FISCAL YEAR 2021
BUDGET JUSTIFICATION

WORKING WITH CONGRESSIONAL PARTNERS TO
COMPLETE CONSTRUCTION OF THE NATIONAL MEMORIAL TO
GENERAL AND PRESIDENT DWIGHT D. EISENHOWER

Congressional Submission

February 13, 2020

Prepared by:
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# Table of Contents

Aerial View of the Memorial Site................................................................. 4  
Executive Summary .................................................................................... 5  
About the Eisenhower Memorial Commission (EMC).................................. 6  
Narrative Justification for FY 2021 Budget................................................. 9  
Current Design: Revised Site Plan............................................................. 12  
Aerial Photograph of the Memorial Site, February 2020.......................... 14  
Eisenhower Memorial Commission’s Advisory Committee....................... 15  
Appropriations History ............................................................................. 16  
Proposed Appropriations / Authorization Language.................................. 17  
Project Costs, Financial Summary, FY 2015 – 2020................................. 18  
Construction & Management of the Memorial.......................................... 19  
Operations Financial Summary, FY 2015 – 2021..................................... 20  
Personnel and Operations Costs, FY 2021................................................. 21  
E-Memorial ............................................................................................... 22  
Private Fundraising ................................................................................... 23  
Public Meetings Held for the Eisenhower Memorial................................. 24  
List of Attachments .................................................................................. 26
The Eisenhower Memorial is located adjacent to the National Mall in Washington, DC.
EXECUTIVE SUMMARY

Construction on the National Memorial to Dwight D. Eisenhower will be complete in the spring of 2020. The Eisenhower Memorial Commission’s (EMC) Fiscal Year (FY) 2021 request is $222,000 for EMC salaries and expenses. Funds to complete the memorial’s construction were provided in the Consolidated Appropriations Act, 2018 (P.L. 115-141).

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. The Commission’s enabling legislation dictates that a memorial should be created to perpetuate his memory and his contributions to the United States both as General and President.

Senator Pat Roberts of Kansas serves as the Commission’s chairman. Under his leadership, support for constructing the memorial has grown dramatically through significant additions to the EMC’s Advisory Committee. The Advisory Committee includes all living former Presidents, four Vice Presidents, and numerous other prominent Americans. The EMC’s private fundraising campaign is complete. The campaign was spearheaded by former Senators Bob Dole and Tom Daschle as co-chairs. They were joined by former Secretary of State James A. Baker, III, and former Senator Chris Dodd as Vice Chairs.

The National Park Service (NPS) issued a permit allowing construction to begin on October 30, 2017.

A ceremony to commemorate the project groundbreaking was held at the site on November 2, 2017. Approximately 500 people were present to hear remarks recognizing the important milestone. EMC Chairman Pat Roberts, EMC Vice Chairman Mike Thompson, Susan Eisenhower, and West Point First Captain Cadet Simone Askew spoke at the event.

Congress authorized construction to begin in 2017. All federal funds for construction have been appropriated enabling the project to be completed in 2020. For FY 2021, the Commission requests $222,000 in operations funds (salaries and expenses). Requested funds will allow for final oversight of the construction project, retention of archival records, and for close out of the Commission contracts and the office during FY 2021.

Dedication of the National Dwight D. Eisenhower Memorial is scheduled to be conducted on May 8, 2020, the 75th anniversary of Victory in Europe (V-E) Day. Following dedication, a transitional period will occur wherein oversight of the memorial will transfer from the EMC to the National Park Service. Funds for EMC salaries and expenses should continue through FY 2021 and remain available until expended.
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 34th President of the United States.

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; eight members of Congress and four private citizens.

**Appointed by the President Pro Tempore of the Senate:**
- Pat Roberts, Chairman (R-Kansas) April 5, 2001 - present
- Joseph ‘Joe’ Manchin III (D-West Virginia) December 18, 2013 - present
- Gary C. Peters (D-Michigan) March 26, 2015 - present
- Dan Sullivan (R-Alaska) October 9, 2018 - present

**Appointed by the Speaker of the House:**
- Mike Thompson, Vice Chairman (D-California-05) July 31, 2013 - present
- William M. (Mac) Thornberry (R-Texas-13) April 5, 2001 - present
- Michael K. Simpson (R-Idaho-02) April 15, 2011 - present
- Sanford D. Bishop, Jr. (D-Georgia-02) October 14, 2011 - present

**Appointed by the President:**
- Susan Banes Harris (Potomac, MD) April 5, 2001 - present
- Alfred Geduldig (New York, NY) April 5, 2001 - present
- Senator Robert J. Dole (Washington, DC) September 25, 2019 - present
- Catherine Ann Harris (Anchorage, AK) November 1, 2019 - present

On April 29, 2015, Senator Pat Roberts was selected Chairman of the Commission and Representative Mike Thompson was selected Vice Chairman. Chairman Roberts is the senior Senator from the State of Kansas and Vice Chairman Thompson represents California’s 5th Congressional District.

Long-time EMC Chairman Rocco Siciliano passed away on November 6, 2018. He served as Chairman from April 2001 to April 2015 and continued on the Commission as Chair Emeritus until his passing. Senator Robert J. Dole, former senator from Kansas, was appointed on September 25, 2019, and Catherine Ann Stevens was appointed on November 1, 2019.

In addition to appointed members, the Commission also has an impressive Advisory Committee, chaired by former Republican National Committee Chairman Frank Fahrenkopf, Jr.
The Advisory Committee includes all living former Presidents, four Vice Presidents and numerous other prominent Americans. The EMC’s private fundraising campaign is chaired by former Kansas Senator Bob Dole and former South Dakota Senator Tom Daschle. They are joined by two Finance Vice Chairs, former Secretary of State James A. Baker, III, and former Connecticut Senator Chris Dodd.

