

UNITED STATES DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

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NATIONAL CAPITAL MEMORIAL ADVISORY COMMISSION

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TUESDAY  
JANUARY 31, 2023

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The Commission met via  
Videoteleconference, at 1:00 p.m. EST, Peter May,  
Chairman, presiding.

COMMISSIONERS PRESENT

PETER MAY, Chairman, representing the Director  
of the National Park Service

MICHAEL SHERMAN, representing the Chairman of  
the National Capital Planning Commission

THOMAS LUEBKE, representing the Chairman of  
the Commission of Fine Arts

DAVID MALONEY, representing the Mayor of the  
District of Columbia

KRISTI TUNSTALL WILLIAMS, representing the  
Administrator of the General Services  
Administration

PAUL McMAHON, representing the Secretary of  
Defense

EDWIN FOUNTAIN, representing the Chairman of  
the American Battle Monuments Commission

JOSEPH IMAMURA, representing the Architect of  
the Capitol

CHRIS WILSON, representing the Executive  
Director of the Advisory Council on  
Historic Preservation (Observer)

AGENDA 1 SPEAKERS - THE GLOBAL WAR ON TERRORISM  
MEMORIAL SITE ASSESSMENT PLAN (Part II)

ALAN HARWOOD, AECOM

MICHAEL RODRIGUEZ, President & CEO, Global War  
on Terrorism Memorial Foundations

MICHAEL WINSTANLEY, Winstanley Architects &  
Planners

P-R-O-C-E-E-D-I-N-G-S

(1:02 p.m.)

CHAIR MAY: Good afternoon, everyone.

Welcome to the National Capital Memorial Advisory Commission. I want to thank the Commission of Fine Arts for hosting this meeting on the Zoom platform, and a special thank you to Daniel Fox with CFA who is helping us manage the meeting today.

My name is Peter May. I'm here representing the Director of the National Park Service at this meeting. Also present for today's meeting are Michael Sherman representing the Chairman of the National Capital Planning Commission, Thomas Luebke representing the Chairman of the Commission of Fine Arts, David Maloney representing the Mayor of the District of Columbia, Kristi Tunstall who is stepping in for Mina Wright in representing the Administrator of the General Services Administration, Paul McMahon representing the Secretary of Defense, Edwin Fountain representing the Chairman of American

1 Battle Monuments Commission, Joseph Imamura  
2 representing the Architect of the Capital. And  
3 representing the Advisory Council on Historic  
4 Preservation is Chris Wilson. Mr. Wilson  
5 participates with the Commission in a non-voting  
6 advisory capacity.

7 Finally, our staff. Laurel Hammig is  
8 the acting Memorials Program Manager. She has  
9 taken over for Sophie Kelly, who was our program  
10 manager for the last several years, and she has  
11 now taken a permanent position as the Chief of  
12 Staff at National Mall and Memorial Parks. Along  
13 with Beth Porter, who is our Commission secretary  
14 and Legislative Affairs Specialist for the  
15 National Park Service National Capital Region.  
16 However, Beth Porter has also taken a new  
17 position, and so this will be her last NCMAC  
18 meeting most likely, unless we, you know, we may  
19 pull her back in. She's certainly going to watch  
20 them all because she will still be involved in  
21 our business because she's moving up to the  
22 Washington Office of the National Park Service

1       into our Legislative and Congressional Affairs  
2       Office, and we will be part of, our region will  
3       be part of her portfolio. So we'll still see  
4       her. I think she'll come and watch the NCMAC  
5       meetings but won't necessarily help us run them  
6       in the future.

7                       As most of you know who are here  
8       today, the Commission was established by the  
9       Commemorative Works Act of 1986 and is required  
10      by that act to advise the Secretary of the  
11      Interior, the Administrator of the General  
12      Services Administration, and committees of  
13      Congress on the establishment of commemorative  
14      works in the District of Columbia and its  
15      environs and to provide its views to appropriate  
16      committees of Congress when the committees are  
17      considering legislation to authorize  
18      commemorative works within the District of  
19      Columbia and its environs. The act also requires  
20      sponsors of authorized memorials to consult with  
21      this commission regarding site and design concept  
22      proposals.

1                   Today, we have a very short agenda,  
2                   only one item, the Global War on Terrorism  
3                   Memorial site assessment. This is the second  
4                   time we are considering this. All supporting  
5                   materials for this meeting can be found on the  
6                   National Park Services web page. And for this  
7                   meeting, the website is  
8                   parkplanning.nps.gov/ncmacjanuary2022. Now, that  
9                   was a slight mistake in setting it up because  
10                  it's January 2023, but all the information on  
11                  there is correct. So if you want to find it, you  
12                  can check that website,  
13                  parkplanning.nps.gov/ncmacjanuary2022. You can  
14                  also Google it more generally, and you'll  
15                  probably find it.

16                 And if you are not scheduled to speak  
17                 today, and I don't think we have anybody signed  
18                 up to speak other than the sponsors of the  
19                 memorial, if you're not scheduled to speak but  
20                 would like to make a comment on the site  
21                 assessment, please contact Commission secretary  
22                 Beth Porter immediately on her cell phone. Her

1 number is 703-346-2948. Again, that's 703-346-  
2 2948.

3 Okay. So on to our first agenda item,  
4 Global War on Terrorism Memorial Site Assessment,  
5 Part II. On August 18, 2017, the War on  
6 Terrorism Memorial Act was enacted into law  
7 authorizing the establishment of a memorial in  
8 Washington, D.C. And on December 27th, 2021,  
9 President Biden signed the Global War on  
10 Terrorism Memorial Location Act into law, which  
11 authorized the establishment of the memorial  
12 within the reserve as defined by the  
13 Commemorative Works Act. The act describes the  
14 reserve as the great cross axis of the Mall,  
15 which generally extends from the United States  
16 Capitol to the Lincoln Memorial and from the  
17 White House to the Jefferson Memorial.

18 I want to stop for a second and  
19 comment on that. When we took this site  
20 assessment the first time back in the fall, there  
21 was some discussion about or lamenting the fact  
22 that area one sites, in other words outside the

1       reserve, were not being considered, and that's a  
2       mere fact of law, right. This memorial, the  
3       congressmen said, shall be located within the  
4       reserve. And so, hopefully, today we will not  
5       have a continued discussion of, gosh, why can't  
6       it be outside the reserve. The Congress has said  
7       it shall be in the reserve, and so we have to  
8       accept that and try to find the best possible  
9       site. So I would appreciate everyone's  
10      cooperation on that point.

11               On October 18th, 2022, the Commission  
12      met with representatives of the Global War on  
13      Terrorism Memorial Foundation to hear the  
14      findings of their site selection process. After  
15      a thoughtful discussion about the preferred site,  
16      the Commission recommended dropping one preferred  
17      site and reconsidering another site, and we've  
18      invited the foundation back today to discuss  
19      these changes and to learn more about their  
20      analysis. And I will say, you know, we pushed  
21      very hard for them to consider one site that had  
22      been dropped and to give it a full consideration,



1 and I think that the sponsor and their team has  
2 done a good job of giving that a pretty thorough  
3 consideration, and I hope you will agree with  
4 that when they make their presentation.

5 I will also say that we coached them  
6 a little bit on how to make this presentation,  
7 and so we won't go through the sites that have  
8 been previously considered to the same extent  
9 that we will look at the new site. So there will  
10 be a brief recap on the two sites that we had  
11 seen before and then, the third site where  
12 they've done a more thorough analysis, I think  
13 they'll spend more time on that because I think  
14 we're all pretty familiar with all of these sites  
15 and certainly familiar with what we had seen at  
16 the October meeting.

17 So we will see a presentation on the  
18 findings from Michael Rodriguez, who is the  
19 President and CEO of the Global War on Terrorism  
20 Memorial Foundation; Michael Winstanley,  
21 principal at Winstanley Architects; and Alan  
22 Harwood, Vice President and principal at AECOM.

1                   So I think we will turn things over to  
2           Mr. Rodriguez, if you would introduce yourselves  
3           and your colleagues. So, Mr. Rodriguez, Mr.  
4           Winstanley, Mr. Harwood should all be panelists  
5           at this point, right? There we go. I see Mr.  
6           Rodriguez. I see Mr. Harwood has joined and Mr.  
7           Winstanley.

8                   Mr. Rodriguez, the floor is yours.

9                   MR. RODRIGUEZ: Thank you all for  
10          joining us today. As Chairman May said, we have  
11          Mr. Winstanley and Mr. Harwood joining us today.

