will be ample opportunities along this allee to pause on a bright sunny day, or stroll under the autumn leaves of the tree groves' canopy. The intent is for many visitors to take a thoughtful, quiet walk.

The Visitor Center Complex also includes an exterior path along the wall closest to the parking lot. Via this covered walk visitors can bypass the facility and reach the allee if the building is closed or crowded, or if they prefer less interpretation before visiting the Crash Site. The walkway offers another option for returning to parking after exiting the building. A timeline or other basic interpretive information may be incorporated into this walk and displays may be added to the Visitor Center wall.

E. The Flight Path Overlook also is a critical feature of the Visitor Center site. Most visitors will walk to the overlook before they enter the Visitor Center building.

All visitors must understand that they are on the Flight Path and that the Crash Site lies directly ahead. Beyond that, this is primarily an emotional site that requires minimal interpretive intrusion. In fact, the overlook may be the place for just a single quotation—"A common field one day. A field of honor forever." That minimalist approach will encourage visitors to search for more inside the Visitor Center.

Although the primary interpretive activity during this phase will revolve around planning and opening the Visitor Center Complex, additional actions include:

- Design and install pull-offs  
Staff are working with Gallagher & Associates to design an interpretive pull-off located at a high point along the Approach Road. At this spot, visitors will, for the first time, overlook the Flight Path and the hilltops to the west. The combination of landscape and skyscape visible at this high point provides an excellent place to pause for contemplation, to connect what occurred on the ground with events that took place in the sky.

Staff also are working with Gallagher & Associates to develop an additional interpretive pull-off on the hill leading up to the high point pull-off. This area will include an interpretive wayside that briefly explains the history of the site.

- Continue to capture/process oral histories  
As opportunities arise, conduct additional oral histories, but shift the emphasis to processing and creating easier access to collected materials.
- Explore use of the Story Corps  
Assess the benefits of enlisting help in the collection of oral histories. See <http://storycorps.org>
- Identify artifacts needed for display

As planning identifies items for display, get commitments for artifact loans.

- Continue to pursue evidence, photos of evidence, and documents held by the FBI and United Airlines
- Continue to process both the photo and tribute collections
- Develop a staffing plan for operation of the Visitor Center
- Use off-seasons to plan visits to other September 11 sites by interpretive staff and volunteers

Partner involvement will remain at the core of memorial programming, and existing partners will continue to provide valuable service. In particular:

- Convene a review subcommittee  
Approach the federal advisory commission about forming a subcommittee that will review material related to scholarship and interpretive content to ensure that it reflects the highest standards of accuracy and objectivity.

This subcommittee would be used as needed, but would prove most valuable during the development of the Visitor Center Complex and the Learning Center. It might, for example, convene one or more charrettes attended by public historians and museum professionals to provide specific feedback on proposed content for both centers.

## **Actions: Learning Center (2011-2014)**

The Learning Center adds an important dimension to the memorial and will complement the Visitor Center. Planning should proceed in tandem with the Visitor Center although funding could affect actual construction and development.

- Continue Learning Center planning  
The Learning Center will be

located along the Flight Path at the southwestern edge of the Visitor Center parking lot. This location allows for efficient use of staff and volunteers and presents the flexibility to deal with arriving groups. The facility would incorporate the same design palette used in the Memorial Plaza and the Visitor Center.

The Learning Center will have a different atmosphere than the Visitor Center. It will be a place of activity, discussion, debate, and discovery, where available data can be mined for details. Inquiry need not be rushed but can consume hours. Students can seek answers individually and collectively.

Interior space will be adaptable, serving a wide variety of learning activities and playing an important role in civic engagement. It will enhance the memorial's versatility by accommodating school group activities, symposia, guest speakers, lively forums related to memorial themes, and local gatherings away from the more contemplative and respectful areas of the memorial. This flexible space, combined with an innovative and opportunistic attitude on programming, will allow the center to accommodate a continual schedule of events that will keep the memorial's themes timely and relevant to many different audiences.

