



U.S. Centennial of Flight Commission

National Plan for The Centennial of Flight Commemoration

November 2001

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Section 1 – Executive Summary

Born of dreams. Inspired by freedom.

On December 17, 1903, at 10:35 a.m., the world's first successful powered aircraft lifted off the beach at Kitty Hawk for a 12 second voyage. Driven by two brothers unwavering in their task, that flight accomplished what people had only imagined since the beginning of time. Realizing this dream took more than wings, wheels and a motor; it took the spirit of adventure, the tenacity brought on by risk and failure, and the desire to achieve a freedom which humans had never before experienced.

When the Wright brothers made the first successful powered and controlled flight in 1903, they changed the destiny of the United States and the world forever. No other innovation in the last century has so defined our time and initiated such a series of technological advances as the airplane. Many of today's advanced technologies can trace their origins to the development and growth of aviation. Equally important from a historical perspective, the airplane has dramatically changed the course of transportation, commerce, communication and national defense, effectively bringing the U.S. and the world closer together.

Congress created the U.S. Centennial of Flight Commission in 1998 to expand national and international interest in the Wright brothers' achievement by enhancing interest in the commemorative activities such as those planned by the First Flight Centennial Foundation and the First Flight Centennial Commission of North Carolina, and Inventing Flight: Dayton 2003 of Ohio. Aviation professionals, enthusiasts and those familiar with the accomplishments of the Wright brothers share the belief of Congress and others in the importance of commemorating this event. Supporters of the centennial celebration agree that activities should share a fundamental purpose: to educate the public about the centennial and its meaning, and to encourage them to participate and engage in commemorative activities, thus gaining something from the experience.

While the U.S. Centennial of Flight Commission was created by Congress as the Nation's official advisory body, numerous other organizations are also developing plans for commemorative and/or celebratory activities. In April of 2001, the Centennial of Flight Commission convened a meeting of interested organizations in Shepherdstown, W. Va. One outcome of that meeting was a recommendation to develop a comprehensive national plan to capture all of the actions planned for the centennial. At the August 2001 meeting of the First Flight Centennial Federal Advisory Board, this recommendation was considered and the Advisory Board requested that the Centennial of Flight Commission staff prepare a "National Plan" to be developed and submitted for their review. This document, designated as the National Plan for the Centennial of Flight Commemoration, responds to the Advisory Board's request and provides a comprehensive outline for the broad range of activities that are being planned for 2003. It presents not only the initiatives of the Centennial of Flight Commission, but also the planned activities of other relevant agencies. These include federal agencies, state agencies and commissions, private groups, and organizations specifically established for the centennial.

Actions, some underway and some planned, range from Web sites to aviation world's fairs; from educational books, posters and contests to authentic replicas of early Wright aircraft; from traveling exhibitions to aviation art displays; and from small local events to national commemorations in places like Kitty Hawk, N.C. Because events and activities will continue to be developed, this National Plan is a living document that will evolve over time. An update to the document is planned prior to 2003.

The celebration of the centennial of powered flight represents a unique opportunity for the Nation to focus on the historical significance of aviation related events leading up to, and following, December 17, 1903. This celebration is not about a single event, but rather a century of powered human flight. Vision,

persistence and ingenuity have taken people from the dunes at Kitty Hawk to the surface of the moon in the course of that century. There are literally thousands of unsung heroes spread throughout the century in the form of people whose ability to dream of flight was only surpassed by their ability to make it happen. Their efforts have revolutionized the world, and the milestones achieved are the guideposts to aviation history. More importantly, the celebration represents an opportunity to stimulate a new generation of inventors, innovators and dreamers. The National Plan, therefore, presents an overall strategy for the Centennial of Flight Commemoration to encourage the broadest national and international participation in the commemoration, while publicizing and encouraging programs, projects and events that will involve, educate, enrich and inspire the maximum number of people.

The U.S. Centennial of Flight Commission has accomplished much in 2001. With the acceptance and the implementation of the recommendations below, even more can be accomplished in the future. The U.S. Centennial of Flight Commission members and the First Flight Centennial Federal Advisory Board members endorse the following recommendations to the Congress and the President:

1. Full Funding for the U.S. Centennial of Flight Commission: The fiscal year 2002 and fiscal year 2003 budgets for the U.S. Centennial of Flight Commission should be funded at the authorized levels of \$900,000 as provided in the Centennial of Flight Commemoration Act.
2. Federal Government Participation: Congress and the President are urged to encourage all relevant Federal agencies (including, but not limited to, the Department of Interior, Department of Transportation, Department of the Air Force, Department of the Navy, National Aeronautics and Space Administration, Department of State, Department of Commerce, and Department of Education) to develop plans for participation in the centennial commemoration.
3. Fund the Aviation Theme Study: This study, proposed by staff members of the National Park Service, is a high priority project. This national survey of historic sites important to the history of flight represents a tool for underscoring the role flight has played in the development of communities across the Nation. The recognition of local sites, events and people represents an important legacy of the centennial.
4. Issue a Commemorative Stamp: The U.S. Postal Service should consider issuing a series of aviation history stamps representing the major events that occurred in the first century of aviation. Historic aviation events around the country would be included and a celebratory ceremony would take place in the location of that particular historic event.
5. Issue a Commemorative Coin: The U.S. Mint is working with the First Flight Centennial Foundation of North Carolina to issue three commemorative coins celebrating the centennial of flight. Both Ohio and North Carolina have chosen centennial themes for the 50 State Quarter Program. An additional consideration for the U.S. Mint would be to change the image on one of the coins currently in circulation for 2003, the centennial year. A special Wright brothers image could be used.

Section 2 – Introduction

The U.S. Centennial of Flight Commission, hereinafter referred to as the Centennial of Flight Commission, was established by the Centennial of Flight Commemoration Act (the Act), Public Law 105 - 389, November 13, 1998, as amended by Public Law 106 - 68, October 6, 1999. Congress' intent was to expand the national and international interest in the Wright brothers' achievement. The Centennial of Flight Commission has the following mission:

The Centennial of Flight Commission is charged by Congress with playing the leading role in coordinating and publicizing public activities celebrating the achievements of Wilbur and Orville Wright and commemorating a century of powered flight.

As an organization, the Centennial of Flight Commission has the following three goals: (1) harmonize and enhance all efforts to celebrate and commemorate the centennial of powered flight; (2) increase public understanding of the Wright brothers' achievements as a triumph of American ingenuity, inventiveness and diligence in developing new technologies that help define the American century; and (3) engage the interest of the American public and the world in the 100 year history of flight.

To achieve the goals outlined by the Act, the Centennial of Flight Commission was provided explicitly and implicitly with the following duties. The Centennial of Flight Commission is to provide recommendations and advice to the President, Congress and federal agencies on the most effective ways to encourage and promote national and international participation and sponsorships in commemoration of the centennial of powered flight. The Centennial of Flight Commission also is to provide recommendations and advice on the most effective ways to plan and develop, in coordination with the First Flight Centennial Commission and the First Flight Centennial Foundation of North Carolina, and Inventing Flight: Dayton 2003 of Ohio, programs and activities that are appropriate to commemorate the 100th anniversary of powered flight.

Section 12 of the Act also provides for the establishment of the First Flight Centennial Federal Advisory Board. The Board is composed of 19 members, five of whose positions are included by statute, and 14 other U.S. citizens meeting various statutory criteria. Of these fourteen positions, six are appointed by the President of the U.S., four by the Majority Leader of the U.S. Senate and four by the Speaker of the U.S. House of Representatives. This Board has been formally chartered and held its first meeting August 9, 2001 under the chairmanship of Dr. Tom Crouch, Senior Curator for Aeronautics at the National Air and Space Museum.

The Advisory Board shall offer advice and counsel to the Centennial of Flight Commission on matters related to the Act, including but not restricted to: (1) effectively applying Centennial of Flight Commission resources in order to achieve the goals established in the Act; (2) formulating recommendations to Congress and the Executive Branch on how to best promote national awareness of the commemoration of the centennial of powered flight and the achievements of the Wright brothers; (3) increasing the visibility of centennial activities; and (4) identifying ways in which individuals and organizations can be encouraged to participate in the centennial commemoration.

At the first meeting of the Advisory Board on August 9, 2001, it was requested by Board members that a "National Plan" be developed and submitted for their review.

Shepherdstown Conference

On April 6, 2001, the Centennial of Flight Commission and the Dayton Aviation Heritage National Historical Park hosted a meeting at Shepherdstown, W. Va., of those organizations actively planning Centennial of Flight commemoration activities. A review of each organization's plans made it clear that numerous events were being planned for 2003 and that a "National Plan" for coordinating these events was necessary if the Centennial of Flight Commission was going to be successful in meeting its legislative mandate. The consensus of the group was for the Centennial of Flight Commission to take the lead in producing this National Plan for the commemoration with input from all of those who were involved in planning for the centennial year. The National Plan will be instrumental in ensuring the Centennial of Flight Commission will accomplish its task of creating a national and international awareness of the Wright brothers and their accomplishments, and it will provide support to the individual organizations producing various events and programs associated with the celebration in their specific, regional locations. One of the continuing challenges facing the Centennial of Flight Commission in preparing this National Plan is ensuring all events and organizations associated with the Centennial of Flight commemoration are included in this document. It is anticipated there will be changes and adjustments made to the National Plan, but it is expected those will be relatively minor in nature.

National Plan Concept

This National Plan is being developed by the Centennial of Flight Commission to provide the following information:

- Initiatives undertaken by the Centennial of Flight Commission.
- Details on the specific events and programs planned throughout the U.S. related to centennial of flight and the Wright brothers.
- Identification of the organizations planning events and those that directly partner with the Centennial of Flight Commission.

The National Plan also will identify the common areas of activity including the following:

- Educational and cultural programs.
- Partners and their roles.
- Outreach and public information.
- Internet based activities regarding Web site development.
- A master calendar.
- Capital and program improvements.
- National commemorative issues.
- Economic impact.
- Measures of success.

Origination of most of the activities to be undertaken come from organizations other than the Centennial of Flight Commission, and the role of the Centennial of Flight Commission with regards to this National Plan is to present the work of those organizations in such a way that it conveys the national scope and breadth of the Centennial of Flight commemoration. As such, each organization will be directly responsible for its success in implementing this National Plan.

Section 3 – Historical and Cultural Perspective

Commemorating a Century of Wings

In the fall of 1999, USA Today and the Newseum, an Arlington, Va., museum devoted to the history of news gathering, announced the results of a year long poll in which 36,000 newspaper readers and a substantial number of journalists were asked to select the 100 most important news stories of the 20th century. The atomic bombing of Japan led the public list, followed by the attack on Pearl Harbor, the landing on the moon and the invention of the airplane.

The journalists chose precisely the same top four stories, although they rated the moon landing above the attack on Pearl Harbor. The results of the poll did not surprise the professional historians who were consulted by the newspaper. Professor Douglas Brinkley of the University of New Orleans agreed that Hiroshima was the “correct choice” for the top story, while Arthur M. Schlesinger, Jr. countered that the moon walk is what people will remember in 500 years. Almost no one seems to have noted the fact that the top three stories could not have occurred without the invention of the airplane.

Wilbur (1867-1912) and Orville Wright (1871-1948), printers and bicycle builders from Dayton, Ohio, took their first serious step toward the invention of the airplane in 1899. They were superb, self-trained engineers who developed an extraordinarily successful research strategy that enabled them to overcome one set of challenging problems after another, the full extent of which previous experimenters had not even suspected.

The Wright brothers moved toward the development of a practical flying machine through an evolutionary chain of seven experimental aircraft: one kite (1899), three gliders (1900, 1901, 1902) and three powered airplanes (1903, 1904, 1905). Each of these aircraft was a distillation of the lessons learned and the experience gained from its predecessors. It was not all smooth sailing; frustration and disappointment were as much a part of the process as the euphoria of discovery. In the fall of 1901, puzzled by the failure of their earliest gliders to match calculated performance, the brothers built their own wind tunnel and designed a pair of brilliantly conceived balances that produced the precise bits of data required to achieve the final success.

The brothers made the first four sustained, powered flights under the control of the pilot near Kitty Hawk, N.C., on the morning of December 17, 1903. Over the next two years they continued their work in a pasture near Dayton, Ohio. By the fall of 1905, they had achieved their goal of constructing a practical flying machine capable of remaining in the air for extended periods of time and operating under the full control of the pilot. The air age had begun. Unwilling to unveil their technology without the protection of a patent and a contract for the sale of airplanes, the Wright brothers did not make public flights until 1908, at which point they emerged as the first great international heroes of the century.

The invention of the airplane was a fundamental turning point in history. It redefined the way in which the U.S. fought its wars, revolutionized travel and commerce, fueled the process of technological change, and helped to shape a world in which the very survival of a nation would depend on its scientific and technical prowess.

Beyond all of that, flight remains one of the most stunning and magnificent human achievements. For millennia, the notion of taking to the sky was regarded as the very definition of the impossible. “If God had intended for human beings to fly,” it was said, “he would have given us wings.” Instead, we built wings for ourselves, and forever expanded our vision of the possible. The centennial of that event is surely worth commemorating.

Section 4 – Partners and Their Roles

U.S. Centennial of Flight Commission

The Act that established the Centennial of Flight Commission states that the Centennial of Flight Commission shall be composed of six members. The six members represent the First Flight Centennial Foundation of North Carolina; Inventing Flight: Dayton 2003 of Ohio; aeronautical societies, foundations and organizations outside of Ohio and North Carolina, represented by the President of the Experimental Aircraft Association; the Smithsonian Institution's National Air and Space Museum; the Federal Aviation Administration (FAA); and the National Aeronautics and Space Administration (NASA).

Also, the Act established a First Flight Centennial Federal Advisory Board to advise the Centennial of Flight Commission. The Advisory Board is composed of 19 members, five of whose positions are included by statute and 14 other U.S. citizens meeting various statutory criteria. Six of these positions were appointed by the President of the U.S., four by the Majority Leader of the U.S. Senate, and four by the Speaker of the U.S. House of Representatives.

The Centennial of Flight Commission is actively developing partnerships and relationships with other organizations involved in the centennial commemoration. The Centennial of Flight Commission's mission is to unify the efforts of all of the organizations and promote the significance of historical aviation achievements. The Act specifically states that the Centennial of Flight Commission is to provide advice and recommendations on the most effective ways to "encourage and promote national and international participation and sponsorships," and "initiate contact with individuals and organizations that have an interest in aviation to encourage such individuals and organizations to conduct their own activities in celebration of the centennial of flight." As of November 2001, the Centennial of Flight Commission has signed Memorandum of Agreements with Inventing Flight: Dayton 2003; American Institute of Aeronautics and Astronautics; Aviation Week Next Century of Flight; FAA; Aero-Club of France; the Experimental Aircraft Association; Aviation World's Fair 2003; First Flight Centennial Commission; and First Flight Centennial Foundation.

The Centennial of Flight Commission approved a two-tiered system to recognize centennial events. Calendar of Events special recognition is very inclusive and the criteria are articulated on the Centennial of Flight Commission Web site. "Centennial Partner" recognition will be reserved for organizations that have a more significant impact on the success and outcome of the centennial commemoration. The criteria for "Centennial Partner" include: exceptionally relevant to the centennial of powered flight or the history of aviation; strong educational focus; leaves a tangible legacy; plan or process in place to measure success against objectives; national impact; collaboratively working with other organizations with common goals and objectives for the benefit of the centennial celebration and the public interest; and formal memorandum of agreement with the Centennial of Flight Commission in place.

Inventing Flight: Dayton 2003

Inventing Flight: Dayton 2003 was founded in 1989 to promote aviation, the Wright brothers and especially Dayton, Ohio's role in the birth and future of aviation. Drawing from the rich history of the Wright brothers, Inventing Flight: Dayton 2003 will launch a once in a lifetime event culminating in the Centennial Celebration in July 2003. Inventing Flight: Dayton 2003 is partnering with some of the greatest names, faces and locations in aviation and aerospace to bring a truly special series of personalities, events and programs to Dayton in 2003. Their partners include: the U.S. Air Force Museum; the Dayton Aviation Heritage National Historical Park; the National Aviation Hall of Fame; Carillon Historical Park; Cityfolk; the Dayton Air Show; the Experimental Aircraft Association; American Institute of Aeronautics and

Astronautics; International Council of Aeronautical Sciences; Perpetual Motion Films; Centennial of Flight Commission; Aviation Week and Space Technology; Aviation History; and the Lightship Group. Inventing Flight: Dayton 2003, a not for profit corporation, was incorporated by a group of community leaders in 1989 as “The 2003 Fund, Inc.,” an outgrowth of the Dayton Foundation. Inventing Flight: Dayton 2003 is governed by a Board of Trustees comprised of community and business leaders, including representatives from North Carolina.

First Flight Centennial Foundation

The First Flight Centennial Foundation is a nonprofit organization formed for the purpose of celebrating the 100th anniversary of powered flight. The objectives include improving Wright Brothers National Memorial, helping to produce the First Flight Centennial event onsite in December 2003, and sharing the story of the Wright brothers and their achievements through specific events and activities. The Foundation is working with partners including: the Centennial of Flight Commission, First Flight Centennial Commission, National Park Service, Experimental Aircraft Association, First Flight Society and others. The First Flight Centennial Foundation was incorporated in North Carolina in 1995 and is governed by its Board of Directors under the bylaws.

Experimental Aircraft Association

The Experimental Aircraft Association is a membership-based association comprised of 170,000 aviation enthusiasts. The Experimental Aircraft Association began as a group dedicated to the pursuit of making aviation more affordable through homebuilt and restored aircraft. The organization has grown over nearly 50 years to include many constituents with a common goal, including providing activities with airplane building, restoring, flying, exploring and learning. The Experimental Aircraft Association’s Countdown to Kitty Hawk is an initiative designed to celebrate the accomplishments of Wilbur and Orville Wright. As creators of the first homebuilt aircraft, the Wright brothers are viewed by Experimental Aircraft Association members as their direct “forefathers.” The Experimental Aircraft Association is partnering with many organizations including: the Centennial of Flight Commission, The Wright Experience, National Park Service, First Flight Centennial Commission, First Flight Centennial Foundation, Sun N’ Fun Experimental Aircraft Association Fly-In, Inventing Flight: Dayton 2003, Library of Congress, Ford Motor Company and the Discovery Channel.

NASA

NASA is proud of its achievements, as well as those of its predecessor, the National Advisory Committee for Aeronautics, in the development of aerospace technology and its continued contributions to the next century of flight. The celebration of a century of powered flight offers a unique opportunity to focus attention on the many successes of the Agency, as well as the Agency’s contributions to the future of flight. It is also a time to reflect on how the U.S. came to lead the world in flight for a century. Without question, cutting edge aeronautical research has fundamentally altered and improved the transportation and aviation sectors, and the National Advisory Committee for Aeronautics and NASA have been at the core of this evolutionary process since 1915. NASA intends to capitalize upon the centennial to accomplish several related objectives, all of which are connected to the three broad goals to collect, preserve and disseminate the history of flight.

NASA has created a single point of contact for Centennial of Flight activities, located in its Office of Aerospace Technology, which will serve as a clearinghouse for centennial activities. The point of contact will coordinate NASA activities and work with a range of other organizations to carry out the celebration. These activities include exhibits, educational, historical and experimental programs and materials. The

NASA History Office will support these activities as subject matter experts on the history of flight and the National Advisory Committee for Aeronautics and NASA's role in it. NASA is collaborating with other organizations dedicated to furthering aerospace from its past to its future. Partnerships have been formed with outside universities and other educational institutions, publishers, not for profit corporations, and the national and local commissions dedicated to the centennial. Opportunities are being pursued to do the same with other groups.

FAA

The FAA is committed to supporting the Centennial of Flight Commission in areas that include procurement and financial management. The FAA Administrator is a member of the Centennial of Flight Commission. The FAA also will provide historical and educational information, and will cooperate with other organizations in conducting outreach programs and in promoting awareness of the Centennial's significance.

National Air and Space Museum

The mission of the National Air and Space Museum is to "commemorate, educate and inspire." The National Air and Space Museum shall commemorate the national development of aviation and space flight, and will educate and inspire the nation by: (1) preserving and displaying aeronautical and space flight equipment and data of historical interest and significance to the progress of aviation and space flight; (2) developing educational materials and conducting programs to increase the public's understanding of, and involvement in, the development of aviation and space flight; and (3) conducting and disseminating new research in the study of aviation and space flight and their related technologies.

The National Air and Space Museum's two related principal goals are to conduct active programs in research and collections management to maintain a leadership role in aviation and space history and science, and to enhance the public's access to, and understanding of, the museum's collections and research activities through innovative exhibits, educational programs and outreach in aviation and space.

First Flight Centennial Commission

The overall objective of the First Flight Centennial Commission is to host the centennial anniversary of mankind's first successful powered flight and celebrate the subsequent 100 years of aviation. The First Flight Centennial Commission was created by North Carolina General Statute to "develop and plan activities to commemorate the centennial of the first successful, manned, controlled, heavier-than-air, powered flight and other historical events related to the development of powered flight." Within North Carolina, the First Flight Centennial Commission has partnered with the National Park Service; Cape Hatteras National Seashore and Wright Brothers National Monument; the First Flight Society; North Carolina Department of Transportation, Division of Aviation; First Flight Centennial Foundation; Dare County and Outer Banks communities; and many other public and private organizations.

National Park Service, Wright Brothers National Memorial, North Carolina

Wright Brothers National Memorial was established in 1927 to commemorate the first successful controlled, powered flight accomplished by Wilbur and Orville Wright on December 17, 1903. The Memorial, administered by the National Park Service, encompasses the historic site where the 1903 first powered flights took place. The National Park Service will host a commemorative celebration showcasing the Wright brothers, their accomplishments and their subsequent impact on our world. The National Park Service has multiple partners assisting them in planning and implementing the celebration. Partners

include: the Centennial of Flight Commission, First Flight Centennial Commission, First Flight Centennial Foundation, Experimental Aircraft Association, First Flight Society, U.S. Air Force, NASA, FAA, State of North Carolina, and Dare County, N.C.

Dayton Aviation Heritage National Historical Park

Dayton Aviation Heritage National Historical Park was created by the Dayton Aviation Heritage Preservation Act of 1992, as amended. The purpose of Dayton Aviation Heritage National Historical Park is to: commemorate the legacy of three exceptional men, Wilbur Wright, Orville Wright and Paul Laurence Dunbar, and their lives and works in the Miami Valley; recognize the national significance of the contributions made by Paul Laurence Dunbar and the Wright brothers, and the City of Dayton's role in their contributions; and promote preservation and interpretation of the resources related to the lives of these three men. Dayton Aviation Heritage National Historical Park has four partners. The National Park Service operates The Wright Cycle Company building and will operate the Wright-Dunbar Interpretive Center and Aviation Trail Center and Museum in partnership with Aviation Trail, Inc. upon completion of these facilities. The Ohio Historical Society owns and manages the Paul Laurence Dunbar State Memorial. Carillon Historical Park owns and manages the John W. Berry, Sr. Wright Brothers Aviation Center; and Wright-Patterson Air Force Base owns and manages the Huffman Prairie Flying Field. Wright-Patterson and the National Park Service will operate the Huffman Prairie Flying Field Interpretive Center.

Dayton Aviation Heritage Commission

Congress established the Dayton Aviation Heritage Commission in 1992 as a part of the Dayton Aviation Heritage Preservation Act, in addition to the Dayton Aviation Heritage National Historical Park. The Dayton Aviation Heritage Commission, while responsible for the development of the Dayton Aviation Heritage National Historical Park's General Management Plan, is not involved in the day-to-day operation of the park itself. The Dayton Aviation Heritage Commission is comprised of 13 members, all but one of whom are appointed by the Secretary of the Interior. The Dayton Aviation Heritage Commission has representation that reflects the diversity of the park and the community where the sites are located. As a result of the Huffman Prairie Flying Field being located within Wright-Patterson Air Force Base, a commissioner representing the interests of the base is appointed by the Secretary of Defense.

The Dayton Aviation Heritage Commission commissioners, along with their voting alternates, serve three year terms. The current appointees are scheduled to serve until January 2003. Under the terms of the legislation the Dayton Aviation Heritage Commission will cease to exist on January 1, 2004. The Dayton Aviation Heritage Commission meets as required and with regular public meetings scheduled monthly.

The Dayton Aviation Heritage Commission has developed a Preservation and Development Plan for the areas adjacent to the national park sites and other aviation heritage sites located within the Miami Valley. It has specific legislative powers associated with the implementation of the components of the plan including, but not limited to, obtaining property, seeking and accepting donations and providing technical assistance to property owners within the plan area. The Dayton Aviation Heritage Commission is authorized to be appropriated \$350,000 annually by Congress to carry out its duties.