12                  Chairman May and distinguished members  
13          of the National Capital Memorial Advisory  
14          Commission, thank you for inviting the foundation  
15          back to brief you on the memorial and the  
16          progress we have made since our last meeting.  
17          Since we last met, we have taken your guidance to  
18          heart and worked to develop the site you  
19          instructed us to revisit. That response is  
20          consistent with how we at the foundation, is how  
21          we at the foundation have always approached the  
22          mission and process with the sanctity and

1 reverence they deserve. This mission and  
2 memorial currently represents two generations of  
3 Americans who have fought in an incredibly  
4 complex war spanning the globe.

5 Our most cherished stakeholders are  
6 those families who have lost their sons and  
7 daughters. I'm talking about families like that  
8 of Johnny Micheal Spann who served in the United  
9 States Marine Corps from 1991 to 1999 and was the  
10 first casualty in the Global War on Terrorism.  
11 He was killed in Afghanistan on November 25th of  
12 2001 while serving as a member of the CIA Special  
13 Activities Division. We think of families like  
14 one of our Board members, a very close personal  
15 friend of mine, Command Sergeant Major (Ret.)  
16 Isaia Vimoto. He deployed to Afghanistan in 2007  
17 with his son as a soldier under his command in  
18 the 173rd Airborne Brigade. During that  
19 deployment, PFC Timothy Vimoto, who was born in  
20 Fort Campbell, Kentucky, and was only 19 years of  
21 age, was killed in the Korengal Valley of  
22 Afghanistan on June 5th, 2007.

1           A list of families like these goes on  
2 and on, much like it has for every conflict our  
3 nation has fought in. However, one of the unique  
4 complexities of the Global War on Terrorism is  
5 that mothers and fathers who went to battle  
6 watched their sons and daughters grow up to fight  
7 the same war they did. Our four tenets of honor,  
8 heal, empower, and unite have been the guiding  
9 principles for this foundation and our entire  
10 team.

11           We will continue to keep these stories  
12 of selfless service and sacrifice alive. We  
13 regard it as a humbling duty every single one of  
14 us shares as citizens of this blessed nation.  
15 And we will continue to educate the American  
16 people on the Global War on Terrorism and the  
17 reason for a memorial.

18           Next slide, please. At our last  
19 meeting, you had questions about the potential of  
20 additional recognition of the Iraq and  
21 Afghanistan theaters at our last meeting. We  
22 appreciate the feedback. It's worth revisiting

1 for a moment what we mean when we use the term  
2 Global War on Terrorism. That term encompasses  
3 all counterterrorism operations the United States  
4 has undertaken under the 2001 Authorization of  
5 Use of Military Force, the legislation Congress  
6 passed in the wake of the 9/11 attacks giving the  
7 United States military the legal authority to  
8 hunt down terrorists and their allies. To date,  
9 under the AUMF, the Global War on Terrorism has  
10 spanned four presidents, almost 22 years of war,  
11 in countries across the globe, two generations of  
12 military personnel and multiple generations of  
13 American civilians. More than 7,000 Americans in  
14 uniform have given their lives in this conflict,  
15 and more than 53,000 have been wounded.

16 Additionally, according to a  
17 Department of Labor report, more than 3,400 non-  
18 uniformed individuals have lost their lives in  
19 support of the War of Terrorism. Right now, men  
20 and women who do not wear our nation's uniform  
21 are still performing missions in war zones that  
22 were once conducted by someone in uniform. That

1 allows all of us the luxury of having less than  
2 one percent of our nation defend the 99 percent.  
3 Their service and sacrifices are added to the  
4 blessings of freedom and liberty that we enjoy  
5 every single day.

6 Very importantly, the Global War on  
7 Terrorism includes operations such as Operation  
8 Enduring Freedom in Afghanistan, Operation Iraqi  
9 Freedom in Iraq, and numerous other named  
10 operations in Syria, Yemen, Somalia, the  
11 Philippines, and other countries. I could easily  
12 list several operations conducted during World  
13 War II that we do not consider their own separate  
14 war, such as Operation Overlord, which was the  
15 name for the D-Day mission. This practice of  
16 named operations in support of war has not  
17 changed.

18 Next slide, please. I've included a  
19 slide detailing the time line of the Global War  
20 on Terrorism events and operations since  
21 September 11th. You will see that our wars in  
22 Afghanistan and Iraq and all of America's other

1 counterterrorism operations are all part of the  
2 Global War on Terrorism.

3 Further to that point, I'd like to  
4 reenforce the Global War on Terrorism is still  
5 ongoing. You may have read last week of the fact  
6 that U.S. forces recently captured two members of  
7 ISIS in Syria, or you may have heard that on  
8 January 25th, just last week, the United States  
9 special operations forces conducted a ground raid  
10 on a cave complex in Northern Somalia that  
11 resulted in the death of Bilal al-Sudani, a  
12 senior Islamic State figure. These are just two  
13 examples, very recent examples, of how the  
14 conflict continues.

15 Additionally, to this day, the  
16 Department of Defense awards the Global War on  
17 Terrorism Service Medal and the Global War on  
18 Terrorism Expeditionary Medal, as depicted in  
19 this slide. This conflict is not over. With  
20 that in mind, it's imperative that Gold Star  
21 families, veterans, their families, and all other  
22 Americans who participate in the Global War on

1 Terrorism have a place where they can pay honor  
2 to our heroes, heal, be empowered, and unite.

3 The Global War on Terrorism is not a  
4 monolithic event. Many Americans from many  
5 different walks of life have served in various  
6 theaters of combat all over the globe.

7 Therefore, our vision for the memorial is for it  
8 to tell the entire story of our longest war to  
9 date. We seek to build the most inclusive  
10 memorial possible, reflecting both the diversity  
11 of our uniform and non-uniformed service members  
12 and their experiences keeping America and its  
13 allies safe.

14 It will also be a timeless piece of  
15 public art that all Americans can be proud of.  
16 It will be a memorial for our nation and the  
17 entire world to see.

18 If there are no questions, I'd like to  
19 now turn it over to one of our team members, Mr.  
20 Michael Winstanley.

21 MR. WINSTANLEY: Questions, or should  
22 we keep going?



1 CHAIR MAY: Go ahead.

2 MR. WINSTANLEY: Okay. Next slide,  
3 please. Wrong direction. Next slide.

4 So I'm just briefly going to review  
5 the program and the physical characteristics that  
6 we're proposing. And as Rod had said, the  
7 program objectives are honor, heal, empower, and  
8 unite, and I want to just remind you from the  
9 presentation before that these program objectives  
10 were developed over a two-year period in  
11 interviewing over 200 people related to the  
12 Global War on Terrorism.

13 Next slide. But in those categories,  
14 we'd like to highlight just a couple of  
15 components. The first is honor, and, as Rod  
16 said, we want to honor everybody who served in  
17 this conflict. As he showed in that slide, it's  
18 actually quite a few people dating back from  
19 2001.

20 On the issue of heal, it really is a  
21 connection to water. That was what the  
22 interviewees really connected with us. In

1       empower, I want to remind you that there,  
2       hopefully, there will not be a need for any type  
3       of interpretive structure, that all the  
4       educational components related to interpretive  
5       study will be done digitally and online and  
6       connected to the memorial in some fashion. And  
7       then last is unite is just to remind you that  
8       we're looking for both large and smaller spaces  
9       in which people can actually physically gather on  
10      the site.

11               Next slide. The physical  
12      characteristics that we've highlighted are here,  
13      the area, the height, context, and environmental.  
14      Next slide. And on the area, I'll remind you  
15      that we're looking for 0.25 acres. In the  
16      height, any walls or barriers we would like below  
17      eye level so that there's a connectivity to the  
18      memorial to the rest of the environment and, yet,  
19      sculptural elements we are proposing could be  
20      taller than human scale.

21               In the context, definitely  
22      incorporating existing topographic variations and

1 site lines to other memorials. And, last, on the  
2 environmental is to really connect the memorial  
3 to the existing context and also create something  
4 that is environmentally resilient.

5 Next slide. The size illustration  
6 that we showed here is 0.25 acres for the  
7 memorial itself and then approximately one acre  
8 to establish some sort of setting.

9 Next slide. And to give you some  
10 examples of how big that is as it relates to  
11 existing memorials, this is that same amount of  
12 square footage overlaid on the National Japanese  
13 American Memorial -- next slide -- overlaid on  
14 top of the Martin Luther King Memorial -- next  
15 slide -- overlaid on top of the World War II  
16 Memorial.

17 Next slide. And Alan Harwood from  
18 AECOM will make the presentation going forward.  
19 Alan.

20 MR. HARWOOD: Thank you, Michael. Go  
21 to the next slide, please. So I just want to  
22 start with we heard you loud and clear that the

1 Tidal Basin is not an appropriate location for  
2 the Global War on Terrorism memorial and that the  
3 site at Constitution and 23rd Street should be  
4 explored. And I think Chairman May emphasized  
5 that by saying we should look at it earnestly and  
6 positively. So we, hopefully, have done that,  
7 and we'll show that in a second; but first I'm  
8 going to go through a couple of other things.

