REPORT TO THE U. S. CONGRESS

PROPOSED PARTNERSHIP FOR DEVELOPMENT OF THE TUSKEGEE AIRMEN NATIONAL CENTER

Tuskegee Airmen National Historic Site

Prepared By : National Park Service / Southeast Regional Office
In Cooperation With Tuskegee University
and Tuskegee Airmen, Inc., As Required In Public Law 105-355

APRIL 2002

Discipline,

the ability to make rational

decisions, perseverance,

self-confidence, all of which

were part of my training as a

Tuskegee Airmen, were

woven into my being...

Anonymous Pilot
Tuskegee Airmen, Class of 1944

PREFACE

The creation of a permanent and fitting memorial to America's first African-American fighter pilots, the Tuskegee Airmen of World War II, has taken more than half a century. The following report outlines the development of facilities necessary to complete the memorial including its primary component, the Tuskegee Airmen National Center.

In 1997, Dr. Benjamin F. Payton, President of Tuskegee University, and United States Representative Bob Riley, 3rd District, Alabama, requested that the National Park Service prepare a Special Resource Study of how best to interpret and celebrate the role of the Tuskegee Airmen in World War II and their initial training at Moton Field. The Special Resource Study was completed and transmitted to the U.S. Congress. In 1998, Congress passed Public Law 105-355 establishing the Tuskegee Airmen National Historic Site (NHS) at Moton Field near Tuskegee, Alabama.

More than 15,000 men and women participated in the "Tuskegee Experience." Together they served as a separate U.S. Army Air Corps consisting of pilots, navigators, bombardiers, mechanics, medical personnel, parachute riggers, administrative personnel and dozens of other support jobs. In 1941, the first unit formed was the 99th Pursuit Squadron, later designated the 99th Fighter Squadron. In 1942-43, it was followed by the 332nd Fighter Group consisting of the 100th, 301st and 302nd Fighter Squadrons. The four squadrons and their service detachments, elements of the 96th Service Group, served in the Mediterranean theater of Europe. Later, the 477th Bomb Group (Medium) was formed and its four squadrons began preparation for service in the Pacific. Although they did not deploy due to wars end, all are known as Tuskegee Airmen.

Moton Field, the primary flight training facility for the Tuskegee Airmen, is a magnificent symbol of African Americans successfully completing Air Corps training and being commissioned as pilots and officers. Tuskegee Institute (now Tuskegee University) played a critical role in providing the economic and educational resources necessary to develop Moton Field and assist in training under contract with the Air Corps.

The struggle the Tuskegee Airmen endured just for the right to fight for their country in World War II remained largely unknown during and after the war. According to official military records, the Tuskegee Airmen of the 99th Fighter Squadron and the 332nd Fighter Group compiled an impressive combat record including:

- flying 1,578 missions
- destroying 260 enemy aircraft and sinking one enemy destroyer

- demolishing numerous enemy installations
- achieving proficiency so high that they never lost a bomber to enemy fighters as they provided escort for bombing missions over strategic targets in Europe.

The Tuskegee Airmen became one of America's most highly respected and honored fighter groups. For their efforts, the airmen received 95 Distinguished Flying Crosses, as well as Legions of Merit, Silver Stars, Purple Hearts, the Croix De Guerre, and the Red Star of Yugoslavia. The accomplishments of the Tuskegee Airmen represent a peak in the struggle by African Americans for more significant roles in defending their country.

This report, required in Public Law 105-355, provides recommendations for completing the Tuskegee Airmen National Historic Site in their honor. The report focuses on the partnership needed to develop and operate the focal point of the NHS, the Tuskegee Airmen National Center. In the Act, Congress authorized $29.1 million for development of the Tuskegee Airmen National Historic Site at Moton Field. A total of more than $80 million will be needed for proposed development including preservation and interpretation of the Moton Field Historic Complex, and construction of the Tuskegee Airmen National Center, exhibits, visitor parking and pedestrian walkways.

Today, the numbers of surviving Tuskegee Airmen are rapidly diminishing. Most of the airmen are now in their 80s. These heroic men and women deserve a fitting and lasting tribute that will help present and future generations to understand and appreciate their important contributions to America. Time is running out if the surviving Tuskegee Airmen are to realize the completion of the Tuskegee Airmen National Center and other national historic site facilities in their lifetimes. This report proposes a national campaign to raise the balance of funds needed to develop the National Center.

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

This report to the United States Congress outlines the partnership needed to develop the proposed Tuskegee Airmen National Center as an integral and important part of the Tuskegee Airmen National Historic Site (NHS). The purpose and need for the Tuskegee Airmen National Center (National Center) is presented along with its relationship to the Moton Field Historic Complex, the World War II primary flight training center for the Tuskegee Airmen®. The report fulfills a requirement of Section 304 of Public Law 105-355 (the Act) through which Congress established the NHS, in November 1998, at Moton Field near Tuskegee, Alabama (Region Map). The Act calls for the development of the Tuskegee Airmen National Center as a means of fulfilling the purposes of the NHS by helping to relate the full story of the Tuskegee Airmen for visitors. The Act (Appendix A) calls for the report to be submitted to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate.

While the National Park Service (NPS) will rehabilitate, preserve and interpret the Moton Field Historic Complex, a unique and dynamic relationship with strong participation and leadership from other private and public sources will be necessary to develop and operate the Tuskegee Airmen National Center. The primary partners (the Partnership) recognized in Public Law 105-355 are the National Park Service, Tuskegee University and the Tuskegee Airmen, as represented by Tuskegee Airmen, Inc. Support for the Partnership would also include the establishment of a Tuskegee Airmen National Center Trust and participation and assistance from a variety of private organizations, corporations, foundations, individuals, and federal, state and local agencies.

The report includes the results of a feasibility study that outlines the components of the National Center, and analyzes the potential for a national campaign to raise the funds necessary to develop the proposed facility. In addition, the report presents the results of a study of the projected economic impacts of developing the National Center. Annual estimates of numbers of visitors, dollars added to the economy, and new jobs created as a result of the National Center are discussed.

The report also provides an estimate of the funds needed to design, construct and operate the National Center, and identifies appropriate private and public partners and their roles. Recognizing how rapidly the numbers of surviving Tuskegee Airmen are diminishing, the report recommends completion of the National Center by 2005.

PURPOSE AND NEED

Public Law 105-355 (Section 302 (b)) calls for commemoration and interpretation of the many facets of the heroic legacy of the Tuskegee Airmen. The facets, as stated in the Act, represent the comprehensive story of the airmen. The facets include the impacts of the Tuskegee Airmen during World War II, the training process at Moton Field and other facilities and related sites, the African-American struggle for greater participation in the United States Armed Forces and more

significant roles in defending their country, and the significance of the successes of the Tuskegee Airmen in leading to desegregation of the U.S. military shortly after World War II. Also to be interpreted is the strategic role of Tuskegee Institute (now Tuskegee University) in the training and commemoration of the airmen, and the impacts of Tuskegee Airmen accomplishments on subsequent civil rights advances of the 1950s and 1960s.

Moton Field was the primary flight training facility for the Tuskegee Airmen and is one of the most significant sites associated with America's aviation and military history. The portion of the story dealing with the training of the Tuskegee Airmen at Moton Field can be effectively related to visitors through preservation and interpretation of the Moton Field Historic Complex. A Special Resource Study completed in 1998 outlines the necessary preservation and interpretive efforts for the historic complex. The complex includes eight extant historic structures and five sites of former historic buildings. Space for exhibits and programs in the complex is very limited. In addition, since interpreting more than the history of Tuskegee Airmen training within the historic complex would detract from the importance of that story, another means of telling the comprehensive story of the Tuskegee Airmen is needed.

TUSKEGEE AIRMEN NATIONAL CENTER

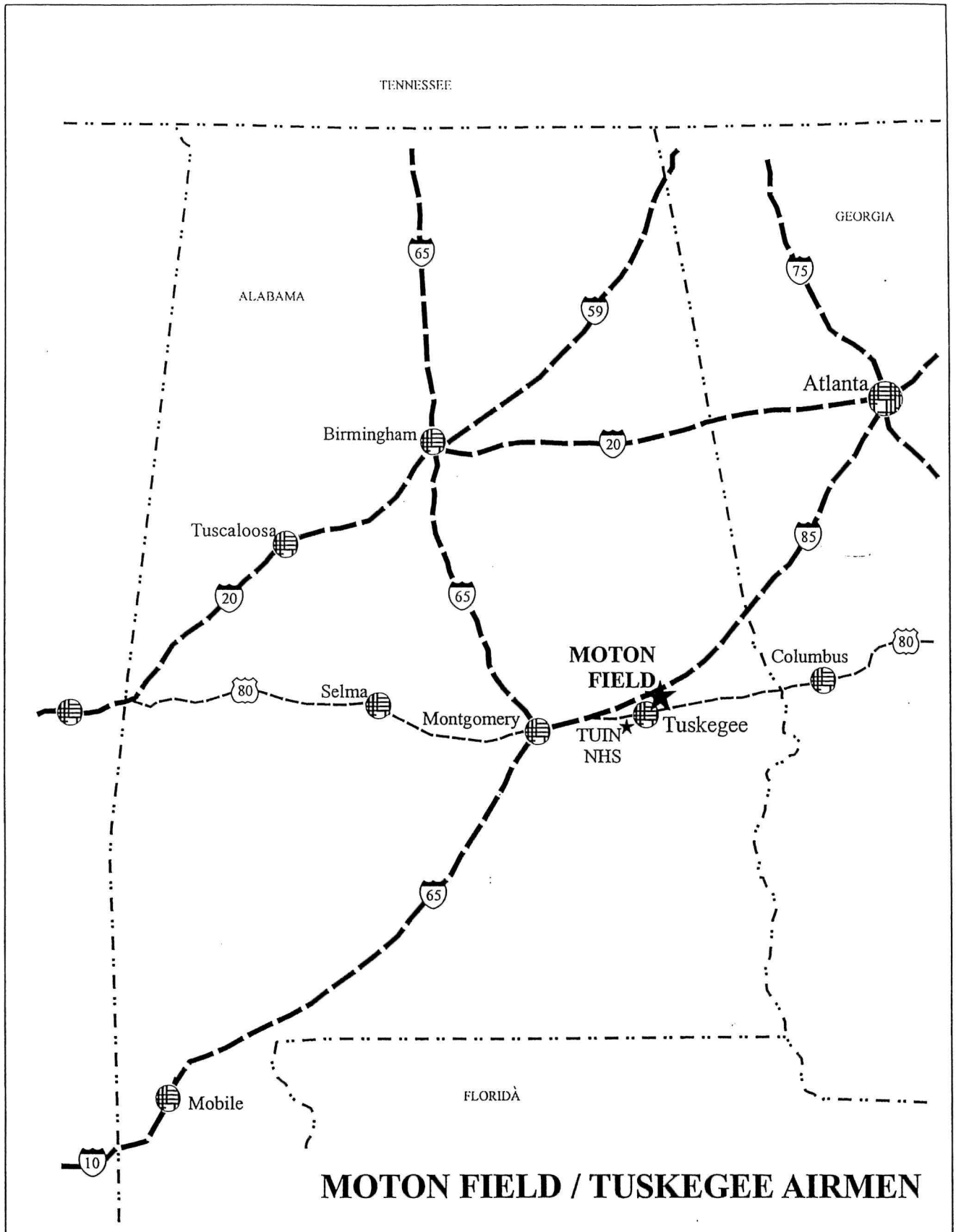
The purpose of the Tuskegee Airmen National Center is to extend the ability of the NHS to relate the full story of the Tuskegee Airmen for visitors. Without such a facility, the requirements of Public Law 105-355, and specifically Section 302 (b), cannot be adequately fulfilled. The National Center will be constructed several hundred feet from the historic complex, in a location that will facilitate its use as a key feature of the national historic site. The heavily wooded area between the facilities will allow for the National Center to be screened from view, thereby preserving the character of the historic complex. The proximity of the facilities, however, will underline their integral character and facilitate visitor use of both (Proposed Site Development–Aerial View).

THE PARTNERSHIP

The primary partners (the Partnership) for the implementation of the National Center are the National Park Service, Tuskegee University, and Tuskegee Airmen, Inc. The efforts of the Partnership would be supplemented with support from a variety of sources. Participation and assistance would come from private organizations, corporations, foundations, individuals, and federal, state and local agencies. Of special importance to the successful development and operation of the National Center would be the establishment of the Tuskegee Airmen National Center Trust (Table 1, Key Elements of NHS).

Tuskegee Airmen National Center Trust

Operation of the Tuskegee Airmen National Center requires an entity that can bring together, develop and manage a successful and cost-effective team involving diverse interests and programs from many private and public organizations and agencies. The partnership has a major role to play in the development of the National Center. However, the multi-faceted



MOTON FIELD / TUSKEGEE AIRMEN

Region Map

National Park Service / Southeast Regional Office
June 1998

National Center, whose purpose is to be a memorial and teaching museum, spans the mission of more than a single existing organization or agency, and requires substantial participation from the private sector and state and local governments. This is especially true for the National Center's strong emphasis on education programs as well as the need to work with public agencies and private organizations responsible for education.

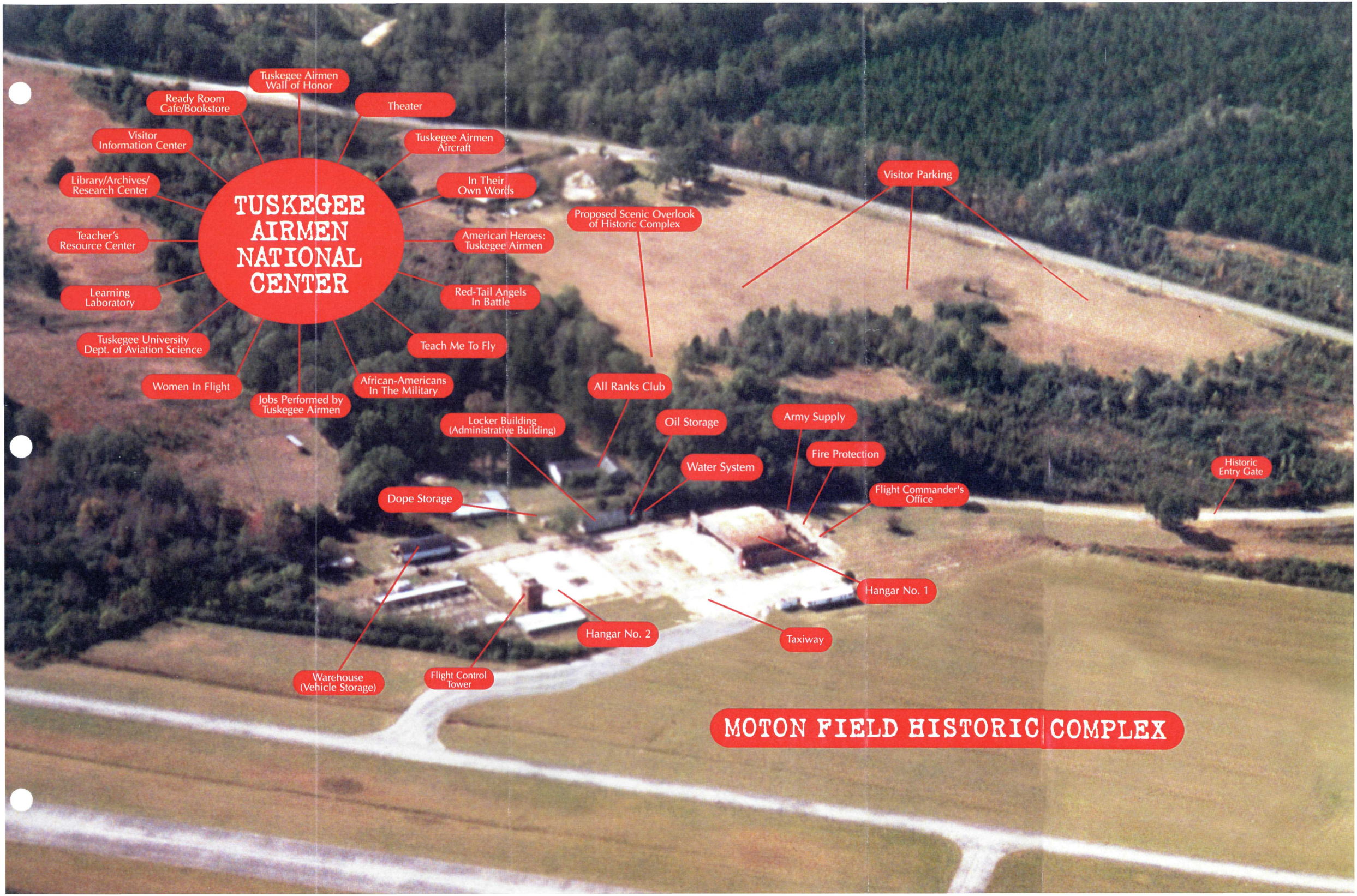
Only the creation of a new entity can effectively bring all of the diverse interests and programs together into a successful partnership to develop and operate the National Center. For example, an agreement needs to be framed with Tuskegee University, the State of Alabama Department of Education, and local and regional school systems to conduct educational programs at the National Center. Such programs would present the Tuskegee Airmen as practical and inspirational role models for the application of math, science, aeronautics, technology and problem solving. Such educational programs would involve primary, secondary, and college-level students. Museum exhibits and artifacts, including period aircraft and equipment used by the airmen, would enhance the learning experience.

For these reasons, a new entity, the **Tuskegee Airmen National Center Trust** (the Trust) should be established through Congressional legislation for the Tuskegee Airmen National Historic Site. The Trust, a federal government corporation, would be created for the purpose of developing and operating the National Center. Operating within the U.S. Department of Interior in cooperation with the National Park Service, the Trust would ensure the fulfillment of the obligations and requirements of the laws and policies that govern units of the National Park System. Its status as a government corporation under the Government Corporation Control Act (31 U.S.C. 9101-9110) would allow the Trust to operate with greater flexibility than the National Park Service to carry out the diverse programs of the National Center. The model for such a Trust has been established through federal legislation for the Oklahoma City National Memorial and the Presidio in San Francisco.

As the keystone of the unique public-private collaboration, the Trust would administer the construction, management and operation of the National Center through a cooperative agreement with the National Park Service, Tuskegee University, and Tuskegee Airmen, Inc. Through the agreement, the National Park Service would provide for planning and design, and technical assistance for the maintenance and interpretive programs of the National Center. Additional maintenance, interpretation, curatorial management and general management would also be provided by the National Park Service as mutually agreed to by the Secretary of the Interior and the Trust.

Also through the cooperative agreement, the Director of the National Park Service would provide uniformed NPS personnel on a reimbursable basis to carry out the day-to-day visitor service programs of the National Center. The Director of any other Federal agency, when requested by the Trust, may also provide personnel, on a reimbursable basis, to provide for National Center programs.

Revenue generated through the operation of the National Center and interest from an endowment fund established by private donations would be used to fund recurring operations costs. Sources of revenue also would include a small use/entrance fee at the National Center,


TUSKEGEE AIRMEN NATIONAL CENTER
Tuskegee Airmen Wall of Honor
Ready Room Cafe/Bookstore
Theater
Visitor Information Center
Tuskegee Airmen Aircraft
Library/Archives/ Research Center
In Their Own Words
Teacher's Resource Center
American Heroes: Tuskegee Airmen
Learning Laboratory
Red-Tail Angels In Battle
Tuskegee University Dept. of Aviation Science
Teach Me To Fly
Women In Flight
African-Americans In The Military
Jobs Performed by Tuskegee Airmen
Proposed Scenic Overlook of Historic Complex
Visitor Parking
All Ranks Club
Locker Building (Administrative Building)
Oil Storage
Army Supply
Water System
Fire Protection
Historic Entry Gate
Dope Storage
Flight Commander's Office
Hangar No. 1
Hangar No. 2
Taxiway
Warehouse (Vehicle Storage)
Flight Control Tower
MOTON FIELD HISTORIC COMPLEX

funds from a gift shop/bookstore, funds received from public and private sources for the conduct of education programs, and fees received from use of the facility for special events. The Trust would have the authority to accept donations of funds, property, supplies, equipment, or services. All proceeds received by the Trust would be retained by the Trust to cover the operational costs and needs of the National Center.

Other Partners and Participants

A variety of private and public sector partners would assist with the development and operation of the Tuskegee Airmen National Center. Funds, equipment and in-kind services for the development and operation of the Tuskegee Airmen National Center are expected to be received from a variety of private corporations, organizations and individuals. Federal partners including the U.S. Department of Defense, U.S. Department of Education, and U.S. Department of Transportation are expected to provide funding and technical assistance for the educational programs of the National Center and highway access improvements. For example, the STARBASE Program of the Department of Defense provides funding and assistance for educational programs emphasizing math, science and aeronautics for primary and secondary students. State and local governments also have important roles to play in supporting educational programs, assisting with the operation of the National Center and providing necessary infrastructure and zoning to control development in the surrounding area. A comprehensive look at all of the supporting organizations and their roles is included in the body of this report.

