



## Dwight D. Eisenhower Memorial Commission

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Fiscal Year 2016  
Budget Justification

*Working with Congressional Partners to Build the National  
Memorial to General and President Dwight D. Eisenhower*

Congressional Submission

February 2, 2015

Prepared by:  
The Eisenhower Memorial Commission  
1629 K Street NW, Suite 801  
Washington, DC 20006  
[www.eisenhowermemorial.gov](http://www.eisenhowermemorial.gov)  
(202) 296-0004



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**PUBLIC MEETINGS HELD FOR  
THE EISENHOWER MEMORIAL DESIGN  
AS OF JANUARY 29, 2015**

**PUBLIC Meetings**

<u>Date</u>	<u>Meeting</u>	<u>Location</u>
2/19/2010	Soft Launch	NPS, 1100 Ohio Drive
4/21/2010	Scoping	Old Post Office
5/21/2010	Section 106	NPS, 1100 Ohio Drive
3/1/2011	Section 106	NPS, 1100 Ohio Drive
3/30/2011	Section 106	Old Post Office
6/20/2011	Section 106	Dept. of Education (LBJ Building)
8/31/2011	Section 106	GSA ROB
10/4/2011	Section 106	NPS, 1100 Ohio Drive
10/19/2011	Section 106	NPS, 1100 Ohio Drive
11/16/2011	Section 106	NPS, 1100 Ohio Drive
6/5/2013	Quotations Public Forum	National Press Club
12/9/2014	Section 106	Dept. of Education (LBJ Building)

**AGENCY Meetings Open to the Public**

<u>Date</u>	<u>Agency</u>
3/25/2010	Eisenhower Memorial Commission (EMC) – preferred design concept
4/20/2010	National Capital Memorial Advisory Commission (NCMAC)
5/20/2010	Commission of Fine Arts (CFA) – info
6/3/2010	National Capital Planning Commission (NCPC) – info
1/20/2011	CFA – concept approval
2/3/2011	NCPC – concept comments
2/16/2011	NCMAC
7/12/2011	Eisenhower Memorial Commission – revised concept approval
9/14/2011	NCMAC
9/15/2011	CFA – revised concept approval
10/6/2011	NCPC – info
5/15/2012	EMC – presentation of design development
7/18/2013	CFA – revised concept approval
11/21/2013	CFA – design update
2/20/2014	CFA – design update/landscape design
4/3/2014	NCPC – preliminary design approval was denied
6/5/2014	NCPC – info
9/4/2014	NCPC – info/design update
10/2/2014	NCPC – preliminary design approval
10/16/2014	CFA – revised concept approval
11/20/2014	CFA – endorsement of refined design





## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### Introduction

Following is the Dwight D. Eisenhower Memorial Commission (EMC)'s budget justification for Fiscal Year (FY) 2016. This document includes proposed Appropriations language, an Executive Summary, information about the EMC, a narrative justification for the FY16 budget, and detailed information about EMC projects, costs, and expenditures.

In Appropriations legislation from FY 14, the Eisenhower Memorial Commission was directed to work with all constituencies, including Congress and the Eisenhower family, as partners in the planning and design process. In response to this language, the EMC has re-formatted its budget justification to summarize the fourteen years of engagement with Congress and the Eisenhower family. This information has been updated in this document.

#### *Summary of Activities*

The Commission has worked with Congress to design and build the permanent national memorial to General and President Eisenhower through a process that is both time and cost-effective for the best use of taxpayer resources. This includes the efficient management of the design and construction contract. Delays in approvals and funding ultimately prolong the completion of the design and the initiation of construction. The Commission has done its best to control the escalation of costs accompanying the extension of the timeline to complete the memorial.

The funds requested for FY 2016 reflect the decision by the Appropriations Subcommittee to fund the memorial construction in separate increments, beginning in FY 2012. The Commission received only Operations funds in FY 2013-FY 2015.

The Commission's FY 2016 request, along with money available from FY 12 funds and funds to be acquired through the ongoing private fundraising campaign, will be sufficient to construct the memorial.

#### *Recent Project History*

In 2012, the Commission completed a required series of review agency and NEPA/Section 106 meetings. The Environmental Assessment was completed and a Finding of No Significant Impact (FONSI) was issued in March 2012. This was a significant accomplishment, culminating a series of review agency and Section 106 meetings throughout 2010 and 2011.

Following the issuance of the FONSI, it was the Commission's intention to seek preliminary approval for the memorial design from the National Capital Planning Commission (NCPC), the next step of the approval process. This process was delayed at the request of Congress to take into account further comment and input on the memorial design from a variety of sources, particularly Congress and the Eisenhower family.

The Commission and design team responded directly to these suggestions, modifying the design to strengthen the representation of General and President Eisenhower within the memorial 'core' with dual sets of heroic-size statuary. During the summer of 2014, the design was further modified by the removal of two side tapestries, opening up the memorial space and widening the viewshed to the Capitol along the historic route of Maryland Avenue. [Attachment 1: Evolution of Memorial Design]

**These changes led to an important milestone in the receipt of preliminary design approval (in a 10-1 vote) from the National Capital Planning Commission (NCPC) and also preliminary approval from the U.S. Commission of Fine Arts (CFA) in a unanimous vote during autumn of 2014.**

The Commission anticipates that final approvals from both agencies will be attained in mid-summer 2015. Following the finalization of construction documents and the procurement of a construction firm, groundbreaking and construction will commence in 2016.



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### Proposed Appropriations Language

The Dwight D. Eisenhower Memorial Commission was created by Congress in 1999 by Public Law 106–79. The Commission's congressional mandate is to establish an appropriate, permanent national memorial to Dwight D. Eisenhower, who served as Supreme Commander of the Allied Forces in Europe in World War II and as 34th President of the United States. The Commission's enabling legislation dictates that a memorial should be created to perpetuate his memory and his contributions to the United States.

The Commission is bipartisan and consists of 12 members. Four Commissioners are members of the House of Representatives, four are Senators, and four are private citizens appointed by the President. The Commission is led by a World War II, combat-decorated veteran, Rocco C. Siciliano.

The Commemorative Works Act and GSA policy require sufficient funding to complete the memorial before construction can begin. In FY 2012, the Commission received approximately \$30,990,000 to begin construction and \$2,000,000 for Commission Operations. These funds were accompanied by legislative language that enabled the Commission to award the construction contract and begin construction on the memorial in phases corresponding to memorial funding.

This request for FY2016 falls into the following two categories:

**Capital Construction - \$68,200,000 for construction of the memorial**

**Salaries and Expenses - \$2,000,000 for necessary expenses of the Commission to include operations and other related costs.**

The Commission's FY 2016 request, along with money available from FY 12 funds and funds acquired through the ongoing private fundraising campaign, will be sufficient to construct the memorial.



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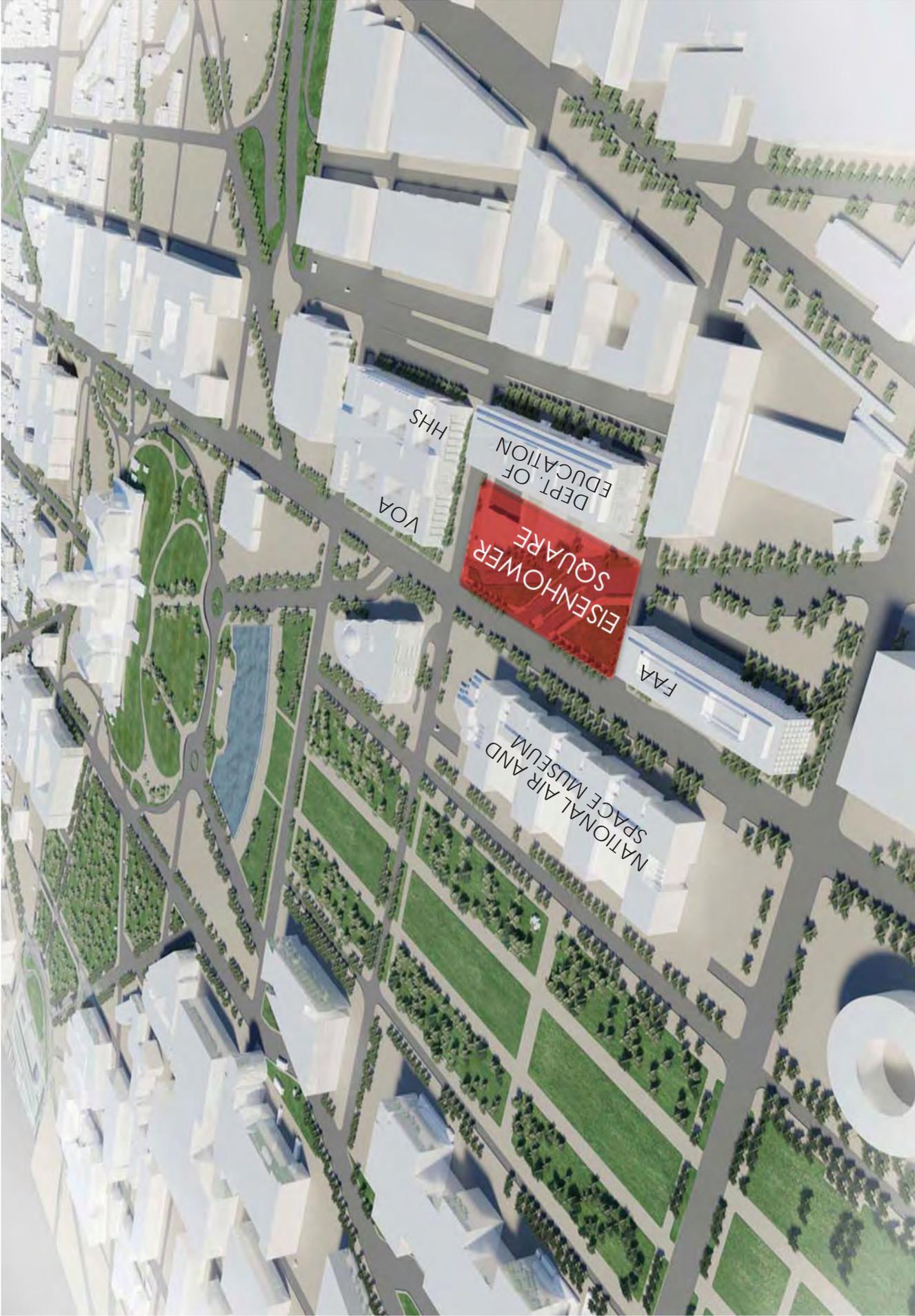
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### Executive Summary

The Eisenhower Memorial Commission has worked with Congress, members of the Eisenhower family, the very best presidential historians and Eisenhower experts, and distinguished leaders to create a beautiful, durable, solemn, and visitor-friendly permanent memorial to General and President Eisenhower. Through a competitive process overseen by GSA, it has engaged the expertise of a world-renowned architect, Frank Gehry of Gehry Partners LLP. The design team will use materials that have been proven to be durable and attractive through the meticulous, federally-mandated design review process to create a memorial design that has been unanimously approved by EMC Commissioners several times.

In 2014, the Commission reached an important milestone in the receipt of preliminary design approval from the National Capital Planning Commission (NCPC) and the U.S. Commission of Fine Arts (CFA). The Commission anticipates that final approvals from both agencies will be attained in mid-summer 2015. Following the finalization of construction documents and the procurement of a construction firm, groundbreaking will commence in 2016.

The Commission's FY 2016 request, along with money available from FY 12 funds and funds to be acquired through the ongoing private fundraising campaign, will be sufficient to construct the memorial.



Eisenhower Square, the four-acre site designated for the memorial, sits at the base of Capitol Hill, across Independence Avenue from the National Air and Space Museum, and north of the Department of Education.





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### **Mission and History: Working with Congress and the Eisenhower Family to Build the National Eisenhower Memorial**

As a result of the leadership of two World War II combat-decorated veterans, Senator Daniel K. Inouye and Senator Ted Stevens, the Commission was created on October 25, 1999 by Public Law 106-79. The Dwight D. Eisenhower Memorial Commission (EMC) was given a single objective: to establish an appropriate, permanent memorial to Dwight D. Eisenhower, World War II hero and 34th President of the United States.

At the outset of its work, the Commission engaged top history, military, and political experts to create an authoritative Legacy Report on Dwight D. Eisenhower's life and achievements. This document also serves as an impressive reminder of how deserving Eisenhower is of a permanent, national memorial. For more information on this legacy, please contact Commission staff for a copy of the Legacy Report, or consult previous EMC Budget Justifications, specifically the section on "Honoring Dwight D. Eisenhower, 1890-1969."

### **Site Selection**

A total of 26 sites were identified to the Eisenhower Memorial Commission and reviewed during its site selection process. The criteria for choosing a site for the memorial included: prominence, public access, and availability; thematic appropriateness to Eisenhower's memory; feasibility of use and avoidance of undue controversy. [Attachment 2: Summary of Site Selection Process].

Throughout the first few years of the Commission's existence, much discussion was devoted to whether the permanent memorial should be located on a physical site where individuals could visit, or be a 'Living Memorial' that was programmatic in nature, similar to the Woodrow Wilson Center. Commissioners wrestled with this decision, culminating in their agreement to provide a \$400,000 grant to the Eisenhower Institute (then headed by Susan Eisenhower) to develop a proposal for a 'Living Memorial.'<sup>1</sup> Due to the complicated and time-consuming nature of constructing a physical memorial in the nation's capital, it was also agreed that the Commission would simultaneously continue pursuing the possibility of creating a physical memorial which would allow access for all visitors.

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<sup>1</sup>This document subsequently fell short of its initial aim, as representatives of several Eisenhower Legacy Organizations were unable to agree on a cooperative mode for a 'Living Memorial.' In June 2007, representatives of Eisenhower Legacy Organizations, including Susan Eisenhower, ultimately agreed that "a full consensus was achieved among attendees that **the Legacy Organizations are the Living Memorial to Dwight David Eisenhower**" (emphasis in original).

In June 2004, EMC Chairman Rocco Siciliano and Senators Daniel K. Inouye and Ted Stevens met with representatives of the United States Institute of Peace (USIP) to discuss possible collaboration in memorializing President Eisenhower. Serious discussions and negotiations regarding co-location were conducted until December 2004. A member of the Eisenhower family was staunchly opposed to locating the memorial spaces on the first floor of the building with its own separate public entrance. Co-location at the USIP site was ultimately eliminated as a possibility.

Before serious discussions with USIP commenced, the Commission had narrowed its list of potential sites to two: Freedom Plaza on Pennsylvania Avenue NW and the approved site at Maryland Avenue SW. In February 2005, an interim site selection report synopsized information about the remaining site possibilities. It included studies of the two remaining sites, along with the Auditors Building, which was re-evaluated in September 2004 based on a request by the Eisenhower family.

The site report developed by Gensler, an internationally renowned architectural firm, was presented at the EMC meeting of March 2005. A motion by Commissioner David Eisenhower for the Commission to limit its consideration of sites to the Freedom Plaza and Maryland Avenue sites resulted in the Commission eliminating the Auditors Building from further consideration. At its June 2005 meeting, the Commission chose the Maryland Avenue site as its preferred site for the memorial and presented its proposal to the National Capital Memorial Advisory Committee.

The Maryland Avenue site was ultimately approved by Congress and the President in 2006 through P.L. 109-220. This legislation affirmed Eisenhower as an appropriate subject for a memorial within Area I, the prominent area of the Capital reserved for memorials of pre-eminent historical and lasting significance to the Nation. In September 2006, both the National Capital Planning Commission and the U.S. Commission of Fine Arts approved the Commission's preferred location as the future site of the permanent Eisenhower Memorial.

In 2007, the EMC contracted with Skidmore, Owings and Merrill LLP to create the Pre-Design Program for the permanent national memorial. This Program communicated to the designer what the National Eisenhower Memorial should be, including goals, requirements, constraints, and opportunities. The Program represented the culmination of the project planning effort. It included information from environmental, traffic, utilities, climate, and other site studies; opinions and information from various federal and local review agencies; and interviews with Commissioners, scholars, authors, Eisenhower family members, Eisenhower contemporaries, and many others. The Program served as a guide for the memorial's design competition.

### **Designer Selection**

In 2008, the Commission proceeded with the General Services Administration's highly-regarded Design Excellence Program for design team procurement. The initial request for proposals garnered forty-four submissions, with four design teams advancing to final

consideration. On March 31, 2009, the Eisenhower Memorial Commission approved GSA's selection of architect Frank Gehry of Gehry Partners LLP as the designer for the National Eisenhower Memorial. Commissioner David Eisenhower, the only Commissioner to sit on both the Design Jury and the GSA Design Excellence Program Evaluation Board that recommended this selection, later noted that he could "vouch for the integrity and excellence of the selection process." [Attachment 3: EMC minutes excerpt, March 2009]

### **Design Selection and Development**

On March 25, 2010, the Commission convened and unanimously chose the preferred design concept for the memorial out of four possible options. The design encompasses a world-class memorial and civic space composed of time-honored elements of stone and statuary. During the meeting, many Commissioners praised the design. Both Commissioner David Eisenhower and his sister Anne shared their opinions about the design at that meeting, with Mr. Eisenhower speaking in support of the chosen design, noting that the architect's design symbolized "the upward emergence of the United States to world power in the mid-twentieth century." Ms. Eisenhower also praised Frank Gehry's concept. [Attachment 4: EMC minutes excerpt, March 2010]

In further developing the design, Frank Gehry immersed himself in General and President Eisenhower's life, traveling to Abilene, Kansas for an in-person education on the life of his subject at the Eisenhower Presidential Library and Museum. He and his team also worked with the co-editor of the Eisenhower papers, Professor Louis Galambos of Johns Hopkins University, to ensure that the design was historically accurate and true to its subject.

In 2010 and 2011, the Commission and design team successfully completed several rounds of meetings with federal review agencies - the U.S. Commission of Fine Arts (CFA), the National Capital Memorial Advisory Committee (NCMAC), and the National Capital Planning Commission (NCPC). The design team continued to refine the preferred design concept and alternatives throughout this time, culminating in the endorsement by the Eisenhower Memorial Commission of Frank Gehry's progress on their preferred design in July 2011.

At this meeting, Commissioner Roberts offered a motion of support of the progress towards the completion of the long overdue memorial honoring Eisenhower's presidency, his leadership as Supreme Allied Commander, and his life that reflected traditional American values. Commissioner David Eisenhower seconded this motion, which passed unanimously. [Attachment 5: EMC meeting minutes excerpt, July 2011]

In September of 2011, the Commission of Fine Arts unanimously approved the memorial's design concept, noting that the scale was correct, and expressing great enthusiasm for the development of the design and the artistic quality of the tapestry mock-ups, which the design team set up for observation at the memorial site. They further noted that the sophistication of the design and the proposed artistic treatment

“will transform the site and the context of adjacent federal buildings.” [Attachment 6: CFA Letter, September 2011]

The stunning tapestry mock-ups also earned admiration from U.S. Secretary of Education Arne Duncan, who welcomed the memorial as a new neighbor in a letter wholeheartedly endorsing the memorial design in October 2011. The Architect of the Capitol also expressed its support for the design in a letter that same month, applauding the Commission's “decision, courage, and commitment of time” to work within the Section 106 process to better the design. [Attachments 7 and 8]

As required by law, the Commission and design team participated in a series of NEPA/Section 106 meetings throughout 2010 and 2011, named for the section of the National Historic Preservation Act of 1966 (NHPA), which requires federal agencies to take into account the effects of their undertakings on historic properties. The 106 process concluded with a Memorandum of Agreement (MOA), which outlines agreed-upon measures that the Commission will take to avoid, minimize, or mitigate adverse effects on historic attributes. A parallel process also addressed the impact of the memorial design on the environment through its Environmental Assessment (EA). This process enabled public comment provided by any interested parties, including memorial neighbors, the government of the District of Columbia, and the public, whose comments were considered carefully by the design team.

In March 2012, the Finding of No Significant Impact was issued, a culmination of several years of consulting with the public on the memorial design. This allowed the National Park Service, the memorial's sponsor, to take the Commission's preferred design to the federal review agencies for approval.

### **Meetings on Capitol Hill and with the Eisenhower Family throughout the Design Phase**

As the Commission proceeded with engaging the public on the memorial design, it also significantly increased its public stature and direct coordination with members of Congress. Commission staff regularly consulted Congressional and Presidential Commissioners and their staff and provided many briefings on Capitol Hill to members and staff across the political spectrum. The Commission obtained meetings with dozens of members who served on relevant Committees or had connections to Eisenhower and his work, and met with any Member or staff who requested information or a meeting.

Commissioners and their staff received weekly and often more frequent updates on the Commission's work, and Committee staff received regular briefings whenever possible. Commission staff constantly sought to strike a balance between providing information while not intruding on the time constraints of Hill staff.

The Commission benefitted from the direct participation of the Eisenhower family through its representative, grandson David Eisenhower, as a member of the Commission from 2001 until December 2011. Mr. Eisenhower was an active participant in the designer selection and at Commission meetings throughout this decade. His

sisters, Susan, Anne, and Mary Jean, attended Commission meetings, and there was at least one Eisenhower family representative at almost every Commission meeting from 2001 to 2011. [Attachment 9: Letter to NCPC Chairman Preston Bryant, 2012] Consultation with family members continued, when their schedules permitted, in 2012 and 2013, through members of the Commission.

In addition to their participation at Commission meetings, designer Frank Gehry and the design team reached out to the family to obtain feedback as the design advanced. In May 2011, designer Frank Gehry and his team arranged a special meeting in New York City for Commissioner Eisenhower and his sisters Anne and Susan (David and Anne Eisenhower attended; Susan was not able to attend). Full-size models were present at this meeting, which lasted many hours. Two months later, at a Commission meeting on Capitol Hill, David continued to be actively engaged, seconding Sen. Roberts' motion of support on the progress of the memorial design.

Frank Gehry arranged another meeting for Commissioner Eisenhower and his sisters in December 2011, enabling them to once again speak directly with the designer. Both Anne and Susan Eisenhower attended; however, David Eisenhower could not attend. At that meeting, Susan Eisenhower suggested that the representations of General and President Eisenhower were too modest and that his two great accomplishments were not well represented in the memorial. Frank Gehry listened to these concerns and later revised the sculptures, changing them from bas reliefs to free-standing, heroic-scale bronzes.

Given the extent of the communication with the family and positive responses by Gehry to their concerns, it was somewhat unexpected when family and some Congressional criticism surfaced towards the end of the design process in late 2011. These concerns were taken very seriously by the Commission and Frank Gehry.

Congressional concerns were addressed as well as possible through meetings that were arranged with Members and/or their staff, whenever available. In some instances, when provided further information about the memorial design and the inclusive process, this opposition was withdrawn.

Days after the December 2011 meeting with Anne and Susan Eisenhower, David Eisenhower submitted his resignation, citing potential conflicts-of-interest between his role as a Commissioner and his recently assumed leadership of the Eisenhower Foundation in Abilene, Kansas. He privately advised the Eisenhower Memorial Commission that he would not be in a public disagreement with his sisters.

Following these events, the Commission and design team delayed the planned submission to NCPC, subsequent construction procurement and groundbreaking to allow more time for comment and input on the memorial design from Congress and the Eisenhower family.

The Commission reached out to the Eisenhower family multiple times in 2012, in order to obtain input on design changes that would lead to the resumption of family support. Commissioner and Member of the Executive Committee Senator Pat Roberts became the Commission's primary liaison with the Eisenhower family in 2012. Over months, he and his staff engaged in intense and continuing communication with Anne and Susan Eisenhower.

At the Commission's meeting in May 2012, Senator Roberts spoke openly about his role as an honest broker to mediate discussions with the Eisenhower family. He observed that he and his staff spent many hours engaging with family members, and expressed his hope that all remaining differences on the Eisenhower Memorial could be resolved as the plan continues to evolve. Also at that meeting, Senator Inouye observed that the Commission owed much to Senator Roberts, "who was given an assignment that was not easy." He thanked Senator Roberts for his effort to work with the family. [Attachment 10: EMC minutes excerpt, May 2012]

Frank Gehry and his design partners also reached out to Susan and Anne, even though scheduling meetings around travel and other obligations proved challenging. [Attachment 11: Adler article, "Gehry Hopes to Meet with Eisenhower Family to Allay Concerns Over Memorial Design"] Following a Commission meeting in May 2012, Gehry Partners' Chief of Staff Meaghan Lloyd and Project Manager John Bowers met privately with Anne and Susan Eisenhower to view large models of the design in order to obtain suggestions of design modifications.