American Institute of Aeronautics and Astronautics

The American Institute of Aeronautics and Astronautics and their industry partners are collaborating on an ambitious Evolution of Flight Campaign to mark the 100th anniversary of flight, recognize the achievements of the men and women who challenged history, and lay the groundwork for the next 100 years of innovation in aviation and space technology. The American Institute of Aeronautics and Astronautics' Evolution of

Flight Campaign operates through a partnership with The Boeing Company, General Electric Aircraft Engines, Lockheed Martin, Northrop Grumman, Pratt and Whitney, Raytheon, Rockwell Collins and Snecma. Advisors to the Campaign include retired astronaut Neil A. Armstrong, experimental test pilot A. Scott Crossfield, and three time U.S. aerobatic champion Patty Wagstaff. Additional support to the Campaign is provided by Aviation Week's Next Century of Flight, the Challenger Center for Space Science Education, the Dayton Air Show, the First Flight Centennial Commission, the International Council of the Aeronautical Sciences, Inventing Flight: Dayton 2003, the Centennial Celebration, Microcosm, Inc. and the Centennial of Flight Commission. The American Institute of Aeronautics and Astronautics Board of Directors approved the Evolution of Flight Campaign in 1999. The American Institute of Aeronautics and Astronautics and their corporate partners provide the funding for the Evolution of Flight Campaign programs.

Aviation Week's The Next Century of Flight

The Next Century of Flight is a multi-year, multimedia global education program dedicated to helping the aerospace industry capitalize on the 100th anniversary of powered flight in 2003 and position itself for generations to come. Since it was launched in 1998, the Next Century of Flight has reached millions of professionals and enthusiasts around the world via Aviation Week, Next Century of Flight editorial content in the form of news, features and commentary, and an aggressive integrated event and marketing campaign. The program has three core objectives: re-ignite the spirit of the global aerospace industry; raise worldwide awareness of the importance of the industry; and inspire young people to pursue careers in aviation and aerospace. Aviation Week's Next Century of Flight program partners include: American Institute of Aeronautics and Astronautics; Bombardier Aerospace; Computer Sciences Corporation; FAA; GIFAS, the French Aerospace Industries Association; Inventing Flight: Dayton 2003, The Centennial Celebration; Macmillan/McGraw-Hill; National Business Aviation Association's AvKids program; Society of British Aerospace Companies; Centennial of Flight Commission; NASA; and the Smithsonian Institution's National Air and Space Museum Steven F. Udvar-Hazy Center.

The Wright Experience

The Wright Experience was founded in 1997 to preserve the legacy of the Wright brothers and other early aviators and aircraft inventors; create a living classroom that provides inspirational examples of innovation and discovery for school children and people of all ages; and provide for the remanufacture of original Wright brothers aircraft. The Wright Experience's work includes:

- Accurate reproduction aircraft
 - Wright brothers' 1899 kite, 1900 glider, 1901 glider, 1902 glider, 1903 Flyer (in production) and the 1911 Model B.
 - All other significant Wright aircraft in research and planning.
- Research and Analysis. The Propellers:
 - Using historical research and digital imaging, made complete measurements and plans of the Wright 1903, 1904, 1905 and 1911 propellers.
 - Constructed propellers with authentic materials and techniques, e.g., 1903 Propellers hand carved with period tools.
 - Made wind tunnel tests at Old Dominion University Langley Full Scale Tunnel.
 - Results published in American Institute of Aeronautics and Astronautics papers and on www.wrightexperience.com.

- Research and Analysis. The Engines:
 - Original 1910 Vertical Four Engine discovered and acquired in 1999.
 - Full conservation treatment performed at Wright Experience.
 - Engine started for first time in 85 years in 2000.
 - Full dynamometer test at Delphi Automotive Systems in Rochester, N.Y., February 2001. Results published for American Institute of Aeronautics and Astronautics in June 2001.
 - Engine run at public demonstrations, including AirVenture 2000 and 2001.

- Current Projects:
 - 1901 Glider Wind Tunnel tests with Old Dominion University.
 - 1902 Glider.
 - Construction of flying 1903 and Model B machines.
 - Conservation of engine number 3.
 - Testing of 1903 Flyer fabric.
 - Investigation of Wright Model K propeller.
 - Wind tunnel test of the 1901 glider at the Langley Full Scale Tunnel in December 2001.
 - Continual updates to Web site, www.wrightexperience.com.

Aviation World's Fair 2003

The Aviation World's Fair 2003 will honor the 100th anniversary of controlled, powered flight and the birth of the aerospace industry with an event focused on the Wright brothers' epic triumph, and other milestones of flight. The Aviation World's Fair 2003 will be a celebration that embraces all nations and all aspects of aviation.

The overall objective of the Aviation World's Fair 2003 is to: organize the Aviation Centennial Exhibition; gather together the global aerospace community to present, for the first time in history, the complete picture of aviation; promote the unique contributions aviation has made to society; and educate and inspire the next generation of aerospace industry and aviation leaders.

Developments in aviation have occurred on every continent and embraced every nation. From individual accomplishments to national objectives, dozens of countries and thousands of individuals have contributed to aviation's success with each step contributing to the whole, and inexorably linked to the past. The s Fair 2003 has therefore invited the world to assemble in America to recognize, celebrate and honor the heritage of global aviation, and to express appreciation to the brave pioneers of the first century of flight.

The Aviation World's Fair 2003 is America's opportunity to host the entire global aerospace community and present the most comprehensive picture of aviation. The Aviation World's Fair 2003 will be both a time capsule of the 100 years that will forever be seen as humankind's entry into the Age of Flight, and a window through which to view the future of aviation.

The Aviation World's Fair 2003 has set up a public-private partnership with the Commonwealth of Virginia. Other associates include: the Virginia Department of Transportation, the Tourism Development Corporation, the Virginia Economic Development Partnership, the First Flight Centennial Commission, the Department of Aviation of North Carolina, Asociación Latinoamericana de Aeronáutica, the Winds of Hope Foundation, the Balloon Federation of America, the International Business Aviation Council, the National Aeronautics Association and the Centennial of Flight Commission. Other leading aerospace organizations throughout the world will continue to be added.

Library of Congress

The Librarian of Congress is a statutory member of the First Flight Centennial Federal Advisory Board and will offer advice and counsel to the Centennial of Flight Commission. Further, as custodian of the papers of Wilbur and Orville Wright, the Library of Congress plans to mount a major digitization and exhibition program during the anniversary year of 2003 if sufficient funds can be raised.

U.S. Air Force Centennial of Flight Office

In January 2001, the Chief of Staff of the U.S. Air Force established the U.S. Air Force Centennial of Flight Office to research, plan and coordinate the U.S. Air Force's active participation in the worldwide celebration. The U.S. Air Force Centennial of Flight Office objectives are to build, maintain and strengthen relationships within the worldwide aviation community through the support of and participation in Centennial of Flight activities; and to research, develop, coordinate and support opportunities (both internal and external) to promote a deeper understanding of America's Air Force as part of our proud heritage and our vision.

U.S. Air Force Museum

The U.S. Air Force Museum serves as the national institution dedicated to acquiring, preserving, documenting, studying and interpreting U.S. Air Force history and culture. To reach an increasingly diverse audience, the U.S. Air Force Museum employs exhibits and educational programs created from their extensive aerospace vehicle, object and reference collections. As the National Museum for the U.S. Air Force, the U.S. Air Force Museum is committed to providing educational and entertaining events highlighting the rich heritage and exciting future of military aviation. The U.S. Air Force Museum is intensely involved in planning a number of events, along with Wright-Patterson Air Force Base and the City of Dayton, in recognition of the first flight and the proud military aviation heritage that followed.

Wright-Patterson Air Force Base, Ohio

The primary objective of Wright-Patterson Air Force Base is to join the Dayton community in celebrating the 100th anniversary of powered flight. The 100th anniversary of powered flight offers a unique opportunity to showcase Wright-Patterson Air Force Base and the Dayton community.

Wright State University, Special Collections and Archives

Wright State University was created October 1, 1967. Named for Dayton's aviation pioneers, Wilbur and Orville Wright, Wright State University serves nearly 16,000 students with programs leading to more than 100 undergraduate and 40 graduate and professional degrees. Special Collections and Archives in the Wright State University Libraries collects, preserves and provides access to primary sources that document the history of aviation and the legacy of the Wright brothers. Special Collections and Archives is the repository for one of the most complete collections of Wright brothers' material in the world. The collection consists of nearly 6,000 items, including personal, family and technical papers, journals, diaries, books, memorabilia and photographs. Special Collections and Archives also holds numerous other aviation manuscript collections documenting the history of aviation worldwide. Wright State University's participation in the celebration of the 100th anniversary of powered flight centers on collecting, preserving and providing access to information on the history of aviation. Wright State University is accomplishing this through public programs such as symposiums, exhibits (both Web-based and live), presentations and lectures, digitization projects to make collections available online, educational materials (Web-based and print), and publications. Special Collections and Archives is working with other organizations and

institutions worldwide which are planning events and exhibits by serving as an image and information resource. Wright State University encourages the spirit of invention in the students and community it serves.

Section 5 – Educational and Cultural Programs

Centennial of Flight Commission

Materials developed for classroom use:

The Centennial of Flight Commission developed two educational posters in cooperation with the Education Division at NASA Headquarters featuring the accomplishments of the Wright brothers. The activities on the backs of the posters provide hands-on experiences for students relating to some of the scientific and engineering processes the Wright brothers used. For example, one activity challenges educators and students to research and design a poster representing the history of aviation and aerospace in their state. A second activity suggests students create a calendar with information about significant people, places and historical aviation and aerospace events that have taken place in their state. The posters are available online from NASA at spacelink.nasa.gov/products. They are also available on the Centennial of Flight Commission's Web site, www.centennialofflight.gov/education/posters.htm.

A bookmark has been developed that features the Centennial of Flight Commission's Web site. The back of the bookmark includes several activities that are designed to encourage educators and students to explore the various educational components of the Web site and to research, plan and participate in their own centennial of flight activities and events. The bookmark is available on the Centennial of Flight Commission's Web site.

The Centennial of Flight Commission's Web site is host to many educational resources organized in an educational resources matrix. The matrix was designed to help educators and students quickly find information. Currently, more than 50 aviation and aerospace related organizations and associations are represented. The educational resources have been organized into categories and include information about careers, museums, curriculum products, grants, scholarships, competitions, etc. The matrix will be expanded to incorporate additional organizations, associations and institutions that have developed educational materials and information relevant to the centennial of flight and the history of aviation and space flight. The surface of the matrix contains nearly 1,000 links.

In fiscal year 2000, a contractor was selected by the Centennial of Flight Commission's staff to research, write and illustrate a large number of narrative essays describing significant events in aviation history. The essays will be arranged in chronological order. A set of dictionary entries of persons, places and things highly relevant to the history of aviation and aeronautics is also being developed as a companion piece. Each essay will include photographic or graphic images depicting the subject of the essay. All of the material will be cross-referenced and searchable. Bibliographic suggestions for further investigation will be provided. The essays are being designed for classroom use and each essay will be aligned with at least two of the national K-12 education standards at the 9-12 level in mathematics, science, technology, geography and/or history. One third of the project will be on the Web site by December 2001. The next portion is expected to be available in Spring 2002, and the final segment should be released in Fall 2002.

A partnership has been formed among the Centennial of Flight Commission, NASA's Offices of Human Resources and Education and Aerospace Technology, and the U.S. Department of Education to develop a 100th Anniversary of Flight Participation Guide. The guide will target kindergarten through secondary levels and will focus on the Wright brothers, the history of aviation, technological benefits of aerospace research and how it has changed our world, and future aviation and aerospace research. The activities in the guide will be designed to stimulate interest in mathematics, science and engineering careers, and will support the national education standards. The guide and its supporting activities will be disseminated broadly online.

A member of the Centennial of Flight Commission's staff serves as a judge for the Federation Aeronautique Internationale's Young Artists' Contest. This aviation-oriented, international contest is for youngsters between the ages of 6 and 17. The contest rules and winning entries can be viewed at www.fai.org/education.

Conferences and Symposiums:

The Centennial of Flight Commission is charged with playing a leading role in encouraging and publicizing activities related to the achievements of the Wright brothers and a century of powered flight. The Centennial of Flight Commission staff has participated in numerous conferences and seminars to date and will continue to promote national and international participation in the centennial of flight by exhibiting and speaking at conferences, seminars and symposiums. In addition, the Centennial of Flight Commission staff is supporting the individual initiatives of each Centennial of Flight Commission Commissioner's host organization, partnership organizations and Centennial of Flight affiliates.

Calendar of Events:

The Centennial of Flight Commission's "Calendar of Events" hosts a broad array of events related to the centennial of flight and the history of aviation. The events are classified into one of the following categories: Air Show, Fly-In, Fair or Festival, Educational Activity, Convention, Exhibit, Symposium, Open House or Air Race. The calendar has a "Submit an Event" feature and is searchable by date, event type, event title or location.

Publication of Popular and Scholarly Work:

The Centennial of Flight Commission has entered into an agreement with the Federal Research Division of the Library of Congress. Under this agreement, the Library of Congress will revise and update "Wilbur and Orville Wright: A Bibliography" (Washington, Library of Congress, 1968). A total of 2,055 biographic entries were delivered to the Centennial of Flight Commission for use on the Centennial of Flight Commission's Web site.

The Centennial of Flight Commission's Web site provides its users with authoritative sources concerning the Wright brothers and the history of aviation and aerospace. Many valuable references are on the site now. In addition, there will be a periodic call for solicitations of scholarly and authentic materials that can be used to further enhance the Centennial of Flight Commission's Web site.

Inventing Flight: Dayton 2003

Inventing Flight: The Centennial Celebration, July 3 - 20, 2003:

The objective of this event is to celebrate the impact of the Wright brothers' invention on society and shine a spotlight on Dayton, the "Birthplace of Aviation." There will be an 18-day series of action packed events and activities staged throughout the Dayton area's aviation heritage resources aimed at families, aviation enthusiasts and cultural heritage tourists. This will be produced by Inventing Flight: Dayton 2003, along with numerous program partners. It will have the following schedule:

- July 3, 2003 - Opening Ceremonies and City of Dayton's Independence Day Celebration in Downtown Dayton.
- July 4-20, 2003 - Living Heritage Festival produced by Carillon Historical Park at the Dayton Aviation Heritage National Historical Park Sites. This will feature costumed improvisational actors portraying Wilbur and Orville Wright, their family and contemporaries, and other festival activities designed to immerse visitors into the early 1900's and the discovery of flight.

- July 4-20, 2003 - Celebration Central at Deeds Point in Downtown Dayton will serve as the logistical hub for the entire regional event, providing transportation, ticketing, information, education and entertainment. This will include:
 - Welcome Walk, the gateway at all of the Centennial Celebration venues in the Dayton Region.
 - Four Flight-Themed Experiential Pavilions: Invention Pavilion; Exploration Pavilion; Communication Pavilion; and Imagination Pavilion.
 - Education center featuring aviation celebrities and experts.
 - Main stage production: "Air Mania."
 - Parade: "Flights of Fancy."
 - Children's area: flight-themed playground.
 - Central Plaza: main stage viewing area with food and beverage and comfort facility.
- July 4-6, 2003 - CITYFOLK Festival: Inventing America will feature innovators in the traditional American arts.
- July 4-6, 2003 - Great American Balloon Festival at the U.S. Air Force Museum.
- July 11-13, 2003 - International Airship Meet, the world's largest gathering of blimps, at the U.S. Air Force Museum.
- July 11-13, 2003 - Dayton Black Cultural Festival: A Salute to the Tuskegee Airmen at the Montgomery County Fairgrounds.
- July 14-17, 2003 - American Institute of Aeronautics and Astronautics and International Council of Aeronautical Sciences International Air and Space Symposium and Exposition. The Next 100 Years., a technical conference for the aerospace industry, at the Dayton Convention Center.
- July 17-19, 2003 - National Aviation Hall of Fame Ceremonies: Aviation and Aerospace Heroes will bring all of the Hall of Fame enshrinees to Dayton.
- July 17-20, 2003 - Dayton Air Show, Dayton International Airport.
- July 20, 2003 - Closing ceremonies.

Commissioned New Symphonic Works:

The objective of this event is to inspire audiences through the creation of four new symphonic works based on the theme of flight. This will be produced by the Dayton Philharmonic and will premiere during the 2002-2003 performing arts season. A concert of all four works will take place in May 2003.

Wright Brothers Photography Exhibit:

This event will capture the excitement of early aviation by sharing never before seen photographic and popular art images with the public. The exhibit will be produced by the Dayton Art Institute and will be in: Paris, June 2003; Dayton, Summer 2003; and at the First Flight Pavilion, Kill Devil Hills, N.C., Fall 2003.

Inventing Flight Class of 2003:

The objective is to inspire 35 students from the Greater Dayton area high school class of 2003 to become the next leaders of the Greater Dayton area. Sponsored by Inventing Flight: Dayton 2003, this program will be ongoing through 2003.

Inventing Flight Curriculum:

The objective of this program is to inspire middle school students by leading them through the same discovery process the Wright brothers underwent in building the first successful powered aircraft. There will be a Teachers Guide, including 15 lesson plans with hands-on activities; multimedia accompaniments that include short videos and compact discs with additional background information; and demonstration activities. It will be authored by Gordon Schimmel, C. T. Storrs, and Think^{TV} multimedia producers of Dayton. Field testing was completed during 2000-2001. Multimedia production is in progress, and distribution will begin in 2002 for the 2002-2003 school year.

“The Story of Flight”:

The objective of “The Story of Flight” is to inspire students and families through an exciting multi-dimensional medium and the story of the Wright brothers. The Digistar© planetarium production and accompanying teachers guide will be built on the Inventing Flight: Dayton 2003 Curriculum materials. It will be produced by Boonshoft Museum of Discovery in Dayton and will be available for distribution during 2002 for the 2002-2003 school year.

“Birds, Flight and the Wrights”:

The objective is to explore natural flight and the way it inspired the Wright brothers’ development of powered flight. The Aullwood Audubon Center of Dayton will develop a teachers guide and organize field trips for the 2002-2003 school year.

Commissioned New Choreographed Works:

The Dayton Contemporary Dance Company will inspire audiences through the creation of four choreographed modern dance works based on the theme of flight. One dance work will premiere each year leading up to the centennial and all four will be taken on tour during the centennial year of 2003.

First Flight Centennial Foundation

The First Flight Centennial Foundation’s educational and cultural programming is focused in outreach and special events.

NASA

Material developed for classroom use:

The NASA Office of Education, along with the other NASA Enterprises, is producing curriculum materials, programs and resources relative to the centennial of flight. These include posters, Web sites, exhibits and publications written for elementary and secondary school audiences and beyond. In addition, the Enterprises have been working with the Centennial of Flight Commission on a participation guide for educators. Activities include:

- NASA Quest - Centennial of Flight: Rediscovering the Challenges of Flight. During the 2001 and 2002 school years, NASA Quest aerospace activities will focus on the upcoming centennial of powered flight. The Web site address is quest.nasa.gov/projects/aero/centennial. October 2001 activities included Web Chats with Nick Engler and later Orville and Wilbur Wright, and a Web cast from the Vertical Motion Simulator at NASA Ames Research Center.
- The brochure, “Celebrating 100 Years of Flight,” is a collaborative effort among the Centennial of Flight Commission, NASA, US Airways, American Institute of Aeronautics and Astronautics, and the National Air and Space Museum, and is intended for distribution to the flying public through

US Airways. NASA intends to leverage the brochure's content and enhance it for use in a learning environment. The brochure will be released in October 2002.

- A two-hour special broadcast of the Public Broadcasting System series "Scientific American Frontiers with Alan Alda" covering the next 100 years of flight is currently in discussion for a December 2003 release.
- Centennial Posters - In cooperation with the Centennial of Flight Commission, two posters about the Wright brothers' processes of invention and innovation were produced and released in late 2000. Additional posters will focus on the National Advisory Committee for Aeronautics and NASA contributions to aeronautics (December 2001 release); NASA technology on board (May 2002 release); the centennial of flight (September 2002 release); and future flight (2003 release).
- Online resources include:
 - *Reliving the Wright Way* focuses on the centennial of flight and how the processes the Wright brothers used are tied to current NASA research, wright.nasa.gov.
 - *NASA Explores* provides Aerospace Technology lessons and activities for teachers and students and is updated weekly, www.nasaexplores.com.
 - *Virtual Skies* provides activities related to the aviation system and related research for students, quest.nasa.gov/aero/virtual.
 - *Exploring Aeronautics* compact disc and Web site provides an introduction to flight and its history. It teaches students in grades 5-8 about the tools of aeronautics that are used to test aircraft designs today, exploringaerospace.arc.nasa.gov/.
- Video products will be broadcast on local Public Broadcasting System stations throughout the country, local access channels, NASA television and the Internet. They include:
 - *The NASA Why? Files* enhances the teaching of math, science and technology to grades 3-5, whyfiles.larc.nasa.gov.
 - *NASA CONNECT* for grades 5-8, connect.larc.nasa.gov/.
 - *Destination Tomorrow* promotes scientific literacy for lifetime learners and explores NASA aeronautical research projects, edu.larc.nasa.gov/destination/.
- Earth to Orbit Engineering Design Challenges for students in grades 6-9 connect students with the work of NASA and the process of engineering, eto.nasa.gov/.
- *Flight Testing Newton's Laws* compact disc and videotape series is designed for high school students and illustrates the math and science principles behind Newton's Laws of Motion, trc.dfrc.nasa.gov/trc/ntps/index.html.
- Space Day 2003 will focus on the centennial of flight during 2003, www.spaceday.com.
- Key centennial materials will be repackaged into a final Web digital video disc product that is intended to be continually updated and maintained.
- Conferences and Symposiums - NASA continually supports conferences and symposiums on current and future flight research and technology as part of its ongoing mission. These include:
 - The Office of Aerospace Technology will host the annual *Turning Goals Into Reality* conference that focuses on NASA's accomplishments in aerospace and the future of flight. The next conference will be held on May 21-23, 2002 at NASA Ames Research Center. The 2003 conference will be held at NASA Langley Research Center in the spring of 2003.