The Learning Center also will provide access to the raw data associated with September 11—audio recordings, oral histories, information on passengers and crew, news accounts, information or images of tributes and messages left by memorial visitors. Researchers, members of the curious public, and students of all ages will discover a place to dig deeper, to become immersed in the story's details. They can take time to ponder the nuances of a complicated and multi-faceted event, the

personal narratives of passengers and crew, and oral histories of family members, residents, first responders, and investigators.

The Learning Center will function as a clearinghouse for information as staff assemble all available sources from government agencies.

It will become the place to solidify connections with other September 11 sites and explore connections to other memorials and national park sites.

Partner and changing exhibits might find a temporary home in the Learning Center, underscoring the evolving, dynamic character to the Flight 93 story.

A partner-funded researcher in residence might reinforce the continued relevance of Flight 93 and offer access to on-going, up-to-date scholarship related to September 11.

Since staffing is always a potential issue, planners should identify solutions that create a durable, interactive environment that provides access to information with modest staff assistance and office space.

Finally, the Learning Center will provide several types of functional space: flexible meeting space; storage space for tables, chairs, etc.; kitchen for receptions and community events; restrooms; coat room; and staff space.

There are multiple actions that need to be taken during the planning for the Learning Center including:

- Develop a staffing plan for operation of the Learning Center  
In discussing staffing, consider use of the Learning Center as a venue for school programs as well as symposia and other adult audiences, and as a studio for development of video and web-based program-

ming distributed online or via cable access channels.

- Recruit a partner to oversee programming/scheduling  
Perhaps a partner like the Friends of Flight 93 could provide the reliable oversight needed for the Learning Center to reach its full educational potential.
- Organize the memorial's photo collections  
Create finding aids and develop releases that will allow efficient use of the collection.
- Consider restructuring the volunteer corps  
In order to meet evolving demands, develop a strategy to sustain volunteer commitment throughout memorial development and beyond. This will involve planned refinement of how to use volunteers productively.

As the Learning Center opens:

- Model the Call to Action and Place of Reflection themes  
By expanding into service and experiential learning, provide an outlet for citizen action and reflection. In the process, gain needed personnel to help keep the center's programming robust.

## Actions: Return Road, Tower, Additional Paths, and Trails (Beyond 2014)

Recommendations related to additional phases of memorial development (Tower, paths, trails, and walks, Return Road, and both formal and information educational programming) remain to be developed in detail.

The culminating development of the memorial appears to involve:

The Return Road will be an alternative way to exit the memorial. As visitors leave they will not pass those entering.

The Return Road combined with the Tower will provide a capstone and re-entry experience, an opportunity to reflect on the depth of change, post-September 11. Views from the Return Road also reveal the expanse of the mining landscape.

Interpretive development might include:

- Pullouts along the Return Road  
Along with interpretive signs, these pullouts will focus attention on the landscape.

The Tower will be a transitional space, either into or out of the memorial. It will be a tribute in sound.

Projected functions include restrooms, orientation, and brochure distribution. Any structures or “furniture” within this area must complement the Tower design.

Probable interpretive media include:

- Panels that will provide orientation and explain the Tower
- A weatherproof brochure dispenser
- Limited personal services  
Staffing will be a challenge throughout the memorial, but during certain busy times, the Tower might merit personal services, perhaps an additional

opportunity for volunteers to greet visitors, answer questions, and provide directions to the visitor center and Memorial Plaza.

Planned trails would provide another way to experience the countryside, outside the car/bus. Some visitors might use these trails for nature observation, simply as a place for regular exercise, or for further contemplation.

Possible trails might originate at the Tower or bisect the Field of Honor.

Given the need to mitigate soils and water (this was an active mine site), only planned trails will be allowed. Social trails will be discouraged.

At this point, no additional trail panels are recommended.

## Implementation

The lists that follow provide a quick summary of recommendations organized by development benchmarks. More detailed explanation of each action item is provided in the narrative of Part 2.

