



## Dwight D. Eisenhower Memorial Commission

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Fiscal Year 2012  
Budget Justification

### *Designing and Building the Eisenhower Memorial*

Congressional Submission

February 14, 2011

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# Dwight D. Eisenhower Memorial Commission FY 2012 Budget Justification

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### Introduction

Following is the Dwight D. Eisenhower Memorial Commission's budget justification for Fiscal Year (FY) 2012. In FY 2012, and in accordance with federal and GSA administrative policy, the Eisenhower Memorial Commission will request construction funds to complete the memorial for its opening on Memorial Day, May 25, 2015.

#### *Recent Project History*

In March 2009, the Commission completed the competitive selection of a design team for the memorial, choosing world-renowned architect Frank Gehry. In early 2010, the Commission finalized a contract for Design and Construction Management Services with the Gilbane Company.

The Commission is a careful steward of both its design and operations funds. The funding received in FY 2010 enabled the Commission to fund fully the two-year design phase of the memorial project, through the production of construction documents, along with Commission operations through the first quarter of 2012. The design phase will then be completed, and the Commission will have the construction documents to put out for bid. To ensure the most efficient process, GSA will compress the procurement timeline to six months, enabling the Commission to proceed with groundbreaking in 2012.

**The efforts to complete the Memorial are on-time and within budget.** In order to sustain the Commission's building the memorial in the most timely and cost-effective way, there can be no break in the funding for construction. **The federal Commemorative Works Act and GSA policy require sufficient funding to complete construction of the Memorial before construction can begin.** To continue the accelerated schedule and to open the Memorial on Memorial Day, 2015 (the 70th anniversary of victory in World War II), **the Commission requests \$89.76 million no-year funding for the Eisenhower Memorial in FY 2012.\***

The receipt of these funds will ensure that the Commission's work continues uninterrupted, the most efficient and cost-effective way to fulfill our Congressional mandate to complete the memorial to our 34<sup>th</sup> President and the World War II Supreme Allied Commander in Europe.

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\* The balance of the necessary funds will be raised through the efforts of our staff and a private fundraising firm.  
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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 a 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 two World War II combat-decorated veterans: Chairman Rocco C. Siciliano and Vice-Chairman Senator Daniel K. Inouye.

The federal Commemorative Works Act and GSA policy require sufficient funding for the Commission to construct the Memorial before construction can begin. To continue the accelerated schedule and to open the Memorial in May 2015 (the 70th anniversary of victory in World War II), the Commission requests these funds in FY 2012. The budget proposes \$89.76 million no-year funding for the Eisenhower Memorial Commission.



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### Executive Summary

In 2010, the Commission completed one year of the two-year design phase. On March 25, 2010, the Commission convened to unanimously choose the preferred design concept for the Memorial from three possible options. This design encompasses a world-class memorial and civic space with unique, never-seen-before elements. It is the first memorial and first work in Washington, D.C. to be designed by Frank Gehry.

Immediately after the March 25<sup>th</sup> meeting, Frank Gehry traveled to Abilene, Kansas for a first-hand immersion into the life of his subject at the Eisenhower Presidential Library and Museum, along with a tour of the family home.

In April and May 2010, the Commission and design team successfully completed its first round of meetings with federal review agencies. The design team continued to refine the preferred design concept and alternatives throughout the summer and autumn, and made preparations to present at review agency meetings in early 2011. The second round of review agency hearings, in January and February 2011, resulted in the Commission of Fine Arts (CFA) voting unanimous approval of the preferred design concept. The National Capital Planning Commission (NCPC) expressed support for the innovative design of the memorial; their approval is not required at this stage.

Concurrently, the Eisenhower Memorial Commission made significant progress in the creation of the electronic memorialization component, the E-Memorial, and in the private fundraising campaign.

The Commission and its design team will participate in two more rounds of hearings in late 2011, to obtain approval for the developed memorial design. The design phase will conclude with the preparation of construction documents, which will be put out for public bidding. To ensure the most efficient process, GSA will compress the procurement to six months, enabling the Commission to proceed with groundbreaking in 2012.

For FY 2012, the EMC is requesting \$89.76 million dollars to fund the construction and turnover phase of the memorial. These funds will pay for construction, construction management, and Commission operations through Memorial turnover in 2015. The construction will encompass two and half years, and the turnover period will encompass another 6 months. **Both the federal Commemorative Works Act and GSA as the contracting authority require that sufficient funds be available to complete construction before construction can begin.**



**Memorial Site.** Eisenhower Square will be located in view of the Capitol and just off the National Mall, affording an outstanding opportunity to design a dynamic urban space in Washington, D.C.



