



GLOBAL WAR ON TERRORISM

MEMORIAL FOUNDATION®

GWOT MEMORIAL | NCMAC BRIEFING

October 18, 2022

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INTRODUCTION

Executive Summary
Project Overview

Mission

The sole mission of the Global War on Terrorism (GWOT) Memorial Foundation is to lead the effort to plan, fund, and build a national GWOT Memorial on the National Mall in Washington, D.C., on a site befitting the historical significance of the war and the heroism of all who have served in it since September 11, 2001.

The Foundation's vision for the Memorial is for it to be an inclusive, reverent, and apolitical place of honor for all who have served and sacrificed in the ongoing Global War on Terrorism, as well as the countless civilians, family members, and others who have supported them. The Memorial will:

- **Honor:** Salute all who served in the Global War on Terrorism: service members, civilians, and their families.
- **Heal:** Provide a focal point for remembrance and reflection on a complex, multigenerational conflict.
- **Empower:** Engage and educate civilian and military communities to build mutual understanding.
- **Unite:** Foster and sustain the sense of patriotism that brought all Americans together in the wake of 9/11, and catalyze support for those continuing to serve.

Story

The GWOT Memorial Foundation was formed in 2015 as a 501(c)(3) nonprofit corporation by a small group of like-minded veterans, military spouses, and supportive Americans to honor the service and sacrifice of all individuals – both uniformed and non-uniformed—who have contributed to global counterterrorism efforts since September 11th, 2001.

In 2017, Congress designated the Foundation as the entity authorized to plan, fund, and build a Memorial when the Global War on Terrorism Memorial Act was passed and signed into law. The law exempts the Global War on Terrorism Memorial from a 10-year waiting period by the Commemorative Works Act of 1986 and authorizes the Foundation to oversee the fundraising, design, and construction of the memorial on federal land in Washington, D.C.

Between 2018 and 2019, the Foundation conducted extensive qualitative and quantitative research with Gold Star families, active duty service members, veterans and veteran family members, faith leaders, and other Americans to guide the decision to seek an exemption to build the Memorial specifically within the Reserve area of the National Mall.

Story, cont'd.

In 2021, Congress passed, and President Biden signed into law, the Global War on Terrorism Memorial Location Act, authorizing the construction of the Memorial in the Reserve area of the National Mall.

The Foundation seeks an inclusive and interactive process that conforms to its enabling legislation and the regulations established for the creation of the Memorial. Toward that end, Winstanley Architects & Planners was retained to provide the Executive Architect services for the project. It helped develop a process to give voice to the stakeholders and create a roadmap for the implementation of the Memorial. A team of memorial planners with AECOM was selected to partner with Winstanley Architects and Planners to continue the memorial process.

The Commemorative Works Act lays out the requirements for a National Memorial. It requires the foundation to consult with the National Capital Memorial Advisory Commission (NCMAC) and conform its work to the Commission of Fine Arts (CFA) requirements for the design and National Capital Planning Commission (NCPC) guidance and understanding for the functional aspects. To achieve this, a regulatory process is in place. It consists of a Memorials & Museums document identifying the potential sites and the 24-step process for design and implementation.

ACCOMPLISHMENTS OF THE GLOBAL WAR ON TERRORISM SITE SELECTION PROCESS

Project Questionnaire (Complete)

- A program that reflects the preference for interpretive content and support services requiring several acres.
- A symbolic expression that can capture the unique aspects of the GWOT on a compact site on the Mall

Mission Statement (Complete)

- Integrate GWOTMF goals into a Memorial Mission Statement

Project Program (Complete)

- Developed 4 key tenets as the guiding principles of the program
- Honor, Heal, Empower, Unite
- Created a program for the memorial within the Reserve

Historical Context (In progress)

- Integrated historical context of the Global War on Terrorism from 4 scholars
- Created a contextual brief for the memorial

Memorial and Monuments Precedents (Complete)

- Created an inventory of similar memorials and monuments from the National Capital region, nationally and internationally
- From these precedents developed distinct typologies of relevant memorials and monuments

Site Selection Studies (In progress)

- Site Selection Criteria
- Initial Inventory
- First Round Site Evaluation
- Second Round Site Evaluation
- Third Round Site Evaluation

Designer Selection Process (Overview)

- Selection process will begin after site selection process
- The team will Create a 5-person Design Advisory Board to facilitate the decision process with the GWOTMF board

PROGRAM

Project Program

PROJECT PROGRAM

PROGRAM FOR SITE IN THE RESERVE

This program was developed based on discussion groups conducted between 2018 and 2019. As part of this effort, we collected 139 surveys which accompanied the discussion groups. Over the final three days of discussions, 65 service members participated; these 65 individuals alone represented over 720 years of active duty service, 160 deployments, and came from 28 states and two foreign nations.

Program Objectives:

1. Honor: Salute and celebrate all who served in this conflict.

- Service members
- Military participants
- Families
- Civilian personnel
- Foreign allies
- Volunteer

2. Heal: Provide a focal point for remembrance and reflection for visitors that offers a somber, respectful, and uplifting experience.

- Tranquil, contemplative setting.
- Soft landscape elements
- Connection to water or water feature
- Appropriate lighting.
- Strategically placed seating.

3. Empower: Engage and educate visitors and raise awareness about the unique nature of the Global War on Terrorism.

- On-site descriptive features and artistic representations
- On-site public events and programming
- Online access to a broad range of interpretive resources

4. Unite: Provide a place for gathering and public events, including:

- Create both small and large spaces that people may use to come together and share experiences.
- Examples of possible programming include:
 - Lectures /Discussions
 - Commemorations
 - Reunions
 - Anniversaries
 - Landmark events

PROGRAM FOR SITE IN THE RESERVE

With the understanding that any memorial site selected in the Reserve will be compact in its overall size, the GWOT Memorial Foundation endeavors to fulfill its core mission principles to Honor, Heal, Empower, and Unite. Building on these tenets, the physical requirements for the program are divided into four physical site characteristics.

Physical Site Characteristics:

1. Area:

- Nucleus of the memorial is approximately .25 acres.
- Inclusive of all the above criteria while maintaining a sense of intimacy.
- Compact but can feel more expansive by incorporating adjacent surroundings.
- Appropriately sized hardscape for hosting scheduled commemorative events.

2. Height:

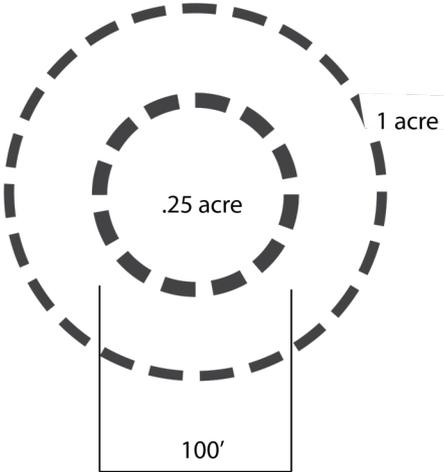
- Scaled to allow visitors to interact with artistic representations and electronic elements.
- Man-made objects, such as walls, should generally be sized so that one can see over and beyond them
- Sculptural elements can be taller than human scale.

3. Context:

- Incorporation of existing topographic variations and sightlines.
- Use of landscape features as both buffer and blending with existing edge conditions.
- Handy to public amenities, such as toilets and refreshments.
- Accessible to car/bus drop-off and transit.
- Preference for sites that have a physical relationship with water

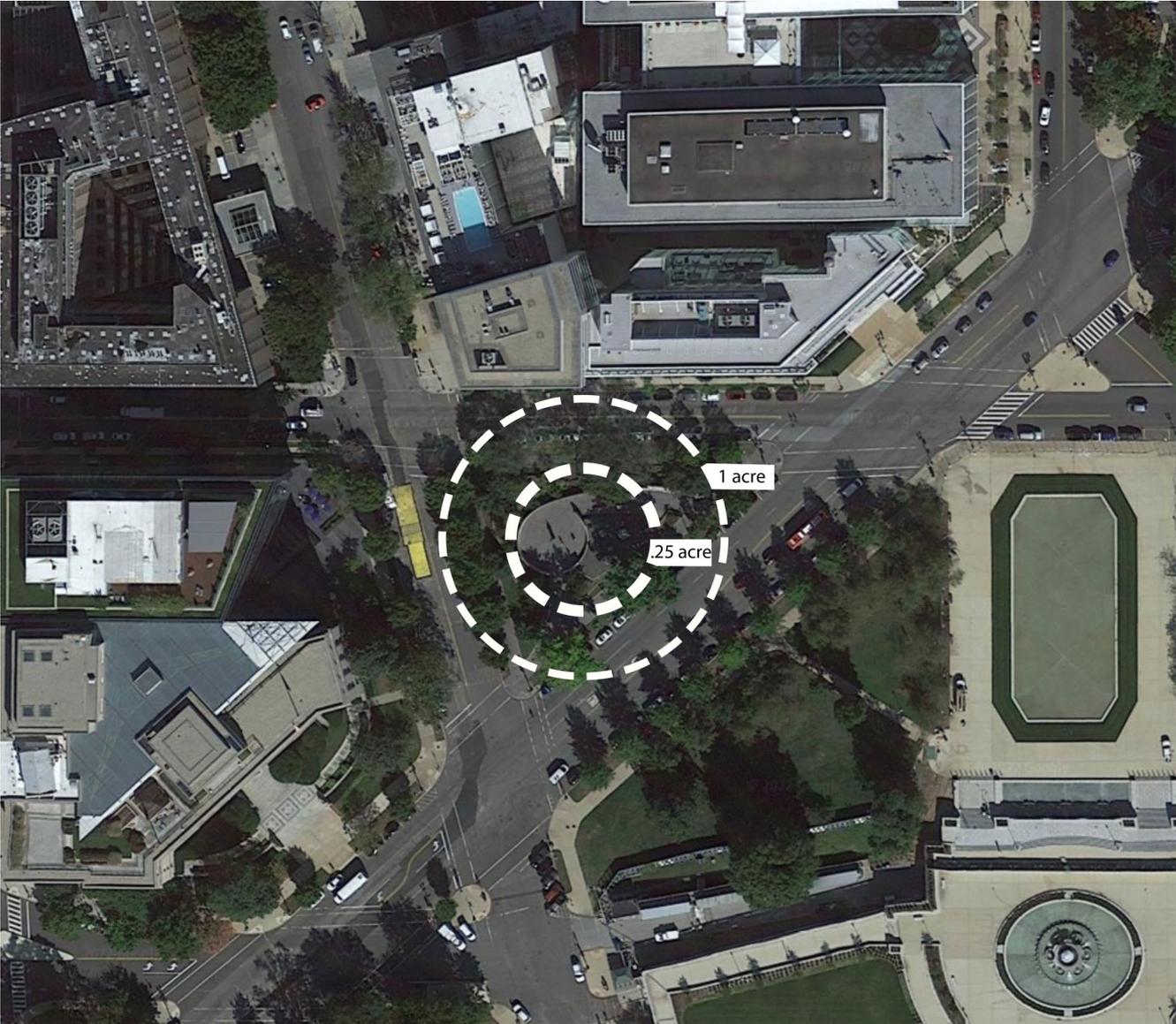
4. Environmental:

- Appropriate shading for viewing video elements.
- Consideration of aircraft and traffic noise; and traffic headlights.
- Protected from seasonal sun and wind conditions.
- Lighting features to be unobtrusive, discrete for night visitation.
- Positively contribute to the overall environmental context of the Reserve
- Environmentally resilient and embodying best sustainable practices



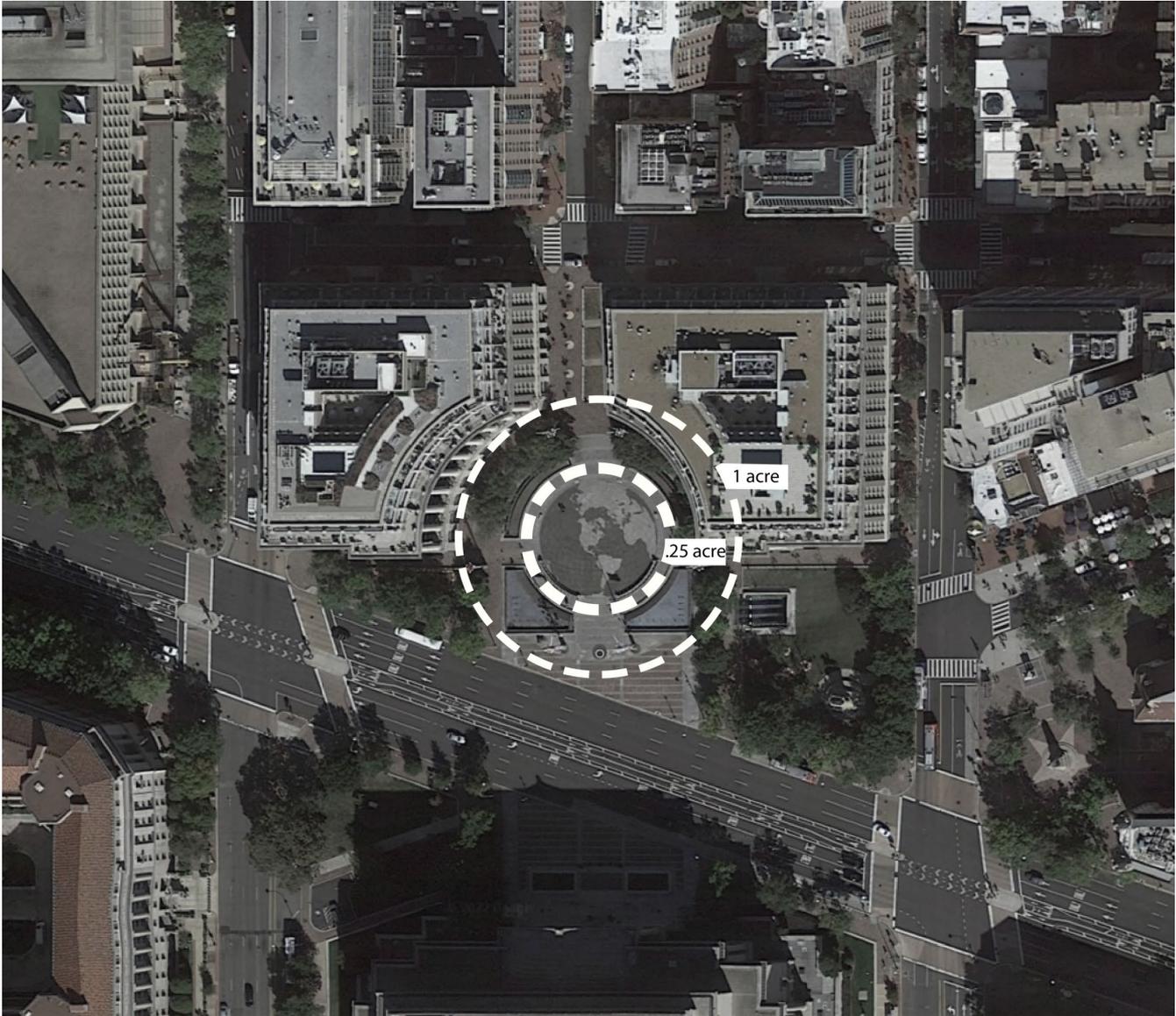
AREA

- **MEMORIAL NUCLEUS** – The central portion or heart of the memorial
- **MEMORIAL SETTING** – The setting for the memorial



Note: Site area dimensions shown here are approximate for purposes of comparison.





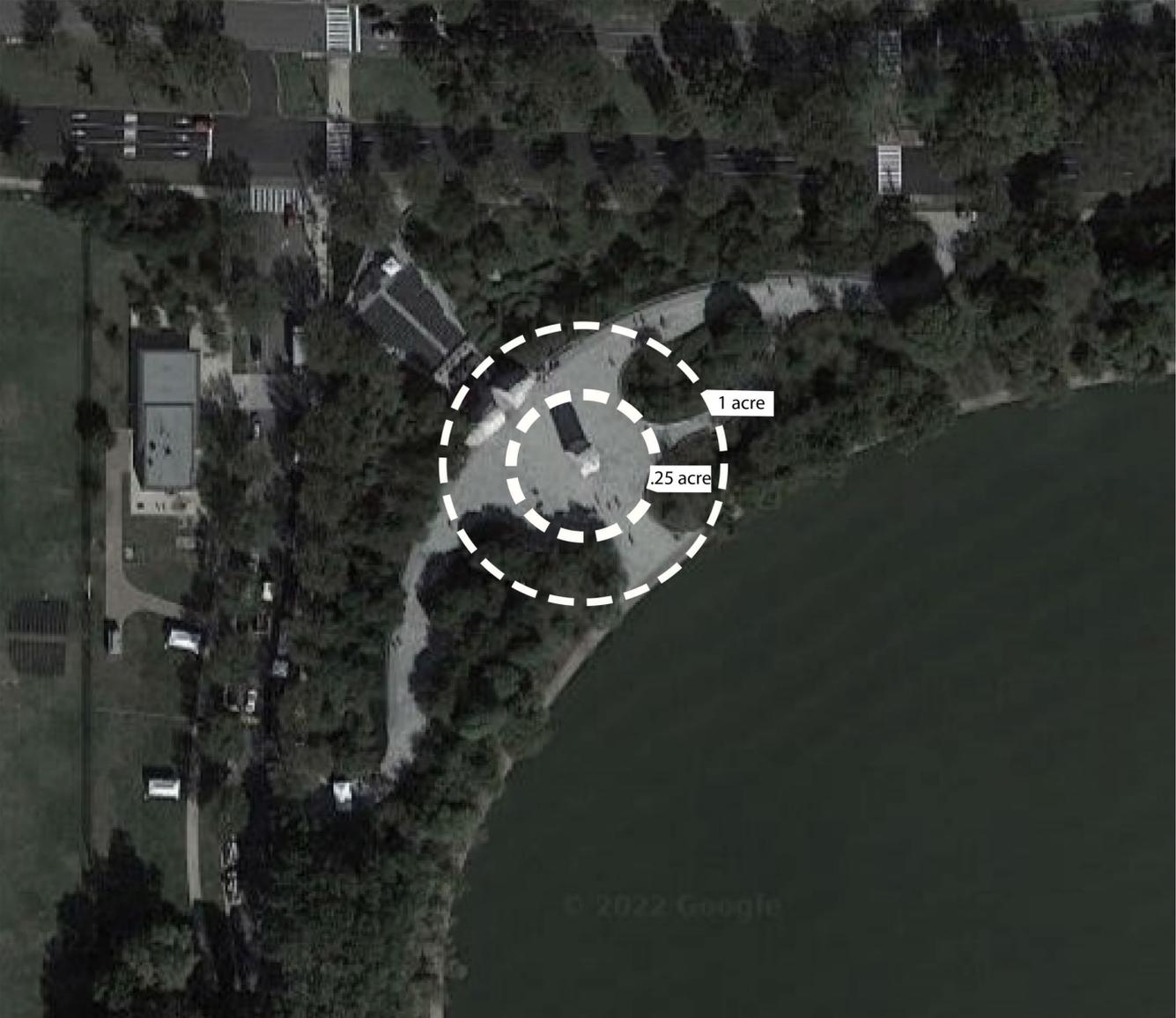
Note: Site area dimensions shown here are approximate for purposes of comparison.