IMPLEMENTATION PROCESS

A step-by-step approach is needed to guide funding and development of the Tuskegee Airmen National Center. Funding required for the National Center would be obtained through fundraising unless all funding or some portion of it is provided by Congress. This report outlines an implementation process that allows the large project (fundraising goal of more than $60 million and construction of the National Center facility) to be divided into smaller steps and phases.

Fundraising

The results of the capital campaign feasibility study indicate that an effort to raise private and other public (non-NPS) funds to build the National Center has a high probability of success. The report recommends that the fundraising potential should be fully explored through a series of steps (Appendix B, Implementation Process for Tuskegee Airmen National Center). The ultimate goal is to reach an aggregate of more than $60 million through non-Department of the Interior federal appropriations and a nationally-focused fundraising campaign.

The national campaign to raise funds for the National Center would be led by an organization recognized by the Partnership as having the capability to conduct such an effort. An organizational structure would be developed to elevate the campaign to a national level and direct national attention to it. Volunteer leaders from across the United States, including

Alabama, would be identified and recruited to help carry out the campaign. This would include individuals with the ability to help open doors to potential donors. As the first steps, "seed money" would be sought for the administration of the campaign, and a Tuskegee Airmen National Historic Site Fund would be established to receive donations.

Congress is requested to review and endorse the recommendations in this report, approve the specific fundraising steps and allow the process to move forward. Fundraising would then proceed with a "quiet phase" that would not include formal announcement of any public campaign. During this period, opportunities would be available to review progress and make adjustments in the fundraising goal and the extent of the facility to be built as more definitive information becomes available through ongoing interviews with potential donors.

As commitments for significant amounts of funds are obtained, Congress would have the opportunity to review progress toward the fundraising goal before approval is given for public announcement of the campaign and authorization of the proposed Trust. A description of the steps, which are expected to require at least 18 months to complete, is contained in Appendix B.

Development

Development and implementation would proceed on the most timely schedule possible, based on the availability of funds. The implementation process includes four phases for development (Appendix B). The phases are designated as milestones in implementing the complete National Center. As funds are raised, the phases serve as a guide for how the money should be used to develop the facility in stand-alone increments. The building to be constructed at the end of each phase would include all of the basic functions necessary for a viable facility. For example, if fundraising stopped at approximately 50 percent of the goal, a very useful and functional facility would still be constructed. A complete and fully developed vision of the National Center would result from the implementation of Phase IV.

FEASIBILITY STUDY

A study of the feasibility of raising additional funds to develop the Tuskegee Airmen National Center has been completed, and provides valuable data that has been used to formulate recommendations for the report to Congress. Interviews with potential donors and stakeholders were conducted to identify the level of private and public support for the project. The study concludes that the level of interest in developing the National Center is sufficiently high to warrant moving ahead with a nationally-led and nationally-focused fundraising effort. It is the position of Tuskegee University that all or a significant portion of the funds needed to develop the National Center should be provided by the federal government.

Defining the type of facility that the National Center should be and what it should contain is also needed to satisfy the requirements of Sections 302 (b) and 304 (b) of the Act. Input was obtained from a broad cross-section of individuals representing diverse backgrounds through a

TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

Figure 1: Primary Partners and Roles

NATIONAL PARK SERVICE

Purpose:

- Public Law 105-355 by U.S. Congress establishing Tuskegee Airmen NHS to commemorate heroic legacy of Tuskegee Airmen through interpretation and education. NPS to manage, develop, and operate NHS.

Actions:

- Moton Field Historic Complex: Rehabilitate/preserve as primary flight training facility
  - -- Rehab of 8 historic buildings
  - -- Provide "ghost" framework for former building sites
  - -- Exhibits
  - -- Restore historic grounds / furnish with period objects as outdoor museum
- Construct visitor parking, walkways, and other facilities
- Provide technical assistance to Trust for design, maintenance, and programs for TANC
- Provide staff assistance to Trust (reimbursable basis) for operation of TANC

TUSKEGEE AIRMEN, INC.

Purpose and Actions:

- As partner with NPS and Tuskegee University, provide support and guidance for fulfillment of the purposes of Public Law 105-355.
- Gather and confirm accuracy of historical data; facilitate oral histories and collection of artifacts and other materials for use in exhibits, interpretive, and educational programs.

FUND RAISING ORGANIZATION

Purpose and Actions:

- Work with National Park Foundation (NPF) to organize national fund raising committee, initiate campaign, and set up special fund at NPF to receive and hold monies raised.

MOTON FIELD HISTORIC COMPLEX

World War II Training
"Snapshot in Time"

TUSKEGEE AIRMEN NATIONAL MEMORIAL CENTER

Memorial
and
Teaching Museum

TUSKEGEE UNIVERSITY

Department of
Aerotechnology and
Aviation Science

TUSKEGEE UNIVERSITY

Purpose:

- Provide support and guidance for fulfillment of the purposes of Public Law 105-355.
- Provide precollege and college curriculum focusing on aviation, math, science, and aeronautics to prepare students to meet challenges for success in the 21st century in the tradition of the Tuskegee Airmen

Actions:

- Aviation training and research center offering pilot training, airport management and safety, meteorology, air traffic control, maintenance, other technical specialties, and high tech computers for worldwide access and distance learning.
- Outreach and continuing education programs to provide job training and foster community and economic development.

TUSKEGEE AIRMEN NATIONAL CENTER TRUST

Purpose:

- Trust to be established, through legislation for NHS, to construct and operate TANC as means to assist NPS in telling comprehensive story of Tuskegee Airmen through interpretation and education. Board of Directors appointed to carry out Trust responsibilities.

Facilities and Programs:

- Memorial Wall of Honor
- Exhibits and Theater
- Tuskegee University Department of Aerotechnology and Aviation Science
- Educational programs: math/science/aviation/technology focus with Airmen as inspirational role models
- Learning Laboratory
- Teacher's Academy and Resource Center
- Library / Archive
- "Ready Room" Cafe
- Bookstore / Gift Shop

THEMATIC ELEMENTS OF TUSKEGEE AIRMEN STORY

- -- Combat record / impacts of Tuskegee Airmen during WWII
- -- Training process including Moton Field and other training facilities and sites
- -- African-American struggle for greater roles in U.S. military and in defending their country
- -- Significance of Tuskegee Airmen successes in leading to desegregation of U.S. Armed Forces after WWII
- -- Impacts of accomplishments on civil rights advances of 1950s and 1960s
- -- Strategic role of Tuskegee Institute (now Tuskegee University) in training and commemoration of airmen

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two-day group workshop as well as individual interviews. These efforts produced the following summary of the components and programs of the National Center as a critical centerpiece for development and interpretation at the National Historic Site.

The National Center will provide:

- A Memorial Wall of Honor listing the names of each of the more than 15,000 men and women who served as Tuskegee Airmen.

- Exhibits on the history and significance of the airmen with emphasis on using recorded oral history interviews to allow the Tuskegee Airmen to tell the story of their experiences in their own words.

- Training of young pilots at Moton Field to continue a tradition and fill a critical need. The National Center will include the *Charles Alfred "Chief" Anderson Department of Aerotechnology and Aviation Science* of Tuskegee University to reestablish pilot training at Moton Field. The college-level program will help meet America's sizable need for pilots over the next 10 to 15 years to handle projected increases in commercial airline passengers. In addition to pilot training, programs will also include education in airport management and safety, meteorology, air traffic control, maintenance and other technical specialties. An education and training center for aviation research also will be provided with high-tech computers for worldwide access and facilities for distance learning programs.

- Community outreach and continuing education programs to provide job training and foster community and economic development. These efforts are undergirded by the current relevant research capability of Tuskegee University.

- Education programs for primary and secondary school students throughout the Black Belt Region. Using their compelling story of great struggle, pride, preparation, perseverance and ultimate success in the face of tremendous odds and obstacles, education programs of the National Center will present the Tuskegee Airmen as an inspirational role model for America's youth. Emphasizing math, science, aeronautics, and technology, programs will help prepare students for improved academic performance, potential college entrance and challenging careers.

- Educational programs that provide an added dimension to the interpretive experience, allowing visitors to see students learning new skills in the tradition of the Tuskegee Airmen. Through a variety of hands-on, interactive exhibits and programs, the National Center will be a "school within a museum" where the environment itself will be a teacher.

- Special summer programs that enable students and teachers to earn course credits through assisting with interpretive and living history programs. Planned interaction between visitors and students will be an integral part of the experience for both.

- A substantial increase in tourism in a state where tourism is the number one industry. Proposed facilities at Moton Field are expected to draw more visitors than any other attraction in Alabama. The result will be a strong stimulus for economic development and job creation in one of the most economically disadvantaged areas of Alabama and the South.

The feasibility study also analyzes the types and numbers of visitors who will use the National Center and the economic impacts that are expected for the local area, region and state. This data was compiled from an economic impact study prepared by the Alabama Bureau of Tourism and Travel. The combination of military, aviation, and civil rights themes that comprises the story of the Tuskegee Airmen is expected to attract a very diverse audience. This diversity of visitors will also be affected by the National Center's emphasis on educational programs for primary, secondary and college-level students. It's proximity to Interstate 85 will allow the facility to function as a welcome and information center for regional tourism.

The economic impact study recognizes that tourism is Alabama's number one industry, adding over $5.6 billion per year to the state's economy. The study concludes that annual visitor use of the National Center may reach approximately 900,000. Within the first five years after development of the National Center, about 450,000 visitors per year are expected. At this level, more than $65 million annually will be introduced into Alabama's economy as a result of the project, through both direct and indirect impacts. In addition, 1,453 new jobs are expected to be created.

Based on the purposes of the National Center, the types of facilities and programs it will contain, and the numbers of visitors it is expected to attract, the feasibility study also provides an estimate of the necessary size and cost of developing and operating the National Center. Space requirements for the National Center total a minimum of 76,000 square feet. The preliminary cost estimate for the facility is $63 million. This figure includes all costs related to :

- Architectural and exhibit design
- Building construction and site development
- Furnishings, including exhibits and equipment
- Construction supervision
- Contingencies
- Endowment to help offset operation and maintenance costs

All parties agree that the Tuskegee Airmen National Center is a crucial part of the National Historic Site, that would still be needed to tell the broader story of the Tuskegee Airmen and help fulfill the purposes of the National Historic Site as outlined in Public Law 105-355, even if maximum rehabilitation of the Moton Field Historic Complex is implemented. The purpose of rehabilitating the historic complex is to provide visitors with an experience that allows them to "step back in time" and imagine what it was like to train at Moton Field during World War II. Interpreting more than the training portion of the story (i.e., combat exploits overseas, etc.) in the historic complex would detract from its historic character, dilute the visitor experience and diminish visitor understanding.

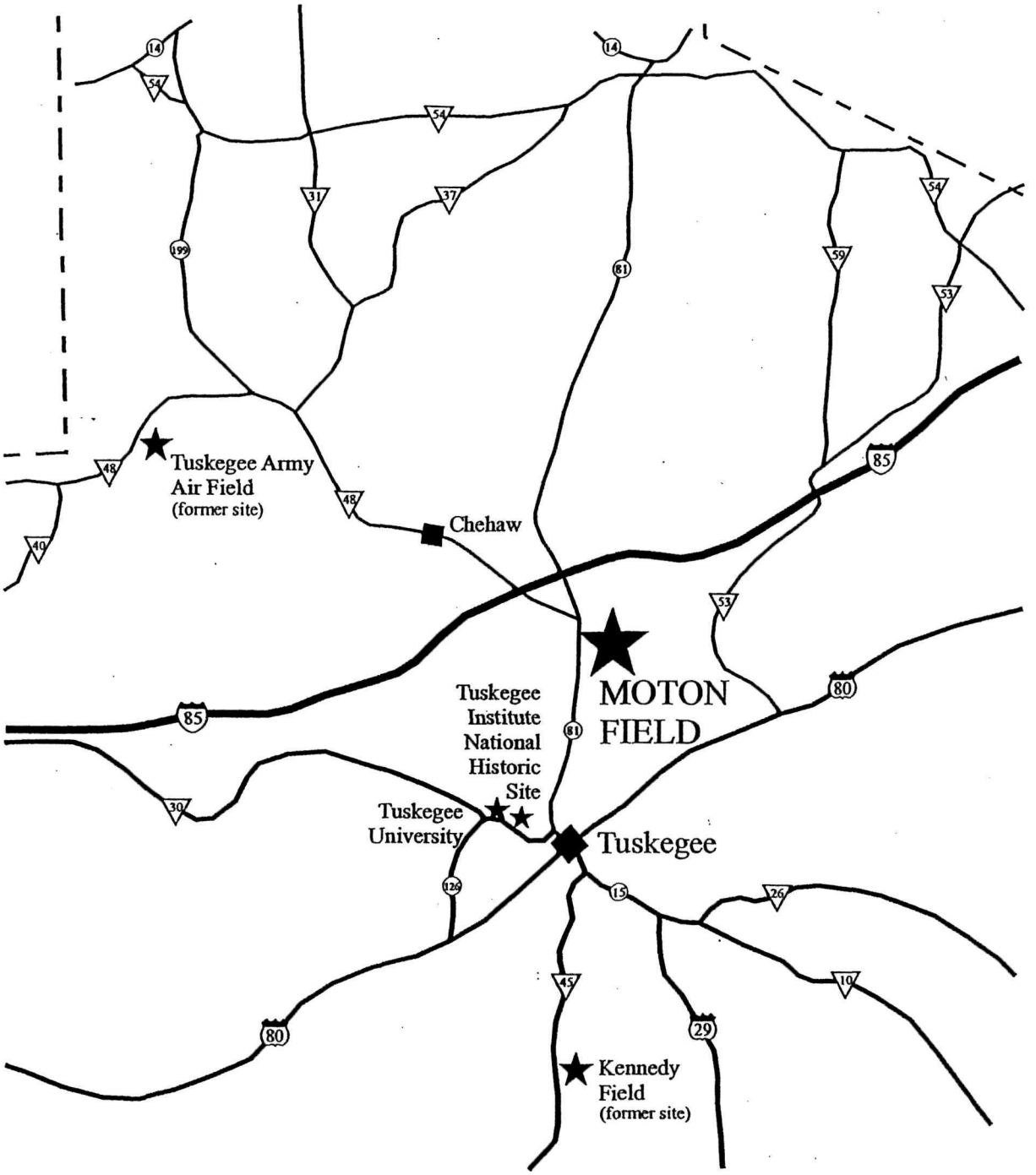
Hangar #2, destroyed by fire more than ten years ago, was an important part of the Moton Field Historic Complex. A new structure would be constructed on the site of Hangar #2 with the exterior closely resembling the appearance of the original building. The interior would be used for interpretive purposes, allowing visitors to receive a more thorough understanding of the training experience of the Tuskegee Airmen.

Construction of a replacement for Hangar #2 was addressed by Alternatives C and D from the 1998 Moton Field/Tuskegee Airmen Special Resource Study. The potential for reconstruction of Hangar #2 is specifically addressed in National Park Service Management Policies, Section 5.3.5.4.4, Reconstruction of Missing Structures. The policy has five criteria that should be satisfied before reconstruction would proceed. Information is not currently available to thoroughly address all criteria addressed by the policy. Therefore, it is not known whether reconstruction of Hangar #2 could be approved under NPS policies. An ongoing historic structure report will help determine the type and extent of data available that could facilitate an accurate reconstruction; otherwise, Hangar #2 would be replaced with a new structure, the exterior of which would closely resemble the original building, in accordance with Public law 105-355, Section 303.

A total of approximately $8 million would be required to construct the new building on the site of Hangar #2 and provide museum and other interpretive exhibits and furnishings. The total cost of developing all facilities for the NHS other than the National Center would be approximately $ 26 million. The balance of approximately $3 million, of the $29.1 million authorized by Congress in Public Law 105-355 for carrying out the purposes of the Act, would be devoted to the Tuskegee University Department of Aerotechnology and Aviation Science at the Tuskegee Airmen National Historic Site. These funds would be used by Tuskegee University, in consultation with the Partnership, to acquire the programs and equipment necessary for the department.

Initially, this developmental process would begin at the historic complex prior to the implementation of the National Center. Ideally, and ultimately, this aspect would be transferred to the National Center.

A capital fundraising campaign would be conducted to raise additional funds needed for the National Center. Such funds would be obtained through fundraising unless all, or some portion, is provided by the U.S. Congress. The total cost of developing all facilities is estimated at $88 million.



MOTON FIELD / TUSKEGEE AIRMEN

Vicinity Map

National Park Service / Southeast Regional Office

LEGISLATIVE REQUIREMENTS

LEGISLATIVE REQUIREMENTS

Section 304 of Public Law 105-355, the Act which established the Tuskegee Airmen National Historic Site, specifically discusses the proposed Tuskegee Airmen National Center (Appendix A). Section 304(a) discusses a cooperative agreement for development of the National Center:

> The Secretary shall enter into a cooperative agreement with Tuskegee University to define the partnership needed to develop the Tuskegee Airmen National Center on the grounds of the historic site.

Section 304(b) outlines the purpose of the National Center:

> The purpose of the Tuskegee Airmen National Center shall be to extend the ability to relate more fully the story of the Tuskegee Airmen at Moton Field. The Center shall provide for a Tuskegee Airmen Memorial, shall provide large exhibit space for the display of period aircraft and equipment used by the Tuskegee Airmen, and shall house a Tuskegee University Department of Aviation Science. The Secretary shall insure that interpretive programs for visitors benefit from the University's active pilot training instruction program, and the historical continuum of flight training in the tradition of the Tuskegee Airmen. The Secretary is authorized to permit the Tuskegee University Department of Aviation Science to occupy historic buildings within the Moton Field complex until the Tuskegee Airmen National Center has been completed.

Section 304(c) calls for the preparation of a report on the partnership needed to develop the National Center:

> Within 1 year after the date of the enactment of this Act, the Secretary, in consultation with Tuskegee University and the Tuskegee Airmen, shall prepare a report on the partnership needed to develop the Tuskegee Airmen National Center, and submit the report to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate.

Section 304(d) indicates a timeframe for the cooperative agreement to implement the National Center:

> Sixty days after the report required by subsection (c) is submitted to Congress, the Secretary may enter into the cooperative agreement under this section with Tuskegee University, and other interested partners, to implement the development and operation of the Tuskegee Airmen National Center.

Regarding development of the National Historic Site, Section 303(d)(4) indicates the following:

> (4) DEVELOPMENT. Operation and development of the historic site shall reflect Alternative C, Living History: The Tuskegee Airmen Experience, as expressed in the final special resource study entitled "Moton Field/Tuskegee Airmen Special Resources Study",

dated September 1998. Subsequent development of the historic site shall reflect Alternative D after an agreement is reached with Tuskegee University on the development of the Tuskegee Airmen National Center as described in section 304.

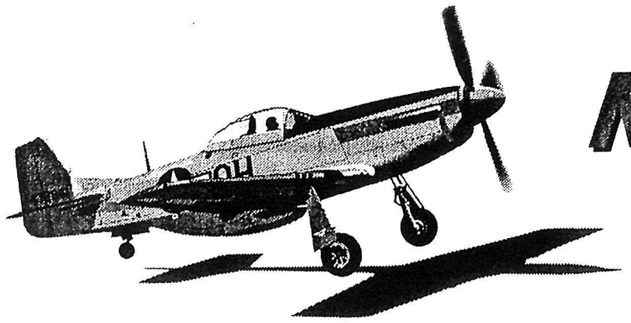
Section 303 (e) provides guidelines for cooperative agreements.

(e) COOPERATIVE AGREEMENTS GENERALLY. The Secretary may enter into cooperative agreements with Tuskegee University, other educational institutions, the Tuskegee Airmen, individuals, private and public organizations, and other Federal agencies in furtherance of the purposes of this title. The Secretary shall consult with Tuskegee University in the formulation of any major cooperative agreements with other universities or Federal agencies that may affect Tuskegee University's interest in the historic site. To every extent possible, the Secretary shall seek to complete cooperative agreements requiring the use of higher educational institutions with and through Tuskegee University.

The roles of Tuskegee University and the Tuskegee Airmen in the development and operation of the National Historic Site are presented in Section 303(d)(2) and (3).

(2) ROLE OF TUSKEGEE UNIVERSITY. The Secretary shall consult with Tuskegee University as its principal partner in determining the organizational structure, developing the ongoing interpretive themes, and establishing policies for the wise management, use and development of the historic site. With the agreement of Tuskegee University, the Secretary shall engage appropriate departments, and individual members of the University's staff, faculty, and students in the continuing work of helping to identify, research, explicate, interpret, and format materials for the historic site. Through the President of the University, or with the approval of the President of the University, the Secretary shall seek to engage Tuskegee alumni in the task of providing artifacts and historical information for the historic site.

(3) ROLE OF TUSKEGEE AIRMEN. The Secretary, in cooperation with Tuskegee University, shall work with the Tuskegee Airmen to facilitate the acquisition of artifacts, memorabilia, and historical research for interpretive exhibits, and to support their efforts to raise funds for the development of visitor facilities and programs at the historic site.



