

MARTIN LUTHER KING, JR. MEMORIAL



MARTIN LUTHER KING, JR. MEMORIAL



TO ALL THE HEROES – KNOWN AND UNKNOWN, PAST, PRESENT AND FUTURE – WHO CARRY ON THE SPIRIT OF MARTIN LUTHER KING, JR.

CONTENTS

1	THE LEGACY OF MARTIN LUTHER KING, JR.	5
2	SECURING A FITTING SITE	17
3	AN INTERNATIONAL DESIGN COMPETITION	31
4	EVOLUTION OF THE MEMORIAL	45
5	A LIVING MEMORIAL	79
6	TIMELINE	91
7	GENERAL FACTS	101
8	DREAM BUILDERS	111

CHAPTER 1

THE LEGACY OF MARTIN LUTHER KING, JR.

This memorial brings my brother alive again. As I read his words, I can hear his voice and feel his emotion. He was an unpretentious man and above everything, he was humble. That's what makes this memorial so meaningful. Standing here reminds me of what he said the night before he passed about how he'd seen the promised land, and how we might not all get there together, but we will get there. When I think of all the people who appreciate his work, his words and the difference that he made in this country, it makes me grateful to God for sending us such a prophet.

Christine King Farris, Spelman College

THE LEGACY OF MARTIN LUTHER KING, JR.

What makes a humble man an extraordinary world leader? A beloved orator, a powerful fourth-generation Baptist minister, humanitarian and passionate hero of the civil rights movement, Dr. Martin Luther King, Jr. taught a global community that we must live together as brothers and sisters or perish as fools.

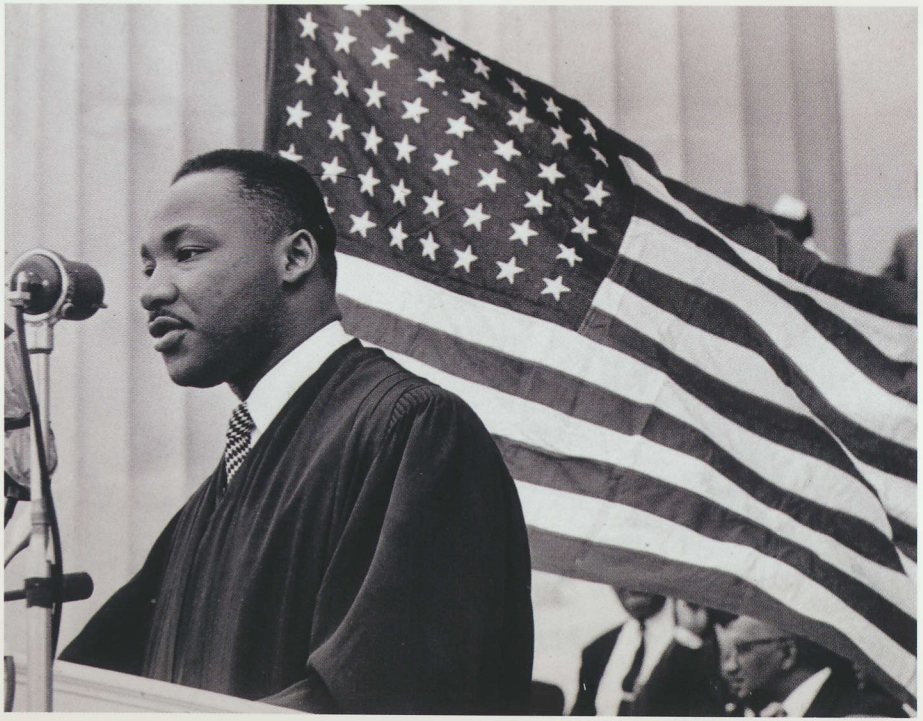
He was a devoted son, a dedicated student, a husband, a father and an influential, unforgettable world leader. Born in Atlanta in 1929, from his early childhood years it was apparent that he was an exceptional individual — intelligent, industrious and gifted with words. The bright and insightful young Martin Luther King, Jr. became a dauntless social activist and led the civil rights movement wielding elegant words shaped into commanding speeches and robust sermons. His courageous leadership was widely recognized as early as 1955 after he successfully led a movement against segregation which included the famous boycott of public buses in Montgomery, Alabama. This event turned the wheels that started the United States Supreme Court on a path to upholding an earlier ruling declaring bus segregation laws unconstitutional.