- *Reflecting on a Century of Flight* is an event organized by NASA in celebration of the centennial of flight and will be held in Washington D.C., at the Carnegie Institute on December 14, 2001. This cooperative venture is a half day event that will allow for commemoration and reflection on the meaning of a century of flight. Topics to be considered are: the success of the Wright brothers; the importance of military aviation; expanding the frontiers of flight through high speed aeronautics; the extension of human flight into space; and looking toward the future of flight.
- The NASA History Office has several efforts underway and will be working on additional activities leading up to the centennial anniversary in December 2003.
 - 2001-2003 – Co-organize aerospace history and Wright brothers sessions at the American Institute of Aeronautics and Astronautics conferences.
 - September 17, 2001 – Co-sponsored a roundtable on the “History of Aerospace Manufacturing,” at NASA Headquarters in Washington, D.C., with the National Air and Space Museum, Duke University and Rutgers University.
 - October 22-25, 2001 – Co-sponsored the North Carolina First Flight Centennial Commission’s International Flight Symposium and Festival, “They Taught the World to Fly: The Wright Brothers and the Age of Flight,” at North Carolina State University, Raleigh, N.C.
 - April 11-14, 2002 – Co-organizer of one aerospace history session at the Organization of American Historians annual meeting in Washington, D.C.
 - October 10-19, 2002 – Co-organizer of three space history sessions at the International Astronautical Federation annual meeting in Houston, Texas.
 - January 2-5, 2003 – Organizer of one aerospace history session at the American Historical Association annual meeting in Chicago, Ill.
- Publication of Popular and Scholarly Work - NASA has many publishing activities underway between now and December 17, 2003. Many of these activities are accomplished as a matter of course in the conduct of the NASA History Office’s responsibilities as the corporate memory of NASA. Specific projects relating directly to the history of flight that are currently underway include:
 - Gorn, Michael H., *Expanding the Envelope: Flight Research at the NACA and NASA, 1915-2000* (University Press of Kentucky, 2001). One of the most important aspects of the National Advisory Committee for Aeronautics and the NASA mission is its flight research efforts. This book will document the historical research and development program of the agency by focusing on flight research. This project is complete and the manuscript is being prepared for publication.
 - Hallion, Richard P., and Michael H. Gorn, *On the Frontier: Flight Research at Dryden, 1946-1999* (NASA SP-2001-4315, 2001). This includes additional chapters and revisions to the 1984 publication.
 - Hansen, James R., General Editor, *Inventing the Airplane: A Documentary History of NACA/NASA Aerodynamics Research*, Vol. 1 (NASA SP-2002-4409, 2002-2006). This six volume work will be a companion to the highly regarded *Exploring the Unknown* series of documentary volumes on space flight. Each volume will relate to a specific period in the development of the airplane.
 - Leary, William M., *A History of the Icing Research Tunnel* (NASA SP-2002-4229, 2002). One of the most unique facilities within NASA is the Icing Research Tunnel at the Glenn Research Center. This tunnel, built in the 1940s, has been devoted to determining the effect of ice on the flight of aircraft and rockets and has been critical in the development of protective systems for more than fifty years.
 - Lee, Lawrence, *Vortex: The Langley Research Center’s Transonic Dynamics Tunnel and the Evolution of Aerodynamics* (NASA SP-2002-4230, 2002). This will look at how aerodynamics

- research has been accomplished at the National Advisory Committee for Aeronautics and NASA by using the case study of the Transonic Dynamics Wind Tunnel. This book is presently under review.
- Schultz, James, *Winds of Change: An Illustrated History of the Langley Research Center* (NASA SP-2003-4316, 2003). This is an update and reprint of a work prepared in the 1980s.
 - Conway, Erik M., *High Speed Dreams: A History of NASA's Supersonic Transport* (NASA SP-2003-4233, 2003). A professional science and technology historian will research and write a comprehensive, peer reviewed history documenting the programmatic, institutional and technological history of NASA's research related to commercial high-speed research. This project is being funded by Langley Research Center's High Speed Research Project Office.
 - Heppenheimer, T.A., *The Hypersonic Region: A History of the NACA/NASA High Speed Research Program* (NASA SP-2003-4232, 2003). This book will present a case study for historians of technology by bringing together the history of the efforts to fly higher and faster from the beginning of aviation to the present.
 - *Biographical Essays on Aerospace Engineers* (NASA SP, 2003). This will be a set of biographical essays on various people involved in advancing the frontiers of flight including: Max Munk, Walter C. Williams, Fred Weick, Richard Whitcomb and John Stack.
 - Jenkins, Dennis R., *The X-15: Extending the Frontiers of Flight* (NASA SP-2004-4236, 2004). This book will be the first full-length historical treatment of the X-15 flight research program between 1958 and 1969. Although there are memoirs from pilots, no one has prepared a project history of this important hypersonic research effort.
 - Douglas, Deborah G., *Finding Practical Solutions: NACA/NASA Langley and the Development of American Aeronautical Technology* (NASA SP-2004-4235, 2004). This new study of Langley Research Center focuses on the federal government's contributions to the development of aviation technology and attempts to assess the many internal claims of the benefits produced by that federal support.
 - Bednarek, Janet Daly, *America's Airports: Airfield Development, 1918 - 1947* (Texas A & M University Press), Published 2001. The NASA History Office has entered into a partnership with Texas A & M University Press for the publication of a "Centennial of Flight Series" of books that will appear between 2001 and 2005. There are currently 15 titles under contract for publication in this series. The intent is to bring out four volumes per year in the Centennial of Flight Series.
- The NASA Office of Aerospace Technology publishes its "Annual Report" on NASA's latest accomplishments in the field of aerospace technology each May. These reports highlight the latest research and technology being developed which will advance the future of flight.
 - Art Programs include:
 - *Flight: A Celebration in Art and Literature* by Anne Collins Goodyear, Tabori Publishing, 2003, will be a large format, illustrated history of the art and literature of flight. It will consist of a compilation of artwork and literary masterpieces organized into thematic chapters to be introduced by respected scholars.
 - *Aerospace Design: Aesthetic Artifacts from NASA's Aeronautical Research* is an exhibit co-organized by the Art Institute of Chicago and NASA. The exhibit is intended to draw viewers into the complex wonders of technology, deepen their appreciation for form and function in aerospace, and pique their interest in technical innovation. NASA has a wealth of artifacts from the basic and applied research projects that tackled the challenges of air and space flight. Many of these artifacts, including extremely detailed wind tunnel models, special tools created for specific research purposes, drawings, and images created from the collected research data, can be appreciated from a purely artistic standpoint. Elegant design solutions, computer generated or experimental visualizations, and expert craftsmanship have all contributed to vehicles that have changed the world of flight. The exhibit will explore the physical aspects of

aviation and space flight through an appreciation of design evolution, powers of scale, materials, tools of the trade and imagery that capture not only moments in history, but also the realization of theories and ideas. The exhibition will take place at The Art Institute of Chicago from August 2 through February 28, 2004, and at two other venues. The exhibit will feature approximately 100 objects consisting of models, airfoils, propellers, blades, framed drawings and photographs.

- *Pushing the Limits: Aviation Flight Research as seen through the NASA Art Program.* This exhibit describes the history of flight research at the National Advisory Committee for Aeronautics and NASA through the paintings in the NASA Art Program. The works feature pilots and their aircraft that routinely pushed the limits, expanding the boundaries of flight. Many top artists have contributed their works to NASA's aeronautical collection, including Bob McCall, William S. Phillips, Stan H. Stokes, Mike Machat and Ren Wicks. This exhibit would be available for appropriate venues such as Art Galleries, History Centers and Aviation Museums starting in December 2002 and continuing through 2004 for short-term loan agreements. A catalog of the works in this exhibition and the other aeronautical works in the NASA Art program is scheduled to be published in conjunction with the exhibition. The exhibit will consist of approximately 20 works from the NASA Art Program.
- Additional works of art will be commissioned for the NASA Art program during the coming years. For more than 30 years, the NASA Art Program has documented America's major accomplishments in aeronautics and space. NASA's art collection includes works by Robert McCall, Andy Warhol, Robert Rauschenberg and Jamie Wyeth. The works depict a wide range of subjects, from Space Shuttle launches to aeronautics research, the Hubble Space Telescope and even virtual reality. The NASA art program archive now numbers more than 800 works of art. In addition, more than 2,000 works, including those by Norman Rockwell, have been donated to the National Air and Space Museum.
- The NASA Art program is also exploring, but has not yet committed to, a project to prepare a set of lithographs and/or postcards on the history of flight illustrated with works from the NASA Art Program.

FAA

The FAA has developed and will provide educational material for classroom use. Publication of scholarly or popular work is under consideration.

National Air and Space Museum

Subject to funding availability, the National Air and Space Museum plans to develop a variety of educational products and programs for the centennial and the opening of the Udvar-Hazy Center located at the Dulles International Airport in Virginia.

Books:

- Publication of a companion book to *The Wright Brothers and the Invention of the Aerial Age* exhibition by Peter Jakab and Tom Crouch is planned for Spring 2003.
- Publication of *The Smithsonian Institution's National Air and Space Museum Century of Flight* with Doring Kindersley is planned for Fall 2002.
- *The History of Aviation* by Tom Crouch with W. W. Norton is planned for Spring 2003.
- *Great Aviators and Epic Flights* by Von Hardesty with Hugh Levin Publishers is planned for Fall 2003.

- *The Smithsonian Institution's National Air and Space Museum Book of Flight* (Judith Rinard, Firefly Publishers) and *The Smithsonian Institution's National Air and Space Museum Book of Cockpits* (Eric Long, Mark Avino, Tom Alison, Dana Bell, Boston Mills Publishers) are being published in 2001.
- *The National Air and Space Museum Aircraft Authority List* by Dana Bell and Greenhill Press is planned for Fall 2003.

Other Activities:

- Art Exhibition - The National Air and Space Museum will host a Society of Aviation Artists Centennial Art Show, a juried exhibition of paintings on the history of aviation at the National Air and Space Museum Art Gallery planned for June 2003 to Spring 2004.
- Family Days - To celebrate the opening of the Wright brothers exhibition and the opening of the Udvar-Hazy Center, special days throughout the year will be designated for all day family programming. The days will be filled with hands-on activities, demonstrations, performances and a chance to talk with experts.
- Discovery Carts - These will be used periodically in locations throughout the museum to provide an opportunity for visitors to experience the history and science of flight first-hand with the help of trained staff.
- Take Home Activity Cards - These activities will reinforce the science and social history content of the collections.
- Teaching Posters - Teaching posters with reproducible instruction panels on the back will be produced and disseminated to teachers. The poster also will serve as a way to promote the online activities and electronic field trips.
- Online Educational Activities - The National Air and Space Museum's Web site will feature an educational component with interactive online lessons to bring the science and history of flight to students in their classrooms or homes.
- Electronic Field Trips - With the potential to reach several million students in classrooms around the country, these broadcasts will include discussions with experts and a variety of engaging activities.

First Flight Centennial Commission

The mission of the First Flight Centennial Commission includes establishing and encouraging educational programs that help individuals of every age to learn and understand more about the history of flight, North Carolina's contributions and the impact of flight. More information about the programs listed below can be found on the First Flight Centennial Commission's Web site, www.firstflightnc.com.

International Symposium on Flight:

The Commission hosted a major symposium on flight in October 2001 for national and international audiences. There were 22 national and state organizations that co-sponsored the symposium. Published proceedings will be forthcoming. A concurrent Centennial Workshop for Teachers was held in conjunction with the international symposium.

First Flight Centennial Schools:

The Commission has created the First Flight Centennial Schools program for elementary and middle schools throughout North Carolina that will continue until the end of the 2003-2004 school year. In preparation for the centennial celebration, educators are encouraged to incorporate aerospace education into their classroom. Students learn about the Wright brothers' achievements, milestones in aviation, aerospace history and careers in aviation. The First Flight Centennial Commission has developed a Teacher Resource Guide and periodic newsletter, and has partnered with NASA and other organizations to provide teachers with resources in aerospace education. In addition, the annual Centennial Teacher of the Year program awards \$1,000 to the winning teacher and an additional \$1,000 to their school. This program is fully endorsed by the North Carolina Department of Public Instruction.

Class of 2003:

The First Flight Centennial Commission's Class of 2003 was formed in early 1997 to serve as a flagship educational initiative for the centennial observance. The initial membership came from seventh graders in the eight educational districts of North Carolina. The Class of 2003 has a counterpart group in Dayton, Ohio that is sponsored by Inventing Flight: Dayton 2003. The two organizations plan to host an annual educational experience in the summer for the two classes, including trips to Dayton, the Outer Banks and NASA Space Camp.

Publications:

The First Flight Centennial Commission is sponsoring or co-sponsoring several publications, including:

- *Roncommock's Reed: North Carolina and the Genesis of Aviation*, by Tom Parramore, University of North Carolina Press, anticipated publication date of 2002.
- *Reports from Kitty Hawk*, edited by Larry Tise, University of North Carolina Press, anticipated publication date of early 2003.
- *They Taught the World to Fly: The Wright Brothers and the Age of Flight*, published selected proceedings of the international symposium held October 22-25, 2001, anticipated publication date of early 2003.
- *The Private Papers of Wilbur and Orville Wright*, edited by Larry Tise, anticipated publication date of early 2003. Endorsed by the First Flight Centennial Commission and co-sponsored by NASA Langley Research Center, Library of Congress and East Carolina University.

National Park Service, Wright Brothers National Memorial, North Carolina

The National Park Service's visitor center at Wright Brothers National Memorial contains a small museum and an auditorium with reproductions of the Wright brothers' 1903 Flyer and 1902 Glider. Presentations by park staff are given hourly in the auditorium year round with alternative programming offered in the summer months. Self-guided tours of the grounds include: the site of the original first powered flights on December 17, 1903; reproductions of the Wright's 1903 camp buildings; and Big Kill Devil Hill, a stabilized sand dune upon which the Wright brothers experimented with their various gliders and the home of the 60 foot high Wright Monument. School and commercial tour groups may schedule programs by calling the park Visitor Center.

Dayton Aviation Heritage National Historical Park

Dayton Aviation Heritage National Historical Park plans to open new facilities or expand existing interpretive visitor facilities at all four units of the National Park in 2002-2003. These include the Wright-

Dunbar Interpretive Center and the Aviation Trail Visitor Center and Museum located at the Wright Cycle Company building complex; the Huffman Prairie Flying Field Interpretive Center located at the Wright Memorial at Wright-Patterson Air Force Base; and the John W. Berry, Sr. Wright Brothers Aviation Center located at Carillon Historical Park. The Ohio Historical Society will be expanding the visitor facilities at the Paul Laurence Dunbar State Memorial. In addition, the National Park Service will continue to operate The Wright Cycle Company building and will rehabilitate the Hoover Block where the Wright brothers operated their print shop from 1890-1895. Wright-Patterson Air Force Base will rehabilitate the Huffman Prairie Flying Field removing non-historic features, restoring missing historic features, improving visitor access and installing interpretive media. The Ohio Historical Society will restore the Paul Laurence Dunbar House and associated barn.

One of the purposes of Dayton Aviation Heritage National Historical Park is to provide educational programming. Park staff has developed two educational curriculum guides for educators. One is for students in grades 4-6 titled, "From Wheel to Wing," and one is for secondary students titled, "The Wright Story." Both curriculum guides incorporate state proficiency standards and curriculum. The guides were made available through the Park Web site in August 2001. An additional educational curriculum guide is being prepared by Wright-Patterson Air Force Base for Huffman Prairie Flying Field and will be available in summer 2002.

American Institute of Aeronautics and Astronautics

The American Institute of Aeronautics and Astronautics and their industry partners are collaborating on an ambitious campaign to celebrate the 100th anniversary of flight, recognize the achievements of the men and women who made history, and lay the groundwork for the next 100 years of innovation in aviation and space technology. Their plans include the following:

The International Air and Space Symposium and Exposition. The Next 100 Years. July 14 - 17, 2003, Dayton Convention Center, Dayton, Ohio:

In celebration of their achievement and the legacy of other pioneers in aviation and space, the American Institute of Aeronautics and Astronautics and the International Council of the Aeronautical Sciences will host the International Air and Space Symposium and Exposition. The mission of the symposium is to move the aerospace industry forward in the 21st century, promoting the establishment of long lasting initiatives that will benefit the world community while highlighting the importance of aerospace research. The symposium will provide an international forum for the historic celebration of flight and bring together leaders of the world aerospace community to shape a common vision for the future. A series of special events in conjunction with the symposium will be coordinated between the American Institute of Aeronautics and Astronautics, International Council of Aeronautical Sciences, Inventing Flight: Dayton 2003, the National Aviation Hall of Fame, Wright-Patterson Air Force Base and the Dayton Air Show.

1903 Wright Flyer Centennial Tour and Exposition:

The American Institute of Aeronautics and Astronautics is proud to be working with the Los Angeles Section on the creation of a flying replica of the 1903 Wright Flyer that will tour the country. The tour, which is expected to reach over 500,000 people, will offer historical information about the Wright Flyer. The tour will also provide inspirational and educational outreach to enhance public awareness of the centennial and promote the benefits of aerospace research and development.

The tour will kick off in Los Angeles, Calif., in October 2002, beginning with stops at various school and industry venues. The tour will continue with stops at the World Space Congress 2002 in Houston, Texas; the Kennedy Space Center in Cape Canaveral, Fla.; the Festival of Flight in Fayetteville, N.C.; the Rockwell Collins 70th Anniversary Celebration in Cedar Rapids, Iowa; the Dayton Air Show in Ohio; Long

Beach Airport in Long Beach, Calif.; and Edwards Air Force Base Open House in Calif. Other stops are forthcoming. The tour will include interactive activities, appearances by pioneers in aviation and space, educational handouts, information on the Evolution of Flight Campaign and much more.

American Institute of Aeronautics and Astronautics Section and Student Branch Activities:

To ensure the largest possible participation in centennial activities, the American Institute of Aeronautics and Astronautics is supporting special projects developed by the American Institute of Aeronautics and Astronautics Sections and Student Branches commemorating the 100th anniversary of flight. Some sections are planning flight demonstrations; others are organizing local conferences focused on cutting edge technologies. These events will provide an opportunity for local sections, student branches and individuals to embrace the celebration and generate more enthusiasm for the aerospace profession. Funding for approved programs has already begun and will continue through 2003.

Class of 2003 Ambassadors:

The next generation of pioneers is already here. Supported by the Evolution of Flight Campaign, a group of 20 high school students from around the world are participating in an array of aerospace and educational activities designed to energize and excite them about careers in aerospace.

In 1999, the Ambassadors participated in the Global Air and Space Conference and Space Day in Washington, D.C., and toured the Boeing facility in Seattle, Wash. Last year, trips to the U.S. Space and Rocket Center Advanced Space Academy in Huntsville, Ala., the U.S. Air Force Academy in Colorado Springs, Colo., the Experimental Aircraft Association Air Academy, and the Experimental Aircraft Association AirVenture in Oshkosh, Wis., had the students taking part in a variety of hands-on workshops and leadership activities. Other trips will be announced later in the year.

Now, the Ambassadors are taking their enthusiasm back to their schools and communities. The programs they have developed and in which they have participated are raising public awareness of the centennial of flight and encouraging other students to pursue interests in science and technology.

American Institute of Aeronautics and Astronautics Foundation Orville and Wilbur Wright Graduate Awards:

The American Institute of Aeronautics and Astronautics Foundation Orville and Wilbur Wright Graduate Awards are designed to recognize the achievements and support the contributions of tomorrow's aerospace professionals. Beginning annually in 2002, four \$10,000 awards will be presented to graduate level students participating in aeronautical or aerospace research endeavors in fulfillment of their engineering or science studies.

Evolution of Flight Distinguished Lecture Series:

Beginning in 2002-2003, corporate partners will have the opportunity to nominate speakers to participate in an enhanced American Institute of Aeronautics and Astronautics Distinguished Lecture Series exclusively focused on the evolution of flight. Lecturers will visit American Institute of Aeronautics and Astronautics local sections and student branches and talk about the past, present and future of aerospace technology.

Learn-To-Fly Scholarships:

In the American Institute of Aeronautics and Astronautics mission to excite youth about flight, American Institute of Aeronautics and Astronautics will award several aspiring pilots and astronauts with Learn-to-Fly Scholarships in 2003. Guidelines are currently under development.

Publications:

In conjunction with the Evolution of Flight Campaign, the American Institute of Aeronautics and Astronautics is working with the aerospace community on a series of traditional and multimedia publications that will document distinguished contributions to aviation and space and offer views on the history of our industry.

Publications available in 2003 include:

- *The Development of Modern Aerodynamics* by J. A. D. Ackroyd, B. P. Axcell and A. Ruban. The authors have catalogued significant developments in the field of aerodynamics from innovators such as Prandtl, Kutta and Zhukowsky, and placed them in the proper context of their contribution to aerospace engineering. A number of the papers are translated to English for the first time.
- In *100 Years of Flight: A Chronicle of the Aerospace Industry, 1903-2003*, Robert van der Linden and Frank H. Winter, authors of the monthly *Aerospace America* column "Out of the Past," will document significant achievements in the aerospace industry.
- *The Airplane: A History of its Technology* by John D. Anderson, Jr., will celebrate and commemorate the centennial of flight by examining the progress of aviation technology and its historical and social impact in a richly illustrated volume.
- A special edition of the *American Institute of Aeronautics and Astronautics Journal: Special 100th Anniversary of Flight Issue*, will consist of significant papers published in the journal and its predecessors from 1930 through 2000. In the words of Editor-in-Chief Gerard M. Faeth, "The selection of these papers will provide an opportunity to reflect on the progress made in the aerospace field since the remarkable achievement of the first flight of the Wright brothers on December 17, 1903."
- There will be special Centennial editions of American Institute of Aeronautics and Astronautics publications such as *The International Reference Guide to Space Launch Systems* and *The American Institute of Aeronautics and Astronautics Aerospace Design Engineers Guide*.

Aviation Week's The Next Century of Flight

The Next Century of Flight puts an extra emphasis on education to inspire young people to pursue careers in aviation and aerospace. The Next Century of Flight has launched a global education initiative under the established LIFTOFF! brand. LIFTOFF! is a curriculum support program which was launched in partnership with McGraw-Hill Education and Scientific Research Associates in the 1990s. Under the Next Century of Flight, LIFTOFF! is being re-energized and anchored by the Next Century of Flight Channel at www.AviationNow.com. The Next Century of Flight Channel connects the LIFTOFF! program to more than 900,000 user sessions per month, and features Aviation Week and McGraw-Hill Education content, as well as links to partner content and additional curriculum sources. Through its affiliation with Macmillan/McGraw-Hill, the Next Century of Flight scholarship program is expected to reach more than 30 percent of U.S. K-6 classrooms by 2003, and 40 percent by 2005 via Macmillan/McGraw-Hill Science Teacher Editions and the Aviation Week LIFTOFF! Education Web site. Ultimately, the LIFTOFF! program will provide direct financial support for select students via The Next Century of Flight scholarship program.

- Flight demonstrations at air shows.
- Static run up of engine and props, operation of the controls available at all times.
- Program specialists (engineering co-op students and interns) will conduct short lessons in the design process and scientific method used by the Wright brothers.

- Grades 11-12 Vocational and Technical program:
 - Supports the Automote Youth Education Services program by examining design in a historical context and providing technical problem solving activities.
 - Design investigation.
 - Compare the fuel delivery systems of the 1903, 1904 and 1906 engines.
 - From gravity fed drip to intake injection via mechanical fuel pump.
 - Their creative solutions saved weight by integrating the fuel system into the engine structure.
 - Modern fuel systems are directly related to the Wright system.

- Grades 5-8 curriculum development:
 - Project-based program that supports inquiry driven learning and the use of engineering design practices.
 - An opportunity to spark an interest in science and engineering using the world's most encompassing design project.
 - Curriculum focused on multidisciplinary design and higher level problem solving skills.
 - Society of Automotive Engineers' *A World In Motion*.
 - Invention Convention.
 - Products.
 - Science Education Trade Book.
 - Teacher technology training.
 - Design, build, and fly competition for middle school students.
 - Possibly partner with Society of Automotive Engineers' *A World in Motion Program*.

Library of Congress

The Library of Congress Publishing Office plans to publish a large format art book, "First Flight," in 2003, which contains a comprehensive series of digitally restored Wright photographs. The Library of Congress Digital Library plans to digitize as many of the Wright brothers papers as possible and make them available on the Web by 2003. These projects are dependent upon available funding.

U.S. Air Force Centennial of Flight Office

The U.S. Air Force Centennial of Flight Office is planning a Global Air Chiefs Conference to take place in Washington, D.C. This event provides a forum for the Air Chiefs of the world to discuss the future of aviation in military operations and honor the great leaders of aviation in the past. Selected junior officers will be invited to experience this unique educational opportunity. There are also plans underway for a History Symposium and Gathering of Eagles in Washington, D.C., that will bring aviation enthusiasts together to discuss great achievements in aviation. In addition, the top 100 aviation contributors will be honored.

U.S. Air Force Museum, Dayton, Ohio

The U.S. Air Force Museum's Education Division offers a variety of innovative programs and hands-on activities to promote aerospace knowledge and generate enthusiasm among students for learning about science, math and history. These will position the Museum as a partner in education in the Dayton community and throughout the state of Ohio. Through interactive activities, youth and teacher workshops, outreach programs and museum tour programs, the Museum's Education Division reaches students,

teachers, youth groups, adults and families. Educational opportunities for 2003 include:

- Aerospace Education workshops for teachers and ongoing hands-on, minds-on aerospace education workshops for students.
- Community aerospace outreach with Dayton and Montgomery County Public Libraries.
- The Museum will host the Science Education Council of Ohio's Annual Conference and the National Congress for Aviation and Space Education.
- Aerospace curriculum developed through Project SOAR (Science in Ohio through Aerospace Resources) will be expanded to include linkages to national standards in science, mathematics and technology education.
- Regional competitions for the "Wild Blue Wonders" program of the Experimental Aircraft Association Museum.
- Special events with a strong educational component.

Wright State University, Special Collections and Archives

Wright State University has many plans for public programs such as symposiums, exhibits, presentations and lectures, digitization projects to make collections available online, educational materials, and publications. Examples include:

- *Diaries: 1857-1917*. Publication of Bishop Milton Wright diaries, completed March 2000.
- *Following the Footsteps of the Wright Brothers: Their Sites and Stories*. Completed September 2001.
- Wright Brothers Family Scrapbook for Ohio Memory Project Web site – Collection of photos and documents, Fall 2001.
- Wright Brothers Educational Resource Packet – Reproductions of original documents and photos designed to introduce students to the invention of the airplane and the history of the Wright brothers. This packet is presently available in print form. Students doing History Day and Science Fair projects have used it successfully. It will be posted on the Web site by Winter 2002.
- "The Wright Brothers in Photographs" Digitization Project will make nearly 4,000 photographs in the Wright Brothers Collection and related collections available at OhioLINK's Digital Media Center. The project began in January 2001 and there are 400 images online to date. It will be completed by Spring 2003.
- International Symposium of Aviation Photographers – Wright State University hosting in February 2003.
- Symposium planned by higher education consortium of Wright State University, Central State, University of Dayton and Sinclair Community College to focus on three different aviation themes: art and culture; race and gender; and humanitarian efforts. Scheduled for April 2003.
- Friends of the Wright State University Libraries – Authors Luncheon will feature aviation authors through 2003. The luncheon is held each May.