In June 2012, Senator Roberts, Mr. Gehry, Anne Eisenhower, and Susan Eisenhower met together at the request of Secretary of Interior Ken Salazar. This meeting, directed by the Secretary himself, has been described as a pragmatic work session to determine changes to the memorial design which would make it amenable to the Eisenhower family. At the family's request, Commission staff did not attend these meetings in mid-2012. As described by attendees, specific concerns/suggestions were not forthcoming.

Designer Frank Gehry and his staff carefully considered public statements made by the family in media reports and were studied in their approach. In response to comments, the design team made modifications to the Commission's preferred design to strengthen the representation of General and President Eisenhower within the memorial 'core' with dual sets of heroic-size statuary [Attachment 12: Letter from Frank Gehry to Commissioners on Design Changes]

In response to criticism of the memorial's durability, the Commission moved up the memorial materials testing schedule to ensure that the memorial will meet all Commemorative Works Act durability requirements. This testing for corrosion, weld strength, fatigue, and snow-ice is now complete. The test results provide a high degree

of certainty that the Commemorative Works Act durability requirements have been met.<sup>2</sup>  
[Attachment 13: Letter to Commissioners on testing, Feb 2014]

The Commission and the design team has continued to welcome input from the Eisenhower family, but overtures to reach them by Mr. Gehry, EMC staff, and Advisory Committee members have not been met with specific responses. In the absence of direct input, the design team has done its best to address family concerns that have surfaced in newspaper articles and congressional testimony.

Outreach to the Eisenhower family continued in 2014, with Advisory Committee members and others serving as volunteer liaisons. In early August, Congressman Darrell Issa arranged a meeting between the Eisenhower family and Frank Gehry and his staff at Gehry's studio. Unfortunately, a few days before the meeting, family members announced that they were not going to be able to attend and Chairman Issa was kept in Washington by Congressional business. By late summer, Eisenhower Memorial Commission Advisory Committee Co-Chairman Frank Fahrenkopf and fundraising contractor Tony Lynch had begun a series of ongoing engagement with the Eisenhower family to find ways to involve them and to facilitate meetings. Further information is included in the 'Memorial Progress in 2014' section of this document.

Through their continued engagement, Mr. Fahrenkopf and Mr. Lynch have continued communicating with family members and engaging them for feedback on the significant design evolutions that have occurred in 2014, along with and other ways to involve the Eisenhower family in the memorial process.

### **Responses to Inquiries from Congressional Committees**

As a Congressional Commission, EMC and design team staff have met with and been responsive to members of Congress, responding to formal and informal requests for information, including two hearings by the House Committee on Natural Resources in March 2012 and in March 2013.

In addition to these Hearings, the EMC provided fulsome responses to multiple inquiries by the investigative arm of the House Committee on Natural Resources, the House Committee on Oversight and Government Reform, and the House Appropriations Committee, including compliance with extensive requests for documents.

The Commission provided timely and manifest responses to inquiries regarding its activities and the evolution of the memorial design. Staff has welcomed every opportunity to meet with interested parties, hear comments on the proposed memorial,

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<sup>2</sup> Stainless steel is a material with a proven track record of durability over the past century. The same stainless steel alloy that was used in both the U.S. Air Force Memorial and the Korean War Memorial will be used for the structural steel components of the tapestry framing system. Gehry Partners intends to use another alloy for the actual tapestries, one that has been proven in these test results to have superior corrosion resistance for this application.

and address issues that have arisen. This work continued throughout 2014. During multiple meetings on Capitol Hill, EMC staff received positive feedback from House and Senate members representing both parties.

**Interactions with Congress, 2010-Present**

Meetings with Members of Congress and staff (approx.)	Pages of Documents sent to Committees in response to Inquiries	Total Cost of Responding to Congressional Inquiries
273	Over 12,000	\$109,743.00

**Supporters of the Memorial Design**

Debate on the memorial design has engaged varied members of the public, including many leading voices on design and architecture. This has led to editorials supporting the memorial design in numerous publications including the *Washington Post*, *The New York Times*, and the *Wichita Eagle*. [Attachments 14-16: Editorials in support of the memorial] Established architecture critics including former CFA Commissioner Witold Rybczynski and Phillip Kennicott of the *Washington Post* have praised the design and have encouraged the timely completion of the memorial. [Attachment 17-18: Editorials in support of the memorial]

Some of the most respected and renowned landscape architects practicing today have written letters in support of the memorial to the House Natural Resources Committee and the National Capital Planning Commission. This includes Laurie Olin, who created the design for the Washington Monument Grounds and received the National Medal of Arts in 2012, David Childs, former Chairman of both NCPC and CFA, and William Pedersen, recipient of seven National Design Awards from the American Institute of Architects. [Attachments 19-21: Letters of support from architectural community]

**Engaging with Other Federal Partners**

As it has done in the past, the Commission will continue to engage positively with leaders in local government. In addition to local Member of Congress Eleanor Holmes Norton, the Commission has established a proven track record of coordination with other officials including the District of Columbia’s Deputy Mayor for Planning and Economic Development, and D.C. Councilman Tommy Wells, who up until early 2015 represented the District within which the memorial site is located. The Commission has also established a cooperative relationship with the District’s Department of Transportation (DDOT), reaching agreements on issues related to the memorial site.

In 2013, an economic impact report was prepared which estimated the financial gain for the District as a result of the memorial. The report, prepared by Dr. Stephen Fuller and Agnes Artemel of George Mason University’s Center for Regional Analysis, concluded that the memorial will generate \$30.1 million in annual visitor spending in the District that would not have been spent in the District in absence of the memorial. This would generate \$39.1 million a year to the District Gross State Product.

The Commission also continues to cooperate with agencies at the federal level, including its on-going partnership with the Department of Education (DoEd) to establish an attractive and useful promenade between the memorial and the main entrance of the neighboring Lyndon B. Johnson building. Commission staff has maintained coordination with officials from Secretary Duncan's office and GSA in order to enhance and activate the area adjacent to the memorial. This work builds on the letter the Commission received from Secretary of Education Arne Duncan in October 2011, which expressed his pleasure at the memorial design and "the great potential for public engagement that the memorial will bring" to the DoEd, including enhancements such as space and facilities for new exhibits, meetings, events, and even retail. Subsequently, Gehry partners has further developed the portion of the memorial adjacent to the LBJ building, creating an enhanced public space for the DoEd which could feature exhibits which engage children visiting the Eisenhower memorial and the LBJ Promenade. Commission staff has continued to engage with senior officials at the Department of Education to discuss these plans, with meetings occurring as recently as January 2015.

The Commission also works in partnership with the National Archives and Records Administration and the Eisenhower Presidential Library and Museum in Abilene, Kansas. This relationship enables the Commission to benefit from established federal resources in order to ensure that the memorial is an authentic representation of the Eisenhower historical legacy.

Taxpayers have already funded a superb database of Eisenhower data at the Presidential. Eisenhower's national memorialization will enable the sharing of this existing resource with the nation and the world. This partnership continues to be particularly useful as the Commission develops the E-Memorial, which is the on-site and off-site electronic memorialization of the president and general. The Commission expects that, once the memorial is completed, its prominent presence in the nation's capital will draw further attention to the library, cementing the reciprocal relationship between both entities.

The National Park Service, the memorial's sponsor, continues to play a key role in completing the design phase of the memorial and moving onto the construction phase. NPS and the Secretary of the Interior have played an active role in moving the National Eisenhower Memorial closer to fruition. In 2012, the NPS Commissioned a Total Cost of Facility Ownership report which concluded that the expected cost of memorial operations and maintenance is comparable to the Martin Luther King, Jr. memorial and much less than the World War II Memorial. NPS' leadership in sponsoring the memorial at NCPD and CFA approval reviews has kept the design review process on track towards completion.

#### **Memorial Support Grows in 2014**

The Commission and design team synthesized feedback from a variety of sources, including Members of Congress, the Eisenhower family, and NCPD and CFA Commissioners and staff to produce further significant revisions to the memorial design.

This work was buoyed by remarkable demonstrations of support from diverse audiences such as students, non-profit organizations, architectural critics, and the City of Abilene.

The Commission was notified in early 2014 of letters written by Greenville High School students in Greenville, Maine. They had written to Senators Collins and King in mid-2013 “with concerns about delays” in building the Eisenhower Memorial. They noted that the Commission’s preferred design reflects his life and should “attract the youth of America.” [Attachment 22: Letters from Maine students] They urged their representatives to finish the memorial project so that World War II veterans, as well as future generations, can appreciate Ike’s legacy. This letter led to several meetings on Capitol Hill with the Maine delegation, who appreciated receiving further information about the memorial.

The Greenville students echoed the sentiment of younger peers who have weighed in on the memorial. Supporters of the memorial include a promising group of Eisenhower fans from Navarre Elementary in Toledo, Ohio. These students undertook a class project to collect donations towards building the memorial in 2013. Their teacher, Robyn Hage, contacted the National Capital Planning Commission in 2014 to note the disappointment of her students that the memorial had not yet been built. She eloquently concluded that “students are waiting to see the fruits of their labor, World War II veterans are waiting to honor their leader, and Eisenhower’s legacy is waiting to take its proper place in the nation’s capital.” [Attachment 23: Navarre Elementary Letter, 2014]

The American Bird Conservancy also weighed in on the memorial design in 2014, applauding the Commission “for their successful efforts to make the design of the Eisenhower Memorial friendly to birds.” It further lauded the Commission for its inter-agency cooperation with GSA and the Department of Education to establish policies for the memorial to attain the bird friendly seal of approval. [Attachment 24: ABC Letter, 2014]

Former CFA Commissioner and Emeritus Meyerson Professor of Urbanism at the University of Pennsylvania Witold Rybczynski also weighed in once more on the design, noting in a letter to NCPD that “the urban design improves its surroundings – a challenging task – while respecting L’Enfant’s plan.” He described witnessing the evolution of the design over the past several years as a member of the Commission of Fine Arts, noting that he joined fellow Commissioners in voting enthusiastic and unanimous approval of the original design concept. He closed his letter by asserting that “the proposed memorial will both honor a great president and embellish the national capital.” [Attachment 25: Rybczynski letter, 2014].

The City Commission of Abilene, Kansas echoed such points in its 2014 Resolution endorsing the design of the memorial and encouraging its construction to honor the legacy of President Eisenhower. The Resolution notes that the Eisenhower Memorial “would be a noble honor in recognition of the service of President Eisenhower to the State of Kansas, the United States of America, and the international community.” The Resolution also encourages the Commission “and others with oversight over the

Eisenhower Memorial, to take such actions as may be prudent and necessary to facilitate the construction of the Dwight D. Eisenhower Memorial in Washington, D.C.” [Attachment 26: City of Abilene Resolution]

These shows of support were important for the Commission and the design team as they refined the design in response to comments from members of Congress, the Eisenhower family, and the federal review agencies. Both Commission staff and the design team (including designer Frank Gehry) did their best to maintain an open line of communication to the Eisenhower family, including several plans to meet throughout the year that ultimately were not able to occur.

The design team continued to work closely with others to attain guidance on revising the design. One of the key players in this process was House Oversight and Government Reform Committee Chairman and NCPC member Darrell Issa. In September, Chairman Issa made frank public comments at an NCPC meeting, noting that he was ready to support a revised version of the design. Congressman Issa further noted that “we can’t go back to square one,” and throw away fifteen years of work on the memorial. He acknowledged his own effort and that of many others towards finding a design that made all stakeholders, including the Eisenhower family, happy but concluded that “at the end of the day, sometimes to please everyone individually, you please no one cumulatively.” [Attachment 27: “Revisions unveiled for Gehry’s Eisenhower Memorial design; Issa voices support,” *Washington Post*, 9/4/14] Also at that meeting, Representative Issa stated that more changes to the design would not necessarily strengthen it, noting “I think we lose something if we continue to say ‘change it, change it.’” [Attachment 28: *Architect* magazine article, 9/12/14]

The Editorial Board of the *Topeka Capital-Journal* also weighed in on the design at this time, describing changes made to satisfy various constituencies, and wryly noting that approval of the design has taken longer than it took for forces under Eisenhower to march across the European continent and defeat Germany. The Editorial emphasized that it is time to move the process forward “and agree on a design that, while it might not please everyone, will be a fitting memorial to a great man who served his country for decades and proved to be a great leader in times of war and peace.” They concluded that “Ike earned his place among the monuments in our nation’s capital. It is time to do him justice.” [Attachment 29: *Topeka Capital-Journal* editorial, 9/8/14]

### **Preliminary Approval from the National Capital Planning Commission and further Approvals from the Commission of Fine Arts**

By late summer 2014, the design team had cleared all necessary hurdles on tapestry durability and evolution of the design to return to NCPC to seek Preliminary Approval. The changes made to the design throughout the year were sufficient to achieve a significant milestone for the memorial design: Preliminary Approval by a 10-1 vote at the October NCPC meeting.

NCPC’s Director of Urban Design Shane Dettman presented NCPC’s recommendation that the design be approved, saying that the design appropriately addressed previously

discussed issues. [Attachment 30: "Eisenhower Memorial Clears Key Hurdle on Design," *Washington Post*, 10/2/14] NCPC's press release following the meeting noted that the revised design "is now consistent with seven design guidelines adopted by NCPC as part of its action to approve the memorial site in 2006." [Attachment 31: NCPC Press Release, 10/2/14]

The Commission's Action approved the revised preliminary site and building plans for the memorial, finding it to be "consistent with the purposes of the National Capital Planning Act and the Commemorative Works Act." Further, in accordance with the National Environmental Policy Act (NEPA), NCPC found that "the action to approve the revised preliminary memorial design "will not have a significant impact on the human environment."

NCPC also found that the project successfully meets each of the specific decision criteria enumerated in the Commemorative Works Act, including that a commemorative work be built of durable materials suitable to the outdoor environment. NCPC also reiterated its April 2014 finding that "the results of the durability tests show the tapestry materials and panel welds to be resistant to corrosion and mechanically sound." [Attachment 32: NCPC Commission Action, 10/2/14]

Several weeks after reaching this milestone, the design team presented this approved design to the U.S. Commission of Fine Arts. At this meeting, CFA members described the edited version of the design as a "stronger project," and a "substantial improvement," over previous designs. [Attachment 33: "Revised Gehry Design of Eisenhower gets okay from Fine Arts," *Washington Post*, 10/16/14] The voice vote at this meeting was unanimous, and afterwards CFA Secretary Thomas Luebke noted that the memorial was moving towards final approval.

The official CFA letter summarizing this meeting noted Commissioners' view of the tapestry as a strong, poetic idea that now serves clearly as a backdrop for the commemorative elements. Commissioners reaffirmed the need for the two remaining columns to define the memorial spatially within the urban context. They also found that the memorial design – a presidential memorial in a civic park – would enhance the Maryland Avenue right-of-way to the Capitol dome significantly over its historic condition. [Attachment 34: CFA letter, 10/23/14]

Following these two critical meetings, the *New York Times* editorial board weighed in on the design in early November, calling it an overdue tribute and noting the perseverance of the Commission and designer Frank Gehry. It celebrated the newly-approved design, with its "evocation of the fields of Kansas and the valor of West Point," and described it as "worthy of President Eisenhower." [Attachment 35: "Another Battle for Eisenhower," *The New York Times*, 11/3/14]. This editorial was a follow-up to one published in August that noted the "perplexing rite of passage that the United States' most cherished memorials must almost always endure public outcry in their infancy," and which encouraged memorial planners to "push forward with the existing plan to finalize the memorial design and begin breaking ground." It called for congressional support for the

commission to stem the tide of opposition and accelerate the project's completion, noting that the memorial "will rank high on the list of memorable Washington landmarks." [Attachment 36: "Almost there, Ike," *The New York Times*, 8/10/14]

The Commission moved one more step closer towards the building of this distinctive memorial with another approval from the Commission of Fine Arts in late November. At this meeting, Commissioners reviewed many aspects of the memorial design, including statuary, artwork, and landscape. They endorsed the refinement of the design, describing the project as "an extraordinary commemorative work," and commending the project "for its complex integration of textures and scales within a landscape inspired by the American heartland." The Commission also provided suggestions as the project progresses towards final approval, anticipated in mid-summer 2015. [Attachment 37: CFA letter, 12/1/14]

Throughout the autumn, volunteer liaisons continued to communicate with family members on design evolution, while also working to set up an in-person meeting for the family with the designer. It was hoped that a meeting could occur during the week of Thanksgiving in 2014. Family members were not able to attend. Frank Fahrenkopf and Tony Lynch continue to look for ways to engage the family in other aspects of the memorial. Currently there is a proposal to have a meeting in Washington, D.C. in early February.

The Commission anticipates returning to the National Capital Planning Commission to obtain final approval, also in mid-summer 2015. Staff and the design team continue to work directly with the National Park Service to complete all steps required prior to obtaining approval. As in previous years, given the strong relationship between the Commission and its sponsor, the EMC anticipates that this will progress without problems.

Attaining preliminary approvals from the National Capital Planning Commission and the U.S. Commission of Fine Arts is a momentous achievement towards groundbreaking on the memorial. The Commission appreciates the leadership of key members of Congress, review agency Commissioners, and its own members along with the flexibility of the design team in achieving this goal.

The Commission will continue to work in concert with these partners until the memorial is completed and turned over to the National Park Service.



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### About the Eisenhower Memorial Commission (EMC)

The Dwight D. Eisenhower Memorial Commission is a bipartisan Commission created by Congress. It is charged with establishing a national, permanent memorial to Dwight D. Eisenhower to perpetuate his memory and his contributions, specifically his service as Supreme Commander of Allied Forces in World War II and as 34<sup>th</sup> U.S. President.

As a result of the leadership of two World War II combat-decorated veterans, Senator Daniel K. Inouye and Senator Ted Stevens, the Commission was created on October 25, 1999 by Public Law 106-79. As amended, the law states, "The Commission may establish a permanent memorial to Dwight D. Eisenhower on land under the jurisdiction of the Secretary of the Interior in the District of Columbia...."

The Commission consists of twelve members, including eight members of Congress. Two positions are currently vacant, and Commission staff is actively working with the appropriate authorities to fill them.

#### Appointed by the President:

- **Rocco C. Siciliano, Chairman** (Beverly Hills, CA)
- **Susan Banes Harris** (Potomac, MD)
- **Alfred Geduldig** (New York, NY)
- **Bruce Cole** (Washington, D.C.)

#### Appointed by the President Pro Tempore of the Senate:

- **Pat Roberts** (R/Kansas)
- **Joseph 'Joe' Manchin III** (D/West Virginia)
- **Vacant**
- **Vacant**

#### Appointed by the Speaker of the House:

- **William (Mac) Thornberry** (R/Texas)
- **Michael Simpson** (R/Idaho)
- **Sanford Bishop, Jr.** (D/Georgia)
- **Mike Thompson** (D/California)

Chairman Rocco Siciliano is a World War II combat-decorated infantry veteran who served as Special Assistant to President Eisenhower for Personnel Management. The late Senator Daniel K. Inouye, President Pro Tem of the Senate, served as Vice

Chairman until his death on December 17, 2012. Commissioner Susan Banes Harris currently serves as interim Vice Chairman.

In addition to appointed members, the Commission also has an impressive Advisory Committee, co-chaired by former Commandant of the United States Marine Corps and former Chairman, American Battle Monuments Commission, General P.X. Kelley, and former Republican National Committee Chairman Frank Fahrenkopf, Jr.

Advisory Committee (AC) members include many prominent individuals from the world of politics, military, and academia. This includes former Secretary of State George P. Shultz, Harold Burson, former Secretary of Transportation William T. Coleman, John C. Whitehead, Lt. Gen. Brent Scowcroft, Tom Korologos, Sen. Bob Dole, Gen. Richard Myers, and former Commissioners Sen. Robert Bennett and Rep. Leonard Boswell. [Attachment 38: Full list of AC members]

### *Current Staffing*

The Commission is staffed primarily by temporary federal employees in accordance with legislation passed in May 2008 (P.L. 110-229).

An Executive Director leads the core staff of nine full-time federal employees and one full-time contract consultant, the Commission's Executive Architect. He is employed to oversee and manage the development of the memorial's design and construction. Five other contract consultants work with the Commission on an ad hoc basis, as needed. Consultant contracts for non-federal employees are processed by General Services Administration for a period of twelve months or less.

### **Full-Time Employees**

Executive Director	Carl W. Reddel, Brig. Gen., USAF (Ret.)
Deputy Executive Director	Victoria Tigwell, M.B.A.
Director of Operations and Programs	Joyce Jacobson
Intergovernmental Affairs Specialist	Annemarie M. Spadafore, Ph.D.
Business Manager	Asia T. Edwards, M.B.A.
Project Manager & Visual Arts Director	Shannon Honl, M.Arch.
Front Office Manager & Outreach Coordinator	Albert Cramer
Research & Administrative Assistant	Josh Poorman
Administrative & Research Assistant	Collin Figley

### **Contract Consultants**

Executive Architect (Full-Time)	Daniel J. Feil, FAIA
Senior Advisor	Louis Galambos, Ph.D.
Senior Writer	Richard Striner, Ph.D.
Communications Consultant	Chris Kelley Cimko
International Affairs Consultant	Donald "Pete" Jordan, Ph.D.

### **Pro Bono Legal Counsel**

Andrew J. Demetriou, Esq.



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

<b>Appropriations History</b>		
<u>Date of Enactment</u>		<u>Amount Received<sup>3</sup></u>
10/25/1999	P.L. 106-79, Department of Defense Appropriations Act, 2000	\$300,000
11/12/2001	P.L. 107-67, Treasury and General Government Appropriations Act, 2002 (one-time grant under Title IV: Independent Agencies: General Services Administration – Policy and Operations, see conference report)	\$1,750,000
1/10/2002	P.L. 107-117, Department of Defense and Emergency Supplemental Appropriations for Recovery From and Response to Terrorist Acts on the United States Act, 2002 (one-time grant)	\$2,600,000
12/30/2005	P.L. 109-148, Department of Defense, Emergency Supplemental Appropriations to Address Hurricanes in the Gulf of Mexico and Pandemic Flu Act, 2006 (one-time grant)	\$1,660,000
12/26/2007	P.L. 110-161, Consolidated Appropriations Act, 2008	\$1,969,000
3/11/2009	P.L. 111-8, Omnibus Appropriations Act, 2009	\$2,000,000
	<b>OPS/PRE-DESIGN AND SITE SELECTION TOTAL</b>	<b>\$10,279,000</b>
10/30/2009	P.L. 111-88, Interior Department and Further Continuing Appropriations, Fiscal Year 2010	
	<b>OPS/DESIGN AND CONSTRUCTION DOCUMENTS TOTAL</b>	<b>\$19,000,000</b>
12/23/2011	P.L. 112-74, Consolidated Appropriations Act, 2012	\$32,990,000
3/26/2013	P.L. 113-6, Department of Defense, Military Construction and Veterans Affairs, and Full-Year Continuing Appropriations Act, 2013	\$1,050,000
1/17/2014	P.L. 113-76, Consolidated Appropriations Act, 2014	\$1,000,000
12/16/14	P.L. 113-235, Consolidated and Further Continuing Appropriations Act, 2015	\$1,000,000
	<b>OPS/CONSTRUCTION TOTAL</b>	<b>\$36,040,000</b>

<sup>3</sup> Amounts shown in this column include enacted rescissions. In FY 2006, the original appropriation was \$1.7 million. In FY 2008, the original appropriation was \$2 million.

# Financial Summary

Fiscal Years 2012-2018

Operational Costs	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Estimated	FY 16 Estimated	FY 17 Estimated	FY 18 Estimated	Total
Personnel & Contractual Services	\$ 1,150,952	\$ 1,355,217	\$ 1,431,349	\$ 1,507,823	\$ 1,593,968	\$ 1,626,214	\$ 1,658,621	\$ 10,324,144
Travel and Conferences	\$ 70,041	\$ 62,249	\$ 77,799	\$ 98,550	\$ 96,400	\$ 96,400	\$ 96,400	\$ 597,839
Rent, Utilities, Communications	\$ 108,143	\$ 108,281	\$ 95,201	\$ 123,993	\$ 120,251	\$ 124,100	\$ 126,100	\$ 806,069
Supplies and Materials	\$ 47,759	\$ 50,615	\$ 31,682	\$ 42,400	\$ 36,500	\$ 36,500	\$ 36,500	\$ 281,956
Equipment	\$ -	\$ -	\$ 4,820	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 24,820
Contingency & Reservations	\$ -	\$ -	\$ -	\$ 498,638	\$ 688,896	\$ 130,701	\$ 132,421	\$ 1,450,656
<b>Subtotal Operational Costs</b>	<b>\$ 1,376,895</b>	<b>\$ 1,576,362</b>	<b>\$ 1,640,851</b>	<b>\$ 2,276,404</b>	<b>\$ 2,541,015</b>	<b>\$ 2,018,915</b>	<b>\$ 2,055,042</b>	<b>\$ 13,485,484</b>

Dwight D. Eisenhower Memorial Commission  
FY 2016 Budget Justification

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PROJECT COSTS AVAILABLE DIRECTLY  
FROM THE EISENHOWER MEMORIAL  
COMMISSION



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### **Narrative Justification for FY 2016 Budget**

The Eisenhower Memorial Commission has worked with Congress, Members of the Eisenhower family, the very best presidential historians and Eisenhower experts, and top leaders to create a beautiful, durable, solemn, and visitor-friendly permanent memorial to General and President Eisenhower. Through a competitive process overseen by GSA, it has engaged the expertise of a world-renowned architect, Frank Gehry of Gehry Partners LLP. The design team will utilize materials that have been proven to be durable and attractive through the meticulous federal design review process to create a memorial design that has been unanimously approved by Commissioners several times.