During his lifetime, Dr. King championed a movement that draws from the deep well of America's potential for freedom and opportunity. His vision of America is captured in his message of justice, democracy, peace, human rights and the possibility of a future anchored in mutual respect.









Clockwise: Dr. King rides a Montgomery, Alabama bus (Photo: ©Bettman/ Corbis), receiving a pen after President Lyndon B. Johnson signed the Civil Rights Act of 1964 (Photo: National Archives), speaking on the steps of the Lincom Memorial (Photo: National Archives), and marching through Selma (Photo: ©Bob Adelman/ Corbis).

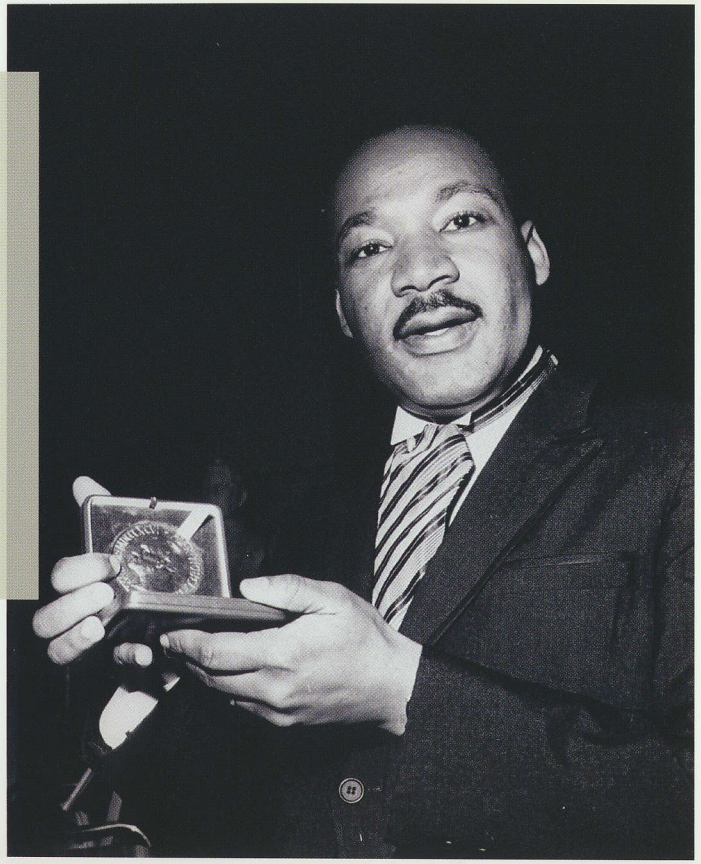


Dr. King delivering his famous "I Have a Dream" speech at the March for Jobs and Freedom. Washington, D.C. August 28, 1963. Photo: Stringer/ AFP/ Getty Images

At the historic March on Washington in 1963, the first large, integrated protest of the civil rights movement, Dr. King delivered his famous "I Have a Dream" speech from the steps of the Lincoln Memorial to about 250,000 people gathered on the National Mall and broadcast to millions more. His spirit of brotherhood and non-violence created change and caused the chain of events that led to the eventual passage of the Civil Rights Act of 1964, which made segregation a violation of federal law. The same year in Oslo, Norway, Dr. King became the youngest man ever to be awarded the Nobel Peace Prize.

"After contemplation, I conclude that this award ... is a profound recognition that non-violence is the answer to the crucial political and moral question of our time — the need for man to overcome oppression and violence without resorting to violence and oppression. Civilization and violence are antithetical concepts ... Sooner or later all the people of the world will have to discover a way to live together in peace, and thereby transform this pending cosmic elegy into a creative psalm of brotherhood. If this is to be achieved, man must evolve for all human conflict a method which rejects revenge, aggression and retaliation. The foundation of such a method is love."