9           Next slide, please. So the first  
10 round of criteria was really about a number of  
11 site locational things. The most important thing  
12 here really is that the memorial shall be in the  
13 reserve, not could be or may be but it shall.  
14 And we also looked at the site availability to  
15 make sure that the site is not, any sites are not  
16 kind of promised or taken by another entity.

17           And the third one, the Tom Luebke  
18 criteria, the thematic nexus, that it should be  
19 located close and near and related to other  
20 memorials, and that's really how it gets its  
21 thematic nexus. It's really the relationship to  
22 other related items.

1                   Next slide, please. So we started  
2 with a number of sites but really the 16 that are  
3 inside the reserve, there are a range of  
4 different locations. Some are open, some are  
5 wooded, some are on the waterfront.

6                   And let's go to the next slide. We  
7 eliminated ten of them, and then we combined two  
8 of them, so we ended up with five sites. But  
9 these were eliminated because of their  
10 availability or because they were too far from  
11 the center of gravity or because they didn't  
12 really have the right kind of thematic nexus.

13                  So go to the next slide, please.  
14 These five locations are the ones we are taking a  
15 closer look to, and that's what you got in your  
16 read-ahead materials. But we're going to focus  
17 really on a couple of them.

18                  If you go to the next slide, so  
19 there's a little bit of a change from the last  
20 time. The Site P down at the Tidal Basin has  
21 been eliminated because of kind of a conflict  
22 with the aesthetic and the aspirations of Tidal

1 Basin, and then also the Site E at the top in the  
2 ellipse was also eliminated because of its  
3 operational concerns. That site gets closed on a  
4 regular basis for presidential movements.

5 So we go to the next slide, please.

6 So these are the three that we're going to go  
7 through today, and I'll do Constitution Avenue,  
8 Constitution Gardens first, and then just a quick  
9 recap, and then we'll focus on Constitution  
10 Avenue at 23rd Street site.

11 So go to the next slide, please. So  
12 this set of criteria is a little more graphically  
13 focused, and it's really about context and  
14 opportunities and how a memorial might work. On  
15 the left-hand side, the contextual analysis is  
16 really about scales and connections and the  
17 existing site-specific conditions. On the right-  
18 hand column, that's the way we explored some of  
19 the possibility of these site studies where the  
20 nucleus of the memorial could be located, and  
21 we're looking at about a 6,000 to 10,000 square  
22 foot nucleus, depending on the site. Up to

1 10,000 was our program. And then the surrounding  
2 buffer area that really sets it apart.

3 So like I said, we're going to look at  
4 the two sites that you saw before real quickly.  
5 Next slide, please. So the Constitution Gardens  
6 site is a quiet area next to the pond. It's a  
7 mix of lawn and trees. It has the feel of an  
8 urban oasis. And if we go to the next slide,  
9 please. So in a broad context, it's just south  
10 of Constitution Avenue. It's kind of near the  
11 axis of 20th Street. It's east of the Vietnam  
12 Veterans Memorial, but it's outside of its  
13 particular view corridor from the Vietnam  
14 Veterans Memorial to the Washington Monument. It  
15 is located within the 500-year flood plain. We  
16 didn't want to cover the entire map in blue, so  
17 it's just really a snapshot of the flood plain.  
18 But it's also close to the Signers' Memorial, as  
19 you can see on Constitution Gardens.

20 If we go to the next slide, and you  
21 can zoom in a little bit. So the quarter-acre  
22 nucleus has kind of three primary access points

1 from the east, from the north, and from the west.  
2 And it kind of fits on the edge of the trees,  
3 edge of the law, kind of relating to the  
4 waterfront. And it is also connected to the  
5 Vietnam Women's Memorial, which is appropriate  
6 since the Global War on Terrorism had a high  
7 participation of female soldiers. It's also got  
8 a strong connection to the Signers' Memorial and  
9 because there were constitutional questions  
10 related to the War on Terrorism. It's also  
11 located outside of the levy.

12 Next slide, please. Let's look at  
13 some of these possibilities. So this Study A is  
14 really how the site could work. It's not a  
15 design. It's really more of a site plan. This  
16 shows us the nucleus and about 8,000 square feet,  
17 as I said, on the edge of the trees and the lawn.  
18 And it shows some relocation of some of the  
19 visitor services, the restroom a little bit  
20 farther to the west, the kiosk of food service  
21 that's right at the intersection of some pathways  
22 is now a little bit farther to the north just to



1 give it a little bit of a setting, and some new  
2 pathways that connect to the alley of trees and  
3 the pathway through the alley of trees that goes  
4 along the southern side of the site.

5 Next slide, please. And one variation  
6 of that would actually be more directly related  
7 to Constitution Gardens and moving the site to  
8 really kind of embrace it with a new pathway  
9 coming from that alley of trees. And there's  
10 still some similar relocation of commemorative  
11 works. But this is really just kind of more  
12 directly related to the waterfront.

13 So let's go to the next slide, next  
14 site, please. So the Potomac River site is a  
15 little bit more open. It's large in terms of  
16 scale and visibility. It's kind of multimodal.  
17 It has the option to make a great statement, a  
18 grand statement. It's a little bit farther away  
19 from the Mall itself and the cross-axis of the  
20 Mall.

21 If we go to the next slide, so its  
22 openness to the river also allows it to have

1 views across to Arlington Cemetery, the Tomb of  
2 the Unknown Soldiers, and the Air Force Memorial,  
3 and, in the wintertime, some filtered views of  
4 the Pentagon, which gives it some thematic  
5 connection that is a little bit different than  
6 the others. It is also, it's located in the 100-  
7 year flood plain.

8               So let's go to the next slide and a  
9 little bit closer in. So this location shows  
10 that it could be centered at the intersection of  
11 West Basin Drive and Ohio Drive, and maybe that  
12 gives it some additional visibility, some  
13 prominence of having three roadways that kind of  
14 view and terminate at it.

15              Let's go to the next slide, please.  
16 So the studies that we looked at that, if you  
17 recall, are kind of circular in nature and really  
18 kind of take advantage of a nucleus at that  
19 visual intersection of those roadways and then  
20 also gives great open views to the river.

21              Next slide, please. And another  
22 version, which is a little bit smaller and a

1 little more truncated, it still has those open  
2 views, and it's still located on the axis point  
3 but a little bit more closer to the water and  
4 could extend out over the water, if necessary.

5 So if you recall, those are the two  
6 that we looked at last time. So now let's go to  
7 the site that you asked us to take a real close  
8 look at.

9 Next slide, please. So the  
10 Constitution Avenue and 23rd Street, and  
11 sometimes I'll just say Constitution Avenue for  
12 short. The Constitution Avenue and 23rd Street  
13 site is the tree lawn panel that is just north  
14 and slightly east of the Lincoln Memorial, as you  
15 can see on the upper left side. A quarter-acre  
16 site and a one-acre kind of setting, fits pretty  
17 nicely in the northern half of this site. It has  
18 great views of the Lincoln Memorial but also of  
19 the State Department and some other locations.

20 Go to the next slide, please. It is  
21 on the ridge that kind of extends from  
22 Constitution Avenue to the Lincoln Memorial. The

1 memorial sits much higher than this site, but it  
2 is out of the flood plain, which is interesting.  
3 It has direct views to the Institute of Peace.  
4 It has kind of a view corridor coming down from  
5 the State Department, and you can see, from parts  
6 of the site, you can see Arlington Cemetery.

7 But one of the things that's really  
8 notable is the west side of the reserve, if you  
9 see that gold line that runs along Constitution  
10 Avenue and then comes down 23rd Street and then  
11 rotates around, it's a radius around the Lincoln  
12 Memorial. It's about 750 feet. If you extend  
13 that line, it, interestingly, touches the toe of  
14 the Vietnam Memorial and the beginnings of the  
15 entrance ramp at the Korean War Memorial. So we  
16 decided that that should really be kind of not a  
17 build-to or a setback line but just kind of a  
18 nice guidance line to stay behind, for the most  
19 part, similar to the Desert Storm Memorial. So  
20 this is just kind of a great overview of why we  
21 located it on the northern part of the site.

22 Go to the next slide, please. As you

1 can see, a quarter-acre site and a one-acre kind  
2 of setting fits well in that northern part of the  
3 site. It's a little bit wider there, it's a  
4 little bit more open. It stays away from that  
5 visitors' services center that is so popular on  
6 the southern part of the site.