Current Staffing
The Commission is staffed primarily by temporary, federal employees in accordance with legislation passed in May 2008 (P.L. 110-229). The Commission staff currently consists of eight full-time federal employees and one contract consultant. Consultant contracts for non-federal employees are processed by the 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
- Director of Government Relations: Ed Pérez, M.Ed.
- Public Affairs and Special Events
- Project Manager & Visual Arts Director: Shannon Honl, M. Arch.
- Accountant: Pam Pearson
- Fundraising Manager: Ellie Haga, M.A.
- Executive Office Manager: Trace Livengood

Contract Consultant
- Executive Architect: Daniel J. Feil, FAIA

Special Counsel
- Andrew J. Demetriou, Esq.
RENDERING OF THE MEMORIAL CORE
Memorial Design by Gehry Partners, LLP; Sculpture by Sergey Eylanbekov; Tapestry by Tomas Osinski
NARRATIVE JUSTIFICATION FOR FY 2021 BUDGET

Congress determined that General and President Dwight D. 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 in perpetuity to learning about his impressive service to the nation.

The Eisenhower Memorial Commission (EMC) has worked closely with Congress, Eisenhower family members, the very best presidential historians, and Eisenhower experts to create a beautiful, durable, solemn, and visitor-friendly permanent memorial to General and President Eisenhower. Through a proven, competitive process overseen by the General Services Administration (GSA), the EMC engaged the expertise of the world-renowned architect, Frank Gehry of Gehry Partners, LLP. The materials used for construction of the memorial have been approved by the National Capital Planning Commission (NCPC) and its review agency, the National Institute for Standards and Testing (NIST).

The EMC’s Fiscal Year (FY) 2021 request is $222,000 for EMC salaries and expenses. Funds to complete the memorial’s construction were provided in the Consolidated Appropriations Act, 2018 (P.L. 115-141). Coupled with previously appropriated federal funds, funds acquired through the private fundraising campaign will be sufficient to complete construction of the memorial. All federal funds for construction have been appropriated, enabling the project to be completed in 2020. Funds for EMC salaries and expenses (operations) should continue through FY 2021 and remain available until expended.

In 2016, Congress reinstated the authority for the EMC to execute phased construction with available funds (P.L. 114-223). The original language providing the authority for phased construction is included in P.L. 112-74 [Attachment 1]. The provision was rescinded for fiscal years 2013 through 2016 but was reinstated for FY 2017. This authority should continue for the duration of construction.

The National Park Service (NPS) issued a permit allowing construction to begin on October 30, 2017 [Attachment 2: Special Use Permit, 10/30/17].

The National Eisenhower Memorial will be of equal caliber to the Washington, Lincoln, Jefferson, and Roosevelt presidential memorials. The Commission’s goal of a high-end design has been realized. Design modifications made to the final design were approved by the EMC in December of 2016. The EMC received final design approvals from the Commission of Fine Arts (CFA) and the National Capital Planning Commission (NCPC) in September and October 2017, respectively. For a comprehensive list of all public meetings held to date, see the section “Public Meetings Held for the Eisenhower Memorial” at the end of this budget justification.

Dedication of the National Dwight D. Eisenhower Memorial is scheduled to be conducted on May 8, 2020, the 75th anniversary of Victory in Europe (V-E) Day. Following dedication, a transitional period will occur wherein oversight of the memorial will transfer from the EMC to the National Park Service.
Working with Congress and the Eisenhower Family to Complete Construction of 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, Supreme Commander of the Allied Expeditionary Force 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. A comprehensive history of the National Eisenhower Memorial preceding design approvals from the U.S. Commission of Fine Arts (CFA) and the National Capital Planning Commission (NCPC) can be found in previous versions of the Eisenhower Memorial Commission’s Budget Justifications.

Eisenhower Family Support

Involvement of the Eisenhower family began with the Commission’s inception in 2001 and continues to present. David Eisenhower served on the Commission from its inception in 2001 until 2011. In 2016, former Secretary of State James A. Baker, III, engaged and collaborated with Eisenhower family members to seek approval of the memorial design. On September 19, 2016, EMC Chairman Pat Roberts announced that the Eisenhower family agreed to support the Gehry design with three modifications.

Approval of Design Modifications in 2016 and 2017

Considering the Eisenhower family’s support including suggestions for three design modifications, the design modifications made to the final design were approved by the EMC in December 2016. The EMC presented the design modifications to the CFA and the NCPC for approval in early January 2017. The review agencies provided design concept approval of the modifications in early 2017. The EMC made minor adjustments to the construction documents and continued its collaboration with the General Services Administration (GSA). GSA awarded a construction contract on August 11, 2017, to Clark Construction Group, LLC. The EMC received final design approvals from the CFA and the NCPC on September 20 and October 5, 2017, respectively.

Final Design of the National Eisenhower Memorial

The memorial core contains limestone bas-relief blocks, heroic and life-size free-standing bronze sculptures, and quotations, which will commemorate Dwight D. Eisenhower’s legacy and his role in American history as an extraordinary military leader and a great American president. NCPC described the final design refinements noting that the tapestry art will include an abstract drawing of the Normandy cliffs, focusing on the iconic Pointe du Hoc promontory at the center of the composition. The design refinements also include the relocation of the statue of young Eisenhower as a young man from the LBJ promenade, which is located behind the tapestry, to the memorial foreground at the entry plaza on the northwest corner of the site. The Sculptor has refined the pose of the life-sized young Eisenhower figure, which is now seated on a 30-inch high limestone podium looking toward the memorial. A new six-foot tall by fifteen-foot long inscription wall, similar to other limestone blocks within the memorial core, is
adjacent to the statue along the south edge of the plaza. An excerpt from Eisenhower’s 1945 Abilene Homecoming Speech is carved into the wall.