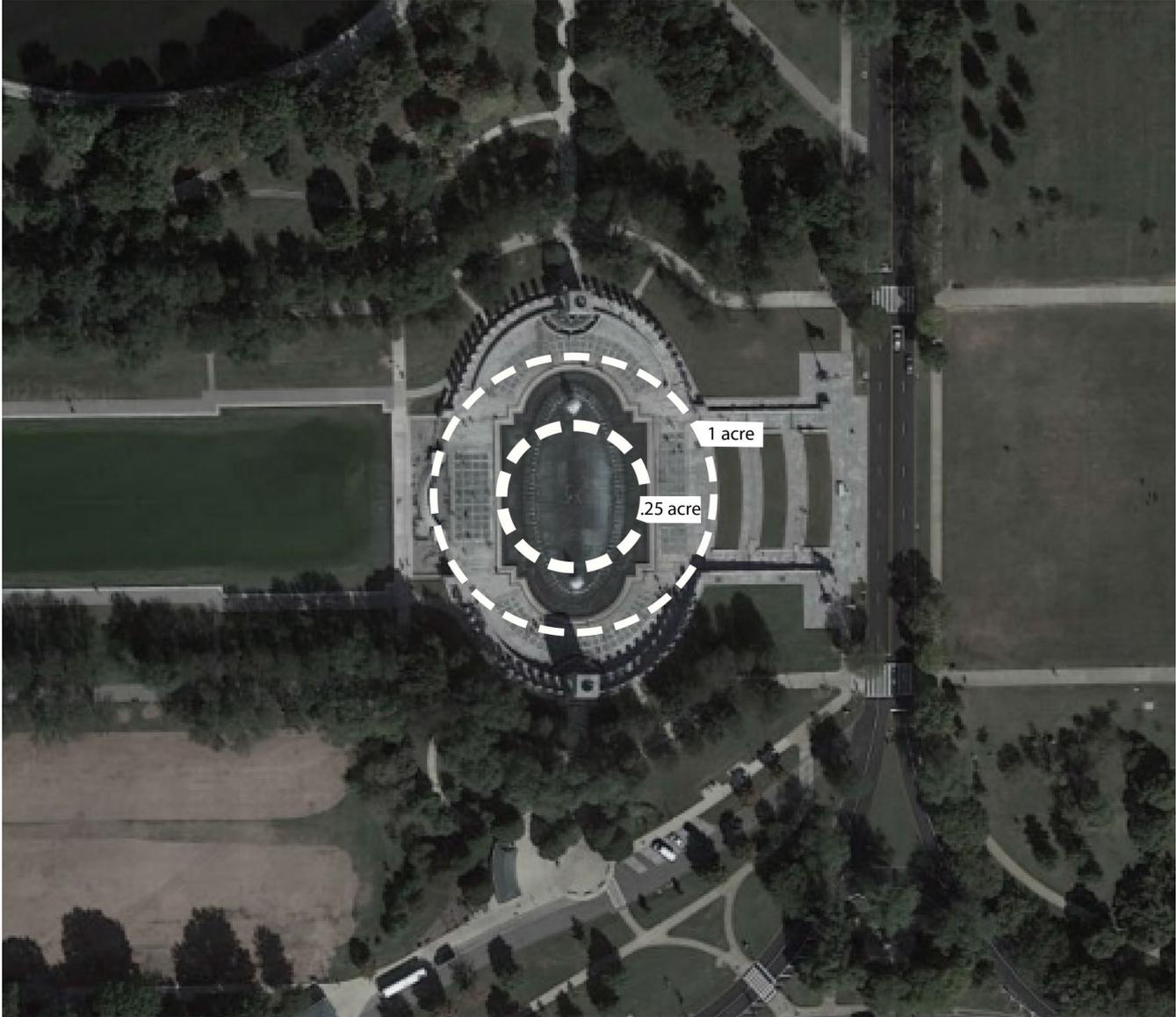
Note: Site area dimensions shown here are approximate for purposes of comparison.





Note: Site area dimensions shown here are approximate for purposes of comparison.





Note: Site area dimensions shown here are approximate for purposes of comparison.





NAVY MEMORIAL



LAW ENFORCEMENT OFFICERS MEMORIAL

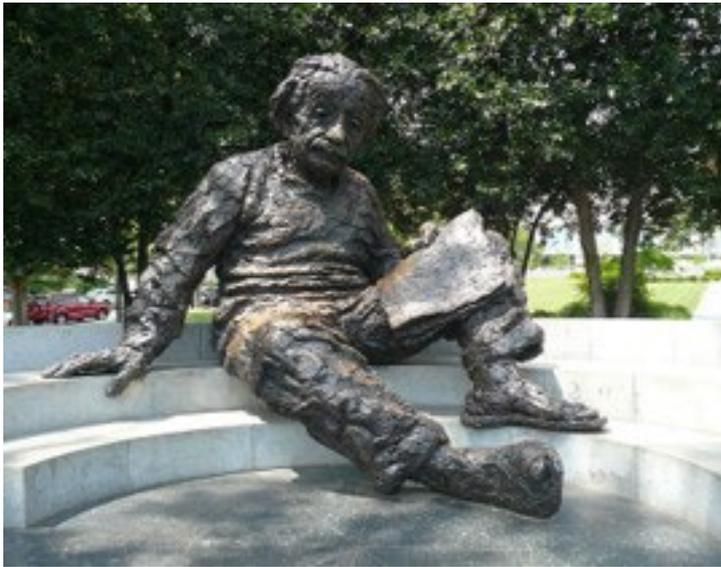


MEMORIAL TO ENSLAVED LABORERS (UVA)

HEIGHT

- a. Man-made objects, such as walls, should generally be sized so that one can see over and beyond them; except at site periphery.





EINSTEIN MEMORIAL



JAPANESE AMERICAN MEMORIAL



NATIVE AMERICAN VETERANS MEMORIAL

HEIGHT

- a. Sculptural elements can be taller than human scale.





VIETNAM VETERANS MEMORIAL



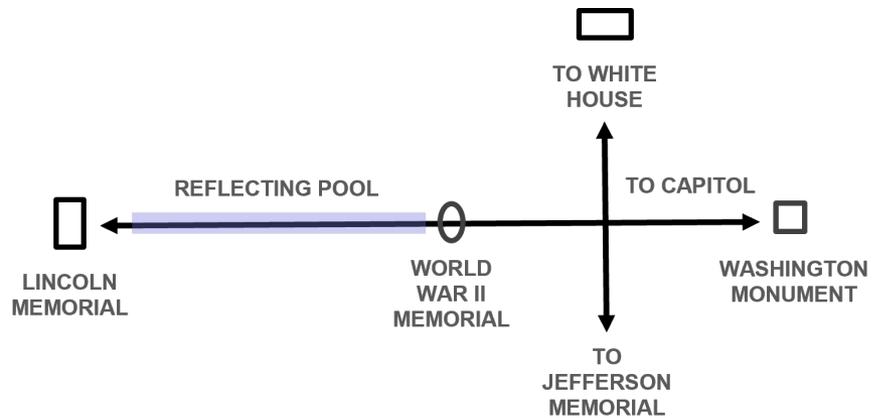
MLK MEMORIAL



LINCOLN MEMORIAL

CONTEXT

- a. Incorporation of existing topographic variations and sightlines.





MLK MEMORIAL



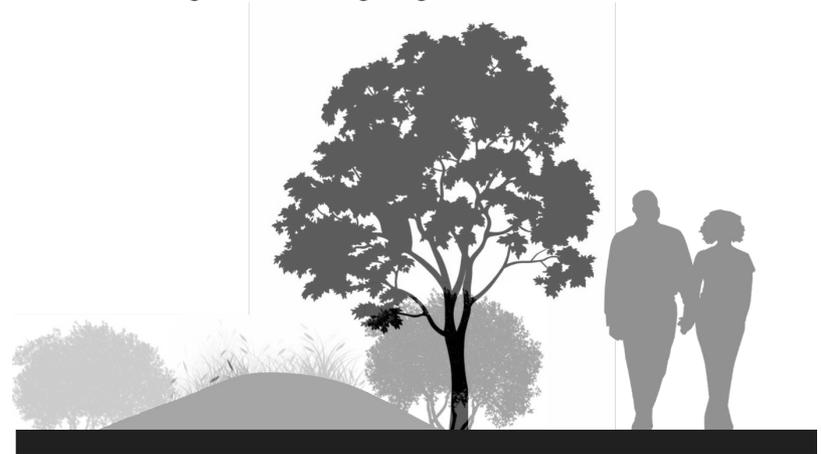
KOREAN WAR VETERANS MEMORIAL



THEODORE ROOSEVELT ISLAND

CONTEXT

- a. Use of landscape features as both buffer and blending with existing edge conditions.



SITE SELECTION

Site Selection Criteria

First Round: Initial Inventory

Second Round: Site Evaluation

Third Round: Site Analysis

The Global War on Terrorism Memorial Foundation (Foundation) has initiated a site selection study to identify and evaluate potential locations for a new National Global War on Terrorism Memorial. As stated in Public Law 115-51 (August 18, 2017), “The Association may establish the National Global War on Terrorism Memorial as a commemorative work on Federal land in the District of Columbia and its environs to commemorate and honor the members of the Armed Forces that served on active duty in support of the Global War on Terrorism.” This site selection study seeks to guide the identification of a suitable location for the new memorial.

The Reserve

On December 27, 2021, the Foundation sought and received authorization to establish the memorial within the Reserve as defined by the Commemorative Works Act. As stated in Public Law 117-81, the National Global War on Terrorism Memorial “shall be located within the Reserve.” In addition to the analysis of sites within the Reserve, this Site Selection Study also evaluates sites outside the Reserve to provide a context for site selection and to understand potential design implications for sites within the Reserve.

Site Selection Criteria

The Global War on Terrorism Memorial Foundation developed a series of criteria in order to identify an appropriate location for the Memorial and that supports the stated purpose, vision, and program. These criteria were then applied to 35 potential memorial sites, including 16 sites within the Reserve, 8 sites within Area I, and 11 sites within Area II, as defined by the Commemorative Works Act.

This Site Selection Study includes an evaluation of each of the 35 identified sites. In the first round of site evaluations, 16 sites were identified for further analysis because they comply with the Memorial’s authorizing legislation. In the second round of site evaluations, five sites were identified for further analysis based on the site selection criteria. The second round includes a more detailed analysis of these five sites. Based on this analysis, three sites were selected as the most appropriate for further analysis in the third round.

TIER I SITE CRITERIA

- **Location Relative to the Reserve:** The site shall be within the Reserve; however, sites within Area 1, the Monumental Core, and the District of Columbia may be considered
- **Site Availability:** The site should be available through federal jurisdiction. The site should not have previously expressed opposition to the placement of a memorial
- **Thematic Nexus:** The site should thematically connect to the memorial
- **Program Suitability:** The site should be able to accommodate the program, both the physical requirements of commemorative features, artwork, seating, lighting, and gathering space and the thematic elements to honor, heal, empower, and unite
- **Site Size/Location Relationship:** The size of the site should be appropriate for the scale and location of the memorial. The site should range from 5,000 square feet to 1 acre in size, depending on its location
- **Site Prominence:** The site should be near other tourist destinations, such as other memorials or visitor attractions
- **Visibility:** The site should have views to and/or from other iconic national symbols, including the US Capitol Building, Lincoln Memorial, Washington Monument, the Pentagon, or Arlington National Cemetery
- **Tranquility:** The site should be a place that offers a peaceful environment for reflection. Disruptive noise should be limited, including from aviation
- **Site Character:** The site should exhibit a primarily park character rather than a built setting
- **Walkability/Universal Accessibility:** Visitors arriving on foot or via vehicle should be able to easily reach the site
- **Transit Access:** This site should be accessible via public transportation

TIER II SITE CRITERIA

- **Site Preparations:** The site should avoid the demolition or removal of existing structures or infrastructure, which increases complexity
- **Infrastructure:** The site should require minimal new infrastructure, such as roadway improvements or utility extensions
- **Resiliency and Sustainability:** The site should be resilient to the environment. Additionally, the site should enable sustainable design practices

FIRST ROUND: INITIAL INVENTORY

Reserve North

Reserve South

Reserve East

Northwest

Potomac West

Southwest

Capitol North

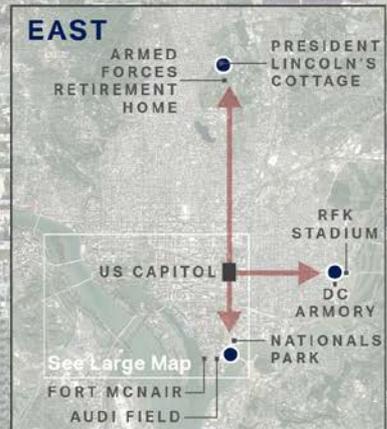
East

35 potential memorial sites were initially identified for consideration.



● Potential Site — The Reserve - - - Area I

1,000 ft ↑ N



FIRST ROUND: INITIAL INVENTORY | 35 SITES

The 19 sites located outside the Reserve were eliminated from further study because they do not comply with the memorial's authorizing legislation, which states that the memorial "shall be located within the Reserve."



● Potential Site — The Reserve - - - Area I

1,000 ft ↑ N



● Potential Site — The Reserve - - - Area I

1,000 ft N

FIRST ROUND: INITIAL INVENTORY | 16 SITES

SECOND ROUND: SITE EVALUATION

After the site's location relative to the Reserve, the Foundation identified site availability as the next most important site criteria. Sites identified as not fully suitable regarding site availability were next eliminated (nine sites) from further study. The Foundation then evaluated the remaining sites against the remaining site criteria. One site (Site K) was eliminated from further study because it did not fully meet a majority of the remaining site criteria.

Site	Location Relative to Reserve	Site Availability	Program Suitability	Thematic Nexus	Site Size/Location Relationship	Site Prominence	Visibility	Tranquility	Site Character	Walkability/Universal Accessibility	Transit Access	Site Preparations	Infrastructure	Resiliency and Sustainability
A Constitution Ave. & 23rd St.	●	●	●	◐	●	●	●	◐	●	●	●	●	●	●
B Constitution Gardens	●	●	●	●	●	●	●	●	●	●	●	◐	●	●
C Constitution Gardens South	●	●	●	●	●	●	◐	●	●	●	●	●	●	●
D Constitution Ave. & 17th St.	●	◐	●	●	●	●	●	◐	●	●	●	●	●	●
E Constitution Ave. & 15th St.	●	●	●	●	●	●	●	◐	●	●	●	●	●	●
F JFK Hockey Fields East	●	◐	●	●	●	●	●	◐	●	●	●	●	●	●
G JFK Hockey Fields West	●	◐	●	●	●	●	●	◐	●	●	●	●	●	●
H Lincoln Memorial South	●	◐	●	●	●	●	●	◐	●	●	●	●	●	●
I Ohio Dr. North	●	◐	●	●	●	◐	◐	●	●	●	●	◐	◐	◐
J Potomac River	●	●	●	●	●	●	●	◐	●	●	◐	◐	◐	◐
K Ohio Dr. South	●	●	●	◐	◐	◐	●	◐	●	◐	◐	◐	◐	◐
L Washington Monument South	●	◐	●	●	●	●	●	●	●	●	●	●	●	●
M Jefferson Dr. & 15th St.	●	◐	◐	◐	●	●	●	◐	◐	●	●	●	●	●
N 15th St. North	●	◐	◐	◐	●	◐	●	◐	●	●	●	●	●	●
O 15th St. South	●	◐	●	◐	●	◐	●	◐	●	●	●	●	●	●
P Tidal Basin	●	●	●	◐	●	●	●	◐	●	●	●	◐	●	◐

Suggested Ratings: ○ Site would not provide ◐ Site would partially provide ● Site would fully provide

SECOND ROUND: SITE EVALUATION

In summary, 10 sites were eliminated from further study because they would:

- Remove recreational space (Site Availability)
- Encroach on the Washington Monument grounds or the Lincoln Memorial grounds (Site Availability)
- Conflict with the DC Water Tunnel combined water sewer outfall project (Site Availability)
- Create practical and operational challenges (Site Availability and Program Suitability)
- Limit the size of the memorial to a very small site (Site Size/ Location Relationship)
- Locate the memorial in a narrow site surrounded by high-speed traffic (Site Size/ Location Relationship and Tranquility)

While both Site B and Site C advanced for further evaluation, the locations were merged into a modified Site B due to their proximity and the respective considerations of the sites (i.e., viewshed protection, levee avoidance, and contextual relationships).



● Potential Site — The Reserve - - - Area I

1,000 ft ↑ N

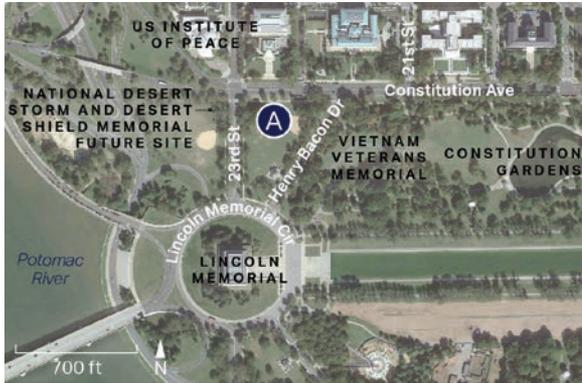


● Potential Site — The Reserve - - - Area I

1,000 ft ↑ N

SECOND ROUND: SITE EVALUATION | 5 SITES

A Constitution Ave. & 23rd St.



Located at the southeast intersection of Constitution Avenue and 23rd Street NW, this site is an open lawn panel radiating from the Lincoln Memorial. The site contains a baseball diamond and backstop close to the intersection of Constitution Avenue and Henry Bacon Drive, as well as a visitor services kiosk at Memorial Circle. The Lincoln Memorial is clearly visible to the south, while the Vietnam Veterans Memorial is hidden by a knoll to the east. In the future, the National Desert Storm and Desert Shield Memorial will be visible to the west. The site feels open, somewhat exposed, and at the edge of Washington's Monumental Core. Thematically, the links to 20th century conflicts, especially Operation Desert Storm and Desert Shield, are not in character with the distinctive 21st century events of the Global War on Terrorism.



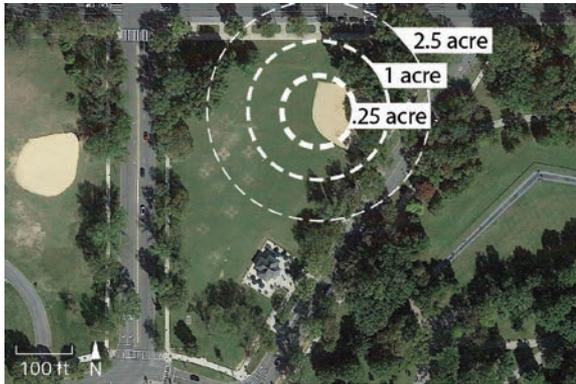
View looking south from Constitution Ave.



View looking northwest from Henry Bacon Dr.



View looking northeast from 23rd St.



ASSESSMENT OF SITE TO TIER I SITE CRITERIA

- **Location Relative to the Reserve:** Located within the Reserve.
- **Site Availability:** Under NPS jurisdiction. Potential opposition to locating the memorial at the site because would add to the militarization of the National Mall and due to change in use from recreation to memorial.
- **Thematic Nexus:** Located near the US Institute of Peace and 20th century war memorials (Vietnam Veterans Memorial, future National Desert Storm and Desert Shield Memorial, Korean War Veterans Memorial). Site proximity to the future National Desert Storm and Desert Shield Memorial could cause thematic confusion among visitors. A 3-minute walk from the Vietnam Veterans Memorial. Two blocks from the US Department of State.
- **Program Suitability:** Could accommodate seating and gathering space. Located within an open park setting.
- **Site Size/Location Relationship:** Constrained due to sensitive location within the National Mall.
- **Site Prominence:** Located near the Lincoln Memorial, Vietnam Veterans Memorial, the future National Desert Storm and Desert Shield Memorial, and other smaller memorials between the Washington Monument and Lincoln Memorial.
- **Visibility:** Provides a direct view of the Lincoln Memorial; potential view of the Washington Monument in the winter. Site is visible from the top of the Washington Monument, but views of the memorial could be blocked by trees in the summer.
- **Tranquility:** Sits within a lawn panel bordered by trees. Adjacent to multi-lane, high-traffic roadway.
- **Site Character:** Located within an open park setting.
- **Walkability/Universal Accessibility:** Accessed easily via the National Mall's sidewalks and pathways. On-street parking available on Constitution Ave.
- **Transit Access:** Reached easily from DC Circulator and Metrobus stops on Constitution Ave. A 14-minute walk from the Foggy Bottom-GWU Metro station (Blue/Orange/Silver lines).

ASSESSMENT OF SITE TO TIER II SITE CRITERIA

- **Site Preparations:** Presents no known conflicts.
- **Infrastructure:** Needs no new infrastructure (to the extent known), but utility extensions may be needed.
- **Resiliency and Sustainability:** Lies outside the floodplain.

B Constitution Gardens



Located within Constitution Gardens and north of the Lincoln Memorial Reflecting Pool, the Constitution Gardens site offers open turf and trees. The site is adjacent to the Constitution Gardens Pond, the Memorial to the 56 Signers of the Declaration of Independence, and visitor facilities. This site offers the feel of an urban oasis, but one that can be activated through programming and visitor services provided nearby.



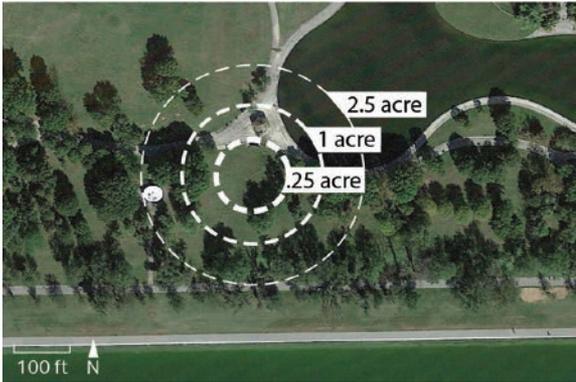
View looking east



View looking south towards the Reflecting Pool



View looking northwest



ASSESSMENT OF SITE TO TIER I SITE CRITERIA

- **Location Relative to the Reserve:** Located within the Reserve.
- **Site Availability:** Under NPS jurisdiction. Potential opposition to locating the memorial at the site because would add to the militarization of the National Mall.
- **Thematic Nexus:** Located near 20th century war memorials (World War II Memorial, Vietnam Veterans Memorial, future National Desert Storm and Desert Shield Memorial). A 3-minute walk from the Vietnam Veterans Memorial. Three blocks from the US Department of State.
- **Program Suitability:** Could accommodate seating and gathering space. Located within a park setting adjacent to water.
- **Site Size/Location Relationship:** Constrained due to adjacent memorials and sensitive location within the National Mall.
- **Site Prominence:** Located near the Vietnam Veterans Memorial, World War II Memorial, and other smaller memorials between the Washington Monument and Lincoln Memorial.
- **Visibility:** Provides a direct view of the Washington Monument. Potential view of the Lincoln Memorial in the winter. Site is visible from the top of the Washington Monument, but views of the memorial could be blocked by trees in the summer.
- **Tranquility:** Sits within Constitution Gardens between the pond and Reflecting Pool. Some airplane noise from the Potomac River flight path.
- **Site Character:** Located within a park setting surrounded by trees.
- **Walkability/Universal Accessibility:** Accessed easily via the National Mall's sidewalks and pathways. On-street parking available on Constitution Ave.
- **Transit Access:** Reached easily from DC Circulator and Metrobus stops on Constitution Ave. A 16-minute and 20-minute walk from the Foggy Bottom-GWU and Federal Triangle Metro stations (Blue/Orange/Silver lines), respectively.