7 There are three key access points  
8 coming down from 23rd Street from the Metro: on  
9 the northwest; coming along Constitution Avenue  
10 from the northeast; and the primary access point,  
11 a really kind of a key intersection in the entire  
12 Mall, one of the most populated intersections is  
13 down at the southeast coming from the Lincoln  
14 Memorial across the visitors' center and across  
15 Henry Bacon Drive.

16 And we're showing it here just to kind  
17 of center it in that site to the north. It  
18 happens to be kind of located on the axis of the  
19 Vietnam Memorial, that continuation of the axis  
20 to the Washington Monument, and it also goes in  
21 the other direction to Desert Storm Memorial.

22 Go to the next slide. We don't think

1       that's necessarily needs to be something that we  
2       locate on, so we placed, in this study we placed  
3       the nucleus just outside the 750-foot setback  
4       line. If you'll notice, the setting is a  
5       slightly different tone and, because it's a water  
6       setting rather than a landscape setting, we think  
7       that the memorial should have some water. So  
8       we're kind of bringing the character of the  
9       Constitution Gardens to this site.

10               And so this water setting is a water  
11       body. It's not a fountain, it's not a pool, but  
12       a water body. Maybe a little bit more natural in  
13       function, and that's why it's got some trilinear  
14       path to it. It narrows where there's crossings  
15       to the nucleus from those three access points,  
16       and those crossings kind of signify the crossing  
17       of oceans and the global nature of the war. And  
18       they're a little bit narrower there. They pinch  
19       in to the bridging across the water; it's a  
20       little bit easier to handle.

21               And if you'll notice, they also  
22       provide a slight counter-clockwise motion, which

1 is kind of different from the left-hook motion  
2 that is in the Desert Storm Memorial. We're  
3 trying to be within this precinct that we were  
4 directed toward but also be distinguished from  
5 and a little bit different than some of the other  
6 memorials that are nearby.

7 CHAIR MAY: Mr. Harwood, Mr. Fountain  
8 raised his hand.

9 MR. HARWOOD: Oh, I'm sorry.

10 CHAIR MAY: I think he had a  
11 clarifying question.

12 COMMISSIONER FOUNTAIN: Yes. A  
13 question for either one of you. When you  
14 extended, Alan, that 750-foot radius, my  
15 impression was that there was some rule in place  
16 that you couldn't build within 750 feet of the  
17 Lincoln Memorial, but it sounds like you all just  
18 sort of decided on your own to draw that out.

19 MR. HARWOOD: We didn't find a rule,  
20 per se; and certainly, there are things that are  
21 within that 750 feet. There's visitor services,  
22 there's First Amendment-right kind of buildings

1       that are occupied. There are other things that  
2       are a part of that. There are certainly statues  
3       and monuments that are part of Memorial Bridge  
4       and also the parallel, the geometric pair to it,  
5       the Art of War and the Art of Peace statues.  
6       There are a lot of things that are within that  
7       750-foot setback or the 750-foot guidance line.

8               We took it as kind of a sign of  
9       respect to Lincoln, but we didn't see that there  
10      was an actual rule for it.

11             CHAIR MAY: Yes, it's a little bit  
12      different when you're west of 23rd Street because  
13      that defines the edge of the reserve. But I  
14      think this is just an extension of that line as a  
15      gesture of maintaining some distance, I think,  
16      more than anything else.

17             When we were looking at the Vietnam  
18      Veterans' Memorial center, that actually was, I  
19      think, at least partially, within that 750 feet,  
20      but that whole structure was below grade.

21             MR. HARWOOD: That's right, that's  
22      right. It kind of straddled that line.



1 CHAIR MAY: Yes.

2 MR. HARWOOD: And so we tried to faint  
3 it out here. We had some questions about whether  
4 we should continue to show it on each of these  
5 slides, and we thought that there might be a  
6 question about it. So we kept it, but we tried  
7 to make it a little bit more faint so that you  
8 really see the idea here, the study idea. But,  
9 you know, we think the setting can cross the  
10 line, but we just didn't want the nucleus of the  
11 site, the nucleus of the memorial to do that, and  
12 to leave some breathing room and separation from  
13 that visitor services kiosk that is so popular  
14 and well attended and leave some open space, as  
15 well, just to give some breathing room to the  
16 site, as well as to Lincoln.

17 COMMISSIONER FOUNTAIN: All right.  
18 Thank you.

19 MR. HARWOOD: Okay. So let's go to  
20 the next slide, please. And this one is a little  
21 bit different, a slightly smaller nucleus, only a  
22 little bit smaller. It's 8,000 square feet. And

1 we tried to keep it, let's say, a little closer  
2 to Constitution Avenue outside and north of the  
3 view corridor from Vietnam Memorial to the Desert  
4 Storm Memorial but maybe touching on it. And  
5 also just west of the view corridor coming down  
6 from the State Department along 22nd Street to  
7 the site, so staying on kind of the edge of that,  
8 as well.

9 And we're showing the water  
10 surrounding the site on the three sides, not  
11 completely enveloping it, into the two entrances,  
12 one from the north and one from the south. One  
13 would be over water and one can be over land.  
14 It's just to not be prescriptive about any  
15 particular approach. I think the three over  
16 water certainly makes a lot of sense, but one  
17 over land and one over water also is possible.  
18 And, again, it has this strong, even from that  
19 farther north side, a really strong view toward  
20 the Lincoln Memorial. The Lincoln Memorial is up  
21 on a podium, and it's just really imposing and  
22 really kind of, you can really feel that

1 presence. But it also has these connections to  
2 the Institute of Peace, the State Department, and  
3 filtered views to the Arlington Cemetery.

4 Arlington Cemetery is really very visible from  
5 the southern part of the site and from the  
6 northern part of the site only in the wintertime  
7 and only kind of filtered views, but you can see  
8 parts of Arlington Cemetery.

9           So these are the two ideas that -- if  
10 you go to the next slide, please, just to put  
11 them in comparison. Along the top, those are the  
12 slightly larger versions, the A studies of site  
13 A, B, and J, Constitution Avenue, Constitution  
14 Gardens, and Potomac River. And then the ones  
15 along the bottom are kind of the variations that  
16 we looked at where they're slightly smaller in  
17 scale but they're also just to give another idea  
18 of what could happen at some of these sites.

19           And these are all great locations.  
20 These are all wonderful places. Constitution  
21 Avenue is open and fairly exposed actually.  
22 Constitution Gardens is kind of quiet and more of

1       reflective, and Potomac River is kind of wide  
2       open and multimodal and a little bit loud. So  
3       they're very different kind of locations, but I  
4       think we tried to really take to heart your  
5       direction to look at Site A, and so this is, I  
6       think, the end of the presentation and I welcome  
7       any questions you have.

8               CHAIR MAY: Very good. Thank you very  
9       much, Mr. Harwood, Mr. Winstanley, Mr. Rodriguez.  
10       We'll start off with any questions from the  
11       Commission. Does anyone have any questions  
12       before we get into any kind of deliberation? I  
13       don't see any indication of questions.

14              I do need to check in with Ms. Porter  
15       to see whether, in fact, anybody called in  
16       seeking to testify.

17              MR. HARWOOD: Chairman May, I think  
18       Chairman Fountain has his hand up.

19              COMMISSIONER FOUNTAIN: Don't make me  
20       Chairman yet.

21              MR. HARWOOD: Commissioner Fountain.  
22       My apologies.

1                   COMMISSIONER FOUNTAIN: In your  
2 consideration of the Constitution Gardens site,  
3 my understanding is that you would -- well, I'll  
4 just ask do you contemplate any changes to the  
5 topography, existing topography, or you would fit  
6 anything you did largely within the existing  
7 topography?

8                   MR. HARWOOD: I think we would, and  
9 I'll speak for Mr. Rodriguez, we want to be good  
10 neighbors, we want to be part of the new  
11 rethinking of Constitution Gardens that the Park  
12 Service is about to undertake, so we'd engage and  
13 be part of that master plan and look to probably  
14 relocate some of the restroom that needs to be  
15 replaced anyway and move it a little bit farther  
16 west and move the kiosk a little farther north.

17                   But really it's not an earthmoving  
18 thing as much as just a fitting into the context  
19 and trying to be respectful of it and then making  
20 it work a little bit better. And so some of that  
21 is new pathways but not really earthmoving, per  
22 se, no. It's really kind of trying to connect to

1 and embrace the Constitution Gardens itself.

2 MR. RODRIGUEZ: And if I may add to  
3 that, Mr. Fountain, it's always been our  
4 intentions to add to the site, I mean add to the  
5 entire, the sacred space that we consider the  
6 reserve, you know. There's no grandiose projects  
7 of bringing in loads of earth or building  
8 mountains, no. We are looking to build something  
9 that belongs in the location that we end up with.

