FLIGHT 93 NATIONAL MEMORIAL



AN INTERNATIONAL DESIGN COMPETITION

A common field one day.

A field of honor forever.





200/131100

FLIGHT 93 NATIONAL MEMORIAL

Deadline for Registration:
December 27, 2004

Deadline for Stage 1 Submission:
January 11, 2005

Site Visits:
October 21, 2004
November 13, 2004
December 4, 2004

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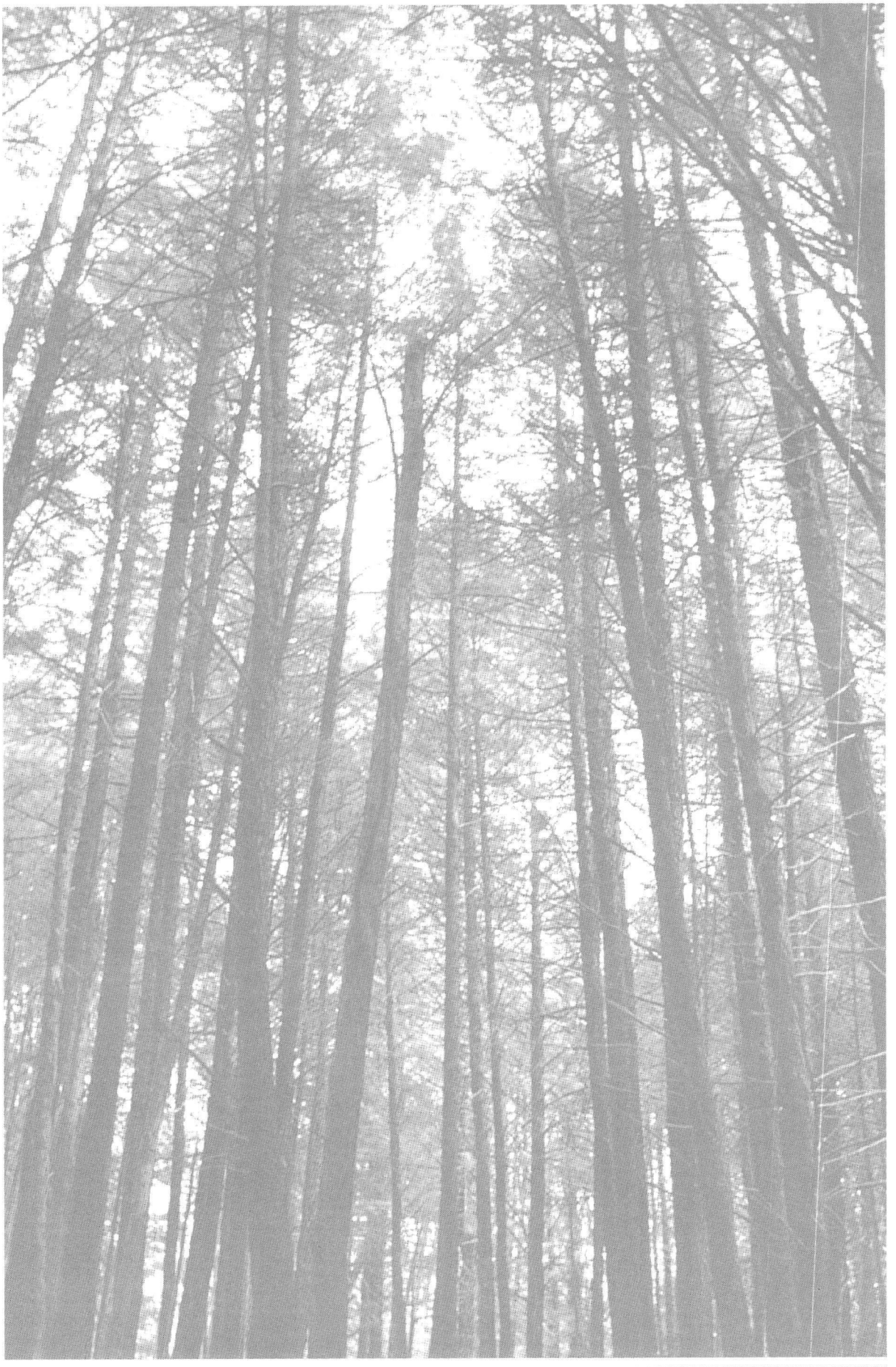
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Hemlock grove within the Sacred Ground.

01 INVITATION TO PARTICIPATE

The Partners of the Flight 93 National Memorial invite participation in an International Design Competition.

It is hoped that, through this competition process, a design will be discovered that embodies the spirit of the Mission Statement and is a fitting memorial to the 40 individuals, passengers and crew, who on one September morning changed the history of the nation.

This design competition is dedicated to their memory.

02 OVERVIEW

The Partners of the Flight 93 National Memorial are the sponsors of this International Design Competition. The winning submittal will embody the Mission Statement as developed by the family members and the Partners.

The competition will be carried out in two stages and is open to professionals in the design disciplines as well as the public. Individuals or teams may register for a nonrefundable fee of $25. All Stage I submittals will be presented as a concept on a single board and judged anonymously. The Stage I Jury will select three to five finalists who will advance to Stage II and participate in a Site Master Plan Workshop. The finalists will be paid an honorarium of $25,000 each to further develop their concept and present it with additional drawings and a three-dimensional model. The Stage II Jury will recommend a winning concept to the Advisory Commission. The author of the winning submittal will be invited to negotiate a contract with the National Park Service for final design of the winning concept.

Both Stage I and Stage II juries will be composed of distinguished professionals, family members, and the public from the local and international communities.

To register, interested parties should go to:

www.flight93memorialproject.org

Or they should mail a written request to the Flight 93 National Memorial project office:

Design Competition
Flight 93 National Memorial
National Park Service
109 West Main Street, Suite 104
Somerset, PA 15501-2035

The Design Competition Regulations include information on registration, eligibility, submittal requirements, process for evaluation and selection, site visits, procedures for questions and answers, communications, and ownership of competition submittals.

03 THE MISSION STATEMENT

preamble

A common field one day. A field of honor forever.[1] May all who visit this place remember the collective acts of courage and sacrifice of the passengers and crew, revere this hallowed ground as the final resting place of those heroes, and reflect on the power of individuals who choose to make a difference.

origins

The purpose of the Mission Statement is to lay the foundation for the planning and development of a national memorial at the place where United Airlines Flight 93 crashed on September 11, 2001, in Somerset County, southwestern Pennsylvania. Congress authorized the creation of the Flight 93 National Memorial to commemorate the actions of the passengers and crew who "courageously gave their lives, thereby thwarting a planned attack on the Nation's Capital."

the partners

The Partners of Flight 93 are the sponsors of the International Design Competition, and the planning for the competition has been developed through the collaborative efforts of the four partner organizations:

- Families of Flight 93, a private nonprofit organization established to help develop and sustain a permanent memorial to the passengers and crew of Flight 93
- Flight 93 Memorial Task Force, an 80-member grassroots organization comprised of family members, community residents, first responders, educators, and other local, regional, and national participants
- Flight 93 Advisory Commission, a federally appointed body charged with making recommendations for the planning, design, construction, and management of the national memorial to the Secretary of the Interior and Congress
- National Park Service, long-term steward of the national memorial

mandate

The founding vision embodied in the Mission Statement will provide a clear direction for the design of the Flight 93 National Memorial and future development and management decisions.

context

The events of September 11, 2001, are forever etched into the hearts and souls of the family members and loved ones of those who died, the nation, and the world. The United States experienced the worst incident of terrorism in its history. The coordinated hijacking of four commercial airliners, the planned attack on symbolic targets, and the murder of innocent people were all tragic and shocking events. The extraordinary responses of individuals to the challenges they faced are inspiring and worthy of remembrance.

On that day, two commercial airliners, American Airlines Flight 11 carrying 92 passengers and crew, and United Airlines Flight 175 carrying 65 passengers and crew, were hijacked shortly after departure from Boston. Both planes were deliberately flown into the twin towers of the World Trade Center in New York City, resulting in the loss of all on board and 2,635 occupants of the World Trade Center, rescue workers, and innocent bystanders. A third plane, American Airlines Flight 77, was hijacked after departure from Washington, D.C., and flown into the Pentagon in Arlington, Virginia, taking the lives of 64 passengers and crew and 125 in the building.

The fourth plane, United Airlines Flight 93, was delayed in its scheduled departure from Newark, New Jersey, to San Francisco, California. About 45 minutes into the flight, as the Boeing 757 was nearing Cleveland, Ohio, it abruptly changed course, heading southeast in the direction of Washington, D.C. Shortly before 10 a.m., it was observed flying low and erratically over southwestern Pennsylvania. Just after 10 a.m., the plane crashed at a cruising speed estimated at more than 500 miles per hour into a reclaimed strip mine at the edge of a wooded area in Somerset County,

1. These are the words of Captain Stephen Ruda, Los Angeles City Fire Department, describing the Flight 93 crash site. Ruda wrote these words on a quilted wall hanging sent to the memorial as a tribute to the passengers and crew of Flight 93.

Pennsylvania. Emergency responders, arriving at the scene minutes after the crash, found no survivors. All 33 passengers, 7 crew members, and the 4 hijackers were killed.

In the hours and days that followed, an astounding story about what happened on board Flight 93 was revealed. When the terrorists took over the plane, passengers and crew were able to telephone family members, friends, and emergency dispatchers to report the hijacking. Through these conversations, those on board Flight 93 learned about the horrific events unfolding at the World Trade Center and at the Pentagon.

As their phone conversations revealed, the passengers and crew of Flight 93 realized that their plane was also part of the planned attack. This realization led to a collective decision by the passengers and crew to stop the terrorists from achieving their goal. The story of the heroic actions of the passengers and crew of Flight 93 later was confirmed when the contents of the many telephone conversations and the cockpit voice recorder were reviewed. Although the details of what took place on board the flight will never be fully known, all 40 of the passengers and crew are recognized as heroes.

While the nation mourned the loss of life on that day, the selfless act of the passengers and crew of Flight 93 evoked respect and appreciation from people around the world. In the days and weeks following the tragedy, the nation experienced a rekindled sense of unity, strength, and resolve. Actions of the terrorists, intended to divide and demoralize the nation, had the opposite effect, and the crash of Flight 93 became a symbol of courage in the face of adversity and death. The site of the crash became a place of impromptu gathering where the public memorialized and commemorated these events while they struggled to comprehend their meaning.