ASSESSMENT OF SITE TO TIER II SITE CRITERIA

- **Site Preparations:** Needs to be mindful of levee location.
- **Infrastructure:** Needs no new infrastructure (to the extent known), but utility extensions may be needed.
- **Resiliency and Sustainability:** Lies in the 500-yr floodplain.

Constitution Gardens south of Constitution Avenue, NW

Site 10

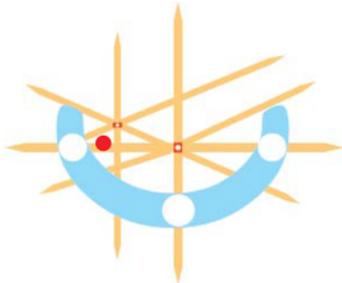
Location:



Site Description Summary

This site location is in the western portion of Constitution Gardens, just south of Constitution Avenue, north of the Reflecting Pool, and between the Lincoln Memorial and Washington Monument Grounds west of the National Mall. Although the entire area of Constitution Gardens was considered for memorial development, the western end is the most viable location. This site location between the crest of the hill and the west shore of the lake is generally semi-circular in shape, is bounded by the existing paths and the zone of influence of the Vietnam Veterans Memorial to the west. The overall character of the site is open and natural and the site is currently used as passive park and recreation space.

Framework Context:



Urban Design Conditions

This site is located within the National Mall Environs and is part of the Monumental Corridors component of the Urban Design Framework. The site is within a Special Place (West Potomac Park) and is adjacent to a Special Street (Constitution Avenue). The site location is within walking distance of the Lincoln Reflecting Pool, Rainbow Pool, and several smaller memorials, including the 56 Signers Memorial, the Vietnam Women's Memorial, the approved Black Revolutionary War Patriots Memorial, and the approved World War II Memorial. From the site, prominent views are possible to the Washington Monument. Because of Constitution Garden's strategic location along the National Mall extension, close to various other significant historic and cultural resources, opportunities exist for developing several important and visible memorials in this area.

Economic Conditions

The economic benefits of siting a memorial within Constitution Gardens would be diffuse, rather than concentrated in any specific neighborhood or area. The area around Constitution Gardens is a combination of institutional and parkland and offers little opportunity to accommodate new economic entities or neighborhood development. A memorial would add to the critical mass of attractions in the National Capital Region and help increase the length of stay for area visitation. However, economic benefits would neither occur primarily at the site nor would they assist with the creation of new businesses in revitalizing neighborhoods.

Vicinity:



Transportation Conditions

The areas surrounding Constitution Gardens currently attract a large number of visitors. The transportation characteristics surrounding the site appear to favor vehicular access rather than public transportation; however, a large number of visitors utilize the Metrorail system to the Mall area and then walk to each attraction. In addition, the parking availability is limited to on-street spaces. Since there is already a synergy between attractions in the area of Constitution Gardens, it is likely that it will be extended to any future memorial on this site. Transportation mode choices will be consistent with the patterns currently present in the area. In the future, this site may be near the Circulator system route, which would greatly improve access to this location.

Environmental Conditions

The topography of the site varies from rolling to steep slopes, depending on the direction of approach. The site features an open lawn with a few trees near the southern slope. The site's topsoil, foliage, and adjacent lake offer habitat for animals, including squirrels, birds, and ducks. Although the site location receives noise disturbance from airplanes in the flight path over the Potomac River, the site does not suffer from any other adverse air quality characteristics.

Commemorative Opportunity:

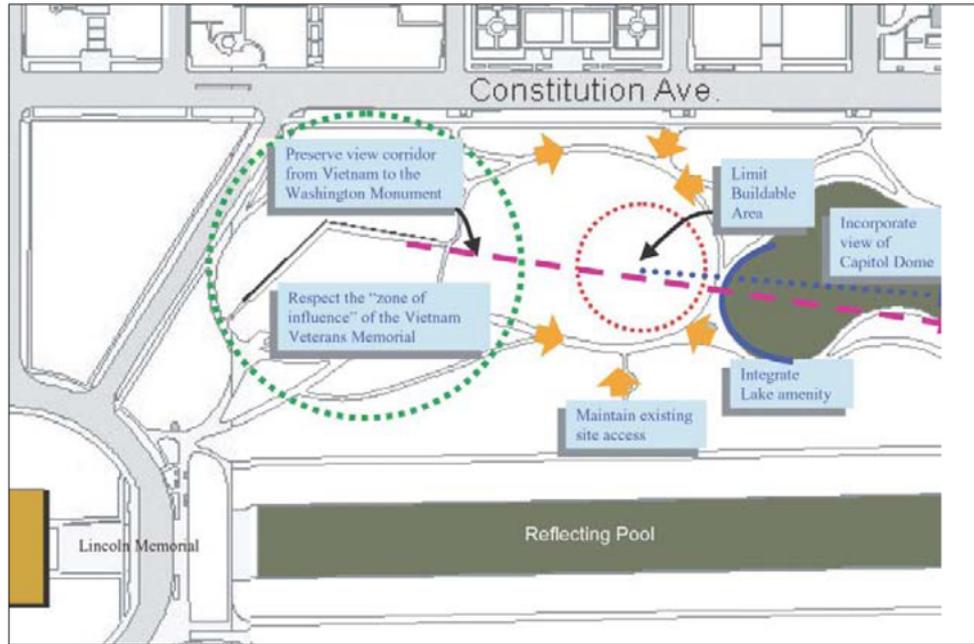
Jurisdiction:
Federal – National Park Service

One primary memorial and several smaller memorial site opportunities may exist within Constitution Gardens (to the north of the Reflecting Pool and between the Lincoln Memorial and the Washington Monument Grounds). A major site potential is located at the west end of the lake. This site, preliminarily determined to be between the crest of the hill and the west end of the lake, is limited by the “zone of influence” of the Vietnam Veterans Memorial. The recommended potential primary site should be within two acres in size and be of limited height.

Memorial development affords the ability to incorporate views of federal elements, such as Constitution Lake and the Washington Monument. Memorial development that respects the zone of influence and settings of the surrounding memorials can enhance the finished landscape of Constitution Gardens. Memorial development could incorporate existing infrastructure and amenities in the area.

The opportunity exists to reinforce the existing quality of Constitution Gardens as a finished landscape. The paved area to the east of the lake, north of the World War II Memorial, is not considered to be a future memorial site.

Design Considerations:



This view is looking east from the crest of the hill toward Constitution Lake and the Washington Monument. The Vietnam Veterans Memorial is located to the west, on the other side of the hill, and the Reflecting Pool is to the south.

1. Potential future memorials sited within Constitution Gardens must respect the existing landscape setting of West Potomac Park and, more specifically, the informal landscape character of Constitution Gardens. Development of one site opportunity may preclude another.
2. Many sites, including the primary site, are highly visible from Constitution Avenue and from various locations across the lake. They are also visible from one another. A future memorial should be of modest height and scale in order to maintain existing views and view corridors. New memorials should take advantage of existing opportunities for enhancing visual connections between existing and proposed memorials.
3. Future development must respect existing adjacent memorials by limiting the number and size of available

- sites and the scale and extent of memorial-related development. The future memorials should reflect appropriate limitations on massing and height. Memorials should not encroach upon or compete with one another. Memorials should be primarily “green” with paved areas limited to circulation elements. The opportunity exists to integrate water into the design of the primary memorial site.
4. Future memorials should take advantage of existing infrastructure although the pathways and edge of the lake could be altered at the west end. They should integrate existing circulation elements into the design and incorporate the open space, water, and woodlands amenities currently present in the area. Parking and vehicular access to these sites is limited to that which is currently available.

E Constitution Ave. & 15th St.



Bordered by Constitution Ave., the site sits within President's Park to the southeast of the Ellipse. The site mirrors the Second Division Memorial location to the west within President's Park. The site includes turf under trees. The site feels busy due to nearby tourist destinations, such as the White House and the National Mall, and adjacent roadways.



View looking north from Constitution Ave.



View looking northeast from Constitution Ave. towards 15th St.



View looking northwest from Constitution Ave.



ASSESSMENT OF SITE TO TIER I SITE CRITERIA

- **Location Relative to the Reserve:** Located within the Reserve.
- **Site Availability:** Under NPS jurisdiction. No known opposition to locating a memorial at the site.
- **Thematic Nexus:** Located near 20th century war memorials (Second Division Memorial and World War II Memorial) and the White House. A 3-minute walk from the Second Division Memorial.
- **Program Suitability:** Could accommodate seating and gathering space, but could be subject to closures due to security considerations. Located within a park setting.
- **Site Size/Location Relationship:** Constrained due to sensitive location within President's Park.
- **Site Prominence:** Located within President's Park near the Ellipse and Washington Monument.
- **Visibility:** Provides a direct view of the Washington Monument. An unobstructed view of the site is available from the top of the Washington Monument. Site is visible from the base of the Washington Monument, but views could be blocked by trees in summer.
- **Tranquility:** Sits adjacent to intersection of two multi-lane, high-traffic roadways.
- **Site Character:** Located within a park setting surrounded by trees.
- **Walkability/Universal Accessibility:** Accessed easily via the National Mall's sidewalks and pathways. Limited on-street parking available on Constitution Ave.
- **Transit Access:** Reached easily from DC Circulator and Metrobus stops on Constitution Ave. and 15th St. A 9-minute walk from the Federal Triangle Metro station (Blue/Orange/Silver lines).

ASSESSMENT OF SITE TO TIER II SITE CRITERIA

- **Site Preparations:** Presents no known conflicts.
- **Infrastructure:** Needs no new infrastructure (to the extent known), but utility extensions may be needed.
- **Resiliency and Sustainability:** Lies in the 100-yr floodplain.



The Potomac River site is bordered by the Potomac River and Ohio Drive at the intersection with West Basin Drive. The site offers expansive views of the Potomac River, with visible links to Arlington National Cemetery, the Arlington Memorial Bridge, the Air Force Memorial, and potential filtered views in winter of the Pentagon. The site feels open and accessible, with the possibility of a prominent design at the roadway intersection.



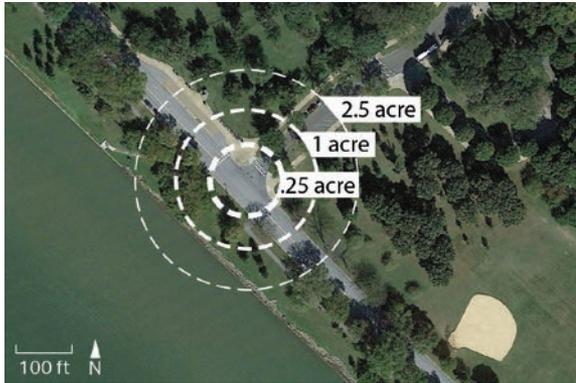
View looking south with the I-395/14th St. Bridge in the background



View looking southwest towards the Air Force Memorial



View looking northwest



ASSESSMENT OF SITE TO TIER I SITE CRITERIA

- **Location Relative to the Reserve:** Located within the Reserve.
- **Site Availability:** Under NPS jurisdiction. No known opposition to locating a memorial at the site.
- **Thematic Nexus:** Located near 20th century war memorials (Korean War Veterans Memorial, DC War Memorial, and World War II Memorial). A 7-minute walk from the DC War Memorial. Site provides a view of Arlington National Cemetery and the Air Force Memorial. Potential view of the Pentagon in the winter.
- **Program Suitability:** Could accommodate seating and gathering space. Possible closure of Ohio Dr. and/or West Basin Dr. for events. Located within a park setting adjacent to water.
- **Site Size/Location Relationship:** Could accommodate a larger-scale linear memorial. Partially constrained due to Ohio Dr. and Potomac River.
- **Site Prominence:** Located along the Potomac River near the Franklin Delano Roosevelt Memorial, Martin Luther King, Jr Memorial, and Tidal Basin.
- **Visibility:** Provides a view of Arlington National Cemetery and the Air Force Memorial. Provides a view of the Washington Monument (depending on the exact location and season). Potential view of the Pentagon in the winter.
- **Tranquility:** Overlooks the Potomac River. High level of airplane noise from the Potomac River flight path.
- **Site Character:** Located within a linear park setting adjacent to the Potomac River. Trees are interspersed throughout site.
- **Walkability/Universal Accessibility:** Accessed easily via the Ohio Dr. and West Basin Dr. sidewalks. On-street parking available on Ohio Dr. and West Basin Dr.
- **Transit Access:** Lies adjacent to potential future water taxi landing site. Easily accessible from DC Circulator and Metrobus stops along West Basin Dr. A 22-minute from the Smithsonian Metro station (Blue/Orange/Silver lines).

ASSESSMENT OF SITE TO TIER II SITE CRITERIA

- **Site Preparations:** Extends over the Potomac Interceptor that exists under/near Ohio Dr. The future Potomac River Tunnel (a large-diameter deep sewer tunnel) is anticipated to cross near the site.
- **Infrastructure:** Could be extended out over the Potomac River. Utility extensions may be needed.
- **Resiliency and Sustainability:** Lies in the 100-yr floodplain.

Along the Potomac River Shoreline in West Potomac Park
West of the FDR Memorial

Site 70

Location:



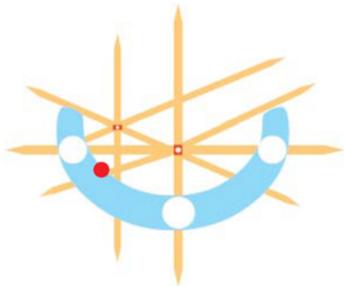
Site Description Summary:

Located within the visual influence zones of the Lincoln and FDR Memorials, this is one of several waterfront parcels that provide dramatic views of the Potomac River and Virginia shoreline. They represent several potential future waterfront landing areas that could eventually advance interpretive opportunities along the river. These sites feature open lawn areas with existing trees that provide shade for visitors walking along the seawall pathway. Adjoining uses include prominent memorials, recreational facilities, and open space. These sites offer the potential for a range of linear shoreline interpretive experiences within East and West Potomac Parks.

Commemorative Opportunity:

A potential commemorative feature within the site would have excellent riverfront views while offering close proximity to other memorials including the Lincoln, FDR, MLK, Korean, and Vietnam Veterans Memorials. Consideration of a site for a future memorial feature in this location must include its relationship with other nearby memorials. In order to complement existing commemorative and landscape features, future memorials at these locations should include only understated or small scale elements.

Framework Context:



Physical Characteristics:

Location:	Southwest
Acreage:	0.25
Configuration:	Irregular
Overall Character:	Open
Terrain:	Flat
Adjoining Uses:	Park

Visual Quality:

Prominent Views:	Federal Elements
Vistas:	Federal Elements
Existing Setting:	Waterfront Park
Potential Setting:	Same
Gateway Corridor:	Yes, River Corridor

Urban Design Framework:

Relative Prominence:	Federal
Comp. Plan Element:	Open Space
Framework Element:	Waterfront Crescent
Plan Compatibility:	Consistent
Memorial Proximity:	Walk
Potential Identity:	Yes

Historic & Cultural Resources:

Historic Resources:	Landmark, Site
Cultural Resources:	Building, Landscape
Historic District:	Yes
Arts/Entertainment District:	NA
Embassy Proximity:	NA
Memorial Zone:	1
Museum Proximity:	Walk

Vicinity:



Site Access:

Vehicular Corridor:	Yes - 23rd St/ Art.Br.
Metro rail Proximity:	None
Metrobus Proximity:	Poor
Pedestrian Access:	Good
Parking Availability:	Good
Intermodal Station Proximity:	Yes - Water/Circulator
Circulator Node Proximity:	Yes
Water Access:	Yes

Site Image



Potomac River shoreline setting provides appropriate context for future small scale commemorative feature that would respect the context of the nearby FDR and MLK Memorials.

Profile:

Development Term:	Present
Ownership:	NPS
ANC:	2A
Current Development Project:	NA
NPS Reservation:	332
NPS Park Name:	West Potomac Park, Lincoln Mem
NPS Total Park Acreage:	241.7



The Tidal Basin site is bordered by a parking area and the Tidal Basin to the west and south and Maine Avenue to the north and east. The Tidal Basin site feels busy due to the adjacent visitor services and roadways yet hidden due to its physical distance from the Washington Monument.



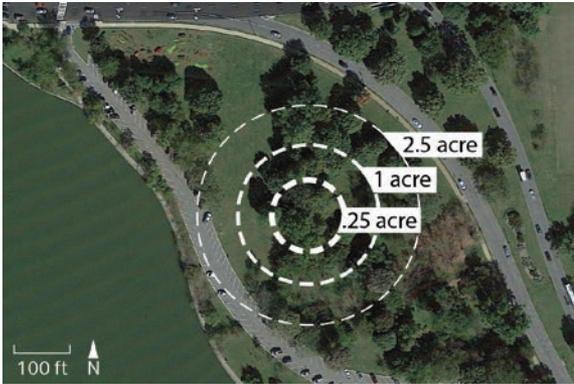
View looking north from the Tidal Basin parking lot towards the Washington Monument



View looking south from Independence Ave. towards the Jefferson Memorial



View looking east from the Tidal Basin parking lot



ASSESSMENT OF SITE TO TIER I SITE CRITERIA

- **Location Relative to the Reserve:** Located within the Reserve.
- **Site Availability:** Under NPS jurisdiction. No known opposition to locating a memorial at the site.
- **Thematic Nexus:** Located a 7-minute walk from nearby 20th century war memorial (World War II Memorial). Sits along the north-south axis that extends from the White House to the Jefferson Memorial.
- **Program Suitability:** Could accommodate seating and gathering space. Located within a shaded or open park setting (depending on the exact location).
- **Site Size/Location Relationship:** Could accommodate a larger-scale memorial.
- **Site Prominence:** Located near the Tidal Basin, World War II Memorial, Washington Monument, and US Holocaust Memorial Museum.
- **Visibility:** Provides a view of the Washington Monument (depending on the exact location and season). Site is visible from the top of the Washington Monument, but views of the memorial could be blocked by trees in the summer (depending on the exact memorial location).
- **Tranquility:** Sits adjacent to the Tidal Basin surrounded by Cherry Blossom trees. Also adjacent to a multi-lane, high-traffic roadway. Some airplane noise from the Potomac River flight path.
- **Site Character:** Located within a park setting. Could be an open site surrounded by trees or within interspersed trees (depending on the exact location).
- **Walkability/Universal Accessibility:** Accessed easily via the Maine Ave. sidewalk. Parking available adjacent to site along the Tidal Basin.
- **Transit Access:** Reached easily from DC Circulator and Metrobus stops on 15th St. A 14-minute walk from the Smithsonian Metro station (Blue/Orange/Silver lines).

ASSESSMENT OF SITE TO TIER II SITE CRITERIA

- **Site Preparations:** Presents no known conflicts.
- **Infrastructure:** Needs no new infrastructure (to the extent known), but utility extensions may be needed.
- **Resiliency and Sustainability:** Could lie completely or partially in the 100-yr or 500-yr floodplain (depending on the exact location).



The Foundation eliminated Site A due to the site's proximity to the future National Desert Storm and Desert Shield Memorial site, which could cause thematic confusion among visitors.

The Foundation also eliminated Site E because the site could be subject to closures due to security concerns.

