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Executive Director
Dwight D. Eisenhower Memorial Commission
Testimony on “Proposed Dwight D. Eisenhower Memorial”
March 20, 2012

Table of Contents

About the Eisenhower Memorial Commission	p. 1
Senior Leadership	p. 2
Commission Staff	p. 2
Site Selection	p. 2
Selection of Frank Gehry and the Preferred Design Concept	p. 3
Memorial Design Phase: 2010-2012	p. 4
Description of the Memorial Design	p. 5
E-Memorial	p. 6
Federal Contracting and Oversight	p. 7
Funding	p. 7
Conclusion	p. 8
List of Appended Documents	p. 8

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 U.S. President. 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 achievements, inspiring and educating all who visit. All of the Commission’s activities contribute to realizing this goal.

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)
- Alfred Geduldig (New York, NY)
- Susan Banes Harris (Potomac, MD)
- Vacant (Previously filled by David Eisenhower, 2001-2011)

Appointed by the President Pro Tempore of the Senate

- Daniel K. Inouye, Vice Chairman (D/Hawaii)
- Jack Reed (D/Rhode Island)
- Pat Roberts (R/Kansas)
- Jerry Moran (R/Kansas)

Appointed by the Speaker of the House:

- William (Mac) Thornberry (R/Texas)
- Leonard L. Boswell (D/Iowa)
- Michael Simpson (R/Idaho)
- Sanford Bishop, Jr. (D/Georgia)

These Commissioners, from New York to California, Rhode Island to Texas, and of course from Kansas, are charged with carrying out the mission to construct the memorial.

Senior Leadership

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.

Commission Staff

Executive Director Brig. Gen. Carl Reddel, USAF (Ret.), served as President and CEO of the Eisenhower World Affairs Institute (EWAI) following his retirement from the United States Air Force, where among other responsibilities he was a Professor and Head of the Department of History at the United States Air Force Academy. Gen. Reddel joined the Commission in June 2001.

The Commission is staffed by seven full-time temporary federal employees in accordance with legislation passed in May 2008 (P.L. 110-229). Brig. Gen. Reddel, the Commission's Executive Director, leads the core staff and one full-time contract consultant, the Commission's Executive Architect.

Site Selection

In 2005, the Eisenhower Memorial Commission (EMC) completed its review of 26 potential sites for the National Eisenhower Memorial. During this process, at the request of Senator Ted Stevens, the Commission pursued the possible joint development of the memorial with existing plans for a new headquarters of the United States Institute of Peace. Ultimately a proposed joint development arrangement negotiated by the Commission and its Special Counsel, in consultation with the Eisenhower family, was deemed not acceptable by the family and the Commission pursued other possible sites. In November 2004, following a request of the Eisenhower family,

the Commission pursued establishing the memorial inside the Yates Building (the Auditor's Building) at the corner of Independence Avenue and 14th St. NW. However, when the matter came before the Commission in March 2005, Commissioner David Eisenhower stated it was not appropriate to put a memorial for one person inside a building named for someone else and that site was no longer pursued.

In June of 2005, after exhaustive investigation, the EMC selected its preferred location—a potentially remarkable four-acre site at the base of Capitol Hill and one of the top twenty sites in Washington, D.C. designated by the National Capital Planning Commission (NCPC) for a future memorial. This site at the intersection of Maryland and Independence Avenues, SW, between 4th and 6th 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 (SOM) to create the Pre-Design Program to communicate to the prospective designer what the National Eisenhower Memorial should be, including goals, requirements, constraints, and opportunities. This effort included interviews with Commissioners, scholars, authors, Eisenhower family members, Eisenhower contemporaries, and many others.

Selection of Frank Gehry and the Preferred Design Concept

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.

Following the GSA design team procurement recommendation, on March 31, 2009, the Eisenhower Memorial Commission unanimously selected world-renowned architect Frank Gehry of Gehry Partners LLP as the designer for the National Eisenhower Memorial. Frank Gehry is one of the world's most celebrated architects, and has won the American Institute of Architects (AIA) Gold Medal, the Pritzker Prize, Britain's Royal Gold Medal, Japan's Praemium Imperiale, the Order of Canada, and the National Medal of Arts.

In January 2010, the Commission announced its selection of the Gilbane Building Company for design and construction management services. Gehry Partners and Gilbane's contracts were finalized at the outset of 2010, marking the official beginning of the design process.

On March 25, 2010, the Commission chose the preferred design concept for the National Eisenhower Memorial out of four possible options. The design selected encompasses a world-class memorial and civic space including time-honored memorial elements of sculpture, bas reliefs, tapestry, and quotations in materials which will endure through the ages. From the outset, the bas reliefs included large representations of the General and President.

During the design phase, Frank Gehry immersed himself in General and President Eisenhower's life, traveling to Abilene, Kansas for a first-hand education on the life of his subject at the Eisenhower Presidential Library and Museum. The design team also worked with Eisenhower historians and the senior co-editor of the Eisenhower papers, Professor Louis Galambos, of Johns Hopkins University, to ensure that the design elements were historically accurate and true to their subject.