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### Mission and History

As a result of the efforts 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 has a single objective: to establish an appropriate, permanent memorial to Dwight D. Eisenhower, World War II hero and 34th President of the United States. This memorial will be of the highest caliber, joining other Washington, D.C. landmarks such as the Washington, Jefferson, Lincoln, Roosevelt and World War II Memorials. It will honor Eisenhower's memory and celebrate his values, inspiring and educating all who visit. All of the Commission's activities contribute to realizing this goal.

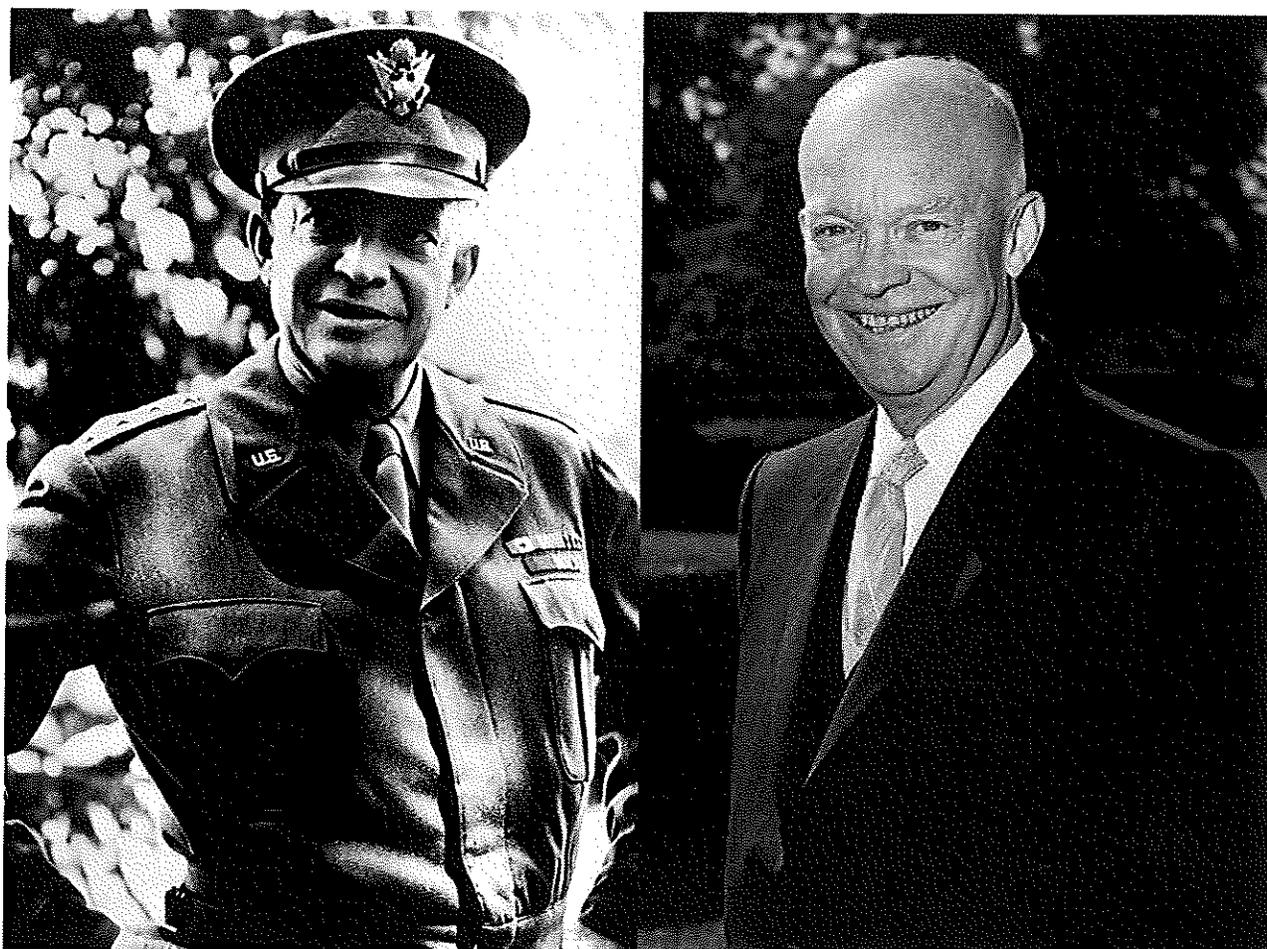
#### *Honoring Dwight D. Eisenhower, 1890–1969*