Moton Field/Tuskegee Airmen Special Resource Study

Historic Moton Field Complex
- Visitor Center and Museum
- Living history interpretation (Airmen Training)
- Historic furnishings
- Potential school activities (Aviation Training)

Runway

Proposed property line

Proposed Vegetation Screen

To Interstate 85

City of Tuskegee

Highway 81

North

Feet

0 100 200 400 600 800

Municipal Airport

Historic taxiway

"Chief" Anderson Street

Remove road

City of Tuskegee

NPS

Tuskegee Airmen National Center
- Department of Aviation Science (Tuskegee Univ.)
- Major exhibits
- Major audiovisual presentations
- Simulator room
- Library/Research Center
- Project Learning lab
- Tuskegee Airmen Memorial

Proposed trail

Proposed scenic overlook of historic complex

Proposed picnic area

Proposed walkway

Proposed airport access road

Gate - road for service vehicle access only

Rehabilitate historic entrance gate and cultural landscape Add guard booth

Proposed visitor parking (450 cars, 12 buses)

Proposed picnic area parking (50 cars)

Highway 199

Exisitng property line

Proposed property line (NPS)

Proposed Site Development

LEGACY: TUSKEGEE AIRMEN
NATIONAL CENTER - A HISTORICAL CONTINUUM

NATIONAL PARK SERVICE / SOUTHEAST REGIONAL OFFICE JUNE, 1998

BACKGROUND / CURRENT STATUS

BACKGROUND/CURRENT STATUS

Tuskegee University has donated two separate parcels totaling approximately 88 acres to the National Park Service. Parcel #1, which contains the Moton Field Historic Complex and site for visitor parking, has been accepted by the National Park Service. Parcel #2 includes the site for the proposed Tuskegee Airmen National Center and balance of lands within the NHS. This parcel will be accepted by NPS once a cooperative agreement has been executed between NPS, Tuskegee University and Tuskegee Airmen, Inc. detailing the partnership that will be used to develop and operate the National Center.

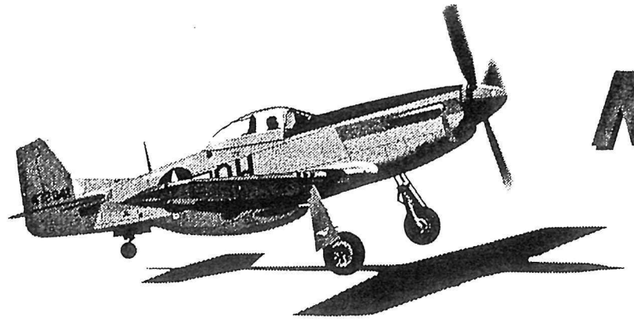
Of the $29.1 million authorized by Congress for development of the NHS, $3.6 million has been appropriated. These funds are for the purpose of emergency stabilization of buildings in the Moton Field Historic Complex, oral histories of the surviving Tuskegee Airmen®, an archeological survey of lands within the NHS, and preparation of historic structure reports, historic landscape study, and other historical research needed to guide rehabilitation.

Emergency stabilization of the historic buildings and a preliminary archeological survey have been completed. Oral history interviews with Tuskegee Airmen are currently underway. Airmen with dozens of different job classifications will be interviewed to help document the full spectrum of their experiences. In addition, bomber crews escorted by the airmen, spouses and family members, Tuskegee Institute students, faculty and staff of the 1940's, community residents and others with knowledge of the Tuskegee Airmen will also be interviewed. The oral histories will be used to allow the Tuskegee Airmen to tell the story of their experiences in their own words, primarily through interpretive exhibits and programs at the National Center.

Rehabilitation of the Moton Field Historic Complex is the next step. Reflecting Alternative "C" from the 1998 special resource study as the direction for development and operation of the NHS as outlined in Section 303 (d) (4) of the Act, this work will include the following actions:

- Rehabilitation of eight historic buildings including Hangar #1 and the Control Tower. Hangar #1 will provide living history exhibits focusing on the training of the airmen at Moton Field.
- Erection of "Ghost" frameworks on the sites of four former historic buildings to provide a three-dimensional outline of the form and massing of these structures.
- Restoration of the grounds of the historic complex will also be provided. The historic landscape will be furnished with a variety of objects from the 1940's period including aircraft, vehicles, signs, fuel pumps, etc. to provide visitors with a sense of "stepping back in time."
- Construction of a new building closely resembling Hangar #2, or a reconstruction, provided that sufficient information is available, in accordance with NPS policies.

Historic structure reports and a historic landscape study will provide details for the rehabilitation of the historic complex and will be used to prepare design and construction drawings. This work is currently underway using funds available in fiscal year 2001. Development of the NHS will also include interpretive exhibits, visitor parking, pedestrian walkways and other facilities. Currently, no funds are available for rehabilitation of historic resources or construction of visitor facilities. An estimate of the cost of developing all necessary facilities for the site is included in Appendixes C and D.



Moton Field/Tuskegee Airmen Special Resource Study

Proposed Site Development

HISTORIC BUILDING TREATMENT AND USE

NATIONAL PARK SERVICE / SOUTHEAST REGIONAL OFFICE

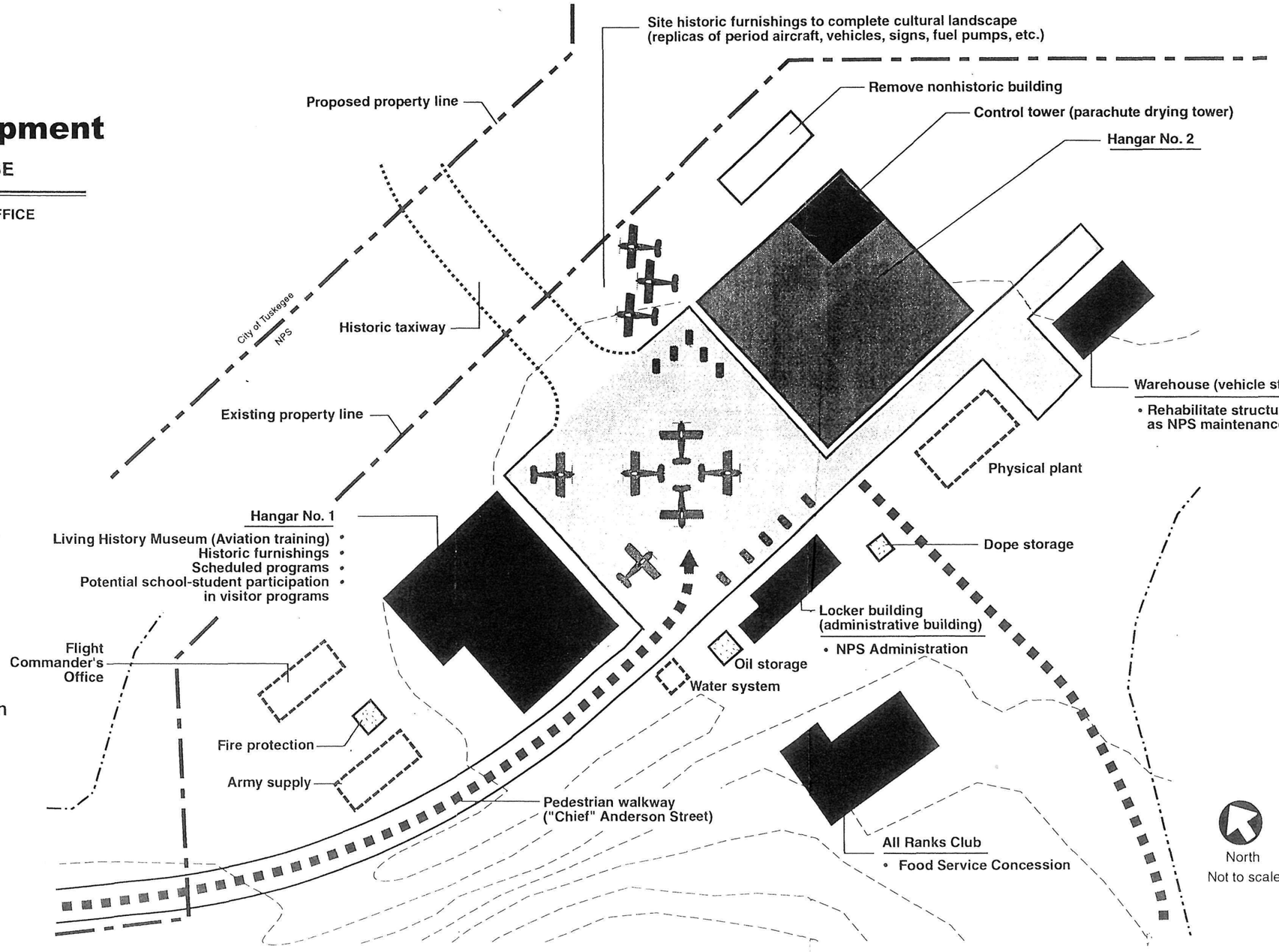
LEGEND

Stabilization/Preservation

Mark footprint

"Ghost" framework

Rehabilitation/Preservation



THE PARTNERSHIP

THE PARTNERSHIP: IMPLEMENTING THE TUSKEGEE AIRMEN NATIONAL CENTER

In accordance with Public Law 105-355, the primary purpose of this report is to define the partnership needed to develop the Tuskegee Airmen National Center. The report has been prepared by the National Park Service in consultation with Tuskegee University and the Tuskegee Airmen, Inc. Once the partnership has been defined, the National Park Service, acting on behalf of the Secretary of the Interior, shall enter into a cooperative agreement with Tuskegee University and Tuskegee Airmen, Inc. to develop the National Center on a designated portion of the national historic site.

While the Partnership (National Park Service, Tuskegee University, and Tuskegee Airmen, Inc.) has a major role to play in what happens, these organizations cannot by themselves do all of the things necessary to develop and operate the National Center. The size and complexity of the National Center and the amount of money needed to implement it are not within the normal missions of these organizations. Although the U.S. Congress, through Public Law 105-355, has authorized $29.1 million for development of the NHS, only $3.6 million has been appropriated and many more dollars must be raised.

This section is the most critical portion of this report because it discusses the entire process of implementing the Tuskegee Airmen National Center. The following discussion describes the organizational structure for the partnership and the recommended public and private supporting organizations. Additional partners are identified and roles and responsibilities defined for fundraising, design, construction, and operation.

IMPLEMENTATION PROCESS : FUNDRAISING AND DEVELOPMENT

An implementation process has been formulated to provide a step-by-step approach to guide both fundraising and development of the Tuskegee Airmen National Center. The process allows the fundraising goal of more than $60 million and construction of the National Center to be divided into a series of smaller, workable pieces.

Fundraising

The results of the capital campaign feasibility study indicate that an effort to raise private and other public (non-NPS) funds in the range of $60 million to build the National Center has a high probability of success. The campaign to raise funds for the National Center would be conducted on a national level. The effort would be led by an organization recognized by the Partnership as having the capability to conduct such a campaign. An organizational structure would be developed to conduct the effort at a national level and direct national attention to the campaign. Volunteer leaders from across the United States including Alabama would be identified and recruited to help carry out the campaign. This would include individuals with the ability to open doors to potential financial donors.

This report recommends that the fundraising potential be further explored through a series of steps. The steps (Appendix B, Implementation Process for Tuskegee Airmen National Center) include:

- Organizing the fundraising capability.
- Evaluating the potential to raise the necessary funds.
- Preparing a fundraising and marketing plan.
- Preparing detailed project/program proposals for portions of the National Center.
- Securing commitments for lead gifts and other major contributions.
- Announcing the campaign to the public and securing the balance of funds needed to reach the goal.

It is requested that Congress review and endorse the recommendations contained in this report, approve the specific steps and allow the process to move forward. The process would then proceed with a "quiet phase" that would not include formal announcement of any public campaign. Public announcement would be made only after commitments for a substantial portion of the necessary funds have been received. The process would include periodic evaluation of the potential for fundraising and adjustment of the fundraising goal and extent of the facility to be built accordingly.

As outlined in Public Law 105-355, which established the Tuskegee Airmen National Historic Site, the proposed Tuskegee University Department of Aerotechnology and Aviation Science is to be an integral part of the National Center. Fundraising efforts for the development of the National Center currently include the funds necessary to implement the college-level program. Funds for this program may be sought through the fundraising entity designated for the overall project, Tuskegee University, or a combination of both that is agreeable to all parties.

Development

Development and implementation would proceed on the most timely schedule possible, based on the availability of funds The implementation process also includes phases for development of the National Center (Appendix B). The four phases are presented as milestones in implementing the complete National Center. As funds are raised, the phases serve as a guide for how the money should be used to develop the proposed facility in stand-alone increments. For example, if fundraising stopped at the end of any interim phase (Phases I, II or III), the resulting building would incorporate all of the basic needs for a viable and completely functional facility. A complete and fully developed vision of the National Center would be implemented in Phase IV.

Design and construction of the Tuskegee Airmen National Center and Memorial Wall of Honor would be conducted in accordance with National Park Service Development Advisory Board (DAB) and National Academy of Public Administration (NAPA) guidelines and requirements. The Partnership, along with the Trust, would be responsible for finalizing the building program, including spatial and functional requirements, and for the selection of a team of qualified professionals to prepare the design materials.

Construction of the Tuskegee Airmen National Center would be administered by the Trust. Based on the design and construction drawings and specifications produced by the design team, the Trust would advertise and award a contract to build the National Center. Monies raised during the fundraising campaign would be used to award the contract. The contract award would be in accordance with procedures established and promulgated by the Trust, in consultation with the Administrator of Federal Procurement Policy. Such procedures would be applicable to the Trust's procurement of goods and services including, but not limited to, the award of contracts on the basis of contractor qualifications, price, commercially reasonable buying practices and reasonable competition.

MANAGEMENT AND OPERATION OF THE TUSKEGEE AIRMEN NATIONAL CENTER

The purposes of the Tuskegee Airmen National Center are directly related to fulfilling the purposes of the NHS as defined by Congress (see Section 302 of the Act). However, the full scope of the National Center in terms of its educational facilities and programs is beyond the mission of the National Park Service. The same is true for other federal agencies. The Tuskegee Airmen represent a national phenomenon and a national interest and, therefore, it is critical that all purposes of the National Historic Site be fulfilled.

The more than 15,000 men and women who participated in the Tuskegee Airmen "experience" came from most of our 50 states. They had to fight the system in their own country for the right to defend it, and for greater and more significant roles in defending it. The Tuskegee Airmen made substantial and important contributions to this nation's effort during World War II. They received many honors for distinguished and heroic service in combat.

The importance of the Tuskegee Airmen to the nation is unquestionable, and there are many who believe that the federal government should take the primary and lead role in developing and operating the National Center. The multi-faceted National Center spans the mission of more than a single existing organization or agency, and requires substantial participation from the private sector and state and local governments. This is especially true for the National Center's strong emphasis on educational programs and the need to work with public agencies and private organizations responsible for education. Because of these factors, only the creation of a new entity can effectively bring all of these diverse interests and programs together into a successful partnership for the development and operation of the National Center.

TUSKEGEE AIRMEN NATIONAL CENTER TRUST

Can a new entity accomplish such a mission while still having a strong Federal relationship? The answer is yes. The following section recommends roles and responsibilities for this proposed new entity.

As the keystone of the public-private partnership needed to develop and operate the National Center, it is recommended that a federal government corporation be established to be known as the **Tuskegee Airmen National Center Trust** (the Trust). The Trust would be established by the U.S. Congress through legislation for the Tuskegee Airmen National Historic Site. Operating within the U. S. Department of the Interior in cooperation with the National Park Service, the

Trust would ensure the fulfillment of the obligations and requirements of the laws and policies that govern units of the National Park System.

The model for such a trust involving a unit of the National Park System has been established through Congressional legislation for the Oklahoma City National Memorial and the Presidio in San Francisco. The Trust would administer the construction, management, operation, and maintenance of the Tuskegee Airmen National Center through a cooperative agreement with the National Park Service, Tuskegee University and Tuskegee Airmen, Inc. The National Center would be built on a designated portion of the NHS that will be donated by Tuskegee University to the National Park Service for this facility.

The cooperative agreement will provide for a close working relationship between the Trust, National Park Service, Tuskegee University and Tuskegee Airmen, Inc. in developing the National Center as a fitting memorial and respectful tribute to the Tuskegee Airmen.

The Trust would be treated as a wholly-owned government corporation subject to Chapter 91 of Title 31, United States Code (31 U.S.C. 9101-9110), commonly referred to as the Government Corporation Control Act.

Board Of Directors

Management of the Trust would be carried out by a Board of Directors (the Board) consisting of 13 members. The following is a recommended model for the composition of the Board. Permanent members of the Board would include:

- The Secretary of the Interior or the Secretary's designee
- The President of Tuskegee University or the President's designee
- The President of Tuskegee Airmen, Inc., or the President's designee

Ten rotating members of the Board would be appointed by the Secretary of the Interior from recommendations submitted by the following officials and organizations. Each would provide the names of three nominees. The Secretary would consider nominees from lists of recommendations submitted by:

- The National Park Service
- Tuskegee University
- Tuskegee Airmen, Inc., the national organization representing the Tuskegee Airmen
- The Secretary of the U. S. Department of Defense
- The Secretary of the U. S. Department of Education
- The Secretary of the U. S. Department of Transportation
- The United States Senators from Alabama
- The United States Representatives from Alabama, with the list of nominees coordinated by the Representative from the third Congressional District of Alabama, the district in which the NHS is located;
- The Governor of Alabama

At all times, at least one of the rotating members of the Board would represent Tuskegee Airmen, Inc., and at least one would represent Tuskegee University.

Each member of the Board would serve for a term of four years, except that of the members first appointed, three shall serve a term of three years, and three shall serve a term of two years. Any vacancy on the Board would be filled in the same manner in which the original appointment was made. No appointed member may serve more than eight years in consecutive terms.

Board members would serve without pay, but would be reimbursed for the actual and necessary travel and subsistence expenses incurred by them in the performance of the duties of the Trust.

Management Program

After consultation with the Partnership, and in accordance with U. S. Department of the Interior procedures, the Secretary of the Interior would hire an executive director for the Trust. Within six months after Congressional authorization of the Trust, the Trust, in consultation with the Director of the National Park Service (the Director), Tuskegee University, and Tuskegee Airmen, Inc., would develop a cooperative agreement for management of the Tuskegee Airmen National Center. Through the cooperative agreement, the Director would provide for the planning and design, and technical assistance for the maintenance and interpretive programs of the National Center. The Director would also provide such maintenance, interpretation, curatorial management, and general management as mutually agreed to by the Director and the Trust.

At the request of the Trust, the Director would provide for a period not to exceed three years, such personnel, technical expertise, and financial assistance, subject to appropriation of sufficient funds by Congress for these purposes, as necessary, to provide for the implementation of the National Center. Also at the request of the Trust, the Director would provide such uniformed personnel, on a reimbursable basis, to carry out day-to-day visitor service programs of the National Center (Appendix E). In addition, the Director of any other Federal agency, when requested by the Trust, may provide personnel on a reimbursable basis to carry out National Center programs.

The cooperative agreement would provide for the participation of uniformed NPS personnel in the day-to-day operation of the National Center. This would help to achieve the goal of providing visitors to the Tuskegee Airmen National Historic Site with a seamless, highly informative, tasteful, and well-coordinated experience. NPS personnel at the National Center would perform similar roles to that for the Moton Field Historic Complex including visitor information, interpretation, maintenance, and law enforcement. The Trust would reimburse NPS for the salaries and benefits of the agency's employees involved in such National Center activities.

Duties and Authorities

The Trust would be responsible for funding the annual operations of the National Center. In order to accomplish this, the Trust would have the authority to develop sources of revenue from

the operation of the facility. Recurring funds for the National Center would be sought from federal and other public agencies and private organizations.

Revenue generated through the operation of the National Center (Appendix F) and interest from an endowment established by private donations would be used to fund recurring operations costs. Sources of revenue would include a small user/entrance fee at the National Center, sales resulting from food service and the gift shop/bookstore, funds received from private and public sources for the conduct of educational programs, and fees received for use of the facility for special events such as conferences and banquets. The Trust would also have the authority to accept donations of funds, property, supplies, equipment or services from individuals, foundations, corporations and other public and private entities. All proceeds received by the Trust would be retained by the Trust and would be available to cover the operational costs and the needs of the National Center. The Trust may improve and repair property under its administrative jurisdiction, but would not have the authority to dispose of or convey fee title to any real property or portion thereof.

The Trust would participate in the development and promotion of programs and activities of the National Center. After consultation with the Director, the Trust, after receipt of advice from the Partnership, could negotiate and enter into such agreements, leases, contracts and other arrangements with any person, firm, association, organization, corporation or governmental entity, including entities of Federal, State and local governments as are necessary and appropriate to carry out its authorized activities. National Park Service review and approval would ensure consistency of such activities with laws and policies that govern units of the National Park System. The Trust would establish procedures for lease agreements and other agreements for use and occupancy of National Center facilities, including a requirement that in entering into such agreements the Trust shall obtain reasonable competition.

The Trust would be authorized to appoint and fix the compensation and duties of an executive director and such other officers and employees it deems necessary.

