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Executive Director, Dwight D. Eisenhower Memorial Commission
Subcommittee on Interior, Environment and Related Agencies
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Introduction and Brief History

Thank you, Mr. Chairman and Members of the Subcommittee, for conducting this hearing today and providing the opportunity to testify in support of the Eisenhower Memorial Commission (EMC). I am the Executive Director of the Commission. Our small, dedicated staff has made excellent progress in the last few years. The appropriation we received in the FY 2010 Interior Appropriations bill, which will cover the entire two-year design process, enables us to move towards completion of the Eisenhower memorial in a very concrete and expeditious way.

As you learned from the testimony individually submitted by Commissioners and Congressmen Dennis Moore and Jerry Moran of Kansas, the Eisenhower Memorial Commission has made impressive progress towards the permanent memorialization of the Supreme Commander of Allied Forces in World War II and the 34th President of the United States, Dwight D. Eisenhower.

The Commission is not requesting funds for FY 2011. The Commission received \$19,000,000 to complete the two-year design phase and to fund operations for FY 2010 and FY 2011. The design process will encompass two years. The appropriation that the Commission received in FY 2010 enables us to manage the design process in the most efficient, cost-effective, and low-risk manner.

The Commission has accomplished several milestones since I last testified on its behalf. In 2007, the Commission, with Skidmore, Owings and Merrill LLP, created the Pre-Design Program for the National Eisenhower Memorial at Eisenhower Square. This program communicated to the designer what the 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, contemporaries of Eisenhower, and many others. The pre-design program served as a guide for the memorial's design.

In 2008, the Commission engaged with the General Services Administration's Design Excellence Program to select a design team for the memorial. 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 and GSA selected world-renowned architect Frank Gehry of Gehry Partners LLP as the designer for the National Eisenhower Memorial. In December 2009, the Commission and GSA selected the Gilbane Company for design and construction management services. These contracts were finalized in January 2010, marking the official beginning of the design

process. The EMC intends the National Eisenhower Memorial to be of equal caliber to the Washington, Lincoln, Jefferson, and Roosevelt presidential memorials.

Concurrent with this design phase, and as a part of the Commission's effort to publicize the National Eisenhower Memorial, the EMC continues to develop appropriate, positive relationships with interested federal and private groups. The Department of Education and the National Air and Space Museum, both neighboring institutions to the memorial at Eisenhower Square (between 4th and 6th Streets, S.W., south of Independence Avenue), have expressed interest in engaging with the memorial and working toward long-term involvement.

In 2010, the Commission will complete the pre-design program for the E-Memorial, a computer-based electronic system that will connect the on-site visitors' experience with the full global reach of the Internet. The Eisenhower Memorial will be the first to integrate into its design both the physical site and such an electronic system. It will establish a prototype partnership between the Dwight D. Eisenhower Presidential Library in Abilene, Kansas, the National Archives, and the National Park Service (NPS), which will operate the memorial upon completion, and serve as a prototype for the data, informational, and educational relationships between the national presidential memorials operated by NPS and the presidential libraries.

With this E-Memorial, digital information will be available on the memorial site itself to enhance visitor understanding of the achievements and legacy of Dwight David Eisenhower. More detailed digital information will be available on the NPS website. The website information will be designed to serve both the general public and to particularly serve educators. The educational component of the website will implement the Commission's primary goal of outreach to grades K-12 by assisting teachers of this target audience in learning about General and President Dwight David Eisenhower.

The Commission has also begun engaging with private individuals as it plans a national fundraising campaign in support of memorial construction. With the assistance of The Webster Group, the Commission is completing a Fundraising Feasibility Study. To further facilitate this wider public participation, the Commission has begun making important updates to its website, www.eisenhowermemorial.org. The forthcoming revisions to the website will give visitors the ability to make tax-deductible donations to the Eisenhower Memorial over the internet. This online donation capability will be managed by pay.gov, and will be operational in 2010.

Fiscal Year 2011 Budget Request

The Commission received \$19,000,000 to complete the two-year design phase and to fund operations for FY 2010 and FY 2011. The Commission saved taxpayer money by awarding the contracts through the entire design phase, from concept design to the production of construction documents. Awarding these contracts in full enabled the Commission to negotiate the final contracts from a more competitive position, as project risk was minimized. We awarded these contracts approximately three weeks after the

funds were made available to us, on January 8, 2010, so that work on the project could begin immediately.

The complete design process will encompass twenty-five months, to be completed in February 2012. In the first five-month phase, January-May 2010, the preferred alternative design concept will be selected. During the next six-month phase, June-November 2010, the final concept will be developed. During this time, the Commission will seek approval from the U.S. Commission of Fine Arts and the National Capital Planning Commission. A third six-month phase, December 2010-May 2011, will be devoted to finalizing this design. The final phase will take eight months, June 2011-January 2012. During this time the construction documents will be developed. The construction of the memorial will be based on these documents; they will be used to get proposals to construct the memorial.

Gehry Partners LLP is the memorial designer. The Gilbane Building Company is assisting the U.S. General Services Administration/National Capital Region (GSA/NCR) in managing the design and construction of the memorial. GSA/NCR awarded these contracts on behalf of the Eisenhower Memorial Commission. Several of these partners in the design process are headquartered or have substantial regional presence in the District of Columbia, Maryland, and Virginia. This means that the project will continue to have a positive effect on local employment and tax revenue.

The Gilbane Company will oversee the work of the design team on a daily basis. Particular attention will be paid 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.

Gilbane will ensure 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.