The Commission's FY 2016 request, along with money available from FY 12 funds and funds to be acquired through the ongoing private fundraising campaign, will be sufficient to construct the memorial.

The National Eisenhower Memorial will be of equal caliber to the Washington, Lincoln, Jefferson, and Roosevelt presidential memorials. The Commission's goal of high-end national design has been realized with the finalization of contracts with architect Frank Gehry of Gehry Partners LLP and the Gilbane Building Company for design and construction management.

Congress has determined that General and President Eisenhower is worthy of a permanent, national memorial. The Commission is dedicated to working with Congress to build a memorial of the highest quality, to ensure that all Americans have access to learning about his impressive achievements well in perpetuity.



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### **Designing and Building the Permanent Eisenhower Memorial**

The U.S. General Services Administration/National Capital Region has awarded the design and construction management contracts on behalf of the Dwight D. Eisenhower Memorial Commission and has assisted the Commission in administering these contracts.

Through the established and highly-regarded GSA Design Excellence Process, Gehry Partners LLP was chosen as the memorial designer. This choice was unanimously affirmed by EMC Commissioners in 2009. Gehry Partners LLP and the Gilbane Building Company, the design and construction management firm contracted to assist GSA with building the memorial, were awarded these contracts in January 2010.

#### **Design & Construction Management Contract**

The Memorial's Design and Construction Management firm, the Gilbane Building Company, has continued to oversee the work of the design team on a daily basis. In conjunction with GSA, they pay particular attention to ensuring that the design work is done on time per the agreed-upon schedule and within the established budget. The Design and Construction Manager is responsible for reviewing the design team's invoices for accuracy, adjusting them as necessary, and recommending them to the General Services Administration and the Eisenhower Memorial Commission for payment. Their oversight will continue through memorial construction.

This group ensures that the programmatic needs and requirements for the memorial are achieved in the design as represented by the documents provided at each stage in the design process.

#### **The Path to a Shovel-Ready Memorial: Design Phase**

- Three alternative design concepts were developed and evaluated during this period. As a result of the evaluation, design option number three was selected as the preferred alternative by a unanimous vote of the Eisenhower Memorial Commission.
- The design team produced detailed drawings, cost estimates, schedules, and preliminary specifications for materials.
- Specialists in architecture, landscape architecture, information design, lighting design, civil engineering, structural engineering, mechanical engineering, acoustics, and a number of other disciplines all contributed to the design process and to the final products during this phase.

- During this phase, the design team achieved revised concept approval from the Commission of Fine Arts. The proposed design received preliminary design approval from the National Capital Planning Commission in October 2014.
- Art work images have been developed.
- Throughout this phase, the Commission, Eisenhower Family, experts and historians on Dwight D. Eisenhower, and other members of Congress were consulted on the development of the memorial design.

***Design Phase: Construction Documents – CURRENTLY 95 percent Complete***

- This final phase of design is the creation of construction documents from which the Memorial will be built. This phase cannot be completed until all review agency approvals are attained.
- The majority of the remaining details about the design have been resolved during this phase, and final coordination between all of the technical disciplines will be achieved.
- Development of detailed mock-ups and maquettes of the artwork will carry through the procurement phase up to the start of construction.
- In Spring 2014, NCPC signaled it was satisfied with tapestry testing results. Final design approval from NCPC is expected in summer 2015.
- CFA final approval is expected summer 2015.
- The construction document set will include the final drawings, specifications, cost estimate, construction schedule, technical reports, code reviews, fire egress plans, and structural calculations for the Memorial.
- Public procurement, managed by GSA, will follow completion of the construction documents.

***Construction Procurement***

- Construction procurement will be accomplished with a best value process.
- Although GSA will manage the solicitation and award of the contract, the design team will provide technical assistance in answering questions.
- Due to delays, a two-step procurement will be restarted once final approvals are received.
- The Construction Manager will handle the day-to-day details of the procurement.

**FY 2016: Constructing the Memorial**

The U.S. General Services Administration/National Capital Region will be procuring and awarding the construction contracts on behalf of the Eisenhower Memorial Commission and will assist the Commission in administering the contracts. Following groundbreaking, memorial construction is projected to take thirty months.

A significant portion of FY 2012 construction funds will be available to begin construction, once a construction permit is issued. The Commission's FY 2016 request

represents the difference between the construction funds the Commission has retained and what is necessary to begin the first phase of memorial construction. The granting of these funds is necessary to begin building what will be a shovel-ready memorial by the beginning of FY 2016.

## **Memorial Construction Contract**

### ***Construction Phase – June 2016 [FY 2016] START***

- FY 12 and FY 16 Funds: The construction phase will include site demolition and relocation of all existing utilities to clear the site for the memorial.
  - Sitework and related civil engineering
  - Underground utilities
  - Demolition
  - Foundations
  - LBJ Building Promenade
  - Purchase of artwork
  - Purchase of large trees
  - Superstructure for tapestry
  - Tapestry installation
  - Monumental Blocks
  - Columns
  - Visitor Support Building
  - Landscape installation
  - Art installation
  - Payment to District of Columbia for loss of parking revenue
  - Design services during construction and construction management fees
- Throughout construction, the Commission will continue to coordinate with the District of Columbia's Department of Transportation and the memorial's neighbors to ensure the construction does not interrupt their operations.

### ***Turnover Phase and Memorial Dedication***

- Upon construction completion, there will be a six-month turnover period to ensure that the memorial is fully operational prior to handover to the National Park Service. This includes an overlapped operating period to ensure performance of all elements of the permanent memorial.
- Official memorial dedication is expected in 2018.

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## **General Services Administration/National Capital Region [GSA/NCR]**

GSA/NCR Public Buildings Service is the contracting agent for the Eisenhower Memorial Commission for the above work. The National Capital Region GSA office is designated to assist public commissions such as the EMC in the procurement and management of the above types of contracts. The Design and Construction Management Consultant directly serves GSA staff in executing these responsibilities.

**Eisenhower Memorial Commission Oversight**

The Commission's Executive Architect, reporting directly to the Executive Director, has oversight responsibilities on behalf of the Eisenhower Memorial Commission for the GSA work as well as the work of the Design Consultant and of the Design and Construction Management Consultant.



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### **E-Memorial**

The National Eisenhower Memorial will be the first national presidential memorial to incorporate a truly integrated electronic component — the E-Memorial. Local Projects, a New York City-based and award-winning media design firm, has been selected to design the E-Memorial's website and mobile device app — an elaboration of the physical memorial. The purpose of the E-Memorial is to engage visitors of all ages — both on and off site — in the Eisenhower story, demonstrating why his memory and legacy deserves such a brilliant physical and electronic memorialization. For a president who strongly supported and valued science and education, an electronic memorial is particularly fitting.

#### **Website**

The E-Memorial website will be an interactive storytelling complement to the physical memorial, by offering multiple layers of interpretation, resources and context — to visitors and non-visitors — about the memorial design and Eisenhower's leadership, service and integrity. The website features engaging films with historic archival footage, audio, images, and contemporary interviews. The website offers the flexibility to be updated as the Eisenhower legacy continues to be interpreted.

#### **Mobile Device App**

Through a downloadable mobile device application and image recognition software, visitors will be able to view historic footage, speeches, and events in the context of the physical memorial through their smartphones and tablets. This complementary "virtual" memorial is designed to have no physical impact on the memorial other than instructional indicator signage at the entrance to the memorial. The E-Memorial App will share Eisenhower's legacy through media already familiar to a tech-savvy generation of students and teachers.

#### **Audience**

The E-Memorial will engage visitors of all ages — from elementary students to World War II veterans — in the Eisenhower story, demonstrating why his memory and legacy deserve memorialization. Commissioners have specifically mandated the engagement of K-12 students as the primary audience for the memorial. The E-Memorial's mobile app, on-site visitor experience, and website will be geared primarily towards educators with K-12 groups, but will offer additional content and features to interest all ages.

#### **Exploring Eisenhower's Legacy**

Seven Pivotal Moments, designed to chronicle the events and milestones that served as turning points in Eisenhower's life, were chosen as the entry portals to the Eisenhower

legacy. Each Pivotal Moment features an original short film with an interactive exploration of complementary stories told through historic archival media. Pivotal Moment films are first available via website and later via mobile app. To achieve maximum attention and momentum, the first several Pivotal Moments have already been publically launched on the E-Memorial website at [www.eisenhowermemorial.gov](http://www.eisenhowermemorial.gov). This rollout will continue through 2016.

#### 7 Pivotal Moments:

***D-Day, 1944*** (Launched Summer 2013)  
***NATO, 1951*** (Launched December 2013)  
***Little Rock, 1957*** (Launched 2014)  
***West Point, 1911*** (Launched December 2014)  
***Waging Peace, 1953*** (Launching 2015)  
***NASA, 1958*** (Launching 2015)  
***The Presidency, 1953*** (Launching 2016)

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#### **Content Development**

The content development for the Eisenhower E-Memorial is being conducted by a panel of the world's leading Eisenhower specialists. In addition, a subject matter expert advises the development of each Pivotal Moment. Careful vetting and oversight by this committee ensures the content and experience is of the highest quality, worthy of a national presidential memorial to be appreciated by generations to come.

#### E-Memorial Content Committee

##### **Kim E. Barbieri, M.A.**

Former Education Specialist for the National Archives at the Eisenhower Presidential Library and Museum.

##### **Michael J. Birkner, Ph.D.**

Franklin Professor of Liberal Arts and Professor of History at Gettysburg College. Birkner's recent scholarship includes publications on Eisenhower's presidency.

##### **George A. Colburn, Ph.D.**

Political historian and independent producer of documentary programs, including *Eisenhower's Secret War* and *The Eisenhower Legacy Project*.

##### **Louis Galambos, Ph.D.**

Professor of History and Co-Editor of *The Papers of Dwight David Eisenhower* at The Johns Hopkins University.

**Daun van Ee, Ph.D.**

Formerly a historian with the Manuscript Division of the Library of Congress and Co-Editor of *The Papers of Dwight David Eisenhower* at The Johns Hopkins University.

Subject Matter Experts:

*West Point*

**Carlo D'Este, Ph.D.**

American Military Historian, Biographer and Author of *Eisenhower: A Soldier's Life*

*D-Day*

**Adrian Lewis, Ph.D.**

Professor of History at the University of Kansas and World War II Specialist

*NATO*

**Gregory Pedlow, Ph.D.**

SHAPE Historian at Supreme Headquarters Allied Powers Europe

*Waging Peace*

**Jack Foust Matlock, Jr., Ph.D.**

Formerly U.S. Foreign Service, U.S. Ambassador to the Soviet Union (1987-1991)

*Little Rock*

**David Nichols, Ph.D.**

Formerly Professor of History and Academic Dean at Southwestern College and Author of *A Matter of Justice: Eisenhower and the Beginning of the Civil Rights Revolution*

*NASA*

**Paul Dickson, B.A.**

Freelance Author of *Sputnik: The Shock of the Century* and Documentary Film Writer

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### Contemporary Connections

The Commission is honored to capture interviews with prestigious figures to bring contemporary interpretation to the Pivotal Moment films.

- The *NATO* film features a conversation with **Admiral James Stavridis**, 16<sup>th</sup> Supreme Allied Commander of NATO.
- *West Point*, which chronicles Ike's formative years and decision to attend the U.S. Military Academy, features interviews with Kansas U.S. **Senator Pat Roberts** and **General Robert L. Caslen**, 59<sup>th</sup> Superintendent of West Point.
- *Little Rock* presents an extensive interview with **President Bill Clinton** reflecting on his experience in Arkansas during the 1950s and his lasting impressions of Ike from the perspective of a former Arkansas governor and president.

### **Teacher Resources**

At the request of the National Park Service, there will be a teacher resource section of the E-Memorial, similar to other Presidential memorials. The Commission is in the process of partnering with a professional organization to develop educational resources based on the seven Pivotal Moments. The resources will include curriculum units for grades 7-12 featuring critical thinking questions, suggested activities, and primary source documents for hands-on research exercises. In addition, there will be an interactive timeline of Eisenhower's life integrating the Pivotal Moments, the curriculum units, and additional supplemental content. Collaboration with the National Park Service and the Eisenhower Library ensures the E-Memorial's educational resources integrate with current curriculums and national standards to provide a superior educational experience.

### **Language & Accessibility**

The Commission is working with accessibility consultants at *Harpers Ferry Interpretive Design Center* for the National Park Service to ensure the E-Memorial components are accessible to the widest possible visitor audience. In order to welcome international visitors, and in keeping with Eisenhower's commitment to international cooperation and respect, the E-Memorial will be translated into the six official languages of the United Nations. The proposed translations include: Arabic, Chinese, English, French, Russian, and Spanish.

### **Partnerships**

The Eisenhower Memorial Commission is developing the E-Memorial in partnership with Local Projects, the National Archives and the National Park Service. The National Park Service will inherit and host the E-Memorial upon dedication. The Commission is in the process of seeking stewardship support to ensure the reinterpretation of the legacy is disseminated through the E-Memorial in perpetuity.

### **Legacy Organizations**

There are six Eisenhower legacy organizations that were created or inspired by Dwight D. Eisenhower and which carry out programs that further his legacy. Each legacy organization will be featured on the E-Memorial website with an interactive slide-show story and links to further information. These legacy organizations are:

- The Dwight D. Eisenhower Presidential Library and Museum (Abilene, KS)
- The Eisenhower Foundation (Abilene, KS)
- The Eisenhower Fellowships (Philadelphia, PA)
- The Eisenhower Institute at Gettysburg College (Gettysburg, PA)
- People to People International (Kansas City, MO)
- The American Assembly at Columbia University (New York, NY).

### **E-Memorial Development in FY 2011**

In FY11, the Commission allocated funds to hire the design team, Local Projects, to design and present three alternative on-site concepts for the E-Memorial and prepare

an initial presentation of the off-site E-Memorial. The Commission selected a preferred on-site concept, which completed the FY11 Concept Development Phase.

**E-Memorial Development in FY 2012 – FY 2016**

Funds received in FY 2012 enabled the Design Development Phase and part of the Implementation Phase to include launch of the E-Memorial website and content management system, along with completion of four Pivotal Moments – *D-Day*, *NATO*, *Little Rock*, and *West Point*.

The Commission has projected the launch of the Interactive Eisenhower Timeline, seven curriculum units, six Eisenhower Legacy stories and two more Pivotal Moments – *NASA* and *Waging Peace* – in FY 2016. The E-Memorial website and Pivotal Moments will be completed in 2016 and the virtual-memorial mobile device app will launch upon dedication of the physical memorial.



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### Private Fundraising

In the early days of the Commission, assurances were given to the Eisenhower family that there would be no private fundraising for the memorial. There are six legacy organizations for Dwight D. Eisenhower, which conduct private fundraising campaigns, and the Eisenhower grandchildren have served on the boards of several of them. The grandchildren expressed concern at the outset that fundraising for the memorial would conflict with these organizations. Through much of its early history, the Commission continued in its work without planning for private fundraising, based on the historical fact that most national presidential memorials have been publicly funded. In 2008, House Appropriations Committee staffers noted that the economic downturn would necessitate a private fundraising component for the memorial. EMC staff was directed to begin a private fundraising plan.

A private fundraising firm, Odell, Simms & Lynch (OSL), was contracted by the Eisenhower Memorial Commission in February 2011 through a competitive selection process managed by GSA. The first year of its contract was used to conduct a thorough assessment of the market, prepare marketing and messaging materials, identify an initial master list of potential prospects, and execute promotional events. This was followed with vetting prospects through initial meetings and briefings. When political and design issues arose in 2012, OSL was forced to adjust public and private sector initiatives accordingly. Given the expectations of final design approval this year and the launching of new fundraising strategies outlined below, we project securing a significant amount of funds by the end of 2015. OSL works directly with EMC and its Advisory Committee to mobilize leaders from the private sector in support of the Memorial. OSL is working with these individuals to personally approach top executives and philanthropists to support the campaign at the leadership level and allow us to leverage their names in support of this initiative.

The EMC and OSL continue to work directly with the family to determine mutual areas of interest. Currently, OSL is in conversation with the family about their involvement in the development of educational tools tied to the E-Memorial. A significant amount of senior executive level time and effort has been put into these discussions. OSL continues to pursue all prospective donors.

### Congressional Funding

Members of Congress have expressed the need for private funding to prompt further allocations from the federal government. OSL maintains that adequate funding from Congress would have a significant impact on the success of private fundraising.

Assurance of Congressional support sends a positive message to the market that the Memorial project is viable and inspires confidence of success. OSL continues to work with all parties involved to encourage collaboration between the public and private sectors.

### **Prospect Identification**

Odell, Simms & Lynch maintains a comprehensive database of prospects specifically identified as potential donors or networkers for the Eisenhower Memorial Commission campaign, including high net worth individuals, corporations, foundations, education donors, those with historical relationships, and supporters of civic projects. Each prospect was evaluated based on propensity and capacity, as well as the ability to access the prospect and the prospect's giving process and timeline. This process has enabled the prioritization of initial fundraising activities. While many of the prospects identified for fundraising were a product of this initial phase, researching and determining new prospects is an ongoing process. Currently there are over 500 individuals, corporations, and foundations on the master database of prospects specifically identified for this project, representing an estimated giving capacity of over \$100,000,000. This capacity is based on extensive research and assessment of past and current philanthropic giving.

### **Preliminary Approval from NCPD**

Now that the Commission has been granted preliminary design approval by the National Capital Planning Commission (NCPD), OSL's main objective for fundraising over the last three months has been to re-approach a significant pool of top donors that expressed an interest in supporting the Memorial, but wished to see the design further along in the approvals process. Chief among these prospects have been those who have an affinity for Frank Gehry and his work, prospects with an interest in the E-Memorial education component, and prospects identified as part of the Entertainment Industry Strategy.

Concurrently, OSL has continued to carry out an international strategy. Many of the foreign embassies and their respective major multinational corporations initially expressed concern over the lack of design approval. Once the memorial receives final design approval from NCPD and CFA, anticipated in summer 2015, OSL believes it can be successful in raising money from international prospects. Collaborative development of the E-Memorial content with these organizations will help to generate financial support.

### **Assessment of 2014 Fundraising Activities**

Fundraising activities in 2014 continued to be affected by the Memorial's lack of design approval although major strides were made in the 4<sup>th</sup> quarter of 2014 when preliminary design approvals were received. Activities were further impacted by the family's continued opposition to the Memorial design. Over the past year, the investment made

by EMC in fundraising efforts and activities has proved valuable in building awareness for the Memorial, despite design setbacks. OSL has used this time to create a strong donor base and cultivate relationships with donors, so that funding can be easily secured once the design receives final approvals.

## **Strategic Plan 2015**

**Eisenhower Legacy:** Odell Simms & Lynch has determined that the strongest target audience remains to be those individuals and corporations with personal and historical ties to President Eisenhower. A group of donors has been identified and continue to be cultivated.

**E-Memorial:** With the successful and exciting development of the E-Memorial, OSL continues to identify and cultivate education givers and supporters of civic projects that will have a unique interest in supporting this aspect of the design. It is a vehicle to provide donor sponsorship of specific educational programs.

**Corporations:** The fundraising approach continues to focus on those with close ties to Eisenhower and his legacy and those that have a strong interest in technology. It has been found that most corporations have a strong interest in the return on investment, i.e. recognition opportunities, public visibility, or the value to customers and shareholders.

**Foundations:** Foundations continue to be pursued. With the development of the E-Memorial, we are now able to expand our outreach to foundations with a focus on these kinds of educational programs. A direct connection with the leadership within the foundations is critical to securing a partnership. OSL continues to identify and cultivate top foundation leadership.

**The Entertainment Strategy:** Designed to include top industry leaders and individuals, and membership. OSL has completed initial outreach to identified prospects within this strategy, and has held meetings with officials. These prospects have shown a significant interest in content sharing and development within the E-Memorial. OSL will continue to work with each prospect to determine the best fit in terms of partnership and recognition.

**Frank Gehry:** OSL will be approaching a number of individuals connected to Frank Gehry in 2015. As one of the most pre-eminent architects in the world, there is a select group of individuals who are admirers of this Pritzker Prize winning architect. Gehry's success in recent projects in Paris, Sydney, and Panama have brought heightened attention to his work. OSL can capitalize on the segment of the population that follow and admire his work.

**Regional Approaches:** From the beginning of major donor fundraising, Atlanta, Georgia has been targeted as one of the major markets for this campaign, due to the many historical and personal ties to Eisenhower within the state. At meetings with

officials in this area, fundraisers have received encouraging feedback on the memorial. Additional markets have been cultivated to include New York (primarily New York City), Washington, D.C., and California. Moving forward, OSL will diversify outreach to include Texas, Colorado, Florida and New England.

**High Net Worth Individuals:** Meetings are being held with one high net worth individual on the West coast who has expressed sincere interest in financially supporting the E-Memorial. Several receptions are planned to introduce the memorial project to members of the supporter's personal network. OSL is working to determine dates for these receptions, currently projected for Spring 2015.



## Dwight D. Eisenhower Memorial Commission FY 2016 Budget Justification

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### Operations Costs, FY 2016

The Eisenhower Memorial Commission's anticipated operational expenses account for \$2 million of the FY 2016 budget request.

#### *Salaries and Benefits*

The Commission staff includes nine temporary federal employees (as described in P.L. 110-229) and several part-time contract consultants. The Executive Architect is the only full-time contract position

<b>Full-Time Employees</b>	<b>Benefits (Yes/No)</b>
Executive Director	Yes
Deputy Executive Director	Yes
Director of Operations & Programs	Yes
Intergovernmental Affairs Specialist	Yes
Business Manager	Yes
Project Manager and Visual Arts Director	Yes
Front Office Manager & Outreach Coordinator	Yes
Research & Administrative Assistant	Yes
Administrative & Research Assistant	Yes
<b>Contract Employees</b>	<b>Benefits (Yes/No)</b>
Executive Architect	No
Senior Advisor	No
Senior Writer	No
International Affairs Consultant	No
Communications Consultant	No

#### **Operations Costs**

Anticipated costs include Personnel and Contracted Services, Property Leasing (Rent), Technical Support, Website Management and Equipment Rental, and General Services Administration (GSA) Fees for Financial Management & Reporting, Payroll, Procurement, and Human Resource Management. Also includes Transportation Benefits and Printing, Communications and Public Relations costs. These items represent approximately \$1,822,115 million dollars of the proposed budget for FY 2016.