Dr. Martin Luther King, Jr.



Accepting the Nobel Peace Prize in Oslo, Norway. December 10, 1964.
Photo: Associated Press



Mourners gathered in front of Ebeneezer Baptist Church at the funeral of Dr. King.
Photo: William James Warren/ Science Faction/ Corbis

Not long afterwards, in March of 1965, Dr. King was summoned to Selma, Alabama, by civil rights pioneer Amelia Boynton to lead a march from Selma to Montgomery. That march would become a turning point in the struggle for equal voting rights, as thousands marched under the protection of federal troops.

In August of that year, President Lyndon B. Johnson signed the 1965 Voting Rights Act into law. In the following years, Dr. King continued his tireless campaign until he was assassinated in 1968 at the age of 39.



Newspaper headlines from the day after Dr. King's assassination.
Photo: Associated Press

King was posthumously awarded the Presidential Medal of Freedom in 1977 and the Congressional Gold Medal in 2004. Congress established Martin Luther King, Jr. Day as a national holiday in 1986.

Dr. King was indeed an exceptional man: intelligent, passionate and aware of the significance of the transformative period in which he lived and his purpose. He was also a member of Alpha Phi Alpha Fraternity (he was initiated into the Sigma Chapter at Boston University in 1952) and heartily devoted to its creed of scholarship and service. Years after Dr. King's assassination, Alpha Phi Alpha Fraternity brother George Sealey (now deceased) and his wife Pauline first discussed the idea of a memorial to Dr. King in 1983 at the kitchen table of their home in Silver Spring, Maryland. Sealey took the idea to his fraternity brothers in the Iota Upsilon Lambda chapter. This group of visionaries, which also included the late Alfred C. Bailey, the late Oscar Little, Eddie Madison, the late John Harvey and Harold Navy persisted with the idea to celebrate their fraternity brother's life, work and — most importantly, to continue to spread the ideals that he stood for. It took years for the idea to take hold, but they did not relent.

ΑΦΑ

ALPHA PHI ALPHA FRATERNITY

The first African American collegiate fraternity in the United States, Alpha Phi Alpha today continues its commitment to members of the fraternity and the community by dedicating itself to fostering a spirit of leadership and brotherhood. The fraternity was originally established in 1906 to provide African American students at Cornell University a community that would encourage and promote their success in an often racially hostile environment. The original students set outstanding examples of scholarship, leadership and tenacity — preceding the efforts of and setting the stage for creation of the NAACP, the National Urban League and other civil rights organizations. The organization thrives today with more than 700 college and alumni chapters worldwide.

"As an Alpha man, Martin Luther King, Jr. perpetuated the notion that we can achieve great things if we work together. He personified our fraternity's creed of scholarship and service. From the time of his death in 1968 to 30 years later when we started moving forward with a memorial on the National Mall, this memorial came to be as a result of the ideas of service and the symbiotic relationships between members of the fraternity, members of the community and federal and local governments working together with a common goal. This memorial means so much to so many people. It started out as an idea from brothers of the Iota Upsilon Lambda chapter in Silver Spring, Maryland. And based upon the result of the incredible memorial that has been created, again, we see that great things can happen when people work together."

Russell Campbell, Past President of the Iota Upsilon Lambda chapter of Alpha Phi Alpha Fraternity



Dr. King joined Boston University's Alpha Phi Alpha Sigma chapter in 1952 (Dr. King pictured bottom right)

"The Alpha Phi Alpha Fraternity brothers — the Memorial's visionaries — who came up with an idea to honor Dr. King and his ideals on the National Mall, wanted to see Dr. King placed in the rightful context for the contributions that he made to the world community through non-violent social change. The Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation set out to turn that dream into a national treasure celebrating the life and legacy of Dr. King. This memorial will be a lasting tribute to the ideals of hope, democracy, justice and love for which King stood."