Following an exhaustive field investigation and recovery effort during the autumn of 2001, the crash site was reclaimed. The crater was backfilled, and the area was planted with grass and wildflowers. The site was also fenced, and security was posted. At the same time, county and regional leaders, members of the local community, the families of the passengers and crew of Flight 93, and representatives from the National Park Service began to realize the importance of the crash site as a place of honor and of the need to preserve and protect it. Within six months of the tragic event, federal legislation was introduced to create a national memorial. Congress acted quickly to approve legislation creating the Flight 93 National Memorial.

purpose

On September 24, 2002, the Flight 93 National Memorial Act (P.L. 107-226) was passed by Congress and signed by President George W. Bush, creating the national memorial. The following statements represent shared understandings about the purposes for creating the memorial:

- Honor the passengers and crew members 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
- Respect the rural landscape and preserve the solemn and tranquil setting of the crash site of Flight 93

September 11, 2003, at the Sacred Ground.



significance of the site

The events of September 11 and the dramatic story of Flight 93 are forever linked to this peaceful field. The following statements summarize why this place is so important that is has been established as a 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.

interpretive themes

The Flight 93 National Memorial will be a place for individuals to learn about the events of September 11 and to find meaning and inspiration in their experience. In the future, interpretive media and programs will be developed around the key stories and ideas that illustrate the significance of the memorial and help to place the memorial in its national and international contexts. The primary interpretive themes for the Flight 93 National Memorial are:

- Flight 93 was the only hijacked plane on September 11 that failed to hit its intended target. The crash of Flight 93, only 20 minutes by air from Washington, D.C., was the direct result of the actions of the passengers and crew who gave their lives to prevent 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 spontaneous leadership 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 contributes to a realization of the impact of intolerance, hatred, and violence.
- The public reaction to the events of September 11, 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.

the mission

The mission of the Flight 93 National Memorial is to:

- Honor the heroism, courage, and enduring sacrifice of the passengers and crew of Flight 93
- Revere this hallowed ground as the final resting place of 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 contexts of the events of September 11, 2001
- Offer a place of comfort, hope, and inspiration.



04 CREATING A MEMORIAL, THE FIRST STEPS

the flight 93 national memorial act

On September 24, 2002, the Flight 93 National Memorial Act was passed by Congress, creating the Flight 93 National Memorial. The act authorizes 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 act charges the Flight 93 Advisory Commission with developing recommendations for the planning, design, construction, and long-term management of a permanent memorial at the crash site and submitting those recommendations to the Secretary of the Interior and Congress by September 2005. The commission and its other partners have agreed that the recommendations will be developed through this public design competition.

the temporary memorial

Visitors began coming to the site almost immediately after the crash, and three years later the site attracts more than 150,000 people annually. In 2004 visitors came from every state and more than 34 countries. When visitors arrive, they find a 40-foot-long section of fence surrounded with flowers, handwritten messages, and artwork. Flags of every size are flown. Visitors often leave whatever they have in their cars, including baseball hats, T-shirts, and personal photographs, as gestures conveying that they made the journey simply to pay their respects. Many record their thoughts in bound books kept at the site or write on blank cards and leave them in a weatherproof box.

the flight 93 archives

The tributes at the Temporary Memorial are being cared for by the Historical and Genealogical Society of Somerset County. The items not on view at the Temporary Memorial are stored employing recognized museum conservation techniques for the preservation of objects for future exhibition, study, and other educational purposes. The collection currently contains more than 20,000 objects and is growing daily. These archives will become the property of the Flight 93 National Memorial and be cared for by the National Park Service.

In addition to these materials, the archives will contain oral histories that tell the story of that day, in the words of family members of the passengers and crew, first responders, and community members who heard the plane roar overhead. The story of how people are coming together to create the national memorial and of the creative thinking of those who enter the design competition will also be told.

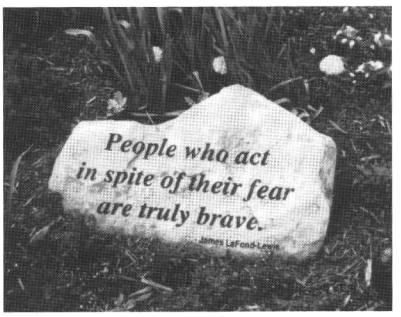
flight 93 national memorial, a new national park

Congress created the Flight 93 National Memorial as one of the newest additions to the National Park System. The National Park Service will manage development of the final design and construction drawings, and will be responsible for construction of the national memorial and its long-term stewardship.

Secretary of the Interior Gayle Norton at the Temporary Memorial.






People who act
in spite of their fear
are truly brave.






USA

05 THE COMMUNITY

somerset county

The Flight 93 National Memorial will be located in Somerset County, Pennsylvania.

The county is in the southwestern portion of Pennsylvania on a plateau between the Allegheny Mountains to the east and the Laurel Mountains to the west. The area is part of the Laurel Highlands of the Appalachian Mountains, a series of ridges, valleys, and glades offering rolling vistas.

a history of independent peoples

The rugged mountains to the east created a formidable barrier to early colonial settlers. Hunters, trappers, and traders inhabited the area, called "the land beyond the mountains," until after the French and Indian War. Christopher Gist, a scout for the Virginia Company, visited the area in 1751 and named the river he found there "Stonycreek." The area was officially opened to settlement in 1768. Stonycreek Township was formed in 1792, and Shanksville was founded with the building of a grist mill in 1798. Somerset County was established in 1795. The challenges of settling the area, including its sometimes harsh and lonely winters, were best met by settlers who were independent and self-reliant.

crossroads of history

Many Native American trails crossed the county and were later used as military and then civilian roadways. Two national roads cross the county. General Braddock used Nemocolin's Trail in his ill-fated military campaign in 1755. It later became the National Road and is now US Route 40. During the French and Indian War, General Forbes opened a road to the north that bore his name and was later known as the Lincoln Highway or US Route 30. The Pennsylvania Turnpike (US Route 76/70) bisects the farmland of Stonycreek Township as it crosses Somerset County from east to west.

Until the Civil War, the area was a predominantly German Protestant farming community. Shortly after the war, rail lines crossed the county and brought dramatic change. With the beginning of coal mining, timber operations, and the steel industry, the population increased, and the area attracted new immigrants, primarily from southern and eastern Europe. The region's natural beauty was well known, and several state parks were created as WPA projects in the 1930s. These drew campers and fishermen.

shanksville and stonycreek township

Shanksville is a small borough with a population of 245 and a handful of businesses, three churches, a volunteer fire station, and a school. It is a typically friendly, historic town with a strong commitment to family life. Stonycreek Township, which surrounds Shanksville, has a population of 2,200 and consists of many family farms and small communities such as Buckstown, Roxbury, Reels Corners, and Lambertsville. Many of the area's residents are retired. Others work their century-old family farms. Still others are employed by the light industry in adjacent communities or work in regional tourism and recreational services. With the decline in the steel and coal industry, the area has had to adapt and diversify its resources to improve a struggling local economy.

the ambassadors

Stonycreek Township is home to the Ambassadors, a group of 43 individuals whose lives also changed forever on September 11. These devoted citizens volunteer their time 7 days a week, 365 days a year, to serve as greeters at the Temporary Memorial, making sure that personal welcomes are offered, questions are answered, and directions are provided. Their sustained record of service is a remarkable tribute to the heroism and sacrifice of the passengers and crew of Flight 93.

06 THE ENVIRONMENT

mining

Over the past three to four decades, much of the area that will make up the Flight 93 National Memorial site was mined for bituminous coal, using surface and deep mining techniques.

The surface mines have been reclaimed and the deep mines have been closed and backfilled. The site is, therefore, a reconstructed landscape, with rolling hills, depressions, retention ponds, and reintroduced vegetation. The "natural-appearing" landscape that is emerging from this healing of the land will continue to evolve over the ensuing years. A legacy of the mining activity is contaminated groundwater in some areas at and near the site. Surrounding the reclaimed mine, nestled among mature trees and undergrowth, are private homes, farms, and hunting cabins. The National Park Service is preparing a General Management Plan for the national memorial that will provide stewardship for the land and the landscape.







Left: Historic log and stone cabins found throughout the region. Right: A dragline at work.

forests and agriculture

Early settlers described the area as consisting of lush rolling hills, bottoms, and glades with dense areas of pine, birch, cherry, sugar maple, oak, and chestnut trees. This habitat was ideal for the wildlife that sustained the original inhabitants—first the Monongahela, then the Shawnee, Iroquois, and Delaware. Hunters, trappers, and traders led the way for early settlers who began to clear the forests for subsistence farming. Later, with the advent of better equipment, farmers began to produce enough products to sell to the growing cities of the region. Residents continue to boil sap from sugar maple trees to produce maple syrup and sugar for themselves and their urban customers. The combined production of dairy and maple products led to the promotion of Somerset County as "the land of milk and maple."

historic architecture

In this community that dates back 250 years, many old structures survive. Red barns with decorative stars, log houses now covered with modern siding, and covered bridges are found throughout the area. Local craftspeople were ingenious in their use of locally available resources. Throughout Stonycreek Township and on the site itself, set in the hemlock grove, are small stone-cased cabins. Stone masonry is a local tradition, stemming from a large, early German population and a ready supply of sandstone building materials.

native vegetation

When the region was opened to railroads, many of the forests were harvested. Oak, maple, and chestnut trees were taken, as were many hemlocks. A grove of hemlock trees (*Tsuga canadensis linnaeus,* the state tree), remains on the site as part of the sacred ground and serves as a natural perimeter to the crash site. This grove of trees received the debris and human remains from the crash and stands as a sentry to the sacred ground.

Other native vegetation flourishes in the often thin soil of the region. Forest ferns grow among the trees. The mountain laurel *(Kalmia latifolia)* is the state flower and thrives on the shady mountain slopes of Somerset County. Wildflowers and lush grasses grow throughout the region.

wildlife

The site is rich in wildlife. Among the mammals in the area are white-tailed deer, foxes, wild turkey, hawks, owls, grouse, and small mammals including red and gray squirrels, raccoons, groundhogs, minks, skunks, muskrats, opossums, weasels, and cottontail rabbits. Black bears are seen in the forests and backyards of residents. The area supports nesting birds and attracts migratory species. Because the landscape of the Flight 93 National Memorial site was so drastically altered through strip-mining operations, the species of waterfowl and other birds found here differ from those in surrounding areas of the township. A small stream, Grove Run, in the southern portion of the site, provides habitat for amphibians and reptiles. Stonycreek River, flowing near the site, is stocked with trout for spring and summer fishing.





recreation

Hunting has long been a popular pastime in Stonycreek Township and the surrounding area. More than 15,000 acres of State Game Land and 64,702 acres of Farm Game projects in the county are open to public hunting. Anglers and white-water enthusiasts use the rivers of the area, particularly Stonycreek. Over the years, resorts, man-made lakes, and golf courses have been built to meet the increasing demand for access to the region's natural beauty. Winter sports such as cross-county and downhill skiing provide recreation for both residents and visitors.

a climate of changing seasons

The site and surrounding area experience the full range of seasons. Frequent summer rains water crops and produce lush vegetation. Autumn brings brilliantly colored foliage. The average temperature for January, the coldest month of the year, is 25 degrees Fahrenheit. During winter, portions of the site can be covered in 4- to 6-foot drifts of snow, and temperatures often dip below zero. Each winter the county receives an average of 88 inches of snow, which can remain on the ground from November through April. At this elevation, the first frost of the year can come in early September, and late spring frosts can linger into June. The average temperature for July, traditionally the warmest month, is 80 degrees Fahrenheit. The site is sometimes shrouded in fog, severely restricting visibility.