● Potential Site — The Reserve - - - Area I

1,000 ft ↑ N

SECOND ROUND: SITE EVALUATION | 5 to 3 SITES

THIRD ROUND: SITE ANALYSIS



● Potential Site — The Reserve - - - Area I

1,000 ft ↑ N

THIRD ROUND: SITE ANALYSIS | 3 SITES

The third round site analysis included the following:

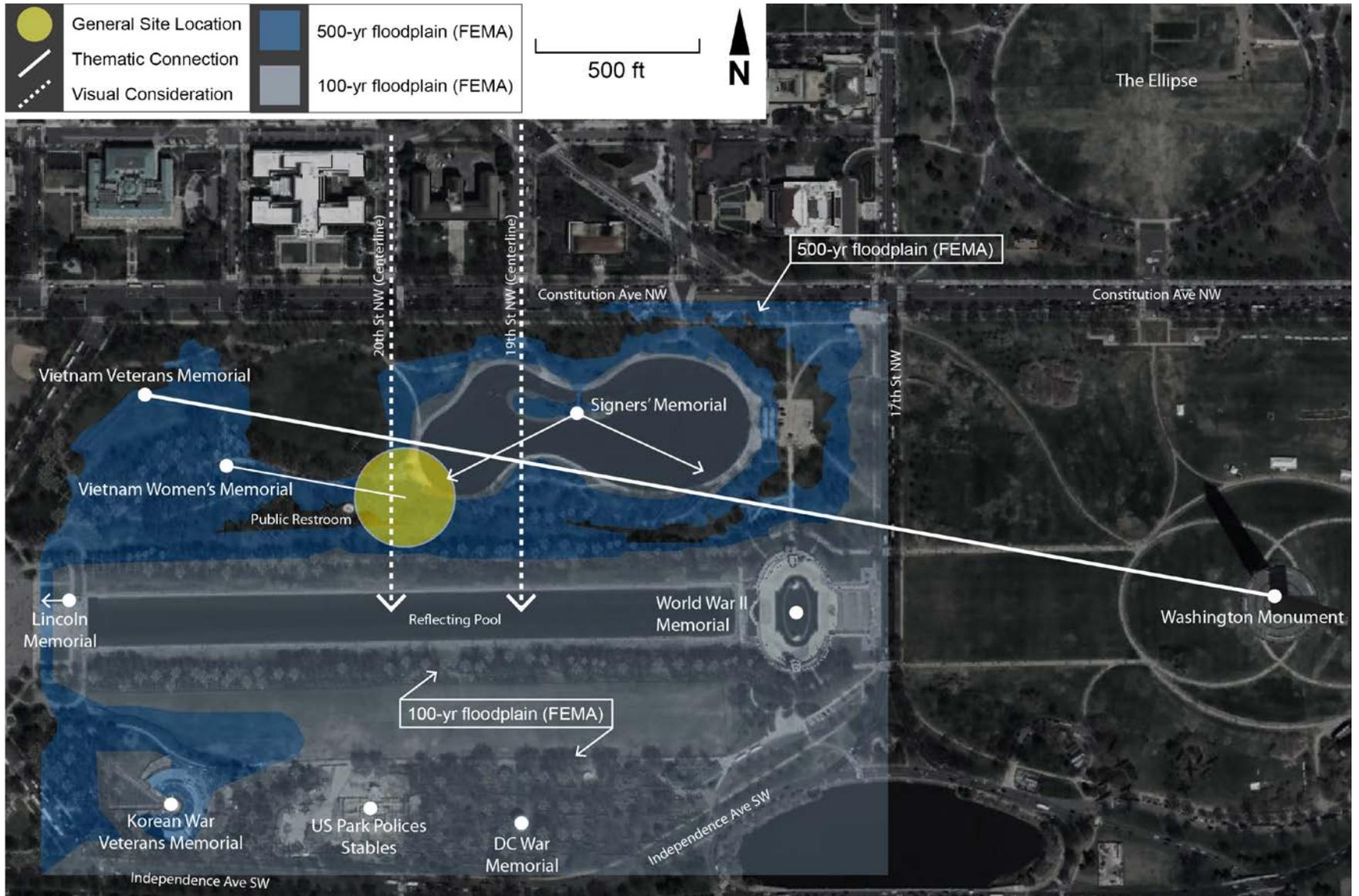
Contextual Analysis at two scales:

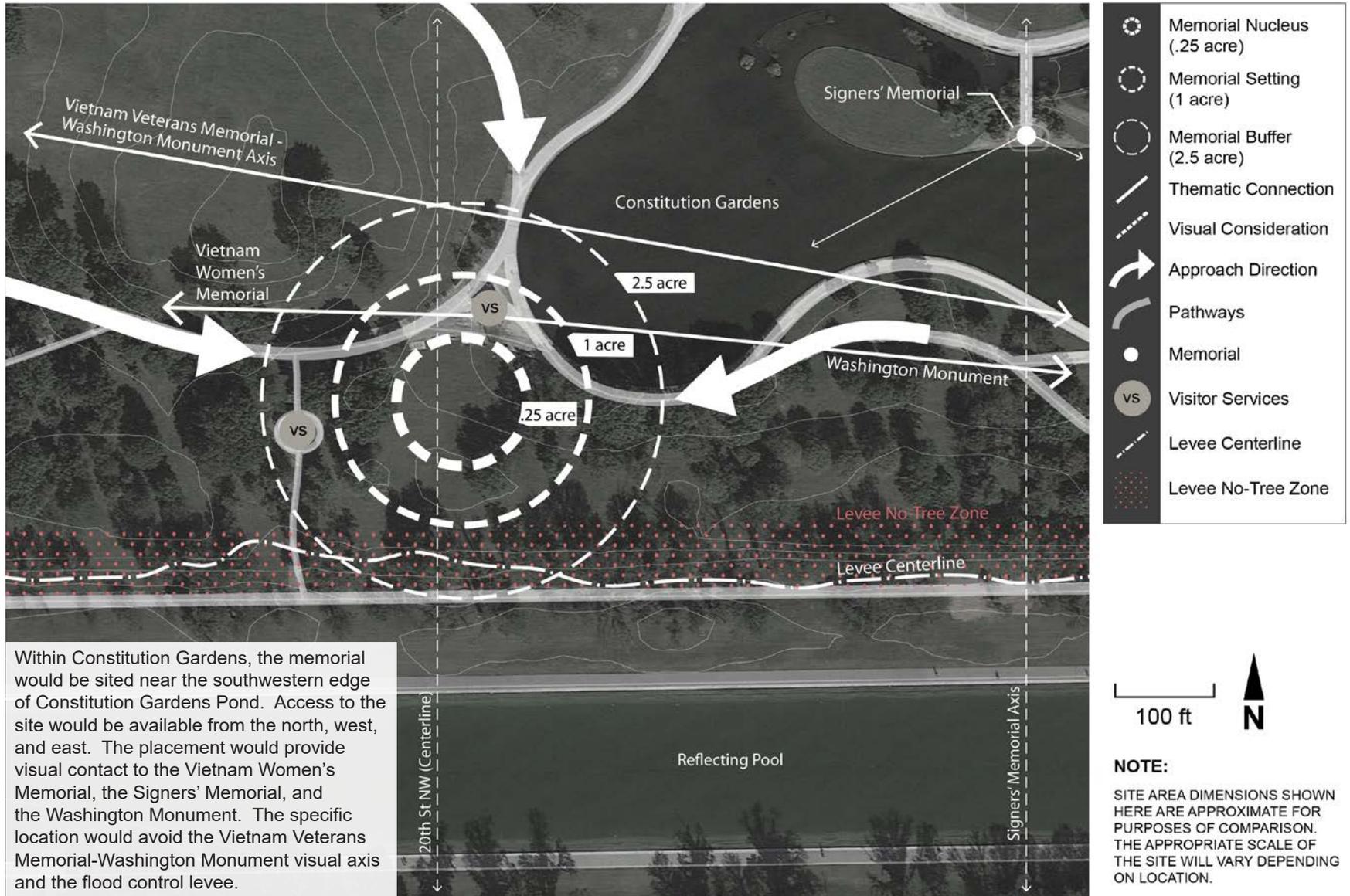
-  General Site Location: Identifies area to explore for potential site
-  Approximate Site Scale: Includes comparative dimensions of approximate scale indicating nucleus, setting, and buffer area
-  Existing Memorials: Includes nearby and visible memorials
-  Thematic Connections: Includes visual connections to other military memorials or features
-  Visual Considerations: Includes view corridors or urban design connections without a thematic relationship
-  Approach Direction: Indicates the primary points of access
-  Existing Roadways and Pathways: Includes key vehicular and pedestrian routes
-  Existing Floodplain: Includes current extent of 500-yr and 100-yr flood zones
-  Visitor Services: Includes food service kiosks, comfort stations, concessions, etc

Site Studies which explored:

-  Memorial Nucleus: The central portion or heart of the memorial
-  Memorial Site: The setting for the memorial nucleus
-  Buffer Area: The area surrounding the memorial intended for context-sensitive landscape repairs
-  Thematic Connections: Includes visual connections to other military memorials or features
-  Visual Considerations: Includes view corridors or urban design connections without a thematic relationship
-  Approach Direction: Indicates the primary points of access
-  Adjacent Pathways: Includes new or enhanced pedestrian walkways or sidewalks
-  Noise Buffers: Includes canopies or acoustic panels to screen unwanted sounds
-  Other Constraints: Includes approximate locations of notable features, ie, levee, noise source, etc

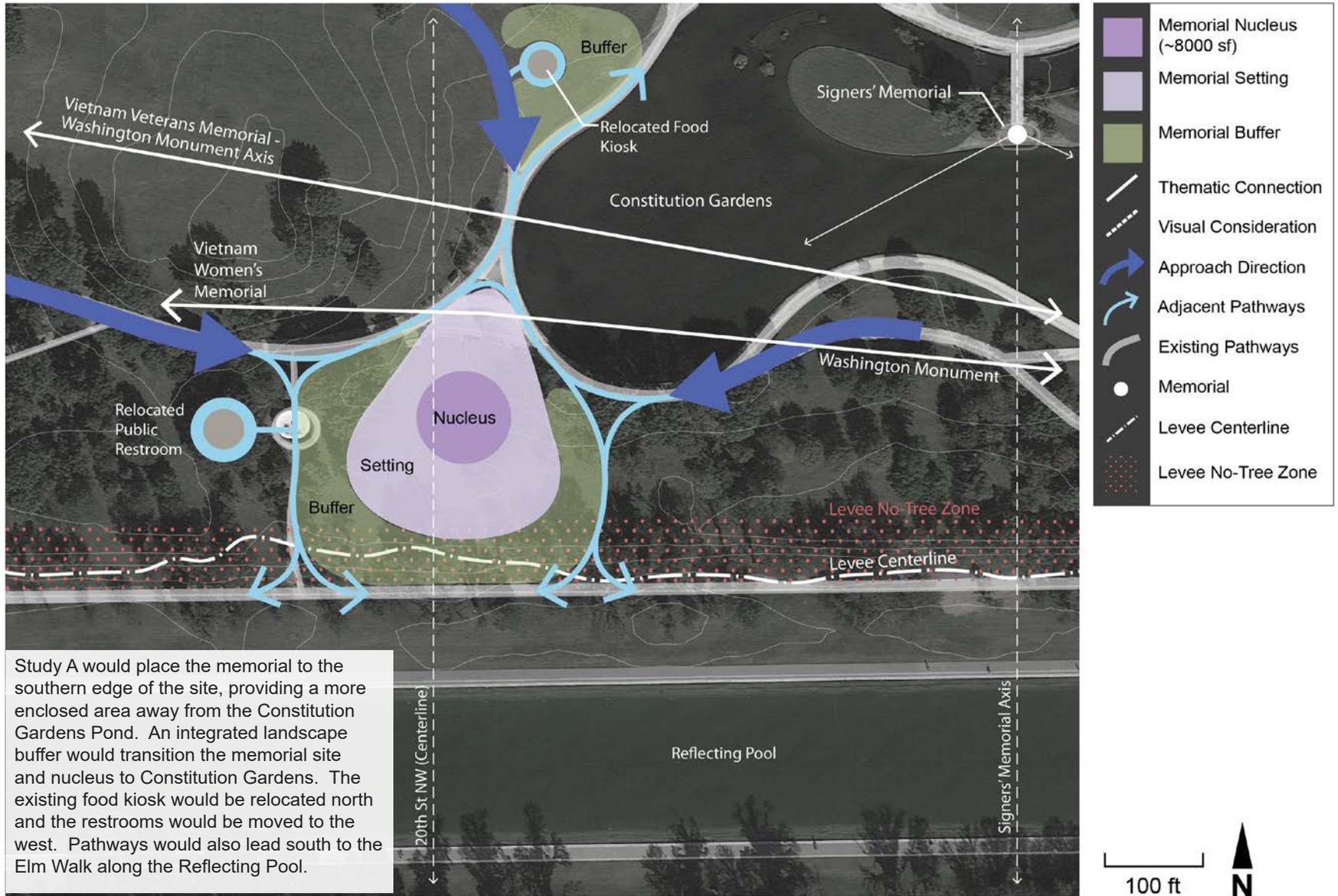
B Constitution Gardens | Context



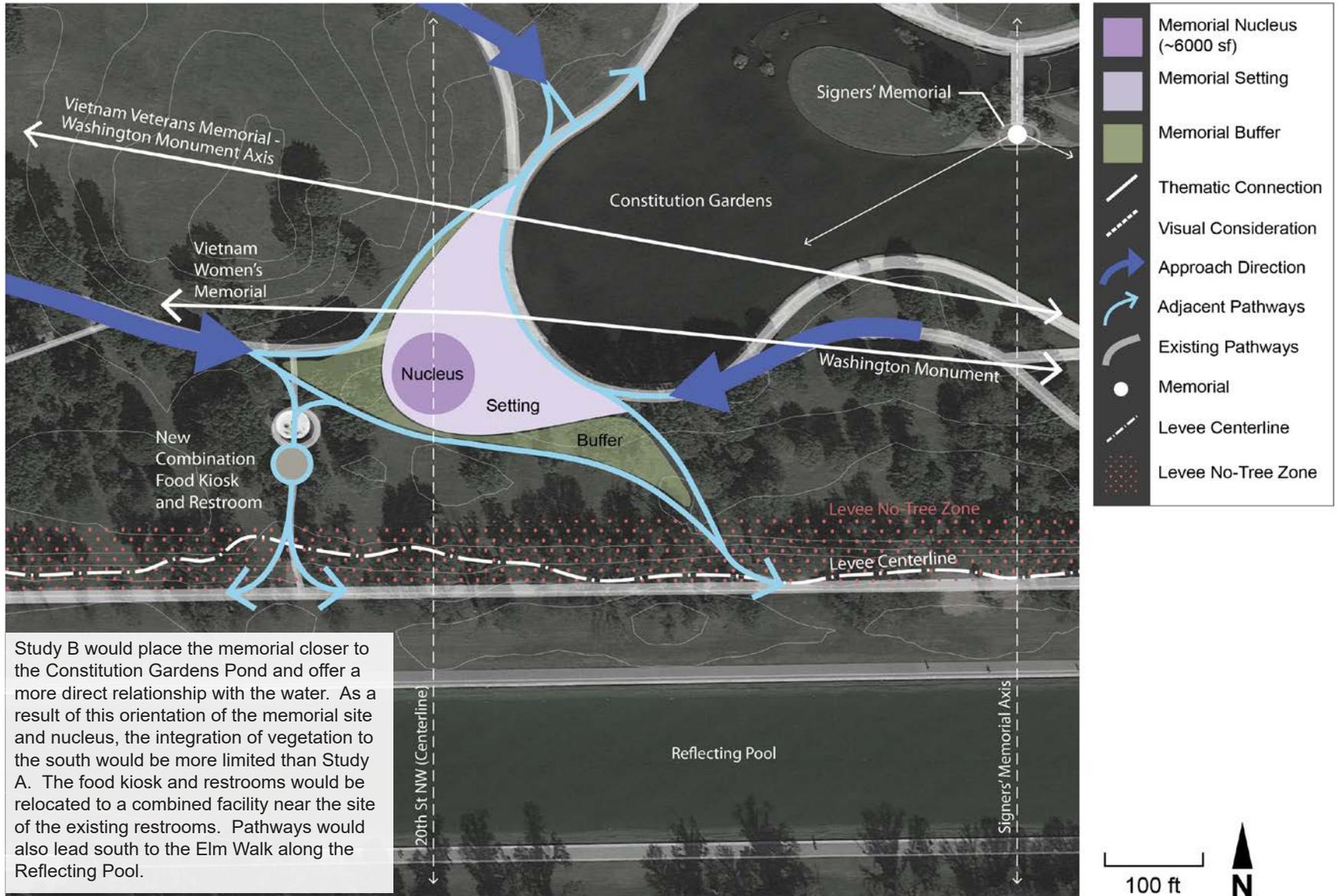


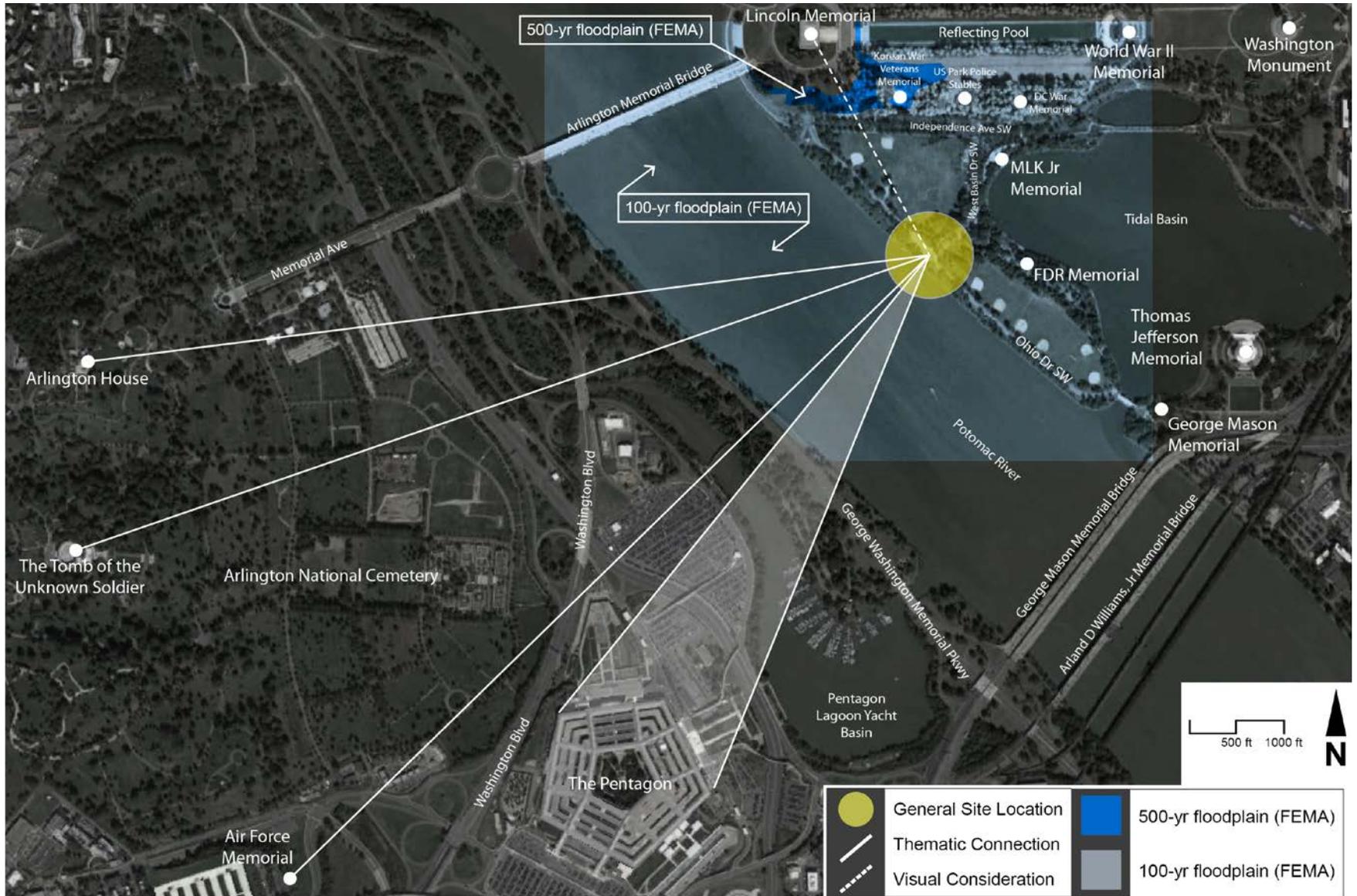
Within Constitution Gardens, the memorial would be sited near the southwestern edge of Constitution Gardens Pond. Access to the site would be available from the north, west, and east. The placement would provide visual contact to the Vietnam Women's Memorial, the Signers' Memorial, and the Washington Monument. The specific location would avoid the Vietnam Veterans Memorial-Washington Monument visual axis and the flood control levee.