#### **Contingency & Reservations**

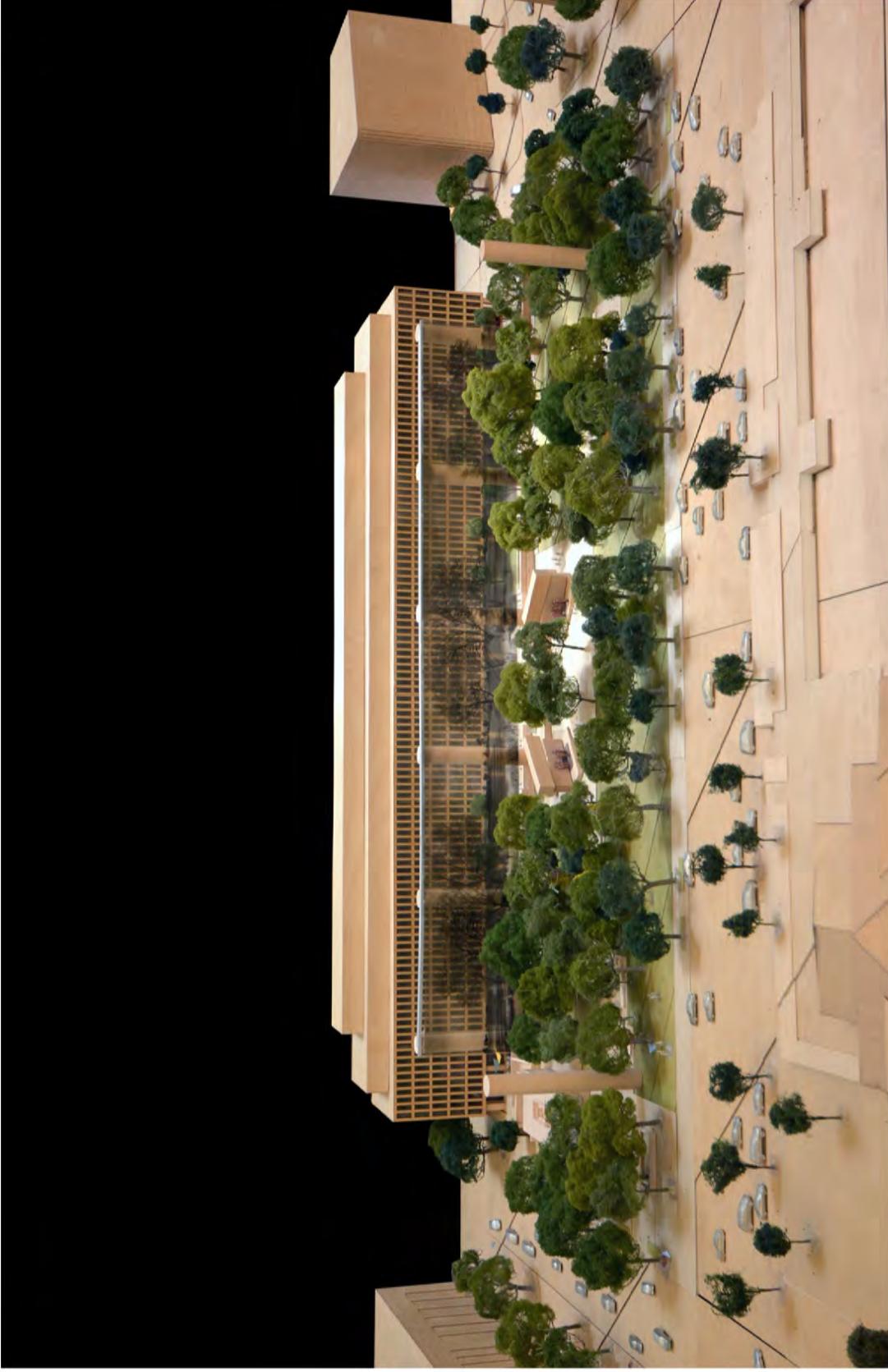
Contingency is calculated at a rate of 5% of the overall budget; reservations include estimated costs for the E-Memorial, Public Relation Activities, Dedication and Groundbreaking, totaling approximately \$688,896.



**FY 16 Budget  
Justification:  
ATTACHMENTS**



Attachment 1: Evolution of Memorial Design



Design for the Eisenhower Memorial.  
This design received preliminary approval from the  
National Capital Planning Commission (NCPC) and the  
U.S. Commission of Fine Arts (CFA) in October 2014.

Images courtesy of Gehry Partners, LLP, 2015.

# Dwight D. Eisenhower Memorial

The following images illustrate the evolution of the design for the Eisenhower Memorial over the past four years in response to federal agency requirements and input from Commissioners, Congress, and other stakeholders.



September 2014

Preliminary Approval by CFA & NCPC

- Elimination of the East and West tapestries allow the adjacent buildings to define the site.
- Two norther free-standing columns help to unify the site.
- The widening of the Maryland Avenue view corridor creates a more proportionally horizontal framing of the U.S. Capitol.
- Landscape design features additional trees and changing pathway materials for an enhanced pedestrian experience.



June 2013

Presented at Commission Meeting

- Scenes, depicted on complementary stone bas reliefs, contextualize the commemorative sculptures of the General and the President.



May 2012

Presented at Commission Meeting

- In response to meetings with the Eisenhower family, the commemorative elements are enhanced by the addition of free-standing sculptures set in front of quotation excerpts from significant Eisenhower speeches.



DWIGHT D. EISENHOWER MEMORIAL COMMISSION



July 2011

Presented at Commission Meeting

- The tapestries and colonnade are reduced in size to reveal more of the Department of Education building.
- The East and West tapestries are reoriented for more intimate space and better relationship to existing buildings.
- Commemorative sculptural blocks of the President and General are located at the East and West entrances below the tapestries.



February 2011

- A three-part sculptural grouping — General, President, Young Man — commemorate Eisenhower's legacy in one central and unified memorial core.
- Introduction of the Kansas landscape on the tapestry as the backdrop for the memorial.
- Three parallel tapestries facing Independence Avenue help to define Eisenhower Square and the memorial core within.



March 2010

Presented at Commission Meeting

- Preferred design selected from three concepts presented by Frank Gehry to the Commission.



DWIGHT D. EISENHOWER MEMORIAL COMMISSION



## Summary of Site Selection Process

A total of 26 sites were identified to the Eisenhower Memorial Commission (EMC) and reviewed during its three-year site selection process. The criteria for choosing a site for the memorial include:

- 1) Prominence, public access, and availability.
- 2) Thematic appropriateness to Eisenhower's memory.
- 3) Feasibility of use and avoidance of undue controversy.

The following is a summary of events leading to the Commission's request for approval of the Site Selection Report's Site #1 at Maryland Avenue as its preferred site. A timeline of events follows this written summary and provides a general guide to the Commission's review process.

Throughout 2001 and 2002, the EMC worked in informal collaboration with the National Park Service, National Capital Region (NPS/NCR) to identify 24 potential sites for consideration by the EMC for the location of the National Eisenhower Memorial. These potential 24 sites were in both Areas I and II, and most are listed in the National Capital Planning Commission's *Memorials and Museums Master Plan* as site candidates. By April 2002, the 24 sites were presented to the EMC, and as a result of a systematic review process, including visits by the Chairman to all of the sites and visits by some Commissioners to many of them, eight sites were recommended as most appropriate.

During the same period (from February 2002-December 2002), the Commission also considered a proposal by the Eisenhower Institute to house this memorial in the

Auditors Building (Sidney R. Yates Federal Building) at 201 14<sup>th</sup> Street, SW. The Auditors building was studied but no Commission action was taken.

In June 2004, Chairman Siciliano and Senators Inouye and Stevens met with the United States Institute of Peace (USIP) to discuss possible collaboration in memorializing President Eisenhower. Serious discussions and negotiations regarding co-location continued until December 2004, when co-location was eliminated as a possibility.

Before serious discussions with USIP commenced, the Commission had narrowed its list of potential sites from eight to two. Site #1 was the Maryland Avenue site in front of the Department of Education (*Memorials and Museums Master Plan* Site #3). Site #2 was the Freedom Plaza site on Pennsylvania Avenue between 13<sup>th</sup> and 14<sup>th</sup> Streets (*Memorials and Museums Master Plan* Site #5). In February 2005, after negotiations with USIP were terminated, an interim site selection report was prepared to review and synopsize information about the remaining site possibilities. It included studies of the two remaining sites, along with the Auditors Building which was re-proposed in September 2004. The report was presented at the EMC meeting in March 2005 where the Commission eliminated the Auditors Building from further consideration and re-approved the Maryland Avenue and Freedom Plaza sites as its top two possibilities.

In evaluating the two remaining sites at Maryland Avenue and Freedom Plaza, the Commission studied the sites

in more detail and also added new criteria for evaluation. A Site Evaluation Report was prepared that compared various factors of each site to the Commission's original criteria and some additional considerations. The report was presented at the EMC meeting in June 2005 when the Commission chose Site #1 at Maryland Avenue as its preferred site. (See Preferred Site tab.)

In early 2006, the Secretary of the Interior recommended to Congress that the National Eisenhower Memorial should be located in Area I, an area reserved for

memorials whose subjects are of pre-eminent historical and lasting significance to the nation. In February 2006, legislation was introduced in the Senate and the House of Representatives approving Area I location for the memorial. On April 4, 2006, Senate Joint Resolution 28 passed the Senate and on April 25, 2006, the resolution passed the House by a vote of 411-0. On May 5, 2006, President George W. Bush signed the resolution into law. It is now Public Law 109-220, and the Eisenhower Memorial is approved to locate within Area I.

**Dwight D. Eisenhower Memorial Commission**

**March 31, 2009**

U.S. Capitol — Room S-128 — Washington, D.C.

(APPROVED ON MARCH 25, 2010)

**Commissioners in Attendance:**

Rocco C. Siciliano, Chairman  
Senator Daniel K. Inouye, Vice Chairman  
Senator Robert Bennett  
Senator Jack Reed  
Senator Pat Roberts  
Representative Leonard Boswell  
Representative Dennis Moore  
Representative Jerry Moran  
Representative Mac Thornberry  
D. David Eisenhower  
Alfred Geduldig  
Susan Bañes Harris

FILE COPY

**Congressional Staff in Attendance:**

Marie Blanco (for Senator Inouye)  
Susan McAvoy (for Rep. Boswell)  
Howard Bauleke (for Representative Moore)  
Liz King (for Senator Reed)  
Mike Seyfert (for Senator Roberts)  
Tyler Owens (for Senator Bennett)  
Michael Seeds (for Rep. Thornberry)

**General Services Administration (GSA)**

Thomas Hodnett, Director, GSA Agency Liaison Division  
Antonio Alonso, Chief Architect, Property Development Division  
Bonnie Echols, Contracting Officer

**Dwight D. Eisenhower Memorial Commission (EMC)**

Carl Reddel  
Dan Feil  
Joyce Jacobson  
Emily Nye  
Thomas Otto  
Octavia Saine  
Richard Striner  
Pepsie Michel  
Laura Milazzo  
Andrew Demetriou, Esq., Special Counsel

**Others in Attendance**

Alex Eisenhower, Great Grandson of Dwight D. Eisenhower

Krueck & Sexton of Chicago, Illinois as the second choice design team for the Dwight D. Eisenhower Memorial.

Senator Bennett joined the Commission meeting. Chairman Siciliano welcomed the Senator — the newest member of the Commission.

Commissioner Geduldig observed that the selection process was competitive and rigorous with a blue-ribbon Design Jury and Evaluation Board composed of world-famous designers, architects, landscape architects, lighting designers and information designers devoting many hours to make their recommendations. He further elaborated that Frank Gehry is the world's most accomplished architect, the "Frank Lloyd Wright of the modern era." Commissioner Geduldig stated that the other finalists were also architectural firms of high rank and that the selection was a tribute to the hard work and good judgment of the Commission and the Evaluation Board.

Representative Moore seconded the motion of Senator Roberts.

Commissioner Eisenhower stated that as a Commissioner and a member of the Eisenhower family he could vouch for the integrity and excellence of the selection process. He further stated that he found the quality of the site and its possibilities overwhelming. He joined Representative Moore in seconding the motion.

Commissioner Harris, Chair of the Commission's Architectural Committee, observed that as a Commissioner active in the selection process she found it a marvelous experience to meet the members of the Evaluation Board and Design Jury. She stated that the design teams dug deeply into the legacy of Eisenhower; some even traveled to Abilene. She stated that the selection itself had been difficult because all of the finalists were so good.

Chairman Siciliano called for a vote on the motion, which passed unanimously at 3:35 p.m.

Chairman Siciliano noted that news of the Commission's decision was embargoed until 9:00 a.m. on Wednesday, April 1, 2009, at which time a press release would be issued by the Commission's staff and GSA would notify Gehry Partners.

Chairman Siciliano observed that \$19 million of federal funding will be necessary to pay for the design of the memorial, which will take two years. A combination of federal and private-sector funds will be needed to pay for construction. The

MINUTES

**Dwight D. Eisenhower Memorial Commission**

**March 25, 2010**

U.S. Capitol - Room S-128 - Washington, D.C.

*{APPROVED BY THE COMMISSIONERS JULY 12, 2011}*

**Commissioners in Attendance:**

Rocco C. Siciliano, Chairman  
Representative Leonard Boswell  
Representative Dennis Moore  
Representative Jerry Moran  
Senator Jack Reed  
Senator Pat Roberts  
Representative Mac Thornberry  
D. David Eisenhower  
Alfred Geduldig  
Susan Banes Harris

**Congressional Staff in Attendance:**

Marie Blanco (Senator Inouye)  
Brian Smith (Senator Bennett)  
Ross Maradian (Rep. Boswell)  
Howard Bauleke (Rep. Moore)  
Brian Perkins (Rep. Moran)  
Adrienne Healey (Senator Reed)  
Joel Leftwich (Senator Roberts)  
Michael Seeds (Rep. Thornberry)

**Gehry Partners, LLP:**

Frank Gehry  
Meaghan Lloyd  
John Bowers  
Brian Zamora

**AECOM:**

Joe Brown  
Alan Harwood

**National Park Service:**

Peter May, Associate Regional Director for  
Lands, Resources and Planning

**General Services Administration, NCR, PBS (GSA):**

Leonard Weiser, Property Development Division

**National Archives and Records Administration:**

Karl Weissenbach, Director, Dwight D. Eisenhower Library

**Dwight D. Eisenhower Memorial Commission (EMC):**

Carl Reddel

Dan Feil

Joyce Jacobson

Emily Nye

Annemarie Spadafore

Richard Striner

Pepsie Michel

Andrew Demetriou, Esq., Special Counsel

**Others in Attendance:**

Anne Eisenhower, Granddaughter of Dwight Eisenhower

Prof. Louis Galambos, Johns Hopkins University

Chairman Siciliano called the meeting to order at 11:35 a.m., welcoming Commissioners, staff, and guests. Chairman Siciliano noted the presence of a quorum, while regretting the absence of Senator Inouye. Senator Inouye met with the Chairman prior to the meeting and viewed the models. Senator Inouye asked that the Chairman express his wishes concerning the business of the Commission. By unanimous vote, the Commission's meeting minutes for March 31, 2009 were approved.

Chairman Siciliano welcomed architect Frank Gehry, the memorial's designer, and informed the Commissioners that they faced a momentous decision: the choice of a preferred design scheme from the three alternatives developed by Mr. Gehry. Chairman Siciliano noted that one of these design schemes keeps open the segment of Maryland Avenue that bisects the memorial site. The Chairman noted that this scheme had been developed at the request of GSA, since approval for the street closure remains pending.

Mr. Siciliano also noted that the scheme preferred by both the architect and the EMC staff was scheme number three, represented by the largest architectural models on display in the meeting room.

Mr. Siciliano observed that the preference of the architect and EMC staff bears no relation to the cost of this particular scheme, though it is the most expensive; cost estimates for each of the three alternative schemes were placed within the informational folders for each Commissioner. Mr. Siciliano stated that he hoped the Commission might be able to choose one of these schemes and

Mr. Demetriou advised that the Commission decision contemplated by the resolution is a choice among three different general proposed visions for the memorial's design — the proposal with Maryland Avenue remaining open, a proposal of similar scale with Maryland Avenue closed, and the architect's preferred and more architecturally intense proposal involving the woven metal tapestries. The Commission will be providing guidance for the development of detailed plans within the context of a single design and not endorsing the particular design elements reflected in the models, which will be revised by the architect in consultation with the Commission and the Eisenhower family, as well as subject to the approvals required for ultimate construction of the memorial.

Representative Moran inquired about the timing and nature of subsequent decisions and votes by the Commission. Chairman Siciliano replied that some months will elapse before the design has progressed to the point where the next Commission meeting will be necessary. Representative Moran asked whether the Commission will vote on the final design. Chairman Siciliano replied in the affirmative.

Mr. Feil observed that the preliminary design concept selected by the Commission will be presented to the staffs of appropriate federal design review agencies in order to receive their reactions and input. This process will begin in Fall 2010 and continue through June 2011.

Representative Moran stated that he was pleased with the selection of the Gehry firm and impressed by all three of the schemes presented, though he believed that the architect's preferred scheme was the best. He also commended Mr. Gehry for his planned trip to Abilene, Kansas.

Representative Thornberry asked members of the Eisenhower family to share comments.

Commissioner Eisenhower introduced his sister Anne. The Commissioner stated that he liked the use of the V-E Day image insofar as it represents a transitional point in the two careers — military and civilian — of his grandfather. He stated that the architect's preferred scheme is a very striking design and that he has enjoyed participating in consultations with Mr. Gehry. He stated that he likes the free-standing columns in Gehry's design, as they seem to symbolize the upward emergence of the United States to world power in the mid-twentieth century. He also stated that he is in favor of the architect's preferred scheme.

Representative Boswell stated that he agrees with the sentiments expressed by his colleague Representative Moran, that he cannot compliment Mr. Gehry enough in regard to the quality of his work thus far, and that the architect's preferred scheme expresses themes of which the nation will be proud.

Ms. Harris stated that she is favorably impressed by the tapestry idea, by the use of greenery, including a garden with elements transported from the Midwest, the use of water, and the concept of an educational electronic component of the memorial.

Mr. Geduldig stated that he views the design work to date as a very good beginning.

Anne Eisenhower stated that the actual images chosen for inclusion in the memorial will be very important; and that the architect's concept, as embodied in his preferred scheme, is wonderful.

Chairman Siciliano called for a vote; the resolution in favor of the architect's preferred scheme — scheme number three — passed unanimously.

Chairman Siciliano announced that a news conference after the Commission meeting had been called for 1 p.m.

Turning to the subject of funding, Chairman Siciliano stated that he hopes for maximum federal support, that precedent exists for 100 percent federal funding of presidential memorials in the case of the Lincoln, Jefferson, and Theodore Roosevelt Memorials, and that federal funding had encompassed 89 percent of the cost of the Franklin D. Roosevelt Memorial and 65 percent of the cost of the John F. Kennedy Center for the Performing Arts. The chairman stated that the design phase of the Eisenhower Memorial's development will last two years, and that fundraising efforts must begin soon, since the Commission must have all the funding in hand before construction can begin. Chairman Siciliano stated that it had been the Commission's historic intention to seek 100 percent federal funding, though planning for private-sector fundraising is already under way.

Senator Roberts stated that the Eisenhower Memorial presents an opportunity to educate a new generation, that he personally identifies himself as an "Eisenhower Republican" in the spirit of getting things done, and that he is optimistic that federal lawmakers will find ways to

**Dwight D. Eisenhower Memorial Commission**

**July 12, 2011**

(Approved by Commissioners May 15, 2012)

Dirksen Senate Office Building, Room SD-124, Washington, D.C.

**Commissioners in Attendance:**

Rocco C. Siciliano, Chairman

Senator Daniel Inouye, Vice Chairman

Senator Jerry Moran

Senator Jack Reed

Senator Pat Roberts

Representative Leonard Boswell

D. David Eisenhower

Alfred Geduldig

Susan Banes Harris

**Congressional Staff in Attendance:**

Marie Blanco, Sen. Inouye

Sean Farrell, Sen. Roberts

Adrienne Healey, Sen. Reed

Tyler Lund, Sen. Moran

Ross Maradian, Rep. Boswell

Michael Seeds, Rep. Thornberry

**Gehry Partners, LLP:**

Frank Gehry

Meaghan Lloyd

John Bowers

Brian Zamora

Molly Forr

**AECOM:**

Emilia Baker

Gregory Bordinowski

Joe Brown

Joshua Marshall

Jon Miller

**National Park Service:**

Peter May

Glenn DeMarr

**General Services Administration/National Capital Region**

Tony Alonso (Office of Planning and Design Quality)

Mina Wright (Office of Planning and Design Quality)

Tom Hodnett (Agency Liaison Division)

Lesley Wilson (Agency Liaison Division)

Chris Prescott

**National Archives and Records Administration:**

**Gilbane:**

Carol Moore

Mark Luria

**Odell, Simms, & Lynch, Inc.**

Rob Hartman

Phil Denino

Nicole Danuu

Danielle Wallace

**Dwight D. Eisenhower Memorial Commission (EMC):**

Carl Reddel

Victoria Tigwell

Dan Feil

Joyce Jacobson

Asia Edwards

Annemarie Spadafore

Laura Milazzo

Shannon Honl

Brady Tolbert

Jonathan Warner

Andrew Demetriou, Esq., Special Counsel

Louis Galambos, Senior Advisor

Richard Striner, Senior Writer

George Tolbert, Meeting Photographer

**Others in Attendance:**

Ralph Mecham

David Nichols

Paul O'Day

Gilbert Robinson

Andrew Cook

Alex Siciliano

Stuart Siciliano

Chairman Siciliano called the meeting to order at 2:30 p.m., welcoming Commissioners, staff, and guests, noting that the newest Commissioner, Representative Mike Simpson, was detained in hearings on the appropriations bill that contains funding for the Eisenhower Commission. The Chairman noted that sixteen months had elapsed since the Commission's last viewing of the overall design of the Memorial, that advances have since been made to the tapestry concept and the site plan, and that large-scale models from Gehry Partners were present in the meeting room for the Commissioners' inspection, as well as a booklet for each Commissioner depicting the changes.

Chairman Siciliano directed the Commissioners' attention to the enhanced "greening" of the site plan and the repositioning of the smaller frontal tapestries, noting that some design elements were not yet final. The Chairman explained that in light of the ongoing evolution of the design, no approval vote would be taken as yet. But the Commissioners would be invited to review and possibly endorse the work to date, either individually or collectively.

Vice Chairman Inouye stated that the work of the Commission had been a long journey, and he thanked Chairman Siciliano for his leadership.

Chairman Siciliano invited architect Frank Gehry to address the Commission.

Mr. Gehry stated that he was astonished to discover how much he didn't know about Eisenhower as he began to design the Memorial, that he was honored by the task of making history with the design of the memorial, and that the design of the Eisenhower Memorial was probably the

Commissioner Reed asked whether quotations from Eisenhower would be previewed with the Commission before being considered for use in the Memorial. Chairman Siciliano replied in the affirmative.

Commissioner Moran stated that while he liked the preliminary design in 2010, he loved what he was viewing in the revised design: the vision of the heartland brought to Washington, D.C. He stated that the vision conveyed the unmistakable message that people from humble beginnings could rise to world stature, that such an achievement remained possible.

Commissioner Roberts observed that Ike delivered eight years of prosperity and peace, and that this achievement, which has not been repeated, together with Eisenhower's personal qualities, his unique blend of cordiality, modesty and toughness, should be represented if possible within the memorial. Mr. Gehry replied that such qualities and achievements would be represented as emanations from the central idea of Ike's greatness, a central idea that holds it together.

Commissioner Harris commended Mr. Gehry on the evolution of the design concept, observing that the projected E-Memorial will provide some additional ways to present diverse and extensive elements of the Eisenhower story.

Commissioner Roberts offered a motion in support of the progress toward the completion of the long overdue memorial honoring Eisenhower's presidency, his leadership as Supreme Allied Commander, and his life that reflected traditional American Values. Commissioner Eisenhower seconded this motion, which passed unanimously.

Chairman Siciliano asked for approval of the minutes for the Commission's last meeting on March 25, 2010. The minutes were approved without objection.

The meeting was adjourned at 3:10 p.m.

# U.S. COMMISSION OF FINE ARTS

ESTABLISHED BY CONGRESS 17 MAY 1910

101 F STREET NW SUITE 312 WASHINGTON DC 20001 7728 202 504-2700 FAX 202 504 2195 WWW.CFA.GOV

22 September 2011

Dear Mr. Whitesell:

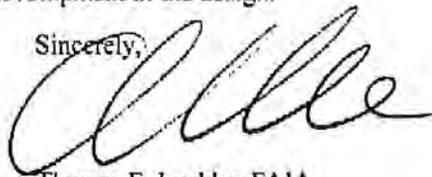
In its meeting of 15 September, the Commission of Fine Arts reviewed a revised concept submission from the National Park Service for the Dwight D. Eisenhower National Memorial at Independence and Maryland Avenues between 4th and 6th Streets, SW. The Commission approved the revised concept, expressing great enthusiasm for the development of the design and for the artistic quality of the tapestry mockups as displayed on the memorial site.

In their discussion, the Commission members expressed strong support for the revised configuration of the proposed memorial, including the 90-degree rotation of the two smaller tapestries and the reduction in the number of colossal columns. They again supported the overall height and scale of the columns and tapestries, observing that these elements of the proposed memorial enable a welcome transformation of its site, currently a poorly defined urban space. They also commented positively on the more unified treatment of the area within the columns; however, they noted that both the landscape and the series of raised elements at the center of the composition require further development to provide a focus for the memorial.

Regarding the development of the monumental tapestries, the Commission members expressed a strong preference for the technique using welded stainless-steel cable instead of the Jacquard-style woven alternative presented. They commented that the preferred method—derived from the hatched technique of engravers such as Albrecht Dürer—was highly sculptural when seen up close but appeared more photographic from a distance. While extremely supportive of this artistic approach, they raised concern about the literal translation of photography into art at this scale and encouraged further development of the conception of the image as a drawing. Reiterating their support for a landscape image for the memorial, they commented that the most powerful element of the image is the horizon line which, by extending across all three tapestries, would unify the sequence of panels.