The wind rarely ceases to blow at this hilltop site. This prevalent wind ranges from a soft breeze to a more powerful, even potentially threatening wind of higher velocity, most commonly from the north and west. Commercial wind farms that use windmills more than 200 feet tall to generate electricity are found at several locations in the county, and more are planned. One such site is visible in the distance from the Flight 93 Temporary Memorial.

contrails and sky patterns

Any description of the site environment would be incomplete without mentioning the sky patterns formed by the contrails of airplanes making their way from one part of the country to another. This is particularly dramatic on clear days when atmospheric conditions are conducive to contrail formation. Because of the rural nature of the area, the night sky is very dark, providing the stargazer brilliant views of the constellations.



07 THE DESIGN PROGRAM

the mission statement

The Flight 93 National Memorial will include the crash site as well as the fields and hillsides that comprise the memorial's setting as illustrated by the Recommended Boundary Map. The meaning of the National Memorial is embodied in the preamble to the Mission Statement: *A common field one day. A field of honor forever.*

May all who visit this place remember the collective acts of courage and sacrifice of the passengers and crew, revere this hallowed ground as the final resting place of those heroes, and reflect on the power of individuals who choose to make a difference.

the charge

This International Design Competition gives all registered participants an opportunity to present design ideas for a *memorial expression* that portrays the issues, ideas, and passion contained in the Mission Statement. The *memorial expression* may range from an individual piece of art to larger treatments of the landscape, and should be integrated into the entire Flight 93 National Memorial site.

the experience

Visitors to the Flight 93 National Memorial should be able to experience the inherent poetry of the site and the power of the event. This experience should be a continuous flow beginning with the approach through the Laurel Highlands, the expansive landscape that surrounds the memorial site and the nearby small towns and farms. Upon entering the site, visitors will traverse south through reclaimed and natural landscapes, then arrive at viewpoints that reveal the crash site, and finally journey through the Bowl to the Sacred Ground. There should be a seamless flow of perception and information that ultimately focuses on the crash site and the extraordinary acts of the passengers and crew of Flight 93.

The Bowl.



preliminary site organization

To give a context for design ideas, a potential Site Organization Diagram has been prepared (following this section and in section 9). This diagram represents careful analysis and projections about how this site (project limit of approximately 1,250 acres) might be organized or zoned to create an appropriate visitor experience.

- Competition participants may locate their memorial expression anywhere in the Resource Protection & Visitor Use area shown on the Site Organization Diagram.
- Any design intervention within the Sacred Ground must be minimal and respect the Sacred Ground as a place of human interment.
- Access to the Sacred Ground will be limited to families and National Park Service personnel for an as yet unspecified period of time. Control of this area must, therefore, be considered in design proposals.
- Participants are welcome to modify the suggested site organization in their design concepts.

The Site Organization Diagram depicts the physical location and possible functions of the zones. These areas are defined below.

THE GATEWAY

The Gateway is at the entrance to the Flight 93 National Memorial. This zone includes the land immediately north and south of Route 30. Roads and paths within this zone will provide a safe and visible entrance experience for visitors. The entrance and exit must be from Route 30 in all design entries and submittals.

The function of this zone would be to provide appropriate access that complements the intended purpose and feeling of the national memorial. The Gateway area could also orient visitors to the national memorial and provide limited services ranging from small-scale exhibits and limited site treatments to more extensive site developments and facilities. A visitor information center, if proposed for this zone, could provide an orientation theater, introductory exhibits, an information desk, restrooms, and parking. A collections facility located in this area could allow visitors to view the Flight 93 Archives. If competitors propose a visitor shuttle as part of their design concept, the shuttle could depart from and return to this location.

The Sacred Ground.





The hemlock grove.

THE APPROACH

Located between the Gateway and the Bowl, this area includes both natural and reclaimed landscapes. Reclamation work will be completed prior to construction of the national memorial. This will include removal of mining equipment, remediation of mining facility and storage areas, and filling of the deep mine entrance. The work will not significantly change the land's contours or vegetation, or include the removal of certain buildings, such as the shower house.

The function of this zone would be to prepare visitors for a moving and historic experience. This zone would be critically important to shaping visitors' experience and providing access to the Ridge as visitors move closer to the Sacred Ground.

THE BOWL

The bowl-like topography of this area is defined by the higher elevations of land to the north and west. The area includes both natural and reclaimed landscapes. The Temporary Memorial is located within this zone, as is the grassy mound used by the families to view the crash site on their initial visits. The current roadway, Skyline Road, is expected to be closed to through traffic. Specific treatments of the roadway will be explored further in Stage II of the competition. Vehicles will be limited to National Park Service vehicles and to shuttle vehicles, if included in the design.

The Bowl provides views to and from the Sacred Ground and could be the focus of the visitor experience. Competitors may incorporate the interactive potential of the Temporary Memorial into their designs for the permanent memorial.

THE RIDGE

The Ridge is the high ground surrounding the Bowl. It offers views of the crash site and encompasses the draglines (large surface mining machinery that remains at the site) and the staging area for recovery operations. Competitors may suggest removal of the draglines or inclusion of them in their design concepts. The scrap yard currently located in this zone will be removed, and the land remediated. Removal or adaptive reuse of the welding shop and buildings employed for recovery efforts may be proposed.

The Ridge could provide opportunities for interpreting the messages contained in the Mission Statement. Exhibits explaining the events of that day could be housed in structure(s) and/or integrated into the landscape. A visitor information center with interpretive exhibits, an interpretive film, and facilities such as restrooms could be located in this area. A collections facility situated in this zone could give visitors access to the Flight 93 Archives. This zone could also provide parking for the vehicles of memorial visitors and serve as a stop on a shuttle system if proposed in a design.

THE SACRED GROUND

This area, delineated by the "outer fence," includes the actual crash site and debris field, and the grove of hemlock trees impacted by the crash. The crater left by the crash has been filled, and damaged trees have been removed. This is the final resting place of the passengers and crew of Flight 93. The public will not be allowed access to the Sacred Ground; access will be limited to families of the passengers and crew of Flight 93 for a specified period of time that is yet to be determined, and to authorized National Park Service personnel.

Both the meadow and the grove are areas for reflection and solace for the family members and are considered "hallowed ground." A survey of the families indicates that further intervention in this area should be of minor impact and that the area should be treated in a sensitive manner. The cottages and other remaining structures may be utilized by the families as places of shelter and solace or by the National Park Service for security needs. A sufficient transition area and control devices (fences, landforms, etc.) should be considered around the Sacred Ground to protect it from unauthorized access. *Memorial expressions* located in this area should integrate these control devices in the design.

planned facilities

The Flight 93 National Memorial will eventually include a *memorial expression* and visitor and operations facilities. Anticipated facilities planned for the memorial and their maximum projected sizes are as follows:

- Memorial Expression (ranging from an art piece or installation to larger landscape treatments)
- Visitor Information Center (including exhibition and office space)—not to exceed 14,000-square-foot building
- Maintenance Facility—not to exceed 7,500-square-foot building
- Archival and Collections Storage Facility—not to exceed 7,300-square-foot building
- Roads, trails, parking (200 spaces for cars, buses, and recreational vehicles), and utilities

Competitors may use these facilities as a part of, or in support of, their design concepts. The facilities should be included in the submission if their location strengthens the memorial expression and the overall design concept. However, competitors are not required to incorporate the facilities in their design concepts or to design the facilities. Competitors should consider the impact of buildings and structures on both the landscape and the visitor's experience. If the facilities are included in the design concept submission, the visitor's experience of the national memorial should not be compromised by the placement or design of buildings. Locations for operations, maintenance, materials storage, etc., will be further explored in Stage II.

proposed budget

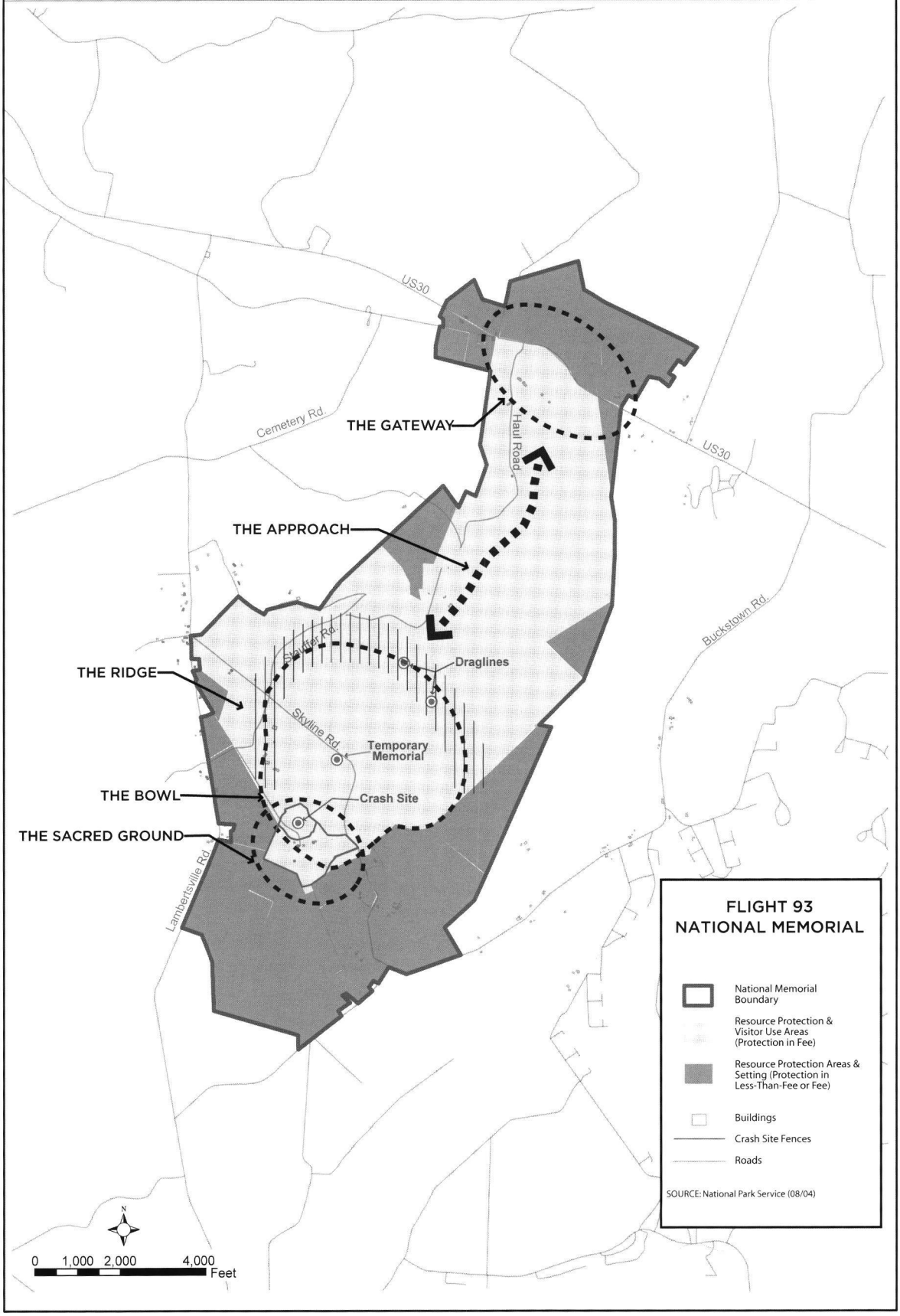
Memorial expression design concepts proposed for this International Design Competition should be achievable within a budget of $20 million. This budget has been established for planning and comparison purposes. Detailed costs for the *memorial expression* will be developed in Stage II of the competition. Capital costs for other improvements will be explored in Stage II or as part of subsequent designs for specific improvements.