Memorial Design Phase: 2010-2012

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 throughout this time, culminating in the unanimous endorsement and direction to proceed with the preferred design development. The design team then began work on construction documents which are at 75 percent completion at this time.

Throughout much of 2011, the design team conducted significant research and testing on potential sources for the memorial's tapestry elements, to great positive effect. In late summer 2011, the Eisenhower Memorial Commission, CFA, and NCPC Commissioners and staff viewed and evaluated tapestry samples from three separate vendors. The Commission displayed the best of the tapestry 'mock-ups' on-site in late August and again in September, receiving near-universal acclaim for their transparency and beauty, along with commendation for the determination of the design team to get this important feature of the design correct.

In September 2011, the Commission of Fine Arts unanimously approved the memorial's design, noting that the scale was correct, and expressing great enthusiasm for the development of the design and the artistic quality of the tapestry mockups. 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."

The tapestry mock-ups also earned admiration from the 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.

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. In March 2012, a Memorandum of Agreement (MOA) was finalized, the Environmental Assessment (EA) concluded and a Finding of No Significant Impact (FONSI) was issued by the National Parks Service (NPS).

Throughout this design stage, the Commission staff has briefed staff and members of Congress from the House and Senate Appropriations Subcommittees on the Interior and Defense, Natural Resources Committees, and other members of Congress who have expressed an interest in the memorial. While briefing members of Congress and their staff on the design, EMC staff has received near-universal positive response.

The Commission continues to cooperate with other federal agencies, including an on-going partnership with the Department of Education to establish an attractive and useful promenade between the memorial and the main entrance of the Department of Education's Lyndon B. Johnson building. These efforts include enhancements such as space and facilities for new exhibits, meetings, events, and even retail.

The Commission also works in partnership with the National Archives and Records Administration and the Eisenhower Presidential Library and Museum in Abilene, Kansas. These relationships enable the Commission to benefit from established federal resources in order to ensure that the memorial is an authentic representation of the Eisenhower historical legacy. These partnerships continue to be particularly useful as the Commission develops the electronic on-site and off-site components of the E-Memorial. 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 and elevating public awareness of the Eisenhower Presidential Library and Museum.

Description of the Memorial Design

The National Eisenhower Memorial in Washington, DC uses the traditional memorial forms of sculpture, bas relief, tapestries, realistic images and quotations, to honor Ike's unparalleled achievements in behalf of his country. For over 1,000 years, societies have employed these classic elements to recognize and memorialize their great leaders. In the design for this first presidential memorial to be built in our 21st century, Frank Gehry, America's foremost architect, has designed a memorial which speaks to Ike's great achievements while recognizing his humanity.

Unlike other presidential memorials in Washington, DC, the Eisenhower Memorial will be located within a new urban park space, flanked by District streets. The Eisenhower Memorial is set within four acres of new parkland directly across from, and south of, the National Air and Space Museum. The memorial honors Eisenhower's achievements as the Supreme Allied Commander in World War II and as the 34th U.S. President in heroic-scale bas reliefs on monumental stone blocks. Quotations from several of his most memorable speeches will be

inscribed on a nearby wall. Completing the powerful sculptural composition, a human-scale realistic statue of Eisenhower as a young man will be looking out to the images of the great military leader and president he will become. The setting for the memorial is elegantly created by an 80-foot tall limestone-clad columns supporting woven, stainless steel tapestries, which depict the Kansas plains where he grew up and where he developed the values and character which helped guide him to greatness.

Pedestrians will arrive at the site from all four corners of Eisenhower Square, entering by passing under one of the tapestries, and converging in the center at the memorial itself. The positioning of the massive stone bas reliefs and the quotations wall create an area for quiet contemplation within, but separate from, the more active urban civic space. The memorial visitors will be able to talk to National Park Service rangers to learn more about Eisenhower. Group seating areas are provided throughout the site for school groups to gather and participate in presentations and discussions with their teachers.

A rigorous materials-testing program is guiding material selections to ensure the durability of the memorial, which is being designed to last hundreds of years. Storage spaces and equipment are being provided on-site, in close consultation with the National Park Service, in direct support of their maintenance activities. The memorial will be built to current National Park Service standards for environmental sustainability and to conform to District of Columbia water management requirements. The Commission will seek LEED Silver certification for the memorial.

The memorial is separated from its nearest neighbor, the U. S. Department of Education, by the 50-foot wide LBJ Promenade. This pedestrian promenade design provides an enhanced opportunity for the Department to engage with the public through interactive exhibits and other forms of outreach. An overlook at Promenade level provides a large, covered gathering space for the Department and for visitors to view the memorial in inclement weather.

The memorial design masterfully creates an allee of trees along the portion of Maryland Avenue which formerly traversed the site. The commanding vista along the allee to the east directs the memorial visitor's eye to the dome of the Capitol, in part to recognize Eisenhower's extraordinarily collaborative and productive relationship with Congress.

