



Flight 93 Memorial Project

The Challenges

The challenges were twofold. First, in 2003, the partnership was charged with completing plans for a permanent national memorial in an unprecedented two year time period. Adding to the complexity was the overwhelming consensus that the planning process be openly inclusive and based on the democratic principles of our nation.

Secondly, the partners involved in the Flight 93 Memorial Project were as diverse as our American society, geographically dispersed and representative of various cultural, ethnic and religious backgrounds. Despite their differences, the partners needed to form a unified group to constructively work together to achieve a common goal.

The Solution

“Early in the process, we were fortunate to have discovered a web-based solution specifically designed to help us manage public involvement,” explained Jeffrey Reinbold, Project Manager with the National Park Service (NPS). “The solution enabled our small team, with very limited IT capabilities, to accomplish our aggressive goals. And while the solution was quite sophisticated, we did not have the need to utilize the full functionality. The system was scalable and allowed us to use (and pay for) only what we needed – when we needed it.” Specifically, Neighborhood America’s solution helped the NPS to achieve two distinct goals:

Inclusive Design Competition:

The partners agreed that the most democratic process of selecting a memorial design was through an open design competition. Using the Internet and the www.Flight93MemorialProject.org website in essence leveled the playing field. Anyone genuinely interested in participating – anyone from professional architects to schoolchildren – had the equal opportunity to do so.

In September, 2004, the design competition was announced and over 1,000 designs were submitted online. Images of all the entries were uploaded onto the site for public viewing and citizens were then invited to

submit comment on the designs. Neighborhood America’s Public Comment Service enabled the team to maximize participation, capture structured and meaningful comment, and easily manage the results.

“The Internet allowed us to expand dialogue with the public and provided significant opportunities for public participation throughout the process,” stated Reinbold. “While the designs were being evaluated by the judges, the comments we received from the public were also considered. Everyone who wanted to be involved in the selection process was provided with the opportunity.”

Customer

National Park Service
www.Flight93MemorialProject.org

Flight 93 Partners

The Flight 93 Advisory Commission
The Flight 93 Memorial Task Force
Families of Flight 93
National Park Service

Solution

Neighborhood America’s
Public Communications System™
including both
Public Comment® Service and
Communications Manager™

“

The solution enabled our small team, with very limited IT capabilities, to accomplish our aggressive goals.

”

2.

Five finalists were announced in February, 2005 and the selected designers were asked to submit more detailed prototypes of their entries. Images and video footage of each design were uploaded onto the public involvement site, and the public was again invited to view the entries and provide comment. In selecting the winner, an appointed jury 1) reviewed the overall Flight 93 mission objectives, 2) evaluated how well the designs interpreted and conveyed the mission, and 3) considered the public comment received. On September 7, 2005 – less than two years after the project began – the winning design was announced.

“The innovative technology we used not only helped us to facilitate this complex public planning initiative, but it also provided us with an electronic historical record of the entire process,” added Reinbold. “This documentation is critical for future generations, to ensure they understand not only what the memorial represents, but also the inclusive principles that provided the foundation for the planning and design.”

Collaboration Made Easy:

Integrating the public into the process was only one side of the equation. The other side was an internal team in need of collaboration tools that would serve to unify the group, regardless of location and work hours.

“Our team was very diverse, with team members coast-to-coast and everywhere in between,” stated Reinbold. “But the Internet removed the geographical boundaries that separated us. Using the web-based technology provided us with one central meeting place from which we could all work together and remain up-to-date on developments, even when most of our peers were far removed from the local happenings.”

Neighborhood America’s Communications Manager provided team members with the collaboration tools necessary to communicate; share documents, images and other project information; schedule tasks and calendar events; and even update web content from anywhere, at anytime.

Summary

The planning of the Flight 93 Memorial Project is significant not only because the memorial itself represents a turning point in American history, but also because results of historic proportions were achieved. With the help of Neighborhood America’s technology, a small team of dedicated and exceptional individuals delivered plans for a permanent national memorial, representative and inclusive of our nation’s citizens.

“The best way to sum up the process is to go back to the beginning,” recalled Reinbold. “We encountered one of our greatest struggles when we attempted to develop our mission statement. We knew what we wanted to accomplish, and even how we were going to get there. But finding the right words to succinctly describe the effort was a real challenge. Then one day we received a quilt honoring the memory of those whose lives had been lost. One of the squares contained a quote from a firefighter in California: ‘A common field one day. A field of honor forever.’ Unanimously, we immediately knew it was perfect.

That’s really what the entire process was all about. Having the right technology in place enabled us to easily manage the participation and enabled us to find those golden nuggets of input that were submitted by the public.”