stewardship of the environment and sustainable design

The Flight 93 National Memorial should reflect the stated commitment of the United States of America and the national memorial to respect and maintain natural landscapes. Developments created within the National Park System will be designed and constructed in accordance with high standards of sustainable design. The majority of the projected Flight 93 National Memorial site has been dramatically altered by deep and open pit mining. The current landforms and plant life are a result of reclamation and have created a landscape of peacefulness and tranquility that is valued by the families of Flight 93 and other visitors. The design of any new structures and site improvements should consider the current state of the land and how it might evolve in the future. Future landscape management strategies may be proposed to encourage the reclamation process and ensure the continued evolution of this unique place.

Flight 93 National Memorial
Somerset County, Pennsylvania

Site Organization Diagram



08 DESIGN COMPETITION REGULATIONS

These Regulations set forth the rules under which this International Design Competition is conducted. Agreement by any Designer or Design Team to participate in any facet, event, or element of the Design Competition requires compliance with any and all Competition Regulations.

1. COMPETITION PROCEDURE

1.1 Call for Entries: A broad advertisement will be placed to announce the Competition. The advertisement will appear in national and international magazines of the design professions, in trade and local newspapers, and in mailings to those who have expressed interest prior to this Call for Entries. Individuals or teams interested in participating in the competition must either (1) submit a written request and a nonrefundable $25 registration fee by mail for the Competition Packet at the official competition address or (2) register on the official Competition website www.flight 93memorialproject.org with payment of the nonrefundable registration fee by credit card. All requests and registration fees must be received no later than 15 calendar days before the final date for Submission of Design Concepts as set forth in the Competition Schedule.

Upon receipt of the appropriate request and fees, the Competition Packet will be forwarded to the Participant by return mail. Competition Packets will not be transmitted by fax, but will be delivered by express delivery service upon receipt of a self-addressed and prepaid express delivery package enclosed with the request and fee.

1.2 Registration of Participant: There are two options for official Registration of Participant: (1) a written request for the Competition Packet and payment of the registration fee, or (2) registration on the official Competition Website and payment by credit card. Registered Participants will receive a Registration Number as well as all the Design Program updates, questions and answers, and other information that is relevant to the operation and organization of the Competition. A potential Participant must be officially registered to submit an Entry in this Design Competition. If a team is entering, only one member of that team must be registered and the entire team must use the individual's Registration Number on their submittal.

1.3 Stage I Competition Period: The Stage I Competition Period shall begin on the first day that Registration is open and continue until the due date for Submission of Stage I Design Entries as set forth in the Competition Schedule.

1.4 Stage I Site Visits: Participants will be given an opportunity to attend a briefing and have a guided tour of the site of the Flight 93 National Memorial. Since of the land is in private ownership, such opportunities will be extended only on the days set forth in the Schedule. Site visits will be facilitated by representatives of the Partners, who will be available to answer questions regarding the site and events. Information imparted during the site visit is for the Participants' further understanding of the site and events, and is not to be considered as official communications or program directives unless issued in accordance with Section 2. Communications of these Competition Regulations.

1.5 Question and Answer Period: The Participants will be given one opportunity during Stage I to submit written questions and requests for additional information. All questions received from Registered Participants will be answered, and copies of all questions and answers will be sent simultaneously to all Registered Participants. Questions may be submitted by mail, fax, or email to the Competition Advisors at the Competition Address. Responses will be mailed to all Registered Participants and posted on the Competition Website.

1.6 Submission of Stage I Design Entries: All Design Entries shall be received at the designated Competition Address by 5:00 pm EST, on the date indicated on the Design Competition Schedule. The Entry shall conform to the Mandatory Requirements for Stage I Entry and Anonymity of Stage I Design Entry as stated in these Design Competition Regulations.

Upon receipt of Entries, the Competition Advisors will review each Entry, confirm the Registration of Participant, check the Entry for compliance with Mandatory Requirements, catalog all complying Entries, and place the complying Entry on exhibit for Evaluation, in accordance with Section 1.8 of these Competition Regulations.

Should any Entry be found in noncompliance with these Competition Regulations, the Competition Advisors will notify the Design Oversight Committee (representing the Partners) of the situation and recommend an action. The Committee will make the final decision concerning qualification or disqualification of the Entry. If the Entry is disqualified, the Competition Advisors will remove the Entry from Competition and notify the Entrant by mail of the Committee's action. The noncomplying Entry will be returned to the sender. The determination by the Design Oversight Committee is final and not subject to appeal. The Entrant found in noncompliance will forfeit the $25 registration fee.

1.7 Late Entries: A Design Entry will be considered late if received after 5:00 pm EST, on the day set forth in the official Competition Schedule. Entries received after the specified time will not be considered in the Competition and will be returned unopened to the sender.

1.8 Stage I Evaluation and Selection: All Entries complying to the requirements of Section 4 of these Competition Regulations will be exhibited in a format that allows each Entry to be viewed and evaluated equally and without prejudice. The exhibit will be available at scheduled times, first for the families of Flight 93, second for the other Partners, third for the general public, and fourth for the Stage I Jury. All observers will be given the opportunity to provide written comments that will be shared with the Stage I Jury. Access to the exhibit will be strictly monitored at all times. Unauthorized individuals will not be allowed in.

The Stage I Jury will be responsible for analyzing and evaluating all complying Entries and selecting a minimum of three (3) and a maximum of five (5) Entries to be invited to participate in Stage II of this Design Competition. The Stage I Jury may, at its discretion, select a maximum of ten (10) honorable mentions in recognition of exemplary work by the Entrants. Entries to be invited to participate in Stage II will be notified by the Competition Advisors, and results of Stage I will be posted on the Competition Website. The Stage I Jury will issue a report recording their findings and decision.

1.9 Stage II Competition Briefing: The Stage II Participants will be required to attend a mandatory Briefing with the Competition Advisors, the Design Oversight Committee, and representatives of the Partners. The Briefing will include clarification of Schedule and procedures, Stage II Submission Requirements, coordination of 3-D models and modeling, expectations of Stage II activities, dissemination of other information that is timely and appropriate, and guided tours of the Flight 93 National Memorial site.

1.10 Site Master Plan Workshop: In conjunction with the Competition Briefing, the Stage II Participants will participate in a facilitated workshop to create individual Master Plans for the Flight 93 National Memorial site. The goal of the Workshop is to have the Stage II Participants collaborate on creating planning frameworks for the site that provide an appropriate context and site structure for their individual design concepts that are to be further defined in Stage II, and to consider incorporation of facilities and program elements necessary to support the visitor experience.

1.11 Stage II Competition Period: The Stage II Competition Period shall begin on the first day following the Stage II Competition Briefing and Site Master Plan Workshop and continue until the due date for Submission of Stage II Designs as set forth in the Competition Schedule.

1.12 Question and Answer Periods: The Stage II Participants will be given two opportunities in Stage II to submit written questions and requests for additional information. All questions received from Stage II Participants will be answered, and copies of all questions and answers will be sent simultaneously to all Stage II Participants. Questions may be submitted by mail, fax, or email to the Competition Advisors at the Competition Address. Responses will be mailed to all Stage II Participants and will be posted on the Competition Website.

1.13 Stage II Site Visits: In addition to the Competition Briefing site visit, Stage II Participants will be given the opportunity to schedule one private escorted site visit to the overall site, including the Sacred Ground. This visit will be scheduled during the Stage II competition period through the Competition Advisors and is subject to availability of representatives of the Partners.

1.14 Submission of Stage II Designs: All Stage II Design Submissions shall be received at the designated Competition Address by 5:00 pm EST, on the date indicated on the Design Competition Schedule. The Submission shall conform to the Mandatory Requirements for Stage II Design Submission as stated in these Design Competition Regulations and finalized at the Competition Briefing for Stage II Participants.

Upon receipt of the Submission, the Competition Advisors will record such receipt, examine the Submission for compliance to Submission Requirements, catalog the materials submitted, and place the Submission on exhibit for Evaluation.

Should any Submission be found in noncompliance with the Competition Regulations, the Competition Advisors will notify the Design Oversight Committee of the situation, present to the Committee the situation, and offer a recommendation for action. The Committee will make the final determination for action concerning qualification or disqualification of the Submittal. The Competition Advisors will notify the Stage II participant of the decision of the Committee. The decision of the Design Oversight Committee is final and not subject to appeal. A finding of

disqualification will result in forfeiture of the Competition Honorarium established for that Stage II Participant and described in Section 7 of the Competition Regulations.

1.15 Stage II Evaluation and Selection: All Stage II Design Submissions complying to the requirements of Section 5 of these Competition Regulations will be exhibited in a format that allows all Submissions to be viewed and evaluated equally and without prejudice. The exhibit will be available at scheduled times, first for the Stage I Jury, second for the families of Flight 93 and the Partners, and third for the Stage II Jury.

The Stage I Jury will analyze each submittal and make a determination that the integrity of the design concept continued from the Stage I Entry to the Stage II Submittal. Should the Stage I Jury determine that the Participant's Stage II Submittal does not build upon, develop, or evolve the Participant's Stage I Design Entry, the Jury will inform the Competition Advisors and recommend that the Design Submission be placed out of competition. The Competition Advisors will notify the Design Oversight Committee of the situation, and present to the Committee the situation and a recommendation for action. The Committee will make a final determination concerning qualification or disqualification of the Submittal. The Competition Advisors will notify the Stage II participant of the decision of the Committee. The decision of the Design Oversight Committee is final and not subject to appeal. A finding of disqualification will result in forfeiture of the Competition Honorarium established for that Stage II Participant.