Harry E. Johnson, Sr., President & Chief Executive Officer,
Washington, D.C. Martin Luther King, Jr.
National Memorial Project Foundation

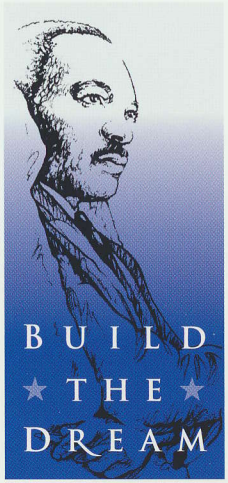
The fraternity took the memorial idea on as a national project in 1984 during the term of Ozell Sutton, the fraternity's 26th General President. The retired Regional Director of the Southeast region of the U.S. Department of Justice recalls the decision to take on the project this way:

> *"These visionaries had been turned down before because no one thought we could raise that kind of money. I didn't want that to stop us. I was in Birmingham when Martin was in jail, in Selma when he walked across the bridge and in Memphis when he was killed. Everywhere people told us 'no' and we were often afraid. We have learned that those things should never stop us from doing what is important and right."*

Some of the memorial visionaries, including Sealey and Bailey, worked on the project until their deaths. Years after the original idea, after valiant voices had lobbied, campaigned, overcome resistance and worked to accumulate influence with members of Congress, in 1994, during the term of 29th Alpha Phi Alpha General President Milton Davis, the cause to build a memorial to Dr. King finally garnered the attention of members from both the house and senate (Senator Paul S. Sarbanes, Senator John W. Warner and Representative Constance A. Morella).



Placard marking the future site of the Memorial



Foundation logo

This was thanks in part to one particularly valiant voice, that of the late Representative Julian C. Dixon, also an Alpha Phi Alpha Fraternity brother.

In November 1996, Congress passed legislation authorizing the Alpha Phi Alpha Fraternity to establish a memorial in Washington, D.C. Under the direction of Adrian L. Wallace (30th General President of Alpha Phi Alpha), the fraternity assembled a project team, bringing on Dr. John H. Carter as Project Manager. Carter built a team of professional resources in public relations, government relations, accounting and marketing. Dr. Ed Jackson, Jr., the Executive Architect, who would chair the Design Program Committee and guide the Foundation from design concept to the memorial's completion, also came on board at this time. In 1998, the charter for the Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation was approved and the Foundation established. Alpha Phi Alpha brother Harry E. Johnson, Sr. became General President for Alpha Phi Alpha Fraternity in 2001. In 2002, he took on the role of President and CEO of the Foundation and created a plan to raise the $120 million needed to complete the memorial.

The memorial to Dr. King celebrates the man as a world leader, but more importantly, it seeks to honor his ideals which helped our nation prevail during a transformative period of our history. It also honors his commitment to promote human equality and world peace through non-violent social change. The memorial to Dr. King is intended to honor those who carry on his ideals. It also fetes all of the Alpha Phi Alpha brothers, past Alpha Phi Alpha General Presidents, and many other devoted men and women whose work turned the idea for this memorial into a reality.

That reality is nestled among the cherry trees along the edge of the Tidal Basin in Washington, D.C., not far from the spot where Dr. King stood in 1963 when he made his "I Have a Dream" speech on the steps of the Lincoln Memorial. That speech inspired millions of people around the world. Decades later, it has inspired the memorial's design: "With this faith, we will be able to hew out of the mountain of despair a stone of hope."

WASHINGTON, D.C. MARTIN LUTHER KING, JR.
NATIONAL MEMORIAL PROJECT FOUNDATION, INC.

Mission

To commemorate the life and work of Dr. Martin Luther King, Jr. by leading a collaborative funding, design, and construction process in the creation of a memorial to honor his national and international contributions to world peace through non-violent social change.