The Kansas-raised son of pacifist parents, Eisenhower's mastery of modern warfare led him to the very height of power and to a belief in the absolute necessity for cooperation among nations. As the World War II Supreme Commander Allied Expeditionary Forces Europe, he planned and implemented the liberation of France and invasion of Germany in 1944 and 1945. The defining event in his life was command of the D-Day invasion, the largest amphibious assault in history. Yet Eisenhower hated war. To him, World War II was a desperate fight for a just peace, a fight for the American system of government and its democratic processes. His commitment to this ideal never compromised his understanding of and respect for the sacrifices of the everyday man, woman, soldier, and sailor. He could bring together the egos and opinions of the giants of World War II, but he was at his best talking with, inspiring, and leading his troops.

After overseeing the occupation of Germany and demobilization of the American Army, Eisenhower served as President of Columbia University and as the first Commander of NATO (North Atlantic Treaty Organization) military forces. But Ike began to fear America's return to isolationism. He knew that Americans could not ignore the complex modern world and retain the victories of the war—victories for democracy, freedom, equality, and self-government. His goal as 34th President of the United States (1953-1961) was to pursue the opportunities created by the sacrifices for victory in World War II. For America, it was one of the most peaceful and prosperous eras in its history. Eisenhower steadfastly promoted peace in the world through mutual respect and understanding. He was determined to face the communist threat without succumbing to the excesses of militarism and war. At home, he modernized and strengthened the Nation. He developed American infrastructure with the interstate highway system, combated segregation, expanded opportunity in education, and worked behind-the-scenes to weaken McCarthyism.

It was Ike, the last President born in the 19th century, who took America into space, launching its first satellite and creating NASA (National Aeronautics and Space Administration) as a civilian, not a military agency.

Eisenhower was highly perceptive and prescient. He had integrity; everyone who met him knew it. People all over the world trusted him and his judgment. He was a man of great complexity: ambitious and confident, yet modest and humble. In every chaotic, stressful situation Eisenhower faced, he continued with calm and determination toward the ultimate goal through constant adherence to the principles of peace with justice. He was steadfastly a soldier of democracy—an American icon and world hero.



### *Project History*

In 2005, the Eisenhower Memorial Commission (EMC) completed its review of 26 potential sites for the National Eisenhower Memorial. In June of that year, the EMC selected its preferred site—a remarkable four-acre site at the base of Capitol Hill and one of the top twenty sites in Washington, D.C. designated for a future memorial.

This site at the intersection of Maryland and Independence Avenues, SW, between 4<sup>th</sup> and 6<sup>th</sup> Streets, is prominent, accessible, and has strong thematic connections with Eisenhower. All of the neighboring institutions were influenced by Eisenhower's presidency. He created the precursor to the Department of Education, immediately adjacent to the site's southern border. He also created the National Aeronautics and Space Administration, whose work is highlighted at the National Air and Space Museum across the street to the north of the site. The site also boasts a stunning view of the U.S. Capitol along the Maryland Avenue view corridor, reflecting Eisenhower's exceptional respect among all Presidents for the authority of Congress.

In May 2006, Congress and the President approved P.L. 109-220, selecting 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 Commission of Fine Arts voted on and approved the Commission's preferred location as the future site of the Eisenhower Memorial. The site has been informally named "Eisenhower Square."

In 2007, the EMC contracted with Skidmore, Owings and Merrill LLP to create the Pre-Design Program for Eisenhower Square. 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.

In 2008, the Commission engaged with the General Services Administration's 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 selected world-renowned architect Frank Gehry of Gehry Partners LLP as the designer for the National Eisenhower Memorial. In January 2010, the Commission announced its selection of the Gilbane Company for design and construction management services. Both of these contracts were finalized at the outset of 2010, marking the official beginning of the design process.

Throughout 2010, the Commission progressed swiftly through the projects in the first year of the two-year design phase. On March 25, 2010, the Commission convened to unanimously choose the preferred design concept for the Memorial out of four possible options. This design encompasses a world-class memorial and civic space with unique, never-seen-before elements. It is the first memorial and first work in Washington, D.C. to be designed by Frank Gehry.