In general, the Commission members commended the project team for the sophistication of the design, noting that the proposed artistic treatment will transform the site and the context of adjacent federal buildings. They look forward to the review of further development of the memorial's design, particularly regarding the character of the central memorial space. As always, the staff is available to assist with development of the design.

Sincerely,



Thomas E. Luebke, FAIA  
Secretary

Steve Whitesell, Regional Director  
National Park Service, National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242

cc: Peter May, National Park Service  
Carl W. Reddel, Dwight D. Eisenhower Memorial Commission  
Frank Gehry, Gehry Partners  
Joe Brown, AECOM



THE SECRETARY OF EDUCATION  
WASHINGTON, DC 20202

October 12, 2011

Mr. Rocco C. Siciliano  
Chairman  
Dwight D. Eisenhower Memorial Commission  
1629 K Street, NW, Suite 801  
Washington, DC 20006

Dear Mr. Siciliano:

Thank you for providing senior members of my staff the opportunity to review the detailed model for the proposed Dwight D. Eisenhower Memorial at National Capital Planning Commission's offices last week. Based on that meeting and recent conversations with the Memorial Commission, the Department of Education is pleased with the current design, and we are grateful for the adjustments that have been made in response to our concerns.

Our initial concerns focused on the Memorial's tapestry feature and the way it might restrict the amount of light entering our building and obstruct the views from our offices. Now that we have seen the model as well as the mock-ups, we have a better appreciation for the translucent nature of the tapestry and its considerable distance from our building. At the outset, we were also troubled by the potential for the tapestry to hide our building from the public, but with the various design changes, including the shortening of the large tapestry and the relocation of the two smaller ones, as well as what we have learned about the way that the weave will allow light to shine through, our concerns are alleviated.

From the beginning, we have been excited about the great potential for public engagement that the Memorial will bring to the Department of Education, and we remain so. The prospect of hundreds of thousands of new visitors at our doorstep offers a unique opportunity for teaching and learning about education and the Department's programs. We have been encouraged by our mutual discussions about possible enhancements to the transition zone, with the potential for new space and facilities for exhibits, meetings, events, and even retail.

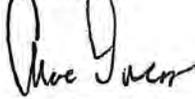
We look forward to working with the Memorial Commission and the General Services Administration on ways to use the new space to enhance opportunities for public engagement as well as for work life improvements for the Department's staff. We have already shared some ideas of our own, and we are eager for the conversation to continue.

---

Page 2 – Mr. Rocco C. Siciliano

Thank you again for your attentiveness to our concerns during the design process. We look forward to working with you on this important project, and we are supportive of the Memorial design as it now stands.

Sincerely,

A handwritten signature in black ink, appearing to read "Arne Duncan". The signature is fluid and cursive, with a large initial "A" and "D".

Arne Duncan



**Planning and Project Management**  
Ford House Office Building, Room H2-537  
Washington, DC 20515  
202.225.5900  
[www.aoc.gov](http://www.aoc.gov)

October 17, 2011

Glenn DeMarr, Project Manager  
Eisenhower Memorial EA  
National Park Service - National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242

Dear Mr. DeMarr,

On behalf of the Architect of The Capitol, (AOC) I would like to thank you for the opportunity to comment on the Environmental Assessment, (EA) for the Dwight D. Eisenhower Memorial Design.

After review, AOC is pleased with the selection of alternate 3 and the reasoning for its selection. We applaud the decision, courage, and commitment of time to change the selected alternative through the Section 106 Consultation Meeting process. The selected alternate's visual impacts of the Capitol from Maryland Avenue are subjective and therefore AOC does not feel negative impacts will occur.

Thank you once again for the opportunity to provide comments.

Sincerely,

A handwritten signature in cursive script that reads "Troy L. Brown".

Troy L Brown, r/a  
Assistant Director for Planning



"To perpetuate his memory and his contributions to the United States."  
-U.S. Public Law 106-79

# DWIGHT D. EISENHOWER MEMORIAL COMMISSION

July 31, 2012

The Honorable Preston L. Bryant  
Chairman, National Capital Planning Commission  
401 9<sup>th</sup> Street, NW, North Lobby Suite 500  
Washington, D.C. 20004

**FILE COPY**

**VIA FEDEX AND EMAIL**

Dear Chairman Bryant,

On behalf of the Eisenhower Memorial Commission, I would like to thank you and your staff for the on-going efforts to work with our staff to realize the National Eisenhower Memorial. I am pleased to provide updates on various matters of concern and will continue to do so as we move closer to our next presentation to NCPC.

I would like to update you on our continuing efforts to address the concerns (expressed by the Eisenhower family) about the design of the memorial. For this purpose it is useful to recount some of the family's historical involvement in the activities of the Commission.

With the ongoing support and participation of David Eisenhower, as a member of the Commission, and the involvement of other members of the Eisenhower family from 2001 through 2011, the Commission selected a site, named a designer for the memorial, and oversaw the design concept and development stages of the memorialization (as referenced in the Commission meetings' minutes online—<http://www.eisenhowermemorial.org/thenews.php?n=236>—and the attached Enclosure 1 that details participation by members of the family at Commission meetings). In these activities the Commission followed and incorporated established public processes and engaged in meetings with the National Park Service, the General Services Administration, the Commission of Fine Arts, and the National Capital Planning Commission (see Enclosure 2).

The following recounts key elements of the Eisenhower family's engagement with the Commission since 2008:

- Commissioner Eisenhower was the only Commission member to sit on both the Design Jury Panel and the GSA Design Excellence Program Evaluation Board that recommended the selection of Gehry Partners as the memorial designer. Following that experience, he stated that "[he could] vouch for the integrity and excellence of the selection process." (EMC meeting minutes, March 31, 2009)

Rocco C. Siciliano  
Chairman

Senator Daniel K. Inouye  
Vice Chairman  
D/Hawaii

Senator Jerry Moran  
R/Kansas

Senator Jack Reed  
D/Rhode Island

Senator Pat Roberts  
R/Kansas

Rep. Leonard L. Boswell  
D/Iowa

Rep. William (Mac) Thornberry  
R/Texas

Rep. Mike Simpson  
R/Idaho

Rep. Sanford D. Bishop, Jr.  
D/Georgia

Alfred Geduldig

Susan Banes Harris

Appointment Pending

Carl W. Reddel  
Executive Director

Andrew J. Demetriou, Esq.  
Special Counsel

- Along with his fellow Commissioners, Commissioner Eisenhower supported the selection of Gehry Partners and joined with other Commissioners in the endorsement of the subsequent design proposals presented to the Commission. As the design concepts evolved over the course of 2010 and 2011, Mr. Eisenhower continued to engage with the Commission staff and Mr. Gehry in determining imagery and suggesting quotations for the memorial.
- In May 2011, memorial designer Frank Gehry and his team held a special meeting in New York City for Commissioner Eisenhower and his sister, Anne Eisenhower. Full-size models were present at the meeting, which continued throughout the late afternoon and into the evening.
- Commission staff and memorial designer Frank Gehry scheduled a meeting in New York in December 2011 to discuss recent criticism of the memorial design by David Eisenhower's sisters, Anne and Susan Eisenhower. Commissioner Eisenhower did not attend that meeting, but following that meeting the designer and Commission staff concluded that any lingering issues about the design could be resolved. Subsequently, Anne Eisenhower wrote to Frank Gehry, expressing concerns about the design and stating it was not the family's place to make specific suggestions to address these issues. David Eisenhower resigned from the Commission a few days later, citing potential conflicts-of-interest between his role as a Commissioner and his involvement in the leadership of the Eisenhower Foundation in Abilene, Kansas.
- Following public release by Anne and Susan Eisenhower of their concerns about the design of the memorial, several Commissioners responded to the family. Senator Pat Roberts (R/KS), the Commission's senior Republican and member of the Commission's Executive Committee, became the Commission's primary liaison with the Eisenhower family. Over several months, he and his staff engaged in intense and continuing communication with Anne and Susan Eisenhower. Sen. Roberts' staff proposed to Anne and Susan Eisenhower several potential meeting dates with Gehry Partners to address the family's design concerns, but these efforts were ultimately unsuccessful.
- The Executive Committee of the Commission, composed of Chairman Rocco C. Siciliano, Vice Chairman Senator Daniel K. Inouye (D/HI) (represented by his Chief of Staff Marie Blanco), Senator Pat Roberts (R/KS), and Representative Leonard Boswell (D/IA), met with Anne and Susan Eisenhower in late February, 2012 to discuss their concerns.
- Following the Commission's most recent meeting on May 15, 2012, Gehry Partners' Chief of Staff Meaghan Lloyd and Project Manager John Bowers met privately with Anne and Susan Eisenhower to view the large models.
- On June 21, 2012, Senator Roberts, Mr. Gehry, Anne Eisenhower and Susan Eisenhower met at the request of Secretary of Interior Ken Salazar. This meeting, directed by the Secretary himself, has been described as a pragmatic work session to determine changes to the memorial design, which would make it amenable to the Eisenhower family.
- At the family's request, Commission staff did not attend the latter two meetings. From the information that has been provided by those in attendance to the Commission staff, we

understand that the family has continued its stance that it remains concerned about various design features, but that they do not feel it is their position to offer substantive design suggestions.

Following these efforts, the Commission is returning to the established review and approval process for the memorial, which was paused by the Commission at the request of the Eisenhower family and members of Congress, to enable additional public and Eisenhower family input. The Commission plans to request preliminary approval from the National Capital Planning Commission at its October 4, 2012 meeting.

The Commission greatly appreciates the efforts of everyone involved to determine a memorial design that properly recognizes the many contributions of the Dwight Eisenhower to the nation. We are gratified that numerous distinguished individuals have taken it upon themselves to find a solution that pleases all concerned, including the Eisenhower family.

I know that we share the same goal, to create a memorial for the American people that honors and celebrates this great American.

Sincerely,

  
Carl W. Reddel, Brig. Gen., USAF (Ret.)

Enclosures: 1) Eisenhower Family at Commission Meetings  
2) Public Meetings Since 2010

CC: Eisenhower Memorial Commissioners:  
The Honorable Rocco C. Siciliano, Chairman  
Senator Daniel K. Inouye, Vice Chairman  
Senator Jerry Moran  
Senator Jack Reed  
Senator Pat Roberts  
Representative Leonard L. Boswell  
Representative Mike Simpson  
Representative William (Mac) Thornberry  
Representative Sanford D. Bishop, Jr.  
Mr. Alfred Geduldig  
Mrs. Susan Banes Harris  
Frank Gehry  
Andrew J. Demetriou, Esq. – Special Counsel

July 2012  
Eisenhower Memorial Commission

**Eisenhower Family Members Attending Commission Meetings:  
As Noted in Meeting Minutes**

<u>Date</u>	<u>Eisenhower Family Members in Attendance</u>
April 26, 2001	None
July 9, 2001	D. David Eisenhower
February 28, 2002	Anne Eisenhower; Susan Eisenhower ( <i>David sent letter explaining that given his absence due to international travel, his sisters Susan and Anne would represent him</i> )
April 25, 2002	Susan Eisenhower
September 12, 2002	Anne Eisenhower; David Eisenhower; Susan Eisenhower
June 11, 2003	These minutes did not have an attendance list; however, <u>Susan Eisenhower</u> speaks at various times and Sen. Inouye notes that he "regarded Susan Eisenhower as a spokesperson on this occasion for David Eisenhower."
March 25, 2004	Susan Eisenhower
March 9, 2005	David Eisenhower; Mary Eisenhower; Susan Eisenhower
June 20, 2005	None
September 27, 2005	Anne Eisenhower; Mary Eisenhower
March 30, 2006	Susan Eisenhower
July 26, 2007	Mary Jean Eisenhower
March 31, 2009	Alex Eisenhower; David Eisenhower
March 25, 2010	Anne Eisenhower; David Eisenhower
July 12, 2011	David Eisenhower
May 15, 2012	None ( <i>Anne and Susan Eisenhower requested and received a private briefing, which took place on the same day as the Commission Meeting.</i> )

**PUBLIC MEETINGS HELD FOR  
THE EISENHOWER MEMORIAL DESIGN  
AS OF JUNE 7, 2012**

**PUBLIC Meetings**

<u>Date</u>	<u>Meeting</u>	<u>Location</u>
2/19/2010	Soft Launch	NPS, 1100 Ohio Drive
4/21/2010	Scoping	Old Post Office
5/21/2010	Section 106	NPS, 1100 Ohio Drive
3/1/2011	Section 106	NPS, 1100 Ohio Drive
3/30/2011	Section 106	Old Post Office
6/20/2011	Section 106	Dept. of Education (LBJ Building)
8/31/2011	Section 106	GSA ROB
10/4/2011	Section 106	NPS, 1100 Ohio Drive
10/19/2011	Section 106	NPS, 1100 Ohio Drive
11/16/2011	Section 106	NPS, 1100 Ohio Drive

**AGENCY Meetings Open to the Public**

<u>Date</u>	<u>Agency</u>
3/25/2010	Eisenhower Memorial Commission – preferred design concept
4/20/2010	National Capital Memorial Advisory Commission (NCMAC)
5/20/2010	Commission of Fine Arts (CFA) - info
6/3/2010	National Capital Planning Commission (NCPC) - info
1/20/2011	CFA - concept approval
2/3/2011	NCPC - concept comments
2/16/2011	NCMAC
7/12/2011	Eisenhower Memorial Commission – revised concept approval
9/14/2011	NCMAC
9/15/2011	CFA - revised concept approval
10/6/2011	NCPC - info
5/15/2012	Eisenhower Memorial Commission – presentation of design development

**DWIGHT D. EISENHOWER MEMORIAL COMMISSION MEETING**

APPROVED BY COMMISSIONERS JUNE 19, 2013

May 15, 2012: Room S-124, Dirksen Senate Office Building, Washington, D.C.

Commissioners in Attendance:

Rocco C. Siciliano, Chairman  
Senator Daniel Inouye, Vice Chairman  
Senator Pat Roberts  
Representative Sanford Bishop  
Representative Mike Simpson  
Representative Mac Thornberry  
Alfred Geduldig  
Susan Banes Harris

Commissioners Absent:

Senator Jerry Moran  
Senator Jack Reed  
Representative Leonard Boswell

Commissioners' Staff:

Marie Blanco (Sen. Inouye)  
Amber Sechrist (Sen. Roberts)  
Jackie Cottrell (Sen. Roberts)  
Tyler Lund (Sen. Moran)  
Jonathan Halpern (Rep. Bishop)  
Lindsay Slater (Rep. Simpson)

EMC:

Chris Cimko  
Andy Demetriou  
Dan Feil  
Louis Galambos  
Shannon Honl  
Laura Mackiewicz  
Charlie Range  
Carl Reddel  
Annemarie Spadafore  
Bret Stolle  
Rick Striner  
Victoria Tigwell

1

Advisory Committee:

L. Ralph Mecham

GSA:

Tony Alonso  
Tom Hodnett  
Chris Prescott  
Lesly Wilson  
Mina Wright

AECOM:

Joe Brown  
Alan Harwood  
Jon Miller

CFA:

Fred Lindstrom  
Tom Luebke

Architect of the Capital:

Mike Turnbull

NPS:

Karen Cucurullo  
Glenn Demarr  
Peter May

Gehry Partners:

John Bowers  
Sevak Karabachian  
Meaghan Lloyd  
Paul Locke  
Kristin Ragins

NCPC:

Shane Detman  
John Hart  
Jennifer Hirsch  
Bradley Provancha  
Christine Saum

Gilbane:

Carol Moore  
Tom Stokes

Media:

Allen Abel  
Ben Adler  
Christine Armstrong  
Kriston Capps  
Ricky Carion  
Emma Dumain  
Liz Farmer  
Paul Goldberger  
Sarah Hoffnan  
Chris Hopkins  
Graeme Jennings  
Dex Leong  
Katie Ross  
Rich Simon  
John Wallace  
Susan Walsh  
Brett Zongker

O'Dell, Simms & Lynch:

Nikki Day  
Phil Denino  
Annie Kasper

TSD Communications:

Eric London  
Ricki Seidman

Others present:

Steve Carey  
Milton Grenfell  
Debbie Hodes  
Dana Litowitz  
Howard Segermark  
John Shlaes  
Alex Siciliano  
Stuart Siciliano  
Justin Shubow  
Christine Thomas  
Daun van Ee

Chairman Siciliano called the meeting to order at 11:10 a.m. After greeting fellow commissioners and guests, the chairman noted that this commission meeting is not a public hearing but rather an informational briefing and discussion: an official meeting of the commission to consider proposed changes to the memorial design by the firm of Gehry Partners, since the review and approval of the design submission on July 12, 2011. A vote on the changes proposed at this meeting will occur in the near future.

beholder, Representative Bishop stated that we are close to a consensus to go forward in building a memorial that is worthy of the American people and worthy of a great hero.

Senator Inouye observed that the commission owes much to Senator Roberts, who was given an assignment that was not easy, but one that was carried out in Roberts' fashion. Senator Inouye observed that Americans' one great weakness is that they forget things soon, so time is of the essence in completing this monument, which will remind future generations of what America had to go through and what great leaders we have had. Senator Inouye thanked Senator Roberts for his work with the family which has now concluded.

Representative Thornberry expressed the opinion that over time the memorial design has gotten better, that the latest revisions do an even better job of explaining why we should honor Dwight Eisenhower. Representative Thornberry stated that he was grateful to Frank Gehry and his team for their willingness to listen and be flexible. He asked whether the existing quotations from Eisenhower that have been presented for possible engraving in the memorial represent proposals that can still be reviewed. Chairman Siciliano answered in the affirmative, stating that the quotations were simply place-holding suggestions presented by a committee of historians including Louis Galambos, Daun van Ee, and Richard Striner.

Representative Simpson observed that as the most recent member of the commission, he was proud to be part of the memorialization effort, and that, having been born in 1950, he grew up with Eisenhower's presidency. He thanked the memorial designers for listening to public concerns and expressed the hope that this effort will be something that unites us, not divides us.

Commissioner Geduldig observed that in the course of thinking back over the commission's work of the previous twelve years, he has been struck by the fact that the current design gives form to ideas that the commission had discussed at the outset. Mr. Geduldig expressed the opinion that the latest refinements in the memorial design are a great leap forward and should bring us together. He expressed the belief that the commission is close to a final decision since the current design is a realization of dreams that go all the way back to the origins of the commission.

Commissioner Harris stated that she liked the new sculptural treatment and approved of the Abilene tapestry, observing that years earlier, as an English teacher, she had used a written vignette about Eisenhower in Kansas to teach her students. She stated that this memorial is park-like, with the specific elements expressing Ike's various contributions to America placed in a central focal point. Commissioner Harris expressed her gratitude to the Gehry firm for its care in developing this design and stated that she is ready to move forward to the next step.

## Gehry Hopes to Meet with Eisenhower Family to Allay Concerns Over Memorial Design

April 2, 2012

By Ben Adler

Attachment 11: Adler article

Image courtesy EMC

The memorial is slated to be built on Independence Avenue, across from the National Air and Space Museum.

### Related Links:

[Gehry Chosen to Design Eisenhower Memorial](#)

[How Architects Can Land a Government Contract](#)

Frank Gehry hopes to meet with members of the Eisenhower family and work with them to assuage their concerns about his proposed memorial design, says the Eisenhower Memorial Commission (EMC), which is spearheading the \$112 million project in Washington, D.C. The family has not responded to the invitation, other than to say they will confer before considering their next move, according to a

March 30 [post](#) on Susan Eisenhower's blog.

During a March 20 congressional hearing, Gehry's scheme drew strong criticism from Susan, the president's granddaughter. Speaking before a House of Representatives subcommittee on national parks, forests and public lands, Susan expressed several concerns about the design, notably that it obscures Eisenhower's achievements and fails to present an appropriate summation of his career. "Eisenhower's contribution to this nation is not the central theme of the design," she stated. She objects to the fact that the central statue may depict Eisenhower as a boy and that sculptural elements could overshadow the bas reliefs of Eisenhower as a general and president.

Despite the opposition, the 11-member EMC issued a statement on March 27 expressing full support of Gehry and his scheme. "His design for the memorial is exciting, creative, and inspiring," the EMC said, noting that Gehry's concept is consistent with the direction he received from the EMC, of which Susan's brother, David Eisenhower, was a member until he resigned in December 2011. Also, EMC noted, Gehry has consulted with the Eisenhowers in the past.

The current design drew praise in a March 22 *New York Times* op-ed from Witold Rybczynski, who sits on the U.S. Commission of Fine Arts, a body that must approve the memorial's final design and has already unanimously voted in support of Gehry's concept. The National Capital Planning Commission must also approve the proposal. The memorial is slated to be built on Independence Avenue, across the street from Smithsonian's National Air and Space Museum.

**Gehry Partners, LLP**

Frank Gehry

Brian Aamoth  
John Bowers  
Anand Devarajan  
Jennifer Ehrman  
Berta Gehry  
Meaghan Lloyd  
Tensho Takemori  
Laurence Tighe  
Craig Webb

May 15, 2012

Dear Commissioners,

I regret that a long planned event prevents me from being at the meeting today in person. I want to share some thoughts about the progress that we have made since I last presented to the Commission.

I have very seriously considered the comments made by my Commissioners, the Eisenhower family, the Department of Education, NCPC, CFA, and noted historians. I love this type of collaboration. It is a process that I think is vital to the success of any endeavor and one that was necessary to make sense of sometimes contradictory characterizations of President Eisenhower. How do you represent a man of such towering achievement whose modesty was one of his core values? I have refined the design to incorporate this feedback, which I believe helps tell the story of Eisenhower with more dignity and more power. While the changes are significant, I sought to weave them nicely into the framework that you have already seen and approved.

The items that I submit to you today are as follows:

1. The selection of the final imagery for the representation of the general and the president  
We have chosen the image of General Eisenhower with the 101<sup>st</sup> Airborne division soldiers before their jump into Normandy and the Karsh photo entitled "The Elder Statesman".
2. The migration from bas reliefs to heroic-scale in-the-round sculpture  
After careful consideration, I believe that the sculptures bring the story to life in a more powerful and accessible way than the bas reliefs were able to do.
3. The life-sized sculpture of young Eisenhower at the center of the composition  
I still believe that the sculpture of Eisenhower as a young man looking out on his future accomplishments is a powerful image, particularly because of the Memorial's proximity to the Department of Education and the Air and Space Museum where hundreds of thousands of school-children visit when they come to Washington. It will be an inspiration to these kids.
4. The imagery on the tapestry sustaining the unifying theme of Eisenhower's roots in the heartland  
Eisenhower was so proud to grow up in Kansas – leaving out this imagery would mean omitting an important part of his story. I think the imagery has a peacefulness and gravitas to it that creates a suitable environment whether you are inside the park or just passing by.

## Gehry Partners, LLP

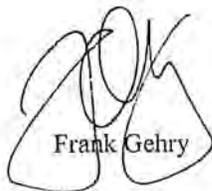
5. The placement of the text

We are working now with all of the stake-holders to select the text. The three dimensional statues gave us an opportunity to add Eisenhower's accomplishments on the stone blocks and his quotations on the lintels on top of them.

The memory of Eisenhower deserves the best that we all can deliver to help future generations understand the impact of this great leader on everything we are as a nation. I would be proud to wear an "I Like Ike" button every day for the rest of my life. He represents what we should all try to be.

I have brought all of my talents to bear on this memorial. I hope that you are as energized as I am by the changes and that we can proudly move forward with the next stages.

Thank you for your consideration.



Frank Gehry



"To perpetuate his memory and his contributions to the United States."  
-U.S. Public Law 106-79

# DWIGHT D. EISENHOWER MEMORIAL COMMISSION

February 10, 2014

The Honorable Rocco C. Siciliano  
612 North Rodeo Drive  
Beverly Hills, CA 90210

# FILE COPY

VIA FEDEX

Dear Rocco:

I am writing to bring you significant news concerning the design and construction of the Eisenhower Memorial.

The memorial's detailed and rigorous materials testing process, unprecedented in memorialization history, has been completed with very positive results. I am pleased to summarize the findings and to bring you up to date on developments since this last fall.

As you know, the design team deferred taking the memorial design to the National Capital Planning Commission (NCPC) in September 2013 for preliminary approval. This decision was made to ensure that Gehry Partners could reach agreement with NCPC on specific guidelines to satisfy the Commemorative Works Act (CWA) requirements that the Eisenhower Memorial "be constructed of durable material suitable to the outdoor environment."