THIRD ROUND: SITE ANALYSIS

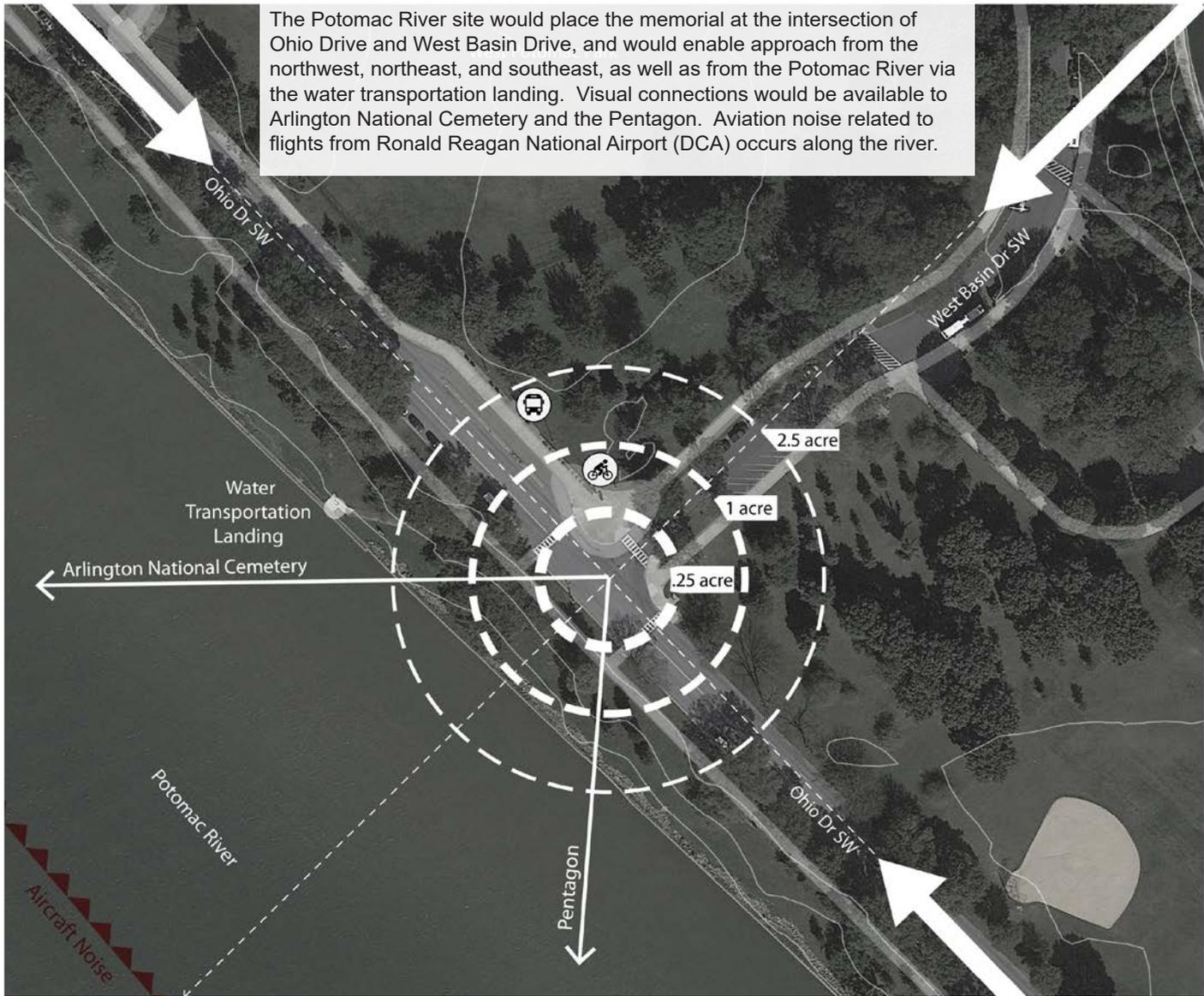


THIRD ROUND: SITE ANALYSIS

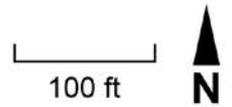




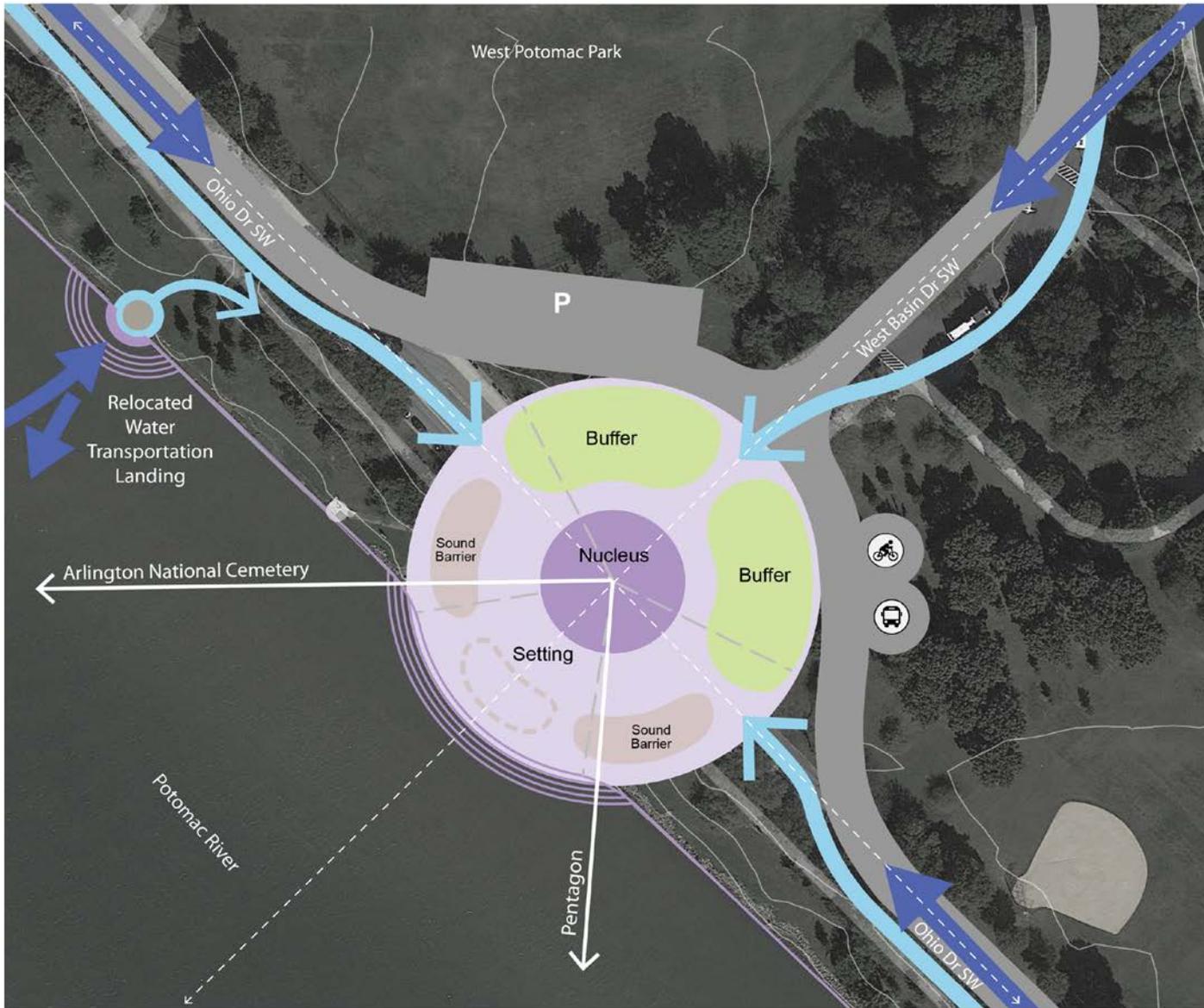
THIRD ROUND: SITE ANALYSIS



- Memorial Nucleus (.25 acre)
- Memorial Setting (1 acre)
- Memorial Buffer (2.5 acre)
- Thematic Connection
- Visual Consideration
- Approach Direction
- Pathways
- Bus Stop
- Capital Bikeshare
- Aircraft Noise

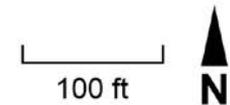


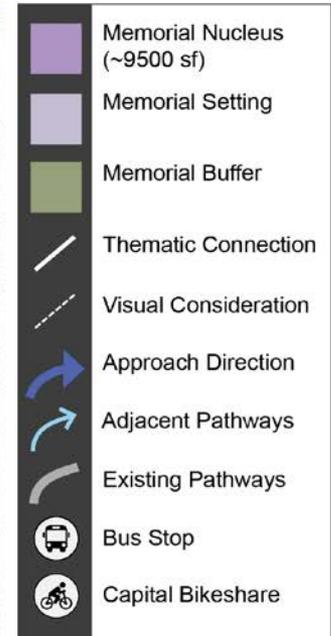
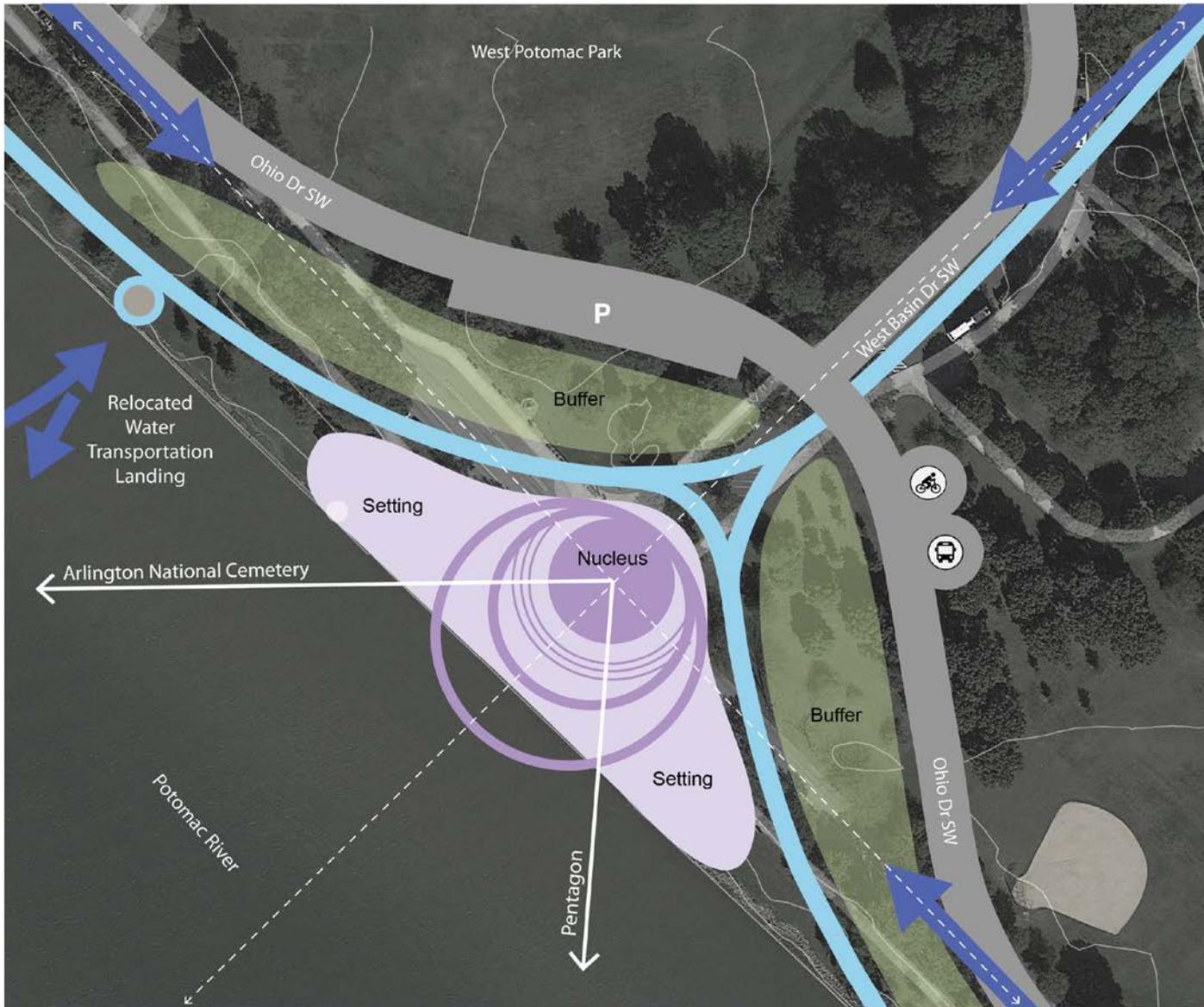
NOTE:
 SITE AREA DIMENSIONS SHOWN HERE ARE APPROXIMATE FOR PURPOSES OF COMPARISON. THE APPROPRIATE SCALE OF THE SITE WILL VARY DEPENDING ON LOCATION.



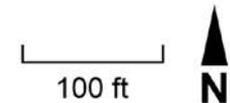
	Memorial Nucleus (~10000 sf)
	Memorial Setting
	Memorial Buffer
	Sound Barrier
	Thematic Connection
	Visual Consideration
	Approach Direction
	Adjacent Pathways
	Existing Pathways
	Bus Stop
	Capital Bikeshare

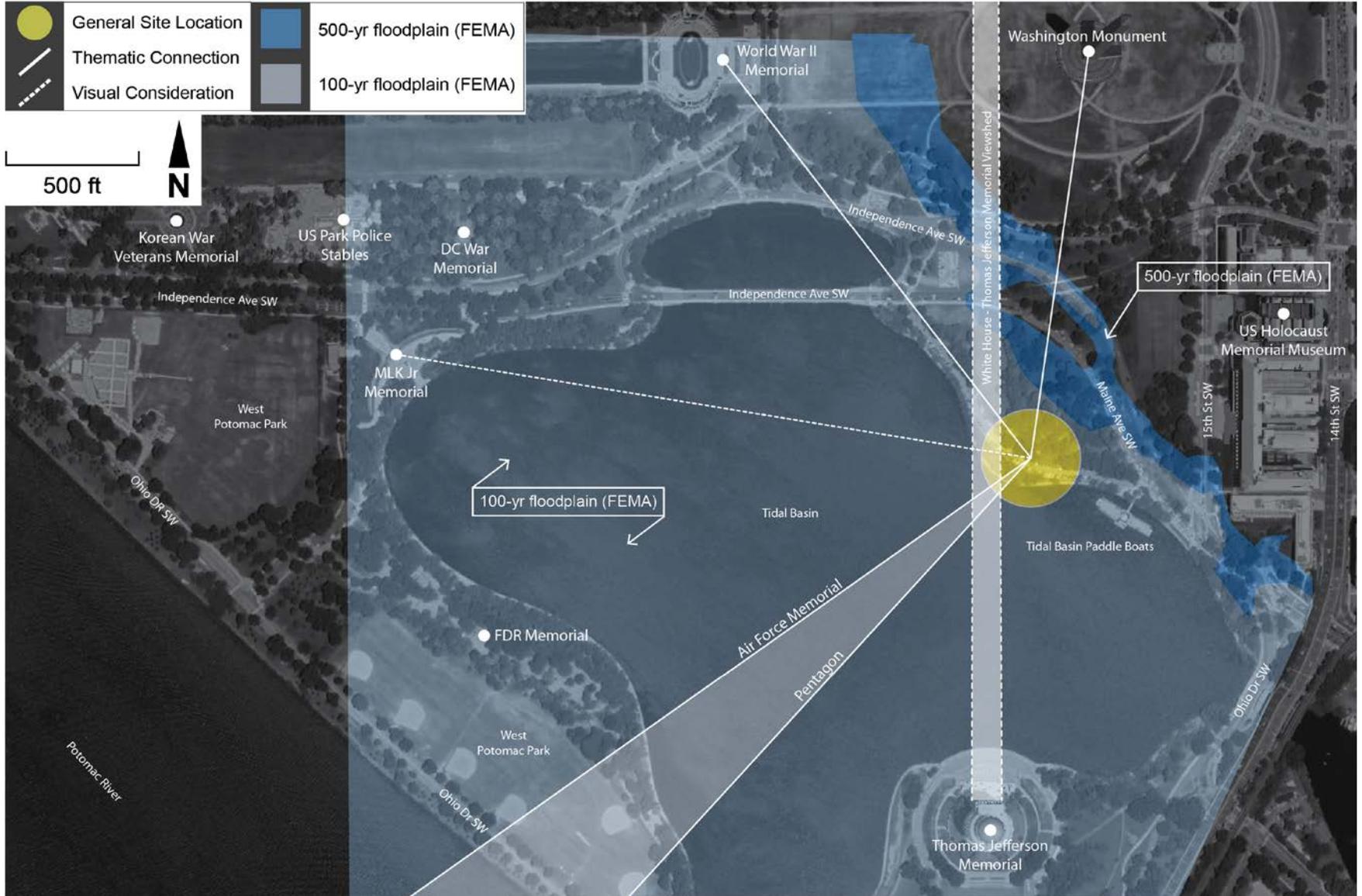
Study A would place the nucleus of the memorial at the existing intersection of Ohio Drive and West Basin Drive. Ohio Drive would shift to the northeast, along with parking. The landscape buffer and potential sound mitigation from airplane noise would be integrated into the memorial site itself. Pathways along the water and from the relocated water transportation landing would lead to the memorial.

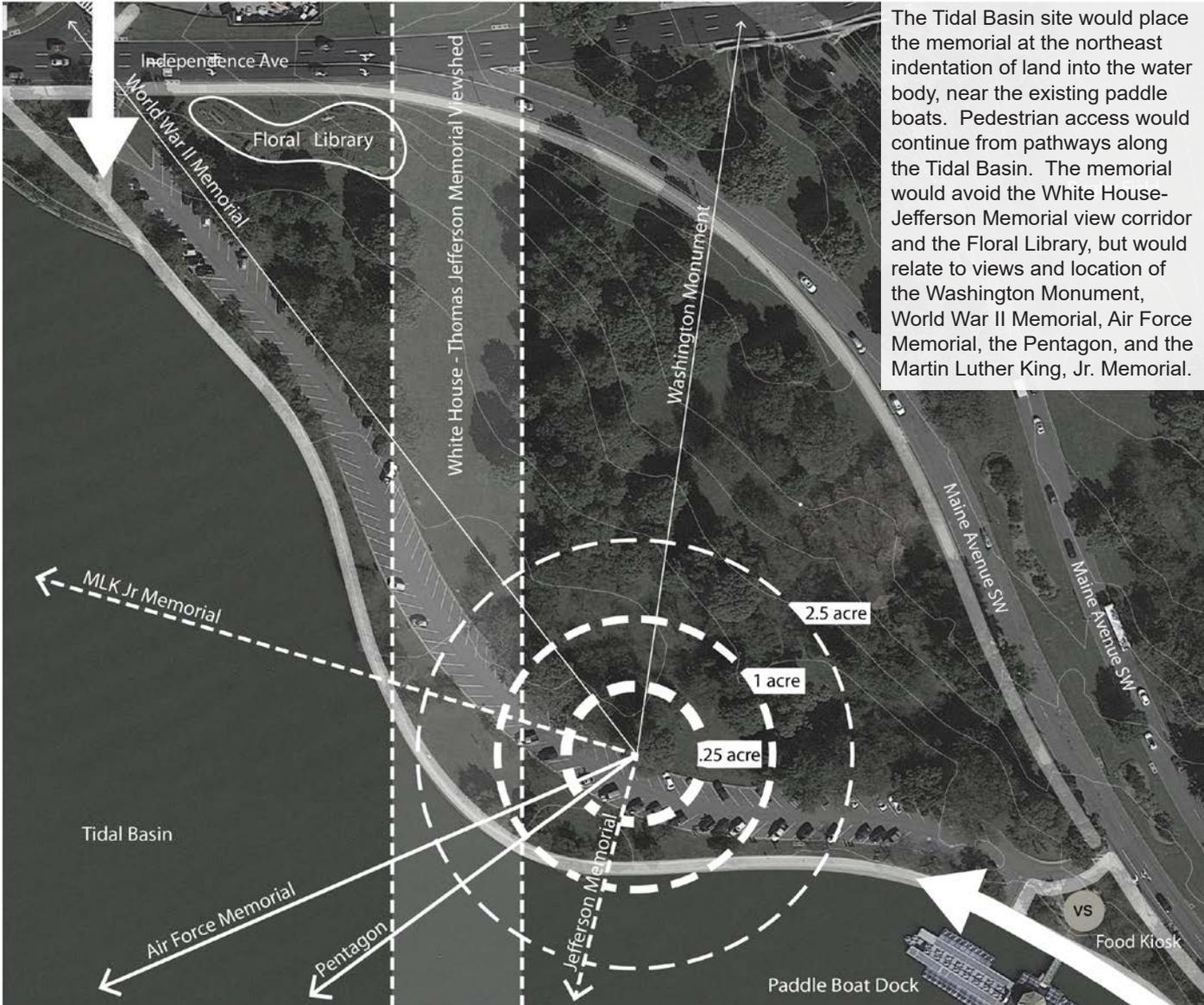




Like Study A, Study B would also place the nucleus of the memorial at the existing intersection of Ohio Drive and West Basin Drive. However, Ohio Drive would shift further to the northeast, along with parking, than in Study A. The memorial nucleus would be located and oriented more directly to the Potomac River. Landscape elements would separate the relocated roadway from the memorial and the pathways along the river leading to the site.