Immediately after the March 25<sup>th</sup> meeting, Frank Gehry traveled to Abilene, Kansas to receive a first-hand immersion into the life of his subject at the Eisenhower Presidential Library and Museum, along with a tour of the family home.

In April and May 2010, the Commission and design team successfully completed its first round of informational briefings with federal review agencies. The design team continued to refine the preferred design concept and alternatives throughout the summer and autumn, and made preparations to present at another round of review agency meetings in early 2011. The second round of review agency hearings, in January and February 2011, resulted in the Commission of Fine Arts voting unanimous approval of the preferred design concept. The National Capital Planning Commission expressed support for the innovative design of the memorial. The Commission and its design team will participate in another round of hearings in late 2011, to obtain approval for the developed memorial design.

Concurrently, the Eisenhower Memorial Commission also made significant progress in the creation of the electronic memorialization component, the E-Memorial. In late autumn 2010 and through a competitive bid process organized by GSA, the Commission chose a firm, Local Projects, to create the E-Memorial. The E-Memorial will use state-of-the-art technology to enhance the visitor experience. The Eisenhower Memorial will be the first National Presidential Memorial to have an enhanced electronic memorial presence on-site and on the internet.

The Commission has also continued to move forward with private fundraising. During the first quarter of 2010, the Commission made important updates to its website, [www.eisenhowermemorial.org](http://www.eisenhowermemorial.org), to enable further public contributions to the memorial. These changes gave visitors the ability to make tax deductible donations to the Eisenhower Memorial over the internet, in a process managed by pay.gov. Also in 2010, the Commission completed a Fundraising Feasibility Study with the assistance of the Webster Group. In early 2011, the Eisenhower Memorial Commission will engage a fundraising consultant to manage the memorial's private fundraising campaign. Through General Services Administration, a consultant has been selected and the contract is in the later stages of processing. The fundraising campaign will support memorial construction as well as continued fundraising tasks and related activities.

In accordance with General and President Eisenhower's renowned internationalism, the Commission has begun meeting with representatives of the international community, to inform them of the memorialization and to gain their support for the Commission's goal of building the Eisenhower Memorial with an international coalition of support. In 2010, representatives of the Commission met with several senior-level diplomatic officials representing America's World War II allies. Upon learning about the memorialization effort, these officials responded with great enthusiasm. The Commission continues to build on these relationships to proceed with its international outreach effort and has plans to enlist the support of these partners to reach its private fundraising goals.

As a part of the Commission's continued effort to publicize the national Eisenhower Memorial, the EMC continues to develop appropriate, positive relationships with interested federal and private groups. As a part of these outreach efforts, Commission representatives undertook a series of meetings with the memorial's neighbors during the summer and autumn of 2010, and in early 2011. Commission staff met with senior officials at the Department of Health and Human Services, the Federal Aviation Administration, the Voice of America, the Hirshhorn Museum, and the Department of Education. During each of these meetings, the Commission continued an on-going dialogue with agency officials to keep them informed about the progress of the memorialization, answer questions, and to provide an open avenue to voice any concerns they may have about the memorial's design and construction. In particular, the Commission has undertaken a concerted effort to continually engage with and inform the Department of Education about the memorial's progress. In a continuing dialogue, Commission staff and Memorial designer Frank Gehry have spoken with Secretary Duncan and his Chief of Staff. The Commission will continue to work with officials at the Department of Education to ensure that any concerns they have are taken into careful consideration.

The Commission has also continued to work in concert with representatives and officials from the District of Columbia. We have continued to inform Congresswoman Eleanor Holmes Norton of our progress and have met with great success in working through her staff to resolve concerns. In 2010, Commission staff also met with senior officials in the Office of the Mayor of the District of Columbia and the District's Department of Transportation (DDOT). In particular, the Commission continues to work productively with the Mayor's Office and DDOT on resolving concerns directly related to the Memorial site.

The Commission also continues to work successfully with the National Park Service, the Dwight D. Eisenhower Presidential Library (under the National Archives), and American University, among others, on several on-going projects. These aforementioned entities have continued to collaborate with the Commission on the creation of the Memorial's electronic component.