For the October 5, 2017, NCPC meeting, the NCPC’s Executive Director’s recommendation highlighted the design modifications to be considered for NCPC approval. The vote approving the plans was unanimous.
CURRENT DESIGN: REVISED SITE PLAN

Memorial Design by Gehry Partners, LLP; Sculpture by Sergey Eylanbekov; Tapestry by Tomasz Olszanski
Project Groundbreaking
A ceremony to commemorate the project groundbreaking was held at the site on November 2, 2017. Approximately 500 people were present to hear remarks recognizing the important milestone by EMC Chairman Pat Roberts, EMC Vice Chairman Mike Thompson, Susan Eisenhower, and West Point First Captain, Cadet Simone Askew.

Conclusion
Congress provided $45 million in construction funds in FY 2017 and $45 million in FY 2018. Construction of the Eisenhower memorial that began in November 2017, continued through 2019 and is expected to be complete in the spring of 2020.

The National Park Service (NPS) issued a permit on October 30, 2017, allowing construction to begin late 2017.

The EMC continues its engagement with Congress, the Eisenhower family and the general public.

Under the leadership of Chairman Senator Pat Roberts, public support has been demonstrated through the continuing additions to the Advisory Committee. The EMC Advisory Committee includes all living former Presidents, four former Vice Presidents, six former Secretaries of State, four former Secretaries of Defense, the Eisenhower family and many other prominent Americans. The EMC’s private fundraising campaign was spearheaded by former Senators Bob Dole and Tom Daschle as co-chairs. Led by Chairman Senator Pat Roberts, the EMC
continues to work towards completion of the much-deserved National Memorial to General and President Dwight D. Eisenhower.

For FY 2021, the Commission requests $222,000 in operations funds (salaries and expenses). Requested funds will allow for final oversight of the construction project, retention of archival records, and for close out of the Commission contracts and the office during FY 2021. Funds should remain available until expended.

Dedication of the National Dwight D. Eisenhower Memorial is scheduled to be conducted on May 8, 2020, the 75th anniversary of Victory in Europe (VE) Day.

Following the memorial dedication, a transitionary period will occur wherein oversight of the memorial will transfer from the EMC to the National Park Service. The transition is expected to occur in FY 2021 and the EMC, having completed its mission, will be dissolved.
EISENHOWER MEMORIAL COMMISSION’S ADVISORY COMMITTEE

FINANCE CAMPAIGN
Tom Daschle, Chair
James A. Baker, III, Vice Chair
Chris Dodd, Vice Chair

PRESIDENTIAL ADVISORS
Jimmy Carter
George H. W. Bush *
Bill Clinton
George W. Bush
Barack Obama
Nancy Reagan *

VICE PRESIDENTIAL ADVISORS
Walter Mondale
Dan Quayle
Al Gore
Dick Cheney

EISENHOWER FAMILY
David Eisenhower
Anne Eisenhower
Susan Eisenhower
Mary Jean Eisenhower

ADVISORY COMMITTEE
Frank Fahrenkopf, Chair
David Abshire *
Madeleine Albright
John Duke Anthony
Merrill Eisenhower Atwater
Nancy Kassebaum Baker
Bob Bennett *

Leonard Boswell *
Erskine Bowles
Nicholas F. Brady
Tom Brokaw
Sam Brownback
Judy Burgess
Harold Burson *
Beverly Butler Byron
Frank Carlucci *
Gerry Cassidy
William Coleman *
Andy Demetriou
Barbaralee Diamonstein-Spielvogel
Tom Downey
Adriana Echavarría-Eisenhower
Larry Field *
Bill Frist
Lou Galambos
Bob Gates
Newt Gingrich
Jane Gosden
C. Boyd Heneghan
Hank Greenberg
Alan Greenspan
Chuck Hagel
Tom Hanks
Larry Harlow
Vernon Jordan
David Keene
Dirk Kempthorne
Henry Kissinger
Tom Korologos
Paul Laxalt *
Norman Lear
Joe Lieberman

Blanche L. Lincoln
Tom Lorentzen
Trent Lott
Frank Luntz
Fred Malek *
Tim McGivern
Ray McGrath
Lt. Gen. Tom Mclnerney, USAF (Ret.)
Ralph Meacham *
Ed Meese
George Mitchell
Frank Murkowski
Gen. Richard Myers, USAF (Ret.)
Paul O’Day *
Leon Panetta
Roswell B. Perkins *
T. Boone Pickens, Jr. *
General Colin Powell, USA (Ret.)
Donald Putnam
Condoleezza Rice
Gilbert A. Robinson
VADM. Ann E. Rondeau, USN (Ret.)
Donald Rumsfeld
Matt Schlapp
Lt. Gen. Brent Scowcroft, USAF (Ret.)
John Shlaes *
George Shultz
Jim Slattery
Frederick W. Smith
Jill Sommers
Todd Tiahrt
Lt. Gen. Richard Trefry, USA (Ret.)
C. Langhorne Washburn *
William Webster
John Whitehead *