10 COMMISSIONER FOUNTAIN: All right.  
11 Thank you.

12 CHAIR MAY: Okay. All right. Now I  
13 have a better picture of our panelists. So I  
14 don't see any other questions.

15 Ms. Porter, can you --

16 MS. PORTER: We've had no one call in  
17 or contact me.

18 CHAIR MAY: All right. Thank you very  
19 much. Okay. So now I would welcome the  
20 Commissioners' comments on the presentation that  
21 we've heard. I'm happy to start picking people;  
22 but if anybody wants to kick things off, please

1       feel free.

2                   Mr. Luebke, you always seem  
3       interested, so perhaps --

4                   COMMISSIONER LUEBKE:  Mr. Chairman,  
5       I'm always interested.

6                   CHAIR MAY:  Yes.  Leaning forward a  
7       little bit.

8                   COMMISSIONER LUEBKE:  I don't know.  
9       You know, I'm happy to lead.  It's a very  
10      interesting study, and thank you for the more  
11      detailed feasibility.  It's interesting to see.  
12      There's something to be said for all three in  
13      their way, and I think that you've done a pretty  
14      good job of exploring that.

15                   As an aside, I'm just going to say I  
16      know we pushed really hard back on the Tidal  
17      Basin site, and I just want to say I think that  
18      the Tidal Basin landscape is better for a  
19      memorial than other uses that might go there.  I  
20      just wanted to drop that in.

21                   But returning to the three that we are  
22      looking at, they all have potential.  I think, in

1 some ways, I find the weakest to be the Con  
2 Gardens, one, because it's a little constrained.

3 By the way, one of the things that  
4 really I found intriguing about the legislation  
5 and the problem, it's a little bit problematic  
6 categorically to talk about an open-ended  
7 conflict and how do you commemorate that and it's  
8 ongoing. This starts to become an interesting  
9 driver for you and also maybe informs location.  
10 And where I'm going is it's a little hard for the  
11 Constitution Gardens site because it's so hemmed  
12 in by other things. You've got the very strong  
13 central axis of the reflecting pool, you've got  
14 the Constitution Gardens pond itself, and you're  
15 very close to Vietnam. It's all, it's very tied  
16 in. And in this sense that this is an unfolding  
17 story that nobody knows how it's going to play  
18 out exactly, we may be talking in 20 years about  
19 some kind of an addition to this very thing is my  
20 understanding or kind of what I envision is that,  
21 because this is open-ended, we may actually need  
22 to think about how it could be larger. That



1 means that the other two sites have a little bit  
2 more room to work with, and they both have their  
3 merits.

4 I'll start with the Potomac waterfront  
5 is, obviously, it's spectacular. It is, in a  
6 weird way, a little bit without other, I mean,  
7 it's got the FDR Memorial not too far away, the  
8 MLK. It sort of feels like it's out on its own,  
9 so there's a little bit more carte blanche there  
10 perhaps.

11 At the same time, I don't know, it's  
12 a little bit -- if the bigger it becomes, the  
13 stranger it is, is a node on kind of a -- you  
14 have this big suite of this waterway that goes  
15 from the Jefferson and the Tidal Basin up to the  
16 Memorial Bridge, and the bigger this thing is  
17 there, it's a little bit funny as a piece in the  
18 middle of that string, and it's sort of lovely to  
19 have that sort of continuous, smooth waterfront.  
20 So, I mean, there are impacts there that would  
21 have to be managed, and, of course, that could be  
22 certainly addressed through the design.

1                   But I want to return then to the third  
2 option, which is up at the panel. I think that's  
3 your favorite because I think you spent the most  
4 time talking about it and probably the most  
5 diagraming, et cetera. And given this idea of  
6 the unfolding history and this sort of potential  
7 for a living memorial that changes over time, I  
8 think that the adjacency to Desert Shield and  
9 Desert Storm and even to Vietnam makes it, you  
10 know, it starts to maybe tell a bigger, more  
11 interconnected story and it leaves you room to  
12 extend the story in ways that we don't know yet.  
13 So I think that's my -- and I sort of favor that,  
14 just in general.

15                   The one thing I would say is it's also  
16 not without its constraints, and the one thing  
17 is, in most of these cases, height is going to be  
18 really a big issue and we went through this very,  
19 very hard with Desert Shield and Desert Storm,  
20 and I think there were actually -- I can't  
21 remember, Mr. Chairman. Were there guidelines  
22 about height there? It's a very sensitive issue

1 because of the Lincoln Memorial and, to some  
2 extent, the Vietnam. And I would be careful  
3 about playing off the axis that the Vietnam  
4 Memorial is built upon in that I'm afraid, like,  
5 the higher you go, the more it starts to interact  
6 in a very -- and I think that that would detract  
7 from the real symbolic power of the Vietnam  
8 Memorial, even though we understand that there's  
9 probably historical connection that could be  
10 elaborated. I just wanted to say be very careful  
11 about that.

12           Having said that, also, the further  
13 north it is the better in terms of the way it  
14 impacts the other things. I think it ought to be  
15 as far as north as sort of the weighted center of  
16 Desert Storm. I think you should not think about  
17 pushing it all the way into the panel.

18 Personally, I think the Lincoln needs its space,  
19 and it helps to kind of keep these pieces more  
20 associated with each other in that way.

21           But I think, you know, in a lot of  
22 ways, it seems like a good path to follow. I

1 don't have anything else to say, Mr. Chairman.

2 CHAIR MAY: All right. Well, I  
3 appreciate all of your comments. I do want to  
4 make one, well, a couple of responses to what you  
5 said.

6 First of all, the fact that the design  
7 team spent more time on Site A than the others is  
8 not an indication that they favor that site.  
9 That's how I told them to make the presentation.  
10 I said we've already seen the other two, let's  
11 not dwell on those. Let's, you know, go through  
12 those quickly and then focus on the other one  
13 that you've studied now more thoroughly. So  
14 don't read anything into that.

15 COMMISSIONER LUEBKE: Okay.

16 CHAIR MAY: And then the second thing  
17 is that there were not specific height guidelines  
18 imposed for Desert Storm. Guidelines, official  
19 guidelines, are a mixed bag. We've struggled  
20 with those in the past. I think that we  
21 certainly, if we have suggestions on, you know,  
22 the things to be thinking about at each of these

1 sites, certainly that kind of a constraint that  
2 may be more important in Site A and Site B than  
3 may be in the Potomac River site, you know, those  
4 are certainly valid and I think will come out of  
5 further reviews in site selection. But, you  
6 know, I tend to prefer soft guidelines or  
7 guidance rather than --

8 COMMISSIONER LUEBKE: I just wanted to  
9 voice it as a concern with that site, that it has  
10 a sensitivity that would be exacerbated by  
11 something that was very vertical.

12 CHAIR MAY: Yes, and that's exactly,  
13 I think, what we want to bring out.

14 COMMISSIONER LUEBKE: Thank you.

15 CHAIR MAY: Okay. So unless somebody  
16 else volunteers, I'm going to pick. Oh, there we  
17 go. David Maloney. I was going to pick you  
18 anyway.

19 COMMISSIONER MALONEY: Well, I beat  
20 you to it. Thank you. I pretty much agree with  
21 Tom Luebke's analysis. You know, he's always  
22 good at hitting things on the head, and I think

1       certainly the situation, everything he said I  
2       would concur with.

3               The one thing that I think may be to  
4       add is that I think -- and my conclusion would be  
5       also that the Constitution Avenue site is  
6       probably the best one. The only thing I think I  
7       would add is that the use, or I know the idea of  
8       having water in conjunction with the memorial is  
9       very important to the sponsors, but I think it  
10      may be tricky to try to figure out how to  
11      accommodate water on that site. You know, it's  
12      on a slope, a gentle slope from the Lincoln  
13      Memorial. It's not really a site that really  
14      begs for having water on it. I mean, the water  
15      relief in the area really is the Constitution  
16      Gardens wake, and then having to try to sort of  
17      duplicate anything that sort of seems as if it's  
18      playing off that feature I think would be a  
19      little odd. So I think that would be, to my eye,  
20      the hardest thing to try to figure out about that  
21      memorial location. I think it could be done in  
22      a way, but I think that's something to certainly

1 focus on very carefully if that's the selected  
2 choice.