**We are now halfway through the two-year design process for the National Eisenhower Memorial. The funding received in FY 2010 will enable the Commission to complete the design phase with a full set of construction documents, enabling memorial construction to be put out for competitive bidding. The Commission's FY 2012 Appropriations request for construction is necessary to complete the memorial in the most timely and cost-effective manner, ensuring completion in 2015, the 70<sup>th</sup> anniversary of victory in Europe.**



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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 efforts 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.

#### **Appointed by the President:**

- **Rocco C. Siciliano, Chairman** (Beverly Hills, CA)
- **D. David Eisenhower** (Berwyn, PA)
- **Alfred Geduldig** (New York, NY)
- **Susan Banes Harris** (Potomac, MD)

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

- **Daniel K. Inouye, Vice Chairman** (D/Hawaii)
- **Thad Cochran** (R/Mississippi)
- **Jack Reed** (D/Rhode Island)
- **Pat Roberts** (R/Kansas)

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

- **William (Mac) Thornberry** (R/Texas)
- **Leonard L. Boswell** (D/Iowa)
- **Appointment Pending**
- **Appointment Pending**

Chairman Rocco Siciliano is a World War II combat-decorated infantry veteran who served as Special Assistant to President Eisenhower for Personnel Management.

Vice Chairman Senator Daniel K. Inouye is a World War II Medal of Honor recipient for valor and has continuously represented Hawaii in the United States Congress since President Eisenhower signed its statehood into law in 1959.

### *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 seven full-time federal employees and one full-time contract consultant. In 2010, the Commission hired a Deputy Executive Director, a new full-time Business Manager, a Research Assistant, and the Fundraising Coordinator became a full-time position. Additional support staff includes one intern.

An Executive Architect is employed on contract to oversee and manage the development of the memorial. Four other contract consultants work with the Commission on an ad hoc basis. 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.
Operations & Programs Manager	Joyce Jacobson
Business Manager	Asia T. Edwards, M.B.A.
Senior Project Manager	Emily Nye
Congressional Liaison	Annemarie M. Spadafore, Ph.D.
Executive Assistant	Laura Milazzo
Research and Administrative Assistant	Shannon Honl, M.Arch.

#### **Contract Consultants**

Executive Architect (Full Time)	Daniel J. Feil, FAIA
Senior Advisor	Louis Galambos, Ph.D.
Senior Writer	Richard Striner, Ph.D.
Senior Consultant	Samuel C.O. Holt
Webmaster	Bernard Pobiak

### *Future Staffing*

It is anticipated that additional staff positions may be required during the Design Phase. The EMC expects to employ a professional Communications Manager in 2012 to 2015. The Commission has budgeted for this position through the duration of the project.



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### Appropriations History

Date of Enactment		Amount Received*
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)	\$1,750,000
1/10/2002	P.L. 107-117, Department of Defense Appropriations Act, 2002 (one-time grant)	\$2,600,000
12/30/2005	P.L. 109-148, Department of Defense Appropriations Act, 2006 (one-time grant)	\$1,660,000
12/26/2007	P.L. 110-161, Consolidated Appropriations Act, 2008	\$1,969,000
10/01/2008	P.L. 111-8, Department of the Interior, Environment, and Related Agencies Appropriations Act, 2009	\$2,000,000
10/01/2009	P.L. 111-88, Department of the Interior, Environment, and Related Agencies Act, 2010	\$19,000,000
<b>Total to Date</b>		<b>\$29,279,000</b>

\* Amounts shown in this column include enacted rescissions. In FY 2006, the original appropriation was \$1.7 million. In FY 2007, the original appropriation was \$2 million.



## Dwight D. Eisenhower Memorial Commission FY 2012 Budget Justification

### Narrative Justification for FY 2012 Budget

The Eisenhower Memorial Commission is requesting \$89.76 million in construction funds in FY 2012, based on starting the construction procurement in March 2012. These funds, along with private donations, will allow completion of the Memorial by Memorial Day 2015.

The EMC intends the National Eisenhower Memorial to be of equal caliber to the Washington, Lincoln, Jefferson, and Roosevelt presidential memorials. The Commission's goal of high-end 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.