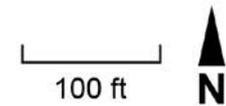




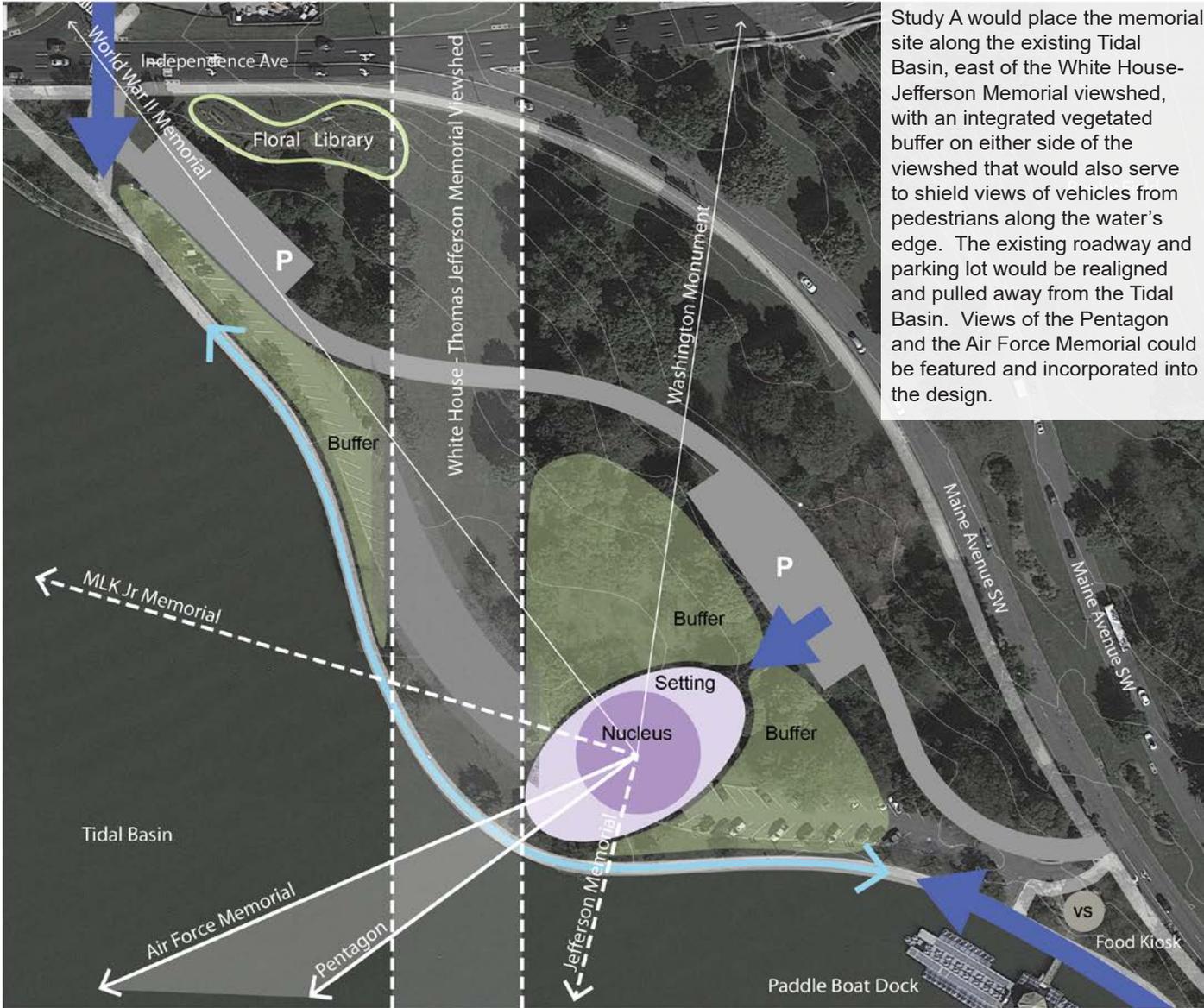


The Tidal Basin site would place the memorial at the northeast indentation of land into the water body, near the existing paddle boats. Pedestrian access would continue from pathways along the Tidal Basin. The memorial would avoid the White House-Jefferson Memorial view corridor and the Floral Library, but would relate to views and location of the Washington Monument, World War II Memorial, Air Force Memorial, the Pentagon, and the Martin Luther King, Jr. Memorial.

	Memorial Nucleus (.25 acre)
	Memorial Setting (1 acre)
	Memorial Buffer (2.5 acre)
	Thematic Connection
	Visual Consideration
	Approach Direction
	Pathways
	Visitor Services

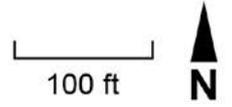


NOTE:
SITE AREA DIMENSIONS SHOWN HERE ARE APPROXIMATE FOR PURPOSES OF COMPARISON. THE APPROPRIATE SCALE OF THE SITE WILL VARY DEPENDING ON LOCATION.

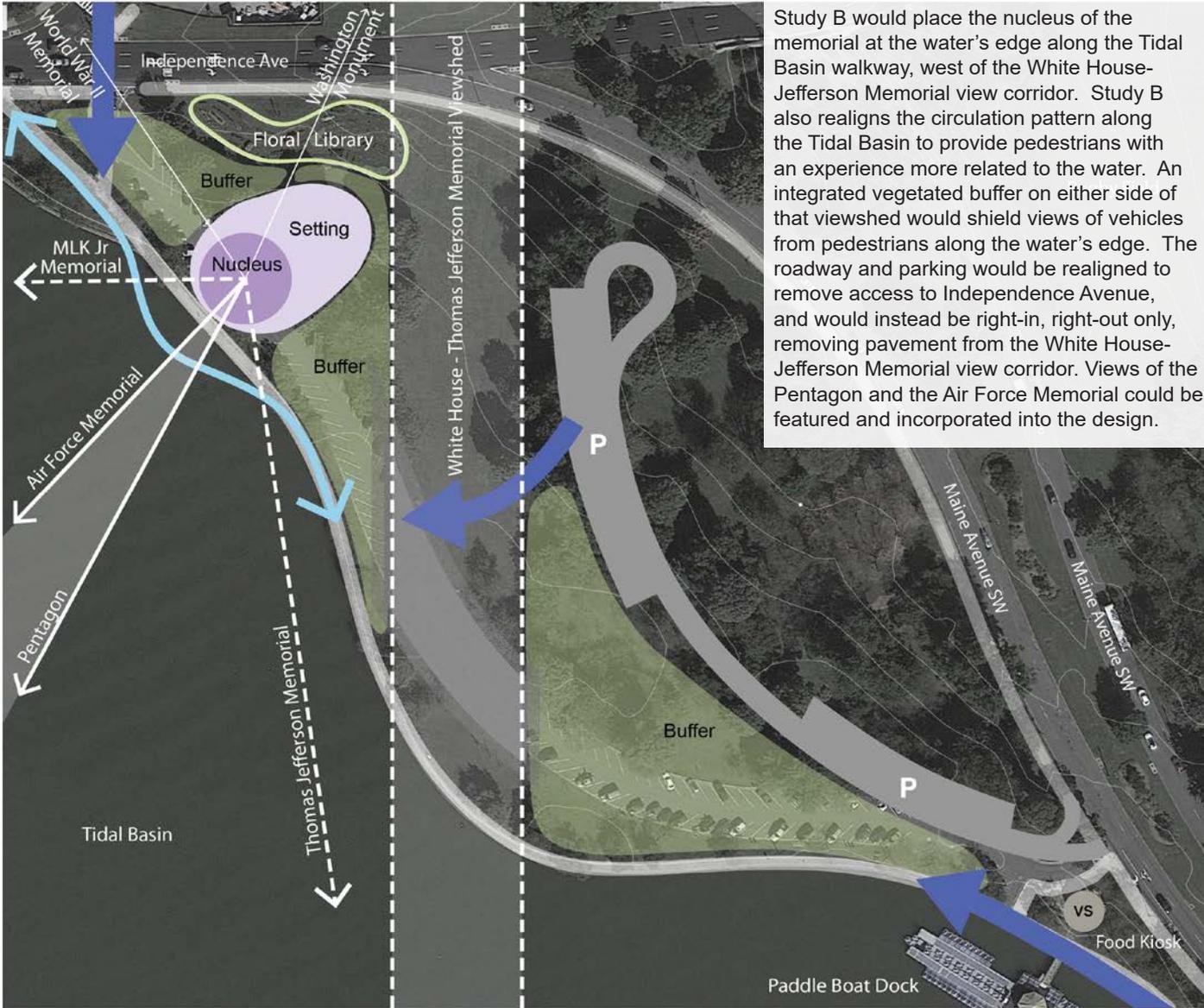


Study A would place the memorial site along the existing Tidal Basin, east of the White House-Jefferson Memorial viewshed, with an integrated vegetated buffer on either side of the viewshed that would also serve to shield views of vehicles from pedestrians along the water's edge. The existing roadway and parking lot would be realigned and pulled away from the Tidal Basin. Views of the Pentagon and the Air Force Memorial could be featured and incorporated into the design.

- Memorial Nucleus (~9000 sf)
- Memorial Setting
- Memorial Buffer
- Thematic Connection
- Visual Consideration
- Approach Direction
- Adjacent Pathways
- Pathways
- vs Visitor Services

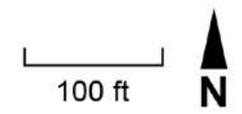


THIRD ROUND: SITE ANALYSIS



Study B would place the nucleus of the memorial at the water's edge along the Tidal Basin walkway, west of the White House-Jefferson Memorial view corridor. Study B also realigns the circulation pattern along the Tidal Basin to provide pedestrians with an experience more related to the water. An integrated vegetated buffer on either side of that viewshed would shield views of vehicles from pedestrians along the water's edge. The roadway and parking would be realigned to remove access to Independence Avenue, and would instead be right-in, right-out only, removing pavement from the White House-Jefferson Memorial view corridor. Views of the Pentagon and the Air Force Memorial could be featured and incorporated into the design.

- Memorial Nucleus (~5500 sf)
- Memorial Setting
- Memorial Buffer
- Thematic Connection
- Visual Consideration
- Approach Direction
- Adjacent Pathways
- Pathways
- vs Visitor Services



APPENDIX

**Mission Statement
Project Precedents
Project Questionnaire
Historic Context
Site Selection Study**

APPENDIX **Mission Statement**

Mission

The sole mission of the Global War on Terrorism (GWOT) Memorial Foundation is to lead the effort to plan, fund, and build a national GWOT Memorial on the National Mall in Washington, D.C., on a site befitting the historical significance of the war and the heroism of all who have served in it since September 11, 2001.

The Foundation's vision for the Memorial is for it to be an inclusive, reverent, and apolitical place of honor for all who have served and sacrificed in the ongoing Global War on Terrorism, as well as the countless civilians, family members, and others who have supported them. The Memorial will:

- **Honor:** Salute all who served in the Global War on Terrorism: service members, civilians, and their families.
- **Heal:** Provide a focal point for remembrance and reflection on a complex, multigenerational conflict.
- **Empower:** Engage and educate civilian and military communities to build mutual understanding.
- **Unite:** Foster and sustain the sense of patriotism that brought all Americans together in the wake of 9/11, and catalyze support for those continuing to serve.

Story

The GWOT Memorial Foundation was formed in 2015 as a 501(c)(3) nonprofit corporation by a small group of like-minded veterans, military spouses, and supportive Americans to honor the service and sacrifice of all individuals – both uniformed and non-uniformed—who have contributed to global counterterrorism efforts since September 11th, 2001.

In 2017, Congress designated the Foundation as the entity authorized to plan, fund, and build a Memorial when the Global War on Terrorism Memorial Act was passed and signed into law. The law exempts the Global War on Terrorism Memorial from a 10-year waiting period by the Commemorative Works Act of 1986 and authorizes the Foundation to oversee the fundraising, design, and construction of the memorial on federal land in Washington, D.C.

Between 2018 and 2019, the Foundation conducted extensive qualitative and quantitative research with Gold Star families, active duty service members, veterans and veteran family members, faith leaders, and other Americans to guide the decision to seek an exemption to build the Memorial specifically within the Reserve area of the National Mall.

Story, cont'd.

In 2021, Congress passed, and President Biden signed into law, the Global War on Terrorism Memorial Location Act, authorizing the construction of the Memorial in the Reserve area of the National Mall.

The Foundation seeks an inclusive and interactive process that conforms to its enabling legislation and the regulations established for the creation of the Memorial. Toward that end, Winstanley Architects & Planners was retained to provide the Executive Architect services for the project. It helped develop a process to give voice to the stakeholders and create a roadmap for the implementation of the Memorial. A team of memorial planners with AECOM was selected to partner with Winstanley Architects and Planners to continue the memorial process.

The Commemorative Works Act lays out the requirements for a National Memorial. It requires the foundation to consult with the National Capital Memorial Advisory Commission (NCMAC) and conform its work to the Commission of Fine Arts (CFA) requirements for the design and National Capital Planning Commission (NCPC) guidance and understanding for the functional aspects. To achieve this, a regulatory process is in place. It consists of a Memorials & Museums document identifying the potential sites and the 24-step process for design and implementation.

Principles

The Global War on Terrorism is distinct from all other major U.S. military conflicts in five key ways:

- The adversary is a group of non-state actors spread across the world.
- It is being fought by an all-volunteer American force.
- It is the longest war in our nation's history.
- It is a multigenerational conflict with a significant number of parents and their children serving concurrently.
- There is no forecasted end in sight. The duration of the Global War on Terrorism results in a social, cultural, military, and historical multi-generation impact, not just militarily but also among civilians, including civilians with no military connections.

As such, the Foundation identified the nine principles to be represented in the final construction of the first-of-its-kind Memorial: Strength, Resilience, Sacrifice, Multi-Generational, Selfless Service, All-Volunteer, Global, Multi-Cultural, and Ongoing.

Tenets

Honor

It is the duty of a nation to honor all those who step forward in her defense, paying special attention to those who gave the ultimate sacrifice. With this Memorial we will not only honor the service and sacrifice of all who have served in the Global War on Terrorism but also, ensure that future generations will know that their nation will always be indebted to their service in securing freedom and liberty.

Heal

Wars affect everyone, not only those who fight and serve in them; wars affect the families and loved ones, wars affect any nation who sends her sons and daughters forth to serve. The Global War on Terrorism is real, relevant and right now: it has touched many and impacts the lives of Americans every single day, whether they know it or not. This Memorial will provide a central place of healing and reflection as a nation.

Empower

This Memorial will bring a greater understanding of the war. It seeks to provide advocacy through engagement and education. This Memorial will bring the civilian and military communities closer together by decreasing the misunderstanding between them and reminding us all that we are all Americans first.

Unite

Everyone who is old enough remembers where they were on September 11, 2001. We will forever mourn the loss we felt as a nation. Everyone also has their individual story from that fateful day, but the one commonality we all share is that we were united, and we came together as one nation. This is a Memorial to our nation's response to attack and will stand as a reminder not only to our nation, but to the entire world of the strength and unity of the American people, and of those who continue to serve in America's longest war.

PROJECT PRECEDENTS

U.S. Air Force Memorial
American Veterans Disabled for Life Memorial
National Law Enforcement Officers Memorial
National Native American Veterans Memorial
Tomb of the Unknown Soldier
John F. Kennedy Eternal Flame
Marine Corps War Memorial
U.S. Women in Military Service Memorial
Vietnam Veterans Memorial
Korean War Veterans Memorial
World War II Memorial
National Desert Storm and Desert Shield Memorial
National World War I Memorial
U.S. Navy Memorial
Pearl Harbor National Memorial
National Memorial for Peace and Justice
Memorial for Enslaved Laborers
9/11 / Pentagon Memorial
Flight 93 Memorial
Global War on Terrorism Memorial, National Infantry Museum
Women in World War II Memorial, UK
Deportation Martyrs Memorial, France
Memorial to the Murdered Jews of Europe Memorial, Germany
M9 Memorial, Chile
Memorial to the Victims of Communism, Czech Republic
Yad Vashem, Israel



MILITARY WOMENS MEMORIAL



MARINE CORPS MEMORIAL



KOREAN WAR MEMORIAL



DESERT STORM AND DESERT SHIELD MEMORIAL



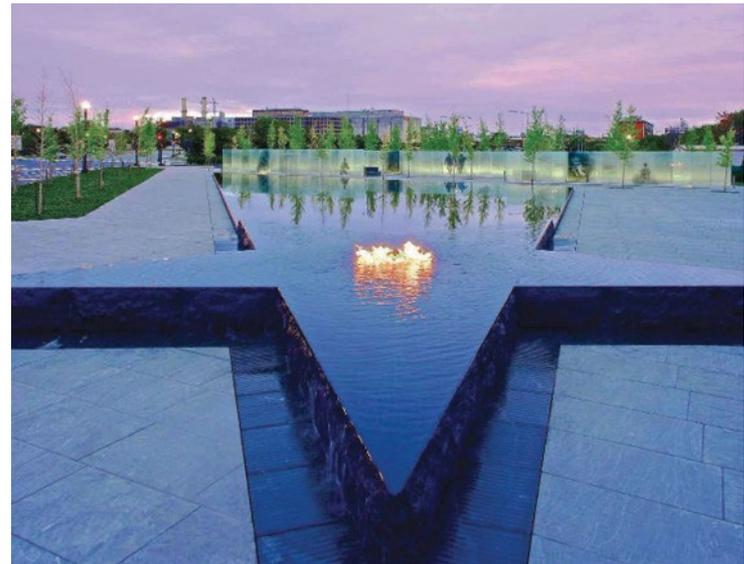
PENTAGON MEMORIAL



FLIGHT 93 MEMORIAL



AIR FORCE MEMORIAL



AMERICAN VETERANS DISABLED FOR LIFE MEMORIAL



HOLODOMOR MEMORIAL



THE WOMEN OF WORLD WAR II MEMORIAL



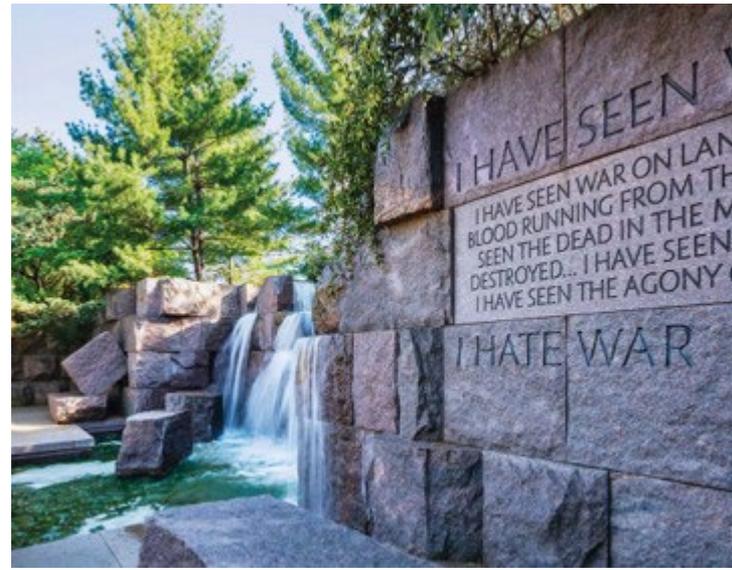
US NAVY MEMORIAL PLAZA



AMERICAN VETERANS DISABLED FOR LIFE MEMORIAL



USS ARIZONA MEMORIAL



FDR MEMORIAL



DEPORTATION MARTYRS MEMORIAL



NATIONAL MEMORIAL FOR PEACE AND JUSTICE



MEMORIAL TO THE MURDERED JEWS OF EUROPE



M9 MEMORIAL



YAD VASHEM



MEMORIAL TO THE VICTIMS OF COMMUNISM



MIDDLE EAST CONFLICTS WALL



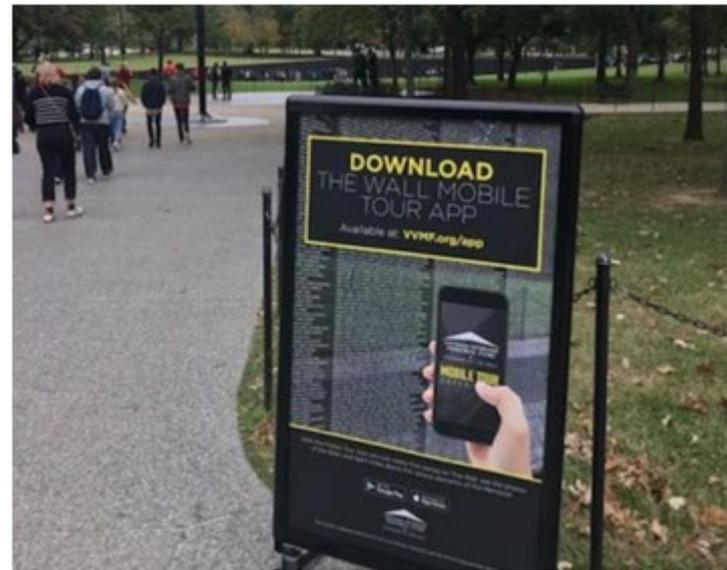
GWOT MEMORIAL, NATIONAL INFANTRY MUSEUM



CENTER FOR THE INTREPID



EISENHOWER MEMORIAL | VIRTUAL APP



VIETNAM MEMORIAL | VIRTUAL APP



QUEEN'S JUBILEE | INSTALLATION



US-MEXICO BORDER | INSTALLATION

APPENDIX

Project Questionnaire

SUMMARY OF QUESTIONNAIRE

Based on its vision and guiding principles to **Honor, Heal, Empower and Unite**, the GWOT Memorial Foundation developed a program of requirements for the Memorial following an extensive, inclusive and interactive outreach to a variety of stakeholders. These groups included the Foundation Board, leadership ambassadors, veterans, various ranks of active-duty military, faith leaders, friends & family of the military (including Gold Star & Blue Star families) and a sampling of the national community.