*Deceased
### Appropriations History

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<tr>
<th>Enactment Date</th>
<th>Appropriation Description</th>
<th>Amount Received</th>
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<tr>
<td>10/25/1999</td>
<td>P.L. 106-79, Department of Defense Appropriations Act, 2000</td>
<td>$300,000</td>
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<td>11/12/2001</td>
<td>P.L. 107-67, Treasury and General Government Appropriations Act, 2002</td>
<td>$1,750,000</td>
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<td>1/10/2002</td>
<td>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</td>
<td>$2,600,000</td>
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<td>12/30/2005</td>
<td>P.L. 109-148, Department of Defense, Emergency Supplemental Appropriations to Address Hurricanes in the Gulf of Mexico and Pandemic Flu Act, 2006</td>
<td>$1,660,000</td>
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<td>12/26/2007</td>
<td>P.L. 110-161, Consolidated Appropriations Act, 2008</td>
<td>$1,969,000</td>
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<td>3/11/2009</td>
<td>P.L. 111-8, Omnibus Appropriations Act, 2009</td>
<td>$2,000,000</td>
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<td><strong>OPS/Pre-Design and Site Selection Total</strong></td>
<td><strong>$10,279,000</strong></td>
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<td>10/30/2009</td>
<td>P.L. 111-88, Interior Department and Further Continuing Appropriations, 2010</td>
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<td><strong>OPS/Design and Construction Documents Total</strong></td>
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<td>12/23/2011</td>
<td>P.L. 112-74, Consolidated Appropriations Act, 2012 ($30,990,000 for Capital Construction)</td>
<td>$32,990,000</td>
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<td>3/26/2013</td>
<td>P.L. 113-6, Department of Defense, Military Construction and Veterans Affairs, and Full-Year Continuing Appropriations Act, 2013</td>
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<td>1/17/2014</td>
<td>P.L. 113-76, Consolidated Appropriations Act, 2014</td>
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<td>12/16/2014</td>
<td>P.L. 113-235, Consolidated and Further Continuing Appropriations Act, 2015</td>
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<td>12/18/2015</td>
<td>P.L. 114-113, Consolidated Appropriations Act, 2016</td>
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<td>5/5/2017</td>
<td>P.L. 115-31, Consolidated Appropriations Act, 2017 ($45,000,000 for Capital Construction)</td>
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<td>3/23/2018</td>
<td>P.L. 115-141, Consolidated Appropriations Act, 2018 ($45,000,000 for Capital Construction)</td>
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<td>2/15/2019</td>
<td>P.L. 116-6, Consolidated Appropriations Act, 2019</td>
<td>$1,800,000</td>
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<td>12/20/2019</td>
<td>P.L. 116-94, Further Consolidated Appropriations Act, 2020</td>
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<tr>
<td></td>
<td><strong>OPS/Construction Total</strong></td>
<td><strong>$134,040,000</strong></td>
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</table>

1 Amounts shown include enacted rescissions. For FY 2006, the original appropriation was $1.7 million. For FY 2008, the original appropriation was $2 million.
The Dwight D. Eisenhower Memorial Commission (EMC) 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. The Commission's enabling legislation dictates that a memorial should be created to perpetuate his memory and his contributions to the United States both as General and President.

The Commission is bipartisan and consists of twelve members. Four Commissioners are members of the Senate, four are members of the House of Representatives, and four are private citizens appointed by the President. The Commission chairman is Senator Pat Roberts of Kansas, who has served on the Commission since its inception.

The Commemorative Works Act and the General Services Administration (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 General Services Administration (GSA) to award the construction contract on behalf of the Commission and begin memorial construction with available funds but was rescinded for fiscal years 2013 through 2016. The language was reinstated for FY 2017 in P.L. 114-223 and this authority should continue for the duration of construction. The original language authorizing phased construction is included in P.L. 112-74 [Attachment 1: P.L. 112-74, Division E, Title III, Other Related Agencies, Dwight D. Eisenhower Memorial Commission].

For FY 2021, the Commission requests $222,000 for necessary expenses of the Commission which includes operations, costs to conduct a memorial dedication ceremony, other related costs, and remain available until expended. Funds to complete the memorial’s construction were provided in the Consolidated Appropriations Act, 2018 (P.L. 115-141).

Funds for Commission salaries and expenses (operations) in the amount of $1,800,000 were provided in P.L. 116-94, Further Consolidated Appropriations Act, 2020. Funds for operations ($222,000) are requested for FY 2021 and should remain available until expended.

The National Park Service (NPS) issued a permit to allow construction to begin on October 30, 2017 [Attachment 2: NPS Special Use Permit, 10/30/17]. As the memorial’s construction has begun, the NPS has indicated that continued site authorization language for the Eisenhower Memorial is no longer required. The language authorizing the Commission to execute phased construction with available funds should be included in legislation and remain in effect for the duration of construction.
PROJECT COSTS, FINANCIAL SUMMARY, FY 2015 – 2020

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DUE TO PROCUREMENT SENSITIVE INFORMATION

PROJECT COSTS AVAILABLE DIRECTLY FROM THE EISENHOWER MEMORIAL COMMISSION
CONSTRUCTION & MANAGEMENT OF THE MEMORIAL

The construction permit was issued by the National Park Service on October 30, 2017 [Attachment 2].

A construction contract was awarded by the General Services Administration to Clark Construction Group, LLC on August 11, 2017, on behalf of the Eisenhower Memorial Commission.

Groundbreaking was held on November 2, 2017. Notice to Proceed for Construction for options 1 and 2 of the construction package was awarded to Clark Construction Group, LLC on November 11, 2017. The dedication of the Eisenhower Memorial is planned for May 8, 2020, the 75th anniversary of Victory in Europe (V-E) Day.

