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**U.S. House of Representatives**  
**Committee on Natural Resources**  
**Washington, DC 20515**

May 15, 2013

EDWARD J. MARKEY, MA  
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The Honorable Jonathan Jarvis  
Director  
National Park Service  
1849 C Street NW  
Washington, DC 20240

Stephen Whitesell  
Regional Director, National Capital Region  
National Park Service  
1100 Ohio Drive, SW  
Washington DC 20242

Dear Mr. Jarvis and Mr. Whitesell:

In addition to the tens of millions of dollars already spent to design the Dwight D. Eisenhower Memorial, millions more would be needed to pay for the construction and upkeep of the Memorial as currently designed. The National Park Service is responsible for the maintenance and upkeep of memorials on the National Mall and would be responsible for the Eisenhower Memorial as well.

The current plan for the Memorial created by the architecture firm Gehry Partners LLP features metal tapestries consisting of twisted and bent stainless steel wiring designed to look like barren trees that would be welded together onto steel cables. These tapestries are to be suspended from 80-foot high columns along the perimeter of the Memorial and are intended to “depict the plains of Kansas, representing Eisenhower’s humble beginnings.”<sup>1</sup>

A November 2012 study prepared by Booz Allen Hamilton on behalf of the National Park Service estimates the operation, upkeep, and maintenance of the Eisenhower Memorial will cost \$740,000 per year, or a total of \$37.1 million over 50 years. However, this estimate seems unrealistically low given the significant questions about the current design’s scope and durability of materials that would be used.

<sup>1</sup> See Eisenhower Memorial Commission website at: <http://eisenhowermemorial.gov/#memorial/design?p=3> .

The true costs associated with constructing and maintaining the Memorial as currently envisioned cannot be known and this uncertainty warrants reconsideration of the current project.

Booz Allen estimated that annual inspection and washing of the metal tapestries would cost only \$36,000 per year, or \$1.8 million over a 50-year period. However, Gehry's own peer reviewers suggested more frequent cleaning and maintenance would be needed for the tapestry elements and additional testing of the tapestries is ongoing. The Booz Allen study also does not address the costs associated with operating and maintaining the planned electronic component of the Memorial.

The Committee on Natural Resources ("Committee") has broad jurisdiction over the activities and operations of the Department of the Interior and the National Park Service, including parks within the District of Columbia and the erection of monuments to the memory of individuals.

In order to obtain a better understanding of the activities associated with the development and possible construction and upkeep of the Eisenhower Memorial as currently planned, it is requested that the following information and documents be provided no later than the close of business May 30, 2013:

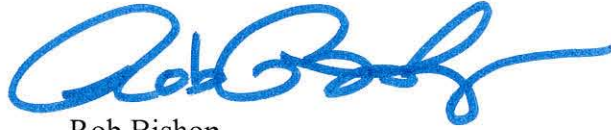
- 1) Copies of the contract and any modifications thereto, as well as all work assignments, task orders, and payments under which Booz Allen Hamilton prepared the November 2012 "Total Cost of Facility Ownership" study for the planned Eisenhower Memorial, as well as documents concerning assumptions to be used or instructions or comments from the Eisenhower Memorial Commission or Gehry Partners, LLP on estimating the cost of ownership;
- 2) Please explain whether the National Park Service considers the Booz Allen "Total Cost of Facility Ownership" study to be an accurate reflection of the anticipated costs associated with cleaning, maintaining, and replacing as needed the tapestry elements of the Eisenhower Memorial. Please also provide copies of related emails, briefing papers, internal analysis or other documents;
- 3) Please explain whether the Martin Luther King, Jr. and the World War II memorials are appropriate examples for estimating the expected costs associated with ownership of the Eisenhower Memorial as currently designed, given the different materials and design elements (including metal tapestries) to be used in the Eisenhower Memorial that were not used at the other memorials;

Enclosed with this letter are instructions and definitions for responding to this request. Please have your staff contact Byron Brown or Machalagh Carr at 225-2761 in the Office of Oversight and Investigations with any questions.

