



Pentagon Memorial



Design Change Discussions

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Issue

Comments, suggestions and requests for changes are beginning to appear regarding intent, general aesthetics and interpretation of the elements of the winning Memorial Design. Without a widely accepted and collaborative means to document and respond to comments and questions, the Project Team's goal to meet the needs of all stakeholders, in particular, those of the family members will be at risk.

Option 1 - Consider Changes

Are changes that would impact the design intent (layout, materials, forms and interpretive meaning) going to be considered as the KBAS design moves into the construction documents phase?

or

Option 2 - Lock Design

Should a "Design Lock" be placed on the KBAS design to preserve the integrity of the composition and formally validate the Competition process and Jury decision?



Risk



The Competition to select a design for the Pentagon Memorial was a fair, open and collaborative process. Family members of the victims were considered the key stakeholders throughout the planning and execution of the Competition and played a significant role in the selection decision-making.

The project has now moved from the Competition Phase to the Construction Phase. Stakeholders now face the most important decision that will be made.

The Request for Proposals (RFP) must include:

- A process to consider and implement changes, or**
- The determination of a “Design Lock” to preserve the intent of the winning Concept Design.**





Option 1 - Consider Changes



The Memorial Design selected by the Jury is just a concept. Refinement is required to make it more responsive to a wider range of interests and themes than put forth in the Competition Program.

In order to consider changes, the message by the Project Team is:

- **All requests for changes must be treated equally.**
- **If one change is accepted for discussion, then all must be accepted for discussion.**
- **An oversight review board must be assembled to review the change requests and make a determination as quickly as possible to minimize the disruptions to the design development, agency review and manufacturing process of the Memorial Units. Their decision must be accepted by all as final.**



Option 1 - Consider Changes



To consider changes will:

- Allow for unlimited feedback by family members as well as others.
- Require a date to be selected beyond which no further changes will be considered. Systems engineering and design development can not begin until that date.
- Require an authority (board) to evaluate all requests and have the mandate by all family members to make the ultimate and final decision.

To consider changes will not:

- Please every family member and be without controversy.



Precedence



A “Design Lock” was not used for:



Columbine Memorial
Littleton, CO
DHM Design, Concept Designer



National WW II Memorial
Washington, DC
Friedrich St. Florian, Concept Designer



Option 2 - Lock Design



The Memorial Design is “Locked” to the selection of the Jury and is supported by the FSC.

A “Design Lock” is a formal acceptance of the design and a dedication to preserve its’ qualities and meaning.

A “Design Lock” announcement would convey the message that:

- **The selected design was chosen through an open and fair process.**
- **The recommendation by the Competition Jury and decision by the Department of Defense is final.**
- **The aesthetic characteristics, layout and orientation of the design elements are integral within an overall composition. There is a reason behind everything. One change, no matter how small could have a significant impact to the composition as a whole.**
- **The faithful execution of the selected design shall be the most important role for the Family Steering Committee.**



Option 2 - Lock Design



A “Design Lock” will:

- Preserve the intent and meaning of the selected design.
- Still allow for continued feedback by family members (Feedback Portal).
- Still allow for required systems engineering and site adaptation.

A “Design Lock” will not:

- Please every family member and be without controversy.
- Close the door to questions and comments from family members.
- Prohibit modifications that may be required for constructability or code compliance.
- Eliminate any steps in the review process for participation by family members.



Precedence



A “Design Lock” has been used successfully on concepts with pre-selected designers, most notably:

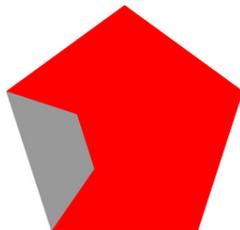


The Vietnam Veterans Memorial

The Vietnam Veteran’s Memorial
National Mall, Washington, DC
Maya Lin, Concept Designer



The Oklahoma City National Memorial
Oklahoma City, OK
Hans Butzer, Torrey Butzer, & Sven Berg, Concept Designers



The Pentagon Memorial
Logo Design



“Family Feedback Portal”



The “Family Feedback Portal” will be a web-based system to enable an open and continuing dialogue between the Memorial Project Team and the entire community of family members. This user-friendly system:

- May accessed only through the password protected web site hosted by the OSD Office of Family Policy.
- Will explain to all users why the Memorial Design has been locked to change.
- Will convey to family members that the lock does not mean their voices will no longer be heard.
- Will encourage a supportive, free, and open flow of ideas and suggestions from the family members throughout the construction of the Memorial.
- Give family members who open a dialogue with the Project Team a real response from a real person. All members of the Project team (PENREN, KBAS, and the construction contractor) will participate in the discussions.



Recommendation



Recommend the FSC:

Support a “Design Lock” on the Pentagon Memorial Design
and

Support the implementation of the “Family Feedback Portal”

through a

Statement composed and released by the Family Steering Committee:

- Supporting the winning Memorial Design by KBAS as the design for the Memorial;
- Announcing a “Design Lock” has been placed on the Memorial Design and a reaffirmation of their mission to see that the intent, meaning, and aesthetic characteristics of the Memorial Design are preserved in their entirety throughout the construction process; and
- Announcing the deployment of the “Family Feedback Portal” - a system for feedback and constructive discussion between family members and the Project Team in a sensitive and respectful way.