3 CHAIR MAY: Thank you. Appreciate  
4 that. Next volunteer? Oh, there we go. Kristi  
5 Tunstall Williams, please.

6 COMMISSIONER TUNSTALL WILLIAMS: Thank  
7 you. I completely concur with what David and Tom  
8 have said, and I would just add, with the  
9 Constitution Gardens, the thing that makes it the  
10 least attractive to me, not only is it  
11 constrained, but if you're thinking about who is  
12 coming to visit this memorial, you've got  
13 disabled vets, site access is a challenge.  
14 That's the one that's most sort of far removed  
15 from roadways and things like that.

16 The other thing that I think of as a  
17 parent of a young child, there's very few places  
18 on the Mall that are open but contained. And so  
19 right there adjacent to the duck pond, you bring  
20 the kids, the kids run, and that may be at odds  
21 with a contemplative memorial setting. If you go  
22 there on a Saturday or Sunday morning, there is

1 lots of shrieking and screaming and things going  
2 on that I think should be considered in terms of  
3 the constraints of that site.

4 And then, otherwise, I do concur. I  
5 think that Constitution and 23rd is probably the  
6 most -- it lends itself, given the other thematic  
7 connections, but the Potomac River site obviously  
8 has the most opportunity. But going to what Tom  
9 said, as open as it is, you might end up feeling  
10 lost in that big space, like what is this thing  
11 kind of shifting around. It might be hard to  
12 give it its shape and form. However, the access  
13 and the prominence of that site are obviously  
14 very attractive, as well as the water that's  
15 already there because I agree with David about  
16 adding water to the 23rd Avenue panel may be  
17 tricky. In this case, it's maybe unfortunate  
18 that it's outside of the flood plain because you  
19 could potentially do something with stormwater  
20 and things like that if that were not the case.  
21 But just other things to consider. There may be  
22 opportunities, Peter. I don't know how far the



1 Park Service is with planning the Tidal Basin and  
2 some of that work, you know, if there's  
3 stormwater and other things that could be  
4 addressed with the design of this site on the  
5 river. It might be an opportunity, a win/win.

6 That's all. Thank you.

7 CHAIR MAY: Thank you. Mr. Sherman  
8 has raised his hand.

9 COMMISSIONER SHERMAN: Yes. Thanks,  
10 Mr. Chairman. First, I want to thank Mr.  
11 Rodriguez and his team again for the  
12 presentation, and thank you, sir, for your  
13 service. I concur with everything that's been  
14 said so far.

15 I just had a few observations I think  
16 that may have not been mentioned or may need to  
17 be reemphasized. One of the things staff, when  
18 we were reviewing the diagrams, the team  
19 suggested a quarter acre is the nucleus for the  
20 memorial. But as you look at the diagrams, it's  
21 a little misleading with the support area, I  
22 believe you called it the setting, and that seems

1 to grow and shrink with each of the sites. So  
2 it's a little hard to understand exactly sort of  
3 what the programmatic requirements are. And just  
4 urge, as you refine the design, I guess, as you  
5 go forward, to make sure that we're clear on what  
6 really is the size of this. Is it a quarter-acre  
7 or is it an acre or something in between? It's a  
8 little misleading because the nucleus is clear as  
9 a quarter acre, but, as you look at some of the  
10 diagrams, it's a little problematic because you  
11 don't need to take up every inch of the site  
12 that's been proposed with the memorial, and it's  
13 not always clear on what you're showing. So I  
14 just wanted to mention that.

15 The other comment, I think I'd like to  
16 concur with Mr. Maloney in that it's sort of odd  
17 to propose such a large water feature around the  
18 Lincoln Memorial. It just, the site is a  
19 historic setting, and it just doesn't seem to fit  
20 in the narrative of the Lincoln, so we just urge  
21 caution as you think about a water feature and  
22 what that becomes should that site be chosen at

1       that location. It just seems to be, and I  
2       understand the motivation from the surveys that  
3       the water feature was something that came up from  
4       surveying potential stakeholders and others in  
5       this, but for that particular site it just seems  
6       odd from staff here at NCPC, especially given the  
7       size of the diagram that's shown in the material  
8       that was sent.

9               And a broader question concerning  
10       Constitution Avenue and 23rd, you know, we concur  
11       that there's a strong nexus with the other  
12       military memorials there. However, just because  
13       a military memorial is sited there, you know,  
14       should this call for a different type of memorial  
15       at that location. In other words, just because  
16       there are two other military memorials there  
17       doesn't mean there should be a military memorial  
18       there. This could be a great location for some  
19       other thematic commemoration down the road. So  
20       to state the obvious, this will take this site  
21       off the table if this becomes the location for  
22       some other diversified type of story at that

1 location.

2 Constitution Gardens. We agree with  
3 both Commissioner Luebke on the fact that we  
4 think Constitution Gardens is probably the most  
5 problematic of the three. It's very constrained.  
6 And a reminder that the site that was in the 2M  
7 was really on the knoll. If you go look at the  
8 diagram that you had, I think it was slide 26 I  
9 believe it was, it was in 2M at one point but it  
10 was taken out in 2003.

11 The other concern about Constitution  
12 Gardens is the Trust for the National Mall is  
13 preparing as part of the 250th anniversary for  
14 the Declaration of Independence to have new  
15 relocated facilities and other work to be done  
16 over the next couple of years in that location,  
17 and so there would have to be some strong  
18 coordination should this site be selected with  
19 the Trust of the National Mall and the work  
20 that's going on there. So just a reminder to  
21 factor that into your next level of analysis.

22 And Potomac River. I think I will

1       concur with the comments already made. This  
2       site, generally speaking, is more recreational  
3       compared to the other two sites, but there is  
4       strong sort of viewshed nexus with the areas  
5       across the river concerning Arlington Cemetery  
6       and other elements that shows in the viewshed.

7               There's some general inconsistency  
8       with this theme being in that location with MLK,  
9       FDR, and Thomas Jefferson. Thematically  
10      speaking, I think that would have to be really  
11      factored into the design once you get to that  
12      level if this site is chosen. And as mentioned  
13      before, it is in the flood plain, so special care  
14      would have to be taken to look at this particular  
15      site, should this become the preferred location.

16             And we're not sure what the parking  
17      area, why this parking, that would be a question,  
18      I think, for the team. There's a strong parking  
19      lot being shown in the diagram, and we're not  
20      quite sure why that amount of parking or is there  
21      a need for parking, would that replace the  
22      existing parking. I just want to better

1 understand that a bit as part of the analysis.

2 So those are my comments. Thanks, Mr.  
3 Chairman.

4 CHAIR MAY: Thank you. Let's see.  
5 Mr. Imamura, would you like to go next?

6 COMMISSIONER IMAMURA: Sure. Thank  
7 you, Mr. Chairman. I want to thank Mr. Rodriguez  
8 and his team for taking another look at Site A.  
9 I know that that was not your preferred site, and  
10 you've come back to take a look at it with an  
11 open mind and some objectivity, so I appreciate  
12 that.

13 You've heard some really great  
14 feedback. I align myself with the comments made  
15 by Commissioner Luebke, particularly regarding  
16 the sensitivity of height; Commissioner Maloney  
17 and his comment about water at the Constitution  
18 Avenue site. I think Commissioner Tunstall  
19 Williams also made an insightful comment about  
20 the Constitution Gardens site with children  
21 playing and how that might be at odds with it  
22 being a contemplative site.

1 I do agree, I think there might be  
2 some opportunities along the Potomac site for  
3 stormwater management. That's kind of  
4 interesting.

5 I also align myself with Commissioner  
6 Sherman's comments, all very good. I think what  
7 you're hearing, at least the consensus is, the  
8 Constitution Garden site, I think, at least for  
9 me, feels a little uncomfortable with its  
10 connection or the geography there of the Vietnam  
11 Memorial, Vietnam Women's Memorial, and the  
12 Signers' Memorial, whereas I think there's a  
13 stronger thematic connection, obviously, to  
14 Constitution Avenue and the Desert Storm  
15 Memorial.

16 I certainly appreciate the thematic  
17 nexus on the Potomac site to the Pentagon. As  
18 Commissioner Luebke had mentioned, sort of this  
19 open-ended conflict, this unfolding story, that  
20 seems to be the most unencumbered site of the  
21 three in my opinion where it could be a potential  
22 anchor. But because really there aren't as many

1 constraints, I think the design could easily get  
2 away from you, and I think Commissioner Sherman  
3 made a comment about the program and just  
4 tightening that up a bit.

5 So I certainly am in agreement that  
6 the Potomac site, obviously, with the connection  
7 to one of the four themes about healing and a  
8 connection to water, that seems to make a lot of  
9 sense. The variations of spaces for unite, large  
10 and small, seems to make sense there, as well.

11 But I am also in agreement with my  
12 fellow Commissioners that Site A may be the most  
13 appropriate and has the strongest thematic  
14 connection to the Institute of Peace, Department  
15 of State. And so I think I would just be, again,  
16 mindful about the sensitivity of height there and  
17 use of water around the Lincoln Memorial.