Sincerely,



Doc Hastings  
Chairman  
Committee on Natural Resources



Rob Bishop  
Chairman  
Subcommittee on Public Lands  
and Environmental Regulation

Enclosure

## Responding to Committee Document Requests

### A. Definitions

1. The term “document” means any written, recorded, or graphic matter of any nature whatsoever, regardless of how recorded, and whether original or copy, including, but not limited to, the following: memoranda, reports, recorded notes, letters, notices, confirmations, receipts, checks, envelopes, presentations, pamphlets, brochures, interoffice and intra office communications, electronic mails (e-mails), instant message, notations of any type of conversation, telephone call, voice mail, phone mail, meeting or other communication, diaries, analyses, summaries, messages, correspondence, circulars, opinions, work sheets (and all drafts, preliminary versions, alterations, modifications, revisions, changes, and amendments of any of the foregoing, as well as any attachments or appendices thereto), and electronic, mechanical, and electric records or representations of any kind, and other written, printed, typed, or other graphic or recorded matter of any kind or nature, however produced or reproduced, and whether preserved in writing, film, tape, disk, videotape, or otherwise.
2. The term “communication” means each manner or means of disclosure or exchange of information, regardless of means utilized, whether oral, electronic, by document or otherwise, and whether face-to-face, in a meeting, by telephone, mail, e-mail, discussions, releases, personal delivery, or otherwise.
3. The terms “and” and “or” shall be construed broadly and either conjunctively or disjunctively to bring within the scope of this document request. The singular includes the plural. The masculine includes the feminine.
4. As used herein, “referring” or “relating” means and includes “constituting,” “pertaining,” “evidencing,” “reflecting,” “describing,” or “having anything to do with,” and in each instance, directly or indirectly. These terms mean, without limitation, any reference or relationship which either (a) provides information with respect to the subject of the inquiry, or (b) might lead to individuals who, or documents which, might possess or contain information with respect to the subject of the inquiry.

### B. Instructions

1. In complying with this document request, you are required to produce all responsive documents, materials, or items that are in your possession, custody, or control, whether held by you or your past or present agents, employees, representatives, subsidiaries, affiliates, divisions, partnerships, and departments acting on your behalf. You are also required to produce documents that you have a legal right to obtain, that you have a right to copy or to which you have access, as well as documents that you have placed in the temporary possession, custody, or control of any third party. No records, documents,

date or information called for by this request shall be destroyed, modified, removed, transferred or otherwise made inaccessible to the Committee.

2. In the event that any entity, organization, or individual denoted in this document request has been, or is also known by any other name than that herein denoted, the document request shall be read also to include them under that alternative identification.
3. Each document produced shall be produced in a form that renders that document capable of being printed or copied.
4. Documents produced in response to this document request shall be produced together with copies of file labels, dividers, envelopes, or identifying markers with which they were associated when this document request was served. Documents produced to this document request shall also identify to which paragraph from the document request such documents are responsive. Moreover, please include with your response, an index identifying each record and label (preferably by bates stamping) the documents. The Committee prefers, if possible, to receive all documents in electronic format.
5. It shall not be a basis for refusal to produce documents that any other person or entity also possesses documents that are non-identical or identical copies of the same document.
6. If any of the requested information is available in machine-readable or electronic form (such as on a computer server, hard drive, CD, DVD, memory stick, or computer back-up tape), state the form in which it is available and provide sufficient detail to allow the information to be copied to a readable format. If the information requested is stored in a computer, indicate whether you have an existing program that will print the records in a readable form.
7. If compliance with the document request cannot be made in full, compliance shall be made to the extent possible and shall include a written explanation of why full compliance is not possible.
8. In the event that a document is withheld, in whole or in part, based on a claim of privilege, provide the following information concerning any such document: (a) the privilege asserted; (b) the type of document; (c) the general subject matter of the document; (d) the date, author, and any recipients; and (e) the relationship of the author and recipients to each other. Claims of privileges are considered under Committee on Natural Resources Rule 4(h) and, similar to all common-law privileges, are recognized only at the discretion of the Committee.
9. If any document responsive to this document request was, but no longer is, in your possession, custody, or control, identify the document (stating its date, author, subject and recipients) and explain the circumstances by which the document ceased to be in your possession, custody, or control.

10. If a date or other descriptive detail set forth in this document request referring to a document is inaccurate, but the actual date or other descriptive detail is known to you or is otherwise apparent from the context of the request, you should produce all documents which would be responsive as if the date or other descriptive detail were correct.
11. This request is continuing in nature and applies to any newly-discovered information. Any record, document, compilation of data or information, not produced because it has not been located or discovered by the return date, shall be produced immediately upon location or discovery subsequent thereto.
12. Production materials should be delivered to:

Committee on Natural Resources  
U.S. House of Representatives  
1324 Longworth House Office Building  
Washington D.C. 20515