The families of Flight 93 and the Partners will have an opportunity to privately view the qualifying Submittals on exhibit and provide their written comments for consideration by the Stage II Jury. The complying Stage II Design Submissions will also be posted on the Competition Website and families of Flight 93 will have an opportunity to provide comments by email for the Stage II Jury.

Following the private viewing time of the families of Flight 93 and the Partners, the exhibit will be open to the public. Visitors will be given the opportunity to provide written comments for consideration by the Stage II Jury.

The Stage II Jury will be responsible for evaluating all complying Submittals and considering the comments of the families of Flight 93 and the Partners. The Stage II Jury will, through careful analysis and deliberation, select the winning Submittal and record the selection in a written report to the Partners.

1.16 Partners Approval and Adoption: The Design Oversight Committee will receive the Report of the Stage II Jury and will forward the Report to their constituent Partner groups for review (Families of Flight 93, Flight 93 Memorial Task Force, Flight 93 Advisory Commission, and the National Park Service). The Flight 93 Advisory Commission will receive the Report of the Stage II Jury and the review of the constituent Partner groups (including the members of the Advisory Commission) and adopt the report of the Jury, establishing the winner of the Memorial Design Competition.

1.17 Public Exhibition of Design Competition: Following the decision by the Flight 93 Advisory Commission, it is anticipated that the exhibit of the 3-5 Stage II Design Submittals as well as any Honorable Mentions awarded in Stage I and the Design Competition process will be available to the public. The Exhibition will also be posted on the Competition Website.

2. COMMUNICATIONS

No Stage I or Stage II Participant or Participant's representative shall communicate with any member of the Families of Flight 93 or with any member of any of the Partner organizations, the Stage I Jury, the Stage II Jury, the Ambassadors, the Design Oversight Committee, or the Competition Advisors on matters of this Design Competition except as provided in these Design Competition Regulations. Should any such communication occur, the Participant and his or her Entry or Submittal is subject to disqualification with forfeiture of all fees and honoraria. The Competition Advisors shall report any noncomplying communications with their recommendation for action to the Design Oversight Committee. The decision of the Design Oversight Committee is final and not subject to appeal.

If any Participant desires information of any kind in regard to the Design Competition, the Design Competition Regulations, the Design Program, or the site, the Participant shall ask for this information by mail, fax, or email to the Competition Advisors at the Competition Address. In addition to the Competition Briefing, there will be one (1) Question and Answer Period in Stage I and two (2) Question and Answer Periods in Stage II.

All questions received in accordance with the Competition Schedule will be answered in accordance with the Design Competition Regulations. The authorship of the questions shall remain anonymous.

Upon publication by the Competition Advisors and upon receipt by the Competition Participants, the Questions and Answers become part of the Competition Program and shall be interpreted as such.

3. ANONYMITY OF STAGE I DESIGN ENTRY

The Design Entry shall bear no name or mark that could serve as a means of identification, nor shall any Participant directly or indirectly reveal the identity of the Design Entry, or communicate regarding the Competition with the Families of Flight 93 and the Partners, the Design Oversight Committee, or the Competition Advisors except as provided in the Design Competition Rules. It is understood that in submitting an Entry, each Participant affirms compliance with the foregoing provisions regarding anonymity and agrees that any violation of them renders, at the Competition Advisors' sole discretion, the Entry disqualified from the Competition.

Each Entry or Submission must have, adhered to the back of the Design Entry board or Submission boards, a plain, opaque, sealed envelope without any inscriptions or mark of any kind, containing the name and address of the Participant. All Entry Submissions shall be double-wrapped. The outer wrapping shall be used for the Competition Address, the return address of the Participant, and the Participant's Registration Number. The inner wrapping of opaque paper shall have the Participant's Registration Number, but shall bear no other mark or identification of any kind. The Participants will remain anonymous to the Stage I Jury until the Stage I Jury has determined the Stage II Participants and any honorable mention awards.

4. MANDATORY REQUIREMENTS FOR STAGE I DESIGN ENTRY

The Design Entry is intended to provide explanation of a design concept responding to the Mission Statement and Design Program, including narrative description and graphic descriptions (i.e., plans, elevations, perspectives, renderings).

4.1 The Design Entry shall be mounted on one (1) board of a minimum 1/4"-thick rigid board or stock (foam core or other lightweight material), shall be 30" x 40" format (long dimension vertical) with total thickness of drawing, rigid stock, and any additional mounted material a maximum of 1" thick; and must include the following information:

• A title and drawing scale (if appropriate) shall be indicated for all drawings;

• Overall site plan of the site with appropriate scale designation containing annotation depicting key elements of the design;

• Sections, elevations, or perspectives as desired to depict any of the key design elements;

• A narrative not exceeding two hundred fifty (250) words in length shall explain how the Entry addresses the Mission Statement. This narrative shall be in the English language and included on the exhibit side of the Design Entry board; and

• A sealed envelope adhered to the back of the Entry Board indicating Participant's name (as prescribed in 3. Anonymity of Stage I Design Entry).

4.2 The method of depicting the Design Entry (drawing, color, photography, etc.) shall be at the discretion of the Participant.

5. MANDATORY REQUIREMENTS FOR STAGE II DESIGN SUBMISSIONS

The intent of Stage II of the Design Competition is to refine the Stage I Design Entry to a level that fully explains the spatial, material, and symbolic attributes of the Design Entry. The Stage II Participants may be requested to submit the following:

5.1 A maximum of four (4) 30" x 40" boards illustrating the concept, including plans, sections, elevations, perspectives, narratives, and diagrams to fully explain the design concept in a way that is accessible and understandable;

5.2 A three-dimensional physical model illustrating the design concept;

5.3 Sufficient information on the refined design to allow incorporation of the design concept into a standard computer model of the site (to be prepared by others);

5.4 A full team of required professionals to execute professional design services as required to implement the design; and

5.5 A detailed construction budget appropriate to the design. Based on the scope and content of the selected Stage I Design Entries, the specific requirements of the Stage II Design Submission will be refined and specific requirements distributed to the selected Participants at the Stage II Briefing. Drawing and model scales, media, and presentation composition will be established to best portray the 3-5 design concepts in an equal and unbiased manner, and to provide the ability for everyone viewing the Stage II Design Submissions to understand and compare the design concepts.

6. THOSE ELIGIBLE TO COMPETE

Participation in this Design Competition is open to all individuals or teams who register in accordance with Section 1.2 of these Competition Regulations. The intent of this Design Competition is to solicit as broad a range of ideas as possible and that there should be no limitation or requirements of professional design qualification in Stage I of the Design Competition. Should an individual or team be invited to participate in Stage II of the Design Competition, and the individual or team does not have the professional qualifications to execute appropriate Design Development, Construction Documents, and Construction Administration Services, the individual or team will be required to identify a professional design team (during Stage II) to ensure the constructability and implementation of the design. The composition and criteria for the full professional design team will be established at the Stage II Competition Briefing. If requested, the Partners will provide assistance for nonprofessionals in identifying a professional design team.

No member of the Board of Families of Flight 93, the Flight 93 Memorial Task Force, the Flight 93 Advisory Commission, the Flight 93 Ambassadors, and their staff consultants, committees, subcommittees, or task forces shall be eligible to participate in this Design Competition. Persons having served on the aforementioned groups are eligible to compete if they have formally tendered their resignation in writing to the appropriate chairperson or cochairperson as of 30 days prior to the beginning of Stage I.



Philomena Nacke, mother of Flight 93 passenger Louis Nacke II, with Ambassador Chuck Wagner.

7. COMPETITION HONORARIA AND EXPENSES

Those individuals or teams that are invited to participate in Stage II of this Design Competition become eligible to receive a $25,000 Honorarium. The Honorarium will be paid upon submission of a design concept in accordance with the Mandatory Requirements for Stage II. There is no compensation for Stage I Participants.

For Stage II Participants, approved travel expenses to attend the Stage II Briefing and Master Plan Workshop will be reimbursed. Expenses will be limited to economy airfare, ground transportation, lodging, and meals for three individuals per team. All expenses shall be pre-approved by the Design Oversight Committee and shall be invoiced (accompanied with copies of receipts) for payment.

8. DISQUALIFICATION

The Design Oversight Committee, as representative of the Families of Flight 93 and the Partners, has final determination on any and all disqualifications arising during the Competition Procedure. Issues requiring resolution will be forwarded by the Competition Advisors to the Design Oversight Committee. The Competition Advisors will present their findings to the Committee in an expedient and fair manner. The Committee will make its decision, and its determination will be final.

Disqualification will occur should any Registrant commit an act (or acts) that is (are) in conflict with the Design Competition Regulations.

9. STAGE I JURY

The Jury for Stage I of the Design Competition will consist of nine (9) voting members and one (1) nonvoting recorder as follows:

9.1 Two (2) members of the families of Flight 93;

9.2 Four (4) design professionals;

9.3 Three (3) additional members from the local and larger national community of which two may be drawn from the Partners; and

9.4 One (1) nonvoting recorder.

All members for the Stage I Jury are to be approved by the Flight 93 Advisory Commission after receiving recommendations from the Design Oversight Committee acting as representatives of the Partners.

The task of the Stage I Jury is defined in the Competition Procedure. Communication between the Stage I and Stage II Juries shall be limited to that provided for in the Competition Procedure.

10. STAGE II JURY

The Jury for Stage II will consist of fifteen (15) voting members and one (1) nonvoting recorder comprised and selected as follows:

10.1 Eight (8) members from the families of Flight 93 and the Partners (Families of Flight 93, Flight 93 Memorial Task Force and the National Park Service);

10.2 Seven (7) additional members, including design professional and civic leaders drawn from the local and larger national community; and

10.3 One (1) nonvoting recorder.

All members of the Stage II Jury are to be approved by the Flight 93 Advisory Commission after receiving recommendations from the Design Oversight Committee acting as representatives of the Partners.

The task of the Stage II Jury is defined in the Competition Procedure. Communication between the Stage I and Stage II Juries shall be limited to that provided for in the Competition Procedure.