Bylaws, Rules and Regulations

In consultation with the Director, the Trust, after receipt of advice from the Partnership, may adopt, amend, repeal, and enforce bylaws, rules and regulations governing the manner in which its business may be conducted and powers vested in it may be exercised. In addition, the Trust would be authorized, in consultation with the Director, to adopt and enforce those rules and regulations that are applicable to the operation of the National Park System, and that may be necessary to carry out its duties and responsibilities. The Trust would give notice of the adoption of such rules and regulations by publication in the Federal Register.

Taxes

The Trust and all properties administered by the Trust would be exempt from all taxes and special assessments of every kind by the State of Alabama and its political subdivisions including Macon County and the City of Tuskegee.

Reporting

At the end of each calendar year, the Trust would submit to the Committee on Energy and Natural Resources of the United States Senate and the Committee on Resources of the House of Representatives a comprehensive and detailed report of its operations, activities, and accomplishments for the prior fiscal year. The report would also include a section that describes in general terms the Trust's goals for the current fiscal year.

PROJECT TIMELINE

The preliminary project schedule calls for completion of the Tuskegee Airmen Memorial Wall of Honor and visitor parking by 2005. Construction of the Tuskegee Airmen National Center should also be completed by 2005. These milestones are dependent upon the following critical path tasks: beginning pre-fundraising activities, raising seed money, commencing the formal fundraising campaign, and enactment of legislation by the U. S. Congress to establish the Tuskegee Airmen National Center Trust by the earliest possible date.

THE PARTNERS AND THEIR ROLES

The following roles for the Partnership and recommended supporting organizations form a preliminary framework for the strong collaborative effort needed to develop and operate the Tuskegee Airmen National Center. This framework will be expanded and refined in the cooperative agreement required under Section 304 of the Act. See Appendix L for a further explanation of the proposed collaboration.

The Partnership: Project Leadership

Organization	Roles
National Park Service	• Provide for overall management of National Historic Site. • Rehabilitate and interpret Moton Field Historic Complex. • Provide visitor parking and pedestrian walkways. • Assist Tuskegee Airmen National Center Trust in operating the National Center.

Organization	Roles
Tuskegee University	• Historical role in helping to initiate the training of African-Americans as pilots in the U.S. Army Air Corps and in constructing the original Moton Field training facilities. • Current Roles: • Reestablish the aviation training at Moton Field through creation of Tuskegee University Department of Aerotechnology and Aviation Science to be housed in the Tuskegee Airmen National Center. • Provide education in aviation and related fields, aviation research, and outreach programs focusing on job training and fostering community and economic development. • Participate in fundraising for the National Center. • Donate property for the NHS to NPS. • Participate in the development of educational programs for the National Center. • Coordinate with national, state and local education agencies and organizations.
Tuskegee Airmen	• Individual Airmen • Donate artifacts representing the Tuskegee Airmen experience, including photographs, written records, uniforms, flight gear and similar items for use in exhibits and interpretive programs. • Tuskegee Airmen Inc. Organization • Participate in a friends group, fundraising campaign, and design of National Center and Wall of Honor. • Provide assistance to NPS in identifying oral history interviewees and conducting interviews for use in exhibits and interpretive programs. • Provide assistance to NPS in gathering and identifying historical data.

Key Collaborators

Organization	Roles
Tuskegee Airmen National Center Trust	• Administer construction, management, operation and maintenance of the National Center through cooperative agreement with the National Park Service and Tuskegee University. • Provide funding for the annual operation of the National Center. • Seek and expand the roles of other partners in programs of the National Center. • Reimburse the NPS for staff assistance in operating the National Center.
National Park Foundation	• If requested by NPS, assist the National Historic Site in fulfilling its purposes. • Raise money for the administration of fundraising campaign. • Provide assistance to fundraising effort for Tuskegee Airmen National Center and Memorial Wall of Honor.
A friends group for the Tuskegee Airmen National Historic Site	• If organized and a formal relationship established with NPS, assist the National Park Service in fulfilling its mission. • Assist with the development of interim and permanent visitor facilities including rehabilitation of the Moton Field Historic Complex, interpretive exhibits and programs, and implementation of the Tuskegee Airmen National Center.

Supporting Organizations

Organization	Roles
Private Sector • Major National Corporations • Foundations and Individual Donors • Alabama Corporations • Aircraft Manufacturers & Computer Software Manufacturers • Economic Development Partnership of Alabama • National Education Organizations • Experimental Aircraft Association (EAA) • Aircraft Enthusiasts • Historians • Individual Donors	• Provide funds, equipment, in-kind services, and technical assistance for development and operation of the National Center including its educational programs and Memorial Wall of Honor. • Provide support in identifying sources of assistance needed for National Center.
Other Federal Agencies • U.S. Department of Defense (e.g., U.S. Air Force, U.S. Army, U.S. Marines, U.S. Coast Guard) • U.S. Department of Education • U.S. Department of Transportation (e.g., Federal Highway Administration, Federal Aeronautics Administration) • Smithsonian Institution • NASA	• Provide technical assistance and funding for educational programs of the National Center. • Improve access to site through funding for upgrading of State Highway 81 and I-85 interchange. • Provide funds, technical assistance, and equipment for conduct of Department of Aerotechnology and Aviation Science Program of Tuskegee University. • Provide loans of exhibit materials.
State of Alabama • Office of the Governor • Alabama Department of Education • Alabama Bureau of Tourism & Travel • Alabama Department of Economic and Community Affairs • Alabama Department of Archives and History • Alabama Historical Commission (State Historic Preservation Officer)	• Provide funding, technical assistance and other support for educational programs of National Center. • Provide tourism information and staff information updates. • Improve State Highway 81 and I-85 interchange for access to site. • Provide grants technical assistance for planned economic development and infrastructure in areas adjacent to National

Organization	Roles
State of Alabama (continued)	Historic Site. • Provide temporary and some long-term storage of historical artifacts. • Provide funds for development of interim facilities (initial visitor parking, visitor contact, and basic exhibits for historic complex).

Local Agencies and Organizations
 	
• City of Tuskegee
 	
• Macon County
  • Macon County Schools
  • Tuskegee/Macon County Community Development
  • Chamber of Commerce
	• Support and participate in educational programs of National Center.
	• Promote and coordinate public and local business support for project; provide assistance in conducting fundraising campaign.
	• Prepare plan for enhancement of local and regional tourism based on facilities and programs of National Center and National Historic Site.
	• Develop plan and provide for improvement of infrastructure needed to serve National Historic Site and adjacent areas.
	• Formulate and approve strategy for coordinated zoning and development of adjacent areas, especially between Interstate 85 and National Historic Site.

FEASIBILITY STUDY RESULTS

FEASIBILITY STUDY RESULTS

A study of the feasibility of raising private funds to develop the Tuskegee Airmen National Center has been completed. The purpose of the feasibility study is to provide data and analysis to serve as the basis for recommendations included in this report. The feasibility study was made possible through a grant from the Alabama Department of Economic and Community Affairs. Study objectives included the following:

- Determine the purpose, scope and cost of the National Center.
- Determine the potential to raise sufficient funds for the project and define potential funding sources through a series of workshops, meetings and interviews with potential donors and stakeholders.
- Determine who should conduct the fundraising campaign.
- Develop recommendations for the National Park Service and the National Park Foundation regarding fundraising strategies, campaign leadership, partnering, staffing and other campaign issues.

The following discussion presents the results of the feasibility study including a description of the physical and program elements of the National Center, the audience it will serve, economic impacts, and estimated costs for design, construction, and operation. The types and level of support that can be expected from conducting a fundraising campaign are also presented.

A VISION FOR THE TUSKEGEE AIRMEN NATIONAL CENTER

PURPOSE AND GOALS

In establishing the Tuskegee Airmen National Historic Site through Public Law 105-355, the United States Congress defined the purpose of the NHS. This purpose (see Section 302 of the Act) includes fostering visitor understanding and appreciation of the broad story of the Tuskegee Airmen® experience through interpretation and education. The story includes their training and the obstacles they faced; the impacts of their participation during World War II; the significance of their successes in leading to desegregation of the United States Armed Forces shortly after the war and on subsequent civil rights advances; and the strategic roles of Tuskegee Institute (now Tuskegee University) in training the airmen. The purpose also includes presenting the story of the Tuskegee Airmen in the context of the African-American struggles for greater roles in the U.S.military and in defending their country.

Rehabilitation of the Moton Field Historic Complex, the primary flight training facility for the Tuskegee Airmen, will enable the training portion of the story to be told. The objective here will be to present the historic complex as it was in the 1940s. Historic buildings and grounds will be restored and furnished as an outdoor museum to allow visitors to experience a "snapshot in time." Space for exhibits sufficient to convey more than the training portion of the story is not available in the Moton Field Historic Complex. Attempting to interpret more than the training activities of the Tuskegee Airmen here would detract from that story and be inappropriate. In order to tell the rest of the story for visitors and fulfill the basic purposes of the National Historic

Site, a facility is needed at another location within the site. Section 304 of Public Law 105-355 states that "the purpose of the Tuskegee Airmen National Center shall be to extend the ability to relate more fully the story of the Tuskegee Airmen. The National Center will allow the purposes of the NHS, as indicated in Section 302 (b) of the Act, to be fulfilled.

The Tuskegee Airmen National Center will be constructed in a wooded area several hundred feet from the historic complex. The location and topography of the site will allow the National Center to have a minimal impact on the historic character of the Moton Field complex. At the same time, the National Center will have a major effect on facilitating visitor use and interest in the National Historic Site.

Based on the Act and the input of a focus group of interested citizens, several goals for the Tuskegee Airmen National Center have been formulated :

- To provide the necessary space for telling the complete story of the Tuskegee Airmen.
- To serve as the focal point for visitor use and interpretation of the National Historic Site and a national repository for all information on the Tuskegee Airmen.
- To provide exhibits and programs that will "bring the story to life" for the diverse audience that will visit the National Center.
- To present the tradition of excellence and heroic legacy of the Tuskegee Airmen as an educational model for youth.
- To provide a "teaching museum" that will foster education and learning for primary, secondary and college-level students, especially from the Black Belt Region, through the lens of the Tuskegee Airmen experience.
- To utilize museum exhibits and artifacts, including training and combat equipment used by the airmen, in educational programs aimed at presenting the Tuskegee Airmen as inspirational and practical role models for successful applications of math, science, aeronautics and problem solving in a real-world context.
- To reestablish the training of young aviators at Moton Field.
- To provide a major education, tourism, and economic development resource for the region.

PRIMARY COMPONENTS

The components of the Tuskegee Airmen National Center can be divided into four categories:

- Memorial
- Exhibits
- Education and Research
- Public Service/Administration

Memorial

A dramatic, uplifting, and memorable introduction to the National Center, a Memorial Wall of Honor, will list the names of each of the more than 15,000 men and women who served as Tuskegee Airmen. The memorial will be an outdoor exhibit in the courtyard entrance of the National Center and will convey a powerful message of pride, preparation, and perseverance–qualities that enabled the Tuskegee Airmen to achieve success despite tremendous obstacles.

Exhibits

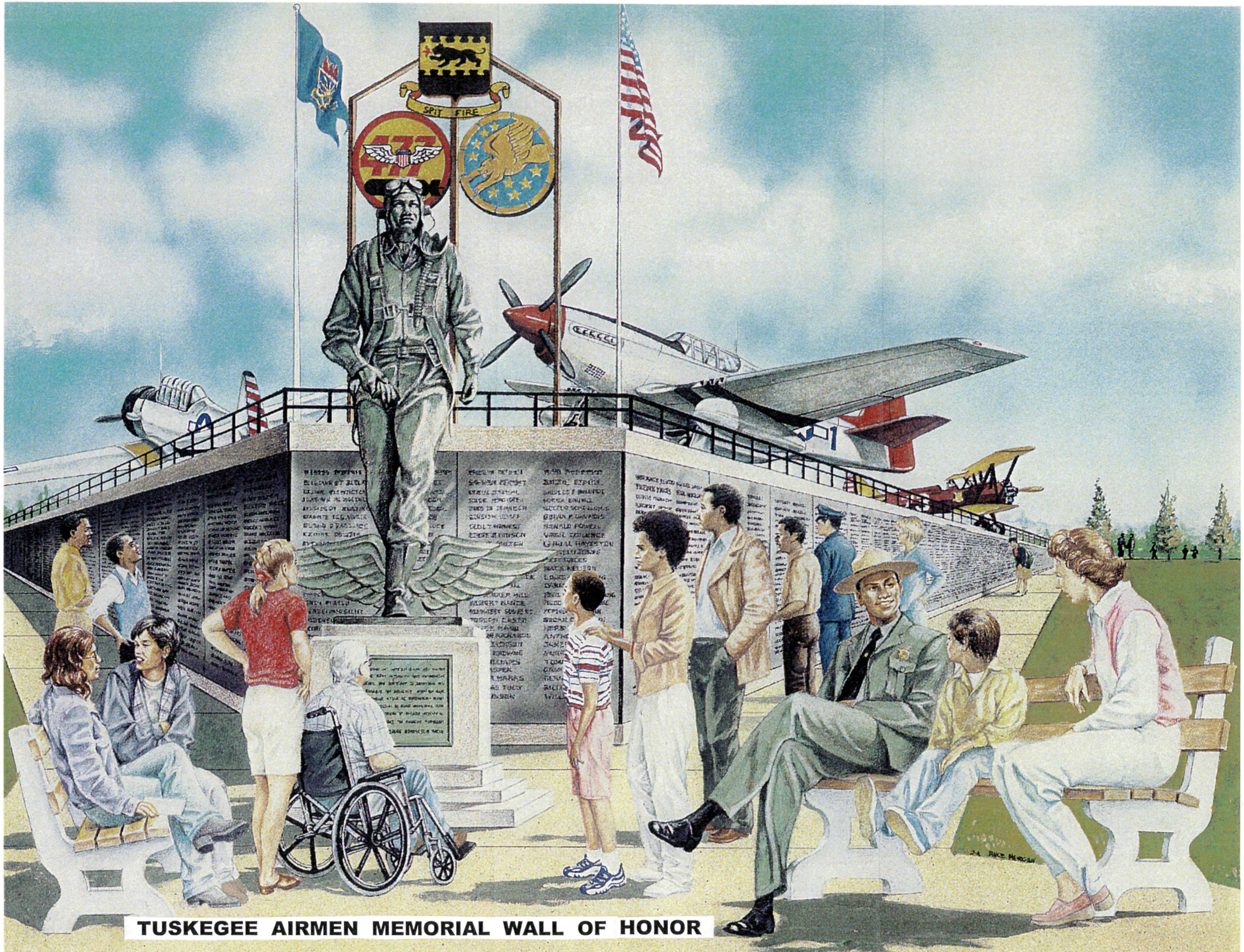
A series of major exhibits within the National Center will educate visitors on the history and significance of the Tuskegee Airmen and their important contributions to America. In addition, the exhibits will teach visitors how discipline, determination, and education carried the men and women of the Tuskegee Airmen program from flight training to become American leaders. These exhibits will document another chapter of American history and tie the Tuskegee Airmen to the heroic chain of World War II.

Tuskegee Airmen Aircraft

An exhibit of World War II aircraft flown by the Tuskegee Airmen in combat and training. Combat aircraft to be displayed include the P39, P40, P47D, P51D, and B25. Training aircraft not exhibited in the Moton Field Historic Complex will also be displayed in the National Center. These planes include the BT13, AT6, AT10, UC78, and Twin Beech/C45.

In Their Own Words

Visitors will hear the Tuskegee Airmen and support staff tell their story through recorded oral history interviews. A series of interactive exhibits focusing on the various aspects of the Tuskegee Airmen story will provide visitors with an opportunity to hear the airmen, support personnel and their families describe their experiences.


SPIT FIRE
TUSKEGEE AIRMEN MEMORIAL WALL OF HONOR



TUSKEGEE AIRMEN AIRCRAFT EXHIBIT

Theater

A major audiovisual presentation on the history of the Tuskegee Airmen. The theater will include a large screen with auditorium style seating. The feasibility of a mini-IMAX will be considered. The theater will also host other audiovisual presentations on the Tuskegee Airmen and related subjects, as well as conferences and seminars.

American Heroes: Yesterday, Today and Tomorrow.

An exhibit focusing on the combat success, heroic excellence, honors received, and obstacles overcome by the Tuskegee Airmen. The exhibit will expand and guide the visitor through a "then, now and future" legacy of this historic program and its impact throughout the world.

"Teach Me to Fly"

Visitors learn to fly like the Tuskegee Airmen through hands-on experience with the Link Trainer, a flight simulator used by the airmen.

"Red-Tail Angels in Battle"

A combat simulation experience for groups of 15 to 20 people.

Jobs Performed by the Tuskegee Airmen

An exhibit commemorating the wide variety of supporting tasks performed by the thousands of male and female airmen who acted as nurses, parachute riggers, administrative and clerical personnel, navigators, mechanics, bombardiers, etc. This exhibit will further the understanding of a transfer of skills from "learning to fly" to creating a class of people and a culture.

African-American Women in Aviation

The roles and contributions of African-American women in the development of aviation will be chronicled through this exhibit. The exhibit will also commemorate the stamina of the women of the program in spite of the military's refusal to allow them to enlist and use their skills as pilots.

African Americans in the Military

The successes of the Tuskegee Airmen represent the culmination of a long struggle by African Americans for greater roles in defending their country. This exhibit will trace the history of African Americans in the United States military including the Revolutionary War, Civil War, Buffalo Soldiers, World War I, World War II, etc.

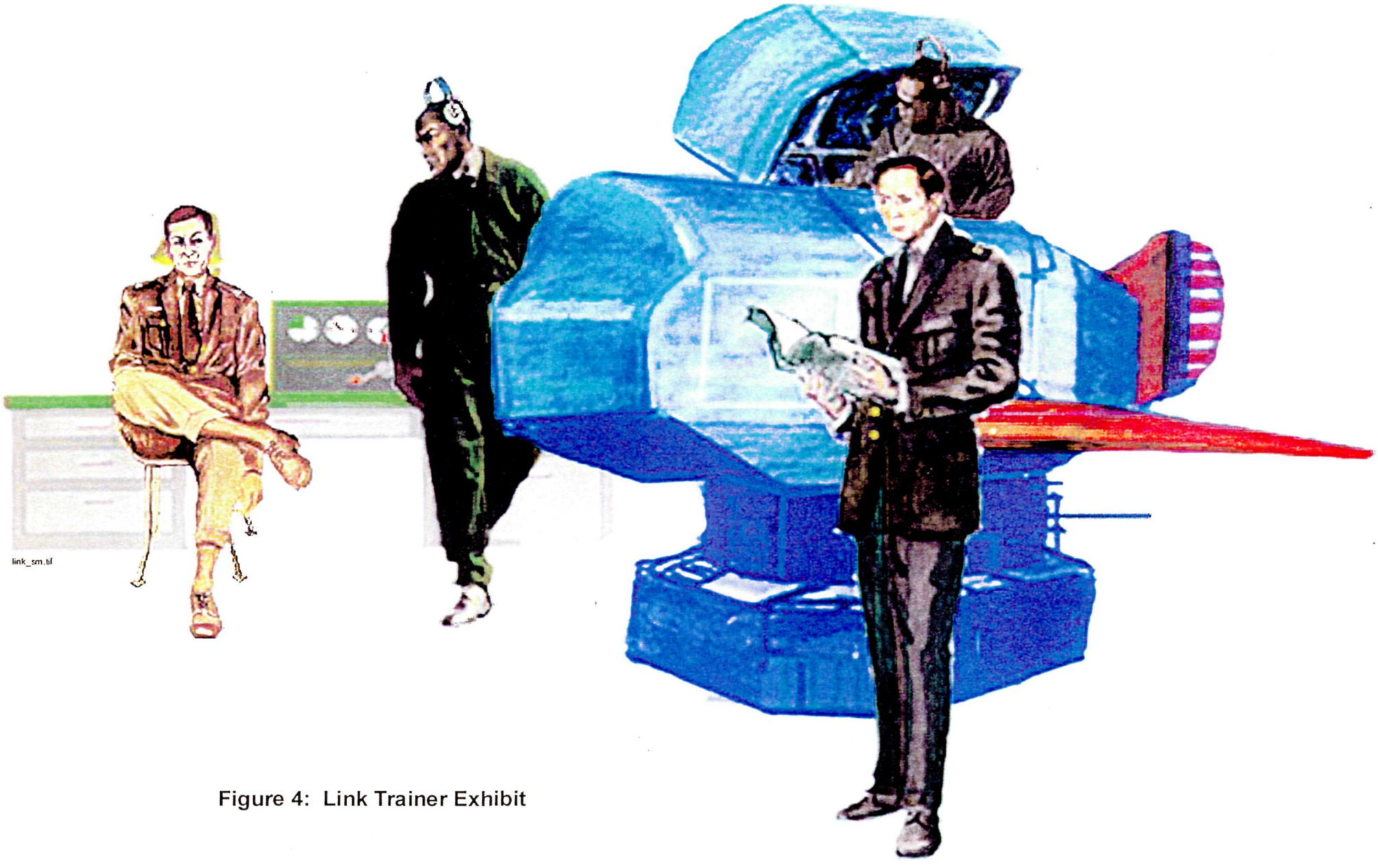


Figure 4: Link Trainer Exhibit



Figure 5: National Center exhibits on African Americans in the Military will provide the context for the story of the Tuskegee Airmen. Exhibits will cover the Revolutionary War, War of 1812, Civil War, Buffalo Soldiers, World War I, Word War II, and post World War II to the present.