A twenty-question survey, with both qualitative and quantitative queries, was submitted to each of these participating individuals in order to generate responses, to be held in confidence. Those not familiar with the Foundation's memorial initiative participated in group work sessions that were facilitated by use of a precedent workbook highlighting existing memorial sites on and adjacent to the National Mall as well as synopses of other relevant memorials.

The responses to the survey questionnaire were thoughtful and heartfelt. When a sufficient number of participants speaking for the varied stakeholders was achieved, the data gathering was determined to be complete. The Memorial program was extracted from the data collected.

CONCLUSION

With the strong sentiment for the ongoing sacrifices and selfless service in the Global War on Terrorism to be acknowledged and memorialized alongside the other national conflicts, along with the equally strong opinion that this Memorial should be a place to explain the unique stories of the Global War on Terrorism, there is an inherent contradiction with regard to the appropriate site. At this point in time, any available location on the Mall will not accommodate the full program that most responders feel is needed. Therefore, a two-option approach is recommended to address this dichotomy:

- A. A program that reflects the preference for interpretive content and support services requiring several acres.
- B. A symbolic expression that can capture the unique aspects of the GWOT on a compact site on the Mall.

This approach will allow for the most flexibility during the next site selection phase of the project.

1. Honor U.S Military Personnel:

- a. Primarily the fallen plus families, civilian gov't personnel, foreign allies.
- b. Selfless service, all volunteer, multi-generational, multicultural.
- c. Acknowledgement of the size of the cohort, the largest group of veterans since WWII.
- d. Recognition of the courage, resilience and resolve and shared purpose to fight terrorism.

2. Place for remembrance and reflection:

- a. Accessible.
- b. Inward focused.
- c. Ability to host special events.

3. Education about the unique nature of the war on terrorism:

- a. An ongoing conflict.
- b. Global.
- c. Multi-cultural, multigenerational.
- d. Storytelling.

The responses to the survey questionnaire were thoughtful and heartfelt. Many responses were highly appreciative of the effort to create a memorial and to solicit opinions on how it should be conceived. While opinions did vary in emphasis, the review of the responses yields much shared sentiment in the qualitative section as well as many common responses to the multiple-choice section.

1. Why does the GWOT Memorial matter to you?

For most responders this was a very personal issue because of their direct participation as a member of the U.S. Military. Their experiences changed the trajectory of their lives and those close to them. There was a strong desire to honor the service and sacrifice of those who served, especially to honor the fallen. Many see the creation of a GWOT Memorial as an opportunity for personal closure and healing. Most seek recognition from the nation that the GWOT matters as a national effort alongside other conflicts.

2. Why should the GWOT Memorial matter to our country, especially those who didn't serve?

As the longest conflict, now multi-generational, responders want the nation to understand the magnitude of the effort both in terms of scope, its ongoing, changing nature; and that it is being fought by less than 1% of the population volunteering to serve in order to protect the many.

The public needs to know the price of freedom in fighting terrorism. Lastly, as in the responses to Question 1, it is an important, unique and as yet unfinished episode in the country's history that deserves to be memorialized in a prominent national setting.

3. Who should the GWOT Memorial honor or represent?

The responders all believe the Memorial should honor U.S. Military personnel, especially the fallen. In addition, there was strong opinion that their families should also be acknowledged, along with other civilian U.S. government participants and allies from other countries. Finally, many expressed the opinion that local allies in conflict zones, such as interpreters, should also be recognized.

4. What message should the GWOT Memorial convey?

First and foremost, responders want to represent the ethos of selfless service and shared sacrifice and for the Memorial to be a place of reflection and remembrance. That said, many also feel that the Memorial should also convey America's strength, courage, resilience and resolve to do whatever it takes to prevail against terrorism. In this way, the Memorial could be a place to inspire people to serve and bring unity.

5. When someone stands before the GWOT Memorial, what do you want them to feel?

Most responders cited respect, pride and appreciation for those who have served, especially the honored dead. They would also like visitors to feel a sense of unity, hope and resolve in the fight against extremism.

6. When someone visits the GWOT Memorial, what do you want them to learn?

Since so many people have very little understanding of the GWOT, responders want it to be a place to educate regarding the global scope of the conflict as well as its unique and changing nature. Besides defeating an enemy, it should be characterized as a mission to protect people, both in conflict zones and the homeland. Responders want the public to understand the impact on those who served and their families; and how it affects all Americans.

7. How should the GWOT Memorial be different from the other war memorials in DC? If you have visited war memorials in DC, what do you like or don't like about any of them?

Responders want the Memorial to capture the unique essence of this evolving conflict; to illustrate its global scope; to be interactive, highlighting the use of technology that itself has been a prominent feature of the conflict; and to be a "living" memorial.

8. What about the GWOT do you think the general public doesn't understand?

A lot. There is little understanding of the threat to the homeland from conflict zones overseas; that the threat and the fight is ongoing outside the occasional headlines; and that the mission is to protect not just kill people. One respondent wants the public to understand the "raw" emotion involved. Another wants to capture the insidiousness of "fighting an ideology".

9. What powerful image or images from the GWOT should be brought to life with this memorial?

A range of images were offered: Images that illustrate the many different aspects of the conflict. "escorting a young girl to school"; and images that show the brotherhood and sacrifice of those involved in the conflict.

10. What else would you like us to know?

Varied responses focused on ensuring that future generations recognize what GWOT has been all about and the sacrifices that were necessary to protect our freedom during this era.

The Memorial

1. The Memorial is meant to represent the past, present and future. What is the function over time of the Memorial?

- a. Permanent and unchanging
- b. All the above
- c. Ongoing, evolving & unfinished

Overwhelmingly, responders chose that the Memorial should represent the "ongoing, evolving and unfinished" aspect of GWOT.

2. The foundation believes that storytelling should be part of the experience. How is the story told?

- a. Open air
- b. Simple Stories
- c. Inside a structure
- d. Complex Stories
- e. In person orator
- f. All the above
- g. Visually displayed

"All of the above" received the most checks with "open air" as the most selected individual choice. It is evident that responders favored all aspects of storytelling.

3. There will be an element of educating the visiting public. How should our visitors learn?

- a. Permanent Exhibits (statues/bas-reliefs)
- b. Changing Exhibits (temporary)
- c. Instructional Experts
- d. Curated interpretation (teaching)
- e. All the above
- Other and Comment

Here too, “all of the above” received the most responses, “permanent exhibits” getting the second most responses.

4. Would you like to see other support services built in conjunction with this memorial? If so, what support facilities should the Memorial provide?

- a. Restrooms
- b. Bike Share Station
- c. Retail/Gift Shops.
- d. Parking
- e. Food Concessions
- f. Other and Comment_

With regard to support services, many checked most of the boxes, but overwhelmingly “restrooms” was selected.

5. Would you like to see special events occur at the Memorial. If so, what types of activities at the site?

- a. Planned activities
- b. Audience Engagement
- c. Impromptu activities
- d. Private Celebrations/
- e. Annual Ceremonies
- f. Commemorations

A preference for “annual ceremonies” followed by “planned activities” was indicated.

6. Cost – How much should be invested?

- a. Over \$100 million
- b. Under \$10 million
- c. \$50 million
- d. Other and Comment

Not all responders were able to gauge what the Memorial should cost. The most selected option was “\$50 million” with many selecting “over \$100 million” or whatever it takes.

The Site

1. Location – Where in the metropolitan Washington DC area should the Memorial be?

- a. On the Mall (The Reserve)
- b. Area II
- c. Area I
- d. A remote destination

The majority of responders favored “on the Mall (The Reserve)” as the preferred location, although the other options taken together nearly matched it.

2. Accessibility – How do we get there?

- a. Walk
- b. Bike
- c. Car
- d. Boat
- e. Public Transportation
- f. All the above

Accessibility by “walk” was the most selected choice but “all of the above” was a very close second.

3. Settings & Views – How should the memorial connect to its environment?

- a. Prominent
 - b. Private
 - c. Related to other sites
 - d. Isolated from other sites
 - e. Landscaped (green areas)
 - f. Hardscaped (paved surfaces)
 - g. Use of Water
- Other and Comment _____

“Landscaped (green areas)” got the most checks followed by “hardscape” and prominent”.

4. Sound & Light – Throughout the City there is a great deal of variation of sound and light. What qualities of sound and light do you believe the memorial should embrace?

- a. Intimate (quiet and subdued)
 - b. Public (brighter and louder)
 - c. Memorial lit at night
 - d. Memorial dark at night
- Other and Comment _____

“Intimate (quiet and subdued)” was the preferred choice over “public (bright and loud)” but almost to a person, responders want the “Memorial lit at night”.

5. Typology – There are many types of memorials throughout the country. What type of object will this memorial be?

- a. A statue (realistic)
 - b. A monument (abstract)
 - c. A place
 - d. A building
 - e. All of the above
- Other and Comment _____

With varied responses including many “all of the above”, a “monument (abstract)” received a strong plurality of checks.

6. Size – What size should the site be?

- a. Under 3 acres
 - b. 3 to 5 acres
 - c. Over 10 acres
- Other and Comment _____

Of those who responded to this question the answer was consistently 3 to 5 acres.

APPENDIX **Historic Context**

**DR. SUSAN L. EASTMAN
ASSISTANT PROFESSOR OF ENGLISH AT
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REMARKS ON GLOBAL WAR ON TERRORISM MEMORIAL**

I am honored by the National Global War on Terrorism Memorial Foundation's 1 invitation to provide support for the placement of the National Global War on Terrorism Memorial within the Reserve section of the National Mall (H.R. 5046). In 2017 Congress acknowledged and established a need for this memorial when it unanimously passed H.R. 873 in 2017, exempting the memorial from the Commemorative Works Act of 1986 that prohibits approval of new memorials until at least ten years after a conflict ends. Indeed, this very exception demonstrates that the memorial is of significant and lasting historical, cultural, and public import to the Nation.

In addition to Congressional support, the public civilian desire to memorialize the War on Terror (WOT) is evident in the proliferation of WOT memorials across the U.S. My research on the immediacy and proliferation of WOT memorials indicates that since 2004 *at least* 100 public WOT memorials were dedicated across the United States. This remarkable number does not include 9/11 memorials. It also excludes temporary memorials, virtual memorials, and memorials at military installations, such as those on bases and at the academies. Around a dozen of these public memorials were dedicated between 2004-2006. Thus, communities and state governments began memorializing the WOT 15 years ago.

Memorials serve many purposes. Some emphasize healing, peace, reconciliation, or education. Others are places of mourning, recognition, honor, or commemoration. Within the context of the WOT, these early memorials may demonstrate resistance to civilian war fatigue or early-onset cultural amnesia in the United States. They may also be symptomatic of a desire to provide closure to these forever wars

Undoubtedly, the proliferation of WOT memorials across the country attests to the need for a national symbolic narrative of commemoration. These local and state memorials consist of a variety of purposes and types: some are WOT memorials, several focus on solely on the War in Afghanistan or the War in Iraq, a few are veterans' memorials, and others are dedicated to individuals. There are memorials named after individuals that also include the names of others from that community. Still, others attempt to provide an unofficial all-encompassing national memorial as evidenced by their names—the Middle East Conflicts Wall Memorial in Marseilles, Illinois (2004) and the War on Terror Memorial at Hillcrest Memorial Park in Hermitage, PA (2004)—and by their missions to list the names of *all* U.S. military personnel who have fallen in these wars. Such memorials can create a perplexing narrative for the American public. They may believe that we are unwilling to dedicate an official national memorial in the most honored location—the Reserve on the National Mall—and that others have taken on the charge of filling this void.

While many service members continue to face yet another deployment and others will be deployed for the first time, many completed their service over a decade ago. Nearly twenty years since the start of the War on Terrorism, it is now time to reflect: How will we commemorate these wars; What do we want current and future generations to know and remember?

The process of creating a National Global War on Terrorism Memorial and locating it within the Reserve will serve as a response to these concerns. Such placement will recognize the duration of the war, in addition to the loss of life among military and civilians. Consider data compiled by the Department of Labor listing the number of “civilian employees under contract with the U.S. government for public works or national defense” that have been killed in Afghanistan and Iraq in the years since 9/11 at 3,413.² While the casualties among servicemen and women are relatively low (approximately 6,967) compared with other wars, if we consider that an additional 52,802 have been wounded, then we can acknowledge an impact on over 60,000 families *and* communities in the United States alone.³ The physical and psychological wounds of war affect not only military service members, their families, and their local communities, but have a lasting influence on our society as well. So, too, do the positive experiences of war-time service.

While we do not yet know what the design for the Global War on Terrorism Memorial will be, its location will certainly influence the design. Many of the principles the National Global War on Terrorism Memorial Foundation lists on their website as essential to the memorial’s design are common among war memorials:

Honor Heal Empower Unite

We could identify many of these elements in the Korean War memorial or the World War II memorial, for example. However, it is uncommon to attempt to represent multigenerational, multi-cultural principles, despite evidence of these in previous twentieth-century wars. For example, we only see these reflected in the Vietnam Veterans memorials.

The most striking principle is the primary challenge of all WOT memorials—to represent an ongoing, “Forever War.” Yet, the inclusion of this very principle demonstrates that the National

Global War on Terrorism Memorial Foundation seeks to avoid a false or premature sense of closure. Like the Vietnam War, the duration of the WOT results in a social, cultural, political, military, and historical multigenerational impact—not just militarily, but also among civilians, including civilians with no military connections. Consider, for example, that most college students and their contemporaries have never lived in an America not engaged in the War on Terrorism.

Locating the memorial within the Reserve section of the National Mall, is key to representing these key principles. Memory theorist and historian, Pierre Nora, describes a site of memory—a *lieu de mémoire*—as a principal place or site in which collective memory is rooted and where one can study “national feeling.”⁴ That site of memory for the National Global War on Terrorism Memorial should be located within the Reserve. Not only does the War on Terrorism compare in magnitude, human impact, and historical significance to other wars in the Reserve, approving its location in this monumental core will avoid contributing to an increased scattering effect of war memorials across the National Mall and Washington D.C.

¹ Congressional Research Service, In Focus, “U.S. War Costs, Casualties, and Personnel Levels Since 9/11.” April 2019. IF11182.

² Ibid.

³ Pierre Nora, “Between Memory and History: Les Lieux de Mémoire,” *Representations* 26 (1989).

⁴ H.R. 5046 (2019) Global War on Terrorism Memorial Location Act

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REMARKS ON GLOBAL WAR ON TERRORISM

The Global War on Terrorism, a counterterrorism campaign led by the United States, is best understood in the language of the Authorization for the Use Of United States Armed Forces (AUMF) law passed on September 18, 2001.¹ In response to the attacks on September 11, 2001, the AUMF permits the president “to use all necessary and appropriate force against those nations, organizations, or persons he determines planned, authorized, committed, or aided the terrorist attacks...or harbored such organizations or persons, to prevent any future acts of international terrorism against the United States by such nations, organizations or persons.”

To date, this authorization encompasses four presidents, twenty-one years of war in countries across the globe, two generations of military personnel, and multiple generations of Americans. The use of “necessary and appropriate force against those nations, organizations, or persons” in the Global War on Terrorism comprises military, intelligence, financial, diplomatic, and domestic operations. These include counterterrorism laws and security measures in the United States, such as the Patriot Act and the creation of the Department of Homeland Security. In other countries, actions involve substantial military assistance, military advising, drone strikes, and covert operations. These countries comprise but are not limited to Afghanistan, Iraq, Libya, Mozambique, Somalia, Syria, and Yemen countries part of a continuously evolving list of “nations, organizations, or persons” that may pose a threat. Globally, these measures encompass identifying and intercepting financing, tracking and detaining suspects, and diplomacy efforts to counter anti-American sentiments. In some instances, global coalition partners contribute to these operations.

Although the law authorizes military force for past actions against and those who “...planned, authorized, committed, or aided...” in the attacks on September 11, 2001, the law also sanctions the use

military force “...to prevent any future acts of international terrorism against the United States...” The AUMF expands into the unforeseen future. Currently, twenty-one years into the war, the United States utilizes military force against those not yet born in 2001 and deploys American service personnel who were also not yet born at that time. Despite the withdrawal of troops in Afghanistan and Iraq, America’s longest war—the Global War on Terrorism—is indefinitely ongoing and according to the language of the AUMF, limitless in scope.

Thus, the social and cultural impacts on American families and communities consist of, but are not limited to, multiple generations of American families who experience—sometimes simultaneously—parents and adult children deployed within a single family. This definition also demonstrates that a national memorial for the Global War on Terrorism will be of significant and lasting historical, cultural, and public import to the Nation. The physical and psychological wounds of war affect not only military service members, their families, and their 1 PLAW-107publ40.pdf (congress.gov) local communities but also have a lasting influence on our society. So, too, do the positive experiences of war-time service. Moreover, the duration and ongoing nature of the War on Terrorism results in a social, cultural, political, military, and historical multigenerational impact—not just militarily but also among civilians, including civilians with no military connections.

APPENDIX

First Round: Initial Inventory



Constitution Ave. & 23rd St.
View looking south from Constitution Ave.



Constitution Gardens
View looking south



Constitution Gardens South
View looking east



Constitution Ave. & 17th St.
View looking northwest from Washington Monument grounds



Constitution Ave. & 15th St.
View looking north from Constitution Ave.



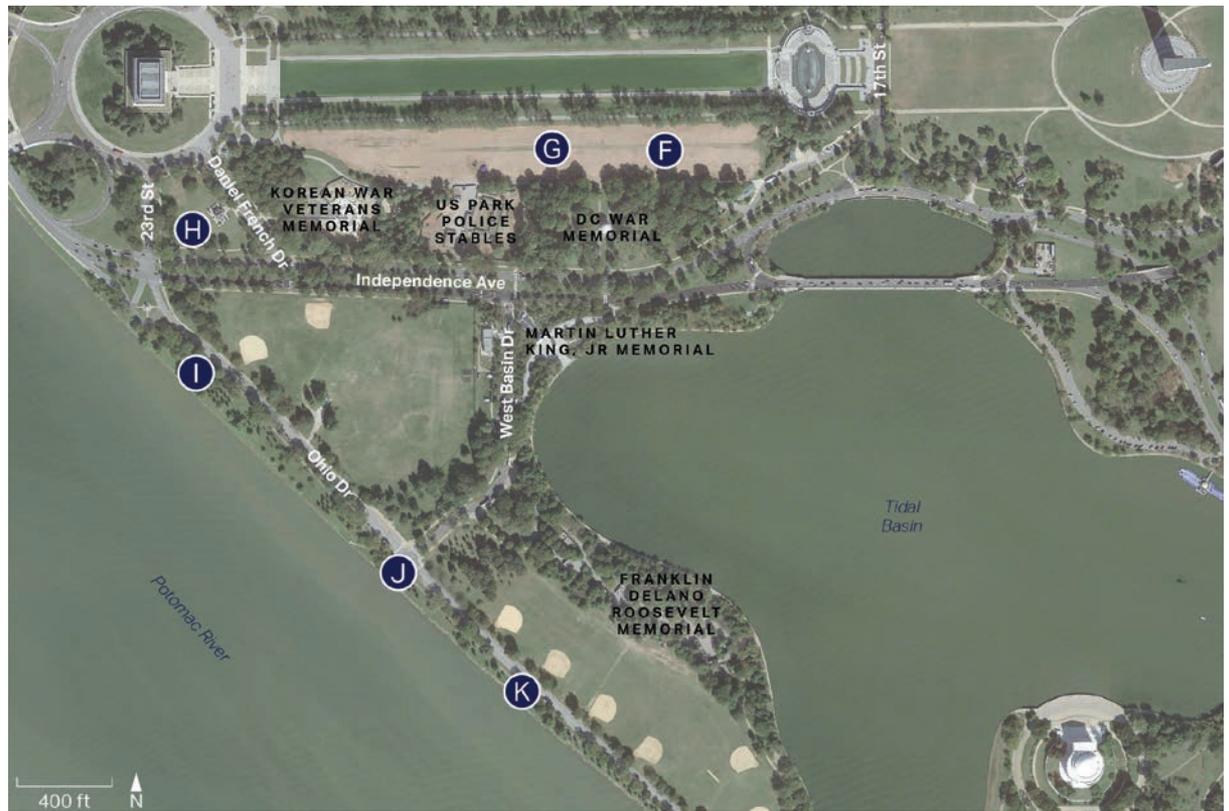
JFK Hockey Fields East

View looking southwest towards the DC War Memorial



JFK Hockey Fields West

View looking southeast towards the DC War Memorial



Lincoln Memorial South

View looking north from Independence Ave.



Ohio Dr. North

View looking south from Ohio Dr.



Potomac River

View looking south from Ohio Dr.



Ohio Dr. South

View looking southwest from Ohio Dr.