11. COMPETITION ADVISORS

The Competition Advisors are retained by the Families of Flight 93 on behalf of the Partners to oversee the Design Competition procedure. The Competition Advisors 1) are the sole contact of, and representative for, the Participants during the Competition Procedure; 2) will organize and coordinate all activities of the Design Competition to ensure an equitable, open, and clear process leading to decisions by the Design Juries; and 3) will facilitate meetings as required for the orderly execution of the Design Competition. The Competition Advisors for this Design Competition are:

Donald J. Stastny FAIA FAICP
StastnyBrun Architects, Inc.
Portland, Oregon

and

Helene Fried
Helene Fried Associates
San Francisco, California

12. OWNERSHIP OF PHASE I ENTRIES AND PHASE II SUBMITTALS

Any and all materials submitted for any phase or event in this International Design Competition will be donated to the Flight 93 Archives, which are currently the property of Somerset County, and which will eventually become the property of the National Park Service. Material will be appropriately archived according to museum standards and be permanently housed in the Flight 93 National Memorial archives and collection, National Park Service, U.S. Department of the Interior.

13. EXHIBITION OF ENTRIES AND SUBMITTALS

The Partners reserve the right to exhibit all Phase I Entries and Phase II Submittals that are submitted and in compliance with the Competition Procedure. Furthermore, the Partners reserve the right to use or display any and all material for educational purposes, publication, documents, videos, or fund-raising purposes at its discretion. The author or authors of any Phase I Entry or Phase II Submittal will retain the copyright for their work. The Partners shall give appropriate credit to the author or authors of any material used.

14. AGREEMENT BETWEEN THE PARTNERS AND THE MEMORIAL DESIGNER

Upon selection by the Stage II Jury and adoption of the recommendation of the Stage II Jury by the Flight 93 Advisory Commission, the author or authors of the winning Memorial Design will be invited to negotiate a contract with the National Park Service to provide professional services to implement the design selected from the Design Competition process. The National Park Service, will manage the development of final design and construction drawings, as well as the construction, of the Flight 93 National Memorial. The project partners will remain involved throughout the process. Since the Design Competition results will be used to solicit and allocate capital improvement funds, and construction may be phased as funds become available, the Partners reserve the right to request modification in the program or design prior to detailed design and construction documentation. At any time, the Partners reserve the right not to proceed with the project.

15. COMPETITION ADDRESS

The official address for this Design Competition is as follows:

Design Competition
Flight 93 National Memorial
National Park Service
109 West Main Street, Suite 104
Somerset, PA 15501-2035

T: 800 244-6515
F: 800 240-0866

This address, telephone, and fax number shall be the recipient of all inquiries, registrations, entries, submittals, questions, and other communications that are a part of, or response to, the Competition Regulations.

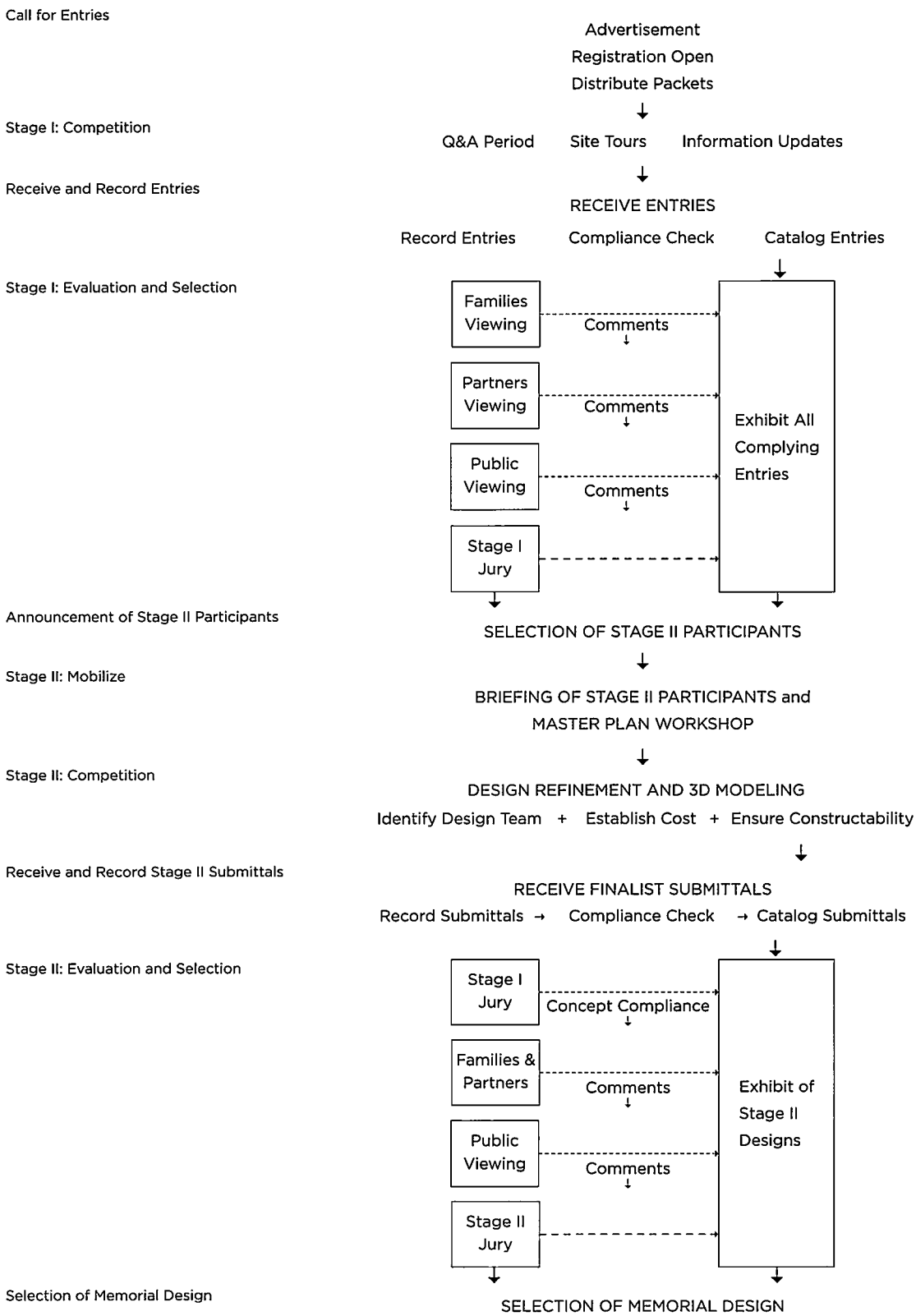
16. PROCESS DIAGRAM (see page 24)

The Process Diagram is hereby appended to, and is part of, the Competition Regulations. The Diagram presents an overview of the Competition Procedure, so that the Participant can understand the relationship between the various activities and tasks within the Competition Procedure.

17. COMPETITION SCHEDULE (see page 25)

The Design Competition Schedule is hereby appended to, and is part of, the Competition Regulations. It lists the sequence of events and the deadlines in accordance with the Competition Procedure. Modifications to the Competition Schedule, if made, will be issued to all Registered Participants as addenda.

16. PROCESS DIAGRAM



17. COMPETITION SCHEDULE

COMPETITION REGISTRATION BEGINS	September 11, 2004
SITE VISITS	October 21 / November 13 / December 4
QUESTION/ANSWER PERIOD I	
• Last Day to Submit Questions	November 29
• Response to Questions Distributed	December 13
COMPETITION REGISTRATION ENDS	December 27
STAGE I DESIGN ENTRIES DUE	**January 11, 2005**
EXHIBITION OF STAGE I DESIGN ENTRIES	
• Family and Partners Private Viewing	January 15–18
• Public Viewing	January 19–23
• Stage I Jury Viewing and Deliberations	January 24–26
• Ongoing Public Viewing	January 27–February 26
SELECTION OF STAGE II PARTICIPANTS	January 27
ANNOUNCEMENT OF STAGE II PARTICIPANTS	**February 4**
BRIEFING AND STAGE II MASTER PLAN WORKSHOP	February 24–25
QUESTION/ANSWER PERIOD II	
• Last Day to Submit Questions	March 18
• Response to Questions Distributed	March 25
QUESTION/ANSWER PERIOD III	
• Last Day to Submit Questions	April 15
• Response to Questions Distributed	April 22
STAGE II DESIGN SUBMISSION DUE	**June 15**
TECHNICAL EVALUATIONS	June 16–22
EXHIBITION OF STAGE II DESIGN SUBMISSIONS	
• Stage I Jury Confirmation	June 23
• Family and Partners Private Viewing	June 24–29
• Public Viewing	July 1–30
• Stage 2 Jury Viewing and Deliberations	August 1–3
PREPARATION OF JURY REPORT	August 4–14
PRESENTATION OF JURY DECISION TO PARTNERS	August 15–September 2
ANNOUNCEMENT OF SELECTED MEMORIAL DESIGN	**September**
PUBLIC EXHIBITION OF COMPETITION	August 15–September 30, 2005

09 MAPS, DIAGRAM, AND AERIAL PHOTO

The information contained in these maps and the diagram and the aerial photo reflect current information as of the date of publication and may be revised during Stage II if updated information is available.