Education And Research

In addition to providing a memorial to the Tuskegee Airmen, the National Center will function as a living museum using the heroic legacy of the Tuskegee Airmen as an educational model for the youth of today and tomorrow. As a teaching museum, the National Center will foster learning for primary, secondary and college-level students through the lens of the Tuskegee Airmen experience.

The Charles Alfred "Chief" Anderson Department of Aerotechnology and Aviation Science of Tuskegee University

The training of young aviators at Moton Field will be reestablished through this college-level program of Tuskegee University. The program will be located in a separate but interconnected structure as an integral part of the National Center. Although students will be housed and receive basic courses on the Tuskegee University campus, special courses and flight instruction will be conducted at Moton Field. Curriculum will focus on aviation, math, science, and aeronautics instruction to prepare students to meet challenges for success in the 21st century. The program will be structured in the tradition of the Tuskegee Airmen and facilities will provide:

- A highly competitive aviation training center providing pilot training and education in airport management and safety, meteorology, air traffic control, maintenance and other technical specialties for people in the Tuskegee University region.

- An education and training center for aviation research. A national repository with high-tech computers and worldwide computer access. Enhancement of Tuskegee University's existing program in aerospace engineering.

- Expansion of Tuskegee University's Department of Continuing Education programs including Aviation Youth Camps lecture series by the Tuskegee Airmen, and biannual flight reviews for licensed pilots. Adult outreach to provide knowledge and skills to obtain airframe and power plant license approved by the Federal Aviation Administration (FAA).

- Outreach and continuing education programs to provide job training and foster community and economic development.

Learning Laboratory

A computerized learning facility aimed at developing and extending the technical skills of primary and secondary school students of the Black Belt Region. Using the concept of a school within a museum, the laboratory will be the focal point for learning programs

utilizing the exhibits and artifacts of the National Center as teaching tools. Special programs in an interactive learning environment will provide students with opportunities for practical applications of math, science, aeronautics, problem-solving, goal-setting, and teamwork. Student-visitor interface programs will also be coordinated from the learning laboratory.

Teacher's Academy and Distance Learning Center

An applied learning facility focusing on assistance to educators in curriculum development and teaching based on the use of the Tuskegee Airmen as practical role models for today's youth. In close coordination with the learning laboratory, the center will offer distance learning programs for students and teachers. The facility will provide the necessary concepts, information, and class materials to enhance learning both at the National Center and in their own classrooms.

Library and Archives

The library and archives will serve as a national repository for all information on the Tuskegee Airmen. Preserving all historical records of the Tuskegee Airmen in print and electronic media, the facility will be open to the general public and facilitate research on all aspects of the history of the airmen. Adjacent to the library and archives will be a Tuskegee Airmen-in-Residence Area, providing office space, conference rooms and storage.

Public Service/Administration Area

Due to its proximity to Interstate 85, the Tuskegee Airmen National Center, in addition to attracting visitors for its historical exhibits on the airmen, will also serve as a rest stop for motorists. Therefore, it is important for the facility to provide services including:

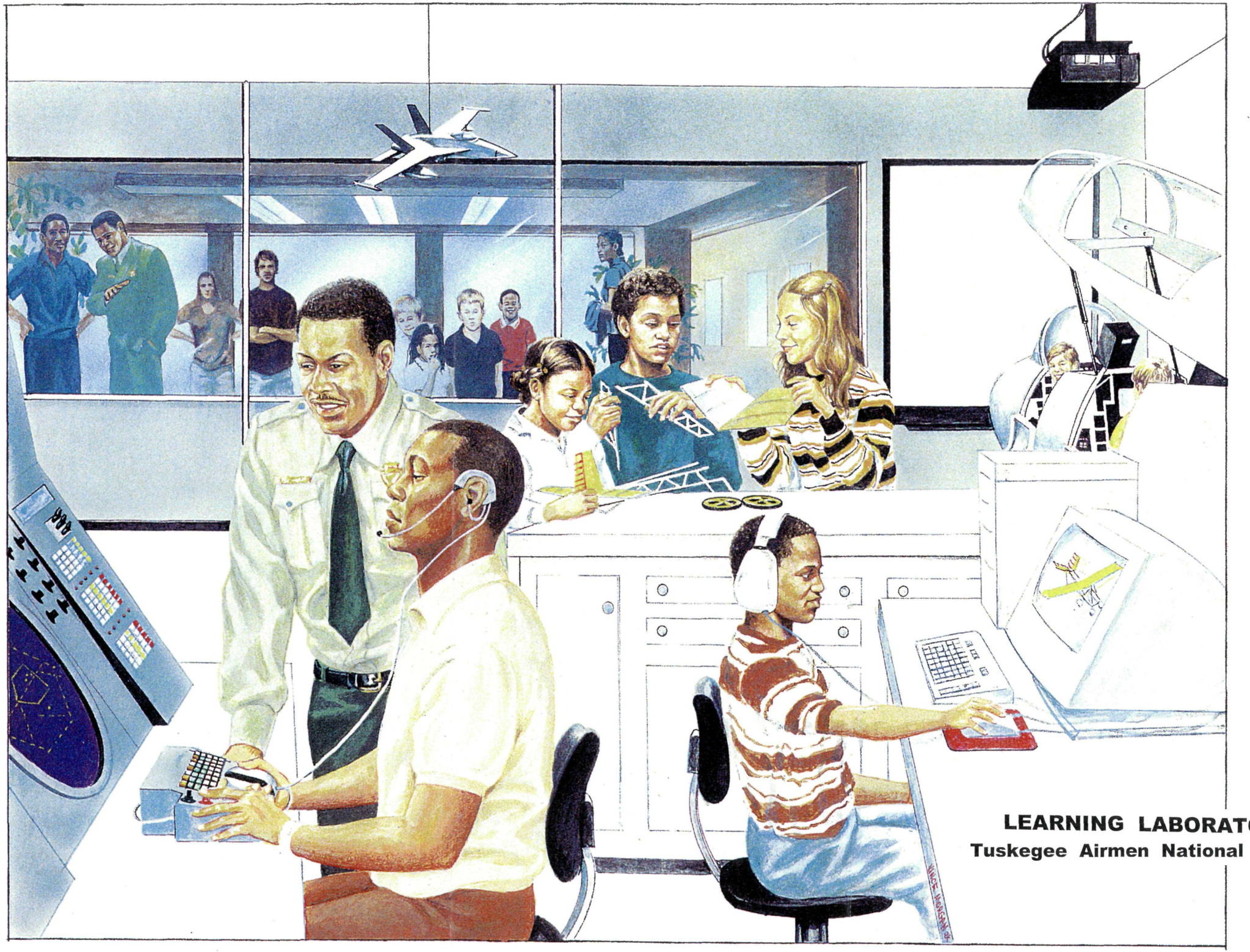
Tourist Information Desk will offer visitors information on a wide variety of attractions including the Tuskegee Airmen National Historic Site, City of Tuskegee, Macon County and the State of Alabama.

The ***"Ready Room Café"*** will provide food and beverages in a 1940's atmosphere.

Bookstore and Gift Shop will provide an inventory of books, historical memorabilia and other items relevant to the Tuskegee Airmen, World War II era, and African-Americans in the military.

Public Restrooms

Trust Administrative Offices



LEARNING LABORATORY

Tuskegee Airmen National Center

AUDIENCE

The multi-faceted story to be told at the Tuskegee Airmen National Center will attract a broad variety of visitors. The story of struggle, perseverance, heroism and success despite almost overwhelming obstacles is a compelling and timeless one. The military, civil rights, and aviation aspects of the story will attract an audience that is unique in its diversity when compared with the visitor profile of most historical units of the National Park System. The programs, exhibits, and subject matter of the National Center will appeal to people of all ages. The numbers and types of visitors will also be significantly affected by supplementing typical interpretation with an emphasis on education programs for primary, secondary and college-level students. The audience for the Tuskegee Airmen National Center will be made up of the following interests and types of visitors:

- Military and World War II enthusiasts
- Aviation enthusiasts
- Active and retired military personnel
- Civil rights enthusiasts
- General history enthusiasts
- National parks enthusiasts
- Children of all ages
- Aviation students
- School groups (primary, secondary and college)
- Family genealogy seekers
- Scholars and researchers
- General tourists

The Tuskegee Airmen National Center and Moton Field Historic Complex are also expected to attract significant numbers of international visitors. As evidenced by discussions with overseas travel agencies and tour providers, many of these visitors are likely to come from Europe, where interest in World War II sites and aviation is very high.

The proximity of the site to Interstate 85 (less than one mile from exit) suggests that the Tuskegee Airmen National Center should function as a welcome and information center for regional tourism. The site will also receive use as a rest stop for interstate travelers. More than 23,000 vehicles per day currently utilize this portion of Interstate 85.

ECONOMIC IMPACT

Tourism is Alabama's number one industry, with travelers spending approximately $5.6 billion in 1999. In the same year, approximately $358 million of state and local tax revenues were realized primarily due to travel and tourism activities. Since the development of the Tuskegee Airmen National Center is seen as the critical focal point for attracting major numbers of visitors to the NHS, it is easy to understand why the facility is important to the region and state.

A study of the economic impact of the development of the Tuskegee Airmen National Center and the rest of the National Historic Site has been prepared by the Alabama Bureau of Tourism and Travel and Auburn University–Montgomery. Completed in March 2000, the study surveyed in-state and out-of-state residents using a random sampling method. Out-of-state surveys were conducted in 10 states where interest in travel to Alabama is highest, based on previous research.

The study concludes that the economic impact of the project is dependent on the level of marketing undertaken to promote it. Because of the economic importance of the Tuskegee Airmen National Historic Site to Alabama, the state has committed to a major promotional and marketing effort through the Alabama Bureau of Tourism and Travel.

According to the study, market penetration levels of 25 percent and 50 percent are considered most probable. Visitor estimates at these penetration levels are comparable to current visitor use at similar attractions in Alabama and the Southeast. The potential future impact of the project at 75 and 100 percent market penetration has also been included in the study. The market penetration level is defined as the percentage of households that are aware of the attraction after the promotional campaign begins. See Table 2 for a description of the projected annual economic impact of the NHS once all proposed facilities have been developed.

The majority of job creation related to the project will occur in central Alabama. The major effect will be felt in the county in which the Tuskegee Airmen National Historic Site is located. Macon County is one of the most economically depressed areas in Alabama. Even the most conservative figures presented for the 25 percent market penetration will yield a very substantial boost to the economy of Macon County and the City of Tuskegee.

See Appendix J for annual attendance figures at top Alabama travel attractions and similar attractions in the Southeast.

Other civil rights-related attractions in the area will have a positive effect on visitor use levels for the Tuskegee Airmen National Historic Site. Nearby Montgomery offers the Civil Rights Memorial, Dexter Street Memorial Baptist Church, and the Rosa Parks Museum, commemorating the Montgomery Bus Boycott. Perhaps the most important of these civil rights sites in the Montgomery area is the Selma-to-Montgomery National Historic Trail. The trail commemorates the famous march that led to the passage of the 1965 Voting Rights Act. These sites will help draw visitors to the region, thereby boosting the number of potential visitors to the Tuskegee Airmen National Historic Site.

TABLE 2

Annual Economic Impact of Tuskegee Airmen National Historic Site Dependent on Market Penetration Level

	100% Market Penetration	75% Market Penetration	**50% Market Penetration**	25% Market Penetration
Annual Visitor Use	905,489	679,117	**452,745**	226,370
Total Direct Impact *	$66,197,053	$49,647,790	**$33,098,526**	$16,549,263
Total Output **	$130,974,722	$98,231,042	**$65,487,361**	$32,743,681
Total Earnings ***	$43,958,927	$32,969,195	**$21,979,463**	$10,989,732
Total Employment****	2,905	2,179	**1,453**	726

* Total traveler spending: the increase in demand within the travel industry sector of the economy within the state of Alabama as a result of the Tuskegee Airmen National Historic Site.

** Total money that will be introduced into Alabama's economy as a result of the project, through both direct and indirect impact.

*** Increased earnings as a result of the project. Wages and salaries paid to new workers hired in addition to the existing workers within the travel industry (direct earnings) and wages and salaries paid to workers in all other sectors that support the travel industry (indirect earnings).

**** Creation of new jobs related to workers in both the travel industry (direct earnings and workers in all other sectors that support the travel industry (indirect earnings).

Note: **The Target Penetration Goal is 50% by Year 5 After Completion of Facilities.**

Source : Economic Impact Study by Alabama Bureau of Tourism and Travel, March 2000.

ESTIMATED COSTS

Development Cost

The cost of the Tuskegee Airmen National Center is dependent on the components of the facility and the space requirements for these components. A building program describing the building functions and space needs is presented in Appendix G. A facility of 76,000 square feet is proposed to accommodate all of the necessary components.

In addition to the cost of constructing the National Center building and Memorial Wall of Honor, the total budget for facility development will include the cost of:

- Conducting and administering a fundraising campaign.
- Preparing design and construction drawings and specifications.
- Providing for construction supervision and contingencies.
- Designing, producing and installing exhibits.
- Providing furnishings, fixtures, computers, educational materials and equipment.
- Establishing an endowment fund for the long term operation of the National Center.

The following financial plan reflects each of these cost items and provides an overview of the total cost of the project.

The Financial Plan for the Tuskegee Airmen National Center

The following financial plan provides an overview of the cost for planning, design, construction, furnishings, equipment, fundraising, and an endowment for long-term operations and maintenance. The costs indicated in this section are based on preliminary Class "C" estimates. These figures will be refined in the form of more detailed Class "B" and Class "A" estimates as the preparation of design and construction contract documents moves forward.

MEMORIAL WALL OF HONOR

Memorial in courtyard entrance area of National Center including cost of design, permits, construction, construction supervision, and contingencies.	$ 4,000,000

BUILDING

Construction of 76,000 square foot Tuskegee Airmen National Center including cost of design and permits, construction, construction supervision, and contingencies.	$ 27,924,848 *

EXHIBITS

Cost of design, curatorial services, completion of oral history interviews, production and installation of museum, audiovisual and interactive exhibits.	$ 12,100,000

DEPARTMENT OF AEROTECHNOLOGY AND AVIATION SCIENCE, TUSKEGEE UNIVERSITY

Curriculum planning, computers and other educational and instructional equipment and materials, furniture, fixtures and facility development.	$ 8,000,000 **

LEARNING LABORATORY AND TEACHER'S ACADEMY AND DISTANCE LEARNING CENTER

Laboratory furnishings including computers, furniture, fixtures and educational equipment and materials.	$ 2,300,000

* Estimate based on $270 per square foot construction cost. Figure includes gross construction cost of $ 27,702,000 plus cost of furnishings and equipment for administrative offices, gift shop/bookstore, Ready Room Cafe and lobby information area.

** This portion of funds raised to be used by Tuskegee University for implementation of Department of Aerotechnology and Aviation Science program.

LIBRARY, ARCHIVES AND RESEARCH CENTER	
Library and archival material and furnishings, computers and other equipment.	$ 1,100,000
ENDOWMENT	
Seeds an endowment fund for long-term operation and maintenance cost of National Center and reimbursement to the National Park Service for services provided.	$ 7,500,000
TOTAL COST	**$ 62,924,848**

Operational Cost

The estimated annual cost of operating the National Center including staffing, maintenance, and utilities is $1,741,500 (Appendix H). This figure does not include staffing and operation of the Tuskegee University Department of Aerotechnology and Aviation Science that will be handled by the university.

The National Park Service also will provide targeted assistance for operation of the National Center. Such assistance will be provided by staff of the Tuskegee Airmen National Historic Site and may include interpretation, museum services, maintenance, and law enforcement. The National Park Service will be reimbursed for the cost of these staff services to the National Center. The annual amount of the reimbursement is estimated at $300,500 (Appendix E), and is included in the total estimated annual cost of operating the National Center.

The annual operating cost will be reduced to the extent that assistance is secured from private and public sources. This is especially true for the educational and interpretive programs of the National Center. The resources necessary for conducting the National Center's education programs are expected to come from major corporations including the computer and aeronautics industries, the U. S. Department of Defense (STARBASE Program, Appendix I), the State of Alabama and local and regional school systems. Assistance should come from corporate employee loan programs and retired employees from various business, education, and military backgrounds. Tuskegee University students are expected to provide an important source of support. Some help will be in the form of part-time paid staff and volunteers. Information desk staff will be provided by the Alabama Bureau of Tourism and Travel, the local Chamber of Commerce and volunteers.

Annual revenue generated by the National Center is projected to balance with the operating costs of the facility. Sources of revenue should include, but not necessarily be limited to:

- Annual interest earnings from an endowment to be established through private donations
- A small user/entrance fee to be paid by visitors to the National Center (Congressional authorization for a user/entrance fee to be included in proposed legislation establishing the Tuskegee Airmen National Center Trust)
- Annual contributions of private and public funds and inkind services for National Center programs
- Other revenue generated by operation of the National Center

See Appendix G for a breakdown of revenue and revenue sources.

RESULTS OF INTERVIEWS WITH POTENTIAL DONORS AND STAKEHOLDERS

The feasibility study assesses several criteria that are crucial to the success of any fundraising campaign. These criteria include: credibility and confidence in the organization, strength of the case for support, potential for recruiting influential and capable volunteer leadership, availability of donor-prospects, readiness of the institution's infrastructure to support the campaign, and an environment that is conducive to fundraising. More than 100 potential donors and stakeholders were contacted during the study to obtain feedback on the criteria. Personal interviews, mail surveys, telephone surveys, and other forms of correspondence were used. The study findings are summarized as follows.

Credibility and Confidence

Study findings indicate that there is a high level of knowledge and respect for the National Park Service as an organization–its mission, programs, leadership and ability to manage and accomplish a large project as proposed at Moton Field. Prospective donors and interested parties believe that the National Park Service should play a lead role in the development and operation of the NHS. However, the NPS should involve other entities in partnering opportunities to ensure the success of the project.

The participation of the National Park Foundation (NPF) is also viewed as an important aspect of the fundraising campaign. Since the NPS cannot raise private funds, use of the National Park Foundation's credibility with potential donors will be key in establishing a fundraising entity to conduct the fundraising campaign. The composition and structure of the fundraising entity and its relationship with the National Park Service and the National Park Foundation must be determined.

Case For Support

Broad acceptance of the case for support and awareness is essential to the success of the campaign. Potential donors and interested parties were overwhelmingly supportive of the project, its mission and need. The need was supported from the standpoint of interpreting an important part of history, and using the proposed facilities and programs to help fulfill educational needs, provide economic benefits to the local area, region and state, and provide an opportunity to highlight another chapter of World War II heroes. Many of those contacted believe that the project is long overdue and will finally provide recognition for the struggles, achievements and successes of the Tuskegee Airmen before the survivors of this legacy are no longer able to realize its completion. Respondents also emphasized the importance of the National Center as a centerpiece for telling the story of the Tuskegee Airmen for visitors to the National Historic Site.

Campaign Leadership

An organizational structure for management of the campaign needs to be developed to elevate the effort to a national level. Such a structure is also needed to provide access to wealth and other resources necessary for successful fundraising. Campaign spokespersons and volunteer leaders need to be identified and recruited to assist with the campaign. The feasibility study suggests individuals from across the country, including Alabama, who could serve in these capacities. These individuals should be asked to commit time, resources and financial support to the campaign. They would also provide assistance in soliciting for major gifts and opening doors to potential donors. A chairperson for the campaign has not yet been selected, but an impressive list of potential candidates has been developed and is included in the study.

Prospect Base

The study identifies a broad base of support for the project and provides a list of major donor prospects. Each prospect has indicated a strong interest in making substantial contributions to the campaign. In addition, other potential donors have been identified through research efforts, matching their recent giving histories with specific components of the proposed project. The result is a clear picture of support that is sufficient to provide a high probability of success in attaining the campaign goal of $65 million.

Listed are more than 25 companies that, based on their expressed interest in this project and history of giving to similar efforts, are major donor prospects with the potential to contribute an average of more than $1 million. The study also presents an extensive list of potential donors who have a history of giving to projects similar to the Tuskegee Airmen National Historic Site. The list includes companies that manufactured aircraft and aircraft parts used by the Tuskegee Airmen for training and combat during World War II. Cultivation of these and other potential donor prospects is vital to the successful completion of the fundraising campaign.

Study findings also indicate that the appeal of the project is extremely high, especially among members of the African-American community, corporate and foundation communities, and among education organizations and agencies. This is true on a national basis as well as in Alabama. The ability to raise funds at the grass roots level is also expected to be strong, primarily due to the large network and sizable membership of African-American organizations.