### Memorial Plaza, Field of Honor, and Entry (Immediate)

- Develop highway sign installation
- Develop and install signature sign design
- Design and install a Tower temporary wayside exhibit
- Design and install confirmation signs/mileage signs along Approach Road
- Investigate the use of audio transmitters
- Temporarily landscape/interpret the Visitor Center site
- Explore the use of cell phones to deliver interpretive messages
- Complete a park brochure
- Prepare a family of site bulletins
- Explore creation of non-English language publications
- Update the memorial's website
- Expand availability of image content
- Explore reuse the memorial's webcam
- Set up online sales for the anniversary and beyond
- Develop interpretive panels at the Memorial Plaza
- Develop a strategy for visitors to leave messages at the Gateway/ Visitor Shelter
- Plan for and train staff to provide personal services
- Develop a tactile landscape exhibit
- Create a concluding message
- Select media to explain the memorial design
- Design a process that will solicit input on existing and proposed programming and interpretive media from educational practitioners
- Continue to work with the Smithsonian to offer a virtual conference
- Continue collaboration with the Friends of Flight 93 and the Fred Rogers Center to offer a forum for parents of young children
- Continue collaboration with the Friends of Flight 93 and the Fred Rogers Center to offer a forum and identify resources that will help educators



- Continue to work with the National Park Foundation to develop an electronic fieldtrip
- Collect materials for future programming in the memorial's Learning Center
- Prepare and produce video clips that can be played on tour buses or shown online
- Remain open to opportunities for the development of social media
- Experiment with cable channel access
- Capture on-site interpretive programming for rebroadcast on the website or in the Learning Center when it is completed
- Plan for and train staff and volunteers to provide personal services for new conditions
- Plan and offer information sessions for the hospitality industry
- Assign priority to additional efforts to capture more oral histories
- Consider positions that can be shared with other national parks in western Pennsylvania, especially during heavy visitation

Visitor Center Complex  
(2011-2014)

- Continue planning the Visitor

Center Complex

- Design and install a high point pull-off
- Shift oral history emphasis to processing and incorporating into interpretive programming
- Identify artifacts that will be needed for display and get commitments
- Continue to pursue evidence, photos of evidence, and documents
- Continue to process both the photo and tribute collections
- Develop a staffing plan for operation of the Visitor Center
- Use off-seasons to plan visits to other September 11 sites
- Approach the federal commission to form a subcommittee to review scholarship and interpretive content

Learning Center  
(2011-2014)

- Continue Learning Center planning
- Develop operational plans for the Learning Center
- Develop a staffing plan for operation of the Learning Center
- Recruit a partner to oversee the

The Field of Honor will be framed with 40 Memorial Groves of trees and an allee leading through the wetlands to the Memorial Plaza. Illustration credit: BioLINIA and Paul Murdoch Architects (2005)



programming and scheduling of the Learning Center

- Organize the memorial's photo collections
- Consider restructuring the volunteer corps to meet evolving demands
- Explore experiential learning opportunities.

Tower, etc.  
(Beyond 2014)

- Consider pullouts along the Return Road
- Plan panels that will provide orientation and explain the Tower
- Identify weather-proof brochure dispenser
- Consider personal services for the Tower area

## Participants

### Workshop Participants

Those attending the planning workshop include:

#### Interpretive Planning Technical Committee

John Reynolds  
 Donna Glessner  
 Ed Root  
 Barbara Black  
 Joanne Hanley  
 Jeff Reinbold  
 Brent Glass  
 Keith Newlin

#### Additional National Park Service staff

Toni Dufficy  
 Jodie Petersen  
 Julia Washburn

#### Architect Paul Murdoch

#### Exhibit Consultant (Gallagher & Associates)

Randy Anderson  
 Cybelle Jones  
 Greg Matty

#### National Park Foundation King Laughlin

Ed Linenthal (Interpretive Planning Technical Committee) and Joanne Blacoe (NPS Regional Office) joined the workshop for a brief conference call update