- Special Collections and Archives staff presented papers at the International Flight Symposium held at North Carolina State University in October 2001.
- International Symposium on Aviation Psychology will be hosted by Wright State University at the Dayton Convention Center in April 2003.
- Week-long symposium dealing with music, arts and people of Dayton circa 1903. The event will be hosted by the Wright State University Department of Music in May 2003.

Section 6 – Outreach

Public outreach will be a critical component in ensuring the success of the Centennial of Flight Commemoration in 2003. Many organizations are taking advantage of the calendar posted to the Centennial of Flight Commission's public Web site as a means of publicizing their events. Many are also issuing their own press releases. In addition to these avenues for outreach, a number of organizations have come up with unique or special opportunities for outreach.

U.S. Centennial of Flight Commission

Born of dreams. Inspired by freedom. These words lie at the heart of the U.S. Centennial of Flight Commission's outreach efforts. Through strategic planning and tactical implementation, the Centennial of Flight Commission hopes to encourage national and international appreciation and celebration of the 100th anniversary of flight in a fashion that inspires vision, persistence and creativity in a future generation of inventors. Outreach activities in this effort are fastened to three primary strategies: to lead, to coordinate and to educate.

In the lead role, the Centennial of Flight Commission will plan national outreach activities and act as a unifying force for cooperation among all of the players involved in the Centennial celebration. It will also offer comprehensive information on the centennial of flight and inspire more organizations and individuals to become involved.

In the coordination role, the Centennial of Flight Commission will seek national and international exposure for celebration events and activities through a national publicity campaign. An extensive media relations campaign will lead this effort. The Centennial of Flight Commission will also work with the media to create special programming around the Centennial and will encourage corporate participation in telling the story of the centennial of flight.

The Centennial of Flight Commission also hopes to educate the general public and inspire the next generation of inventors. Outreach efforts will promote existing educational programs and facilitate the distribution of educational materials. The Centennial of Flight Commission will also promote the Centennial to key education associations, and raise awareness of educational resources through media relations, media tours and Web site interaction.

As of November 2001, the Centennial of Flight Commission issued the following press releases:

- First Flight Centennial Federal Advisory Board Chartered.
- U.S. Centennial of Flight Commission and Aviation Week Announce Alliance.
- Counting Down to December 17, 2003.
- U.S. Centennial of Flight Commission and the American Institute of Aeronautics and Astronautics Announce Alliance.
- U.S. Centennial of Flight Commission Selects Firm for Outreach Support.
- U.S. Centennial of Flight Commission and Inventing Flight: Dayton 2003 Announce Alliance.
- U.S. Centennial of Flight Commission and Aviation World's Fair 2003 Announce Alliance.
- U.S. Centennial of Flight Commission and First Flight Centennial Commission Announce Alliance.
- U.S. Centennial of Flight Commission and First Flight Centennial Foundation Announce Alliance.
- U.S. Centennial of Flight Commission and Experimental Aircraft Association Announce Alliance.

In addition, the Centennial of Flight Commission has undertaken extensive outreach in the areas of promotional literature, exhibits and visual media. The Centennial of Flight Commission has distributed more than 20,000 Centennial of Flight Commission brochures and approximately 120,000 of the Wright brothers' educational posters have been given out primarily to educators, but also to Members of Congress and all of the State Governors. Several Public Service Announcements in various formats were developed for the Centennial of Flight Commission. Approximately 200 compact discs were distributed to publishers and aviation associations.

The Centennial of Flight Commission's exhibit (9 feet x 9 feet) has been displayed at approximately 35 aviation, aerospace and educational conferences to date by the Centennial of Flight Commission staff and a host of organizations that have borrowed the exhibit. Two additional exhibit panels (4 feet x 7 feet) have been developed with the Centennial of Flight Commission's name and logo. One panel features a picture of the Wright 1901 Flyer; the second panel is an interior shot of the cockpit of The Spirit of St. Louis. These two new panels were featured at the 2001 Paris Airshow.

The Centennial of Flight Commission staff is identifying videos and documentaries about the Wright brothers and the history of aviation and aerospace. Excerpts from some of these films have been digitized. Photo collections, images and sound tracks are also being collected. The photo collections include images from the Wright Brothers' Collection at Wright State University and the Library of Congress. All of these photos and Sounds of Aviation" section of the Centennial of Flight Commission's Web site. This section went online in July 2001 and additional material will be added as it becomes available.

Inventing Flight: Dayton 2003, Ohio

Inventing Flight: Dayton 2003's Web site (www.inventingflight.com) is a good source for updated information on current events, including media releases and events. Future enhancements will include detailed information about all of Dayton's centennial of flight events and activities, including time, date, location, and online ticket and merchandise sales.

Inventing Flight: Dayton 2003 has made appearances at a number of flight related events, including the 2001 Paris Air Show, the Experimental Aircraft Association's AirVenture in Oshkosh and Sun N' Fun Fly-In at Lakeland, Fla., and the Dayton Air Show. Promotional activities will increase as the celebration draws nearer.

First Flight Centennial Foundation

The First Flight Centennial Foundation of North Carolina has developed two principal components of its public outreach program, the First Flight Centennial Pavilion and the Wright Brothers Gala Series in Fall 2003.

The first component is the First Flight Centennial Pavilion. The centennial year brings significant challenges and opportunities for the Wright Brothers National Memorial. To supplement current and inadequate resources, the Foundation is working with the National Park Service to create a temporary structure of about 20,000 square feet, proposed to be on-site at the Memorial beginning in March 2003, and continuing through the celebration in December 2003. The Pavilion will house interpretive and educational exhibits for the benefit of visitors. The Pavilion will also house a separate space designed for presentations, educational activities, speaker series and other activities. The First Flight Centennial Pavilion will: (1) provide an excellent visitor experience for increased public visitation as an adjunct to the Visitor Center with complementary exhibits and educational opportunities; (2) provide a "multi-purpose" room for programming opportunities including special events, speaker series and school groups; and (3) become a

collaborative opportunity for centennial organizations, aviation groups and others, with the approval of the National Park Service.

The second component is the Wright Brothers Gala Series in Fall 2003. This series of events is designed to raise awareness of the First Flight Centennial, and North Carolina's role in this historic event. Philanthropic proceeds from the gala series will benefit the objectives of the Foundation. Plans include a major corporate gala in Fall 2003, most likely in Charlotte, N.C. Television sponsorship and coverage is being pursued, both to broadcast highlights of the gala events and to televise some aspects of the December 2003 celebration. Additional gala events are being considered for the Triangle and the Triad areas.

In addition, the First Flight Centennial Foundation is participating in a national commemorative coin program. In November 1997, federal legislation was passed directing the U.S. Mint to produce a commemorative coin honoring the Wright brothers and their achievements. The Foundation will receive revenue from this program in the form of surcharges awarded on a matching basis. The Foundation contacted interested parties to provide input on coin design and forwarded those design suggestions to the U.S. Mint in August 2001.

Experimental Aircraft Association

The Experimental Aircraft Association has developed an ambitious program for 2003 and public outreach will be a central component. At the core of the Experimental Aircraft Association's plans for 2003 is the construction, documentation and testing of the only historically accurate and flyable 1903 Wright Flyer reproduction. In 2003, the Experimental Aircraft Association will conduct a U.S. tour of their Wright Flyer to five significant locations across the country. In cooperation with nationally known aerospace museums, each 2003 stop is proposed to include a middle school academic competition called *Wild Blue Wonders*. Wild Blue Wonders is a middle school component of the Experimental Aircraft Association's Science, Math and Technology Leadership Project, which was formed within the Experimental Aircraft Association Aviation Foundation to bring the power of aviation into the classroom. Wild Blue Wonders uses a multi-disciplinary approach to activity-based learning. The five components of the program address a long list of state and national math, science, technology, history, geography, language, art and life skill standards. International media attention will be drawn to the program in 2003 when the national finals are held on December 16, 2003, at the Wright Brothers National Monument.

In addition to the *Wild Blue Wonders* project, the Experimental Aircraft Association has planned the following public outreach events:

- July 24, 2001 – Public launch of the Experimental Aircraft Association's Countdown To Kitty Hawk at the Experimental Aircraft Association AirVenture Oshkosh.
- 2002 – Wind tunnel testing of the Experimental Aircraft Association's 1903 Wright Flyer.
- July 2002 – Countdown To Kitty Hawk Pavilion exhibits, the Experimental Aircraft Association AirVenture Oshkosh, Wis.
- 2003 – The Experimental Aircraft Association's Countdown To Kitty Hawk Tour begins:
 - Sun N' Fun Experimental Aircraft Association Fly-In, Lakeland, Fla., April 6-12, 2003.
 - The 100th Anniversary of Ford Motor Company, The Henry Ford Museum at Greenfield Village, Dearborn, Mich., June 16, 2003.
 - Inventing Flight: Dayton 2003 Celebration, Dayton, Ohio, July 13-20, 2003.
 - The Experimental Aircraft Association AirVenture Oshkosh in Oshkosh, Wis.,

July 29-August 4, 2003.

- “The Centennial of Flight Celebration,” Wright Brothers National Monument, December 17, 2003.

NASA

NASA has been working with the Centennial of Flight Commission and other organizations to develop appropriate promotional literature, exhibits, brochures, press releases and audiovisual materials in support of the centennial of flight. NASA is committed to supporting centennial of flight activities such as:

- National Advisory Committee for Aeronautics and NASA Contributions to Aeronautics series of products.
- Special centennial of flight brochure.
- Collaboration with the Smithsonian Associates on programs, events and a lecture series covering the topics of aviation and future flight both in the air and in space.
- Special exhibits celebrating the centennial of flight and NASA’s ongoing role in all aspects of flight and aerospace. These exhibits will tour the country at major events and a series of smaller exhibits will be available to support other venues.
- Collaborated with the Experimental Aircraft Association on the book “Wild Blue Wonders.”
- Numerous Publications.
- Symposiums include: Digital Fly By Wire 30th Anniversary and National Advisory Committee for Aeronautics Mach 2 50th Anniversary.
- Colloquium - Centennial of flight related lectures at the field centers during the months of December 2001, 2002 and 2003.
- Research into the contributions of Orville Wright to the National Advisory Committee for Aeronautics.
- Activities related to the Space Shuttle and the International Space Station.
- Experimental testing both on the ground and in flight of the latest aircraft and spacecraft.
- Sponsor symposiums and contribute content and speakers to other organizations events.
- A series of brown bag symposiums on technology in Washington, D.C.
- Support experimental testing of Wright brothers’ aircraft and components.
- Support local activities in the communities around the NASA Field Centers, including: exhibits and lectures at local museums; activities at public libraries; speakers bureau covering the range of topics from the history of flight to the latest cutting edge NASA research and missions; and tours of NASA facilities to experience the processes of invention and innovation first hand.

FAA

In addition to supporting the Centennial of Flight Commission, the FAA will work to raise public awareness and understanding of the Centennial and its significance. In cooperation with other organizations, the agency will continue to conduct educational outreach events at which students and the public will learn about aviation history and the achievements of the Wright brothers. Exhibits are among the other products under consideration.

National Air and Space Museum

The central anniversary program for the downtown museum will be a major exhibit on the Wright brothers titled *The Wright Brothers and the Invention of the Aerial Age*. The exhibit is scheduled to open in the spring of 2003 and will be up for at least two, and possibly as long as four, years. It has two major themes. The first is the thorough treatment of the Wright brothers' process of invention in their creation of the world's first airplane. This section will feature the original 1903 Wright Flyer, exhibited on ground level. The second major section of the exhibit will treat the cultural history of the reaction to the invention of the airplane.

Smithsonian Institution Traveling Exhibits:

At the Controls: The Smithsonian Institution's National Air and Space Museum Looks at Cockpits will feature 20 large format color photographs of cockpits in airplanes and spacecraft from the National Air and Space Museum world-renowned collection. The exhibit will trace the development of cockpits and illustrate how aviation technology has changed over the last century.

Hubble Space Telescope: New Views of the Universe will inform visitors about the exciting ways in which the Hubble Space Telescope is providing a better understanding of the cosmos. A scale model of the Hubble Space Telescope will be the focal point of the installation.

Women and Flight is an outstanding collection of 75 black and white photographs portraying 37 contemporary American women currently involved in the fields of aviation and space exploration and their roles in commercial, small business and sport aviation, space flight and military aviation.

Film:

The planned History of Flight movie *From the Wright Brothers to the Moon and Beyond* will communicate the impact of the airplane on the 20th century. The airplane opened the wilderness to civilization, shrunk the globe, turned middle class citizens into world travelers and even redefined the way in which wars are fought. The film will express the sense of wonder, power and pride in this magnificent human achievement.

The planned *STRAIGHT UP! Adventures in Vertical Flight* movie celebrates man's invention of vertical flight and the tremendous practical impact of helicopters and other vertical flight technology today and in the future. The film will complement the National Air and Space Museum's other public exhibitions by exploring the basics of helicopter flight and showing the many and varied applications of this important branch of flight technology. The film will have its world premiere in September 2002, and will be exhibited throughout the centennial year and beyond.

First Flight Centennial Commission

The First Flight Centennial Commission of North Carolina has four exhibits, one large and three small, that travel with a Wright Flyer scale replica and a topographical scale model of the site of the First Flight at Kill Devil Hills, N.C.

The First Flight Centennial Commission has a range of brochures and promotional items used to increase public awareness and activities are routinely publicized on their Web site and through press releases.

The adoption of the John T. Daniels' First Flight photograph as the emblem for the North Carolina quarter will also have a major impact on public awareness.

The First Flight Centennial Commission has adopted a set of criteria regarding the endorsement of centennial events, activities and commercial activities. If and when approached, the First Flight Centennial Commission will use the criteria to evaluate the appropriateness of the activity in relationship to the First Flight Centennial Commission's goals.

National Park Service, Wright Brothers National Memorial, North Carolina

The National Park Service unit at the Wright Brothers National Memorial will be the culminating celebration in December 2003. The celebration will commemorate the Wright brothers and their impact on the world, "From Kitty Hawk to the Moon in a Lifetime." The following thematic topics will be highlighted during the celebration: The Outer Banks at the Turn of the Century; Precursors to Flight; The Wrights in Dayton; The Wrights as Engineers; Glider Experiments; Powered Flight; and A Century of Flight – the Universal Significance of the Wright Brothers. Significant public outreach will take place to publicize the event associated with the First Flight Centennial.

The National Park Service is seeking interested organizations to provide thematic exhibits, workshops and/or speakers to enhance the celebration.

A second opportunity exists within the First Flight Centennial Pavilion. The approximately 20,000 square foot Pavilion will be located in the park for approximately nine months from April - December 2003. It will house core exhibits, auxiliary exhibits and a multi-purpose room that will provide a setting for speakers, workshops and other interactive sessions throughout the year. The Pavilion will reflect the same thematic topics as the celebration. The project is in the developmental stage, and the National Park Service, in partnership with First Flight Centennial Foundation, is looking for exhibit sponsors, exhibitors and speakers.

National Park Service, Dayton Aviation Heritage National Historical Park, Ohio

Inventing Flight: Dayton 2003 is the lead Centennial organization for the Dayton community, providing outreach programming and activities for Dayton Aviation Heritage National Historical Park. In addition to outreach activities and events planned by Inventing Flight: Dayton 2003, Dayton Aviation Heritage National Historical Park will continue to be active in its participation in national and regional air shows. Tentative plans call for the Dayton Aviation Heritage National Historical Park to participate in Sun N' Fun, Lakeland, Fla.; Moraine Air Show, Moraine, Ohio; Dayton Air Show, Ohio; AirVenture, Oshkosh, Wis.; and WACO Fly-In, Troy, Ohio.

Dayton Aviation Heritage Commission

The Dayton Aviation Heritage Commission will host special events in partnership with other community organizations to commemorate December 17 in 2002 and 2003 at the Wright Brothers Memorial in Dayton, Ohio. These events will involve a wider audience than has normally attended the First Flight Ceremony and will be used to inform the public about the new National Park facilities that have been constructed in the Dayton area in honor of the Wright brothers.

American Institute of Aeronautics and Astronautics

American Institute of Aeronautics and Astronautics is undertaking the Evolution of Flight Campaign to mark the 100th anniversary of flight, recognize the achievements of the men and women who challenged history, and lay the groundwork for the next 100 years of innovation in aviation and space technology. The central features of this campaign include the elements listed below, each of which has a significant public outreach component.

International Air and Space Symposium and Exposition. The Next 100 Years.

The American Institute of Aeronautics and Astronautics and the International Council of the Aeronautical Sciences will host the International Air and Space Symposium and Exposition July 14-17, 2003, at the Dayton Convention Center, Ohio.

1903 Wright Flyer Centennial Tour and Exposition:

American Institute of Aeronautics and Astronautics and the Los Angeles Section will create a flying replica of the 1903 Wright Flyer that will tour the country.

American Institute of Aeronautics and Astronautics Section and Student Branch Activities:

To ensure the largest possible participation in centennial activities, the American Institute of Aeronautics and Astronautics will support special projects developed by American Institute of Aeronautics and Astronautics sections and student branches to commemorate the 100th anniversary of flight.

Class of 2003 Ambassadors:

Supported by the Evolution of Flight Campaign, a group of 20 high school students from around the world is participating in an array of aerospace and education activities designed to energize and excite them about careers in aerospace.

Evolution of Flight Distinguished Lecture Series:

Beginning in 2002-2003, American Institute of Aeronautics and Astronautics corporate partners will have the opportunity to nominate speakers to participate in an enhanced American Institute of Aeronautics and Astronautics Distinguished Lecture Series exclusively focused on the Evolution of Flight.

Flight100.org:

The American Institute of Aeronautics and Astronautics' Web site, www.Flight100.org, has been created solely to promote the Evolution of Flight Campaign and the many programs and special activities planned to celebrate the 100th anniversary of flight.

Aviation Week's The Next Century of Flight

Aviation Week's The Next Century of Flight will continue to create new exhibit features for its traveling showcase pavilion, and will invest significantly in original content and media development and distribution to industry, the general public and schools.

The Wright Experience

The Wright Experience participates in many public events, including airshows, museum exhibits and lectures. They also offer information on their Web site, www.wrightflyer.com. The Wright Experience took part in activities involving the Experimental Aircraft Association's AirVenture 1997-2001, the National Air and Space Museum, College Park Aviation Museum, U.S. Army Aviation Museum, Virginia Aviation Museum, Aero Club of Washington, D.C. and Wright Brothers National Memorial. The Wright

Experience conducted lectures at the National Air and Space Museum; American Helicopter Society; American Society of Mechanical Engineers; Experimental Aircraft Association chapters in Frederick, Va., and Rochester, N.Y.; the Washington Propulsion Club; Gray Eagles; and the Wright Brothers National Memorial.

The Wright Experience is also involved in the production of a film with the Public Broadcasting System's

Aviation World's Fair 2003

With its stated goal of inclusiveness and integration, the Aviation World's Fair 2003 has briefed more than 100 trade associations, trade promotion bodies, aviation enthusiasts groups and government entities in at least 41 countries, and offered them various levels of collaboration.

The Aviation World's Fair 2003 has spearheaded an effort to get a number of smaller and medium sized aviation museums around America to work together to promote each other's programs. As part of this effort, the Aviation World's Fair 2003 has launched www.aviationmuseums.net, a Web site that already provides information about more than 500 museums throughout the world.

Other forms of cooperation include opportunities for joint advertising in specialist and general interest publications, joint mailing campaigns, and joint appearances at aviation trade show events around the world. For example, the Aviation World's Fair 2003 extended an invitation for all interested parties to take part in a Centennial of Flight Pavilion at the Paris Air Show 2001. The North Carolina First Flight Centennial Commission accepted this invitation and exhibited alongside the Aviation World's Fair 2003 in Paris. Similar opportunities are envisioned at a number of upcoming international and domestic aerospace events.

The Aviation World's Fair 2003 will be gathering historical artifacts and aircraft from aviation museums and private collections throughout the world. It is expected that many of these artifacts and aircraft will be one of a kind and may have never been seen in the U.S. before. The Aviation World's Fair 2003 has suggested that a program of collaboration could be set up whereby this unique global collection, in part or in whole, might be made available to other entities to use at events in 2003 and possibly beyond.

The Aviation World's Fair 2003 is interested in working in collaboration with relevant trade associations, educational institutions, publications and film and television production companies to develop content for each of the thematic elements of the event. Part of this collaboration could include co-management and operation of sub-conferences and meetings held as part of the Aviation World's Fair 2003.

The Aviation World's Fair 2003 will provide a showplace that encourages commercial interaction between nations and fosters international understanding and harmony as countries meet in common purpose. The fair will encourage global cooperation as people contemplate the future of aviation and outer space.

Library of Congress

The Library of Congress, through its Interpretive Programs Office, is planning a 2003 exhibition, "The Dream of Flight," which will trace mankind's universal dream of flying and how it was transformed from an idea to reality by the Wright brothers. A compact disc of the exhibition is also planned.

U.S. Air Force Centennial of Flight Office

The U.S. Air Force is planning the following outreach activities:

Aviation Art Exhibit:

The U.S. Air Force maintains the world's largest military aviation art collection. This will provide an opportunity for the public to view select pieces that honor the spirit of innovation in aviation. The exhibit will be held in Washington, D.C.

Signal Corps One Mock-up:

This involves developing a full-scale mock-up of the Wright B Flyer, Signal Corps One, that will serve as an interactive museum, and working to provide a 1903 Wright Flyer simulator and an F-22 simulator, as part of the display. This will be a national traveling display.

Publications:

The U.S. Air Force plans to publish a number of historical publications and an aviation video series.

Technical Expositions:

The U.S. Air Force will develop a centennial-themed display for use at technical expositions throughout 2003 in various locations.

U.S. Air Force Museum, Dayton, Ohio

As with all major events, the U.S. Air Force Museum will have an extensive public outreach program for 2003. News releases, media advisories, public service announcements and flyers will be generated by the U.S. Air Force Museum Public Affairs Division (coordinating with partners as appropriate) for promotional purposes. Major events include such things as:

- June 27-30, 2003 - Ultralight Fly-In. Dayton Ultralight Club will sponsor a historic flight of ultralight aircraft departing from the Museum, circling Huffman Prairie, and flying to Kitty Hawk, N.C. following the train route used by the Wright brothers.
- July 4-6, 2003 - Hot Air Balloon Rally and Night Glow.
- July 11-13, 2003 - World's Largest Airship (blimp) Meet. The largest national and international gathering of blimps ever, including key support from the Lightship Group out of England.
- August 15-17, 2003 - Dayton Air Games. This extreme aviation sport event will be a spin-off of the X-Games in Los Angeles. Berg Entertainment Industry will provide the infrastructure and production of the event.
- August 29-31, 2003 - Giant Scale Model Radio-Controlled Aircraft Fly-In. Event coordination and production support will be provided by the Dayton, Ohio Giant Scale Radio Controlled Club.

- September 12-14, 2003 - “Dawn Patrol Rendezvous” World War I Fly-In. The U.S. Air Force Museum and the Great War Aeroplanes Association will offer a three-day flying event of reproduction and authentic World War I aircraft. These unique aircraft and their pilots will compete in flour bombing and balloon busting exercises. This includes World War I reenactors in a war encampment area, period music, flying exhibitions of World War I radio controlled model aircraft, World War I period vehicles and a “swap and shop” for World War I items.
- September 24-28, 2003 - U.S. Scale Masters Championships Westerville Model Aeronautics Association sponsors the U.S. Scale Masters Championships during which all scale radio controlled model aircraft flying and competitions are held on Museum grounds.
- September 30 -October 4, 2003 - Kite Festival. The American Kitefliers Association Grand National Kite Festival convention and competition will take place at the Museum.

The U.S. Air Force Museum will host a series of additional events throughout 2003, including a monthly showing of great aviation classic films and a series of aviation art exhibits. There will be public outreach associated with each of these events at the local, regional and national level.

National Aviation Hall of Fame

On Saturday, July 19, 2003, the National Aviation Hall of Fame, located at the U.S. Air Force Museum in Ohio, will suspend its annual enshrinement process to honor all of its 180+ enshrinees en masse. The highlight and natural focus of this special tribute will be a reunion of all living enshrinees, invited and hosted by the National Aviation Hall of Fame. At any given time, there are as many as 35 living enshrinees. The National Aviation Hall of Fame anticipates the reunion will attract a veritable “who’s who” of air and space to Dayton for the weekend. The July 19 black tie gala will provide the ideal, first class close to the preceding three weeks of showcased 2003 events. The last official 2003 Exposition function will be on the air show’s final day, Sunday, July 20, 2003.