18 So with that, I yield back, Mr.  
19 Chairman.

20 CHAIR MAY: Great. So, Mr. Fountain  
21 or Mr. McMahon, who would like to go? Fastest  
22 with the unmute button was Mr. McMahon, so there



1       you go.

2                   COMMISSIONER MCMAHON:   Okay.   There  
3       you go.   Thank you, Mr. Chairman.   And thanks,  
4       Mr. Rodriguez, to you and your team for the  
5       presentation today and your continued efforts to  
6       support everybody who was involved and  
7       participating in the Global War on Terror for so  
8       many years, including my nephew deployed with the  
9       Marines to Afghanistan --

10                  CHAIR MAY:   Mr. McMahan, you're  
11       breaking up.   If you can hear us, maybe you need  
12       to turn your camera off.

13                  COMMISSIONER MCMAHON:   Yes, let me do  
14       that and see if that helps.   Thank you.

15                  So all I can really do is agree with  
16       most of the comments from all the other  
17       commissioners who are very well experienced in  
18       these areas.   And I share the concerns about  
19       Constitution Gardens and take a look at Potomac  
20       River, Ohio Drive, and Constitution and 23rd.  
21       You know, certainly, the vista on Ohio Drive is  
22       hard to beat anywhere else, but I am concerned

1 about some of the other issues as an engineer:  
2 the 100-year flood plain, some of the other  
3 issues brought up.

4 I see a very strong thematic link, as  
5 we talked about, and concur with most of the  
6 commissioners at Constitution and 23rd with the  
7 other memorials and some nearby institutions,  
8 that all of those affect both how we handle the  
9 Global War on Terrorism and the lessons we  
10 learned in places like the Institution of Peace.  
11 So both of those can work, but I would lean  
12 towards Constitution and 23rd.

13 Thank you, Mr. Chairman.

14 CHAIR MAY: Mr. Fountain?

15 COMMISSIONER FOUNTAIN: I'll echo, I  
16 think, Mr. Sherman's comments thanking you for  
17 taking another hard look at 23rd and  
18 Constitution, knowing from experience that when  
19 you are redirected to a site you originally had  
20 discarded, you can often find value in that site.

21 That's still my preferred site as  
22 indicated in my comments at the last meeting. I

1 look at this through two lenses primarily. The  
2 first is the thematic connectivity and the second  
3 is in the overall, the overall plan and  
4 memorialization and preserving opportunities for  
5 future memorials, not thinking primarily of  
6 future war memorials.

7 I spoke last time about what I think  
8 is the very strong and direct connection between  
9 Desert Storm and the War on Terror, both  
10 reflecting several decades of American  
11 involvement in the Middle East and a fairly  
12 straight line between the two conflicts, in my  
13 view. And so for that reason, if nothing else, I  
14 would strongly favor placing it there.

15 The Constitution Gardens site, I have  
16 mixed thoughts about. It preserves sort of the  
17 thematic connection to the cluster of war  
18 memorials in that general vicinity. The comments  
19 about the yelling and shrieking of children to  
20 the side, I have always found that a very quiet  
21 site, and I'm wary about how inserting a memorial  
22 there might intrude on that. That has always

1 struck me as a very different part of the Mall  
2 that I would hope to see preserved. I don't  
3 think a memorial is necessarily in conflict with  
4 that quiet seclusion there, but that goes to the  
5 overall planning. I have been wondering if the  
6 America250 Commission would ever get around to  
7 wanting to do something in that part of the Mall,  
8 given the presence of the Signers' Memorial  
9 nearby. And then, of course, the 250th of the  
10 Constitution itself coming up in 14 years. And  
11 so if there were to be a memorial there, may be  
12 it ought not to be a war memorial. I guess, with  
13 all due respect to Mr. Sherman, I would prefer to  
14 cluster the war memorials rather than leaven them  
15 with something different, and I'm wary of the  
16 geographic spread of our war memorials.

17 The Potomac River site, to be honest,  
18 I find a bit random for a war memorial. Again,  
19 if that site is to be used for memorial purposes,  
20 I'd rather hold it for something else that might  
21 have more of a connection to King or Roosevelt or  
22 something else down there.

1                   The views across the river, I sent  
2 down there Saturday to have a look.  
3 Unfortunately, it was as the sun was starting to  
4 set, so I was looking at shadows, but I couldn't  
5 see that you could see the Pentagon from there  
6 through the trees, even in wintertime. Also, I  
7 couldn't make out the Tomb of the Unknown. And  
8 as a side note, it's probably unlikely that we're  
9 going to have an unknown from the War on Terror,  
10 given advances in technology.

11                   You did have a very good view of the  
12 Arlington House, which is the symbol of the  
13 cemetery, I suppose. But the other connections,  
14 the other thematic connections were not as strong  
15 to me.

16                   So I'd rank them in that order, I  
17 think: 23rd and Constitution would be my  
18 favorite. I wouldn't be offended by Constitution  
19 Gardens, but I'd be cautious about it. And I  
20 don't see a strong case for the Ohio Drive site.

21                   CHAIR MAY: Great. Well, I appreciate  
22 everyone's comments. I think I've hit everyone.

1 And I was assured by Mr. Wilson if the ACHP had  
2 something to say about this, he would chime in.  
3 And since he hasn't, I think we are probably good  
4 to go.

5 The objective for this meeting is to  
6 make sure that we had a viable short list of  
7 sites that could be considered by the agencies  
8 that must approve a site, the Commission of Fine  
9 Arts and the National Capital Planning  
10 Commission. And from what I heard today, I did  
11 not hear any indication that any of these sites  
12 should be taken off the table for consideration  
13 by those commissions, nor did I hear anything  
14 indicating that something else should be put back  
15 on. Of course, we didn't talk about a lot of the  
16 other ones at this meeting. That's kind of what  
17 happened at the last one, right. You know, we  
18 knocked one out, but we put one back on the short  
19 list. And I think that now we're at a viable  
20 short list.

21 I don't really even see a need for  
22 this commission to weigh in necessarily on

1 ranking of these, but we would, I think, try to  
2 capture the comments of the commissioners in a  
3 letter to the memorial sponsor that would also be  
4 shared with the commissions that will be  
5 considering and approving a site eventually. So  
6 we'll try to communicate that information  
7 formally for when it goes to those commissions  
8 once we complete our review here.

9 I do want to comment on one thing that  
10 Mr. Sherman said, which is that perhaps the site  
11 at 23rd and Constitution should be reserved for  
12 some other future memorial of a different kind of  
13 theme. And while I don't disagree with that sort  
14 of philosophically necessarily about, you know,  
15 wanting to have some different themes  
16 represented, we are talking about sites that are  
17 in the reserve and this is the only memorial that  
18 has been authorized in the reserve, and I don't  
19 think anybody should interpret, and I'm not  
20 correcting Mr. Sherman, I just think that  
21 everyone should understand that we're not  
22 suggesting that any of these sites that have been

1 considered in this study will be viable sites for  
2 other future memorials because, from the  
3 perspective of the Memorial Advisory Commission,  
4 this is the only exception that's in the offing.  
5 I mean, that could always change, but we're not,  
6 at this point, taking a position in favor of  
7 anything like that. Our job is to do our part to  
8 help preserve the great cross-axis of the Mall  
9 that is a reserve and to follow the process  
10 that's been laid out by the Congress.

11 So I don't really have anything, you  
12 know, in terms of my own perspective on these  
13 things, on these sites. I don't think I have  
14 anything new and different to add. I think  
15 what's been said today, there were some really  
16 good and helpful comments that I think will be  
17 helpful to NCPC and CFA when they take up the  
18 site consideration and certainly helpful to the  
19 sponsors as they move forward through the process  
20 and eventually head toward designing a memorial  
21 on one of these sites.

22 So I'm happy to turn it back to the



1 Commission to see if anybody has any further  
2 comments at this stage. And I see no indication,  
3 although I can't see Mr. McMahon but I'm going to  
4 assume he has nothing to say. Now we can see.  
5 We're good to go.

6 Okay. So thank you all for your  
7 comments. As I said, we'll capture the comments  
8 and the consensus of the Commission and report  
9 them in a letter to the foundation, and that will  
10 be transmitted on to the commissions in their  
11 review.

12 So there is a comment in the Q&A, and,  
13 I'm sorry, it's not something that we need to  
14 answer here in this meeting, but we're happy to  
15 talk to the commenter offline. He can make an  
16 inquiry through the secretary.