The General Services Administration and Gilbane Building Company oversee the work of Clark Construction Group, LLC; as well as the construction services provided by the design team, Gehry Partners, LLP/AECOM, a Joint Venture. Gilbane Building Company and the General Services Administration accepts construction for conformance with the approved construction documents on behalf of the federal government. Gilbane Building Company reviews Clark Construction Group, LLC invoices for accuracy, and recommends them for approval to the General Services Administration and the Eisenhower Memorial Commission.
## Financial Summary - Operations Costs
**Fiscal Years 2016-2021**

<table>
<thead>
<tr>
<th>Operational Costs</th>
<th>FY 2016 Actual</th>
<th>FY 2017 Actual</th>
<th>FY 2018 Actual</th>
<th>FY 2019 Actual</th>
<th>FY 2020 Estimated</th>
<th>FY 2021 Estimated</th>
<th>Total</th>
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<tbody>
<tr>
<td>Personnel &amp; Contractual Services</td>
<td>$1,028,186</td>
<td>$1,060,292</td>
<td>$1,249,237</td>
<td>$1,150,847</td>
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<td>Travel and Conferences</td>
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<td>Rent, Utilities, Communications</td>
<td>$138,151</td>
<td>$148,794</td>
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<td>Supplies, Materials &amp; Equipment</td>
<td>$17,500</td>
<td>$13,088</td>
<td>$27,527</td>
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<td>$25,500</td>
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<td>Equipment (included in above)</td>
<td>$2,000</td>
<td>$13,394</td>
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<td>Contingency, Reservations and Dedication Expenses</td>
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<td><strong>Subtotal Operational Costs</strong></td>
<td>$1,208,237</td>
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<td>$1,726,248</td>
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<td>$1,751,811</td>
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<td>$7,824,820</td>
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</table>

+ Estimated equipment costs are included with Supplies and Materials for Fiscal Years 2018 through 2021.

* The FY 2019 and FY 2020 estimates include the projected costs of conducting a memorial dedication ceremony.

^ Includes most all costs for the memorial groundbreaking ceremony held Nov. 2, 2017.

^^ Includes costs, including anticipated heightened security requirements, for the memorial dedication ceremony to be held May 8, 2020.
PERSONNEL AND OPERATIONS COSTS, FY 2021

The Eisenhower Memorial Commission’s anticipated operational expenses account for $222,000 of the FY 2021 budget request, including costs to close out Commission operations.

Salaries and Benefits
The Commission staff includes eight temporary federal employees (as described in P.L. 110-229) and one contract consultant.

<table>
<thead>
<tr>
<th>Full-Time Employees</th>
<th>Benefits (Yes/No)</th>
</tr>
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<tbody>
<tr>
<td>Executive Director</td>
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<tr>
<td>Deputy Executive Director</td>
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<tr>
<td>Director of Operations &amp; Programs</td>
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<td>Director of Government Relations and Public Affairs</td>
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<tr>
<td>Project Manager &amp; Visual Arts Director</td>
<td>Yes</td>
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<tr>
<td>Accountant</td>
<td>Yes</td>
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<tr>
<td>Fundraising Manager</td>
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<td>Executive Office Manager</td>
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<thead>
<tr>
<th>Contract Employee</th>
<th>Benefits (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Architect</td>
<td>No</td>
</tr>
</tbody>
</table>

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 and Benefits, Procurement, and Human Resource Management. Also includes Transportation Benefits and Printing, Communications, Public Relations and Contingency Costs. Funds will also cover final oversight of the construction project, retention of archival records, and for close out of the Commission contracts and the office during FY 2021. These items represent approximately $222,000 of the proposed budget for FY 2021.

Contingency & Reservations
Contingency is calculated at a rate of five percent of the overall budget; reservations include additional estimated costs for the Electronic Memorialization (E-Memorial) mobile experience, public relations activities, and the memorial’s dedication ceremony to be held in 2020.

Employment Projections
The EMC estimates that Commission staffing will be phased down for FY 2021. In FY 2021, staffing will wane to Commission closure during the transitionary period wherein oversight of the Eisenhower memorial officially transfers from the EMC to the National Park Service.
E-MEMORIAL

The Eisenhower Memorial will be the first national presidential memorial to incorporate a truly integrated electronic component — the E-Memorial. 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.

SUMMARY OF FUNDING AND SCHEDULE

Development in FY11 – FY19: From FY11 – FY18 the Commission hired Local Projects to design concepts for the E-Memorial and proceed with the development and launch the E-Memorial website and corresponding content management system. In FY19, the Commission hired director Adam Kosberg to produce three films featuring interviews with the memorial’s creative team: architect Frank Gehry, sculptor Sergey Eylanbekov, and tapestry artist Tomas Osinski. These were added to the E-Memorial website to provide additional explanation and interpretation of the physical memorial’s elements and themes. As part of the final phase of E-Memorial development, the Commission hired Bluecadet to design and produce the on-site audio guide.

Development in FY20: FY20 will be focused on the production and launch of the E-Memorial’s on-site audio guide in time for dedication on May 8, 2020. Following dedication, efforts will focus on preparing the E-Memorial records for the US National Archives and transitioning the E-Memorial components for turnover to a third party for hosting and maintenance in perpetuity.

COMPONENTS

Website: The E-Memorial website offers multiple layers of interpretation, resources, and context about the memorial and Eisenhower’s leadership, service, and integrity. (http://eisenhowermemorial.gov).