Region

Mining Legacy

Flight Path

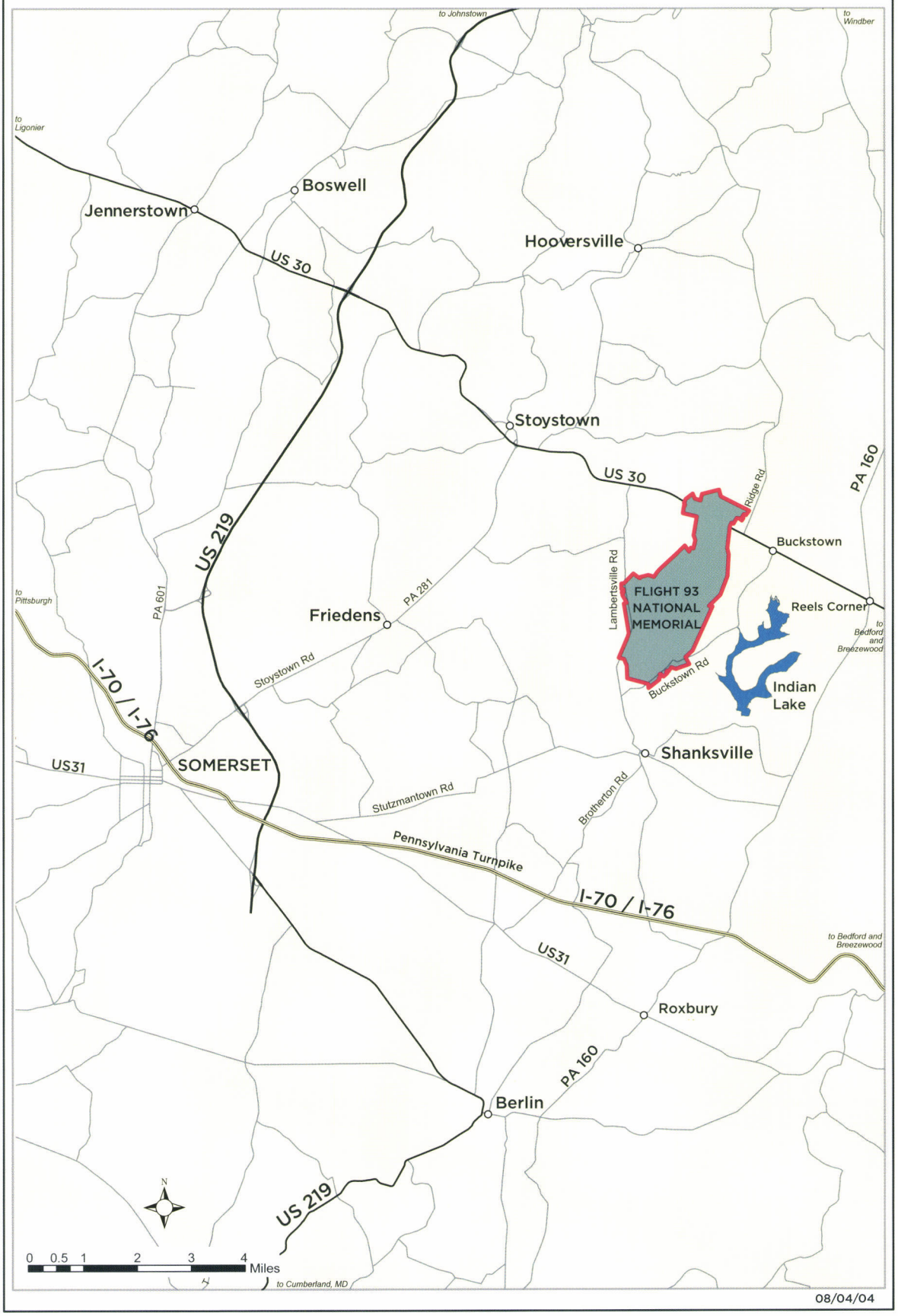
Site Organization Diagram

Aerial Photo

Base Map (in folder)

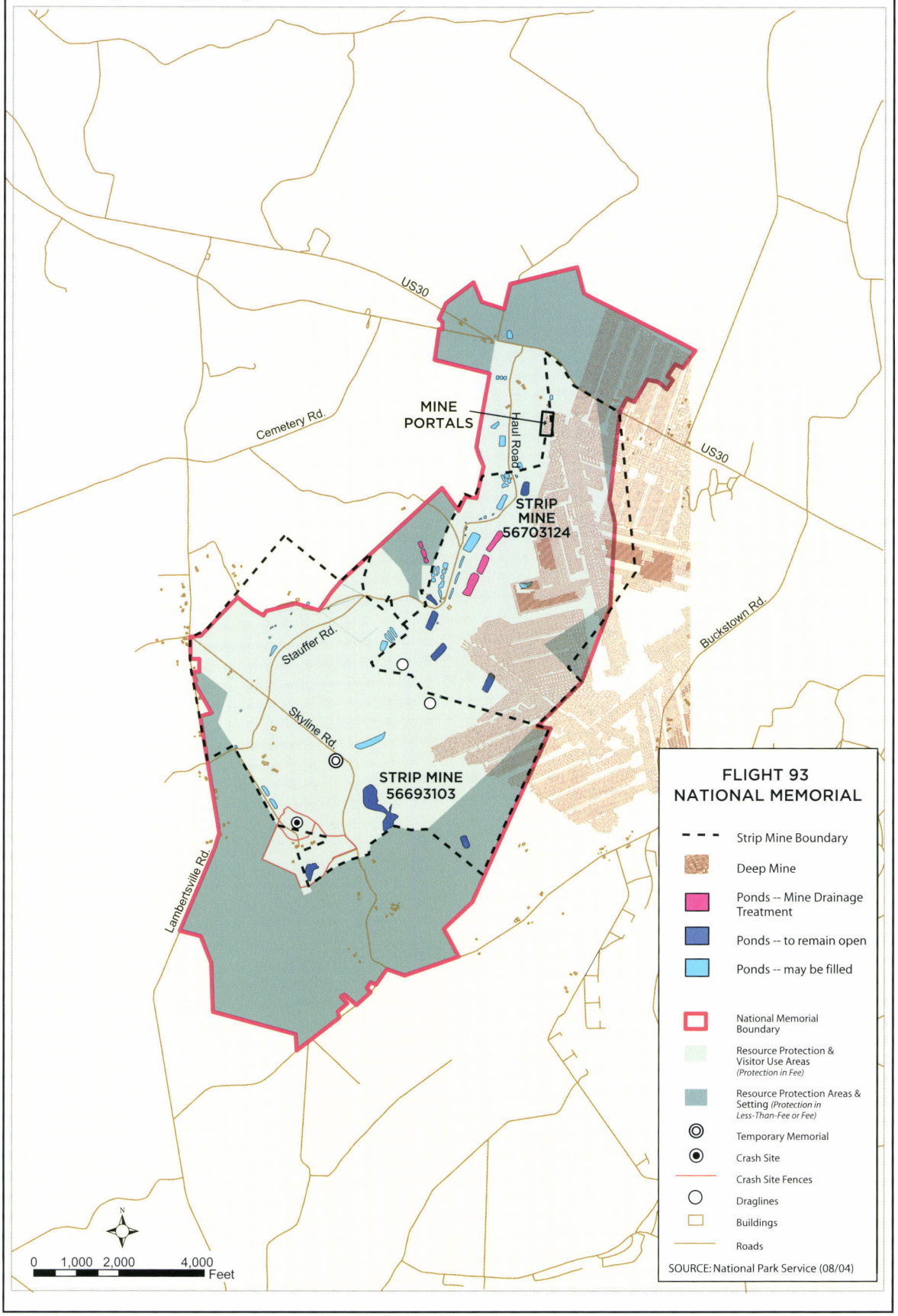
Flight 93 National Memorial
Somerset County, Pennsylvania

Region



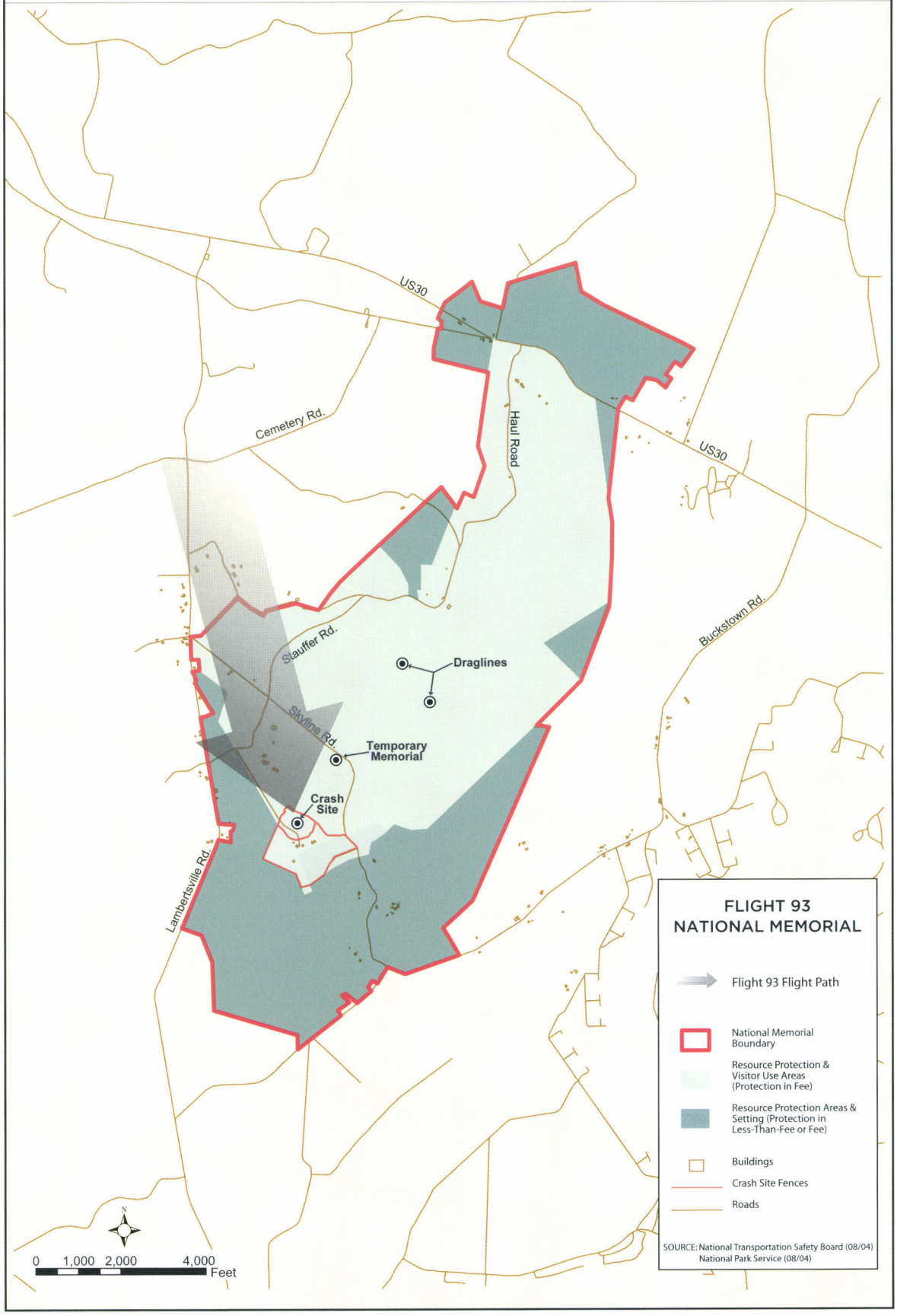
Flight 93 National Memorial
Somerset County, Pennsylvania