These requirements were subsequently established and agreed to by NCPC, enabling Gehry Partners to finalize testing of the memorial tapestry materials. This testing for environmental corrosion, weld strength, fatigue and snow/ice is now complete. The test results provide a high degree of certainty that the CWA durability requirements have been met.

Stainless steel is a material with a proven track record of durability over the past century. The same stainless steel alloy that was used in both the U.S. Air Force Memorial and the Korean War Memorial will be used for the structural steel components of the tapestry framing system. Gehry Partners intends to use another alloy for the actual tapestries, one that has been proven in these test results to have even superior corrosion resistance for this application.

Given these results, the National Park Service, EMC, and Gehry Partners intend to submit the memorial design for Preliminary Design Review at the April 3<sup>rd</sup> meeting of NCPC.

**Commissioners**

- Rocco C. Siciliano, *Chairman*
- Senator Jerry Moran, R/KS
- Senator Jack Reed, D/RI
- Senator Pat Roberts, R/KS
- Rep. "Mac" Thornberry, R/TX
- Rep. Mike Simpson, R/ID
- Rep. Sanford Bishop, Jr., D/GA
- Rep. Mike Thompson, D/CA
- Susan Banes Harris, *Vice Chair*
- Alfred Geduldig
- Bruce Cole

**Advisory Committee**

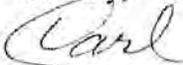
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*Special Counsel*

The testing has validated that stainless steel is an impressive, verified, and long-lasting material. Gehry Partners has carefully chosen materials for the memorial, which has led to a design whose maintenance costs have been estimated by independent experts to be less than those for the World War II and Martin Luther King Jr. Memorials. Contrary to reports by individuals who are not experts in metals, the stainless steel tapestry panels will be sturdy, long-lasting, and require little repair or replacement over time.

I thank all of you for your patience with this elongated process. The delay in the memorial's schedule -- and moving up the testing schedule in response to critics -- has cost both time and money. However, it demonstrates the Commission's responsiveness and flexibility in the stewardship of its Congressionally-mandated responsibility.

Sincerely,



Carl W. Reddel, Brig. Gen., USAF (Ret.)

Copy: Gehry Partners/AECOM Joint Venture  
NCPC Chairman Preston Bryant  
NCPC Executive Director Marcel Acosta

# Ike's memorial

Attachment 14: Editorials in support of the memorial

**By Editorial Board, Published: April 8, 2012**

SECOND-GUESSING the design of the nation's memorials is as American as the iconic figures they honor. When the Lincoln Memorial was being planned, no less an authority than Frank Lloyd Wright called it the "most ridiculous, most asinine miscarriages of building material that ever happened." Critics of the Jefferson Memorial wondered why this father of democracy was housed in a Roman temple. So controversial was Maya Lin's spare homage to those who died in Vietnam that the highest-ranking member of the executive branch to show up for its dedication was the deputy interior secretary.

So the controversy surrounding the planned Dwight D. Eisenhower Memorial shouldn't come as a surprise, nor should it be allowed to derail what promises to be an exciting addition to the Washington landscape.

Recent weeks have seen an escalation of passions surrounding architect Frank Gehry's design for the \$112 million memorial planned for land just south of the Mall near the National Air and Space Museum.

The House subcommittee on national parks, forests and public lands held an unusual hearing in which there were calls to scrap the plans, underway since 1999, and start over. Leading the charge was Susan Eisenhower, a granddaughter of the 34th president, who invoked unfortunate images of Communist-era decorations and the fences of Nazi death camps to denounce Mr. Gehry's work. Others objecting, as The Post's Philip Kennicott reported, are architectural traditionalists offended by any departure from classical form.

To its credit, the Eisenhower Memorial Commission issued a statement last month giving its "total and unqualified support" for Mr. Gehry and his vision for the memorial that will, by order of Congress, commemorate Mr. Eisenhower not just as president but also as supreme allied commander during World War II. There is often tension between those building a monument that will serve posterity and those who knew the person to be honored. The bipartisan commission has undertaken a meticulous, public process that took pains to include the Eisenhower family. Mr. Gehry, America's most renowned architect, was selected following a procurement recommendation that the General Services Administration screened with a jury including grandson David Eisenhower, a member of the commission until his recent retirement. The commission and Mr. Gehry have signaled a willingness to continue to work with the family.

The architect's vision — which has undergone extensive review by a number of federal agencies and won the unanimous approval of the Commission of Fine Arts — would replace the mess of parking that occupies this space with a new urban park centered on a distinctive homage to Mr. Eisenhower. The commission should not be deterred in its efforts to break ground.

More on this debate: Roger K. Lewis: Gehry's Eisenhower Memorial design needs to be rethought  
Marshall Snyder: The Eisenhower Memorial debates go on  
Philip Kennicott: Which 'Ike' to like?  
Menachem Z. Rosensaft: How President Eisenhower should be remembered



Posted on Fri, Jul. 19, 2013

## Eagle editorial: Ike memorial overdue

It was encouraging to see the U.S. Commission of Fine Arts grant general approval Thursday to Frank Gehry's design for the Dwight D. Eisenhower Memorial. The national tribute to the 34th president and the supreme commander of the Allied forces in World War II is long overdue, considering it was authorized by Congress 14 years and two presidents ago.

The four-acre urban site in Washington, D.C., could not be more reflective of the Kansan's life and two terms as president. What will be known as Eisenhower Square is in front of the Education Department, which he established as a Cabinet-level agency in 1953; next door to the Federal Aviation Administration, which was created during his administration in 1958; and across the street from the Smithsonian's National Air and Space Museum, whose story is wedded to the Eisenhower-era establishment of NASA.

And the value of Eisenhower's legacy only seems to deepen, especially given his roles in passing the nation's first two civil rights acts since Reconstruction and in upholding the U.S. Supreme Court's 1954 ruling desegregating public schools.

Though the \$142 million project also needs congressional reauthorization and National Park Service approval, the arts commission's 3-1 vote should help its momentum. The project been stalled for more than a year by objections to the design raised by Eisenhower's relatives and some groups.

No one wants to disrespect the family's wishes, so efforts toward consensus should continue.

But Gehry is an unrivaled star among architects working today. And controversies over memorial and monument designs are common; they often must be built and experienced to be embraced. Consider what the Vietnam Veterans Memorial's "Wall" has come to mean to the nation, after being fiercely opposed for its unconventional simplicity and artist.

Plus, trying to correct the perceived problems with Gehry's design might mean downplaying Eisenhower's boyhood, which his fellow Kansans know was integral to his makeup and leadership. Although the memorial includes statues and stone carvings, the point of contention has been the plan to surround the space on three sides with large metal "tapestries" depicting the Kansas landscape of Eisenhower's youth. Such emphasis properly frames, rather than diminishes, the enormous scale of Eisenhower's achievements, as it accurately reflects Eisenhower's famous declaration that "the proudest thing I can claim is that I am from Abilene."

The commissioners made a suggestion to eliminate two small side tapestries, leaving the large one as a backdrop. The change would cut down on the number of large stone columns in the design, and give the park a more open atmosphere.

Now, the Kansas delegation should step up its efforts to see the Eisenhower Memorial through to completion, and fight off a House bill to start over (at an unacceptable cost estimated by the Congressional Budget Office last week to be \$17 million).

Each delay only postpones the day when visitors to the nation's capital can learn about Eisenhower's inspiring life and historic accomplishments – and better understand not only why so many liked Ike but why Ike so liked Kansas.

For the editorial board, Rhonda Holman

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# Congress should sign off on Eisenhower memorial

Attachment 16: Editorials in support of the memorial

By Editorial Board, **Published: July 26, 2013**

WHEN IT comes to monuments on the Mall, controversy — writ large in marble and granite — has always been the name of the game.

The massive tributes to Washington, Jefferson and Lincoln all drew their fair share of criticism in their day; the Franklin D. Roosevelt memorial, amid squabbles over federal funding and whether the president's disability should be on full public display, took nearly 40 years to complete. Thirty years after its completion, some are undoubtedly still recovering from the oratorical firestorm over Maya Lin's memorial to Vietnam veterans. And just last week, the National Park Service finally announced its plans to remove the quote on the Martin Luther King Jr. memorial that caused such an outcry after the monument's 2011 unveiling. The politics of representation are fraught.

Nowhere has this been more true than in the case of the Dwight D. Eisenhower Memorial, a \$112 million project slated for four acres at the base of Capitol Hill. The 14 years since Congress authorized the memorial — to be designed by the Pritzker Prize-winning architect Frank Gehry — have featured nothing short of an epic tussle among the memorial's commission, the Eisenhower family and architectural traditionalists, both in and out of Congress, over elements of Gehry's design.

Bas reliefs in the original proposal have been removed and added again; the large metal tapestries that would frame the memorial have scandalized and delighted in equal amounts. Susan Eisenhower, Ike's granddaughter, has testified before Congress to call for a redesign, and Rep. Rob Bishop (R-Utah) went so far as to sponsor a bill that would start the project anew, despite the millions already been spent on it.

Ironically enough, a central point of contention has been whether the humble and midwestern Ike should be depicted as a dreamy young boy from Kansas or, as his family prefers, as a commanding general on the world-historical stage. One wonders whether that same general, who in life orchestrated the successful Allied invasion of Europe and the subsequent stability of the free world, would be up to the challenge of navigating the battle for his own commemoration. Or, for that matter, whether he'd have the patience.

In any case, the memorial's commission approved a final version of Gehry's design last month, and the U.S. Commission of Fine Arts granted preliminary approval to the major contents of that design last week. Quite simply, Mr. Gehry's proposal promises to be a wonderful addition to the face of the Mall, a vision Washington is lucky to have. Moving forward, Congress should authorize these plans as quickly as possible so the memorial can proceed on schedule. As entertaining as these squabbles have often been, enough is enough already.

Read more on this issue: [The Post's View: A process that should not be derailed](#) Sam Roche: [Start the design process over](#) Fred A. Bernstein: [Shelve the memorial](#) Marshall Snyder: [The Eisenhower Memorial debates go on](#)

March 22, 2012

# I Like Ike (and His Memorial)

By WITOLD RYBCZYNSKI

Philadelphia

ON Tuesday, the House Subcommittee on National Parks, Forests and Public Lands held a hearing on Frank Gehry's controversial design for the Dwight D. Eisenhower memorial. National memorials are managed by the National Park Service, which is why the Congressional subcommittee involved itself, even though reviewing architectural design, as Representative Raúl M. Grijalva observed, involves "something well outside our purview."

What has fueled the Eisenhower memorial controversy in the media are the public pronouncements of two of the president's granddaughters, Susan and Anne Eisenhower, who have proclaimed themselves dissatisfied with the design. Understandably, their position is being taken seriously. Yet I am concerned that the growing public brouhaha will ultimately weaken the memorial design.

The Eisenhower memorial is to be located on a parcel of land just south of the National Mall, between the National Air and Space Museum and the Department of Education building. It covers four acres, slightly more than the area of the Vietnam Veterans Memorial. The proposed memorial would not sprawl over the entire site, as some critics have maintained. What Mr. Gehry has done is to place the memorial to the 34th president in what is effectively a new public park.

The dominant feature of the memorial, and one of the design elements to which the Eisenhower family objects, is the 80-foot-high colonnade that rings the site. The design has been described, somewhat pejoratively, as "Gehryesque," as if it were an alien presence.

But this is precisely what it is not. As my former colleague on the United States Commission of Fine Arts, Michael McKinnell, pointed out when the commission reviewed the design (we unanimously approved the general concept), this is, in effect, a roofless building; more specifically, it is a roofless classical temple — in a city replete with classical monuments. Moreover, it provides a sense of cohesion to this city's currently fragmented urban space.

The colonnade supports a metal screen that carries images of the Kansas landscape in which Eisenhower grew up. When first confronted with this idea, I was concerned that mechanically imprinted screens, which the architect insisted on calling "tapestries," would resemble large

billboards.

Since then Mr. Gehry and his collaborators have developed hand-weaving techniques so that the screens really do resemble tapestries. Having seen full-size mock-ups of the screens on the site, I am convinced that their size will not be out of scale with the surroundings.

Another target of the critics is the proposal to include a statue of the president as a youth, recalling that he sometimes referred to himself as a "Kansas farm boy." Some consider this an affront to a man who was a victorious five-star general as well as a successful two-term president; others find it a touching reminder of Eisenhower's modest Midwestern roots.

I fall in the second camp, but in either case, it is important to recognize that the statue, whose design has not been finalized, will not be the only, or the largest, representation of the president on the site. The design, as it currently stands, includes two very large bas-reliefs of Eisenhower, one as military leader and one as president, as well as inscribed quotations. In this context, the small statue will have the effect of a footnote.

Still, the debates over the memorial give the impression that Mr. Gehry is effectively being forced on the family, the city and the president's legacy. But that's simply not true.

The four finalists who prepared designs for the memorial were picked, by a jury that included Eisenhower's grandson David, from a list compiled by a panel of leading architects, who in turn chose from among 44 firms that submitted their names to the memorial commission. Ever since the Vietnam Veterans Memorial competition was won by Maya Lin, then a college student, it is taken for granted that the best memorial designs are the result of open competitions, in which hundreds of (largely unqualified) individuals compete.

But the accepted wisdom is wrong — the Vietnam Veterans Memorial is an exception. It's worth remembering that the Lincoln Memorial was the result of a competition between only two young architects — Henry Bacon and John Russell Pope — and the loser, Pope, was later invited to design the Jefferson Memorial; no one else was considered.

What's more, both the Lincoln Memorial and the Jefferson Memorial were the objects of criticism when they were proposed: why was Lincoln portrayed as a tired rather than a triumphant leader; why was Jefferson housed in a Roman temple? Today, of course, these memorials are among the country's most beloved structures.

Presidential memorials take a long time to come to fruition — the Lincoln Memorial took more than 12 years — and the design team will continue refining its design for the Eisenhower memorial. Mr. Gehry, our finest living architect, has already shown himself willing to listen to critical suggestions.

But in this case, too many cooks will definitely spoil the broth. Compromise and consensus are important when devising legislation, but they are a poor recipe for creating a memorial.

*Witold Rybczynski is a member of the United States Commission of Fine Arts and the author, most recently, of "The Biography of a Building."*

# The Washington Post

Review: Frank Gehry's Eisenhower Memorial reinvigorates the genre

By Philip Kennicott

12/15/2011 15:48

Over the past decade, with the opening of the World War II Memorial in 2004 and the Martin Luther King Jr. Memorial late this summer, it seemed as if a long tradition of civic architecture had finally reached a sad and vitiated end. The giant war memorial that ate up acres of the Mall hearkened back to the aesthetics of the very countries the United States defeated, an exercise in regurgitated totalitarian grandeur. The language of the Martin Luther King Jr. Memorial was more contemporary but caught up in the same design quandary that has bedevilled architects for almost three decades since the opening of the Vietnam Veterans Memorial in 1982. Uncertain whether to embrace abstraction and conceptualism, or the traditional language of marble statues and heroic flourishes, the designers of the MLK Memorial tried a little of both, and failed like so many before them, producing a bland, often silly, and generally inert design calculated to offend no one.

But history isn't over, and there are ideas left with which to reinvigorate the tradition of memorial architecture. While it might have seemed an odd mismatch to chose Frank Gehry, an architect of flamboyant gestures, to design a memorial to Dwight D. Eisenhower, a military leader and president hallowed for his common touch, simplicity and humility, it was the right choice, and a daring one. Gehry's design, which uses large-scale metal tapestries to memorialize the 34th president, is the first serious innovation in the history of memorial design since the bold and abstract geometries of Maya Lin's Vietnam Veterans Memorial (now gravely threatened by a bizarre plan to build an unnecessary visitors center nearby).

Gehry has produced a design that inverts several of the sacred hierarchies of the classical memorial, emphasizing ideas of domesticity and interiority rather than masculine power and external display. He has “re-gendered” the vocabulary of memorialization, giving it new life and vitality just at the moment when the old, exhausted “masculine” memorial threatened to make the entire project of remembering great people in the public square seem obsolete. If there are murmurings within the Eisenhower family and among Gehry skeptics and conservative critics, they probably have a lot to do with the basic feminization of the memorial language.

### **‘Dreams of a barefoot boy’**

Gehry’s design, which may go to the National Capital Planning Commission for a critical approval hearing as early as February, is centered on three large metal tapestries. If there aren’t major changes to the plan, the central and longest of these will show a scene reminiscent of Eisenhower’s boyhood home, Abilene, using the wide-open Kansas sky and minimalist landscape to keep the texture transparent. Bas reliefs will represent Eisenhower’s success as a military leader and as president, and a statue of the young Eisenhower will be placed so as to appear to be reading the events of his life to come. Eisenhower the man of action will be complemented by a more contemplative figure, a reference to the dreaminess of youth and the traditionally feminine passivity of reading.

Through his collaboration with the theater artist Robert Wilson, Gehry has focused on Eisenhower’s youth in Kansas as an organizing motif, a way of stressing his modesty, his humble origins and the social mobility that was once a cherished part of American culture. Borrowing Eisenhower’s own language (from a speech the Supreme Commander of Allied Forces gave at his postwar homecoming to Abilene), Gehry is emphasizing the “dreams of a barefoot boy,” in his depiction of the military and political leader.

Tapestries have a long history of serving hagiographic and political purposes. They weren’t just sumptuous decorative objects, but carried images that celebrated military, political and dynastic accomplishment (as with the famous Pastrana Tapestries now on view at the National Gallery of Art). Charles the Bold brought tapestries with him to the 1477 Battle of Nancy to decorate his war tent, and when he lost the battle these

tapestries became booty for victorious Swiss troops. But while their military *bona fides* are beyond dispute, they are also made of cloth, and were essentially indoor and domestic objects. Gehry's vision of an outdoor tapestry not only raises unique design challenges — how to “weave” it and preserve it over time — it subverts the idea of indoors and out, domestic and public, eliding boundaries between feminine and masculine space.

The transparency of the metal material, its suppleness and flexibility, stand in contrast to the permanence and solidity of the standard materials of memorial architecture, stone, concrete and earth. Designers looking for alternatives to the “hardscape” of traditional memorials have often turned to water, as landscape architect Kathryn Gustafson did in her memorial to Princess Diana in Hyde Park, London. But fountains are notoriously fickle, and they have long been used as accents to grand and traditional memorials. Gehry has found a material that shares some of the ephemeral nature of water, but will last through the ages, and is entirely free of cliché.

### **Beyond the heroic ideal**

As the design has progressed, it has become more aligned with the values of contemporary theater. Whether that represents Wilson's influence or simply the evolution of Gehry's thinking doesn't matter. The memorial now strives for two basic theatrical virtues: open-endedness or permeability, and psychological distillation. Both values are essentially innovations in the language of memorial design, which has traditionally set one particular understanding — this man was great, this war was just, these people were victims — beyond debate, etching it literally in stone. By focusing on the young Eisenhower, the memorial allows visitors more space to form their own assessment of Eisenhower's legacy.

It also finesses a plaguing problem of most memorials: Few great men are absolutely great, without flaws and failings. Although Eisenhower is remembered more fondly now than he was in the 1960s and '70s, there are still debates about his strategy in the Second World War (was he too cautious, thus prolonging the war?), his role during the McCarthy witch hunts (why didn't he more publicly confront the congressional Torquemadas?) and his role in foreign adventures (bloody CIA interventions and the abortive Bay of Pigs invasion). The young Eisenhower is both innocent of and yet pregnant with whatever failings history ultimately attributes to his career.

Traditional memorials place the subject over and above the viewer. Contemporary theater uses a different set of metaphors for describing its approach: How does one enter into the subject? What threads can connect the disparate parts of a man's psychology and narrative? Theater can dispense with basic organizing elements such as strict causality chronology, allowing the viewer to see a man, or an event, from the multiple perspectives of before, during and after, but necessarily in that order, or in any order at all. The psychologizing nature of theater allows emotional material that is rarely manifested in public memorials to come into full view: anxiety, doubt, regret, uncertainty. All of these are essential to greatness but are almost never represented in public memorials.

The depiction of Eisenhower as a young man — if indeed that is what is finally decided upon — helps give color and shadow to the idea that Eisenhower was a great leader. The adolescent Eisenhower is unformed, pure potential, not yet manly. If there are concerns about representing Eisenhower through a statue inspired by the famous photograph of a tussle-haired boy with his legs splayed wide (Gehry has referred to the photograph as possible source for the statue), they likely have to do with the equivocal status of adolescent or ephebic males, once a standard way of representing civic or social ideals (think of Michelangelo's David or the profusion of Kouros statues in ancient Greece). As in Gehry's use of tapestries, which also have traditional memorial associations, his vision of a young man recalls legitimate memorial traditions so old they seem radical upon reintroduction.

### **The man in his element**

In a democracy, greatness has as much to do with what people *don't* do with power as what they accomplish with it. George Washington was compared to Cincinnatus, the Roman aristocrat who gave up dictatorial power after dispatching the enemies of Rome in battle. Yet very few monuments celebrate what it takes to be uncorrupted by power, the missing demon that divides the famous from the infamous, the virtue that yields an absence of ugliness, a missing litany of unnecessary violence, aggrandizement and corruption. If man's greatest accomplishment are the things he *didn't do*, how does one represent that?

Gehry has found a way. His design for the Eisenhower Memorial literally inverts the Cincinnatus story, bringing the landscape of the farm into the very center of the American imperium. The proposed design for the main tapestry, a vision of the Kansas landscape, isn't just a reference to Eisenhower's formative years; it is a provocative insertion of the values represented by the landscape — innocence, opportunity, quality — into a political culture that pays lip service to hard work but cynically rewards wealth with more wealth and power with more power.

As the memorial design has progressed, the space has been defined as both more contained (inwardly focused and theatrical, with the tapestries turned to form a U-shaped space) and permeable (a tree-lined corridor that traces the line of Maryland Avenue will cut through the plaza). It is very likely that the effect will be that of a giant stage set enveloping a relatively small representation of Eisenhower, yet another inversion of traditional hierarchies that suggests a powerful sense of the finitude of man and the vastness of history, nature and fate. Usually, it's the other way around: A large man dominates the backdrop or architectural setting. But this inversion is as welcome as all the others. Eisenhower was a great man, but there were other Eisenhowers right behind him, other men who could have done what he did, who would have risen to the occasion if they had been tapped. To deny that does Eisenhower no honor and great injustice to the surfeit of American talent. At last, we have a memorial that makes literal the larger forces, the unknowns, the imponderables of history and contingency, allowing them to form the memorial space, and put the man in proper perspective.

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DAVID M. CHILDS, ARCHITECT

49 EAST 86TH STREET, NEW YORK CITY, NEW YORK 10028

Preston Bryant, Chairman  
National Capital Planning Commission  
401 9<sup>th</sup> Street, NW  
Suite 500-North  
Washington, DC 20004

26 August 2013

Dear Chairman Bryant,

I am writing with regard to the design by Frank Gehry for the Eisenhower Memorial now under consideration by the Commission. As a former chairman of the National Capital Planning Commission and of the Commission of Fine Arts, I applaud the Gehry proposal for being both a bold new addition to Washington's urban design and also one that reinforces the historic L'Enfant city plan.

The Gehry design has undergone significant revisions since it was first presented. These changes have modified many details of the initial scheme, but to date they have refined the concept, and have not weakened the powerful and inventive solution that this important site and program deserve. But to remove the east and west pairs of columns, as was recently suggested in a discussion at the Commission of Fine Arts, would destroy the grand urban space fundamental to the concept, and in its place leave a meaningless planar wall.

The site is an important one within the Monumental Core, but it is one that is surrounded by buildings and landscapes that vary in their relationships to the geometry of L'Enfant's grid. Gehry's plan respects all the traditional rights-of-way, view corridors and surrounding buildings in a complex but seemingly effortless solution that brings harmony to one that now suffers from a lack of coordination. To modify these proposed placements, alignments and dimensions would unbalance a brilliant solution.

I therefore urge you to support the proposal as it has now been submitted to you. The strength and timelessness of this design will be a proud addition to the list of Washington's most important civic undertakings.

Respectfully yours,

David M. Childs, FAIA



## OLIN

Chairman Preston Bryant  
National Capitol Planning Commission  
C/o Office of the Secretariat  
401 9<sup>th</sup> Street, NW  
Suite 500-North  
Washington DC 20004

20 August 2013

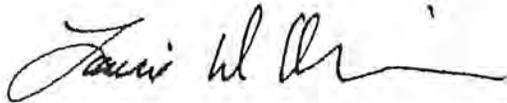
Dear Chairman Bryant,

I write to you and your fellow commissioners in support of the current scheme for the Eisenhower Memorial as designed by Frank Gehry and strongly urge you to resist attempts to alter or change this superb work of art and civic design. I believe it to be a remarkably significant and positive addition to our nation's capitol and the historic tradition of memorials and a worthy tribute to this great national leader in war and peace. Like many innovative works by great artists this project both builds upon tradition and invents new ways of seeing and experiencing ideas and messages of consequence that are not immediately appreciated or understood by some at the time, even discomfoting them as seems to have been the case. It is, however, a great work of art and design by one of America's most significant architects and as such is a coherent work, all of which parts are significant.