E-Memorial

In March, 2004 the Commission adopted a formal resolution in which it declared that the Eisenhower Memorial would be composed of both a physical memorial and a living memorial. The living memorial was described as including "sponsored historical or policy research, publications, public presentations, commemorations or programs that will advance and perpetuate the legacy of Dwight D. Eisenhower and his contributions to the United States of America." In an effort to further define this latter concept, the Commission authorized a grant of up to \$400,000 to the Eisenhower World Affairs Institute, then headed by Susan Eisenhower, with a mandate to coordinate with the existing Eisenhower legacy organizations and to develop a proposal suitable for adoption by the Commission. The report produced by the Eisenhower World Affairs Institute reflected a lack of consensus of the legacy organizations and did not

embody actionable recommendations for Commission as to how its objective of a living memorial might be achieved.

In 2007, the six legacy organizations jointly agreed that their existence represents the Living Memorial to Dwight Eisenhower and they unanimously supported the idea of electronic representation of themselves and their work within the physical elements of the memorial. This concept, which we refer to as the E-Memorial, is presently being developed.

The National Eisenhower Memorial will be the first national presidential memorial of the 21st century and the first to incorporate an electronic companion memorial. The Commission has selected the New York City-based, award-winning media design firm, Local Projects, to design the E-Memorial.

The E-Memorial consists of an on-site component and an off-site (website) component. Through a downloaded app, visitors will use their personal mobile devices to enhance the visit to the physical memorial. This app will provide a superior educational experience. There will also be resources available for teachers planning a visit. National Park Service Ranger commentary will be available for those who choose not to use their personal electronic devices. This technology is flexible enough to be updated. The Commission is coordinating with the Eisenhower Library in Abilene, Kansas, and the National Archives and Records Administration, to ensure that these already-established federal resources have a role in the continued interpretation of the E-Memorial, to ensure that the information remains accurate and interesting.

Federal Contracting and Oversight

The U.S. General Services Administration-National Capital Region (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 Commission's Design and Construction Management Consultant directly serves GSA staff in executing these responsibilities.

Funding

At the outset of the Commission's activities, a study was undertaken of Presidential memorials in Washington DC. It was determined that there are six national Presidential memorials, to Washington, Jefferson, Lincoln, Franklin Roosevelt, Theodore Roosevelt, and John F. Kennedy. These memorials were principally funded by the government, the most recent of which was the FDR memorial which was 89 percent federally funded. Members of the Eisenhower family have expressed concerns since the initial days of the Commission that any private fundraising for the Memorial could negatively impact the fundraising of the legacy organizations. Initially, it was intended that there be no private fundraising for the Eisenhower Memorial.

As the Commission is a member of the Legislative branch, as opposed to a private initiative, it has been entirely funded by federal funds. In 2008, the House Appropriations Subcommittee on the Interior advised the Commission that it was expected that there be a private funding

component for the Memorial. No specific amount was given. In 2011, the Commission hired Odell, Simms & Lynch, a firm with fundraising experience for memorials and other public projects, to lead a private fundraising effort.

The estimated cost for the construction phase of the memorial, including operating the Commission, site preparation, construction of the memorial, GSA fees, and a construction management firm, is \$112.5. The Commission has requested 80 percent federal funding, \$89.8 million in the President's budget in FY2011 and FY2012. For FY2012, the Commission received one third of its request, \$32.9 million to begin construction of the memorial.

Conclusion

In conclusion, we at the Commission – both our Commissioners and staff – are appreciative of the opportunity to come before you today for this discussion of the memorial. As you can see, the Commission has been working for well over a decade in a sincere and dedicated effort to memorialize one of our Nation's great Presidents of the 20th century.

The commission has been faithful to the prescribed GSA processes for both the design competition and contracting protocols. It is important to note that in terms of both time and money, a large investment has been made. The selection process yielded the premier designer and architect of the 21st century to lead this landmark effort.

This has been a deliberative and extensive process from the beginning, with over 21 public meetings that provided a forum for public comment. The Commission has greatly benefitted from the participation of the Eisenhower family via David Eisenhower's participation as a Commissioner for a decade. As well, members of the family have appeared at Commission meetings and Frank Gehry has invited family members to visit his studio for the purpose of discussing the design.

The Commission of Fine Arts has unanimously given its approval of this design, citing the beauty of the tapestries and the appropriateness of the memorial's scale. As we stand today, the design stage is near completion.

It is time to build this memorial.

List of Appended Documents

1. Frank O. Gehry letter, March 19, 2012
2. David M. Childs letter, March 16, 2012
3. U.S. Commission of Fine Arts letter, September 22, 2011
4. U.S. Department of Education letter, October 12, 2011
5. Architect of the Capitol letter, October 17, 2011
6. List of public meetings, as of March 15, 2012
7. David Eisenhower's resignation letter, December 21, 2011