Pivotal Moments: 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. Pivotal Moments are currently available via the website and later accessible via the mobile experience. (http://eisenhowermemorial.gov/experience/#/dday)

Educational and Legacy Resources: The Commission selected George Mason University’s Roy Rosenzweig Center for History and New Media to develop educational resources. An interactive timeline and curriculum units for each of the Pivotal Moments are available online. (https://timeline.eisenhowermemorial.gov) Six Eisenhower legacy organizations created or inspired by Eisenhower are presented on the website. (http://legacy.eisenhowermemorial.gov)

Audio Guide (Forthcoming): For the on-site visitor experience, the Commission is developing a complementary audio guide in collaboration with Bluecadet. The audio guide is designed to deepen the visitor’s experience through an immersive layer of acoustic storytelling and interpretation. The guides will be available via website, podcast, and the new NPS National Mall app.
PRIVATE FUNDRAISING

The Eisenhower Memorial Commission has executed plans creating a private fundraising campaign. In coordination with EMC leadership and its Finance Committee, the Commission staff and fundraising firms have worked to secure private donations to supplement federal funds provided by Congress for the memorial’s construction.

The Commission is fortunate to have a highly distinguished Advisory Committee led by Chair Frank Fahrenkopf, as well as a Finance Committee composed of Finance Chair Senator Tom Daschle with Finance Vice Chairs Senator Chris Dodd and Secretary James A. Baker, Ill.

Funds appropriated for capital construction in FY 2018 coupled with federal funds on hand from FY 2012 and FY 2017 appropriation bills, and funds acquired through the ongoing private fundraising campaign, will be sufficient to complete construction of the memorial.

2019 Summary
In 2019, the EMC continued to focus on the prospecting and acquisition of corporate, individual, and private foundation donors and grants. 2019 proved to be fruitful in further identifying and recruiting champions of Dwight D. Eisenhower. Furthermore, the Commission worked hard to maintain current donor relationships and ensure donors remain engaged through the EMC.

2020 Goals
As we approach dedication in May 2020, fundraising is primarily focused on closing out any open fundraising requests, collecting outstanding pledges, and ensuring proper reporting requirements for grants are completed. Additionally, we are working to ensure the fulfillment of donor benefits and making preparations for dedication week events that include donors and stakeholders.
PUBLIC MEETINGS HELD FOR THE EISENHOWER MEMORIAL

PUBLIC MEETINGS

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/19/2010</td>
<td>Soft Launch</td>
<td>NPS, 1100 Ohio Drive</td>
</tr>
<tr>
<td>4/21/2010</td>
<td>Scoping</td>
<td>Old Post Office</td>
</tr>
<tr>
<td>5/21/2010</td>
<td>Section 106</td>
<td>NPS, 1100 Ohio Drive</td>
</tr>
<tr>
<td>3/1/2011</td>
<td>Section 106</td>
<td>NPS, 1100 Ohio Drive</td>
</tr>
<tr>
<td>3/30/2011</td>
<td>Section 106</td>
<td>Old Post Office</td>
</tr>
<tr>
<td>6/20/2011</td>
<td>Section 106</td>
<td>Dept. of Education (LBJ Building)</td>
</tr>
<tr>
<td>8/31/2011</td>
<td>Section 106</td>
<td>GSA ROB</td>
</tr>
<tr>
<td>10/4/2011</td>
<td>Section 106</td>
<td>NPS, 1100 Ohio Drive</td>
</tr>
<tr>
<td>10/19/2011</td>
<td>Section 106</td>
<td>NPS, 1100 Ohio Drive</td>
</tr>
<tr>
<td>11/16/2011</td>
<td>Section 106</td>
<td>NPS, 1100 Ohio Drive</td>
</tr>
<tr>
<td>6/5/2013</td>
<td>Quotations</td>
<td>National Press Club</td>
</tr>
<tr>
<td>12/9/2014</td>
<td>Section 106</td>
<td>Dept. of Education (LBJ Building)</td>
</tr>
<tr>
<td>6/4/2015</td>
<td>Section 106</td>
<td>Conclusion of Section 106 process</td>
</tr>
</tbody>
</table>

AGENCY MEETINGS OPEN TO THE PUBLIC

<table>
<thead>
<tr>
<th>Date</th>
<th>Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>4/5/2001</td>
<td>Eisenhower Memorial Commission (EMC) - first commission meeting</td>
</tr>
<tr>
<td>4/26/2001</td>
<td>EMC – development of EMC staff</td>
</tr>
<tr>
<td>7/9/2001</td>
<td>EMC – discussion of budget requests</td>
</tr>
<tr>
<td>2/28/2002</td>
<td>EMC – development of legacy committee</td>
</tr>
<tr>
<td>4/25/2002</td>
<td>EMC – discussion of legacy committee leadership and site selection</td>
</tr>
<tr>
<td>9/12/2002</td>
<td>EMC – consideration of living memorial from Eisenhower family</td>
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<tr>
<td>6/11/2003</td>
<td>EMC – development of both physical and living memorial</td>
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<tr>
<td>3/25/2004</td>
<td>EMC – living memorial proposed and legacy report</td>
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<tr>
<td>6/20/2005</td>
<td>EMC – Maryland Avenue site selection</td>
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<tr>
<td>9/27/2005</td>
<td>EMC – review of federal agency review process for memorialization</td>
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<tr>
<td>3/30/2006</td>
<td>EMC – National Park Service (NPS) partners with EMC</td>
</tr>
<tr>
<td>7/26/2007</td>
<td>EMC – pre-design program begins, finalization of Eisenhower Square,</td>
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<tr>
<td></td>
<td>development of living memorial via website</td>
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<tr>
<td>3/31/2009</td>
<td>EMC – Design Excellence Program selection and EMC approval of Gehry</td>
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<td></td>
<td>Partners</td>
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<tr>
<td>3/25/2010</td>
<td>EMC – preferred design concept</td>
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<tr>
<td>4/20/2010</td>
<td>National Capital Memorial Advisory Commission (NCMAC)</td>
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<tr>
<td>5/20/2010</td>
<td>Commission of Fine Arts (CFA) – info</td>
</tr>
<tr>
<td>1/20/2011</td>
<td>CFA – concept approval</td>
</tr>
<tr>
<td>2/3/2011</td>
<td>NCPC – concept comments</td>
</tr>
</tbody>
</table>
### AGENCY MEETINGS OPEN TO THE PUBLIC (CONTINUED)