#### *Current Funding Status*

For FY 2010, the EMC requested and received \$19,000,000 to complete design of the memorial. The 26-month design process is underway and will be completed in February 2012. **The efforts to complete the Memorial are on-time and within budget.**

#### Design Funding Plan

FY09 (received)	\$ 2,000,000	Design Team Selected
FY10 (received)	\$19,000,000	Design Funded
FY11 (no request)	\$ 0	<b>Design Completed – Feb 2012</b>

#### *Constructing the Memorial FY 2012-FY 2015*

For FY 2012, the EMC is requesting \$89.76 million dollars to fund the construction and turnover phase of the memorial. These funds will pay for construction, construction management, and EMC Operations through Memorial turnover in 2015. The construction will encompass two and half years, and the turnover period will encompass another 6 months. **Both the federal Commemorative Works Act and GSA as the contracting authority require that sufficient funds to complete construction be available in order for construction to begin.**

#### Construction Funding Plan

<b>FY12 (requested)</b>	<b>\$89,760,000</b>	<b>Construction funded</b>
FY13 (no request)	\$0	Construction funded
FY14 (no request)	\$0	Construction funded
FY15 (no request)	\$0	Construction complete



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### EMC Projects, FY 2010-2011

Three organizations are currently assisting the Eisenhower Memorial Commission in the execution of the design phase of the memorial. Contracts for the design itself and for the management of the design and construction efforts were awarded on January 8, 2010. The design contract was awarded to Gehry Partners LLP. The design and construction management contract was awarded to the Gilbane Building Company. The U.S. General Services Administration/National Capital Region awarded the contracts on behalf of the Eisenhower Memorial Commission and will assist the Commission in administering the contracts. The Memorial design process will take twenty-six (26) months, and is completely funded by the FY 2010 appropriations the Commission has received.

#### Memorial Design Contract

##### Pre-Design/Preliminary Concept Phase - COMPLETED

- Three alternative concepts were developed and evaluated during this period. The evaluation included both functional and aesthetic factors as well as environmental impacts.
- Required local and federal agency reviews were accomplished during this phase and project budget costs were finalized.
- As a result of the evaluation, design option number three was selected as the preferred alternative.
- This option included an Estimated Cost of Construction at Award of \$72.6 million based on a construction start of August 2012.

##### Final Concept Phase - COMPLETED

- This phase provided the design team with a time to further develop the concept approved in the earlier stage.
- The design team produced detailed drawings, cost estimates, schedules, initial structural calculations and reports.
- Critical dimensions of the design were finalized so that final base drawings could be provided to all design team members to use.
- 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 concept approval from the Commission of Fine Arts. The design was also reviewed by the National Capital

Planning Commission, though their approval will not occur until the end of the next phase.

- The design team also created an environmental assessment, which is nearing publication for public comment.

### **Design Development Phase - CURRENTLY UNDERWAY**

- All remaining critical decisions about the design will be concluded during this phase.
- Final selections of all key materials are being determined for both building and landscape materials.
- Art work images will be finalized.
- Specific content to be incorporated into the memorial will be finalized.
- Throughout this process, the design team will continue to work in consultation with the Eisenhower family, the Eisenhower Library, and other established sources to ensure the accuracy of legacy.
- This phase will result in a fairly complete set of drawings representing all of the disciplines working on the project.
- Initial specifications for materials to be used on the project will be developed at this time.
- Cost data will be further refined and adherence to budget confirmed.
- This phase provides approximately 60 percent of the required design work for the memorial.

### **Construction Documents**

- This final phase of design is the creation of construction documents from which the Memorial will be built.
- All remaining details about the design will be resolved during this phase, and final coordination between all of the technical disciplines will be achieved.
- An assessment of the ease of construction will be made and discrepancies will be noted and corrections made.
- 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.
- The end products, the construction documents, will be put out for public bidding on the construction contract, along with backup materials.

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## **Design & Construction Management Contract**