One component of 2003 media planning includes promoting the reunion gala as the basis for a televised documentary special, highlighting the historic gathering of aviation luminaries and guests. Ideally, the finished programming would air nationally on or about December 17, 2003. Discussions with several production houses and networks are underway.

There will be more National Aviation Hall of Fame 2003 activities and programs to come, especially focused on education. Additional events will be held in the National Aviation Hall of Fame’s Learning and Research Center throughout 2003.

Wright-Patterson Air Force Base, Ohio

Wright-Patterson Air Force Base is working with the local Dayton community and the National Park Service to celebrate the 100th anniversary of powered flight. In addition to activities being planned at the Wright brothers’ site known as Huffman Prairie Flying Field, the base is planning a major open house, known as *Air Power 2003 – Building on the Past, Reaching for the Future*. The proposed open house, scheduled for May 10-11, 2003, will feature a static display of one of each type of Air Force aircraft active today. The event, to include senior Air Force dignitaries and community leaders, will be free and open to the public.

Wright State University, Special Collections and Archives, Dayton, Ohio

Wright State University, Special Collections and Archives is conducting the following outreach activities:

- Construction and installation of a full size replica of the Wright brothers' 1903 Flyer in Wright State University's Paul Laurence Dunbar Library atrium accompanied by interpretive exhibit. The permanent exhibit opened September 2001.
- Publication of updated and revised "Guide to the Wright Brothers Collection" and related collections at Wright State University. This will be published online and in print form in 2002.
- Exhibit to be mounted in conjunction with the International Symposium of Aviation Photographers. The exhibit will highlight work of aviation photographers and showcase original photographs from the Wright Brothers Collection. The exhibit is planned for Spring 2003 and might be a traveling exhibit.
- Exhibit partner with Dayton Art Institute on a traveling exhibit to highlight Wright State University's collection and private collections of Wright brothers material. This will open at the Paris Air Show in June 2003, travel to Dayton and land in Kitty Hawk. The exhibit will be displayed from June through December 2003.
- Special Collections and Archives plans to contribute exhibits and programs being planned by Inventing Flight: Dayton 2003; Wright Brothers Memorial, Kitty Hawk, N.C.; and at the Aviation World's Fair, Newport News, Va., in 2003.
- The Wright Brothers Collection brochure was published in June 2001 to promote awareness of that Collection.
- Special Collections and Archives Web site is being enhanced with more Wright brothers related online exhibits.
- Special Collections and Archives staff will continue to present lectures on the collection and specific aviation history topics to promote awareness of Wright State University holdings and the history of aviation in general.

RAMOLAIR

Roger Mola, doing business as RAMOLAIR, is an independent contractor to the nonprofit trade association, International Council of Air Shows, Inc., and was commissioned to develop a guide to centennial-themed resources for the air shows and air show performers within the International Council of Air Shows, Inc. In particular, RAMOLAIR will:

- Compile lists of resources available to the air show industry for display, the planning of air shows, or traveling exhibits suitable to air shows to celebrate the centennial of flight.
- Compile lists of air shows planning events in 2002 and 2003 related to the centennial of flight.
- Compile lists of resources available to air shows, including static exhibits and flyable historic aircraft related to the Wright brothers.

- Compile lists of other resources for the air show industry directly relating to the planning and staging air shows.
- Hold a workshop and roundtable discussion during the annual meeting of the International Council of Air Shows, Inc. to help air show organizers connect with these resources.

RAMOLAIR is poised to share resources to identify other items of interest specifically to the air show industry. RAMOLAIR is tracking aircraft built or restored to the Wright theme (replicas or models, either flying or static) or exhibits that can travel and be demonstrated at an air show, hired for an air show or be situated at air shows to support this centennial theme. If there are posters and printed items suitable for distribution at air shows, RAMOLAIR might work with the source to identify suitable outlets and/or help publicize their availability via the International Council of Air Shows, Inc. Web site.

In addition, RAMOLAIR is tracking the shows and events that plan shows along this theme and will help these organizations to network with each other via International Council of Air Shows, Inc. RAMOLAIR may also work with a small number of air shows directly. RAMOLAIR held a workshop and roundtable discussion for organizers representing about 75 air shows and a cross section of events in North America at the most recent convention of International Council of Air Shows, Inc., to help generate ideas and excitement for the centennial theme. This session may be repeated at coming conventions.

Section 7 – Web Sites

One of the primary goals of the **Centennial of Flight Commission** is to increase the overall awareness of the centennial and related centennial events. To assist in achieving that goal, the Centennial of Flight Commission's legislation enables it to develop and maintain a public Web page on the Internet that includes activities related to the centennial of flight celebration and the history of aviation. The Centennial of Flight Commission's first generation Web page "went live" at www.centennialofflight.gov in July 2000. Additional educational, historical, calendar, sights and sounds, and Centennial of Flight Commission information is being incorporated into the site on an ongoing basis. The site itself is intended to be the single point of entry for activities and information related to the Centennial of Flight Commission, and contains information for everyone from aviation novices to educators to industry experts. Ultimately, the site will include links to other educational and historical resources on aviation and aerospace subjects. In fiscal year 2001, the Centennial of Flight Commission advertised a Web site Enhancement Procurement. Awards were made to organizations that provide creditable, historical and educational information electronically to enhance the content of the Centennial of Flight Commission Web site. This procurement will be advertised again in fiscal years 2002 and 2003.

Inventing Flight: Dayton 2003's Web site is www.inventingflight.com. The site is a good source for updated information on current events, including media releases and events. Future enhancements will include detailed information about the City of Dayton's centennial of flight events and activities, including time, date, location, and online ticket and merchandise sales.

The **First Flight Centennial Foundation's** Web site is www.firstflightcentennial.org. Features include information on capital improvements at Wright Brothers National Memorial, event information, the monthly Wright Brothers' Trivia Challenge and sources for official First Flight Centennial merchandise.

The **Experimental Aircraft Association** has two Web sites. The first is www.eaa.org, and the second, which is more specific to the centennial celebration, is www.countdowntokittyhawk.com.

NASA's Web sites are:

- Activities related to the centennial of flight and links to other individual Web sites: www.nasa.gov.
- NASA Centennial Commission portal site which includes a calendar of all major NASA activities related to the centennial of flight: www.wright.nasa.gov.
- History of the National Advisory Committee for Aeronautics and NASA: www.history.nasa.gov.
- Office of Aerospace Technology activities concerning future flight in the atmosphere and space: www.aerospace.nasa.gov.

FAA historical and educational material is currently available at the following Web sites:

- FAA Home page: www.faa.gov/education/calendar.htm.
- Centennial of Flight educational page: www.faa.gov/education/wright/wright.htm.
- History page: www.faa.gov/apa/history/history.htm.
- Photo album: www.faa.gov/apa/history/1album.htm.

www.flight100.org and it has been created solely to promote the Evolution of Flight Campaign and the programs and special activities planned to celebrate the 100th anniversary of flight. Recently redesigned, the Web site is now enhanced by an interactive chat room, history of flight timeline, profiles of aviation pioneers, interactive simulations and experiments, image gallery, and historical archives.

Aviation Week's Next Century of Flight program capitalizes on its connection to Aviation Week's AviationNow.com to create a dynamic, global point of entry for everyone interested in the past, present and future of flight to explore their unique interests. The Next Century of Flight Web site is www.AviationNow.com/NextCentury and it features news, information and insight about the past, present and future of flight. AviationNow.com connects the Next Century of Flight Channel with more than 800,000 user sessions per month and features Aviation Week and McGraw-Hill Education content, plus links to partner content and additional information and curriculum sources. Specific content areas include: Timelines of Milestone Aircraft, News and Views, Events Calendar, Gallery and Archive, and the LIFTOFF! Educational site.

The Wright Experience's Web site, www.wrightexperience.com, is updated regularly to reflect the ongoing activities in aircraft manufacture, research, and the presentation of educational materials. The Wright Experience is producing material for the Centennial of Flight Commission's Web Enhancement procurement opportunities. These will include in depth presentations on the following subjects: The Vertical Four Engine; The Controls of the Wright Model B; The Restoration of the Wrights' Number 3 Engine; The 1899 Kite; The 1901 Glider; The 1901 Wind Tunnel; and The 1903 Flyer.

The Wright Experience has delivered the first of these sites, The Vertical Four Engine, which is currently hosted on the Centennial of Flight Commission's site. The other sites are in production and will be delivered at 4-6 week intervals.

The **Aviation World's Fair 2003's** Web site can be found at www.awf2003.com. The site provides a wealth of informational material including global contact points about the Aviation World's Fair 2003 itself, as well as links to further attractions in and around the Aviation World's Fair 2003 Hampton Roads, Va. location. There are hot links to aviation museums throughout the world, as well as links to a number of other educational and aviation-related sites.

The **U.S. Air Force Museum's** Web site registered more than 32 million hits in 2000. Located at www.wpafb.af.mil/museum/, the Web site contains nearly 3,000 pages of information and photographs about aircraft, artifacts, exhibits, galleries, special events, educational programs and museum news. Projecting the story and legacy of U.S. Air Force history to a global audience, the Web site is an invaluable resource for visitors, staff, supporters, media, researchers, authors and the general public.

Special Collections and Archives in the **Wright State University Libraries** can be found at www.libraries.wright.edu, Special Collections. The Web site contains the following feature pages:

- Wright Brothers Collection guide or finding aid.
- “Wright Brothers in Photographs” link to Digital Media Center at OhioLINK, <https://dmc.ohiolink.edu>.
- Wright Brothers Educational Resource Packet.
- 1903 Wright Flyer Replica History.
- “Wright Brothers Family Scrapbook” link to Ohio Memory Web site.

Section 8 – Calendar of Events

The Centennial of Flight Commission is specifically required to provide recommendations and advice on the most effective ways to “maintain, publish, and distribute a calendar or register of national and international programs and projects concerning, and provide a central clearinghouse for information and coordination regarding dates, events, and places of historical and commemorative significance regarding aviation history in general and the centennial of powered flight in particular.” This searchable calendar is one of the primary features of the Centennial of Flight Commission Web site at <http://www.centennialofflight.gov>. The Centennial of Flight Commission will work hard to ensure that the Centennial of Flight Commission Calendar is the central calendar of the centennial commemoration. There is a “Submit an Event” feature to submit information about upcoming events that are related to the centennial of flight, the history of aviation and/or aviation in general. In order to have an event listed, it must be: (1) sponsored by a reputable organization that is willing to provide basic details about itself and its event; (2) open to the public or have a large invited attendance; and (3) relevant to the centennial of powered flight or the history of aviation.

If the above criteria are met, the event is posted on the Calendar. Event planners can request special recognition by the Centennial of Flight Commission. If recognized, an airplane will be placed on the calendar next to the event. The Centennial of Flight Commission has established a clearly defined and electronic process for the selection of events that it will recognize. In addition, planners of recognized events may be able to use the Centennial of Flight Commission logo.

Under Section 9 of the Centennial of Flight Commemoration Act, as amended, the NASA Administrator, after consultation with the Centennial of Flight Commission, may make the Centennial of Flight Commission’s logo available for use through licensing in a variety of ways, including sponsorships and product licensing. The Centennial of Flight Commission’s advice to NASA regarding the use of the logo will be consistent with the overall strategy described above. In order to maintain the value of the logo, the Centennial of Flight Commission recommends to NASA that NASA adopt a controlled use of the Centennial of Flight Commission logo. Specifically, the Centennial of Flight Commission will review and recognize specific events based on a clearly defined process and a set of criteria. The Centennial of Flight Commission will then recommend to NASA that events that have been recognized be allowed to: (1) display the logo in conjunction with the event and event advertising; (2) use the recognition as an aid in promoting the event to potential sponsors, donors and/or partners; and (3) enter into product licensing arrangements with NASA that include use of the Centennial of Flight Commission logo.

In addition, the Centennial of Flight Commission staff will identify and recommend to NASA independent product licensing activities designed to add to the value of the logo and raise the general awareness of the Centennial and related events. The Centennial of Flight Commission staff will also define criteria for the suitability of specific product licensing opportunities to assist the Centennial of Flight Commission in assessing potential opportunities and making its recommendations to NASA.

The Centennial of Flight Commission has publicized the Calendar of Events in many different ways. Letters were written to every Member of Congress and every Governor introducing the Centennial of Flight Commission, its Web site and calendar. The Centennial of Flight Commission’s two educational posters were enclosed with each letter. Similar letters were sent to every federal agency or organization explaining the Centennial of Flight Commission’s role and the Centennial of Flight Commission letters also requested any plans they had in place or were considering for the centennial celebration. Public service announcements with the Centennial of Flight Commission logo and the Web site calendar address were mailed to the 100 magazines with the highest circulation, and to approximately 100 trade associations and organizations related to the aviation industry. Educational posters featuring the Wright brothers

provide information about the Centennial of Flight Commission Web site and the calendar. Bookmarks have been designed and printed that advertise the Calendar of Events prominently. Memoranda of agreement have been signed with organizations that will publicize the existence of the national calendar, and every presentation made by a Centennial of Flight Commission staffer contains information about the Centennial of Flight Commission's calendar and how to use it. In June 2001, a contract for Outreach support was awarded to Carter Ryley Thomas Public Relations and Marketing Counsel, who will help further publicize and increase the use of the calendar. The Centennial of Flight Commission has worked hard to enrich the material on the Centennial of Flight Commission's Web site in order to draw more people to the site and the calendar. Press releases have been issued, one specifically introducing the Centennial of Flight Commission's Web site and the calendar feature. The fiscal year 2000 Annual Report contained an entire section on the calendar.

The Centennial of Flight Commission hopes that other centennial organizations will not duplicate a comprehensive event calendar, but rather publicize and encourage their Web visitors to contribute to the Centennial of Flight Commission's national calendar. Some centennial organizations post special events on their Web site and some organizations maintain a local calendar of events. Examples of organizations that maintain a calendar are Inventing Flight: Dayton 2003; the FAA (although all of their calendar events appear also on the Centennial of Flight Commission national calendar); American Institute of Aeronautics and Astronautics; the First Flight Centennial Commission; and Aviation Week's Next Century of Flight.

Section 9 – Capital Improvements and Program Developments

The Centennial of Flight celebration will be the catalyst for the construction of a variety of facilities throughout the country. Some of the facilities will be of substantial construction but temporary in nature; others will be more permanent. The facilities will support a variety of functions and activities. There will be interpretive centers constructed for the purpose of displaying artifacts and providing historical information about the Wright brothers and aviation. These centers will be permanent and will, in some cases, be a part of the National Park system. There will be numerous exhibition facilities constructed for the celebration in 2003. The majority will be temporary facilities with a specific end date for dismantlement. Some will be stationed at a permanent location while others will be mobile and move throughout the country. In addition, most organizations are developing educational, experiential, artistic or scholarly programs for the commemoration year.

The value of both of these elements is provided in this section. The value of the capital improvements and program development is shown in Figure 9 A.

Centennial of Flight Commission

- The Centennial of Flight Commission has constructed three copies of a traveling exhibit that will be available for display at a number of aviation events between now and the end of 2003. Two additional exhibit panels have been developed with the Centennial of Flight Commission's name and logo. One panel features a picture of the Wright 1901 Flyer; the second panel is an interior shot of the cockpit of The Spirit of St. Louis.
- There is an educational component being developed by the Centennial of Flight Commission.

Inventing Flight: Dayton 2003

- Inventing Flight: Dayton 2003 is creating a temporary exposition area in Dayton, Ohio during July 2003. This exposition area will consist of four pavilions and a common area for public gatherings.
- Inventing Flight: Dayton 2003 has a significant educational component.

First Flight Centennial Foundation

- The First Flight Centennial Foundation will create a temporary structure of approximately 20,000 square feet at the Wright Brothers National Memorial.
- The Foundation has created an educational component as well.

The Experimental Aircraft Association

- The Experimental Aircraft Association is creating a functional 1903 Wright Flyer that will be operated at Kill Devil Hills, N.C. on December 17, 2003. The Flyer will exhibit nationally prior to that date.
- The Experimental Aircraft Association has a significant education/experiential component.

NASA

- No capital improvements are planned by NASA.
- NASA has an educational component.

FAA

- No capital improvements are planned by the FAA.
- FAA has an educational component.

National Air and Space Museum

- National Air and Space Museum is planning exhibits that will be housed at the Washington area museum along with three traveling exhibits. In addition, a major expansion of the National Air and Space Museum is under construction at the Dulles International Airport with opening to coincide with the Centennial Celebration in 2003.
- National Air and Space Museum has a significant educational and experiential component.

First Flight Centennial Commission

- The First Flight Centennial Commission has created two traveling exhibits that will be displayed throughout the country between now and 2003.
- The First Flight Centennial Commission has created a variety of educational and experiential components.

National Park Service, Wright Brothers National Memorial, North Carolina

- The National Park Service at the Wright Brothers National Memorial is renovating the Interpretive Center. The work consists of exterior and interior repairs and upgrades.
- The Wright Brothers National Memorial has a significant educational component.

National Park Service, Dayton Aviation Heritage National Historical Park, Ohio

- The Dayton Aviation Heritage National Historical Park and its partners are constructing two new interpretive centers and significantly expanding and improving existing facilities at Carillon Historical Park's John W. Berry, Sr. Wright Brothers Aviation Center and the Paul Laurence Dunbar State Memorial. In addition, the Dayton Aviation Heritage National Historical Park is working in partnership with the Wright B Flyer, Inc. to display a functional Wright 1911 Flyer at Huffman Prairie Flying Field.
- There will be a significant educational component associated with the development of all of these facilities.

Dayton Aviation Heritage Commission

- The Dayton Aviation Heritage Commission is planning to undertake development of the three Wright brothers' sites located in West Dayton. They include the original Wright family home site at 7 Hawthorne Street, the laboratory of Orville Wright and the cycle shop where the world's first airplane was actually constructed. Wayside signage, landscaping and sculpture will tell the story of the Wright brothers at each of these locations.

American Institute of Aeronautics and Astronautics

- The American Institute of Aeronautics and Astronautics is creating a flying scale replica of the 1903 Wright Flyer that will tour the country.
- The American Institute of Aeronautics and Astronautics has a significant educational and scholarly component.

Aviation Week's The Next Century of Flight

- Aviation Week will have a traveling exhibit available during 2003.
- It will have a significant education and public relations component in 2003.

The Wright Experience

- The Wright Experience will maintain traveling exhibits and demonstration material including reproduction aircraft, original engines and flight simulators.
- There will be a significant educational component.

Aviation World's Fair 2003

- The Aviation World's Fair 2003 will create a significant temporary exposition area along with improvements to the Newport News/Williamsburg International Airport.
- Aviation World's Fair will have a significant educational and experiential component.

Library of Congress

- An exhibit will be created at the Library in 2003.
- The Library of Congress will have an educational component

U.S. Air Force Centennial of Flight Office

- The U.S. Air Force Centennial of Flight Office will have traveling exhibits on tour throughout the nation in 2003.
- The U.S. Air Force Centennial of Flight Office will have a significant educational, artistic and scholarly component.

U.S. Air Force Museum

- The U.S. Air Force Museum is creating several new exhibits for 2003. A new facility is currently under construction and is scheduled for completion in 2003.
- The U.S. Air Force Museum has a significant educational, experiential, artistic and scholarly component.

National Aviation Hall of Fame

- The National Aviation Hall of Fame is completing installation of exhibits for 2003.
- There will be a significant educational component.

Wright-Patterson Air Force Base

- Wright-Patterson Air Force Base will undertake capital improvements to the Huffman Prairie Flying Field.
- There will be a significant educational and experiential component.

RAMOLAIR

- RAMOLAIR is not planning any capital improvements.
- There will be an experiential component.

Capital Improvements and Program Developments

Centennial of Flight Celebration

Partner Program or Event	Capital Improvements	Program or Event
Centennial of Flight Commission	Not applicable	\$4 Million
Inventing Flight: Dayton 2003	\$3 - 5 Million	\$22 - 24 Million
First Flight Centennial Foundation	\$3.2 Million	\$5.3 Million
Experimental Aircraft Association	*	*
NASA	*	*
FAA	*	*
National Air and Space Museum	\$310 Million	*
First Flight Centennial Commission	\$1.25 Million	\$3.8 Million
National Park Service, Wright Brothers National Memorial, North Carolina	*	*
Dayton Aviation Heritage National Historic Park	\$20 Million	\$600,000
Dayton Aviation Heritage Commission	\$500,000	\$125,000
American Institute of Aeronautics and Astronautics	*	*
Aviation Week's The Next Century of Flight	*	*
The Wright Experience	*	*
Aviation World's Fair 2003	*	*
Library of Congress	*	*
U.S. Air Force Centennial of Flight Office	*	*
U.S. Air Force Museum	*	*
National Aviation Hall of Fame	\$2.2 Million	\$500,000
Wright-Patterson Air Force Base	See Dayton Aviation Heritage National Historic Park	\$500,000
Total	\$340.15 - 342.15 Million	\$36.8 - 38.8 Million

Section 10 – National Commemorative Issues

The Centennial of Flight Commission wrote to the Chairperson of the Citizens Stamp Advisory Committee on November 9, 2000, requesting consideration of the issuance of a new U.S. stamp to celebrate the 100th anniversary of the first powered flight made by Wilbur and Orville Wright on December 17, 1903. General Dailey, Chairperson of the Centennial of Flight Commission, asked his fellow Commissioners to present similar requests. On November 17, 2001, the Centennial of Flight Commission received a response saying, “We have made preliminary plans to commemorate this event in 2003, but we are not prepared to release the details at this time.” The Centennial of Flight Commission understands from several different sources that plans are underway to issue a centennial stamp.

In November 1997, federal legislation was passed directing the U.S. Mint to produce a commemorative coin honoring the Wright brothers and their achievements. The First Flight Centennial Foundation forwarded design suggestions to the U.S. Mint in August 2001. The Foundation will receive revenue from this program in the form of surcharges awarded on a matching basis. Surcharges are estimated at \$4 to \$9 million, depending upon matching funds being secured. Surcharges from the sale of the coin are legislated for the use of: (1) repairing, refurbishing and maintaining the Wright Brothers Monument on the Outer Banks of North Carolina; and (2) expanding or, if necessary, replacing, and maintaining the visitor center and other facilities at the Wright Brothers National Memorial Park on the Outer Banks of North Carolina, including providing educational programs and exhibits for visitors.

A quarter commemorating the Wright brothers’ first flight was unveiled in Raleigh, N.C. on March 12, 2001, by U.S. Representative Etheridge, Governor Easley and U.S. Mint Director Johnson. This quarter was the 12th quarter released in the 50 State Quarter program.

In April 2002, the Ohio quarter will be unveiled as part of the 50 State Quarter program. Ohio has selected a design that features the Wright Flyer and astronaut John Glenn, with the slogan “Birthplace of Aviation Pioneers.” The U.S. Mint has final design authority.

Section 11 – Economic Impact

The Centennial of Flight commemoration will have a broad, multifaceted economic impact in 2003. The impact will be both short-term from events held throughout the year, and long-term from the result of the buildup of parks, facilities and programs spawned by the celebration. In addition to the direct economic impact, the celebration will create value indirectly by fostering educational and entrepreneurial initiatives among those who will be exposed to the formal programs being developed by a variety of sources during 2003 and beyond. It is hard to imagine that the emphasis on education throughout the centennial year will not spawn some new and dramatic inventions or innovations. It is impossible at this time, however, to quantify that impact as a part of this National Plan. An examination of previous national exhibitions, expositions and celebrations reveals that there is a long term, positive impact from new inventions and innovations.

Specifically, Centennial of Flight commemoration activities will generate economic benefits from several sources, including:

- Spending by participants at the various events planned throughout the country. Some of these events are predicted to draw a national audience in excess of one million participants over a number of days. There also will be a number of events throughout the nation that will draw smaller and more regional audiences. Combined, it is anticipated that several million participants will take part in the Centennial of Flight commemoration throughout 2003.
- Spending by participants visiting the various locations that will be more fully developed as a result of the Centennial of Flight commemoration. These locations include the National Park system; private, not for profit sites; and commercial venues that will have exhibits related to the aviation industry.
- Initial construction and exhibit development. Several million dollars are being spent on the construction of park facilities, commercial exhibits and educational facilities throughout the U.S. in response to the Centennial of Flight commemoration. This work is taking place across the nation with significant activities in Ohio, North Carolina, Virginia, Wisconsin and Maryland.
- Ongoing maintenance and construction expenditures at the more fully developed locations. Upon completion of the centennial celebration, there will be a continuation of operations at various sites. These ongoing operations will continue to create an economic impact at those locations.
- Employment opportunities at the more fully developed locations. The Centennial of Flight commemoration has created new facilities and helped expand existing programs that are generating more jobs and economic benefits. Several of the sites where capital improvements have taken place will become or expand centers of employment. This will lead to a positive, economic impact at those locations on a very long-term basis.