<table>
<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>2/16/2011</td>
<td>NCMAC</td>
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<tr>
<td>7/12/2011</td>
<td>EMC – revised concept approval</td>
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<tr>
<td>9/14/2011</td>
<td>NCMAC</td>
</tr>
<tr>
<td>9/15/2011</td>
<td>CFA – revised concept approval</td>
</tr>
<tr>
<td>10/6/2011</td>
<td>NCPC – info</td>
</tr>
<tr>
<td>5/15/2012</td>
<td>EMC – presentation of design development</td>
</tr>
<tr>
<td>6/19/2013</td>
<td>EMC – approval of design and approval of quotations</td>
</tr>
<tr>
<td>7/18/2013</td>
<td>CFA – revised concept approval</td>
</tr>
<tr>
<td>11/21/2013</td>
<td>CFA – design update</td>
</tr>
<tr>
<td>2/20/2014</td>
<td>CFA – design update/landscape design</td>
</tr>
<tr>
<td>4/3/2014</td>
<td>NCPC – preliminary design approval was denied</td>
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<tr>
<td>6/5/2014</td>
<td>NCPC – info</td>
</tr>
<tr>
<td>9/4/2014</td>
<td>NCPC – info/design update</td>
</tr>
<tr>
<td>9/17/2014</td>
<td>EMC – no quorum, votes cast via ballot on 9/23/14</td>
</tr>
<tr>
<td>9/23/2014</td>
<td>EMC – revised design approved (via ballot) for federal review</td>
</tr>
<tr>
<td>10/2/2014</td>
<td>NCPC – preliminary design approval</td>
</tr>
<tr>
<td>10/16/2014</td>
<td>CFA – revised concept approval</td>
</tr>
<tr>
<td>11/20/2014</td>
<td>CFA – endorsement of refined design</td>
</tr>
<tr>
<td>2/19/2015</td>
<td>CFA – lighting/inscriptions</td>
</tr>
<tr>
<td>3/19/2015</td>
<td>CFA – landscaping/perimeter security/signage</td>
</tr>
<tr>
<td>4/16/2015</td>
<td>CFA – landscaping/lighting/art/inscriptions</td>
</tr>
<tr>
<td>4/29/2015</td>
<td>EMC – election of new chairman (Roberts) and vice chair (Thompson)</td>
</tr>
<tr>
<td>5/21/2015</td>
<td>CFA – art, structure and lighting for tapestry/memorial overlook/commemorative art for columns</td>
</tr>
<tr>
<td>6/18/2015</td>
<td>CFA – final design approval</td>
</tr>
<tr>
<td>7/9/2015</td>
<td>NCPC – final design approval</td>
</tr>
<tr>
<td>12/1/2016</td>
<td>EMC – revised design approved for federal review</td>
</tr>
<tr>
<td>1/23/2017</td>
<td>CFA – revised design concept presentation and approval</td>
</tr>
<tr>
<td>2/2/2017</td>
<td>NCPC – revised design concept presentation and approval</td>
</tr>
<tr>
<td>5/18/2017</td>
<td>CFA – Reviewed development of approved design concept</td>
</tr>
<tr>
<td>9/20/2017</td>
<td>CFA – final design approval</td>
</tr>
<tr>
<td>10/5/2017</td>
<td>NCPC – final design approval</td>
</tr>
</tbody>
</table>
LIST OF ATTACHMENTS

Attachment 1: P.L. 112-74, Division E, Title III, Other Related Agencies, Dwight D. Eisenhower Memorial Commission

Attachment 2: National Park Service, Special Use Permit, 10/30/17
FY 2021 BUDGET JUSTIFICATION ATTACHMENTS
ADVISORY COUNCIL ON HISTORIC PRESERVATION

SALARIES AND EXPENSES

For necessary expenses of the Advisory Council on Historic Preservation (Public Law 89–665, as amended), $6,108,000.

NATIONAL CAPITAL PLANNING COMMISSION

SALARIES AND EXPENSES

For necessary expenses of the National Capital Planning Commission under chapter 87 of title 40, United States Code, including services as authorized by 5 U.S.C. 3109, $8,154,000: Provided, That one-quarter of 1 percent of the funds provided under this heading may be used for official reception and representational expenses associated with hosting international visitors engaged in the planning and physical development of world capitals.

UNITED STATES HOLOCAUST MEMORIAL MUSEUM

HOLOCAUST MEMORIAL MUSEUM

For expenses of the Holocaust Memorial Museum, as authorized by Public Law 106–292 (36 U.S.C. 2301–2310), $50,798,000, of which $515,000 shall remain available until September 30, 2014, for the Museum’s equipment replacement program; and of which $1,900,000 for the Museum’s repair and rehabilitation program and $1,264,000 for the Museum’s outreach initiatives program shall remain available until expended.