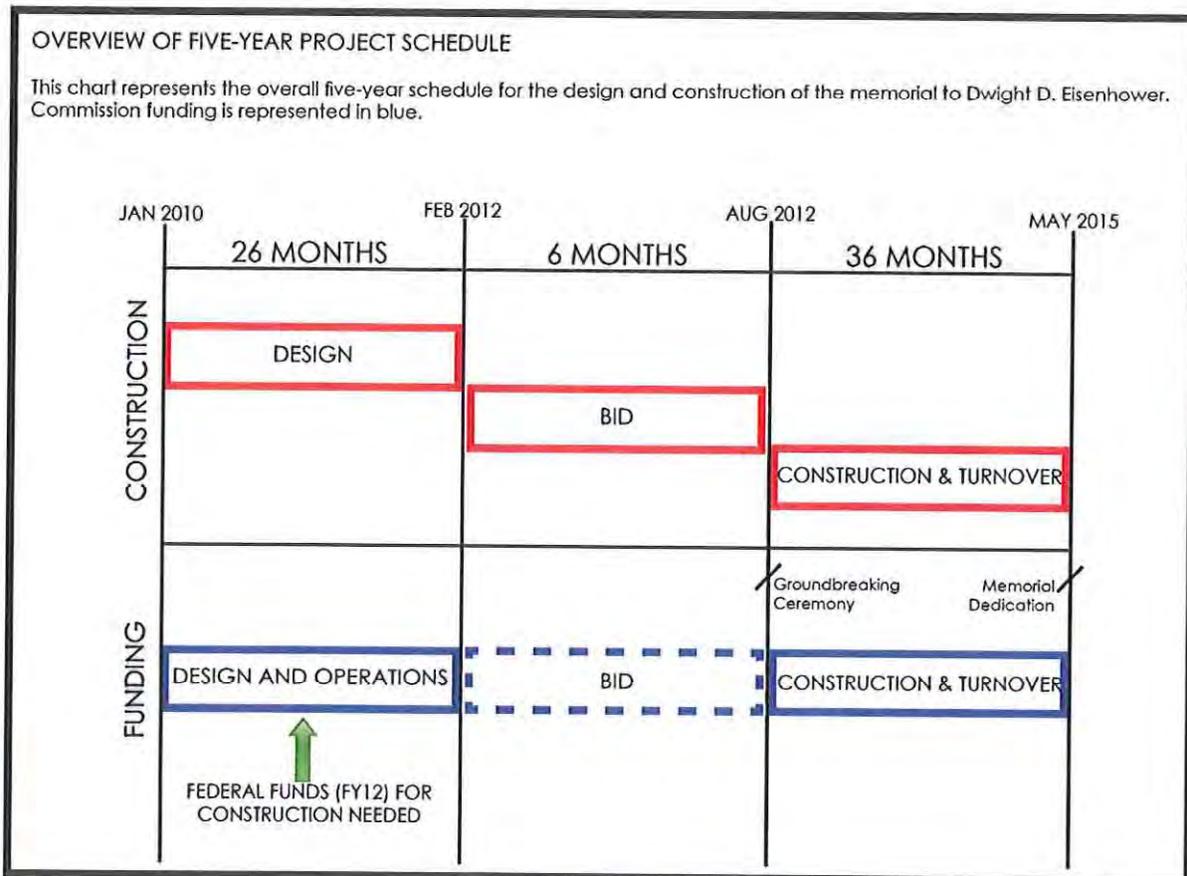
The Memorial's Design and Construction Management firm, the Gilbane Company, has continued to oversee the work of the design team on a daily basis. In conjunction with GSA, they pay particular attention to ensuring that the design work is done on time per

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.

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.

### EMC Projects, FY 2012-2015

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. The Memorial construction process is projected to take thirty months. **Both federal law and administrative policy necessitate sufficient funding to construct the memorial, encompassing this budget request, in order to begin construction.**



## **Memorial Construction Contract**

### ***Construction Procurement***

- As per the federal Commemorative Works Act and GSA policy, the Commission must have sufficient funds to construct the memorial before construction can begin.
- Construction procurement will be accomplished with a best value process.
- The contract documents will be sent to technically qualified firms for bidding.
- GSA will manage the solicitation and award of the contract and the design team will provide technical assistance in answering questions.
- The Construction Manager will handle the day-to-day details of the process.

### ***Construction Phase***

- The construction phase will include site demolition and relocation of all existing utilities to clear the site for the memorial.
- During this phase, the Commission will continue to coordinate with the District Department of Transportation and the Memorial's neighbors to ensure the construction does not interrupt their operations.
- The Memorial construction process is projected to take thirty (30) months

### ***Turnover Phase***

- During this phase, final preparations will be made to ease the Memorial's turnover to its permanent owner, the National Park Service.

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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.

## E-Memorial

The physical memorial will be enhanced by a unique electronic experience both at the memorial site and on the internet. The on-site and off-site components together comprise the Eisenhower "E-Memorial." The E-Memorial will be the first of its kind -- an integrated digital enhancement built in concert with the memorial. It will be an innovation equal to the memorial's superb physical design and appropriate to a 21<sup>st</sup>-century presidential memorial. It will offer not only more information on Dwight D. Eisenhower, but also a broader context for the memorial's message. Visitors will benefit greatly from this deeper level of interpretation and engagement.