Estimates of Spending and Multipliers:

There are a variety of studies that have been done on the expenditure patterns associated with events like the Centennial of Flight commemoration. While each event, program and project has identified economic benefits, there are some general figures that can be applied to calculate the economic benefit. For tourism, every dollar spent by a tourist will generate from 40 cents to 80 cents of additional revenue in the area being visited. Ongoing business enterprises such as park and program operations and construction will generate significantly more impact in excess of one dollar for every dollar spent. This will vary by locale, but it is clear to see the economic potential the Centennial of Flight celebration.

The Figure 11 A shows the estimated economic impact to be generated by the program partners.

Economic Impact		
Centennial of Flight Celebration		
Partner Program or Event	Recurring	Centennial Year
Centennial of Flight Commission	Not applicable	Not applicable
Inventing Flight: Dayton 2003	See Dayton Aviation Heritage National Historic Park	\$110 - 112 Million
First Flight Centennial Foundation	*	See First Flight Centennial Commission
Experimental Aircraft Association	*	*
NASA	*	*
FAA	*	*
National Air and Space Museum	\$16.4 Million	\$5.8 Million
First Flight Centennial Commission	*	\$600 Million
National Park Service, Wright Brothers National Memorial, North Carolina	*	See First Flight Centennial Commission
Dayton Aviation Heritage National Historic Park	\$11 - 13 Million	See Inventing Flight: Dayton 2003
Dayton Aviation Heritage Commission	See Dayton Aviation Heritage National Historic Park	See Inventing Flight: Dayton 2003
American Institute of Aeronautics and Astronautics	*	*
Aviation Week's The Next Century of Flight	*	*
The Wright Experience	*	*
Aviation World's Fair 2003	*	*
Library of Congress	*	*
U.S. Air Force Centennial of Flight Office	*	*
U.S. Air Force Museum	*	*
National Aviation Hall of Fame	\$825,000	Pending
Wright-Patterson Air Force Base	Not applicable	See Inventing Flight: Dayton 2003
Total	\$28.3 - 30.3 Million annually	\$715.8 - 717.8 Million

Section 12 – Measures of Success

As with any major undertaking where public funds are expended, it will be important for the Centennial of Flight Commission and its partners to be able to judge the success of the commemoration. Because the events and products of the 2003 celebration will be diverse and, in some cases global in scope, the measures of success of the commemoration will also be varied. The following are proposed measures of success:

Attendance:

- Level of attendance at major events. Did it meet or exceed expectations?

EVENT	PROJECTED ATTENDANCE	ACTUAL ATTENDANCE
Centennial of Flight Celebration, Kitty Hawk, N.C., December 13 -17, 2003.	65,000	
Inventing Flight: Dayton 2003 Expo, Dayton, Ohio, July 3-20, 2003.	600,000	
American Institute of Aeronautics and Astronautics International Air and Space Symposium and Exposition, Dayton, Ohio, July 14-17, 2003.		
First Flight Centennial Pavilion, Kitty Hawk, N.C., March-December 2003.	600,000	
Wright Brothers Gala Series, various locations, North Carolina, 2003.		
Experimental Aircraft Association AirVenture Oshkosh, Oshkosh, Wis., July 29-August 4, 2003.		
National Air and Space Museum: The Wright Brothers and the Invention of the Aerial Age exhibit, 2003.		
Aviation World's Fair 2003, Newport News/Williamsburg International Airport, Newport News, Va., April 7-27, 2003.		
Library of Congress, "Dream of Flight" exhibition, Washington, D.C., 2003.	50,000 to 100,000	
U.S. Air Force Museum, Ultralight Fly-In, Dayton, Ohio, June 27-30, 2003.	10,000	
U.S. Air Force Museum, Hot Air Balloon Rally and Night Glow, Dayton, Ohio, July 4-6, 2003.	30,000	
U.S. Air Force Museum, World's Largest Airship	30,000	

Meet, Dayton, Ohio, July 11-13, 2003.		
U.S. Air Force Museum, Dayton Air Games, Dayton, Ohio, August 15-17, 2003.	75,000 to 100,000	
U.S. Air Force Museum, Giant Scale Model Radio Controlled Aircraft Fly-In, Dayton, Ohio, August 29-31, 2003.	20,000	
U.S. Air Force Museum, Dawn Patrol Rendezvous Fly-In, Dayton, Ohio, September 12-14, 2003.	50,000	
U.S. Air Force Museum, U.S. Scalemasters Radio Controlled Aircraft Championship, Dayton, Ohio, September 24-28, 2003.	10,000	

Media Coverage:

- Level of press coverage at major events and news conferences. Did it meet or exceed expectations?

Numbers and Metrics:

- The total number of entries on the Centennial of Flight Commission's calendar.
- The total number of hits on the Centennial of Flight Commission's Web site.
- Volume of sales of publications.
- The number of requests for publicly available free publications, posters, etc.
- Level of interest in items such as commemorative coins.

Events:

- The total number of states hosting centennial events.

Spin off:

- Is there renewed interest in invention, aviation, science and technology?
- Are more young people inspired to pursue careers in aviation and aerospace?
- Did the centennial re-ignite the spirit of the global aerospace industry?
- Did the centennial raise worldwide awareness of the importance of the industry?

Appendix 1– Points of Contact

U.S. Centennial of Flight Commission Sharon Foster, Executive Director	202-358-1903
Inventing Flight: Dayton 2003 Madeline Iseli, Executive Director	937-222-0065
First Flight Centennial Foundation Julie Ketner Rigby, Director of Development	919-840-2003
Experimental Aircraft Association Randal Dietrich, Executive Director Experimental Aircraft Association’s Countdown to Kitty Hawk	920-426-6129
National Aeronautics and Space Administration Tony Springer	202-358-0848
Federal Aviation Administration Dr. Ned Preston, FAA Historian	202-267-3478
National Air and Space Museum John Benton, Executive Officer	202-633-9494
First Flight Centennial Commission Dr. Kathryn I. Holten, Executive Director	919-733-2003
National Park Service, North Carolina Lawrence Belli, Superintendent Outer Banks Group	252-473-2111
Dayton Aviation Heritage National Historical Park Lawrence Blake, Superintendent	937-225-7705
Dayton Aviation Heritage Commission Anthony F. Sculimbrene, Executive Director	937-225-7705
American Institute of Aeronautics and Astronautics Merrie Scott, Project Manager	703-264-7530
Aviation Week Next Century of Flight Chris Meyer, Director of Communications	212-904-3255
The Wright Experience Ken Hyde, Founder	540-347-1909
Aviation World’s Fair 2003 Thomas J. Kallman, CEO	201-251-2600

Library of Congress Dr. Leonard C. Bruno, Manuscript Historian Science and Technology	202-707-1214
U.S. Air Force Centennial of Flight Office Lt. Col. James Shepherd	703-617-0995
U.S. Air Force Museum Diana Bachert, Chief Public Affairs Division	937-255-4704 ext. 331
National Aviation Hall of Fame Mike Jackson	937-256-0944 ext. 14
Wright-Patterson Air Force Base Michael C. Carter, Maj., USAF, ASC/XPP	937-255-0684
Wright State University Dawne Dewey, Head Special Collections and Archives Wright State University Libraries	937-775-2011
RAMOLAIR Roger Mola	703-524-6572

Appendix 2 – U.S. Centennial of Flight Commission Budget

Budget charts are enclosed that provide the actual funds obligated during fiscal years 1999, 2000 and 2001; and the plans for fiscal years 2002, 2003 and 2004.

In fiscal year 2001, the Centennial of Flight Commission ended the year within budget. The major accomplishment in fiscal year 2001 was the award of two significant procurements. The Outreach Plan procurement was awarded to Carter Ryley Thomas Public Relations and Marketing Counsel to provide ongoing activity support through fiscal year 2003; and Web Enhancement procurements were awarded on two separate occasions in fiscal year 2001 to organizations that provide creditable, historical and educational information electronically to enhance the content of the Centennial of Flight Commission Web site. Similar Web Enhancement procurements will be made at different times in fiscal years 2002 and 2003.

Fiscal year 2001 was the first year that the Centennial of Flight Commission paid for the office space, computers, printing and other support that was needed and used.

In fiscal year 2001, the General Accounting Office audited the Centennial of Flight Commission financial activity for fiscal year 1999 and fiscal year 2000. The General Accounting Office found that in fiscal year 2000, the Centennial of Flight Commission was over obligated by \$29,729, causing an Anti-Deficiency Act violation. Because appropriations for the Centennial of Flight Commission have been made to the FAA, and the obligation at issue was entered into by the FAA, the FAA will report the violation of the Anti-Deficiency Act for fiscal year 2000 as required by law.

In fiscal year 2002, the Centennial of Flight Commission will continue with the second year of the Outreach and Web Enhancement procurements and the third year of the Web site maintenance effort. The Senate Transportation Bill included a fiscal year 2002 appropriation amount of \$750,000 for the Centennial of Flight Commission, rather than the \$900,000 that was authorized originally in the Centennial of Flight Commemoration Act, as amended.

CENTENNIAL OF FLIGHT COMMISSION									
BUDGET									
STATUS AS OF October 31, 2001				FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004
ITEM	FUNDING APPLIED FROM	FUNDING APPLIED TO or FOR	Actual	Actual	Planned	Planned	Planned	Planned	Planned
			Expenditures	Expenditures	Expenditures	Expenditures	Expenditures	Expenditures	
Travel	FAA	Commission Members & Staff	\$0	\$7,865	\$4,011	\$7,074	\$0	\$0	\$0
Web Site Design and Development	FAA	SAIC Contract #DTFA01-98-P-62943	\$209,324	\$29,948	\$0	\$0	\$0	\$0	\$0
Two Servers	FAA	See Microsystems - Purchase Order #DTFA01-99-P-58526	\$40,324	\$0	\$0	\$0	\$0	\$0	\$0
Time Line and Essay Contract	FAA	Precision, Inc. Contract #DTFA01-00-C-40102, FY 00 funds	\$0	\$173,000	\$17,000	\$0	\$0	\$0	\$0
Library of Congress - Updated Bibliography of the Wright Brothers	FAA	Interagency Agreement #DTFA01-00-3-2058, FY 00 funds applied thru 09/01	\$0	\$49,230	\$0	\$0	\$0	\$0	\$0
Budget Revision of 0.22% in FY 01.	FAA	E-mail dated December 29, 2000 from FAA/John Mathewson to FAA/Suzanne Halowes.	\$0	\$0	\$1,650	\$0	\$0	\$0	\$0
Miscellaneous	FAA	FY 00: Stamps for Don Dalry \$55.00, Oakland Air Show \$118.10, FY 01: Anasconda Press business cards \$530.00.	\$0	\$194	\$530	\$0	\$0	\$0	\$0
Outreach Contract - OBLIGATED or PLANNED	FAA	Cater Ryles Thomas, #DTFA01C1A9869	\$0	\$0	\$300,000	\$300,000	\$300,000	\$0	\$0
Web Enhancement Contracts - OBLIGATED or PLANNED	FAA	PENDING SELECTIONS AND AWARDS	\$0	\$0	\$233,300	\$200,205	\$221,000	\$194,000	\$194,000
Subtotal	FAA	As above	\$249,658	\$507,238	\$572,091	\$507,279	\$521,000	\$194,000	\$194,000
Travel	NASA	COFC, Commission Members & Staff, Interagency Agreement	\$0	\$0	\$15,000	\$25,000	\$25,000	\$25,000	\$25,000
Credit Card	NASA	COFC, Commission Members & Staff, Interagency Agreement	\$0	\$0	\$3,000	\$5,000	\$5,000	\$5,000	\$5,000
Office Space	NASA	NASA Code 00 and GSA, Interagency Agreement #DTFA01-01-X	\$0	\$0	\$21,541	\$22,073	\$22,514	\$21,050	\$21,050
Equipment	NASA	NASA Code 01, SAIC - ODIN Contract #W-19020, Interagency Agreement #DTFA01-01-3-82814	\$0	\$0	\$7,692	\$11,019	\$10,566	\$9,052	\$9,052
Office Supplies	NASA	NASA Code 00 and GSA, Interagency Agreement #DTFA01-01-X	\$0	\$0	\$1,500	\$1,500	\$1,500	\$1,375	\$1,375
Copier	NASA	NASA Code 0P, Miscellaneous office photostating, Interagency Agreement #DTFA01-01-3-82814	\$0	\$0	\$2,570	\$1,262	\$4,200	\$4,200	\$4,200
Printing and Graphics	NASA	NASA Code 0P and GPO, Interagency Agreement #DTFA01-01-X	\$0	\$0	\$64,000	\$60,000	\$60,000	\$60,000	\$60,000
Miscellaneous	NASA	Unplanned activities and products	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overhead @ 5% of FY 2001 amounts that were contained in Releaseable Agreement #1 based on different budget numbers. Overhead charges are expected to be waived by NASA for future Releaseable Agreements.	NASA	NASA, Interagency Agreement #DTFA01-01-3-82814	\$0	\$0	\$0,394	\$0	\$0	\$0	\$0
Web Site Maintenance, Subtask 1083 - OBLIGATED or PLANNED	NASA	NASA Code 01, SAIC - ISEM Contract #W-19000, FY 00 funds applied thru 11/30/01, Interagency Agreement #DTFA01-00-3-82817	\$0	\$342,659	\$52,000	\$250,000	\$250,000	\$230,000	\$230,000
Subtotal	NASA	As above	\$0	\$342,659	\$174,000	\$376,174	\$379,700	\$349,700	\$349,700
Total FAA and NASA Actual or Planned Expenditures	FAA and NASA	As above	\$249,658	\$850,897	\$746,091	\$883,474	\$899,700	\$543,700	\$543,700
Amount Unused or In Reserve	FAA and NASA	To Be Determined	\$342	\$71	\$1,523	(\$189,174)	\$200	\$323	\$323

Appendix 3 – Outreach Strategic Plan

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Introduction

In 1903, when Wilbur and Orville Wright realized the dream of powered flight, our world became a different place. Twelve seconds of flight made our world smaller. It led to trips across great oceans; to battles for air dominance; to humanitarian relief for starving families and eventually, to the exploration of our solar system. For the past 100 years, human fascination with powered flight has inspired generations to reach for their dreams, to accomplish incredible feats and to walk where no one has walked before. The time has come to celebrate these great achievements.

Yet the events of September 11, 2001 have painted a different image of powered flight. The damage has spread much further than ground zero and the Pentagon. More than 100,000 people have lost their jobs in the last month within aviation and aerospace industries. For the first time in decades, people are concerned about flying. At the same time, society is becoming acutely aware of the influence aviation has on our daily lives. Perhaps, more so now than ever before, the importance of this celebration has never been greater. The industry is in need of a campaign that demonstrates the positive influence aviation has on our daily lives. Clearly, we must be sensitive to the timing of our activities and be prepared to address reporter's questions about the attack, but we also need to push forward and avoid delays that could damage our ability to successfully implement the celebration. As President Bush declared earlier this week...

“It's time to fly!”

The following outreach plan is designed to represent the teamwork demonstrated by Wilbur and Orville Wright. As your outreach partner, Carter Ryley Thomas' (CRT) challenge is to create a celebration team, comprised of the many Centennial constituents, that is sharing assets and ideas to achieve a greater outcome. This campaign is about reaching as many people as possible, as many times as possible. As one Advisory Board member recently expressed, if we can be “half as good as the Wright Brothers,” we will have done an incredible job. With that in mind, we offer our own battle cry . . . **Let's make them proud!**

SmartTrak®

In our efforts to create a strategic outreach campaign, CRT implemented its proprietary planning model called SmartTrak®. We spent a great deal of time up front learning about the issues and challenges that must be addressed in the outreach campaign. This was followed by the development of key themes and messages. We then sat down and developed creative solutions to address the challenges identified in the research. CRT developed an evaluation program to track the results of the campaign. The following pages outline the findings and results of that planning process.



Research

1.1.0 Methodology

In our efforts to win the U.S. Centennial of Flight outreach contract, CRT spent a great deal of time (approximately 300 hours) researching the players involved, activities planned, possible partners, sponsorship opportunities and media opportunities. For the past 45 days, CRT has been charged with speaking directly with key groups planning celebration activities to clearly define the issues and challenges facing the Commission and to better define their understanding of the Commission's role in this celebration.

Through the process, we reviewed materials gathered during our initial research phase. CRT conducted face-to-face and phone interviews with representatives from North Carolina, Ohio, the Commission (five-of-six), National Park Service, NASA, aviation trade associations, industry representatives, the military and Advisory Board members. We also conducted phone conversations with reporters and editors, advertising experts, promotion contacts and others involved in similar celebrations. Key issues have emerged out of these discussions regarding the challenges facing the Commission and the desires of the parties involved in this celebration. They are noted on the following page.

1.2.0 Key Issues

- The events of September 11, 2001 have left an unshakable image of destruction in the minds people around the world. This impacts the Centennial of Flight in two ways. First, it requires that special care be taken in how certain activities are approached. Second, the meaning of the celebration becomes more important than ever before.
- The perception among those involved in the celebration is that the effort has been unorganized from a national perspective. The organizations are looking to the Commission to provide leadership, organization and credibility to the celebration.
- While aviation enthusiasts are becoming more engaged in the celebration, the general public is unaware of the upcoming celebration.
- Most of the federal agencies do not appear to be engaged in the celebration. Although some sit on the Commission or Advisory Board, their organizations have very sketchy plans for the celebration.
- None of the participating organizations are taking a broad-brush approach to outreach efforts. As you would expect, most are focusing their efforts on their planned activities. Since many different groups will be approaching the media, coordination of these activities will be very important.
- Both Ohio and North Carolina are searching for potential sponsors to finance their celebration activities. The two organizations are facing a challenge attracting title sponsors to their events due in part to the regional nature of the celebrations.
- Potential sponsors have been hesitant to commit serious financial resources to the celebration due to the fragmented sponsorship approach and the lack of national attention.
- Many of the organizations involved have some form of educational program, many of which include lesson plans, classroom activities, books, videos, posters and much more for teachers. The challenge is not to create new materials, but to engage teachers to use these materials.
- More opportunities are available to the Commission than there are resources available to take advantage of these opportunities.

Research confirmed our beliefs and raised a few new issues that we need to consider in our strategic approach. Creating a single celebration brand will be very difficult given the number of players (logos) in existence, and the limited resources we have available. We also learned that a sense of frustration exists regarding the progress made to date. However, each of the individuals we spoke with felt that the Commission is “starting” to move things in the right direction. We must build on this momentum. We are slightly behind the curve at this point, and this will require a “need for speed” as we move forward.

1.3.0 Key Themes

Strong consensus from Commissioners and key players exists in several areas. From a marketing viewpoint, these commonalities are the drivers of the campaign and should be where the Commission focuses its attention.

- The importance and the influence of flight on our economy take on a more significant role as we recover from the effects of September 11.
- “Promote, promote, promote” was used by one Commissioner. Everyone agrees the Commission should spend the bulk of its outreach budget publicizing the Centennial, its events and the influence of flight over the past 100 years.
- “Don’t create your own educational materials, just publicize the ones that exist.” Another strong message is that the Commission should spend its time creating awareness and expanding the reach of existing educational programs.
- “We don’t have an organized sponsorship approach from a national perspective.” Our interviews and research indicate that sponsors, partners, Advisory Board members and Commissioners have conflicting opinions and understandings regarding sponsorship of Centennial activities that creates funding issues for the primary celebrations. The Commission can play a role in bringing key players together to create a national sponsorship initiative.

Strategic Approach

2.1.0 Focused Ideation

Once research was complete, team members gathered to develop a strategic approach to the campaign. CRT held several brainstorming sessions to discuss the issues and to develop strategies to address the key findings of the research. We started that process by identifying the goal of the campaign.

2.2.0 Celebration Goals

During our research, we asked each individual “When this celebration is over, what would have happened and what would have been achieved?” Our purpose was to identify the expectations of those involved, and to clarify the Commission’s outreach goals. We received a variety of answers, but most focused on three primary areas:

- To increase understanding of the influence and importance of powered flight on our daily lives.
- To increase understanding and appreciation of the significance of the Wright Brothers’ incredible feat and how they achieved their dream.
- To inspire a new generation of inventors and dreamers, and encourage the nation’s youth to become involved in aviation and aerospace.

From this list, CRT developed the following goal for the outreach campaign:

To encourage national and international appreciation and celebration of the 100th anniversary of powered flight in a fashion that inspires vision, persistence and creativity in a future generation of inventors.

2.3.0 Campaign Theme

One of the challenges facing the Commission is to package the wide variety of celebration activities into a national celebration. To facilitate this idea of a single national voice, CRT took the following into consideration:

- The need for a theme that speaks to the essence of marquee Centennial celebrations.
- The all-inclusive spirit of the U.S. Commission’s outreach goals.
- The importance of aviation and invention as stated in the campaign goals.
- The credibility and benefit of focusing on patriotism to support a national campaign.

The combination of these elements was the basis for CRT’s thought process. The following theme is recommended for use as the point of focus for outreach efforts to the media and the general public:

Centennial of Flight: Born of dreams. Inspired by freedom.

2.4.0 The U.S. Centennial of Flight Commission's Role

The Commission's role, as defined by Congress and the organizations involved in the celebration, falls into three primary areas:

- **Lead**

To serve as the planner of national outreach activities and as a unifying force for cooperation among all of the players

- **Coordinate**

To gain national and international exposure for celebration events and activities through coordination of a national publicity campaign.

- **Educate**

To inspire the next generation of inventors by promoting existing programs and facilitating the distribution of educational materials

2.5.0 Strategies

CRT recommends the following set of strategies to create a successful campaign. These strategies are aligned with the roles of the Commission:

Lead

1. Position the U.S. Commission as the leading source of information related to the Centennial of Flight.
2. Position the U.S. Commission as the conduit for cooperation among the key players.
3. Inspire more organizations and individuals to celebrate the Centennial of Flight.

Coordinate

1. Develop a comprehensive media relations campaign with an opportunistic component.
2. Encourage media outlets to create special Centennial programs and publications.
3. Create opportunities to engage other entities (e.g., corporations) to tell the Centennial story.
4. Leverage existing Centennial key players' assets to maximize outreach efforts.

Educate

1. Raise educators' and students' awareness of the Centennial of Flight related programs, products and activities.
2. Act as a clearinghouse for educational materials and programs that relate to the history of aviation and aerospace.
3. Facilitate the distribution of information about existing programs and materials.

2.6.0 Target Audiences

- General Public
- Media
- Educators (teachers, museum directors, students)
- Aviation Enthusiasts
- Centennial Key Players (Dayton, NC, EAA, etc.)
- Aviation Industry
- Non-Aviation Businesses (e.g., Blockbuster, Barnes & Noble, Burger King)
- Military
- State Government
- International Governments and Industry

2.7.0 Key Messages

Lead

1. The U.S. Commission is here to help and to act as a conduit for cooperation.
2. As we recover from the events of September 11, the Centennial of Flight celebration and what it represents becomes more important than ever. Our focus on determination, courage, invention and accomplishment can help in the process of revitalizing the aviation industry.
3. The U.S. Commission wants to get as many organizations involved as possible and to touch as many people as possible.
4. The U.S. Commission wants all organizations involved in the Centennial to succeed.
5. The U.S. Commission is the leading source for information on national and international Centennial of Flight celebrations.

Coordinate

1. One hundred years later, The Wright Brothers' invention of powered flight continues to change our world.
2. Flight is a piece of the fabric of our society and has a dramatic influence on everything we do.
3. This celebration represents the (American) spirit of invention and the courage to reach for our dreams.
4. The Centennial of Flight celebration will encourage representatives from across the globe to celebrate the influence of aviation on our world.
5. This celebration will serve as an inspiration to the next generation of inventors and innovators to get involved in aviation and aerospace.

Educate

1. Encourage your students to commemorate and celebrate the Centennial of Flight by examining the events, people and technologies that have taken us from the first powered flight on December 17, 1903 to a permanent presence in space.
2. Use this important historical event as a springboard to inspire your students to become the next generation of inventors, innovators, pilots and dreamers.
3. Examine how our world has changed since the advent of flight and challenge your students to imagine the future.
4. You can find organized access to educational resources related to aviation and aerospace on the Centennial of Flight Web site.