PRESIDIO TRUST

PRESIDIO TRUST FUND

For necessary expenses to carry out title I of the Omnibus Parks and Public Lands Management Act of 1986, $12,000,000 shall be available to the Presidio Trust, to remain available until expended.

Dwight D. Eisenhower Memorial Commission

SALARIES AND EXPENSES

For necessary expenses, including the costs of construction design, of the Dwight D. Eisenhower Memorial Commission, $2,000,000, to remain available until expended.

CAPITAL CONSTRUCTION

Appropriations Act, 2002 (Public Law 107–117), may be issued which includes the full scope of the project; Provided further, That the solicitation and contract with respect to the procurement shall contain the "availability of funds" clause described in section 52.232.18 of title 48, Code of Federal Regulations; Provided further, That the funds appropriated herein shall be deemed to satisfy the criteria for issuing a permit contained in 40 U.S.C. 8906(a)(4) and (b).

TITLE IV

GENERAL PROVISIONS

(INCLUDING TRANSFERS OF FUNDS)

LIMITATION ON CONSULTING SERVICES

SEC. 401. The expenditure of any appropriation under this Act for any consulting service through procurement contract, pursuant to 5 U.S.C. 3108, shall be limited to those contracts where such expenditures are a matter of public record and available for public inspection, except where otherwise provided under existing law, or under existing Executive order issued pursuant to existing law.

RESTRICTION ON USE OF FUNDS

SEC. 402. No part of any appropriation contained in this Act shall be available for any activity or the publication or distribution of literature that in any way tends to promote public support or opposition to any legislative proposal on which Congressional action is not complete other than to communicate to Members of Congress as described in 18 U.S.C. 1913.

OBLIGATION OF APPROPRIATIONS

SEC. 403. No part of any appropriation contained in this Act shall remain available for obligation beyond the current fiscal year unless expressly so provided herein.

PROHIBITION ON USE OF FUNDS FOR PERSONAL SERVICES

SEC. 404. None of the funds provided in this Act to any department or agency shall be obligated or expended to provide a personal cook, chauffeur, or other personal servants to any officer or employee of such department or agency except as otherwise provided by law.

DISCLOSURE OF ADMINISTRATIVE EXPENSES

SEC. 405. Estimated overhead charges, deductions, reserves or holdbacks from programs, projects, activities and subactivities to support, government-wide, departmental, agency, or bureau administrative functions or headquarters, regional, or central operations shall be presented in annual budget justifications and subject to approval by the Committees on Appropriations of the House of Representatives and the Senate. Changes to such estimates shall be presented to the Committees on Appropriations for approval.
SPECIAL USE PERMIT
National Mall and Memorial Parks
900 Ohio Drive, SW
Washington, DC, 20024
(202)245-4709

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

Company/Organization
Dwight D. Eisenhower Memorial Commission

Street Address
1629 K. Street, NW, Suite 801

City
Washington

State
DC

Zip Code
20006

Country
USA

Telephone Number
202-296-0004

Fax
202-296-6464

Email Address
EisenhowerMemorial.gov

Park Alpha Code
NAMA

Type of Use
Short Term

Construction Permit #
NCR-NAMA-5700-2017-49

Is hereby authorized to use the following described land or facilities in National Mall and Memorial Parks:
Land bound by Independence Avenue SW, between 4th and 6th Streets SW, and the Department of Education Building.

The permit begins at 7:00 am / pm on 11/02/2017.
The permit expires at 5:00 am / pm on 10/1/2020.

SUMMARY OF PERMITTED ACTIVITY: (see attached sheets for additional information and conditions)
This permit allows for the Dwight D. Eisenhower Memorial Commission to construct a new Memorial. As identified in the authorizing legislation in 2002, Public Law 107-117, and Public Law 106-79 Section 8162 (113 STAT. 1274), enacted January 10, 2002, the purpose of the Memorial is to honor Dwight D. Eisenhower and perpetuate his memory and his contributions to the United States. Work includes the demolition of all existing streets, sidewalks, and utilities. New construction is a 4 acre Park with stone paving and memorial elements of stone blocks and bronze sculptures at the center. There is a 4,000sf building for a ranger station, bookstore, and bathrooms. There is also a large stainless steel tapestry depicting the cliffs of Normandy on the south side of the site and parallel to the front of the LBJ bldg. (Drawings numbered: NCR 802/140097).

Person on site responsible for adherence to the terms and conditions of the permit (include contact information)
Hallie Futterman; Cett: (202)570-2071

Authorizing legislation or other authority
Public Law 107-117, Section 8120 (115 STAT, 2273), enacted January 10, 2002.
NEPA Compliance: EAFONSI

□ Received
Amount

□ Not Required
$ 0

APPLICATION FEE

Required
Amount

PERFORMANCE AND PAYMENT BOND (each in the amount of $394,000.00)

□ Not Required
$ 0

□ Required
Amount

LIABILITY INSURANCE

$1,000,000 indiv.,
$3,000,000 agg.

□ Not Required

□ Required
Amount

COST RECOVERY

□ Not Required
$ 0

□ Required
Amount

LOCATION FEE / PARKING FEES

□ Not Required
$ 0

ISSUANCE of this permit is subject to the attached conditions. The undersigned hereby accepts this permit subject to the terms, covenants, obligations, and reservations, expressed or implied herein.

Carl W. Reddel
PERMITTEE Signature

Eisenhower Memorial Commission
Title: Executive Director
Date: 10/30/17

Eisenhower Memorial Commission
Title: Superintendent
Date: 10/30/17

Authorizing NPS Official

Authorizing NPS Official (if additional, if required)
Dwight D. Eisenhower National Memorial