GSA/NCR Public Buildings Service is the contracting agent for the Eisenhower Memorial Commission. The GSA/NCR office is designed 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.

Additional oversight will be provided by the Commission's Executive Architect, reporting directly to the Executive Director. He has oversight responsibilities on behalf of the Eisenhower Memorial Commission for the memorial project work of GSA as well as Gehry Partners LLP and the Gilbane Company.

We are now two months into the 25-month memorial design process. This entire process is completely funded by the FY 2010 appropriation received by the Commission.

The Commission has an aggressive schedule. It is working continuously with its partners to keep as close to this timeline as possible. An overview of the entire design process, now underway, is as follows:

Pre-Design/Preliminary Concept Phase

This first phase of the design is scheduled for five months, January-May 2010. Three alternative concepts will be developed and evaluated during this period. The evaluation will include both functional and aesthetic factors as well as environmental impacts. Up to this point, we have had a working budget that has been the basis for all decision-making. In this phase, the budget costs will be finalized and local and federal agency reviews will also be accomplished.

The notable products of this phase are models, sketches, and drawings depicting the alternative concepts and a set of baseline technical reports about the site itself. Initial environmental assessment documentation will be included. The final result of this phase is the selection and approval of a single preferred concept that will be further developed during the next phase of work within the established budget parameters.

Final Concept Phase

This six-month phase, June-November 2010, will give the design team time to develop further the concept approved in the previous stage. More detailed drawings, cost estimates, schedules, initial structural calculations and further technical reports will be produced. Critical dimensions will be finalized so that final base maps can be provided to all design team members. A broad array of expertise will be required to complete the final design concept.

Specialists in architecture, landscape architecture, information design, lighting design, civil engineering, structural engineering, mechanical engineering, acoustics, and other disciplines will contribute to the design process and to the final products.

Concept approval from both the Commission of Fine Arts and the National Capital Planning Commission will be sought during this phase of design. The environmental assessment documentation will be near completion.

Design Development Phase

All remaining critical decisions about the design will be concluded during this six-month phase, December 2010-May 2011. Final selections of all key building and landscape materials will be determined. Art work images, if any, would be finalized. Specific quotations of Eisenhower to be incorporated into the memorial will be selected.

Documentation in this phase includes a complete set of drawings representing all of the architectural and engineering disciplines working on the project. Initial specifications for materials to be used on the project will be developed. Cost data will be

further refined and adherence to budget is confirmed. The construction schedule is also refined at this point. Building, fire protection, and other code reviews are accomplished. Along with the previous two phases, the design development phase provides approximately 60 percent of the required design work for the memorial.

Construction Documents

This final design phase is scheduled for eight months, June 2011-January 2012. The end products are construction documents put out to the public for the preparation of proposals to build the memorial, along with backup materials. All remaining issues will be resolved during this phase. Final coordination between all the technical disciplines will be achieved. Discrepancies are noted and corrections are made. The ease of construction is assessed. The construction document set will include final drawings, specifications, the cost estimate, the construction schedule, technical reports, code reviews, fire egress plans, and structural calculations.

Conclusion

The Commission is buoyed by our rapid progress since selection of the preferred 4-acre site in 2006. The dedication of our small staff of temporary federal employees accomplished these milestones while operating in a respectful and transparent manner. We want to hand over the Eisenhower Memorial to the National Park Service and “put ourselves out of business” by 2015.

The speed with which we have completed the final contracts with our architect and the design and construction management team, along with the layered, necessary levels of oversight we have for this project, means that the Commission expects to remain on budget and on schedule. We worked hard to sustain this momentum, and used realistic numbers and aggressive but achievable schedules.

Although the memorial will have salience for a broad range of audiences over many generations, we are repeatedly reminded by members of the World War II generation that the Eisenhower Memorial needs to be completed as soon as possible, so that they may be able to celebrate the leadership of their exemplary contemporary. Aside from saving taxpayer dollars, our aggressive schedule reflects the urgency necessary to complete the memorial while veterans of this war are still present to celebrate its ribbon-cutting. The Department of Veterans Affairs estimates that between now and the fall of 2013, the number of living World War II veterans will decrease by roughly half, to just over one million. By Memorial Day, May 25, 2015, when the Commission will dedicate the memorial, that number could be just 750,000.

The memorialization of President Eisenhower is timely and relevant, even in the face of our current economic challenges. There could be no better time to remind American citizens of success and victory in our history. Our nation is looking for examples of leadership in the face of adversity. The memorial is necessary to tell Eisenhower’s story of a modest man who achieved greatness due to his commitment to democracy and national service.

The Commission thus remains profoundly committed to an appropriate national memorial to President Eisenhower that respects the taxpayer in using the appropriation we received in the most cost-effective and efficient manner possible. This memorial project represents a major investment in the urban fabric of Washington, D.C. The Eisenhower Memorial will be a 4-acre civic square and presidential memorial in an area of the city currently described as being somewhat blighted. The memorial site and its development are in consonance with the National Capital Planning Commission and the Commission of Fine Arts plans for the Maryland Avenue corridor in this particular area. A significant percentage of both the design fees and the construction costs will be spent in the District, Maryland, and Virginia per GSA/NCR policy.

The Commission is dedicated to a memorialization that also constitutes an urban renewal project for the District, contributes positively to the local economy, and is a major draw for tourists and international visitors. We are buoyed by the success we have achieved and are thankful for the funds received for FY 2010 and 2011. We look forward to completing the Eisenhower Memorial.