Gehry's memorial design draws strength from a long tradition of monuments extending as far back as the Ara Pacis in Rome, a handsome roofless enclosure framed by carved narrative friezes erected in the first century CE to commemorate Peace after a devastating civil war. As members of the Fine Art Commission have pointed out the proposed Eisenhower Memorial also forms a roofless room of superb proportion and quality, framing key views of the L'Enfant plan and establishing an honorific space that unifies the disparate buildings and agencies on its edges that currently can only be characterized as disappointingly characterless and incapable of framing a civic space adequately. The two panels at the east and west are essential to the scheme, in part for the narrative imagery they contain, and in part for the manner in which they frame the space and form part of the twin gateways framing the historic diagonal view to the Capitol as well as for the manner in which they also address and engage the buildings behind them – the FAA and Cohen buildings – in effect bringing them into the composition as well as the Education building. In addition to accomplishing these goals and in the dimensions established for heights, setbacks, and widths, the current design specifically embodies successfully the 5<sup>th</sup> and 6<sup>th</sup> principles that NCPA articulated earlier for the memorial.

There is not a good track record for projects, especially memorials, which have been compromised, reworked, and watered down by various committees and numerous cooks. I recommend with full enthusiasm and without reservation that the Commission approve the current Frank Gehry proposal for the Eisenhower Memorial as it is. This elegant and imaginative work of art and design that is a tribute to one of our greatest leaders in both war and peace is certain to join other famous memorials in our nation's capitol as a pilgrimage sight, sought out by visitors from America and around the world.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Laurie D. Olin". The signature is fluid and cursive, with a long horizontal stroke at the end.

Laurie D. Olin  
FASLA, AAAL, AAAS Hon AIA, Hon RIBA

**Kohn Pedersen Fox Associates PC**  
*Architects and Planning Consultants*  
11 West 42nd Street, New York, NY 10036

*Telephone 212 977 6500*  
*Fax 212 956 2526*  
*www.kpf.com*

August 27, 2013

Mr. L. Preston Bryant, Chairman  
c/o office of Secretariat  
National Capital Planning Commission  
401 9<sup>th</sup> Street, NW  
North Lobby, Suite 500  
Washington D.C. 20004

Dear Mr. Bryant,

As a member of the jury which selected Mr. Gehry's design several years ago I have followed with great interest the evolution of it through the various steps in the approval process. This process is now at a critical juncture and I feel compelled to offer my support to the design.

Mr. Gehry is known throughout the world for the sculptural strength of his highly personal sensibility to architectural form. What struck me as extraordinary, when I first viewed his design for the Eisenhower Memorial, was the degree to which he eschewed this personal vocabulary in favor of a serene and highly contextual method of making a response to an almost unresolvable urban situation. I found it to be brilliant, particularly when viewed in comparison to his fellow competitors whose solutions looked far more "Gehry-like" than did his. He rejected the temptation to form a sculptural object of the Memorial in favor of making a contemplative room within the larger urban context.

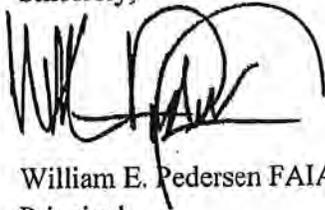
Two elements make the character of his design of the Memorial in sympathy with the character of Washington D.C.. The first of these, massive stone columns, connect the space to the classical language of the city. The second, the woven stainless steel scrim, creates a magical veil through which the surrounding buildings can be viewed but which, in conjunction with the columns, embraces and defines a room within a room. Together, these form the backdrop for the elements which convey to the world Eisenhower's legacies; as young man looking to the future, as a great leader in battle and as a great leader in peace.

Mr. L. Preston Bryant, Chairman  
c/o office of Secretariat  
National Capital Planning Commission  
August 27, 2013  
Page 2

Now, the critical presence of two pairs of these columns, on the east and on the west, is being called into question. To my mind, their elimination places in jeopardy the very intention of the design itself. This pair of columnar elements gives the enclosure which not only creates the inner room but also sponsors a larger connection to the surrounding context. They are two arms which form a spatial embrace. Their amputation would leave the inner elements of the Memorial, which convey the meaning of Eisenhower's life, stripped of their backdrop and adrift without reference.

KPF

Sincerely,



William E. Pedersen FAIA  
Principal

Greenville High School  
130 Pritham Avenue  
Greenville, ME 04441

May 29, 2013

Senator Susan Collins  
413 Dirksen Senate Office Building  
Washington, DC 20510

Dear Senator Collins:

The Junior Class of Greenville High School, here in Maine, would like to make comment on the Eisenhower Memorial. We would love to see a great memorial for such a great American. "Ike" led the free world as Supreme Commander of the Allied Forces in World War II, ended the Korean War, and contributed significantly to our interstate highway system. We may be the first generation to take our children and our children's children to visit this edifice. As young students, we write this to make a contribution by offering our perspective.

In our English Language Arts class, we have been studying the pros and cons to the Eisenhower Memorial. We have looked at multiple New York Times articles such as 'Eisenhower Memorial in Criticism Barrage' and 'I Like Ike (and His Memorial)'. We learned about Susan Eisenhower and her testimony in front of Congress and the CBS News article, "Eisenhower Memorial Plans Planned by Family."

We can see how some support the memorial and some do not. As a class, we have come to the consensus that the memorial should be finished while some of our World War II veterans are still living. For the past fourteen years there has been a lot of planning, and there may be better ideas, but if we have already come this far, why not try to finish it before it's too late?

The money that is being poured into this project is not significant and the youth of America will be inheriting large debt, we hope you will listen to the youth of America who we represent. We might prefer the boyhood statue because we are from a small town just like Eisenhower, but we do not find the West Point idea objectionable. And, because many Americans will be admiring the memorial, we feel all citizens should have a say. We may be the young generation but someday soon we will be voters and we want to make a thoughtful contribution about that which will affect our futures.

Fourteen years have passed since the Eisenhower Memorial Project was initiated. Since "Ike" had a reputation for "getting things done" and got us out of a world war in under a half-decade, surely we can finish his memorial before a second decade goes by.

Senator Collins, we know you to be another public servant who is committed to accomplishment. Thank you for considering our thoughts. We believe you can make a positive difference.

Responsibly and with appreciation,

*Jason Smith*      *Jack Mason*      *Marc O. Desjardis*  
*Sarah Habener*      *Ryle Ethier*  
*Miguel*      *Marta Lopez*  
*Howard Stone*      *Rayton A. Ward*  
*Samara Cookson*

The CP 11 English Class of Greenville High School

Eisenhower  
Memorial 34th

Greenville High School  
130 Pritham Avenue  
Greenville, Maine 04441

May 22, 2013

Senator Angus King  
Washington Office  
188 Russell Senate Office Building  
Washington, DC 20510

Dear Senator King,

We are the Senior College Prep English Class of Greenville High School in Maine. After reading a March 20 CBS News report "Eisenhower Memorial Plans Panned by Family," Susan Eisenhower's testimony before Congress, and looking at available online renderings, design plans and photographs, we are writing with concerns about delays and suggestions to avoid wasted tax dollars involving the proposed Eisenhower Memorial.

As a class, we have discussed the process, and the importance of celebrating Eisenhower's place in our history, as well as the urgency to get this done while many of our World War II veterans are still alive. This memorial should express the significant impact President Eisenhower had on this country and the world as the 34th President of the United States, and as Supreme Commander of the Allied Forces that served in World War II. He could not have achieved this without our nation's veterans and citizens.

Another concern from Susan Eisenhower was that too much of Eisenhower's boyhood was included in the memorial. A lot of the critics are questioning whether the memorial adequately reflects his life. Therefore the design was changed to incorporate less of his boyhood and more of his achievements at United States Military Academy. Our class has come to the conclusion that we may have preferred the boyhood statue rather than the present West Point depiction. We feel that his boyhood proves the American Dream, that a boy from a small town can become an influential world leader. We admire its modern aspects, interactive design and unique style. The ingenuity of this design should attract the youth of America. We believe that the design does adequately reflect his life. The design is ahead of its time just as Eisenhower was ahead of his time with the highway system.

We have reached consensus that adequate family input has been considered and acted upon and feel the final decision should be left to the citizens. Our input is important in that this memorial is being built for future generations of this country. We will be among those visiting the Eisenhower Memorial with our children and our children's children.

Eisenhower's achievements have proven to us that one from a small town like ours can achieve and positively influence and help lead this awesome nation of ours. We as young voters urge our representatives to come to consensus as to what should be included in the memorial to display the deeper meaning of Eisenhower's life to our future generations.

There have been concerns about the durability and safety of the welded steel tapestries designed by Frank Gehry. We have confidence that today's technology and engineering experts can create a design that will withstand the years. With eighty feet tall by eleven feet wide columns as support, the tapestries will be among the largest in the world and will keep the memorial secluded as visitors enjoy its rich ambiance and historic grandeur.

Although there has been much debate over the design of the memorial, there should be no controversy over whether it should actually be built. It has been more than fourteen years since Congress agreed to allocate sixty-two million dollars to the memorial.

The original budget is now apparently not enough to complete the project and this memorial has become three times more expensive than other presidential memorials. We believe an effort to obtain private financing from corporations and individuals should be done to offset costs, much as Lee Iacocca led the charge many years ago for the Ellis Island Foundation and the Statue of Liberty.

The Eisenhower Memorial Committee should not postpone the start of construction any longer. Immediate action is necessary so as to avoid wasting money and time. Consider our young people and our WWII veterans. There should be no more delay in the completion of the Eisenhower Memorial!

Sincerely,

Sean Nyström  
Olivia C. Fruchard  
Kaylee Benoit  
Michelle Kellert  
Cory Anderson

Kevin Krosby  
Caitlin Krosby  
Leah C. Bilodeau  
Justin M. Richards  
Tricia Sherman



The C.P. English Class of Greenville High School

October 1, 2014

Commissioners  
National Capital Planning Commission  
401 9th Street, N.W., North Lobby, Suite 500  
Washington, D.C. 20004

RE: Dwight D. Eisenhower Memorial Commission

Dear Commissioners:

The students of Navarre Elementary in Toledo, Ohio are ready to visit the Dwight D. Eisenhower Memorial in Washington, D.C. Nearly two years after collecting donations and learning about President Eisenhower, the children have inquired if the memorial is complete and when they can view it online. Imagine their disappointment when I share that groundbreaking and approval for the design has not yet even occurred.

The Eisenhower Memorial Commission has worked tirelessly to address the needs and apprehensions of the opposition. The design of the memorial has been revised, concerns with the NCPC principles have been rebutted, and the public has learned that some with resistance to the project do not have altruistic intentions at heart.

The time to move forward with this memorial is now. Students are waiting to see the fruits of their labor, World War II veterans are waiting to honor their leader, and Eisenhower's legacy is waiting to take its proper place in our nation's capital. I strongly urge the Commissioners to vote in support of preliminary approval.

Thank you for your consideration.

Respectfully,

Robyn Hage  
Teacher  
Navarre Elementary School



*Shaping the future for birds*

Commissioners  
National Capital Planning Commission  
401 9<sup>th</sup> Street NW  
Washington, DC 20004

March 27, 2014

Re: Eisenhower Memorial

American Bird Conservancy (ABC) applauds the Eisenhower Memorial Commission for their successful efforts to make the design of the Eisenhower Memorial friendly to birds. Man-made structures kill over half a billion birds each year in the U.S. alone, birds of intrinsic, cultural and economic significance. However, there are many simple ways to make any structure less threatening.

Birds migrating at night in spring and fall are attracted by light from buildings into the built environment where they can be injured by glass, wires and other dangers. The Eisenhower Memorial Commission worked with the General Services Administration, the building owner, to establish a Lights Out policy for the LBJ Building behind the Memorial. The building occupant, the US Department of Education, has subsequently initiated that policy formally. In addition, the spacing of the horizontal structural cables for the tapestries edging the Eisenhower Memorial was adjusted from being 12 inches on center to the less than 3 inch spacing effective in reducing bird hits.

Among President Eisenhower's many achievements, his relationship with nature is often unremarked. However, Eisenhower was a member of two groups noted for their concern with environmental issues, family farmers and hunters. In his retirement, Eisenhower painted many landscapes. In the words of Art Historian Sister Wendy Beckett 'Eisenhower was interested in undamaged nature'. This was demonstrated by one of President Eisenhower's most important and lasting actions, creation in 1960, by Executive Order, of the National Alaskan Wildlife Range, "for the purpose of preserving unique wildlife, wilderness and recreational values". It is fitting that the Eisenhower Memorial should reflect his valuation of the environment, as well as his other accomplishments.

Sincerely,

Christine Sheppard, Ph.D.  
Bird Collisions Campaign Manager

*ABC is a 501(c)(3), non-profit organization dedicated to the conservation of wild native birds and their habitats throughout the Americas. Founded in 1994, ABC has long been a leader in Partners in Flight and the North American Bird Conservation Initiative, and is the only U.S.-based group dedicated solely to overcoming the greatest threats facing native birds in the Western Hemisphere. ABC is also the leading force in ongoing efforts to protect birds from collisions, with the only national bird collisions program.*

Cc:  
Eisenhower Memorial Commission  
1629 K Street NW  
Washington, DC 20006

Witold Rybczynski

7801 Lincoln Drive  
Philadelphia, PA 19118

March 26, 2014

National Capital Planning Commission  
401 9th Street NW  
Suite 500-North  
Washington, DC 20004

To the Commissioners,

I should like to express my strong support for the proposed Dwight D. Eisenhower National Memorial.

I witnessed the early evolution of Frank Gehry's design over several years as a member of the Commission of Fine Arts, joining my fellow commissioners in voting enthusiastic and unanimous approval of the concept during the September 2011 meeting.

There is a significant difference between the Eisenhower memorial and those on the National Mall; the latter are isolated places, the former is an urban space in a built context. In that sense, the Eisenhower memorial resembles Trafalgar Square, which consists of a personal memorial—Nelson's Column—set in a memorial square. The chief role of the tapestries, although they allude to the Kansas plains, Eisenhower's birthplace, is to define the square in such a way as to raise it above the ordinary.

I continue to find the idea of a roofless temple compelling. Having examined a full-size mock-up of a portion of tapestry on the site, I remain convinced that the scale of the columns and the tapestry are appropriate to this location. The urban design improves its surroundings—a challenging task—while respecting L'Enfant's plan.

The proposed memorial will both honor a great president and embellish the national capital.

Sincerely yours,

Witold Rybczynski

Emeritus Meyerson Professor of Urbanism, University of Pennsylvania

**RESOLUTION NO. 031014-5**

**A RESOLUTION ENDORSING THE EISENHOWER MEMORIAL COMMISSION'S DESIGN FOR THE DWIGHT D. EISENHOWER MEMORIAL AND ENCOURAGING ITS CONSTRUCTION TO HONOR THE LEGACY OF PRESIDENT EISENHOWER**

**WHEREAS**, President Dwight D. Eisenhower lived in Abilene, Kansas throughout his boyhood years;

**WHEREAS**, as a young boy growing up in Abilene, Kansas, President Eisenhower developed many of the talents and skills he would use later in life as a Five-Star General of the United States Army and as the 34<sup>th</sup> President of the United States of America;

**WHEREAS**, the mission of Eisenhower Memorial Commission is to "complete a National Memorial to honor Dwight D. Eisenhower to inspire future generations with his devotion to public service, leadership, integrity, life-long work ethic, and total devotion to the values and processes of democracy";

**WHEREAS**, the Eisenhower Memorial Commission has selected award-winning architect Frank Gehry to design the National Memorial for President Eisenhower and his many accomplishments, to be located in Washington, D.C.; and

**WHEREAS**, the construction of the Gehry design for the Dwight D. Eisenhower Memorial would highlight all phases of President Eisenhower's life, including his boyhood in Abilene, Kansas;

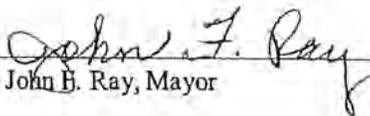
**WHEREAS**, the Eisenhower Memorial would be a noble honor in recognition of the service of President Eisenhower to the State of Kansas, the United States of America, and the international community.

**NOW, THEREFORE BE IT RESOLVED**, the City Commission of the City of Abilene, respectfully encourages the Eisenhower Memorial Commission and others with oversight over the Eisenhower Memorial, to take such actions as may be prudent and necessary to facilitate the construction of the Dwight D. Eisenhower Memorial in Washington, D.C.

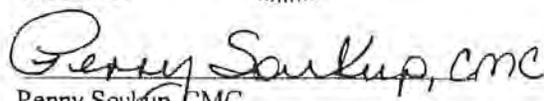
**PASSED AND APPROVED**, by the Governing Body of the City of Abilene, Kansas, this 10<sup>th</sup> day of March, 2014.



**CITY OF ABILENE, KANSAS**

By:   
John B. Ray, Mayor

ATTEST:

  
Penny Soukup, CMC  
City Clerk

[http://www.washingtonpost.com/lifestyle/style/revisions-unveiled-for-gehrys-eisenhower-memorial-design-issa-voices-support/2014/09/04/e5ecf842-345a-11e4-a723-fa3895a25d02\\_story.html?tid=hpModule\\_5fb4f58a-8a7a-11e2-98d9-3012c1cd8d1e](http://www.washingtonpost.com/lifestyle/style/revisions-unveiled-for-gehrys-eisenhower-memorial-design-issa-voices-support/2014/09/04/e5ecf842-345a-11e4-a723-fa3895a25d02_story.html?tid=hpModule_5fb4f58a-8a7a-11e2-98d9-3012c1cd8d1e)

# The Washington Post

Style

## Revisions unveiled for Gehry's Eisenhower Memorial design; Issa voices support

By Lonnae O'Neal Parker September 4, 2014 at 6:59 PM

Significant changes to the design of the Eisenhower Memorial — including the elimination of two large metal tapestries that had proved controversial — were unveiled Thursday during a National Capital Planning Commission meeting.

The revisions were in response to concerns the commission raised in April about the scale, cohesion and sightlines of the original design of the memorial, along Maryland and Independence avenues SW. The changes to the design — by architect Frank Gehry — potentially mark a shift in the years-long debate about the \$140 million project.

"With the changes to the design as it is, I'm prepared to support it," said Rep. Darrell Issa (R-Calif.), a planning commission member who chairs the House Oversight Committee.

Issa had expressed reservations about the design and had voiced concerns about design objections from the Eisenhower family. On Thursday, however, Issa said: "At the end of the day, sometimes to please everyone individually, you please no one cumulatively."

Congress hasn't authorized a memorial to the 34th president and World War II general in 15 years.

"We can't go back to square one," said Issa, who dismissed calls by detractors to scrap the Gehry design and restart the process.

Critics of Gehry's design gained momentum in the past few years and Congress zeroed out construction funding. Last month, a congressional report — which contended that the Eisenhower Memorial Commission had spent or obligated \$41 million — called the project "a five-star folly."

Issa — who said he met with Gehry in California over the Labor Day weekend — noted objections to the memorial's design but said that the commission can't provide "another opportunity for it not to be perfect for someone."

The design won concept approval from the U.S. Commission of Fine Arts in July 2013, and it must also get National Capital Planning Commission approval before construction can begin. Issa called for construction to begin as soon as next year, even if that means a congressional reauthorization so that the project can move forward in stages, despite the lack of fundraising progress.

Justin Shubow, president of the National Civic Art Society and a critic of the project, said that there is a contradiction in Issa's position and that of other commissioners who called Thursday's revisions "forward progress." According to the revisions, one main tapestry and two tapestry-supporting columns would remain.

"It's just a way of saying, 'Okay, it's better to have the tapestries out,'" Shubow said about the revisions. "That doesn't mean the design isn't still terrible."

"I think Eisenhower would have rejoiced at the political pragmatism that was introduced," said Carl W. Reddel, executive director of the Eisenhower Memorial Commission. "I believe the level of discussion has been raised."

[http://www.architectmagazine.com/arts-and-culture/gehry-revises-eisenhower-memorial-design\\_o.aspx](http://www.architectmagazine.com/arts-and-culture/gehry-revises-eisenhower-memorial-design_o.aspx)

# ARCHITECT

## **Gehry's Changes to the Eisenhower Memorial Meet with Further Resistance Issa tries to rally support at the latest National Planning Commission hearing**

September 12, 2014

By Witold Rybczynski, Hon. FAIA



Axonometric perspective down Independence Avenue of Gehry's revised design  
Credit: Dwight D. Eisenhower Memorial Commission

The saga of Frank Gehry's design for the Eisenhower Memorial continues. Last April, the National Capital Planning Commission (NCPC), one of the federal agencies that must approve the memorial, turned thumbs down on the design. On Sept. 4, one of Gehry's partners, Craig Webb, returned to NCPC to present a revised plan. The changes are considerable. The tapestry side panels included in the original design, which were the subject of considerable criticism, have been removed entirely, and now single columns mark two corners of what the architects call an "urban room." This change opens up the view shed along Maryland Avenue to the Capitol from 95 feet to 135 feet, which was one of NCPC's concerns, and it also allows the existing buildings (the Cohen Federal Building and the Federal Aviation Administration Building) on the east and west of the site to define the memorial square, which was another.

NCPC, which "represent federal and local constituencies with a stake in planning for the nation's capital," is charged with overseeing urban planning; aesthetic matters are the purview of the Commission of Fine Arts, the other federal agency that reviews memorials in the District. Nevertheless, at least in the case of the Eisenhower Memorial, NCPC seems intent on making judgments about design. Listening to the commissioners struggling to elucidate subjects such as "scale" and "spatial definition," their lack of architectural or artistic expertise was painfully evident.



New framing of the U.S. Capitol vista and Maryland Avenue  
Credit: Dwight D. Eisenhower Memorial Commission

The most cogent remarks came from Rep. Darrell Issa (R-Cal.), who is one of seven ex-officio members on the commission. Issa is in favor of going ahead with the memorial design in its current state. "We can't go back to square one," he said. "We can't throw away 15 years, based on the idea that for another \$10 or \$20 million, starting from scratch, somehow we will get to anything other than another opportunity for it not to be perfect for someone."

Unlike his fellow commissioners, Issa seemed to understand that Gehry's re-design is mainly a (reluctant) response to the NCPC staff chipping away at his concept. More chipping, Issa observed, would only further weaken the project. "I think we lose something if we continue to say 'Change it, change it.' "



Maryland Avenue vista to the U.S. Capitol  
Credit: Dwight D. Eisenhower Memorial Commission

Issa made another perceptive observation. The 440-foot-long metal tapestry carries an image of the bare Kansas plain. Kansas was Eisenhower's birthplace, although a critic has said that the landscape looks like it could be Kazakhstan. "I've been in Kazakhstan, and he's correct," said Issa. The original concept had been that the tapestries would represent an important event in Eisenhower's life, such as the D-Day Normandy landing, or the enforcement of civil rights at Central High School in Little Rock, Ark., by federal troops (which were sent by Eisenhower). Issa's point is that the controversial tapestry would be more compelling if it told a compelling story. Instead, bowing to criticism from one side or another, Gehry ended up with nondescript trees, made even less memorable since they are surrounded by actual trees.

Issa, who represents a district in Southern California, recounted that he recently visited Gehry's office in Los Angeles, and was shown "the rejected designs, the semi-rejected designs, and the you-think-we-would-reject-them designs." He let slip that Gehry told him that he would be willing to give up the tapestry altogether and take his name off the project. It may yet come to that.



Pedestrian walkway leading to the commemorative sculptures

Credit: Dwight D. Eisenhower Memorial Commission

Although Issa offered a compromise—approve the design but start by building only the landscape elements—the shrill critics of Gehry’s concept have not shown any desire to compromise. For them it is back to square one or nothing. An obdurate position, but one that is not at all unusual in the nation’s capital these days. The September presentation to NCPC was for information only; no vote was taken. Gehry is expected to return later this year to seek final approval.

Judging from the tenor of the NCPC meeting, there is a slim chance that his project will be approved. But as Issa told his fellow commissioners, “our support will still face a number of challenges that undoubtedly will delay it.”