Mining Legacy



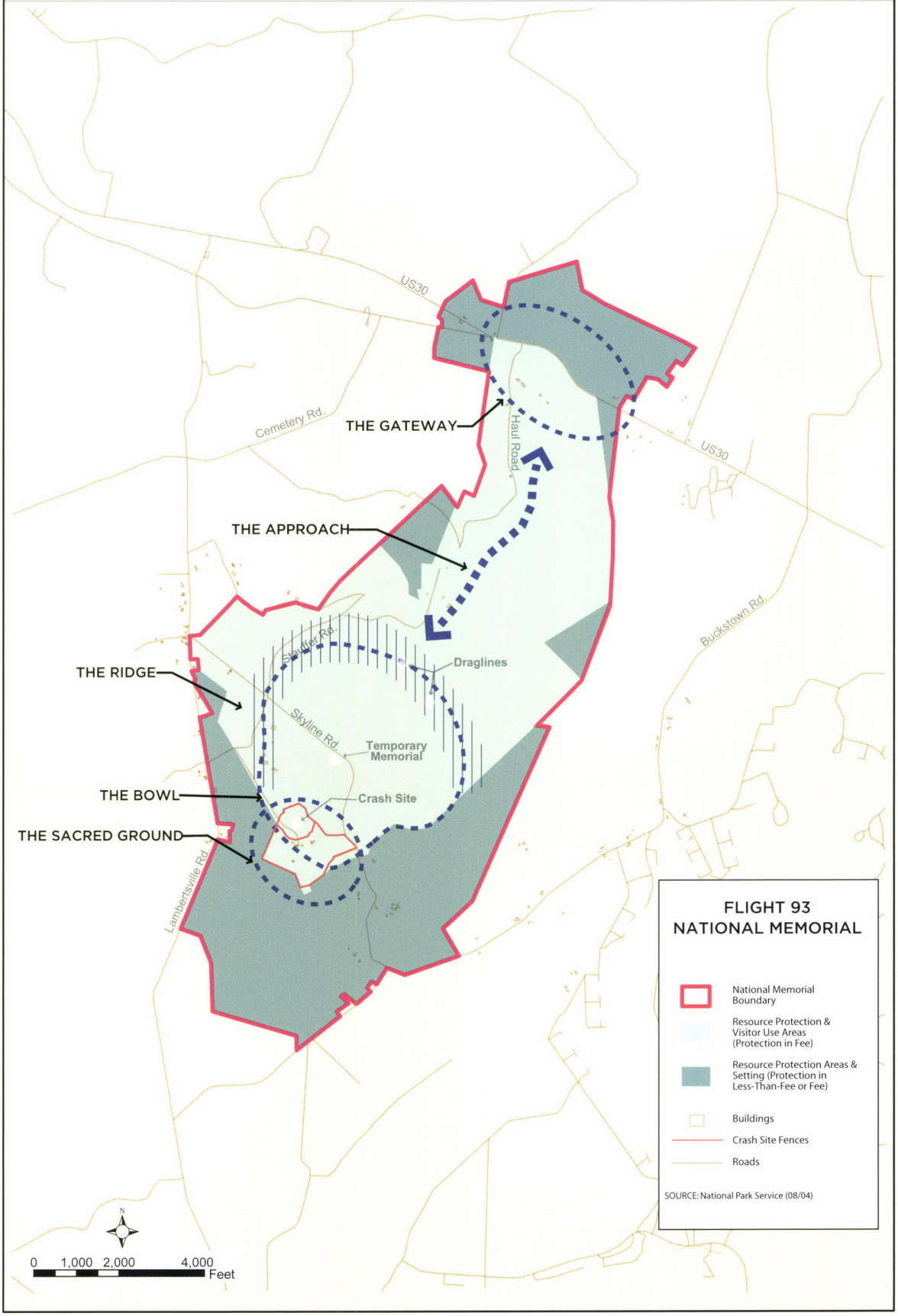
Flight 93 National Memorial
Somerset County, Pennsylvania

Flight Path



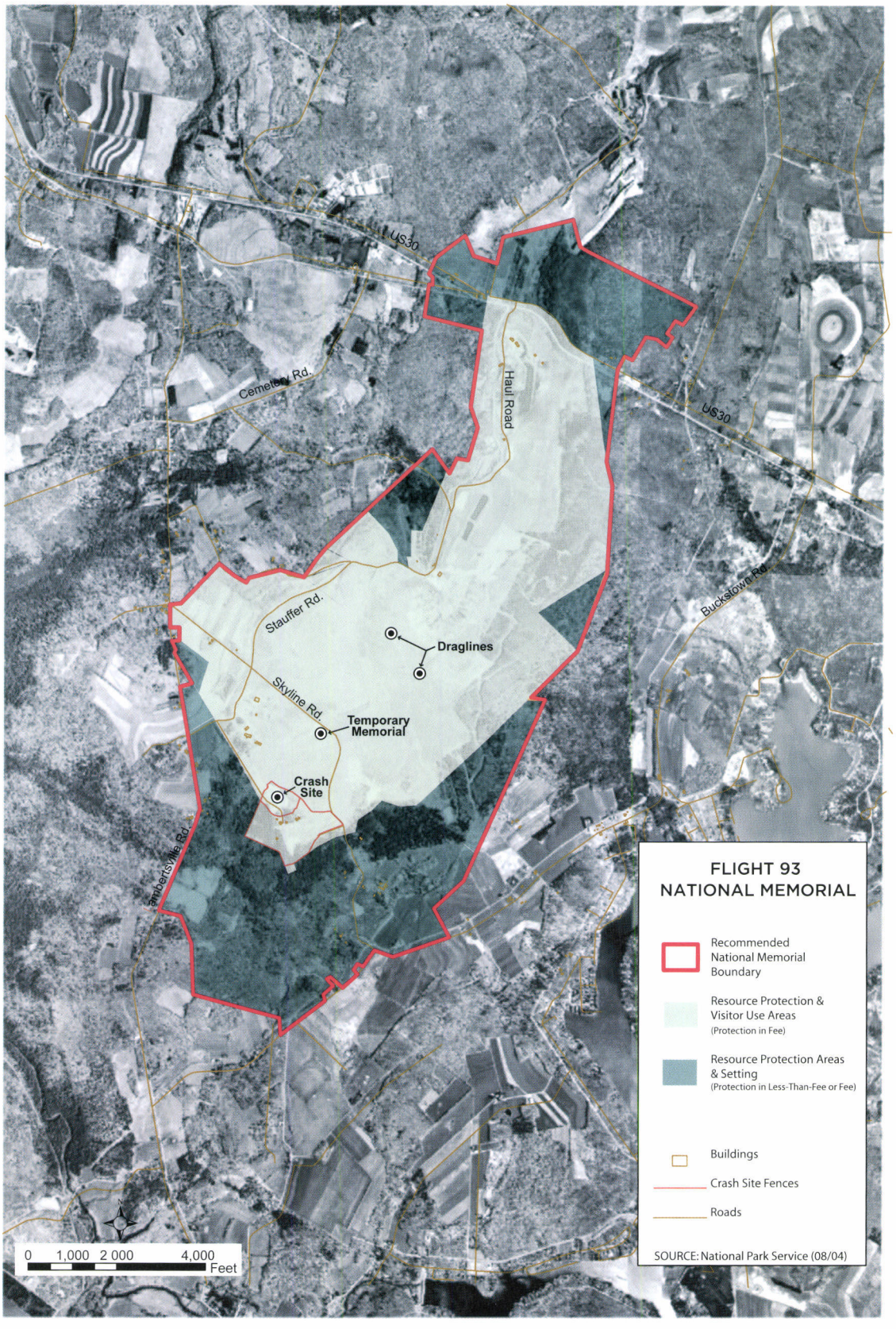
Flight 93 National Memorial
Somerset County, Pennsylvania

Site Organization Diagram



Flight 93 National Memorial
Somerset County, Pennsylvania

Aerial Photo



10 ACKNOWLEDGMENTS

THE PARTNERS

Flight 93 Advisory Commission
John Reynolds, Chair
Donna Glessner, Vice-Chair
Lawrence R. Catuzzi
John T. Felt
Brent D. Glass
Jerry Guadagno
Pamela Tokar-Ickes
Edward T. Linenthal
Kenneth Nacke
Gary Singel
Jerry Spangler
Daniel J. Sullivan
Gregory Walker
Michael Watson
Calvin E. Wilson

Families of Flight 93
(more than 500 family members of the passengers and crew)
Board
Jennifer Price, president
Derrill Bodley
Beverly Burnett
Lawrence R. Catuzzi
David Cushing
Sandra Dahl
Gina Bradshaw Farfour
Gordon Felt
Christine Fraser
Lloyd Glick
Christine "Kiki" Homer
Sandra Jamerson
Kenneth Nacke
Hamilton Peterson
Allison Vadhan

Flight 93 National Memorial Task Force
(more than 80 members)
Executive Committee
Lawrence R. Catuzzi, Co-Chair
Judge Kim Gibson, Co-Chair
Timothy Baird
Barbara Black
Randy Cooley
Gina Bradshaw Farfour
Donna Glessner
Joanne Hanley
Esther Heymann
Catherine Miller
Kenneth Nacke
Jeffrey Reinbold
John Reynolds
Daniel Rullo
Terry Shaffer
Gary Singel
Jerry Spangler
Richard Stafford
Patrick White
Susan Hankinson, Coordinator

The National Park Service
Flight 93 National Memorial
Joanne M. Hanley, Superintendent
Jeffrey Reinbold, Project Manager
Joyce Boone
Virginia Mesko

Northeast Region
Marie Rust, Regional Director
Chrysandra Walter, Deputy Regional Director
Keith Everett
David Hollenberg
Bob Holzheimer
John Maounis
Bob McIntosh
Terrence Moore
Keith Newlin
Nancy Russell
Edie Shean-Hammond
John Tauscher

FLIGHT 93 DESIGN COMPETITION

Design Oversight Committee
Timothy Baird, Flight 93 National Memorial Task Force
Gina Bradshaw Farfour, Families of Flight 93 Board
Jeffrey Reinbold, National Park Service
Calvin E. Wilson, Flight 93 Advisory Commission

Design Competition Advisors
Donald Stastny, StastnyBrun Architects Inc.
Helene Fried, Helene Fried Associates

Design Solicitation Committee
Timothy Baird, Co-Chair
Gina Bradshaw Farfour, Co-Chair
David Cushing
John T. Felt
Sandra Felt
Nancy Goodwin
Esther Heymann
Christine "Kiki" Homer
Paula Nacke Jacobs
Elizabeth Kemmerer
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Directions to Flight 93 National Memorial Site

From Somerset: From Exit #110 of the PA Turnpike, follow signs for Route 281 north. Take Route 281 north 9.5 miles to US 30 at Stoystown. Travel 2.4 miles east on US 30 to Lambertsville Road. Travel 1.7 miles on Lambertsville Road to Skyline Road. Travel 1 mile on Skyline Road to the Temporary Memorial.

From Johnstown and the north: Follow Route 219 South to Route 30 East at the Stoystown/Jennerstown Exit. Go 7.2 miles. Turn right onto Lambertsville Road and follow it 1.7 miles. Turn left onto Skyline drive to the Temporary Memorial (.8 mile).

From Bedford and US 30 to the east: Follow US 30 West approximately 25 miles to Lambertsville (3 miles beyond Buckstown). Turn left onto Lambertsville Road and follow it 1.7 miles. Turn left onto Skyline drive to the Temporary Memorial (.8 mile).

From Jennerstown and US 30 to the west: From US 219 follow US 30 East for 7.2 miles. Turn right onto Lambertsville Road Travel 1.7 miles on Lambertsville Road to Skyline Road. Travel 1 mile on Skyline Road to the Temporary Memorial.

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In Memory
America will never forget
September 11, 2001

FLIGHT 93 NATIONAL MEMORIAL



Flight 93 National Memorial
Somerset County, Pennsylvania

Base