The project's appeal goes well beyond African Americans, however, because the story of the Tuskegee Airmen also includes a unique combination of aspects of American history. The legacy of the Tuskegee Airmen involves stories of perseverance, heroic performance and achievement set against a backdrop of themes relating to the military, World War II, aviation and civil rights. Military and aviation themes, in general, are especially popular among Americans, and attract the interest of a significant portion of the population. It is this special combination of factors that result in a number and variety of prospective donors that is very high among potential contributors in general. A large amount of the interest in giving to the project is due to the focus on education programs linked to the proposed Tuskegee Airmen National Center, and opportunities to link the past with the present and future through exhibits that feature the airmen telling their story in their own words.

Education is currently a top priority both nationally and in Alabama. Proposed programs will be provided for primary, secondary and college-level students. These programs will utilize the experiences and history of the Tuskegee Airmen as role models for success in applications of math, science, aeronautics, technology, and the development of leadership skills. In addition, educational programs at the National Center will directly address current educational deficiencies of students in the local area and the region (Appendix N). The focus on improving basic educational skills such as reading will be aimed at greatly enhancing graduation rates and expanding opportunities for receiving financial contributions from a wide variety of organizations.

A "road map" for success of the fundraising effort is also included in the study. This scenario for achieving the campaign goal is presented as a table indicating the number and sizes of gifts needed.

Institutional Readiness

The institutional resources necessary to conduct a large capital campaign are currently not in place. However, the tools can be assembled within the time period needed to officially "kick off" a campaign. The campaign structure could be developed using the resources of the National Park Foundation, the Tuskegee-Macon County Community Development Corporation, and Tuskegee Airmen, Inc., working in cooperation with the Tuskegee Airmen National Historic Site. Administrative and technical support for the campaign could be provided economically through NPF. Extensive training and support could be provided for campaign volunteers and staff through the NPF and the Tuskegee-Macon County Community Development Corporation. A friends group for the Tuskegee Airmen National Historic Site may also be established to provide assistance with this effort.

Environment

Giving for charitable purposes in the United States is continuing to increase. While the competition for gifts is intense nationally and fundraising for several African-American-related projects is ongoing, these factors are not expected to deter the broad appeal of the Tuskegee Airmen project. The unique combination of education, World War II/military, and aviation aspects of the project create a wide range of interest and significantly enhance the fundraising potential. Other factors to be considered include the completion of other major fundraising efforts related to World War II, including the World War II Memorial in Washington, D.C., the USS Arizona Memorial and the D-Day Museum in New Orleans, Louisiana.

The Tuskegee Airmen represent the last key segment of World War II Veterans to be recognized with an appropriate memorial. Tax law changes recently enacted by the U.S. Congress are likely to have a positive effect on charitable donations. Such changes include a tax cut in income tax rates and allowing taxpayers to claim contributions without itemizing deductions. Ongoing fundraising efforts by Tuskegee University should have only a minor effect on support efforts for the National Historic Site.

RECOMMENDATIONS FOR ORGANIZING THE FUNDRAISING CAMPAIGN

The following recommendations will help to organize a successful campaign for the Tuskegee Airmen National Center.

1. **Secure "seed money" of at least $1 to $2 million dollars to initiate the campaign.**

   Actions:
   - Revisit/cultivate potential donors contacted during the feasibility study.
   - Identify and contact other prospects.
   - Identify and pursue sources of public funds.
   - Establish campaign office space.

2. **Identify a fundraising entity to conduct the campaign.**

   Actions:
   - Prepare and execute written agreement with NPS.
   - Establish the Tuskegee Airmen National Historic Site Fund with the National Park Foundation.
   - Organize working committees and establish relationships with partner organizations.
   - Identify lead "high-profile" person(s) to assist with the campaign.

3. **Assemble campaign staff through hiring, contracting and partnering.**

   Actions:
   - Prepare job descriptions for campaign personnel.
   - Identify potential staff with experience in managing and conducting a capital campaign.
   - Review candidates with NPS and NPF and hire personnel.
   - Retain campaign consultant.

4. **Identify and receive commitment(s) from campaign chairperson(s). Ensure that chairperson(s) have sufficient national stature and credibility to lead the volunteer campaign executive committee.**

   Actions:
   - Prepare job description outlining responsibilities of campaign chairperson(s).
   - Prepare and prioritize a list of potential candidates and review with NPS and NPF.
   - Select top candidate(s).
   - Provide training in capital campaign and volunteer management.

5. **Kick off quiet phase of campaign.**

6. **Identify and recruit key national volunteers to advocate for the campaign and form the nucleus of the capital campaign committee.**

   Actions:
   - Prepare job descriptions for these key leaders.
   - Ensure that volunteers include representatives from Tuskegee Airmen, U.S. military, education and entertainment fields.
   - Hold an initial meeting at the national historic site to provide orientation and training, allow review and adoption of case statement, and evaluation of education/solicitation materials for the campaign.

7. **Develop a databank and tracking system.**

   Actions:
   - Utilize the National Park Foundation's existing management and tracking system to identify, teach and evaluate prospects.
   - Enter names, addresses and other information on existing prospects into the database.
   - Identify new prospects, collect applicable data and create contacts to establish potential closure.
   - Provide training for staff in utilizing the system.

8. **Formulate and initiate a public information program to increase public awareness of the project.**

Actions:

- Formulate a detailed Public Information Plan (media, web-site, 800 number).
- Identify and secure commitment from a high-profile person(s) to serve as publicity spokesperson(s) for the campaign (use ads/p.r. only).
- Identify and secure commitment from national spokeperson(s) for the campaign (solicitations only).
- Initiate public information program.

9. **Launch an advance solicitation/giving phase.**

Actions:

- Expand donor prospect list.
- Develop detailed written proposals for specific components of the project.
- Apply to corporations and foundations for specific support.
- Set gift targets for each donor prospect.
- Identify contact person for each prospect.
- Develop a written solicitation strategy for each gift of $100,000 or more.
- Define roles and responsibilities for the campaign organization and NPF.
- Implement fundraising campaign.
- Secure lead gifts totaling at least $7 to $10 million.
- Enhance the existing marketing tools to be used for solicitation.
- Prepare a marketing/education video to be used for fundraising.

APPENDIXES

APPENDIX A

16 USC 461 note [table].

TITLE III—TUSKEGEE AIRMEN NATIONAL HISTORIC SITE, ALABAMA

SEC. 301. DEFINITIONS.

As used in this title:

(1) HISTORIC SITE.—The term "historic site" means the Tuskegee Airmen National Historic Site as established by section 303.

(2) SECRETARY.—The term "Secretary" means the Secretary of the Interior.

(3) TUSKEGEE AIRMEN.—The term "Tuskegee Airmen" means the thousands of men and women who were trained at Tuskegee University's Moton Field to serve in America's African-American Air Force units during World War II and those men and women who participate in the Tuskegee Experience today, who are represented by Tuskegee Airmen, Inc.

(4) TUSKEGEE UNIVERSITY.—The term "Tuskegee University" means the institution of higher education by that name located in the State of Alabama and founded by Booker T. Washington in 1881, formerly named Tuskegee Institute.

SEC. 302. FINDINGS AND PURPOSES.

(a) FINDINGS.—The Congress finds the following:

(1) The struggle of African-Americans for greater roles in North American military conflicts spans the 17th, 18th, 19th, and 20th centuries. Opportunities for African-American participation in the United States military were always very limited and controversial. Quotas, exclusion, and racial discrimination were based on the prevailing attitude in the United States, particularly on the part of the United States military, that African-Americans did not possess the intellectual capacity, aptitude, and skills to be successful fighters.

(2) As late as the 1940's these perceptions continued within the United States military. Key leaders within the United States Army Air Corps did not believe that African-Americans possessed the capacity to become successful military pilots. After succumbing to pressure exerted by civil rights groups and the black press, the Army decided to train a small number of African-American pilot cadets under special conditions. Although prejudice and discrimination against African-Americans was a national phenomenon, not just a southern trait, it was more intense in the South where it had hardened into rigidly enforced patterns of segregation. Such was the environment where the military chose to locate the training of the Tuskegee Airmen.

(3) The military selected Tuskegee Institute (now known as Tuskegee University) as a civilian contractor for a variety of reasons. These included the school's existing facilities, engineering and technical instructors, and a climate with ideal flying conditions year round. Tuskegee Institute's strong interest in providing aeronautical training for African-American youths was also an important factor. Students from the school's civilian pilot training program had some of the best test scores when compared to other students from programs across the Southeast.

(4) In 1941 the United States Army Air Corps awarded a contract to Tuskegee Institute to operate a primary flight school at Moton Field. Tuskegee Institute (now known as Tuskegee University) chose an African-American contractor who designed and constructed Moton Field, with the assistance of its faculty and students, as the site for its military pilot training program. The field was named for the school's second president, Robert Russa Moton. Consequently, Tuskegee Institute was one of a very few American institutions (and the only African-American institution) to own, develop, and control facilities for military flight instruction. Robert Russa Moton.

(5) Moton Field, also known as the Primary Flying Field or Airport Number 2, was the only primary flight training facility for African-American pilot candidates in the United States Army Air Corps during World War II. The facility symbolizes the entrance of African-American pilots into the United States Army Air Corps, although on the basis of a policy of segregation that was mandated by the military and institutionalized in the South. The facility also symbolizes the singular role of Tuskegee Institute (Tuskegee University) in providing leadership as well as economic and educational resources to make that entry possible.

(6) The Tuskegee Airmen were the first African-American soldiers to complete their training successfully and to enter the United States Army Air Corps. Almost 1,000 aviators were trained as America's first African-American military pilots. In addition, more than 10,000 military and civilian African-American men and women served as flight instructors, officers, bombardiers, navigators, radio technicians, mechanics, air traffic controllers, parachute riggers, electrical and communications specialists, medical professionals, laboratory assistants, cooks, musicians, supply, firefighting, and transportation personnel.

(7) Although military leaders were hesitant to use the Tuskegee Airmen in combat, the Airmen eventually saw considerable action in North Africa and Europe. Acceptance from United States Army Air Corps units came slowly, but their courageous and, in many cases, heroic performance earned them increased combat opportunities and respect.

(8) The successes of the Tuskegee Airmen proved to the American public that African-Americans, when given the opportunity, could become effective military leaders and pilots. This helped pave the way for desegregation of the military, beginning with President Harry S. Truman's Executive Order 9981 in 1948. The Tuskegee Airmen's success also helped set the stage for civil rights advocates to continue the struggle to end racial discrimination during the civil rights movement of the 1950's and 1960's. Harry S. Truman.

(9) The story of the Tuskegee Airmen also reflects the struggle of African-Americans to achieve equal rights, not only through legal attacks on the system of segregation, but also through the techniques of nonviolent direct action. The members of the 477th Bombardment Group, who staged a nonviolent demonstration to desegregate the officer's club at Freeman Field, Indiana, helped set the pattern for direct action protests popularized by civil rights activists in later decades.

(b) PURPOSES.—The purposes of this title are the following:

(1) To inspire present and future generations to strive for excellence by understanding and appreciating the heroic legacy of the Tuskegee Airmen, through interpretation and education, and the preservation of cultural resources at Moton Field, which was the site of primary flight training.

(2) To commemorate and interpret—

(A) the impact of the Tuskegee Airmen during World War II;

(B) the training process for the Tuskegee Airmen, including the roles played by Moton Field, other training facilities, and related sites;

(C) the African-American struggle for greater participation in the United States Armed Forces and more significant roles in defending their country;

(D) the significance of successes of the Tuskegee Airmen in leading to desegregation of the United States Armed Forces shortly after World War II; and

(E) the impacts of Tuskegee Airmen accomplishments on subsequent civil rights advances of the 1950's and 1960's.

(3) To recognize the strategic role of Tuskegee Institute (now Tuskegee University) in training the airmen and commemorating them at this historic site.

SEC. 303. ESTABLISHMENT OF TUSKEGEE AIRMEN NATIONAL HISTORIC SITE.

(a) ESTABLISHMENT.—In order to commemorate and interpret, in association with Tuskegee University, the heroic actions of the Tuskegee Airmen during World War II, there is hereby established as a unit of the National Park System the Tuskegee Airmen National Historic Site in the State of Alabama.

(b) DESCRIPTION OF HISTORIC SITE.—

(1) INITIAL PARCEL.—The historic site shall consist of approximately 44 acres, including approximately 35 acres owned by Tuskegee University and approximately 9 acres owned by the City of Tuskegee, known as Moton Field, in Macon County, Alabama, as generally depicted on a map entitled "Tuskegee Airmen National Historic Site Boundary Map", numbered NHS–TA–80,000, and dated September 1998. Such map shall be on file and available for public inspection in the appropriate offices of the National Park Service.

(2) SUBSEQUENT EXPANSION.—Upon completion of agreements regarding the development and operation of the Tuskegee Airmen National Center as described in subsection 304, the Secretary is authorized to acquire approximately 46 additional acres owned by Tuskegee University as generally depicted on the map referenced in paragraph (1). Lands acquired by the Secretary pursuant to this paragraph shall be administered by the Secretary as part of the historic site.

(c) PROPERTY ACQUISITION.—The Secretary may acquire by donation, exchange, or purchase with donated or appropriated funds the real property described in subsection (b), except that any property owned by the State of Alabama, any political subdivision thereof, or Tuskegee University may be acquired only by donation. Property donated by Tuskegee University shall be used only for purposes consistent with the purposes of this title. The Secretary

may also acquire by the same methods personal property associated with, and appropriate for, the interpretation of the historic site.

(d) ADMINISTRATION OF HISTORIC SITE.—

(1) IN GENERAL.—The Secretary shall administer the historic site in accordance with this title and the laws generally applicable to units of the National Park System, including the Act of August 25, 1916 (commonly known as the National Park Service Organic Act; 16 U.S.C. 1 et seq.), and the Act of August 21, 1935 (commonly known as the Historic Sites, Buildings, and Antiquities Act; 16 U.S.C. 461 et seq.).

(2) ROLE OF TUSKEGEE UNIVERSITY.—The Secretary shall consult with Tuskegee University as its principal partner in determining the organizational structure, developing the ongoing interpretive themes, and establishing policies for the wise management, use and development of the historic site. With the agreement of Tuskegee University, the Secretary shall engage appropriate departments, and individual members of the University's staff, faculty, and students in the continuing work of helping to identify, research, explicate, interpret, and format materials for the historic site. Through the President of the University, or with the approval of the President of the University, the Secretary shall seek to engage Tuskegee alumni in the task of providing artifacts and historical information for the historic site.

(3) ROLE OF TUSKEGEE AIRMEN.—The Secretary, in cooperation with Tuskegee University, shall work with the Tuskegee Airmen to facilitate the acquisition of artifacts, memorabilia, and historical research for interpretive exhibits, and to support their efforts to raise funds for the development of visitor facilities and programs at the historic site.

(4) DEVELOPMENT.—Operation and development of the historic site shall reflect Alternative C, Living History: The Tuskegee Airmen Experience, as expressed in the final special resource study entitled "Moton Field/Tuskegee Airmen Special Resource Study", dated September 1998. Subsequent development of the historic site shall reflect Alternative D after an agreement is reached with Tuskegee University on the development of the Tuskegee Airmen National Center as described in section 804.

(e) COOPERATIVE AGREEMENTS GENERALLY.—The Secretary may enter into cooperative agreements with Tuskegee University, other educational institutions, the Tuskegee Airmen, individuals, private and public organizations, and other Federal agencies in furtherance of the purposes of this title. The Secretary shall consult with Tuskegee University in the formulation of any major cooperative agreements with other universities or Federal agencies that may affect Tuskegee University's interests in the historic site. To every extent possible, the Secretary shall seek to complete cooperative agreements requiring the use of higher educational institutions with and through Tuskegee University.

SEC. 804. TUSKEGEE AIRMEN NATIONAL CENTER.

(a) COOPERATIVE AGREEMENT FOR DEVELOPMENT.—The Secretary shall enter into a cooperative agreement with Tuskegee University to define the partnership needed to develop the Tuskegee Airmen National Center on the grounds of the historic site.

(b) PURPOSE OF CENTER.—The purpose of the Tuskegee Airmen National Center shall be to extend the ability to relate more fully the story of the Tuskegee Airmen at Moton Field. The center shall provide for a Tuskegee Airmen Memorial, shall provide large exhibit space for the display of period aircraft and equipment used by the Tuskegee Airmen, and shall house a Tuskegee University Department of Aviation Science. The Secretary shall insure that interpretive programs for visitors benefit from the University's active pilot training instruction program, and the historical continuum of flight training in the tradition of the Tuskegee Airmen. The Secretary is authorized to permit the Tuskegee University Department of Aviation Science to occupy historic buildings within the Moton Field complex until the Tuskegee Airmen National Center has been completed.

Deadline.

(c) REPORT.—Within 1 year after the date of the enactment of this Act, the Secretary, in consultation with Tuskegee University and the Tuskegee Airmen, shall prepare a report on the partnership needed to develop the Tuskegee Airmen National Center, and submit the report to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate.

(d) TIME FOR AGREEMENT.—Sixty days after the report required by subsection (c) is submitted to Congress, the Secretary may enter into the cooperative agreement under this section with Tuskegee University, and other interested partners, to implement the development and operation of the Tuskegee Airmen National Center.

Deadline.

SEC. 805. GENERAL MANAGEMENT PLAN.

Within 2 complete fiscal years after funds are first made available to carry out this title, the Secretary shall prepare, in consultation with Tuskegee University, a general management plan for the historic site and shall submit the plan to the Committee on Resources of the House of Representatives and the Committee on Energy and Natural Resources of the Senate.

SEC. 806. AUTHORIZATION OF APPROPRIATIONS.

There are authorized to be appropriated to the Secretary to carry out this title, $29,114,000.

16 USC 461 note [table].

TITLE IV—DELAWARE AND LEHIGH NATIONAL HERITAGE CORRIDOR OF PENNSYLVANIA

SEC. 401. CHANGE IN NAME OF HERITAGE CORRIDOR.

The Delaware and Lehigh Navigation Canal National Heritage Corridor Act of 1988 (Public Law 100–692; 102 Stat. 4552; 16 U.S.C. 461 note) is amended by striking "Delaware and Lehigh Navigation Canal National Heritage Corridor" each place it appears (except section 4(a)) and inserting "Delaware and Lehigh National Heritage Corridor".

SEC. 402. PURPOSE.

Section 8(b) of such Act (102 Stat. 4552) is amended as follows:

(1) By inserting after "subdivisions" the following: "in enhancing economic development within the context of preservation and".

* * * * *

APPENDIX B

IMPLEMENTATION PROCESS FOR PROPOSED TUSKEGEE AIRMEN NATIONAL CENTER

INTRODUCTION

The results of the capital campaign feasibility study indicate that an effort to raise private and other public (non-NPS) funds in the range of $ 50-$60 million to build the Tuskegee Airmen National Center has a high probability of success. The following implementation process provides a step-by-step approach to guide both fundraising and development for the National Center. The process allows the large fundraising goal and construction of the National Center to be divided into a series of smaller, workable pieces. It is proposed to begin the process, periodically further evaluate the potential for fundraising and adjust the fundraising goal accordingly. Fundraising would then be approved and proceed in increments or phases. Once fundraising for a particular phase is completed, work on the next phase would start.

FUNDRAISING PROCESS

The fundraising potential would be fully explored through an implementation process consisting of a series of interim steps to develop and operate the Tuskegee Airmen National Center. The ultimate goal is for the series of steps to reach an aggregate of $50-$60 million. These steps include organizing the fundraising capability; evaluating the potential to raise the necessary funds; preparing a fundraising and marketing plan; preparing detailed project / program proposals for portions of the National Center; securing commitments for lead gifts and oth major contributions; and announcing the campaign to the public and securing the balance of funds needed to reach the goal.

Congress is requested to review and endorse the recommendations contained in the report, approve the specific steps and allow the process to move forward. The National Park Service (NPS) proposes, with Congressional support, to begin implementing the process as described in this section of the report. The process would then proceed with a "quiet phase" that would not include formal announcement of any public campaign. Included in the proposed processes are opportunities to review progress and make adjustments in the project and fundraising goal (and the extent of the facility to be built) as more definitive information becomes available through ongoing interviews with potential donors. As commitments for significant dollars are obtained, Congress would have the opportunity to review progress toward the fundraising goal before approval is given for public announcement of the campaign and authorization of the proposed Trust. Action by Congress could take the form of a joint resolution or appropriate action by the authorizing committees in the House and Senate.

The six proposed steps are defined below. Step 5 includes securing commitments for 50 percent (approximately $25-$30 million) of the funds needed to reach the goal. At this point, Congressional legislation would be introduced to authorize the National Center Project and/or establish the Trust, as required. The time frame for completion of steps 1-5 is estimated to be approximately 18 months.

1. Execute agreement with selected fundraising entity.*

2. Secure "seed money " in the amount of $ 1 - $1.2 million to provide for organization and administration of the process.