Tactical Program

CRT offers a series of tactical programs that will successfully support the above-mentioned strategies. It is important to note that running a celebratory campaign is not a science. We are selling ideas, concepts, opportunities and dreams – not a product. In this respect, some of the proposed tactics will have more risk than others in achieving success and may require more resources than we have available.

Additionally, the following series of tactical programs will cost more than the current budget will support. This a la carte approach was based on the request outlined in the U.S. Centennial of Flight strategic plan contract requirements. The benefit of such a request is that the Commission may offer its partners the opportunity to make use of elements of the tactical plan for their own celebration efforts. This kind of support aligns with the mission of the U.S. Commission efforts.

Please note that some of the following tactics offer a sampling of individual opportunities that could be pursued (e.g., the media relations tactic lists a sampling of the types of stories that might be pitched). CRT will work wisely in each of the specified tactics to maximize their outcome. This would mean that not every example would be pursued; a focus would be placed on the opportunities that have the most potential for success.

Some of the scenarios in these tactics have the opportunity to be modified as we develop them further. As with any good idea, change is sometimes inevitable and often beneficial. CRT welcomes any modification of these tactics that remains within budget limits.

In section 6.1.0, CRT offers a recommended plan of tactics for implementation. While CRT considers all of the following tactics appropriate and beneficial to the Commission and its partners, the recommended three-year plan prioritizes them in a way that will work most effectively under the three-year budget.

For organizational purposes, we have broken this tactical plan down into three sections: lead, coordinate and educate.

3.1.0 Lead

Congress intended for the Centennial of Flight Commission to serve as a unifying force that can bring the wide variety of groups together under a common banner. In that spirit, CRT recommends the following tactical elements to support the three lead strategies.

Lead Key Audiences

- U.S. Commission Advisory Committee
- Participating Key Partners (Dayton, NC, NASA, EAA, etc.)
- Military (U.S. Air Force, U.S. Navy, etc.)
- Media
- Aviation Industry (Airport Executives Association, etc.)
- General Public
- Non-aviation Businesses (e.g., Blockbuster, Barnes & Noble, McDonald's)
- State Governments
- International Aviation Associations
- Educators

Lead Key Messages

1. The U.S. Commission is here to help and to act as a conduit for cooperation.
2. The U.S. Commission wants to get as many organizations involved as possible and to touch as many people as possible.
3. The U.S. Commission wants all organizations involved in the Centennial to succeed.
4. The U.S. Commission is the leading source for information on national and international Centennial of Flight celebrations.

3.1.1 Lead Strategy 1 "Leading Source"

Position the U.S. Commission as "the" leading source for Centennial information.

Audience: National

Timing: 2001- 2003

Tactic: Key Player Updates

The Commission will continue to coordinate and host scheduled meetings as directed in the legislation and continue delivering an e-mail update on a monthly basis. Monthly updates will include status reports on the Commission's outreach programs, along with updates from key players.

Timing: Ongoing

Audience: U.S. Commission Advisory Board, Centennial key players

Process: Establish a list of e-mail addresses of Advisory Board and key players
Once a month, the Commission will request updates (request for information on the fifth of each month ... responses will be due the eighth of each month ... compiled and distributed on the tenth of each month)

Tactic: Speaking Engagements

The Commission must leverage the credibility of its Commissioners and Advisory Board members to speak on behalf of the Centennial of Flight when the opportunities arise.

CRT will seek out opportunities at appropriate trade shows and conferences for representatives of the U.S. Commission to speak. CRT will also gather data on existing engagements at which Centennial representatives (Commissioners, Board members, staff) are already scheduled to attend and will encourage them to incorporate the Centennial messages into their speech. To facilitate this effort, CRT will develop appropriate key messages and a Centennial-focused speech, presentation and talking points for Centennial-specific speaking engagements.

Timing: 4th Quarter 2002- 4th Quarter 2003
Audience: State government officials, educators, industry and non-industry trade show attendees
Process: Conduct an audit of events, shows, etc. where participation currently exists: 2001
Encourage Commission members to speak about Centennial celebrations
Develop a target list of new events, shows, etc.: 2001
Develop introduction letter and request to speak: 2001
Distribute letter: 2001
Follow-up and begin scheduling: 2002
Coordinate presentation materials and key speaking points: 2002
Participation: 2002-2003

3.1.2 Lead Strategy 2 “Position Commission”

Position the U. S. Commission as the conduit for cooperation among the key players.

Audience: Centennial Key Players

Timing: 2001 - 2003

Tactic: Media Relations Summits

Coordination of our outreach efforts to national and regional press among the Commission and key players is critical. CRT recommends staging, at the least, quarterly media relations summits that include representatives from all of our key players. These events will reduce duplication of media relations efforts and allow for unified planning and brainstorming of media activities. They will take place both in person and over teleconference as deemed appropriate. CRT recommends holding at least one of these meetings at a single location.

Timing: 3rd Quarter 2001- 4th Quarter 2003
Audience: Centennial key players
Process: Secure location
Schedule meeting and invite participants
Coordinate agendas
Stage meetings

3.1.3 Lead Strategy 3 “Inspire groups”

Inspire more organizations and individuals to celebrate the Centennial of Flight.

Audience: National

Timing: 2001 - 2003

Tactic: Federal and International Involvement

As a result of the events of September 11th, the Commission needs to become more aggressive in encouraging more federal agencies to get involved in the celebration. We need to encourage NASA, FAA, National Parks, DOT and the different military branches to develop comprehensive plans for the celebration, as well as communicate with and influence their international counterparts to consider Centennial activities. The Commission also will send representatives to the 2002 Farnborough International Air Show and the 2003 Paris Air Show to generate interest in the U.S. celebration.

Timing: 4th Quarter 2001- 1st Quarter 2003

Audience: NASA, FAA, NPS, DOT and the different military branches

Process: Set up meetings with key contacts
Work with appropriate contacts to create plans

Tactic: Aerospace and Aviation Industry Involvement

The events of the past month have put even more importance on the need to rally the aerospace and aviation industries to get more involved in this celebration. Of particular importance will be an effort to get the airport and airline associations to the table. These meetings will facilitate development of plans for getting involved in existing activities or ways that these organizations can develop their own plans.

Timing: 4th Quarter 2001- 1st Quarter 2003

Audience: U.S. aviation and military organizations, international counterparts

Process: Develop a list with contact names of appropriate U.S. organizations
Contact U.S. individuals either by phone or letter
Provide ongoing follow-up to encourage U.S. organizations to communicate with international audiences

Tactic: National Sponsorship Support

Because of its national stature, the Commission receives inquiries from corporations requesting advice on which activities to support with sponsorship dollars. The Commission has the opportunity to use its national presence to help facilitate sponsorship opportunities for our Centennial key players. CRT recommends that the Commission spend time with key players to explore the possibility of a national sponsorship package, which would offer major corporations a presence at multiple venues while maximizing media exposure.

By promoting a national package of events and opportunities, and by using the stature of the U.S. Commission to their advantage, key players would be able to present increased value to

their potential national sponsors. The Commission will offer key players counsel on the process of coordinating a unified sponsorship package. CRT's role is to bring the players together to explore the opportunities. No sponsorship dollars will be directed to the Centennial of Flight Commission.

Timing: 4th Quarter 2001- 2nd Quarter 2002
Audience: Select national commercial corporations
Process: Develop unified sponsorship package with key players: 4th Quarter 2001
Develop limited target list (less than 5): 4th Quarter 2001
Develop communication/introductory letter: 4th Quarter 2001
Follow-up to gauge interest: 1st Quarter 2002
If interest, schedule meeting: TBD
Strategize with key partners: TBD

3.2.0 Coordinate

CRT recommends that most promotional efforts focus on the general public and non-aviation companies. This approach assumes that current Centennial key players will create ample outreach to the aviation and aerospace communities and have existing programs in place to gain their support. CRT will work with them to coordinate efficiencies. CRT has developed the following tactics to support the four coordination strategies:

Key Audiences

- General Public
- Media
- Aviation Enthusiasts
- Centennial Key Players (Dayton, NC, EAA, etc.)
- Non-Aviation Businesses (i.e. Blockbuster, Barnes & Noble, Burger King)
- Aviation and Aerospace Industry
- Military
- State Government
- International Industry Associations

Coordinate Key Messages

1. One hundred years later, The Wright Brothers' invention of powered flight continues to change our world.
2. Flight is a piece of the fabric of our society and has a dramatic influence on everything we do.
3. This celebration represents the (American) spirit of invention and the courage to reach for our dreams.
4. The Centennial of Flight celebration will encourage representatives from across the globe to celebrate the influence of aviation on our world.
5. This celebration will serve as an inspiration to the next generation of inventors and innovators to get involved in aviation and aerospace.

3.2.1 Coordinate Strategy 1 "Media Relations"

Develop a comprehensive media relations campaign that includes an opportunistic component.

Audience: National (5,000,000+) and Regional (100,000 +)

Timing: 4th Quarter 2001 through 4th Quarter 2003

Based on feedback from Centennial key players and the limited resources available to fund an independent advertising campaign, CRT recommends concentrating outreach efforts in media relations. More specifically, CRT recommends focusing on national media and outlets that efficiently reach the largest audiences possible (news wires, news groups such as Gannett, syndicated programming, etc.) to generate coverage that delivers millions of impressions.

Media relations effort will fall into two categories:

- Special events and
- Traditional and opportunistic media relations.

Special Events

Generating media coverage during slow periods will be a critical component of the overall plan. To address this issue, CRT has created a series of media-driven special events and publicity events designed to draw the media's attention to the Centennial celebration. Those activities include:

Tactic: Centennial-Themed Shuttle Launch/Mission

Since major networks and media outlets commonly cover shuttle missions, CRT will work to convince NASA to theme one of the scheduled 2003 Shuttle launches with a Centennial twist. Ideas include selecting astronauts from both North Carolina and Ohio, carrying a Centennial flag on board (later flying that flag at Kill Devil Hills), and educational satellite tours from space. Since NASA's plans are undeveloped at the moment, other elements may be explored. CRT has held early discussions with NASA regarding a themed launch.

Timing: 2nd Quarter 2002 and 2003
Audience: National media, general public
Process: Convince NASA to theme a mission

Tactic: Presidential Proclamation Kick-off Event

To officially kick-off the Centennial celebration, CRT will stage a dedication event in December 2002. Each year, the President signs a proclamation in honor of the Wright Brothers' achievement. In 2002, the Commission will transform that into a dedication reception hosted by the Smithsonian Air and Space Museum. The event will include photo opportunities with the President and aviation pioneers. While this event is not a money raiser, CRT will approach aerospace companies to help offset the cost. The Commission will invite members of Congress, aviation celebrities, celebration key players and special guests. This could be a ticketed event.

Timing: 4th Quarter 2001- 4th Quarter 2002
Audience: National Media, Congress, Centennial key players, government agencies, Executive Branch
Process: Confirm Smithsonian as "host" of the event
Solicit aerospace contributors
Create invitation list
Work with FAA and White House on Presidential Proclamation

Tactic: Satellite Media Tour

Utilizing key celebrity spokespersons (Chuck Yeager, Kurt Russell, Sally Ride), CRT will stage a satellite media tour in 2002 and 2003 in key media markets (top 20 markets). The key benefit of this approach is that our spokesperson can give interviews to news outlets in these key markets without having to travel to each city. In some cases, we will time the tour to take place in conjunction with existing celebration activities (Dayton, AIAA, EAA).

Timing: 4th Quarter 2002 and 4th Quarter 2003
Audience: Major market television
Process: Confirm date
Confirm spokesperson

Budget: Book appointments with television stations
Agency time \$5,000 - \$7,000

Tactic: Space Station Media Tour

Working with NASA, CRT would stage a satellite media tour featuring the astronauts on the International Space Station. Through NASA's existing network, astronauts will speak directly with news anchors and reporters in the largest media markets in the country. This 2003 event will target broadcast outlets in New York, Los Angeles, Atlanta, Washington, Boston, Philadelphia, Dallas, Chicago and San Francisco.

Timing: 2nd Quarter 2002- 4th Quarter 2003
Audience: Major market television, general consumer
Process: Confirm program with NASA
Confirm mission and dates
Book appointments with television stations

Tactic: Publicity Events

Even during times of crisis, publicity events (cabinet members flying commercial flights to encourage air travel) can be effective tools in an outreach campaign. Publicity events also offer opportunities to attract the media during slow times. And, while they only offer short-lived exposure, the right publicity events can help increase overall awareness of the Centennial of Flight. In each case, CRT will work with aviation/aerospace groups to coordinate these activities. Ideas for these type of events can occur at any time. Some examples might include:

- Promotion of Patty Wagstaff's Centennial aerial maneuver
- Sky writers tributes to aviation greats
- Unique or unusual airplane parades

Timing: 2003
Audience: Media, general public
Process: TBD

Traditional and Opportunistic Media Relations

This portion of the campaign will be planned out across the course of the two and a half year effort. We will work to create a constant flow of media coverage throughout the campaign with the level of activity increasing in 2003.

CRT believes that media relations efforts should begin as soon as possible for several reasons. First, national awareness of the Centennial will come from a slow build of stories that will trickle into the media early and build toward 2003. Second, this same approach will also allow for relationship building between the Commission and targeted press. Finally, media relations around the events will only appeal most directly to existing aviation enthusiasts. Capturing the attention of a more national-scope audience will require more time.

CRT also believes that media relations efforts from the Commission should focus on the top tier news organizations and media outlets in the country. In this way, the Commission will be able

to capture the largest audience and use the “trickle-down” effect facilitated by national news wires to reach smaller papers. Under the current budget constraints, it would be inadvisable to target specific local media in markets below the top 50.

Tactic: National Media Relations Themes

The success of any media relations campaign of this nature is dependent upon a constant flow of potential stories. CRT has begun the process of creating a network of contacts for each celebration participant in order to create a constant flow of material. Our goal is to create a stable of story ideas that touch nearly every aspect of our lives and that appear in nearly every section of the daily newspaper – from the front pages to the arts and entertainment section. The following story angles are a sample of what CRT will use in both media relations campaigns:

- The story of the Wright Brothers – from Ohio to North Carolina
- The influence of aviation on society
- Man’s fascination with powered flight
- The Wright Brothers’ inspiration of invention
- The need for more people to get involved in aviation
- The “wow” factor of aviation
- Celebrities and their flying machines
- The future of aviation and space exploration
- Special celebration events
- Aviation milestones
- 50 top aviators
- The financial benefits of aviation
- Aviation travel destinations
- Women in aviation
- Minorities in aviation
- The race to build the Wright Flyer
- Surveys about our knowledge of aviation
- Highlights of educational programs
- The next generation of aviators
- The Centennial coin and stamp
- Aviation and the arts
- Aviation’s influence on our health
- Photo opportunities
- Opportunities in aviation
- Children and the aviation sciences
- Flying kids
- Hollywood’s fascination with flight
- Imagine life without flight

Within each theme, CRT will develop story concepts, along with sources, that we can pitch to national media outlets. This will be done through face-to-face meetings, phone conversations and media mailings.

Timing: 3rd Quarter 2002- 4th Quarter 2003
Audience: National media, general public
Process: Develop story ideas
Pitch media

Tactic: Seizing the Moment

Some of CRT's greatest media placements have come as the result of opportunistic media relations. Over the next two and a half years, opportunities will present themselves that we will need to seize. Approval of this kind of campaign early in the process is important due to severe time restriction. CRT believes that this is a critical element of media relations activities.

Timing: Ongoing
Audience: National media, general public
Process: Monitor opportunities
Take advantage of opportunities when they appear and respond quickly

Tactic: Centennial Key Players' Events

CRT also will work to bring national media outlets to events sponsored by our Centennial key players. Our efforts will focus primarily on Dayton and Kitty Hawk. At each of those events, we will work to attract network morning shows and CNN to broadcast live from the sites.

Timing 2003
Audience National media, general public
Process Develop story ideas
Pitch media

3.2.2 Coordinate Strategy 2 "Special Programming"

Encourage media outlets to create special editions, shows and publications to commemorate the Centennial celebration.

Audience: National (5,000,000+)
Timing: 4th Quarter 2001- 4th Quarter 2002

Tactic: Special Broadcast Episodes/Print Issues

One of the smartest approaches to take in outreach efforts is to convince major media outlets to dedicate a special issue to the celebration. The time invested for the impact generated is well worth the effort. This program will focus on national and international media outlets. CRT will leverage their long history of covering aviation to create special coverage to commemorate the Centennial. Some program concepts already have been developed; others will be developed over the next several months. Programming efforts will fall into two categories:

- Broadcast programming and
- Print publications.

Broadcast

- *PBS* – Several documentaries already exist and there are others in the works that are suitable for PBS. The Commission will encourage PBS to create special promotions around these documentaries.
- *History Channel* – This network is a prime target for a historical piece on the Wright Brothers. The commission will encourage the network to create a special show around the anniversary date.
- *Discovery Channel* – NASA and EAA have existing relations with the Discovery Channel and are already planning special programming.
- *CNN* – CRT will hold discussions with CNN about special one-hour shows dedicated to the celebration. CNN has expressed an interest in activities they can cover live.
- *Network News Coverage* – There are several feature story/nightly news opportunities with the three major networks that CRT would like to explore.
- Special Centennial event programming is already being planned in specific markets by North Carolina and Dayton.
- Live guest and program coverage from celebration events (Dayton/Kill Devil Hills).
- CRT will approach NBC's Today Show about adding an aviation theme to their "Where in the World is Matt Lauer" segment.
- Late Night Shows/Talk Shows – Through our team of Aviation celebrities, CRT will attempt to place spokespeople on one or more of the late night shows or morning talk shows to discuss the celebration.
- Kids Shows – CRT will approach The Disney Channel and Fox Kids about creating special kids programming around the Centennial. This could take the form of Centennial moments, special guests, news segments or special events involving kids (EAA's Kid Venture Tour).
- TNT/USA "Movie Nights" – CRT has begun the process of contacting these networks about creating special aviation "movie nights" featuring movies like Top Gun, Airplane, Memphis Belle and Pearl Harbor.
- *Who Wants To Be An Aviation Millionaire* – ABC's popular game show has shown that celebrity shows attract audiences. Late in 2002, we will approach the program about a special aviation program featuring celebrities and aviation stars.
- *BET* – CRT will work to create a special segment on minorities in flight.
- *Lifetime* – CRT will work to create special programming on women aviators.

Print

- News Magazine Cover Stories – CRT will approach major news magazines like *Time* and *Newsweek* about cover stories on the Centennial celebration or recognition of the Wright Brothers for their achievement.
- Special Issue of *Life Magazine* – CRT will approach *Life* magazine about creating a special Centennial issue on the history of flight.
- *People's* "Celebrities and their Plush Flying Machines" – CRT will approach this entertainment magazine about a special segment featuring our aviation celebrities.
- *Oprah's* "Women in Aviation" – a feature story on female aviation pioneers from the past and present.
- *New York Times Magazine* – CRT will approach the *New York Times* about a special feature in their weekend edition.

- Aviation's Dare Devils - CRT will approach *Sports Illustrated* about a special story on aviation acrobats like Patty Wagstaff.
- *Southern Living* – CRT will pitch travel related cover stories on Kitty Hawk and the Wright Brothers Memorial.
- *USA Today* – CRT will approach *USA Today* about a special issue edition or running a special education segment on December 13, 2003.
- *National Geographic* - CRT understands Tom Crouch is working with *National Geographic* on coverage of the Centennial.
- Airline Publications – CRT already is speaking with the major airline publications about coverage plans for the centennial.

Additional media outlets may also be approached if story angles and concepts generate new possibilities.

Timing: 4th Quarter 2001- 4th Quarter 2003
 Audience: National media, general public
 Process: Develop special issue concepts for each publication
 Identify proper target at each publication
 Pitch the concept to the contact

3.2.3 Coordinate Strategy 3 “Corporate Participation”

Create opportunities to engage other entities (i.e., corporations) to tell the story of the Centennial of Flight.

Audience: National (5,000,000+)
Timing: 4th Quarter 2001 – 4th Quarter 2002

National Media Campaign

A celebration of this nature screams for a national advertising campaign. However, the Commission does not have the financial resources to fund such an effort. To address this issue, CRT recommends the following options:

Tactic: Centennial Moments

Recently, Honeywell and Primedia approached the Commission about producing a series of themed commercials called *Moments of Flight*.. Produced in the *Bicentennial Minute* fashion, these network-quality, short form programs will help educate American and international audiences about aviation's rich history. Each segment could feature a human story highlighting an aviation pioneer, an event or technological milestone in flight history.

Identifiable aeronautical celebrities will narrate *Moments in Flight*. Some possible talents include Chuck Yeager, Neil Armstrong, Sally Ride, Eileen Collins, John Young, Bob Crippen and Patty Wagstaff.

This package will be distributed across the local U.S. television markets and the international markets. Primedia and Honeywell will offer cross marketing, promotion and coverage of events to help increase tourism, attendance and sponsorship at regional events, as well as assistance

with a coordinated sponsorship and underwriting effort utilizing its existing client database of over 60,000 potential sponsors.

Timing: 4th Quarter 2001- 4th Quarter 2003
Audience: Regional media, general public
Process: Identify vendor willing to pursue opportunity
Give official approval and use of logo
Coordinate script approval

Tactic: Themed Advertising

CRT will approach several companies about tapping into their existing advertising budgets to simply theme some of their ads around the Centennial celebration. Targets for this effort include:

- U.S. Air Force
- U.S. Navy
- Major Airlines
- Federal Express
- Aerospace
- U.S. Postal Service
- U.S. Coast Guard

Timing: 2002 - 2003
Audience: National media, general public
Process: Solicit partners
Approve ad concepts and use of logo

Tactic: Corporate Promotions

CRT will entice major corporations to create their own Centennial promotions. In each case, the Commission will not be asking for dollars, but for the corporation to develop their own Centennial promotional efforts.

While the events of September 11 affect timing, CRT still believes that the potential opportunity dictates that this activity is important enough to pursue.

CRT has identified categories of companies that we will approach with some concept ideas. CRT would work with key players to ensure that this list would not conflict with those companies targeted for sponsorship dollars. If this tactic is approved, CRT will limit its approach to the companies that offer the most potential for participation. Time will not be wasted knocking on doors that are hard to get opened.

- Movie rental – Within Blockbuster or Hollywood stores, a special Aviation Centennial Celebration display will be created featuring some of the best aviation movies. This special promotion could also be featured in monthly mailings to card members.

- Restaurant/fast food chains – CRT will approach companies like McDonald’s to consider a special Centennial celebration kids toy or the bags and tray liners highlighting the celebration.
- Consumer Products/Foods – CRT will approach companies like Red Baron Pizza to develop and package their products in a special Centennial of Flight commemorative box for 2003. (Red Baron pizza consequently sponsors its own bi-plane at certain air shows throughout the year and is an official sponsor for the Miracle Flights for Kids non-profit program.)
- Bookstores – CRT will approach companies like Barnes & Noble about creating in-store displays around aviation books, both fiction and non-fiction.
- NASCAR – CRT would like to create a partnership between NASCAR and the Air Force to create special fly-bys at each NASCAR race in 2003. North Carolina is also working with NASCAR on a special celebration around the Coca Cola 600.
- Movie Theater – Millions of families visit movie theaters each year. CRT will approach companies like Regal Cinemas about showing a special movie trailer.
- Museums/Art – CRT will encourage current art programs to expand, modify or develop new display programs. This could include:
 - Work with both NASA and the Air Force to create a special display of aviation art with a nationally renowned museum.
 - Encouraging a national unified art display in major cities across the U.S. This idea is an adaptation of the city sculpture display programs currently in existence (e.g. Cows on Parade in Chicago, Mermaids of Norfolk, etc.).
- Technology – Bill Gates is a big fan of the Wright Brothers. We will approach Microsoft about supporting this celebration in a number of ways including:
 - Cause-marketing efforts;
 - Support of a public awareness advertising campaign; and
 - Web support on MSN, including links and sponsorship of Web chats.
- Airports – CRT will approach airport executives with a variety of programs to include ideas such as special displays and banners promoting the Centennial.
- Airlines – CRT will approach all major airlines with several concepts in hand, including: Centennial celebration brochures and/or videos; special coloring books and Centennial wings for all young passengers; special announcements around the celebration to all passengers before or after landing; special issue ticket holders; special Centennial napkins; and a painted flagship airplane.
- Internet – We will approach companies like MSN and AOL to determine opportunities to promote the celebration via the Internet. Web casts from the Space Station are examples of possible partnerships.

- Travel - CRT will approach organizations like AAA and AARP about printing some of their travel materials with a Centennial theme.

Timing: 2002 - 2003
 Audience: Corporate partners, general public
 Process: Create concepts
 Solicit partners
 Approve partnership arrangement

3.2.4 Coordinate Strategy 4 “Leverage Key Players”

Leverage existing Centennial key players assets to maximize outreach efforts.