*Rybczynski was a member of the Commission of Fine Arts when it approved Gehry's concept design for the Eisenhower Memorial in 2011.*

<http://cjonline.com/opinion/2014-09-08/editorial-its-time-move-eisenhower-memorial-forward>



## **Editorial: It's time to move Eisenhower memorial forward**

**Posted:** September 8, 2014 - 7:24pm

By The Capital-Journal

The architect given the task of designing a proposed memorial to Dwight D. Eisenhower, the former president and commander of allied forces in Europe during World War II, at the base of Capitol Hill recently unveiled a second design in hopes of winning approval from the National Capital Planning Commission and the Eisenhower Memorial Commission.

The latest offering goes lighter on aspects that critics and Eisenhower's relatives found objectionable in the original design, large metal tapestries that depicted the landscape of Eisenhower's boyhood home in Kansas, and adds some features, statues of Eisenhower as president and World War II general, that many thought should have been included from the start. The National Capital Planning Commission has yet to rule on architect Frank Gehry's remake, but the hope here is that all involved can settle on a design soon so construction can be completed in time for some of the veterans who served in Europe during World War II can see the finished product.

Gehry submitted his original plan in the summer of 2011. The process has not moved forward in the past three years. The forces under Eisenhower during World War II marched across the continent and defeated Germany in less time.

Granted, no one anticipated the negative reaction to Gehry's vision. Ike's grandson and two granddaughters resigned from the Eisenhower Memorial Commission in response to the tapestry design and the lack of attention to Eisenhower's years as general and president. The version unveiled Sept. 4 calls for only one tapestry and includes the statues mentioned earlier.

The changes haven't pleased everyone. Some critics still oppose the one tapestry, hung between huge columns, included in the revised design and say the Kansas landscape on it is unrecognizable.

It is time for the National Capital Planning Commission and the Eisenhower Memorial Commission to move the process forward and agree to agree on a design that, while it might not please everyone, will be a fitting memorial to a great man who served his country for decades and proved to be a great leader in times of war and peace.

It is amazing that it has taken as long as it has to find the proper way to honor a man so highly regarded as a military leader and so well-liked as president.

Ike earned his place among the monuments in our nation's capital. It's time to do him justice.

[http://www.washingtonpost.com/entertainment/museums/eisenhower-memorial-wins-key-vote-on-revised-gehry-design/2014/10/02/271f9c76-4a71-11e4-a046-120a8a855cca\\_story.html](http://www.washingtonpost.com/entertainment/museums/eisenhower-memorial-wins-key-vote-on-revised-gehry-design/2014/10/02/271f9c76-4a71-11e4-a046-120a8a855cca_story.html)

## The Washington Post

# Eisenhower Memorial clears key hurdle on Gehry design



The National Capital Planning Commission gave preliminary approval to a revised Gehry plan. (Gehry Partners/AP)

By Peggy McGlone October 2 at 6:35 PM

A government planning agency granted preliminary approval Thursday to a smaller version of the controversial Frank Gehry design for the Dwight D. Eisenhower Memorial.

The 10-to-1 vote by the National Capital Planning Commission represented a significant milestone for the tribute to the World War II general and 34th president, which has been stalled since 2011. The vote allows the Eisenhower Memorial Commission to take its new design to the Commission of Fine Arts, the other federal agency that must give a green light before construction can begin.

The vote came after a robust discussion of the function and scale of key elements of the memorial, to be built on four acres along Independence Avenue SW.

The new plan removes two smaller stainless steel tapestries to open the view toward the Capitol, a priority of the NCPC and one of three reasons the panel had denied its approval in April.

But the design retains a 447-foot-long tapestry along the southern edge — used to depict Eisenhower's Midwestern roots — as well as two free-standing columns at its northern corners.

The move required four separate votes because after approving the measure, the panel discovered that it wanted to revise its earlier recommendation that a 2,500-square-foot ranger contact station, with restrooms and a bookstore, be removed. The new plan includes the building.

Gehry, who did not attend the meeting, hailed the panel's vote.

“Like anyone who might be chosen for such a commission, I have felt humbled to be working on the memorial for Dwight D. Eisenhower, one of the towering figures of the 20th century, whom I deeply admire as a president, a general and a man. I’m grateful to the National Capital Planning Commission for its decision, and for its cooperative engagement in resolving the issues,” Gehry said in an e-mail.

Shane Dettman, NCPC director of urban design, presented the staff’s recommendation that the panel approve the edited version, saying the “modern and innovative design” appropriately addressed previously discussed issues.

The commission wanted Gehry to expand sightlines of the Capitol from the memorial, improve its relationship to the surrounding buildings and enhance the Maryland Avenue right of way, a key piece of the District’s historic and symbolic design.

Eleven citizens addressed the panel, including two members of the Eisenhower Commission who offered dissenting views. Bruce Cole asked the panel to deny the compromise, while the co-chairwoman, Susan Banes Harris, sought its approval.

There was dissent within the NCPC, too, especially regarding an amendment asking Gehry to relocate or remove the two free-standing limestone columns. The motion failed in a 5-to-4 vote, with two members abstaining.

Ellen McCarthy questioned the function of the columns and supported the amendment, but Tommy Wells argued passionately for them.

“The columns announce that you are at a memorial, not just a new park, a new plaza,” he said. “They are important.”

Mina Wright took up the case.

“We are now mid-slope on the slippery slope of design by committee,” she said. “I urge my colleagues to resist that temptation.”

“That’s our job,” countered McCarthy.



## MEDIA RELEASE

For Immediate Release  
October 2, 2014

Stephen Staudigl  
202-482-7279 or [stephen@ncpc.gov](mailto:stephen@ncpc.gov)  
Julia Koster  
202-482-7211 or [julia@ncpc.gov](mailto:julia@ncpc.gov)

***NCPC Approves Revised Preliminary Plans for Eisenhower Memorial***  
*Commission Also Provided Comments on Constitution Gardens Rehabilitation Concepts and Naval Research Laboratory Draft Master Plan*

**Washington, DC** – At its monthly meeting on October 2, 2014 the National Capital Planning Commission (NCPC) approved revised preliminary site and building plans for the Dwight D. Eisenhower Memorial. In its approval the Commission noted that the revised design is now consistent with seven design guidelines adopted by NCPC as part of its action to approve the memorial site in 2006.

The revised design, submitted by the National Park Service on behalf of the Eisenhower Memorial Commission, eliminates the previously proposed east and west stainless steel tapestries, and replaces them with two freestanding columns placed at the site's northeast and northwest corners. These columns are in alignment with the end columns of the south tapestry in front of the U.S. Department of Education.

It was noted that the Commission's previous comments regarding pedestrian circulation, perimeter security, and lighting were not yet addressed. The Commission requested that the applicant return prior to NCPC's final review of the memorial, to report on modifications made to the memorial design to address these issues, and how other design elements have been further developed. No date has been set for this review.

The Commission then strongly supported concept plans to rehabilitate Constitution Gardens and create a vibrant park space on the National Mall. These plans were submitted by the National Park Service in partnership with the Trust for the National Mall. Dedicated in 1976 to celebrate the Bicentennial, Constitution Gardens provides a contrast to the more formal features found on the rest of the National Mall.

Three concepts designs were presented, and the Commission commented favorably on the third Hybrid Alternative concept that combines features of the first two alternatives. These include the addition of an 18" retaining wall along Constitution Avenue, NW; an increase in the site's grade by four to eight feet; the addition of a wetland along the lake's perimeter; the rehabilitation and relocation of the existing historic lockkeeper's house southwest of its current location at the corner of Constitution Avenue and 17<sup>th</sup> Street, NW; and the addition of a pavilion at the lake's eastern shore.

Before adjourning the Commission provided comments on the draft master plan for the Naval Research Laboratory, a 132-acre facility located along the Potomac River south of Joint Base Anacostia-Bolling. Submitted by the U.S. Department of the Navy, the draft master plan has two parts: a 5-year short-term component which includes a collection of programmed projects and a 20-year long-term component consisting of a collection of plans (systems) that provide a comprehensive, long-term planning scenario for the facility.

– MORE –

October 2, 2014

Page 2

The Commission supported the plan's overarching organization and content for the installation that provides research, development, and testing/evaluation facilities for the Navy. In its comments, the Commission noted that the site's existing employee population is expected to increase by 615 over the next five years (to 5,487) and that sites for two proposed building additions are close to existing floodplains. Among its comments regarding the longer 20-year plan, the Commission noted that certain modifications will be necessary to make the Potomac River shoreline more sustainable; allow for a more consolidated distribution of employee parking; and allow for a more sensitive treatment of the site's historic Central Mall.

This month's agenda also included two consent calendar items (no presentations were given):

- Final master plan for the Naval Support Facility Carderock, located in West Bethesda, Maryland (MP98)
- Preliminary site and building plans for the Quantico Middle/High School located on the Marine Corps Base Quantico, Quantico, Virginia (7597)

In addition, the Executive Director approved six items under authorities delegated by the Commission. The final agenda and staff recommendations are available on [NCPC's website](#).

*The National Capital Planning Commission is the federal government's central planning agency in the District of Columbia and surrounding counties of Maryland and Virginia. The Commission provides overall guidance for federal land and buildings in the region. It also reviews the design of federal projects and memorials, oversees long-range planning for future development, and monitors capital investment by federal agencies.*

###



## Commission Action

October 2, 2014

Attachment 32: NCPC Commission Action,  
10/2/14

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**PROJECT**

**Dwight D. Eisenhower Memorial**  
National Mall and Memorial Parks  
[Bound by Independence Avenue, 4th Street  
and 6th Street, SW, and by the  
Lyndon B Johnson – Department of Education  
Headquarters Building  
Washington, DC

**NCPC FILE NUMBER**

6694

**NCPC MAP FILE NUMBER**

1.71(73.10)44008

**APPLICANT'S REQUEST**

Final approval of site and building  
plans

**SUBMITTED BY**

United States Department of the Interior  
National Park Service on behalf of the Dwight D.  
Eisenhower Memorial Commission

**ACTION TAKEN**

Approve with comments

**REVIEW AUTHORITY**

Per 40 U.S.C. §8903, 40 U.S.C. §8905,  
40 U.S.C. §8711(a), and 40 U.S.C.  
§8722(b)(1) and (d)

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The Commission:

**Approves** the revised preliminary site and building plans for the Dwight D. Eisenhower Memorial, including the Memorial Information Center.

**Notes** the Commission's decision to rescind its previous action to remove the Memorial Information Center from the project and encourages the applicant to explore locating the services to be provided in the Information Center in adjacent buildings.

**Finds** the revised preliminary memorial design to be consistent with the purposes of the National Capital Planning Act and the Commemorative Works Act

**Finds** that as a result of the modifications made to the project following the Commission's April 2014 review, the revised preliminary memorial design satisfies NCPC's adopted site selection design principles.

**Notes** that in accordance with the National Environmental Policy Act the Commission **finds** that the Commission's action to approve the revised preliminary memorial design will not have a significant impact on the human environment. The Commission makes this finding relying upon the two environmental assessments prepared for the project; the revisions made to the memorial design since completion of the assessments; and the Commission's finding that the revised preliminary memorial design satisfies NCPC's adopted design principles, which are required mitigation in NCPC's Finding of No Significant Impact for site approval.

**Notes** the Commission's April 2014 comments on pedestrian circulation, perimeter security, and lighting have not yet been addressed by the applicant.

**Notes** that this is still a preliminary design and the project will continue to evolve as the applicant continues through the design review process and advances the memorial design toward final; and therefore, **recommends** that as the applicant further develops and refines the revised preliminary design it continue to explore ways to:

- Strengthen the overall concept of the memorial as a “layered experience” consisting of a memorial core within a park within a surrounding urban landscape.
- Enhance the openness of the Maryland Avenue right-of-way / viewshed.
- Improve the symbolic and physical relationship between the memorial and the Department of Education Building.

**Requests** the applicant to continue working with staff and return to the Commission prior to submitting for final review to report on additional modifications made to the preliminary memorial design, including changes that incorporate NCPC’s previous comments on pedestrian circulation, perimeter security, and lighting, and respond to any additional comments from NCPC, the U.S. Commission of Fine Arts, and Section 106 consulting parties.

Commemorative Works Act decision criteria:

**Finds** that the project successfully meets each of the specific decision criteria enumerated in the Commemorative Works Act, including the requirement that a commemorative work be built of durable materials suitable to the outdoor environment, **noting** the Commission’s April 2014 finding that the results of the durability tests conducted by the applicant show the tapestry materials and panel welds to be resistant to corrosion and mechanically sound.

**Notes** the Commission’s prior request that at the final review stage the applicant demonstrate the following:

- The tapestry material and welds continue to reach the same durability standards as fabrication methods are further refined.
- The recommended maintenance regimen, including cleaning, will not cause weld failure if carried out properly.
- The operational protocols that will be employed to avoid danger to the public during instances where snow and ice has accumulated on the tapestries.

**Notes** that the Commemorative Works Act currently prohibits acknowledgment of donor contributions in any manner as part of a commemorative work or its site, and that the information provided by the applicant to date does not appear to contain any form of donor recognition.

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Deborah B. Young

[Date]

Secretary to the National Capital Planning Commission

Museums

# Revised Gehry design of Eisenhower Memorial get okay from fine arts panel

By Peggy McGlone October 16, 2014

The Commission of Fine Arts on Thursday approved the concept of the revised Frank Gehry design for the Dwight D. Eisenhower Memorial but asked its creators to return with more details about the plan's landscaping, statuary, pathways and lighting.

Members of the panel — one of two government agencies that must approve the memorial plan before construction can begin — described the edited version of Gehry's design as a "stronger project" and a "substantial improvement" over the previous one, which the CFA had already accepted.

The new design removes two smaller stainless steel tapestries on the east and west sides of the four-acre site along Independence Avenue to improve the views of the Capitol from Maryland Avenue and to strengthen the park's relationship with the surrounding buildings.

The longer tapestry — with images of Kansas farmland — continues to define the site's southern perimeter. The revision also retains two free-standing columns (previously, four columns supported the two tapestries) at the northern corners.

Craig Webb of Gehry Partners likened the plan's "layering of spaces" to the Lincoln Memorial, which the designers used as a guide to move visitors from busy street-scape to

contemplative memorial. At the park's center will be statuary honoring Ike's service as World War II general and as the nation's 34th president. There's also a statue of Eisenhower as a youth.

"The removal of the side panels is brilliant," CFA member Alex Krieger said. "The two columns are important, although I still have questions about their size and material. They do actually help define the perimeters of the park."

But Commissioner Elizabeth Plater-Zyberk disagreed, saying the design "can live without the two individual columns, which are objects rather than space enclosures."

Gehry's modernist approach — as seen in the original and this smaller version — has been widely criticized since it was introduced more than three years ago. Eisenhower's granddaughters weighed in again last month in a letter to the memorial commission that said the revised design "does not address the major problems" they and others have.

The panel heard from four members of the public who also were critical of new version, which received preliminary approval from the National Capital Planning Commission earlier this month by a vote of 10 to 1. The commission had denied approval of the original plan in April.

Webb and members of the Eisenhower Memorial Commission pledged to return to the CFA as early as next month to present a detailed description of the design's statues, quotations, pathways and tree selection.

Following the vote, Eisenhower Memorial Commission Chairman Rocco Siciliano issued a statement celebrating Gehry's ability to respond to "the many stakeholders in this process while still maintaining the power and integrity of his design."

# U. S. COMMISSION OF FINE ARTS

ESTABLISHED BY CONGRESS 17 MAY 1910

401 F STREET NW SUITE 312 WASHINGTON DC 20001-2728 202-504-2200 FAX 202-504-2195 WWW.CFA.GOV

23 October 2014

Dear Ms. Mendelson-Ielmini:

In its meeting of 16 October, the Commission of Fine Arts reviewed a proposal for revisions to the previously approved concept design for the Dwight D. Eisenhower National Memorial, revisions that were approved on 2 October by the National Capital Planning Commission. The Commission of Fine Arts approved the submission with the following recommendations for the development of the design.

In their discussion, the Commission members agreed that the removal of the two previously proposed side tapestry elements constitutes a substantial improvement of the design, placing greater emphasis on the main tapestry across the southern side of the site and creating unobstructed diagonal approaches to the memorial core from the corners. Characterizing the tapestry as a strong, poetic idea that now serves clearly as a backdrop for the commemorative elements, they reaffirmed the need for the two remaining columns to define the memorial precinct spatially within the urban context. They acknowledged the testimony of several witnesses concerning the proposal's impact on the Maryland Avenue right-of-way aligned to the Capitol dome; they found the proposal—a presidential memorial in a civic park—would enhance this axis significantly over its historic condition.

In addition to their standing comments from 20 February 2014, the Commission members made several recommendations to be addressed in the development of the revised concept. They emphasized that the monumental stone columns—of which two would now be freestanding objects—must transcend any utilitarian character and be articulated to be meaningful and beautiful in themselves as they contribute to the commemorative purpose of the memorial. They continued to request significant development to clarify the conceptual design of the landscape, beginning with an analysis of the visitor's experience in progressing through the site—including the layers of tree plantings, the design of the ground plane, and the unfolding view of the memorial core elements as approached from the diagonal paths.

With its approval of the revised concept design, the Commission anticipates the review of the next submission comprising a comprehensive design presentation of the memorial's commemorative features—including sculpture, tapestries, columns, and landscape elements—that addresses its comments from this review and from that of February 2014.

As always, the staff is available to assist you with the next submission.

Sincerely,



Thomas E. Luebke, FAIA  
Secretary

Lisa Mendelson-Ielmini, Acting Regional Director  
National Park Service, National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242

cc: Carl Reddel, Dwight D. Eisenhower National Memorial Commission  
Craig Webb, Gehry Partners

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DWIGHT D. EISENHOWER  
M E M O R I A L C O M M I S S I O N

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***As seen in today's New York Times:***

The Opinion Pages | EDITORIAL

## Another Battle for Eisenhower

By **THE EDITORIAL BOARD** NOV. 3, 2014

Dwight David Eisenhower, the 34th president and military legend who organized the Normandy invasion, might have been bemused in his grinning Kansas way at the bureaucratic retreats and aesthetic flak it has taken to win approval of an official Eisenhower memorial on a 4-acre site overlooking the Capitol. A crucial vote of approval Oct. 16 from the United States Commission of Fine Arts signaled a go-ahead for an overdue tribute first approved by Congress 15 years ago.

One battle remains: Persuading Congress to provide financing for the estimated \$140 million cost. Some have questioned the spending and asked whether private donors can come up with their 20 percent share. Members of the Eisenhower Memorial Commission say that should be no problem now that the project has momentum.

Along the way, the innovative and modernistic design plan of Frank Gehry, the celebrated architect, predictably raised the hackles of neo-classicists as it encountered the usual rounds of controversy and delay that all memorial designs in Washington have to endure on the road to final approval. In April, things looked grim as the National Capital Planning Commission demanded some significant changes as the price of approval. In July, a Republican-led House committee waded in, pretentiously denouncing the project as a "five-star folly" and urging a fresh start. The commission persevered and Mr. Gehry adapted, creatively changing some aspects but never stalking from the field of battle in artistic umbrage.

The result, with its evocation of the fields of Kansas and the valor of West Point, remains worthy of President Eisenhower. Critics continue to object, including members of the Eisenhower family. But construction could begin late next year, pending final details on lighting, landscaping and other matters requested by the arts commission.

- more -

# Almost there, Ike

*It's past time to finalize the Eisenhower memorial.*

IT IS a perplexing rite-of-passage that the United States' most cherished memorials must almost always endure public outcry in their infancy. Following the tradition that includes Maya Lin's Vietnam Veterans Memorial and the Franklin Delano Roosevelt Memorial, the estimated \$142 million tribute to Dwight D. Eisenhower has been bombarded with rhetorical chaff and calls to begin the 15-year planning process all over again. Architects have lambasted the scheme of Frank Gehry, considered by some to be the nation's most distinguished architect, to build a four-acre park near Capitol Hill with modernist metal tapestries and statues of Mr. Eisenhower as a child and leader.

Congress has jumped on this bandwagon. It has refused to release construction funds since 2013 and severely cut operational expenses. Last month, Rep. Rob Bishop (R-Utah), who sits on the House Natural Resources Committee, proposed a bill to dismiss the Dwight D. Eisenhower Memorial Commission and its staff.

This bill was accompanied by a 56-page staff report that attacks the selection process and the

commission's management of the project. But while the report, sensationally titled "A Five-Star Folly," raises worthwhile questions, the hype surrounding it is overblown and unhelpful to charting a course forward. The report unfairly criticizes the design's incompatibility with the so-called "seven design principles." In reality, these principles are subjectively interpreted, and Mr. Gehry has been open to input. Tapestries have been re-positioned, statues of Mr. Eisenhower added and columns tinkered with. Any presidential memorial, involving bureaucratic processes and aiming to whittle down a presidency into metal and stone, will inevitably go through numerous revisions.

More concerning is the report's documentation of cost increases and the commission's failure to raise private funds. In Mr. Gehry's contract, for example, some options have overshoot the original value by more than 20 percent. Yet commission officials told us that some of the perceived increases were due to construction-related funds being used earlier in the process than originally intended. They also disputed several numbers in the

report, arguing that actual costs are millions lower than stated.

Regardless, there are two paths forward. One is to scrap the project and start over with an open public competition, which would cost around \$17 million, according to the Congressional Budget Office. The other is to push forward with the existing plan to finalize the memorial design and begin breaking ground.

We favor the latter. The report should serve as a wake-up call for the commission, but it is no smoking gun. Starting the process over would all but guarantee the opening of a new can of worms. More time and money would be spent. And the current design is nowhere near a "monstrosity," as some have called it; it is a novel take on memorialization that will rank high on the list of memorable Washington landmarks.

Congressional support for the commission can stem the tide of opposition and accelerate the project's completion. Mr. Eisenhower, a man of duty who had no appetite for public squabbling, would have wanted this job done.

# U. S. COMMISSION OF FINE ARTS

ESTABLISHED BY CONGRESS 17 MAY 1910

401 F STREET NW SUITE 112 WASHINGTON DC 20001-2720 202-504-2200 FAX 202-504-2195 WWW.CFA.GOV

1 December 2014

Dear Ms. Mendelson-Ielmini:

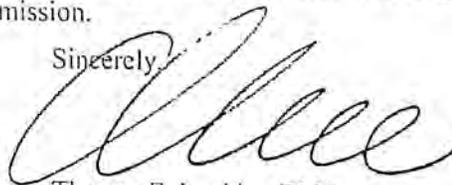
In its meeting of 20 November, the Commission of Fine Arts reviewed the development of the concept design for the Dwight D. Eisenhower National Memorial at Maryland and Independence Avenues, SW. The Commission endorsed the refinement of the design, characterizing the project as an extraordinary commemorative work, and provided the following comments to be addressed as the project progresses toward a final design.

The Commission members commended the project for its complex integration of textures and scales within a landscape inspired by the American heartland in commemorating Eisenhower as president and general. As the landscape design is refined, they encouraged further development of an artistic rather than a literal interpretation of the Midwestern landscape. They recommended intensifying the perception of the central grove—an irregular and sometimes dense spacing of trees in a mix of species, sizes, and ages. They recommended again that the gaps in street trees at the perimeter of the site be eliminated, which would emphasize the diagonal approaches to the site normally taken by visitors. They recommended refinement of the raised terrace area behind the tapestries, noting a lack of clarity of the intended and safe height for the wall, and they suggested that understory trees would be more appropriate than elms in this location to avoid confusion with the central landscape.

For the design of the monumental tapestries, the Commission members expressed appreciation for the presentation of the technical and aesthetic advancement of this fundamental element of the memorial; they requested a physical mockup of the developed tapestry design to illustrate the relationship of panels to columns and the details of the structural system. They supported the presented intention of using some pattern or decorative motif on the columns to amplify their role in the commemorative composition. Regarding the groupings of bronze statuary in front of stone bas-relief panels, they recommended further simplification of the background reliefs and commented that the scene depicting the Oval Office—featuring only draperies—should be reworked. They observed that the figure of Eisenhower as a youth would be engaging for visitors to the site. For the quotations, which were not presented at the meeting, the Commission advised that authenticity in the selected texts is critical in order to assure that the meaning of the words is not altered.

The Commission looks forward to the review of a series of submissions responding to these comments, as well as to the review of the design of other elements (such as the inscriptions, lighting, security features, and signage) that have not yet been presented. As always, the staff is available to assist you with the next submission.

Sincerely,



Thomas E. Luebke, FAIA  
Secretary

Lisa Mendelson-Ielmini, Acting Regional Director  
National Park Service, National Capital Region  
1100 Ohio Drive, SW  
Washington, DC 20242

cc: Carl Reddel, Dwight D. Eisenhower National Memorial Commission  
Craig Webb, FOGA

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# DWIGHT D. EISENHOWER

## M E M O R I A L C O M M I S S I O N

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December 2014

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[Former U.S. Secretary of the Treasury and U.S. Secretary of State]

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\*International Committee