#### Meeting and workshop facilitators, Ron Thomson & David Guiney

#### Educational consultant, Jennifer Rigby, The Acorn Group

#### Document design, Jim Cokas, Jim Cokas Design

Wayside exhibit panels provide visitors with additional information about the history of the land and the events of September 11, 2001. Credit: NPS (2011)

Flight 93 National Memorial

National Park Service  
 U.S. Department of the Interior

*The house and barn on the Marcus and Lulu Stahl farm, pictured here on a snowy day in 1945, stood just south of here.*

### A COMMON FIELD

This land is first settled in the late 1700s. For a century and a half, much of the area remains wooded, with cultivated fields and pastures surrounding a few scattered farmhouses and barns.

Beginning in the 1950s, mining reshapes the landscape. Huge machines scrape away layers of soil and rock to reveal long, black seams of coal. Enormous trucks travel this road, hauling away coal to steel mills and power plants. Coal mining brings people and jobs.

In the mid-1990s, surface mining of these lands ends. Although unused mining equipment and industrial buildings litter the area, the rocky land is being reclaimed. Coarse grasses and small trees are planted, mine water is treated to improve its quality, and wildlife is returning.

### A Field of Honor

On September 11, 2001, the land is transformed again by the actions of the passengers and crew of United Airlines Flight 93. Because of their struggle with terrorists, the airplane crashes just two miles ahead and not at the terrorists' intended target in Washington, D.C. At the site of the crash, a memorial and verdant trees, grasses, and wildflowers embrace this land. Millions of people from around the world come to pay their respects.

*The extent of surface mining on this property is evident in this photo taken in 1998. The red and white machine is a dragline which removes soil and rock to expose seams of coal. When surface mining ended here in 1995, the dragline was parked on a nearby hilltop where it remained until it was sold for scrap in 2006.*

# Appendices



Visitors gather on the Memorial Plaza. Photo credit: Chuck Wagner (2011)

## Appendix A

### Suggested Facts

Facts are the building blocks, the raw material, used by interpreters in the search for relevance and meaning. They are essential to the construction of intellectual and emotional links between a memorial like Flight 93 and contemporary audiences, and are important tools for interpretive media planners.

Audiences need to have access to facts about the events and circumstances surrounding Flight 93. Some audiences will have detailed knowledge of the story based on their personal remembrances, the news media, films, web sites, or pre-visit research. Many others, however, will need help in piecing together the story.

The list below suggests some, but certainly not all, of the basic information that interpreters might use to build media and programs. It is intended to begin a discussion of the memorial's "raw material" because, while the commemorative elements of the landscape alone do not reveal this type of factual information, the memorial's interpretive and educational media and programs must.

Planners also should consult the questions frequently asked at the memorial (see Appendix F).

#### Attack on the United States

United Flight 93 was one of four airliners hijacked during the terrorist attacks on the United States on September 11, 2001. The first two airliners crashed into the World Trade Center in New York City, and the third crashed into the Pentagon in Arlington, Virginia. Nearly three thousand died.

The 19 terrorists on September 11 were part of the Islamic extremist network of *al-Qaeda*.

There were 40 passengers and crew aboard the Boeing 757 passenger jet operated by United Airlines.

In addition, there were four terrorists aboard United Flight 93.

The plane departed from Newark, New Jersey. The scheduled destination was San Francisco, California.

United Flight 93 took off late, at 8:42 am, a delay that would play a critical role in decisions made by the passengers and crew on board.

#### The Hijacking

The terrorists took control of the plane by violent means as it approached Cleveland, Ohio.

The terrorists threatened the lives of the passengers and crew, and subdued or killed some of them in flight.

A terrorist pilot, trained in flying small planes, turned the plane around and began to fly toward Washington, D.C.

The terrorists' intended target was certainly Washington, D.C., and probably the U.S. Capitol building.

#### The Passengers and Crew Action

Passengers and crew used phones aboard the plane to report the hijacking, and also learned about the attacks on the World Trade Center and the Pentagon.