In our conversations with Centennial celebration key players, all have expressed a willingness to share assets such as celebrities, video capabilities, public relations assets, educational materials and Web capabilities. Throughout this campaign, we will tap into that network of resources to help in the execution of the plan.

3.2.5 Outreach Tools

In order to execute these programs, CRT will need to develop a series of tools and assets. Wherever possible, CRT will try to use existing materials and relationships but, in some cases, new materials will need to be developed.

Tactic: Aviation Celebrities

Several Aviation giants and “flying” celebrities have already agreed to participate in the Centennial celebration or have relationships with existing key players. CRT would like to broaden that circle. Targets include:

John Travolta	Jimmy Buffett	Ron Howard
Harrison Ford	Tom Clancy	Ann Cury
Tom Hanks	Patricia Cornwell	Miles O’Brien
Sally Ride	Stephen Spielberg	Walter Chronkite
Greg Kinnear	Phil Mickleson	Cliff Robertson

Timing: 4th Quarter 2001- 4th Quarter 2002
 Audience: National media, celebration activities attendees
 Process: Approve list
 Identify contacts
 Contact celebrities (using Advisory Board signature)

Tactic: Media Kit

CRT will create a Centennial of Flight media kit. The kit will include materials from key player organizations, news releases, a media resource kit and an expert contact list. CRT also will create a Web version of these materials to reduce mailing and printing costs. Information from the media kit will be offered to Centennial key players to add to their media or marketing collateral.

Timing: 4th Quarter 2001 and 4th Quarter 2002
Audience: National Media
Process: Identify contents
Create cover concepts
Write contents
Print folder

Tactic: Brochure

The Centennial of Flight Commission staff fields dozens of calls requesting information on a daily basis. In most cases, we will refer callers to the Web site for information but, in some cases, we will need to have a brochure that explains the celebration and planned activities.

Timing: 4th Quarter 2001
Audience: General public, enthusiasts, potential key players
Process: Develop creative brief
Determine content
Develop concepts
Approve and print piece

Tactic: Stock Photography/B-Roll Footage

Working with our Centennial key players, CRT will create a portfolio of stock photography and video footage that we can offer media outlets. We will attempt to generate this tool by using key player assets.

Timing: 4th Quarter 2001
Audience: National Media
Process: Identify resources for video footage and photography
Solicit video and stock photography

3.3.0 Educate

There are three key strategies in our educational campaign. The tactical components for this campaign fall under each strategy.

Key Audiences

- Education Trade Publications and Other Media Outlets
- Mass Media Education Reporters/Editors
- Teachers
- Students
- Children's Museums
- Aviation Industry Educators

Educate Key Messages

1. Encourage your students to commemorate and celebrate the Centennial of Flight by examining the events, people and technologies that have taken us from the first powered flight on December 17, 1903 to a permanent presence in space.
2. Use this important historical event as a springboard to inspire your students to become the next generation of inventors, innovators, pilots and dreamers.
3. Examine how our world has changed since the advent of flight and challenge your students to imagine the future.
4. You can find organized access to educational resources related to aviation and aerospace on the Centennial of Flight Web site.

3.3.1 Educate Strategy 1 “Clearinghouse”

Act as a clearinghouse for educational materials and programs that relate to the history of aviation and aerospace.

Audience: Key player organizations

Timing: 4th Quarter 2001- 4th Quarter 2003

Tactic: Educational Resource

The commission will facilitate an ongoing matrix of educational resources on the Centennial of Flight Web site and will work to place this updated information on the Centennial Web site. Depending on inventory results, there may be a need to revise and reprint materials. The COFC staff is currently coordinating this effort.

Timing: 4th Quarter 2001- 4th Quarter 2003

Audience: Internal

Process: Work through Debbie Galloway to obtain quantities, etc.

3.3.2 Educate Strategy 2 “Facilitate Distribution”

Facilitate the distribution of information about existing programs and materials.

Audience: Educators, Students (5,000,000+)

Timing: 4th Quarter 2001- 4th Quarter 2003

Tactic: Leverage Existing Relationships

Several organizations already have existing educational programs and networks to reach teachers and students. The commission will work to maximize these opportunities to reach teachers with a focused Centennial celebration message. For example, we will encourage Centennial key players to include a COFC link in their educational Web pages and to include COFC materials (e.g., posters, bookmarks) in educational packets sent to teachers.

Timing: 3rd Quarter 2001- 4th Quarter 2001

Audience: Centennial key players, educators, students

Process: Develop contact list

Develop communications/letter
Distribute letter
Follow-up

Tactic: Association Meetings/Publications

CRT will support Commission efforts to promote the Centennial to key education associations. Support will include assistance in developing presentations, talking points, visuals and handouts. CRT will work with the Commission to develop a schedule of meeting opportunities.

Timing: 4th Quarter 2001- 4th Quarter 2003
Audience: Education associations, educators, students
Process: Develop list of needs with Debbie Gallaway
Prioritize needs
Develop support materials

3.3.3 Educate Strategy 3 “Raise Awareness”

Raise educators’ and students’ awareness of the Centennial of Flight related programs, products and activities.

Audience: Educators and students (5,000,000+)
Timing: 2nd Quarter 2002- 4th Quarter 2003

Tactic: Education Media Relations

As a component of our national media relations effort, CRT will promote the resources available on the Centennial of Flight Web site to reporters. Examples of targeted media include educational reporters at: *USA Today*, *New York Times*, *Yahoo Internet Life*, *CNET.com* and education vertical market publications. The focus of these efforts will be on increasing national awareness of the educational resources available on the Internet. We do not intend for these efforts to directly influence school system educational plans. Components include:

- Developing and maintaining a database of education editors/reporters at the top 50 U.S. newspapers, magazines, webzines, radio talk shows and television outlets.
- Developing education specific materials for our Centennial media kit.
- Developing a pool of story ideas.
- Teaming with Centennial key players to place stories on their educational efforts.

Timing: 2nd Quarter 2002- 4th Quarter 2002
Audience: Educational media, teachers, students
Process: Develop list of stories
Pitch media

Tactic: Education Media Tour

In the third quarter of 2002, CRT will conduct a media tour among education editors/reporters at key media outlets (i.e., *Washington Post*, *New York Times*, *Parents Magazine*, etc.) to

introduce key educational initiatives. CRT would like to approach Bill Nye to participate in the effort. He would accompany a representative and endorse a key initiative that was being introduced (e.g. Dr. Schimmel's Dayton curriculum with Dr. Schimmel and Bill Nye).

Timing: 2nd Quarter 2002- 3rd Quarter 2002
Audience: Trade and mass consumer media, teachers and students
Process: Develop media target list for visits: 2nd Quarter 2002
Develop and distribute pitch letter: 2nd Quarter 2002
Phone follow-up to schedule visits: June 2002
Confirm schedules with Schimmel and Nye: 2nd Quarter 2002
Develop and train on message points: June 2002
Tour: July/August 2002

Tactic: Web Site Teacher/Student E-newsletter and Contest

The goal of this tactic is to drive teachers and students to the Web site and then give them a reason to keep returning. The program will include several components:

- Teachers and students will register to receive periodic e-newsletters. Content will come from the Commissioned essays, existing information from the posters, Dr. Schimmel's work and guest content from Bill Nye. The e-newsletter also will include links to industry partner Web sites, i.e., NASA, AIAA, EAA, First Flight North Carolina and Inventing Flight.
- An incentive/contest will be offered to encourage teachers and students to sign on to receive periodic e-newsletters.
- The contest will be simple – the school with the most registered teachers/students will win a prize.
- We will approach the National Education Association to include items regarding the Centennial of Flight in their Cybersurfari Cyberstation. The Cyberstation includes clues that take students to various Web sites to find the answers.
- A partner will be secured to donate/fund a grand prize. Depending on the partner, the hope is that the partner will be able to help publicize the program.
- The e-newsletter/contest will be communicated via a news release, materials distributed at trade shows, a mass mailing to leading science teachers (list purchased through Scholastic), etc.
- Every teacher/student that signs on will receive an e-welcome letter from a designated official – i.e., John Glenn, Neil Armstrong, Sally Ride, Wright Family representative, etc.

Timing: 2002 - 2003
Audience: Science teachers, students
Process: Partner search: 2002
Web logistics: 2002
E-newsletter graphic design: 4th Quarter 2002
Writing content: 4th Quarter 2002
Secure commitment from Bill Nye: 2002
Secure approval form designated officials for the welcome letter: 2002
Purchase target mailing list of teachers from Scholastic: 1st Quarter 2003

Mass mailing to teachers: March/April 2003
Media relations/announcement: August/Early September 2003
Announcement of Winners: December 2003

Tactic: Educators Speakers Bureau

Drawing on resources from key player organizations (e.g., NASA, AIAA, EAA), we will create a pool of speakers (local and regional) that to talk with students, teachers, trade show attendees, educational conference attendees about the Wright Brothers, flight, invention and the Centennial. Components include:

- Placing Centennial Celebration spokespersons on agendas at national educational conferences and trade shows.
- Develop list of key trade shows and educational conferences
- Creating presentation materials for speakers.
- Creating a page on the COFC Web site featuring the Speakers Bureau with instructions on how to secure a speaker.
- Encouraging key player organizations to include a link from key player Web sites to COFC Speaker Bureau page.
- The Speakers Bureau will be promoted through news releases, mass mailing to directors of youth organizations (i.e., Girl Scouts, Boys and Girls Clubs, YMCA)

Timing: 2002-2003
Audience: Centennial key players, schools, trade shows, conferences, youth organizations
Process: Work with key player organizations to develop a pool of speakers: 2002
Develop and maintain a database of youth organizations: 2002
Develop presentation materials: 2002
Develop coordination logistics of speaking requests (who, when, where, verification of request receipts, confirming requests, etc): 2002
Develop and distribute news release: January 2003
Develop and distribute mass mailing to youth organizations: January 2003
Presentations: 2003

Tactic: Kids “Mini Pages” Newspaper Feature

The Mini Page appears in more than 500 newspapers including *The Washington Post*, *The Philadelphia Inquirer*, *San Diego Union Tribune*, *Detroit Free Press* and *Atlanta Journal-Constitution*. CRT will pitch the Mini Pages editor to dedicate a profile a month in honor of the Centennial. Each profile will feature an aviation pioneer – pilot, engineer, scientist, etc.

Timing: 2002-2003
Audience: Teachers, students, parents
Process: Contact Mini Pages Editor: 2002
Support Mini Pages Editor with existing information and coordinate necessary interviews: 2002
Special profiles placed: 2003

Tactic: Children's Museum Program

In 2000, more than 33 million children and families visited children's museums across the United States. There are more than 250 children's museums. CRT will tap into that network through the following efforts:

- Develop and maintain a mailing list of children's museums.
- Develop a "How to Celebrate" the Centennial of Flight kit for children's museums.
- Develop content for the kit using existing resources, including COFC logo (logo sheets, electronic format, etc.). NOTE: This museum kit is another application for the media kit folder.
- Include an introductory letter from Bill Nye encouraging museums to celebrate the Centennial.
- Facilitate use of displays and Air Force art.

This program represents an opportunity for a commercial partner to support a historical moment while generating sales through a couponing opportunity. For example, the commercial partner could fund a Web site card/coupon that can be distributed to museum attendees. The COFC would create a card, similar to a business card in size, that features the COFC Web site on one side and bar coded product coupon on the reverse side. The commercial partner would pay for the production of the card.

Timing: 2002 - 2003

Audience: Children's museums, families

Process: Partner Search: 2002

Develop database of children's museums: 2002

Writing content for the kit: First quarter 2002

Secure commitment from Bill Nye: 2002

Mass mailing to museum directors: Second quarter 2002

Individual Children's Museums Celebrations: 2003

Evaluation

4.1.0 Measurement Tools

In the spring of 2004, the Centennial of Flight Commission must submit a report to Congress regarding celebration activities. The purpose of this report is to outline the achievements of the effort and to demonstrate that the Commission accomplished the goals as outlined in the legislation. CRT recommends creating a program designed to evaluate the effectiveness of the campaign that includes several measurement tools:

Overall Awareness

Effective measurement of overall awareness requires that the Commission knows the level of awareness prior to outreach efforts. A current benchmark survey has already been conducted by Yankelovich Partners. CRT will use this survey as a benchmarking resource. A follow-up survey would be conducted immediately after Dec 17, 2001.

Timing: 4th Quarter 2001
Audience: General public
Process: Identify and hire polling company
Create questions
Conduct survey
Publish results

Media Coverage

There are numerous ways to gather and evaluate media clips. A formal process would require the hiring of a clipping service, which would analyze the media coverage based on advertising value and column inches. This can become a costly service for the value it generates. A less expensive process is to turn to your partners to gather as much media coverage as possible. This is not a scientific process, but it is much cheaper. CRT can create a valuation report based on advertising value and column inches.

Timing: 4th Quarter 2001- 1st Quarter 2004
Audience: Congress, Centennial Commission
Process: Hire a clipping service or ask our partners to keep their eyes open
Evaluate the clips as they appear

Number of Partnership Programs

The sheer number of partnership programs and the reach of those efforts is a strong measurement tool for the celebration. Data regarding reach can be obtained from the partner.

Timing: 1st Quarter 2004
Audience: Centennial partners
Process: Contact partners regarding reach of program

Web Site Traffic

We can track the number of hits the COFC web site receives each month. That number is already climbing according to recent data. Centennial Commission staff members can track that data without input from CRT

Timing: Ongoing
Audience: General
Process: Work with Web team to set-up logistics

Attendance at Partner Events

The sheer number of people who attend our partner events is another way to measure our success. We can require partners to provide us with a report on each event that gains U.S. Centennial Commission recognition as part of the “sanctioning process.” No CRT assets will be required to gather this information.

Satisfaction of Key Centennial Partners

CRT will conduct an informal e-mail report card with each of our partner organizations on a yearly basis. The goal of this effort is to see how effectively the Commission is serving our partners and the effectiveness of our efforts.

Timing: Yearly
Audience: Centennial partners
Process: E-mail report card to partners for their feedback
Tally the results and forward to the Commission

Administration

5.0.0 Account Management

Over the course of this three-year campaign, CRT will be responsible for providing numerous reports, maintaining financial controls, attending Commission and Advisory Board meetings, and holding updates with Centennial partners. This work is not accounted for in the tactical programs mentioned in this plan. CRT will do everything in its power to limit time and expenses in this category, but it is an unavoidable expense. For budgeting purposes, we have allocated 15 hours a month and \$20,000 dollars worth of expenses a year.

Timing: Yearly
Audience: Centennial Commission, Centennial partners
Process: Ongoing account management

CRT's Recommendations

The plan outlined in this proposal defines the combination of outreach activities CRT would recommend for building awareness of and participation in the Centennial of Flight celebration. Conditions taken into consideration include the contracted three-year, \$900,000 budget; the hourly rates assigned in the contract; and the tactics that would offer the Commission the most exposure and opportunity for the time spent on working them.

The following plan represents our top priorities - the areas where Commission outreach activities can have the biggest impact. Publicity efforts offer the Commission the opportunity to reach the largest audiences in the most efficient manor and has the most opportunity to achieve the goals set forth in this plan. A large portion of the recommended three-year plan budget will rest in this category. Suggested leadership activities are targeted toward maximizing Centennial exposure through collaborative planning activities. Recommended outreach activities in regards to education will be as a support mechanism for the educational mediums and programs that are currently being coordinated by the Centennial of Flight Commission staff.

Tactic	Budget
Lead	\$50,000
Speaking Engagements	\$10,000
Media Relations Summit	\$15,000
Federal and International Involvement	\$7,500
Industry Involvement	\$10,000
National Sponsorship Support	\$7,500
Coordinate	\$600,000
Shuttle Launch	\$3,000
Presidential Proclamation	\$85,000
Media Relations - – Traditional & Opportunistic – Key Player Events – Satellite Media Tour – Space Station Satellite Tour	\$372,000
Special Programming	\$50,000
Moments in Flight	\$5,000
PSA Campaign	\$10,000
Corporate Promotions	\$30,000
Aviation Celebrities	\$10,000
Media Kit	\$30,000
Photography/B-Roll	\$10,000

Educate	\$50,000
Association Meetings	\$6,500
Media Relations & Media Tour	\$33,500
Kids “Mini Pages”	\$10,000
Evaluation	\$25,000
Media Coverage	\$20,000
Web Site Hits	\$0
Attendance	\$0
Satisfaction Survey	\$5,000
Administration	\$115,000
Account Management	\$115,000
Outreach Plan	\$60,000
Plan Development	\$50,000
Expenses	\$10,000
Recommended Budget	\$900,000

Tactics not listed here represent opportunities for our Centennial partners to consider.

Additional Outreach Opportunities

CRT believes that the Centennial of Flight campaign can be further enhanced with the help of outside sources focusing on the following tactical activities. The following list represents those additional activities as outlined in section 3 of this plan, along with the recommended amount of hours necessary to execute the tactics over the next 26 weeks.

6.1.0 Lead

Activity	Hours
Speaking Engagements	460
Federal and International Involvement	60
Industry Involvement	60

6.2.0 Coordinate

Activity	Hours
Kickoff Event	200
Publicity Events	60
Satellite Media Tour	60
Ongoing National Media Relations	5,000
Special Media Broadcast/Print Opportunities	670
Centennial Advertising	100
Promotional Partnerships	50 per company
Aviation Celebrities	110
Stock Photography/B-Roll Footage	20

6.3.0 Educate

Activity	Hours
Association Meetings/Publications	140
Educ. Media Relations	500
E-Newsletter/Contest	300
Education Speakers Bureau	400
Children's Museum	330

Appendix 1: Media Targets

Network Programming Targets

World News Tonight with Peter Jennings
CBS Evening News with Dan Rather
NBC Nightly News
CNN
CNN Headline News
Fox News
News Hour With Jim Lehrer
20/20
20/20 Downtown
Primetime
48 Hours
60 Minutes
60 Minutes II
Dateline NBC
The Today Show
Good Morning America
The Early Show
Sunday Morning
The Charlie Rose Show
The Late Show with David Letterman
Late Night with Conan O'Brien
The Tonight Show with Jay Leno

News Magazines

Time
Life
Newsweek
U.S. News & World Report
N.Y. Times Magazine
Parade

News Wires

Associated Press
United Press International
Bloomberg
Reuters

Targeted Newspapers (top 50 markets)

Akron Beacon Journal	Newsday
Albuquerque Journal	Oregonian
Arizona Republic	Orlando Sentinel
Associated Press	Palm Beach Post
Atlanta Journal-Constitution	Patriot-News
Birmingham News	Philadelphia Inquirer
Boston Globe	Pittsburgh Post-Gazette
Boston Herald	Providence Journal
Buffalo News	Rocky Mountain News
Charlotte Observer	Sacramento Bee
Chicago Sun-Times	Saint Paul Pioneer Press
Chicago Tribune	Salt Lake Tribune
Cincinnati Enquirer	San Antonio Express News
Columbian	San Diego Union-Tribune
Columbus Dispatch	San Francisco Chronicle
Commercial Appeal	San Francisco Examiner
Courier-Journal	San Jose Mercury News
Daily Oklahoman	Seattle Post-Intelligencer
Daily Rocket-Miner	Seattle Times
Dallas Morning News	South Florida Sun-Sentinel
Denver Post	St. Louis Post-Dispatch
Detroit Free Press	St. Petersburg Times
Fort Worth Star-Telegram	Star Tribune
Hartford Courant	Sun
Houston Chronicle	Tampa Tribune
Indianapolis Star	Tennessean
Island Packet	Times-Picayune
Kansas City Star	United Press International
Los Angeles Times	USA TODAY
Miami Herald	Virginian-Pilot
Milwaukee Journal Sentinel	Wall Street Journal
New York Times	Washington Post
News & Observer	

Travel – In-Flight Magazines

Aboard
Above & Beyond Magazine
Air Tran Arrivals
Alaska Airlines Magazine
Ambassador's Journey
America West Airlines Magazine
American Airlines Nexos
ASA Connections
Atlantic Progress
Atmosphere: Canada 3000 Inflight Magazine
Attaché
Boston Airport Journal
Continental
enRoute Magazine
Escala
Frontier

Hana Hou!
Hemispheres
Latitudes
Meridian Midwest Express Magazine
Northwest Airlines WorldTraveler
Pleasant Hawaii Magazine
Sky
SkyWest Magazine
Skywritings
Southwest Airlines Spirit
Spirit of Aloha
The Shuttle Sheet
Tips de Aeromexico
Zoom! Magazine

Traditional Travel Magazines

AAA Midwest Traveler
AAA Southern Traveler
American Express Travel Service Newsletter
Arthur Frommer's Budget Travel Online
Condé Nast Traveler
Departures Magazine
Escapades
Expedia Travels
GO Magazine
Home & Away
Horizon Air Magazine
Latitudes

Midwest Living
National Geographic Traveler
Navigator
Odyssey
Southern Living Vacations
Travel + Leisure
Travellady Magazine
VIA
VIA NOVA Destination Magazine
Washington Flyer
Westways

Top 20 TV Market

ABC Television Network
Bloomberg Television
CBS Television Network
Fox Broadcasting Company
NBC Television Network
Reuters Television
PBS/Public Broadcasting Service
Associated Press Broadcast Services

Telefutura
Television
Network
Capitol
Television News
Service
Fox Kids
Network

Massachusetts
Public Broadcasting
Network
Ohio Public
Broadcasting
Network
North Carolina
Public Broadcasting

Virginia Public Broadcasting Network

KNAZ-TV
KNXV-TV
KPHO-TV
KPNX-TV
KSAZ-TV
KNBC-TV
KABC-TV
KVMD-TV
KCBS-TV
KPXN-TV
KTTV-TV
KTVU-TV
KESQ-TV
KMIR-TV
KCRA-TV
KTXL-TV
news10.net
KGO-TV
KPIX-TV
KPST-TV
KRON-TV
KNTV-TV
KOVV-TV
KCNC-TV
KDVR-TV
KFCT-TV
KMGH-TV
KUSA-TV
WJLA-TV
WRC-TV
WTTG-TV
WUSA-TV
WOFL-TV
WOGX-TV
WFOR-TV
WPBT-TV
WPLG-TV
WSVN-TV
WESH-TV
WFTV-TV
WKMG-TV
WTSP-TV
WWSB-TV
WFLA-TV
WFTS-TV
WTVT-TV
WAGA-TV

WGCL-TV
WPBA-TV
WSB-TV
WXIA-TV
WBBM-TV
WFLD-TV
WGN-TV
WLS-TV
WMAQ-TV
WBZ-TV
WHDH-TV
WFXT-TV
WCVB-TV
WHAG-TV
WADL-TV
WDIV-TV
WTVS-TV
WJBK-TV
WWJ-TV
WXYZ-TV
KCCO-TV
KCCW-TV
KRWF-TV
KSAX-TV
KARE-TV
WCCO-TV
WFTC-TV
KSTP-TV
WBTW-TV
WCCB-TV
WCNC-TV
WSOC-TV
WTVI-TV
WRAZ-TV
WTVB-TV
WFMY-TV
WNCT-TV
WGHP-TV
WFXI-TV
WYDO-TV
WCTI-TV
WNCN-TV
WRAL-TV
WUNC-TV
WITN-TV
WECT-TV
WILM-TV
WSFX-TV

WWAY-TV
WXII-TV
WXLV-TV
WMUR-TV
WMGM-TV
WABC-TV
WCBS-TV
WNBC-TV
WNYW-TV
WCPO-TV
WKRC-TV
WLWT-TV
WXIX-TV
WEWS-TV
WJW-TV
WKYC-TV
WOIO-TV
WBNS-TV
WCMH-TV
WOSU-TV
WPBO-TV
WSYX-TV
WTTE-TV
WDTN-TV
WHIO-TV
WKEF-TV
WPTD-TV
WPTO-TV
WRGT-TV
WNEO-TV
WNWO-TV
WTOL-TV
WTVG-TV
WUPW-TV
WCAU-TV
KYW-TV
WPVI-TV
KDKA-TV
WPGH-TV
WPXI-TV
WQED-TV
WQEX-TV
WTAE-TV
WNSC-TV
KDFW-TV
WFAA-TV
HTVN/Hispanic
Television Network

KTVT-TV
KXAS-TV
KHOU-TV
KPRC-TV
KRIV-TV
KTRK-TV
KZJL-TV
WNVT-TV
WTKR-TV
WVEC-TV
WAVY-TV
WVBT-TV

WRIC-TV
WRLH-TV
WTVR-TV
WWBT-TV
KCPQ-TV
KING-TV
KIRO-TV
KOMO-TV
WNPB-TV