17 So let's see. I think that concludes  
18 our discussion for the Global War on Terrorism  
19 site selection, and we'll wrap things up and move  
20 on to our next order of business, which is an  
21 update on memorials currently in progress.

22 So, Mr. Fox, you can take out the

1 Global War on Terror team. Thank you. Thank you  
2 very much.

3 So if you haven't been paying  
4 attention to the status of memorials, you will be  
5 surprised to know that we have five newly-  
6 authorized memorials Congress acted on at the end  
7 of the year as part of the Omnibus Appropriations  
8 bill: the National Enslaved Voyages Memorial, the  
9 Jean Monnet Memorial, Thomas Paine Memorial, the  
10 National Service Animals Memorial, and the Women  
11 Who Worked on the Home Front during World War II  
12 Memorial. All of those are memorials that we had  
13 considered, for which we have considered the  
14 legislation and had endorsed their approval, and  
15 they were all approved.

16 In addition, the National Liberty  
17 Memorial had been, their authority had expired,  
18 and that was renewed by the Congress. And so  
19 they have a new lease on life, at least for  
20 another four-plus years, to try to get that  
21 memorial established. And the Congress also  
22 approved Area 1 for the Fallen Journalists

1 Memorial, and so I believe the next step for that  
2 will probably be discussing whether it needs to  
3 come back to this commission but it may go  
4 straight to the Commission of Fine Arts and NCPC.  
5 But we'll be in discussions with commission  
6 staffs.

7 Mr. Luebke, you unmuted yourself. Did  
8 you have a question?

9 COMMISSIONER LUEBKE: No, I'm sorry.

10 CHAIR MAY: That's okay. No, that's  
11 okay. I'm happy to field any questions, and  
12 anybody can interrupt me while I'm doing my  
13 report. That's fine. And I'm not going to read  
14 through every one of these things. I think, you  
15 know, folks can read what was posted on the PEPC  
16 website.

17 I think the one last thing that I  
18 would mention is that there's been a fair amount  
19 of reporting about the Korean War Veterans  
20 Memorial Wall of Remembrance and some mistakes  
21 with the names that have been carved into that  
22 Wall of Remembrance, and we have had some

1 discussions with the Department of Defense and  
2 the Korean War Veterans Memorial Foundation, and  
3 they are working together to clarify what  
4 actually is or might be incorrect on the wall.  
5 There are some examples that I think were cited  
6 that are, in fact, things that need to be  
7 addressed.

8           There are others where it sort of  
9 comes down to a matter of opinion between the  
10 folks who raised the issue and the Department of  
11 Defense. For example, they don't necessarily  
12 agree on what the theater of war is, and there  
13 are also some graphic conventions that are being  
14 viewed as mistakes. So I don't believe that it's  
15 as complicated as it may seem, but we are working  
16 to address that or rather the Department of  
17 Defense and the foundation are working to address  
18 it and we will be facilitating whatever  
19 modifications may be needed.

20           So, Mr. Fountain, you had a question.

21           COMMISSIONER FOUNTAIN: Yes, I think  
22 I've answered it. The National Liberty Memorial,

1 I wasn't sure what that was, but I figured out  
2 what it is.

3 CHAIR MAY: Yes.

4 COMMISSIONER FOUNTAIN: And then I  
5 thought I'd seen a reference to that having been  
6 authorized in the reserve, but I see it's just  
7 Area 1.

8 CHAIR MAY: Correct. It's Area 1,  
9 yes.

10 COMMISSIONER FOUNTAIN: Okay. Thank  
11 you.

12 CHAIR MAY: Okay. Any other  
13 questions? Okay.

14 Well, does anyone have any other  
15 business that they want to bring before the  
16 Commission?

17 COMMISSIONER LUEBKE: Mr. Chairman, I  
18 don't know if it's appropriate, but I do want to  
19 say how much I've appreciated your work with this  
20 group for the last 15 or 16 or whatever it's been  
21 years. So I don't know if this is actually your  
22 last meeting of the Commission, but you've been a

1       tremendous guide and leader in trying to do the  
2       right thing for all these complicated proposals.  
3       Thank you very much for your work.  It's really  
4       been a pleasure.

5               CHAIR MAY:  Well, thank you very much.  
6       And chances are I will still have some sort of  
7       supporting role as I phase into retirement.  I  
8       don't know how else to put it, but, yes, that's  
9       all starting to happen.  But I will not  
10      immediately disappear, but I probably won't be  
11      chairing future meetings.  Of course, it does  
12      depend on, you know, if we wind up having another  
13      meeting in, like, a month, maybe I will, you  
14      know.

15             COMMISSIONER LUEBKE:  Okay.  Well, I  
16      know I'll miss having you here, but, hopefully,  
17      we'll still have a chance to work together.

18             CHAIR MAY:  Yes.  Thank you very much.

19             COMMISSIONER SHERMAN:  And I second  
20      those comments.  Thanks for your leadership and  
21      guidance on this Commission over the last few  
22      years.

1 CHAIR MAY: Thanks. I do appreciate  
2 it. It's been a pleasure working with everybody  
3 here on and all of your predecessors, as well.  
4 Some of you have predecessors, some of you don't.  
5 Some of you have been here since the beginning  
6 with me. So I appreciate working with all of  
7 you.

8 COMMISSIONER FOUNTAIN: Well, I have  
9 to say that I may have dealt with Peter from a  
10 greater variety of vantage points than any of the  
11 rest of you, starting out when he was a cranky  
12 old guy at the Park Service showing up to testify  
13 before Congress and getting in my way and then,  
14 eventually, he became my partner, and now he's a  
15 colleague. And the one remarkable thing I find  
16 out about Peter is that, in all of those  
17 settings, in all of those interactions, Peter, I  
18 don't think I've ever seen you lose your cool,  
19 which I certainly can't say about myself. And I  
20 give you an awful lot of credit for that, for  
21 your patience and tolerance and forbearance  
22 through all of these processes.

1 CHAIR MAY: Well, thank you very much.  
2 You know, in certain contexts, I can think of  
3 myself as being very patient, but there are many  
4 areas, and my colleagues here at the Park Service  
5 are well aware, where I'm rather impatient. But,  
6 yes, I try very hard in all circumstances not to  
7 lose my cool, as it were.

8 But, you know, we all, I think, share  
9 a common perspective about the importance about  
10 what we are doing and the perspective that we  
11 have to have. Everything that we do is long-  
12 term, and so if things take a little bit longer  
13 and if things get a little more complicated, we  
14 can always work through them because we know in  
15 the end, you know, the life of these memorials is  
16 very long. As I've said many times before, we're  
17 in the forever business, so we have to keep that  
18 perspective. Thank you.

19 COMMISSIONER MALONEY: Well said,  
20 Peter. And speaking of the forever business, you  
21 can always come back in a consultancy role, if  
22 you'd like. Give Alan Harwood a run for his



1 money.

2 CHAIR MAY: Yes. Wouldn't that be  
3 interesting?

4 All right. Well, thank you very much.  
5 This was unexpected. I was not expecting this to  
6 be a sort of farewell kind of discussion, but I  
7 appreciate all of your thoughts and bringing it  
8 up. And I look forward to seeing you all in the  
9 coming days in some form or another. And, Joe,  
10 I'll see you, like, on Monday or something,  
11 right? Our next Zoning Commission hearing.

12 COMMISSIONER IMAMURA: That's right.

13 CHAIR MAY: And, Mike, I'll see you on  
14 Thursday at NCPC. Still a lot more to do. And  
15 I'll see Paul at NCPC on Thursday, as well.

16 All right. Okay. I think the meeting  
17 can now be adjourned. Again, I want to thank,  
18 you know, all of my staff: Sophie Kelly, our  
19 memorials program manager who has left us to work  
20 at the Mall but will still be very active on all  
21 things memorial; Laurel Hammig, who is stepping  
22 in, stepping back in as the acting memorials

1 program manager and helping us out in the  
2 memorials program; and, of course, Beth Porter,  
3 who has been our loyal secretary for many NCMAC  
4 meetings and has guided us through all of those  
5 really well. You know, she had a little bit of  
6 trepidation about taking on this role, this  
7 particular part of the role of that job, but I  
8 think that she's done a fantastic job of it and  
9 I'm very grateful for all of her years of  
10 service, as, again, I am for all that Sophie has  
11 done for us and that Laurel is continuing to do  
12 for us.

13 MS. PORTER: Thank you, Peter.

14 CHAIR MAY: Thank you, Beth. All  
15 right. Great. Thank you. This meeting is now  
16 adjourned, and it's 2:20. This is a record, I  
17 think. We've never had a meeting this short.

18 (Whereupon, the above-entitled matter  
19 went off the record at 2:20 p.m.)  
20  
21  
22



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