The passengers and crew assumed that the terrorists were on a similar suicide mission, and that if the hijackers were not neutralized, others would be killed by United Flight 93.

The passengers and crew decided to assault the terrorists and take back control of Flight 93.

Passengers and crew had 35 minutes to speak with family members, friends, and officials on air and cell phones before the assault on the terrorists. Much of what we know about the events comes from these conversations and the cockpit voice recorder recovered at the crash site, and on-board announcements made by the terrorist-pilot which were heard and recorded by Air Traffic Controllers



A stark, former mining landscape surrounds the location of the future Tower. Illustration credit: BioLINIA and Paul Murdoch Architects (2005)

The passengers and remaining crew attacked the terrorists using personal force and whatever weapons they could devise.

As the struggle for control of the plane went on, the plane headed for this site in an erratic manner.

### **The Crash**

As the plane approached this site, its engines were at full power and it was flying nearly upside-down.

At impact, the plane was traveling at about 563 miles per hour.

The plane crashed at about 10:03 am.

The plane exploded upon impact.

All aboard the plane died instantly.

### **The Aftermath**

Emergency responders and others arrived within minutes.

All on board were identified from remains.

The plane had penetrated the ground and left an impact crater about 15 feet deep, as well as a large debris field.

The FBI was in charge of the crash site investigation. The deaths of the passengers and crew were listed as homicide.

The onboard cockpit voice recorder and flight data recorder were

recovered, and helped investigators determine what had happened.

### **The Memorial**

After the crash, the United States Congress authorized the establishment of Flight 93 National Memorial in close collaboration with partner organizations, including relatives of the passengers and crew.

Flight 93 National Memorial is a unit of the National Park Service. The memorial, therefore, belongs to the American people.

Land within the memorial's boundary was used for both subsurface and surface mining for bituminous coal.

The memorial is large. The drive from the memorial entrance to the crash site parking is several miles.

The black granite paved walkways of the memorial delineate the flight path of the plane just before impact.

Unrecoverable remains of the passengers and crew are still present at the crash site. The meadow delineated by the memorial walls and the hemlock grove beyond is their final resting place, and is open only for family members, or for official purposes.

The impact crater has been filled in.

The names of the passengers and crew are engraved on a marble wall along the final section of the flight path.

The large circular area north of the Crash Site is called the Field of Honor, and will be ringed with 40 groves of trees in honor of the passengers and crew.

The first permanent part of the memorial opened in September 2011. Future developments include a Visitor Center, Learning Center, 40 groves of trees, additional roads and trails, and a Tower that will feature 40 wind chimes.

## **Appendix B**

### **GMP Themes**

#### **2007**

“The preliminary interpretive themes for the memorial are—

Flight 93 was the only hijacked plane on September 11, 2001, that failed to hit its intended target. The crash of Flight 93, which occurred only 20 minutes by air from Washington, D.C., was the direct result of the actions of the passengers and crew who lost their lives preventing a larger disaster at the center of American government.

The events of September 11, 2001, revealed the extraordinary bravery of ordinary men and women who, when challenged, responded with and collective acts of courage, sacrifice, and heroism.

The first responders, the community, and those individuals and organizations that provided assistance in the recovery and investigation demonstrated compassion and exemplary service.

Knowledge of the events surrounding September 11, 2001, contributes to a realization of the impact of intolerance, hatred, and violence.

The public reaction to the events of September 11, 2001, including the actions of the passengers and crew of Flight 93, led to a strong sense of pride and patriotism and an affirmation of the value of human life.”

## **Appendix C**

### **NPS Northeast Regional Office Revisions to GMP Themes**

#### **2009**

#### ***SACRIFICE AND ACTION***

The events of September 11th, 2001, revealed the extraordinary bravery of ordinary men and women who, when challenged, responded with spontaneous leadership and collective acts of courage, sacrifice and heroism.

#### ***A WORLD CHANGED***

The terrorist attacks on America on September 11, 2001, and the actions of the passengers and crew of Flight 93 were a part of a seminal, global, and transformational event that effected and changed individuals, communities, and nations across the world.