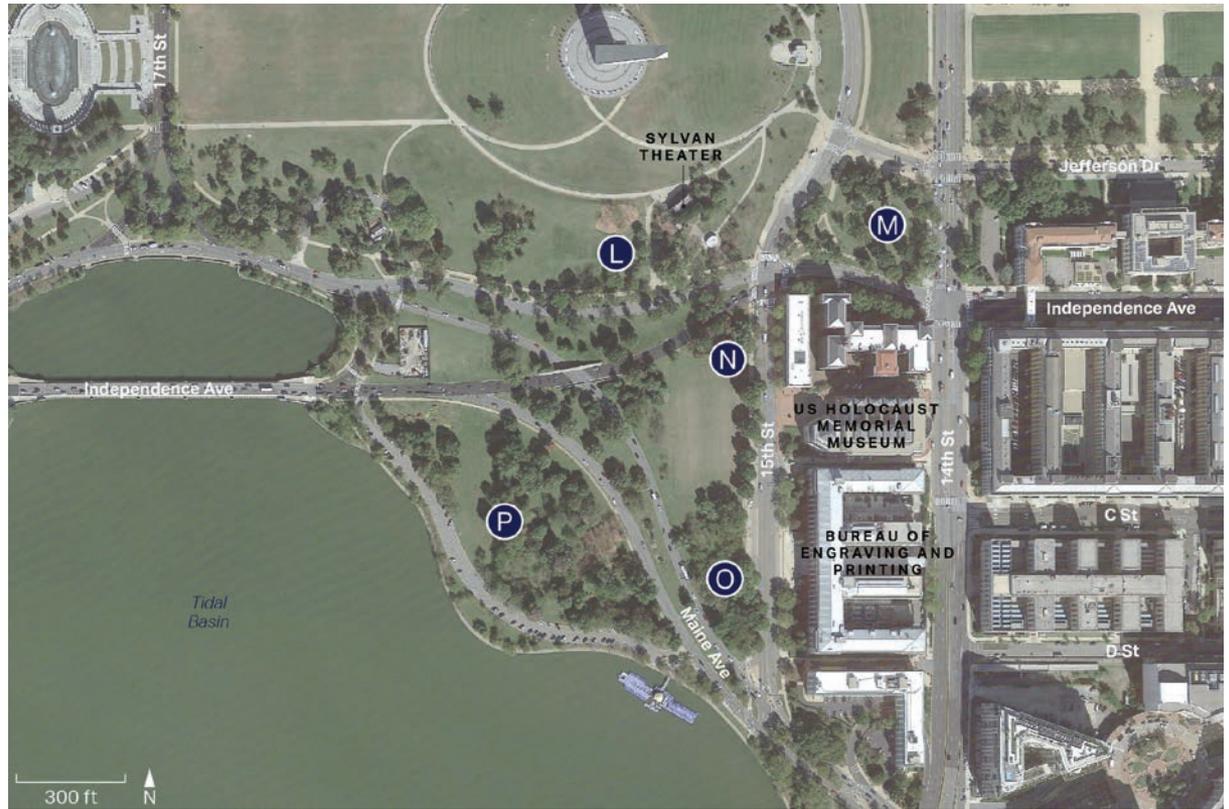
Washington Monument South
View looking south from west of Sylvan Theater



Jefferson Dr. & 15th St.
View looking east from 15th St.



15th St. North
View looking west from 15th St.



15th St. South
View looking northwest from 15th St.



Tidal Basin
View looking southwest from Maine Ave.



Virginia Ave. & E St.

View looking southwest from Virginia Ave.



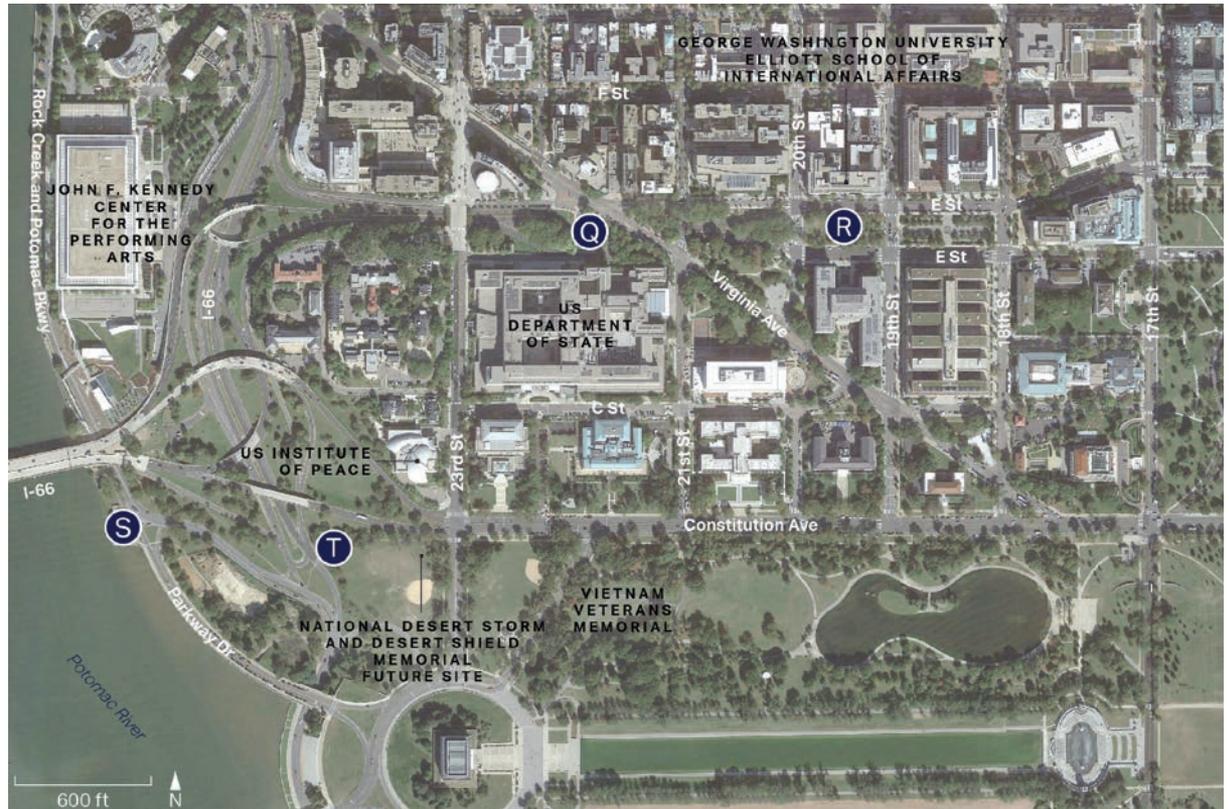
Walt Whitman Park

View looking north from E St.



Belvedere

View looking southwest



Constitution Ave. & I-66

View looking southwest from Constitution Ave. ramp



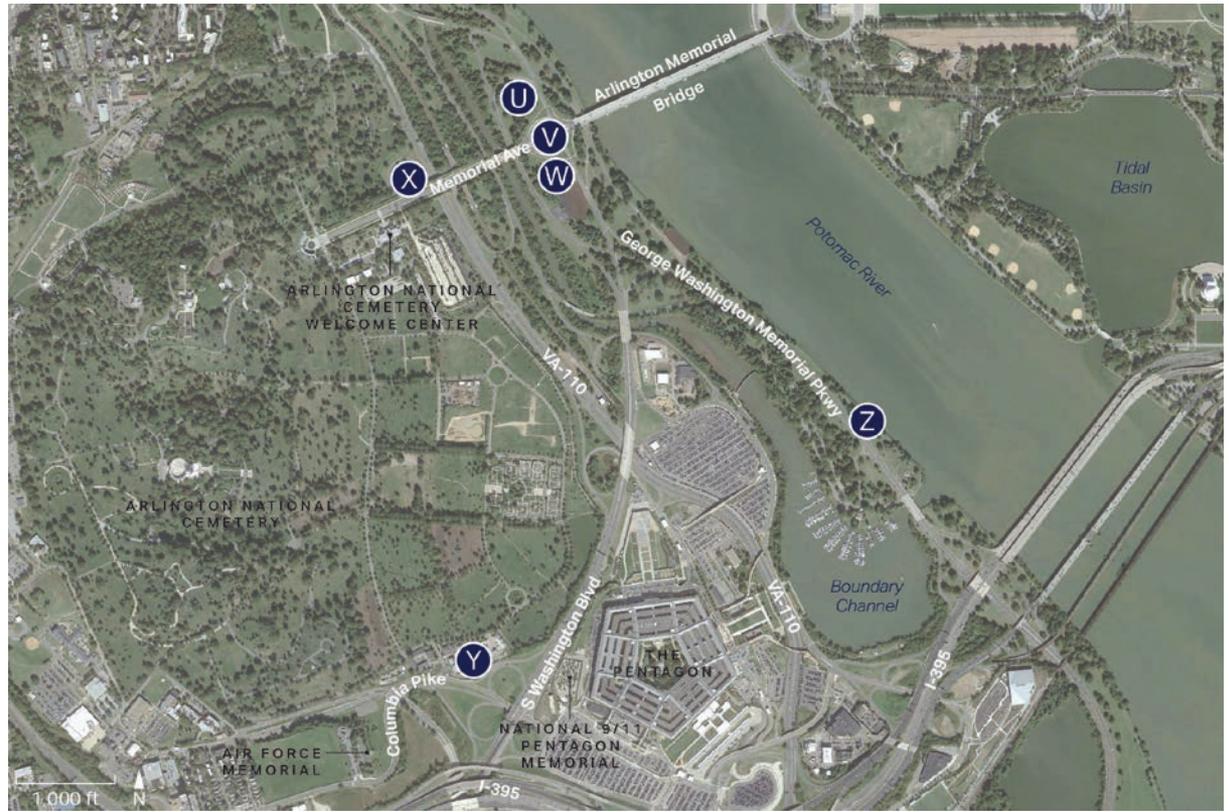
Memorial Circle North

View looking northeast from Memorial Circle



Memorial Circle Center

View looking northeast towards the Lincoln Memorial



Memorial Circle South

View looking southeast from Memorial Circle



Memorial Ave.

View looking north from Memorial Ave.



Columbia Pike

View looking east towards the Pentagon



GWMP

View looking north towards the Potomac River



Ohio Dr. & I-395

View looking south from Ohio Dr.



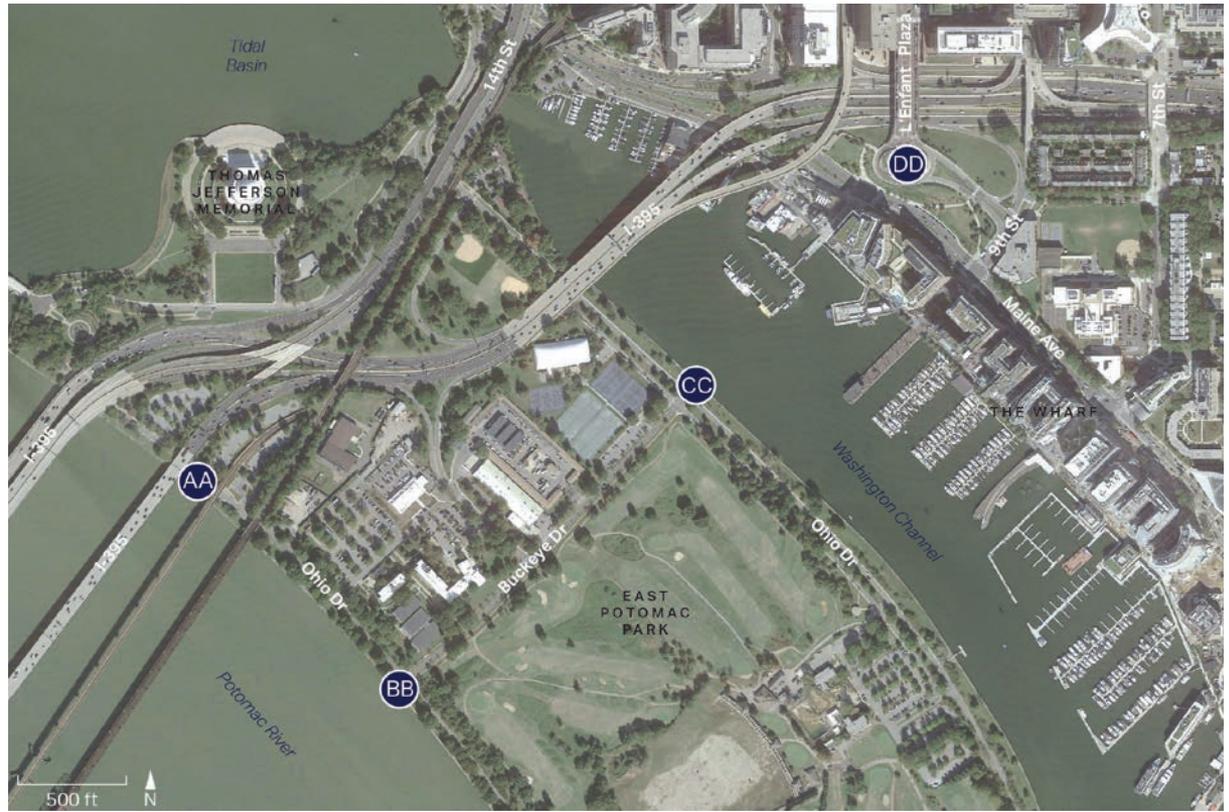
Buckeye Dr. South

View looking southeast towards Buckeye Dr. intersection



Buckeye Dr. North

View looking east towards Buckeye Dr. intersection



Banneker Overlook

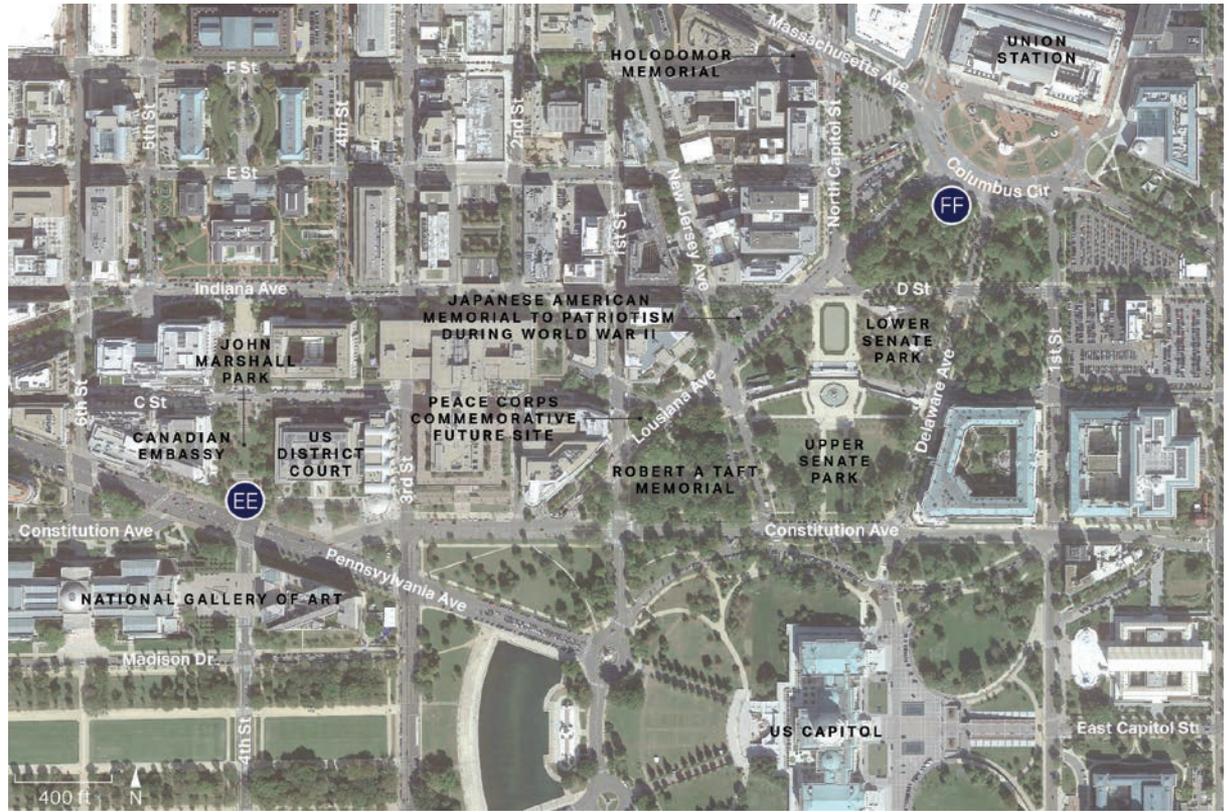
View looking south from L'Enfant Plaza

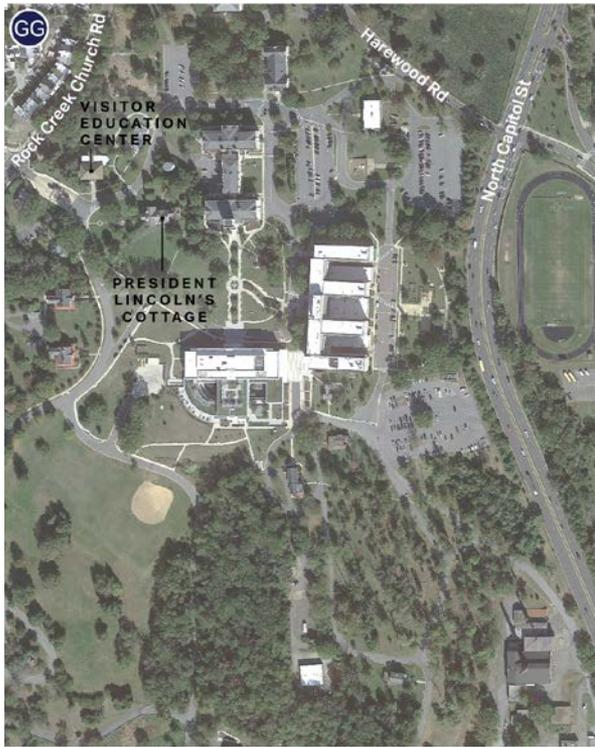


EE
Pennsylvania Ave. & 4th St.
 View looking northeast from Pennsylvania Ave.

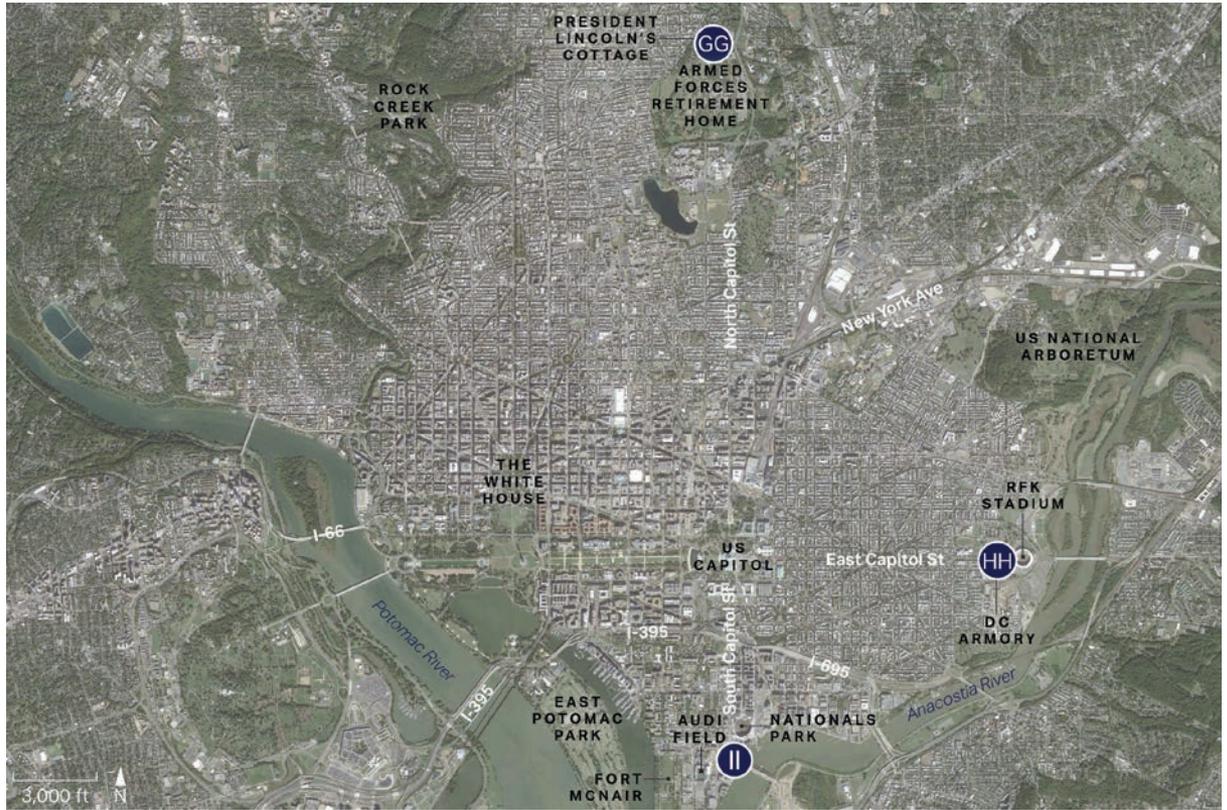


FF
Columbus Circle
 View looking east





Armed Forces Retirement Home



East Capitol St.
View looking west towards the US Capitol



West Oval (currently under construction)
View looking north towards the US Capitol



GLOBAL WAR ON TERRORISM

MEMORIAL FOUNDATION®