3. Select fundraising team and prepare further analysis of fundraising potential.
   a. Fundraising team selection with participation by National Park Service, Tuskegee University, and Tuskegee Airmen, Inc.
   b. Define scope and methodology
   c. Assess donor prospects
      - Form national fundraising committee ** composed of stakeholders and other influential people with capability to open doors to major potential donors and other sources of funds.
      - Revisit and further cultivate prospects interviewed during capital campaign feasibility study.
      - Identify additional donor prospects and sources of public (non-NPS) funds.
      - Develop databank and tracking system.
      - Seek additional seed money donations and written commitments.

   d. Update fundraising goal.

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* Although the draft report does not recommend a specific organization to conduct the fundraising campaign, the effort could be administered by the National Park Foundation (NPF) or another national nonprofit group.

** If the National Park Foundation (NPF) participates in the fundraising effort, such a committee could be based on the formation of a special Committee of the NPF Board to provide national leadership and guidance for the fundraising effort.

e. Prepare fundraising plan including schedule and outline of proposed phasing for fundraising effort.

Review : Fundraising goal and any adjustments needed; execute revised fundraising agreement to cover steps 4 and 5.

4. Prepare detailed project / program proposals for specific portions of the National Center to facilitate fundraising; test proposals with potential donors.

5. Secure commitments for major / lead gifts and additional donations and grants to increase total to 50 percent of goal (approximately $ 25 - $ 30 million); adjust fundraising goal, if necessary; and prepare plan of how balance of funds needed will be raised.

   Review : Briefing for Congress to review progress toward fundraising goal and plan for securing the rest of the funds needed to implement the National Center;

   Action : Introduce legislation to authorize project and establish the Tuskegee Airmen National Center Trust to develop and operate the facility.

   Action : NPS approve public announcement of campaign and update / revise fundraising agreement.

6. Announce fundraising campaign to public and secure balance of funds to reach goal.

PHASES FOR FUNDRAISING & DEVELOPMENT -- Tuskegee Airmen National Center

If reaching the fundraising goal requires 5-10 years or longer, fundraising as well as facility construction would need to follow a phased approach. As funds are raised, the following phases are intended to serve as a guide for how the money should be used to develop the proposed facility in stand-alone increments. The phases are presented as milestones in the process of implementing the complete National Center. They should be seen as a means of breaking a very large project into workable pieces.

Each phase would be treated as an individual project. Once the fundraising goal for a particular phase has been fulfilled, work on the next phase would begin. For phases I – IV, the building to be constructed in each phase would be a stand-alone facility.
For example, if fundraising stopped at the 50 percent level (see step 5 of the fundraising process), this would allow a structure to be built as described under phase II of this section. The resulting building would incorporate the basic functions necessary for a viable facility. A more complete and fully developed vision of the National Center would be implemented in phases III and IV.

As outlined in Public Law 105-355, which established the Tuskegee Airmen National Historic Site, the proposed Tuskegee University Department of Aerotechnology and Aviation Science is to be an integral part of the National Center. Fundraising efforts for the development of the Tuskegee Airmen National Center currently include the funds necessary to implement the college level program. Funds for this program may be sought through the fundraising entity designated for the overall project, Tuskegee University, or a combination of both that is agreeable to all parties.

PHASE I

The purpose of phase I is to complete all planning and design for the Tuskegee Airmen National Center and Memorial Wall of Honor. As soon as funds are available, design and construction of the wall of Honor would begin, as well as design of the TANC, as authorized and appropriate. This includes architectural, engineering, and exhibit design, planning for education programs, and oral history interviews with surviving Tuskegee Airmen. From this information, complete proposals for individual components, including detailed cost estimates, will be prepared to facilitate fundraising. Based on the results of the capital campaign feasibility study, such information will be critical to potential donors who desire to direct their contributions to specific components. Phase I will also include construction of the Memorial Wall of Honor as the initial attraction developed for visitors to the national historic site.

Phase IA

	Facility / Program	Estimated Cost
1.	Memorial Wall of Honor	
	• Pre-design and Design *	$ 450,000
2.	TANC Building / Site Plan	
	• Architectural Pre-design *	1,436,400
3.	Department of Aerotechnology and Aviation Science -- Tuskegee University	
	• Curriculum and Startup Plan	750,000
4.	Education Program / Interpretive Plan	1,200,000
	• Primary and Secondary Education Programs and Interface With College Program	
	• Education Program – Interpretive Exhibit Interface	
	• Museum Exhibit Concept Design (Pre-design)	
5.	Tuskegee Airmen Oral History Interview Project **	500,000
	• Continue interviews (portion 1 of 3)	
	Subtotal Phase IA	$ 4,336,400

* Pre-design (Title I) costs calculated at 5% of net construction cost and design (Title II) at 10 %. Estimates include supplemental services (2%) such as soil tests and borings.

** Oral history interviews with surviving Tuskegee Airmen will be used to produce interpretive exhibits that will allow the airmen to tell their story in their own words.

Phase IB

Facility / Program	Estimated Cost
1. Memorial Wall of Honor	
• Construction *	$ 3,550,000
2. TANC Building	
• Design (contract documents) **	2,052,000
3. Exhibits	
• Design (contract documents) ***	680,000
4. Department of Aerotechnology and Aviation Science -- Tuskegee University	
• Interim Startup Educational Equipment and Materials	1,250,000
Subtotal Phase IB	$ 7,532,000
TOTAL PHASE I	**$ 11,868,400**

* Construction costs include net construction + construction supervision (8%) + contingencies (10%). Construction of the Wall of Honor will be coordinated with provision of visitor parking and pedestrian walkways by the National Park Service as part of the overall development of the Tuskegee Airmen National Historic Site.

** Architectural design (Title II) costs calculated at 10% of net construction.

*** Exhibit design costs calculated at 20 % of net exhibit production cost.

PHASE II

This phase would provide a facility of approximately 35,000 square feet that would house basic visitor, interpretive, educational, and administrative needs. A significant portion of the exhibit area would be developed, providing space for initial exhibits that would introduce the history of the Tuskegee Airmen to visitors. Learning Laboratory programs for primary and secondary students would occupy a portion of the exhibit area, making direct application of the exhibits to educational programs focusing on the Tuskegee Airmen. Educational facilities in phase II would also include the development of a major portion of Tuskegee University's Department of Aerotechnology and Aviation Science. The college program would be housed in a separate wing of the National Center. The college program would interface with the Learning Laboratory and the exhibit area, leading the way toward use of the Tuskegee Airmen as successful role models for applications of math, science, aeronautics, problem-solving and other subject material in a real-world context.

Facility / Program	**Estimated Cost**
1. Exhibit Area (segment 1 of 3)	
• Exhibit room – 10,000 sq. ft.*	$ 3,572,800 *
• Exhibit production and installation	
-- Tuskegee Airmen Aircraft – 5,000 sq. ft.	800,000
-- Other exhibits – 3,000 sq. ft. @ $400/sq. ft.	1,200,000
• Interim Learning Laboratory to be located in Exhibit Room – 2,000 sq. ft. of lab furnishings, equipment and educational materials (portion 1 of 3)	400,000
2. Department of Aerotechnology and Aviation Science -- Tuskegee University (segment 1 of 2)	
• Building space - 6,000 sq. ft. Includes classrooms, laboratory/equipment instruction area, offices, conference, storage and restrooms	2,143,680
• Equipment / furnishings / educational materials	2,000,000
3. Lobby / Reception / Information	
• Building space - 2,400 sq. ft.	857,472

* Building construction costs based on $ 270 per sq. ft. net construction + contingencies (10%) + supervision (8%). Calculations also include addition of 12% to square footage figures shown for circulation and mechanical space.

4. Library / Archives / Research Center
   - Building space – 5,500 sq. ft. 1,965,040
   - Library and archival materials / furnishings / equipment 800,000

5. Restrooms
   - Building space - 1,750 sq. ft. 625,240

6. "Ready Room Cafe"
   - Building space - 3,000 sq. ft. 1,071,840
   - Equipment / furnishings 100,000

7. Gift Shop / Bookstore
   - Building space - 2,000 sq. ft. 714,560
   - Equipment / furnishings / materials 75,000

8. Administrative Offices
   - Building space - 1,700 sq. ft. 607,376
   - Equipment / furnishings 20,000

9. Tuskegee Airmen Oral History Interview Project (portion 2 of 3) 300,000
   - Complete oral history interviews

10. Endowment Fund (portion 1 of 3) 2,300,000

TOTAL PHASE II $ 19,553,008

Note : Construction of the initial portion of the Tuskegee Airmen National Center will require expanded visitor parking. Such additional parking would be provided by the National Park Service, subject to the availability of federal funds for this purpose, as part of the overall development of the Tuskegee Airmen National Historic Site.

PHASE III

In the third phase, the National Center would be expanded by approximately 29,000 square feet. In addition to an increase in exhibit space and diversity of exhibits, the Learning Laboratory and theater would be completed. New interpretive exhibits and a major audiovisual piece produced especially for the theater would significantly enhance visitor understanding of the history of the Tuskegee Airmen. During this phase, interfaces between interpretive and educational programs would be developed, further increasing understanding of the Tuskegee Airmen for both students and visitors.

Start-up efforts for the Teacher's Academy and Distance Learning Center and Library / Archives / Research Center would occupy a portion of the Learning Laboratory space. The wing housing the Department of Aerotechnology and Aviation Science would be completed. Combined with the further development of the Learning Laboratory in this phase, the capacity for educational programs would be greatly increased.

Facility / Program	Estimated Cost
1. Exhibit Area (segment 2 of 3)	
• Exhibit Room - 9,000 sq. ft.	$ 3,215,520
• Exhibit production and installation	
-- Tuskegee Airmen Aircraft – 6,000 sq. ft.	1,100,000
-- Other exhibits - 3,000 sq. ft. @ $ 400 / sq. ft.	1,200,000
-- Curatorial services	100,000
2. Department of Aerotechnology and Aviation Science -- Tuskegee University (segment 2 of 2)	
• Building space - 4,000 sq. ft. Includes research center, classrooms, offices and storage	1,429,120
• Equipment / furnishings / educational materials	1,500,000
3. Learning Laboratory	
• Building space - 6,500 sq. ft.	2,322,320
• Equipment / furnishings / educational materials for Learning Lab, Teacher's Academy and Distance Learning Center and Library / Archives (portion 2 of 3)	1,000,000
• Teacher's Academy and Distance Learning Center and Library / Archives temporarily in Learning Lab	

4. Theater
    - Building space - 6,500 sq. ft. 2,322,320
    - Feature A/V production 600,000
    - Equipment / furnishings 1,850,000

5. Tuskegee Airmen Oral History Interview Project
   (portion 3 of 3) 200,000
    - Create searchable database to facilitate visitor use and research
6. Endowment Fund (portion 2 of 3) 2,500,000

TOTAL PHASE III **$ 19,339,280**

PHASE IV

Phase IV would complete the vision for the Tuskegee Airmen National Center, adding approximately 16,000 square feet. The third segment of the exhibit area would enable the complete story of the Tuskegee Airmen to be told through a variety of hands-on, interactive and museum exhibits. Separate space for the Teacher's Academy and Distance Learning Center and Library / Archives / Research Center would also be provided. This would allow the full educational value of these facilities to be realized. Interpretive and educational programs would be fully developed and integrated in this phase.

Facility / Program	Estimated Cost
1. Exhibit Area (segment 3 of 3)	
• Exhibit Room - 8,000 sq. ft. *	$ 2,858,240
• Exhibit production and installation	
-- Tuskegee Airmen Aircraft – 5,000 sq. ft. *	1,100,000
-- Other exhibits – 5,000 sq. ft. * @ $ 400 / sq. ft.	2,000,000
-- Curatorial services	170,000
2. Department of Aerotechnology and Aviation Science -- Tuskegee University	
• Balance of funds for equipment / furnishings / educational materials	2,500,000
3. Teacher's Academy and Distance Learning Center	
• Building space – 1,500 sq. ft.	535,920
• Equipment / furnishings / educational materials for Learning Lab and Teacher's Academy and Distance Learning Center (portion 3 of 3)	300,000
4. Endowment Fund (portion 3 of 3)	2,700,000
TOTAL PHASE IV	**$ 12,164,160**

SUMMARY OF PHASES

PHASE IA	**$ 4,336,400**	
IB	**7,532,000**	
		$ 11,868,400
PHASE II		**19,553,008**
PHASE III		**19,339,280**
PHASE IV		**12,164,160**
GRAND TOTAL		**$ 62,924,848** *

* Total does not include cost of administering the fundraising campaign.

Note : All cost figures based on class C estimates using 2001 dollars. Net construction costs for building calculated at $270 per square foot including utilities, site work and service road access.

APPENDIX C

ESTIMATE OF DEVELOPMENT COSTS AND SOURCES OF FUNDING FOR ALL NATIONAL HISTORIC SITE FACILITIES

	FEDERAL $	NONFEDERAL $	TOTAL
Cost of Tuskegee Airmen National Center *	$ 3 million	$ 60 million	$ 63 million
Cost of All Other NHS Facilities **	$ 22.5 million	$ 2.5 million ***	$ 25 million
Total Cost of NHS Development	**$ 25.5 million****	**$ 62.5 million**	**$ 88 million**

Federal Appropriations to Date	$ 3.6 million****		

* Includes construction and furnishings for the National Center, educational programs and equipment, and other facilities.

** Includes rehabilitation of Moton Field Historic Complex including a new building on the former site of Hangar # 2 (exterior of structure closely resembling original building), interpretive exhibits, development of visitor parking, pedestrian walkways, scenic overlook, and other site facilities.

*** Cost of historic landscape furnishings.

**** Figures total $ 29.1 million, the amount authorized for the NHS in Public Law 105-355.

APPENDIX D

ESTIMATE OF DEVELOPMENT COSTS * FOR ALL NHS FACILITIES OTHER THAN TUSKEGEE AIRMEN NATIONAL CENTER

1. Visitor parking, access and circulation ..... $ 2,247,500

2. Preservation / rehabilitation of Moton Field Historic Structures and Grounds 5,898,496

3. Interpretive exhibits and historic landscape furnishings for Moton Field Historic Complex .....7,975,125 **

4. Other Moton Field site development 1,639,000

5. Chehaw and Tuskegee Army Airfield (wayside exhibits and visitor access) 221,500

$ 17,981,621 **

* Total gross construction costs including net construction, advance planning, construction supervision and contingencies.

** Includes approximately $ 2.5 million in historic landscape furnishings such as aircraft, vehicles, signs, fuel pumps, etc. that are expected to be received through nonfederal sources.

APPENDIX E

NATIONAL PARK SERVICE STAFF ASSISTANCE FOR OPERATION OF TUSKEGEE AIRMEN NATIONAL CENTER

MUSEUM SERVICES		$70,000
Part-time assistance from		
Curator (GS-11)		
Conservator (GS-11)		
Museum Specialist (GS-07)		
(Total of FTE 1.5)		
INTERPRETATION		87,500
Park Guide (GS-06) (2.5 FTE)		
MAINTENANCE		68,000
Maintenance Worker (WG-05) (1 FTE)		
Laborer (WG-03) (1 FTE)		
LAW ENFORCEMENT		75,000
Park Ranger (GS-09) (1 FTE)		
Park Guard (GS-05) (1 FTE)		
	TOTAL	$300,500*

* Annual Trust reimbursement to National Park Service for providing above assistance. Figures include annual salary and benefit costs.

APPENDIX F

SUMMARY OF PROJECTED ANNUAL REVENUE

Tuskegee Airmen National Center

AMOUNT	SOURCE
$ 412,500	Endowment established through private donations from fundraising campaign. Based on annual interest of 5.5% on $ 7.5 million.
895,000	Use / entrance fee for National Center. Based on 225,000 adults @ $ 3.00 and 110,000 children @ $ 2.00 .
250,000	Annual contributions of private and public funds for National Center programs.
150,000	Annual contributions of inkind services from private and public sources for National Center programs.
85,000	Other revenue generated by operation of the National Center (gift shop / bookstore, "Ready Room Café," special event use, etc.).
$ 1,792,500	TOTAL ESTIMATED ANNUAL REVENUE

APPENDIX G

BUILDING PROGRAM AND SPACE REQUIREMENTS
TUSKEGEE AIRMEN NATIONAL CENTER

The Tuskegee Airmen National Center will be comprised of four major functional areas. These include a memorial, exhibits, education and research, and public service / administration area.

MEMORIAL

The Tuskegee Airmen Memorial Wall of Honor is proposed as an exterior element of the building. The wall, which will list the names of each of the more than 15,000 men and women known as Tuskegee Airmen, will act as a memorable introduction to the National Center. The memorial may be designed as separate feature in the courtyard entrance, or could be incorporated into the wall of the building.

EXHIBITS

Aircraft

Aircraft and equipment used by the Tuskegee Airmen in combat and training will be displayed in this area which will include both 1 and 2 story spaces. Included will be approximately 1[illegible] authentic aircraft and reproductions. A link trainer and other equipment will also be exhibited. Displays will be suspended from the ceiling and located on the floor of the museum. Walkways will be provided in an area well above the floor of the museum to enable visitors to view the aircraft from a variety of angles.

Space Footage Area Required 16,000

Theater

The theater will be a facility capable of providing for a variety of audiovisual presentations. The potential for using a mini-IMAX theater format will be evaluated. In addition to a brief video orienting visitors to the National Historic Site, the primary presentation will be a major film on the history of the Tuskegee Airmen. The theater will also host other audiovisual pieces related to the interpretive and educational themes of the NHS.

The 200 - 250 seat facility will have a sloping floor, and provide a large screen and highly technical state-of-the-art equipment capable of supporting a mini IMAX presentation.

Square Footage Area Required 6,500

Other Exhibits

A chapter in America's history will be presented in this series of 8-9 exhibits dealing with the experience, significance and contributions of the Tuskegee Airmen.

Exhibits will be designed so visitors can hear, touch, feel and otherwise experience what it was like to be a Tuskegee Airman. The emphasis will be on participatory and interactive exhibits that will provide a highly sensory experience for visitors of all ages.

The exhibits will serve a dual purpose: provide interpretation of the history and accomplishments of the airmen, and further the educational programs of the National Center by presenting the Tuskegee Airmen as practical role models.

Square Footage Area Required 11,000

EDUCATION AND RESEARCH

The Tuskegee Airmen National Center will be both a memorial and a teaching museum. As a national repository for all information on the Tuskegee Airmen, the National Center will be a unique place to translate the heroic legacy of the airmen into practical and applied learning for primary, secondary, and college-level students as well as researchers.

Tuskegee University Department of Aerotechnology and Aviation Science

Facilities for this pre-college and college level program will be located in a separate but interconnected portion of the National Center. Although students will be housed and receive basic courses on the Tuskegee University campus, special core courses and flight instruction will be conducted at Moton Field. Space needed will provide classrooms, space for equipment instruction including flight simulators, aviation research center, offices, conference room, storage and restrooms.

Square Footage Area Required 10,000

Learning Laboratory

This facility will have openness and flexibility for responding to ever changing program needs of primary and secondary school students. The major space to be provided will be a discovery center consisting of a series of learning stations for involving students in hands-on projects related to math, science, computers, and problem-solving. A computer lab, office space for laboratory staff, storage and restrooms will also be provided. Glass walls will divide the discovery center and computer lab from the rest of the National Center, allowing visitors to view student activities.

Square Footage Area Required 6,500

Teacher's Academy and Distance Learning Center

In close proximity to the Learning Laboratory and library, the Teacher's Academy and Distance Learning Center will assist educators in curriculum development and teaching. The applied learning facility will be equipped with distance learning capability to provide teachers and students with the necessary tools to advance math, science, technology and related concepts in their classroom work. The facility will include space for instruction and presentation of audiovisual aid materials, display of reference and program materials, conference room, office and storage.

Square Footage Area Required 1,500

Library and Archives

This portion of the National Center will be open to the public and provide a repository for all information on the Tuskegee Airmen. In addition to space for the library and archives, a curatorial room, office and storage will be provided. An adjacent Tuskegee Airmen-in-Residence area will provide office space, conference room and storage.

Square Footage Area Required 5,500

PUBLIC SERVICE / ADMINISTRATION AREA

Lobby / Information Desk -- This space will function as a reception area and welcome center for local and regional tourism. The space will be designed for flexible use involving temporary exhibits. When combined with other adjacent space in the facility, special events such as banquets can be accommodated.

Square Footage Area Required 2,400

"Ready Room Café" -- The café's dining area will be adjacent to and extend the lobby space. A kitchen, serving area, office and storage room will be needed.

Square Footage Area Required 3,000

Gift Shop / Bookstore -- The gift shop/bookstore will consist of a sales area, office and storage.