#### ***REMEMBERING***

The memorial at the Flight 93 site provides a focus to commemorate a seminal event in American history, a place to remember and celebrate the passengers and crew on the flight, and help people make sense of the events and lessons of September 11, 2001.

## **Appendix D**

### **Meaning Making Project Themes**

#### **2006-2009**

#### ***HEROISM***

The events of September 11th, 2001, revealed the extraordinary bravery of ordinary men and women who, when challenged, responded with spontaneous leadership and collective acts of courage, sacrifice and heroism.

#### ***A WORLD CHANGED***

The terrorist attacks on America on September 11, 2001, and the actions of the passengers and crew of Flight 93 were a part of a seminal, global, and transformational event that effected

and changed individuals, communities, and nations across the world.

### **REMEMBERING**

The memorial at the Flight 93 site provides a focus to commemorate a seminal event in American history, a place to remember and celebrate the passengers and crew on the flight.

### **CIVIC ENGAGEMENT**

The actions of the passengers and crew on Flight 93, as well as the immediate and ongoing public response to those actions, represent the power of active citizen participation and engagement with society.

### **EXPERIENCE**

The Flight 93 National Memorial provides ideal opportunities for people to come to deeper understandings of their own experiences on and around the events of September 11, 2001, as well as opportunities for younger people to understand how those experiences can affect their own lives.

## **Appendix E Tangible and Intangible Resources 2010**

Created during the November 2010 planning workshop, these lists of tangible and intangible resources helped guide the language contained in the plan's theme statements. The lists were not reviewed or studied further.

### **Tangible Features of the Memorial**

Crash site, impact zone, debris field, crime scene

Final resting place

People: crew, passengers, families, first responders, communities, investigators

Sky

Flight path over the memorial

Flight path from take-off

Intended target of the attack

Facts related to the crash and evidence recovered at the scene

Recordings, calls the plane, transcripts

Archival materials

Debris/evidence

Oral histories

Dialogue and sharing memories/experiences

Command post set up near the crash site

Rural landscape, viewshed, overlooks within the memorial

Hemlock grove

Wind

Time, chronology of events

Commemorations

Temporary memorials and tributes left by visitors

Memorial features

Consequences linked to September 11, airline security, for example

### **Intangibles Associated with the Memorial**

These intangibles were used to link the fact-based significance statements with the primary stories identified as memorial themes.

Individual and collective action—aboard the flight, in the aftermath

Commitment to the living, resistance, heroism, courage, cooperation, problem-solving

What would I have done?

Conflict over life philosophies, human qualities, beliefs and religion

Patriotism, nationalism

Violence, terrorism, fear, chaos

Grief, mourning, why did this happen?

Healing,

Shared experience

Defining moment, transformation of site, lives, policies

## Appendix F

### Sample Visitor Questions

When crafting interpretive media, the questions in visitors' minds can be as important as the facts that are essential to understanding significance and themes.

This list contains some of the questions that visitors ask memorial staff. A more exhaustive list (37 pages), with answers, is available from the memorial.

- What can I do at the memorial?
- Where is the crash site?
- What is being built here?
- Where is the money coming from to build the memorial and how can I contribute?
- Why is the memorial taking so long?
- When did the NPS become involved?
- How long have you [ranger or volunteer] worked here? Are you local?
- Do the volunteers [Ambassadors] still help?
- Do the families of crewmembers and passengers still come? What has been/is the role of the families?
- What was the flight path of the plane? From which direction did it come? Where did it take off? Where was it going?
- What happened in the final moments on board? I heard that . . .
- Why was the impact crater excavated/back filled?
- Will there be pieces of the plane wreckage/personal effects on display in the future?
- Did anyone see the plane crash?
- How far away is Washington, D.C.?
- Who said "Let's Roll?"
- What weapons did the hijackers use?
- How do you know the U.S. military didn't shoot down the plane?



The only other inscription on the white marble Wall of Names at the Memorial Plaza. Photo credit: NPS (2011)