The Eisenhower Memorial Commission has selected a digital and media design firm to bring further definition to the E-Memorial. The firm will present three alternative design concepts for the on-site E-Memorial in spring 2011. One of these concepts will move forward as the memorial's "working concept" and require further refinement. The design firm will also prepare an initial presentation on the companion off-site E-Memorial for each on-site concept. The off-site E-Memorial component will be available through the memorial's website. The website experience will serve as an opportunity for memorial visitors, and for those who cannot visit the memorial, to be connected to some of the vast information resources related to Eisenhower and his legacy.

The design firm will engage in a period of consultation with the Commission following selection of the working concept. This period of consultation will enable the Commission to further refine the E-Memorial on-site concept in the context of the larger design schedule. In addition, the Commission will work with the design firm to prepare for development of the off-site E-Memorial. This phase of E-Memorial development comprised \$500,000 of the Commission's FY11 budget.

Once the memorial's physical design process is complete, the E-Memorial will move into an accelerated period of development to be ready for memorial dedication in 2015. This phase of the E-Memorial development comprises \$2,000,000 of the Commission's FY 12-15 budget.

## Fundraising

In early 2011, the Eisenhower Memorial Commission will engage a fundraising consultant to manage the memorial's private fundraising campaign. Through General Services Administration, a consultant has been selected and the contract is in the later stages of processing. The fundraising campaign will support memorial construction as well as continued fundraising tasks and related activities. **The Commission expects that the private funds received through this fundraising effort will comprise the difference between total FY 2012-2015 construction and operating costs and the budget request.**

The consultant contract comprises most fundraising activities through the end of the campaign. However the contract is separated into options that will be given notice to

campaign planning, production of materials, communications and public relations, grant seeking, major gift solicitation, direct mail, donation processing, donor recognition, events, and benefit fulfillment services.

The early phases of the fundraising contract comprise \$500,000 of the FY12-15 budget. The later phases will be funded through the proceeds of the fundraising campaign.



## Dwight D. Eisenhower Memorial Commission FY 2012 Budget Justification

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### Operations Costs, FY 2012-2015

The Eisenhower Memorial Commission's anticipated operational expenses account for \$6 million, or 6.68% percent of the FY 2012 budget request.

The following breakdown of operational expenses represents four years in each category:

#### *Salaries and Benefits*

The Commission staff includes eight 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>GS Level</b>	<b>Benefits (Yes/No)</b>
Executive Director	ES - Level 4	Yes
Deputy Executive Director	GS - 15/2	Yes
Operations & Programs Manager	GS - 14/3	Yes
Business Manager	GS - 12/6	Yes
Senior Project Manager	GS - 11/10	Yes
Congressional Liaison	GS - 11/3	Yes
Executive Assistant	GS - 7/7	Yes
Research and Administrative Assistant	GS - 4/8	Yes

<b>Contract Employees</b>	<b>GS Level</b>	<b>Benefits (Yes/No)</b>
Executive Architect	N/A	No
Senior Advisor	N/A	No
Senior Writer	N/A	No
Senior Consultant	N/A	No
Webmaster	N/A	No

#### *Contracted Services*

Anticipated costs for contracted services that are required for the Commission to complete the project include: Technical Support, Website Management, Equipment Rental, General Services Administration Fees for Financial Management, Property, Procurement, and Human Resource Management, as well as for Temporary Staffing, Transportation Benefits and Printing. These items represent approximately \$2.2 million dollars of the proposed budget for FY12-FY15.

awareness of the memorial project and to meet with primary stakeholders. Commission meetings and other special events related to the memorial are also included in this amount. Other Communications and Public Relations costs are included. This category encompasses approximately \$242,049 of the proposed budget for FY12-FY15.

#### *Supplies & Materials*

This category includes supplies and materials for staff activities. This represents approximately \$189,246 of the proposed budget for FY12-FY15.

#### *Rent and Utilities*

The cost to rent the Commission's current location and costs associated with utilities paid to GSA will be approximately \$537,635 of the proposed budget for FY12-FY15.

#### *Equipment*

The cost of necessary computer and other office equipment, including maintenance and upgrades, will be approximately \$7,670 of the proposed budget for FY12-FY15.



**Dwight D. Eisenhower Memorial Commission**