Square Footage Area Required 2,000

Public Restrooms

Square Footage Area Required	1,750
Trust Administrative Offices	
Square Footage Area Required	1,700
Total	**67,850**
Circulation and Mechanical Systems Space (12%)	**8,142**
GRAND TOTAL Square Footage	**75,992**

APPENDIX H

SUMMARY OF ESTIMATED ANNUAL OPERATING COSTS
Tuskegee Airmen National Center

Staffing	$1,214,500*
Utilities Power, telephone, gas, water and sewer	297,000
Maintenance Janitorial, equipment and HVAC system maintenance, grounds maintenance, refuse removal, supplies and materials	230,000
TOTAL ANNUAL OPERATING COST	$1,741,500

* It is estimated that a staff of 28 – 30 people will need to be employed by the Tuskegee Airmen National Center Trust to operate the National Center and its various facilities and programs. This does not include staff needed for the Tuskegee University Department of Aerotechnology and Aviation Science which will be operated by the university. An additional 7.0 FTE will be provided by the National Park Service as staff assistance to the Trust for interpretation, museum / curatorial services, maintenance and law enforcement. For this assistance, the Trust will reimburse NPS a total of $ 300,500 annually (see Appendix E). This amount is included in the annual budget figure for staffing of the National Center.

APPENDIX I
STARBASE PROGRAM
of the U.S. Department of Defense

STARBASE, Science and Technology Academics Reinforcing Basic Aviation and Space Exploration, is an innovative program sponsored by the U.S. Department of Defense. The program has been funded by the U.S. Congress since 1993 and is aimed at addressing three of the most critical problems facing America's children today: poor preparation in math and science; lack of personal direction; and substance abuse. The program also emphasizes teamwork and skills in communication and goal-setting.

To accomplish its mission, the U.S. Department of Defense has established 25 STARBASE programs at or near military facilities around the U.S. and in Puerto Rico. The programs are operated by the various branches of the military. The Air Force Reserve presently supports 3 STARBASE programs. Other STARBASE programs are sponsored by the Navy, Marines and the National Guard. The goal is to have two STARBASE programs in each state. Currently, the State of Alabama does not have one of these programs.

Maxwell Air Force Base near the city of Montgomery is just 40 minutes from the Tuskegee Airmen National Historic Site. Recently, base officials have been discussing the possibility of establishing a STARBASE program. Such a program could be headquartered in the Tuskegee Airmen National Center.

The STARBASE program is broadly defined for kindergarten through 12th grade students. However, most of the existing programs provide instruction for fourth, fifth and sixth graders. The program includes development of a close working relationship with local school districts. STARBASE Robins at the Museum of Aviation near Warner Robins Air Force Base in Georgia has developed a teacher handbook which links the program with the core curriculum required by the state. Day programs are viewed as an extension of the classroom, providing fifth grade students with 25 hours of experiential learning (1 day per week for 5 weeks). STARBASE Robins handles about 60 classes annually, serving a total of 1200-1400 students. The program currently receives $250,000 annually from the U.S. Department of Defense.

Given the strong aviation and military themes of the Tuskegee Airmen National Historic Site, the adjacent municipal airport, and the proximity of Maxwell Air Force Base, the Tuskegee Airmen National Center will be a highly desirable facility for a STARBASE or similar program.

APPENDIX J

PRELIMINARY ESTIMATE OF FUNDRAISING CAMPAIGN

Total Cost of Development for Tuskegee Airmen National Center	**$ 62,924,848**
Cost of Historic Landscape Furnishings (To Be Donated)	**2,500,000**
Cost of Administering Fundraising Campaign	**2,500,000 ***
TOTAL FUNDRAISING GOAL	**$ 67,924,848**

- Cost of conducting the fundraising campaign is based upon the preliminary estimate in the feasibility study. The estimate is approximately 4.5% of $54,424,000. The percentage is derived from comparing data of recent campaigns with a similar structure, such as for the Oklahoma City National Memorial. The national average for commemoration project fundraising is 15%, as indicated by the National Park Foundation and the National Association of Local Arts Agencies. Based on these estimates, the approximate cost of administering the campaign could project to be as much as $8,163,000.

APPENDIX K

DEVELOPMENT PHASES FOR ALL FACILITIES OTHER THAN TUSKEGEE AIRMEN NATIONAL CENTER

Tuskegee Airmen National Historic Site

The following phases describe the sequence of work needed to complete all proposed facilities for the national historic site other than the Tuskegee Airmen National Center. Proposed work includes :

- Visitor parking, access and circulation.
- Preservation / rehabilitation of Moton Field historic structures and grounds.
- Interpretive exhibits and historic landscape furnishings for Moton Field Historic Complex.
- Other site development such as vegetation screening, scenic overlook of historic complex, site drainage and utilities, etc.
- Wayside exhibits and visitor access for Chehaw and Tuskegee Army Airfield.

Facility development for phases I and II is intended to provide a functional stand-alone unit at the completion of each phase that is capable of receiving visitors and providing basic services. A fully-functional national historic site, meeting the purposes and mission of the park as outlined in Public Law 105-355, would result from completion of phase III development.

TITLE II DEVELOP MENT COSTS

TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

		TITLE II*	TOTAL
A.	Visitor Parking, Access, and Circulation		
	1. Visitor Parking: 350 Cars/15 Buses	$ 150,000	
	2. Pedestrian Walkways	14,000	
	3. Resurface Entrance Road	17,500	
	4. Trails	6,500	
	Subtotal		$ 188,000
B.	Preservation/Rehabilitation of Historic Structures/Grounds		
	1. Hangar # 1	238,680	
	2. Control Tower	23,814	
	3. Administrative/Locker Building	15,294	
	4. Warehouse/Vehicle Storage	24,330	
	5. All Ranks Club	39,962	
	6. Dope Storage Shed	1,250	
	7. Oil Storage Shed	1,250	
	8. Fire Protection Shed	1,250	
	9. Fire Hose Reel Structure	250	
	10. Artesian Water System Structures (2)	750	
	11. Historic Entrance Gates and Adjacent Cultural Landscape	18,000	
	12. Mark Footprint of Historic Taxiway	6,960	
	13. Repair/Resurface Tarmac	20,400	
	14. Remove Two Nonhistoric Structures	2,300	
	15. Hangar # 2	530,400	
	16. "Ghost" Structures		
	a. Flight Command Office	3,080	
	b. Army Supply Building	3,080	
	c. Physical Plant Storage	1,478	
	d. Vehicle Maintenance Building	3,080	
	e. Shed/Pump House	350	
	f. Hose Reel Structures (2)	300	
	g. Guard Booth	550	
	17. Cultural Landscape Rehabilitation	60,000	
	Subtotal		996,808

*Title II work includes the preparation of construction contract documents. This work is expected to require approximately 12 months to complete.

Title II (continued)		**TITLE II**	**TOTAL**
C.	Interpretive Exhibits		
	1. Wayside Exhibits and Historical Markers	14,500	
	2. Museum Exhibits (Hangar # 1)	275,000	
	3. Chief Anderson Statue	42,000	
	4. Historic Landscape Furnishings	53,600	
	5. Chehaw and Tuskegee Army Airfield (wayside exhibits and visitor access)	16,407	
	6. Museum Exhibits (Hangar # 2)	240,000	
	Subtotal		641,507
D.	Site Development		
	1. Scenic Overlook of Historic Complex	22,500	
	2. Utilities and Correct Drainage Problems	15,150	
	3. Vegetation Screening of Adjacent Modern Airport	28,500	
	4. Site Lighting	19,500	
	5. Picnic Area (40 Sites)	14,000	
	6. Picnic Area Parking	9,200	
	Subtotal		108,850
E.	Tuskegee University Department of Aerotechnology & Aviation Science		
	1. Program / Curriculum Planning	500,000	
	Subtotal		500,000
Title II Total			**$ 2,435,165**

PHASE I CONSTRUCTION COSTS

TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

	LIC *	TOTAL
A. Visitor Parking, Access, and Circulation		
1. Visitor Parking (Seg. 1 of 3) 100 Cars/5 Buses	$ 525,745	
2. Pedestrian Walkways (Seg. 1 of 2)	65,200	
Subtotal		$ 590,945
B. Preservation/Rehabilitation of Historic Structures/Grounds		
1. Hangar # 1	2,816,424	
2. Control Tower	281,005	
3. Administrative/Locker Building	180,474	
4. Warehouse/Vehicle Storage	287,096	
9. Fire Hose Reel Structure	2,950	
10. Artesian Water System Structures (2)	8,850	
13. Repair/Resurface Tarmac	240,720	
14. Remove Two Nonhistoric Structures	27,376	
17. Cultural Landscape Rehabilitation (Seg. 1 of 3)	200,000	
Subtotal		4,044,895
C. Interpretive Exhibits **		
1. Wayside Exhibits and Historical Markers	171,100	
2. Museum Exhibits - Hangar # 1 (Segment 1 of 2)	1,750,000	
Subtotal		1,921,100
D. Site Development		
1. Scenic Overlook of Historic Complex	265,500	
2. Utilities and Correct Drainage Problems	178,770	
4. Site Lighting (Seg. 1 of 2)	184,200	
Subtotal		628,470
E. Tuskegee University Department of Aerotechnology & Aviation Science		
1. Educational materials and program startup (segment 1 of 3)	500,000	
Subtotal		500,000
Phase I Total		**$ 7,685,410**

- All line item construction costs indicated are gross figures based on Class C estimates. Figures include net construction, supervision, and contingencies. It is estimated that total construction time for the work in this phase will be approximately 18 months.

** Funds to produce statue of Chief Anderson, for display in the historic complex, will be sought as a donation.

PHASE II CONSTRUCTION COSTS

TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

	LIC *	TOTAL
A. Visitor Parking, Access, and Circulation		
1. Visitor Parking (Seg. 2 of 3): 150 Cars/5 Buses	$ 750,155	
2. Pedestrian Walkways (Seg. 2 of 2)	100,000	
3. Resurface Entrance Road	206,500	
4. Trails	76,700	
Subtotal		$1,133,355
B. Preservation/Rehabilitation of Historic Structures/Grounds		
11. Historic Entrance Gates and Adjacent Cultural Landscape	212,400	
15. Hangar # 2 (building exterior and portion of interior finish work)	4,243,200	
16. "Ghost" Structures		
a. Flight Command Office	36,344	
b. Army Supply Building	36,344	
c. Physical Plant Storage	17,445	
d. Vehicle Maintenance Building	36,344	
e. Shed/Pump House	4,130	
f. Hose Reel Structures (2)	3,540	
g. Guard Booth	6,490	
17. Cultural Landscape Rehabilitation (Seg. 2 of 3)	200,000	
Subtotal		4,796,237
C. Interpretive Exhibits		
2. Museum Exhibits - Hangar # 1 (Seg. 2 of 2)	1,000,000	
4. Historic Landscape Furnishings (Seg. 1 of 2)	500,000	
Subtotal		1,500,000
D. Site Development		
3. Vegetation Screening of Adjacent Modern Airport (Seg. 1 of 2)	140,000	
4. Site Lighting (Seg. 2 of 2)	40,000	
Subtotal		180,000

- All line item construction costs indicated are gross figures based on Class C estimates. Figures include net construction, supervision, and contingencies. It is estimated that total construction time for the work in this phase will be approximately 18 months.

Phase II (continued)	**LIC**	**TOTAL**
E. Tuskegee University Department of Aerotechnology & Aviation Science		
1. Educational materials and equipment (segment 2 of 3). Program to occupy portion of Hangar #2 when building completed	1,000,000	
Subtotal		1,000,000
Phase II Total		**$ 8,609,592**

PHASE III CONSTRUCTION COSTS

TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

	LIC *	TOTAL
A. Visitor Parking, Access, and Circulation		
1. Visitor Parking: (Seg. 3 of 3) 100 Cars/5 Buses	$ 500,000	
Subtotal		$ 500,000
B. Preservation/Rehabilitation of Historic Structures/Grounds		
5. All Ranks Club	471,556	
6. Dope Storage Shed	14,750	
7. Oil Storage Shed	14,750	
8. Fire Protection Shed	14,750	
12. Mark Footprint of Historic Taxiway	82,128	
15. Hangar #2 (complete interior finish work)	1,060,800	
17. Cultural Landscape Rehabilitation (Seg. 3 of 3)	200,000	
Subtotal		1,858,734
C. Interpretive Exhibits		
4. Historic Landscape Furnishings (Seg. 2 of 2)	232,480	
5. Chehaw and Tuskegee Army Airfield (wayside exhibits and visitor access)	193,607	
6. Museum Exhibits - Hangar No. 2 (Seg. 2 of 2)	2,400,000	
Subtotal		2,826,087
D. Site Development		
3. Vegetation Screening of Adjacent Modern Airport (Seg. 2 of 2)	136,300	
5. Picnic Area (40 Sites)	165,200	
6. Picnic Area Parking	108,560	
Subtotal		410,060
E. Tuskegee University Department of Aerotechnology & Aviation Science		
2. Educational materials and equipment (segment 3 of 3).	1,100,000	
Subtotal		1,100,000
Phase III Total		**$ 6,694,881**

- All line item construction costs indicated are gross figures based on Class C estimates. Figures include net construction, supervision, and contingencies. It is estimated that total construction time for the work in this phase will be approximately 12 months.

GRAND TOTALS

TITLE II	**$ 2,435,165**
PHASE I	**7,685,410**
PHASE II	**8,609,592**
PHASE III	**6,694,881**
	$ 25,425,048 *
Total Appropriations for Fiscal Years 1999, 2001, and 2002	**$ 3,600,000**
	$ 29,025,048
Amount Authorized for Development of Tuskegee Airmen National Historic Site (Public Law 105-355)	**$ 29,114,000**

* Total does not include approximately $ 2.5 million for statue of Chief Anderson and additional historic landscape furnishings such as period aircraft, vehicles, etc., that is expected to be received through nonfederal sources.

Note: Title I pre-design work for all construction covered under Phases I – III will be conducted with fiscal year 2002 appropriation.

APPENDIX L

PARTNERSHIP SUMMARY
TUSKEGEE AIRMEN NATIONAL CENTER
TUSKEGEE AIRMEN NATIONAL HISTORIC SITE

	National Park Service	Tuskegee Univ.	Tuskegee Airmen	Nat'l Park Foundation	Trust1	Private2	Federal		State of Alabama	Local		Fundraising Entity *
							U.S. Congress	Federal Agencies		Local Govt.'s	Local Private	
Management of National Historic Site	X											
Donation of land for National Historic Site		X										
Fulfill Mission of National Historic Site	X	X	X		X							X
Feasibility Study for Tuskegee Airmen National Center(TANC)				X								
Establishment of TRUST 1							X					
Partnership Development	X	X	X	X	X	X			X	X	X	X

1 -- Tuskegee Airmen National Center Trust to be established through revised legislation for Tuskegee Airmen National Historic Site

2 -- Corporations, Foundations, Organizations, Individuals

* A fundraising entity will be identified to assist the National Park Service in fulfilling its mission as defined in Public Law 105-355. Such assistance may involve establishing interim visitor facilities, restoring the Moton field Historic Complex, implementing the Tuskegee Airmen National Center and other needs of the national historic site.

	National Park Service	Tuskegee Univ.	Tuskegee Airmen	Nat'l Park Foundation	Trust	Private	Federal		State of Alabama	Local		Fundraising Entity
							U.S. Congress	Federal Agencies		Local Govt.'s	Local Private	
TANC Facility/Wall of Honor												
• Fundraising Campaign				X								
• Funds for Architectural Design				X								X
• Architectural Design/Construction Drawings	X				X	X						
• Funds for Construction					X	X	X					
• Funds for Exhibits and Equipment					X	X						
• Construction Contract Award					X	X						
• Operation Responsibility					X							
• Funds for Operation					X		X [1]					
• Operation Assistance[2]	X											
• Tourism Information									X	X	X	

1 -- Funding assistance during initial 4-5 years of operation
2 -- NPS Staff Assistance to TANC in interpretation, curatorial services, maintenance and law enforcement. Cost of salary and benefits for NPS staff personnel to be reimbursed by TRUST.

	National Park Service	Tuskegee Univ.	Tuskegee Airmen	Nat'l Park Foundatn	Trust	Private	Federal		State of Alabama	Local		Fundraising Entity
							U.S. Congress	Federal Agencies		Local Govt.'s	Local Private	
TANC Educational Programs												
• College/Department of Aerotechnology & Aviation Science		X										
• Primary & Secondary Programs.		X			X							
• Funding				X		X		X[1]	X	X	X	X
• Technical Assistance		X	X			X		X[2]	X			
Technical Assistance												
• Fundraising				X[3]								
• TANC Design	X	X	X									
• TANC Programs	X		X									
• TANC Maintenance	X											
Donation of In-kind Services and Equipment						X						

1 -- STARBASE Program of U.S. Department of Defense and similar programs
2 -- U.S. Department of Education
3 -- Assistance in Fundraising Campaign including repository for money raised in interest-bearing account.

	National Park Service	Tuskegee Univ.	Tuskegee Airmen	Nat'l Park Foundatin	Trust	Private	Federal		State of Alabama	Local		Fundraising Entity
							U.S. Congress	Federal Agencies		Local Govt.'s	Local Private	
Moton Field Historic Complex												
• Construction/Rehab. Funds						X[1]	X		X[1]			
• Rehabilitation of Historic Buildings and Grounds	X											
• Exhibits	X											
• Interpretive Services	X	X										
Visitor Parking and Walkways	X											
Historical Research	X	X	X									
Donation of Artifacts for Exhibits			X			X						
Loans of Exhibits Materials			X			X						
Highway Access Improvements								X[2]	X[3]			
Infrastructure Improvements (adjacent to NHS)						X			X	X		
Planned Development (adjacent to NHS)						X			X	X	X	
Plan/Strategy for Enhancement of Local/Regional Tourism									X	X		

1 -- State and Private Funding for Development of Interim Visitor Facilities to Commence Operations of National Historic Site at Earliest Possible Date
2 -- Funds from U.S. Department of Transportation
3 -- Alabama Department of Transportation (ALDOT)

APPENDIX M

ANNUAL ATTENDANCE AT COMPARABLE ATTRACTIONS

A list of the most visited Alabama attractions with the current number of annual visitors is provided below:

ANNUAL ATTENDANCE AT
TOP ALABAMA TRAVEL ATTRACTIONS

ADMISSION ATTRACTIONS

Robert Trent Jones Golf Trail	405,000
Talladega Super Speedway	427,000
Noccalula Falls	800,000
Tannehill State Park	472,000
Vision Land	400,000
Space and Rocket Center	395,000

TOP NON-ADMISSION ATTRACTIONS

Gulf Beaches	5,000,000
Botanical Gardens	200,000
Civil Rights Memorial	200,000
Montgomery Museum of Fine Arts	165,000

A list of similar attractions in the Southeast with the current number of annual visitors is provided below:

ANNUAL ATTENDANCE AT
SIMILAR TRAVEL ATTRACTIONS
IN THE SOUTHEAST

Mighty Eighth Air Force Heritage Museum	Savannah Georgia	82,000
Robins Air Force Base Museum of Aviation	Warner Robins, Georgia	600,000
National Museum of Naval Aviation	Pensacola, Florida	941,048
National Civil Rights Museum	Memphis, Tennessee	100,000

APPENDIX N

EDUCATION STATUS IN MACON AND SURROUNDING COUNTIES

Economic Abstract of Alabama 2000 Summary - Education Extract

The Economic Abstract of Alabama 200 as prepared by the University of Alabama. The report cites educational deficiencies as a major reason for the high number of distressed counties in the state. Macon County is identified as one of these distressed counties. In Macon County, the report finds that students need to significantly improve basic skills and performance on standardized tests (Stanford Achievement and ACT). The Tuskegee Airmen National Historic Site can provide a major boost to this need through the creation of programs, continuing education, improved economic status, and long term partnering between Tuskegee University, Tuskegee-Macon county Community Development corporation, National Park Service, The State of Alabama and other partnerships created through this feasibility study.

The chart below summarizes the current standardized testing results of students in Lee County, Montgomery Country, and Macon County. One of the primary focus points for the Tuskegee Airmen National Historic Site is its ability to enhance educational opportunities for youth and adults.

Test Score Comparison Between Counties Surrounding Macon County

Stanford Achievement					*ACT*			
	1999	*1998*	*1997*	*1996*	*1999*	*1998*	*1997*	*1996*
COUNTIES								
Montgomery	45	46	45	45	20	19.8	19.6	19.5
Macon	33	38	38	39	16.8	16.0	16.5	16.8
Lee	72	72	69	68	22.7	23.0	22.6	23.5
State Average	54	56	55	55	20.0	20.1	20.2	20.2

APPENDIX O

KEY STUDY PARTICIPANTS

Richard V. Mc Collough, Project Manager and Chief, Partnership Programs, Southeast Regional Office, National Park Service

Dr. Benjamin F. Payton, President, Tuskegee University

Colonel (Ret) Charles Mc Gee, President, Tuskegee Airmen, Inc.

Willie C. Madison, Former General Superintendent, Central Alabama Parks, National Park Service

Colonel (Ret) Herbert E. Carter, President, Tuskegee Chapter, Tuskegee Airmen, Inc.

John Beck, Resource Education Specialist, Southeast Regional Office, National Park Service

Barbara Dunn-Harrington, Barbara Dunn-Harrington Consulting

William Holton, National Historian, Tuskegee Airmen, Inc.

Jay Vestal, Vice President, Development, National Park Foundation

Major (Ret) Hank Sanford, Executive Director, Tuskegee Airmen, Inc.