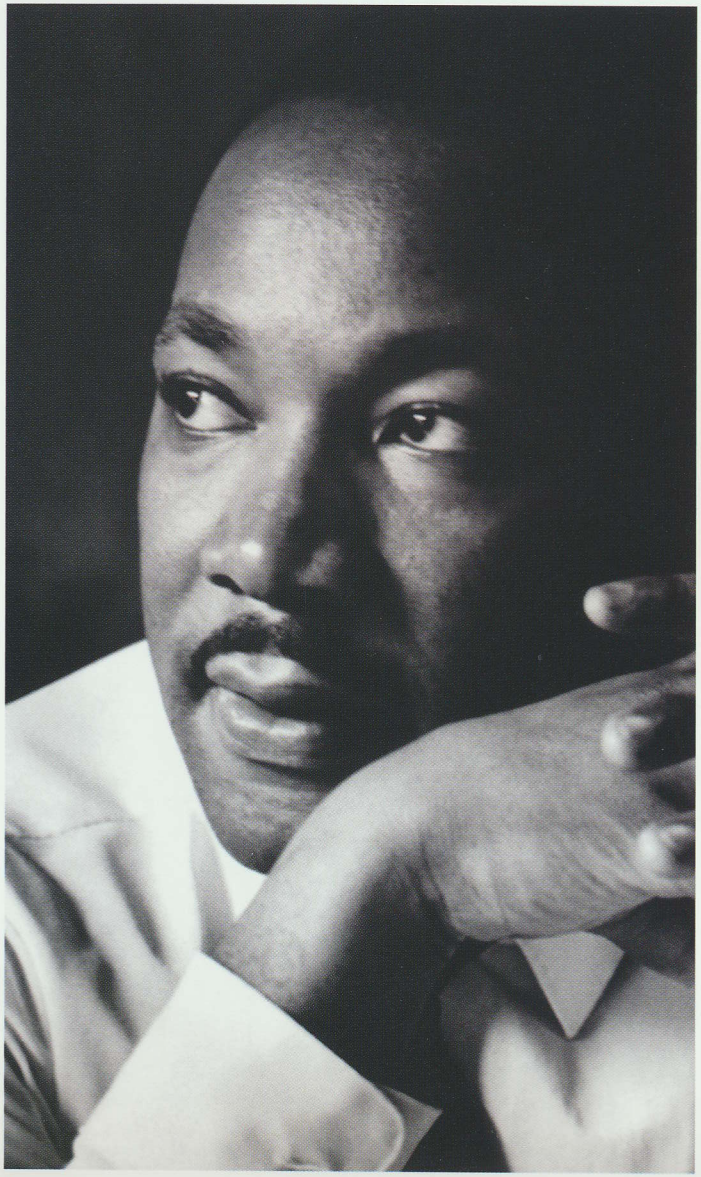
Vision

Dr. King championed a movement that draws fully from the deep well of America's potential for freedom, opportunity, and justice. His vision of America is captured in his message of hope and possibility for a future anchored in dignity, sensitivity, and mutual respect; a message that challenges each of us to recognize that America's true strength lies in its diversity. The vision of a memorial in honor of Dr. Martin Luther King, Jr. is one that captures the essence of his message, a message in which he so eloquently affirms the commanding tenants of the American Dream — Freedom, Democracy and Opportunity for All; a noble quest that earned him the Nobel Peace Prize and one that continues to influence people and societies throughout the world. Upon reflection, we are reminded that Dr. King's lifelong dedication to the idea of achieving human dignity through global relationships of well being has served to instill a broader and deeper sense of duty within each of us — a duty to be both responsible citizens and conscientious stewards of freedom and democracy.

The vision of a memorial in honor of Dr. King captures the essence of his message, a message in which he so eloquently affirms the commanding tenets of the American dream — freedom, democracy and opportunity for all — a noble quest that continues to influence people and societies throughout the world. Dr. King dedicated his life to the idea of achieving human dignity through global relationships. The memorial seeks to instill a deep sense of duty for us all to be both responsible citizens and conscientious stewards of freedom and democracy, in his honor. It also challenges each of us to recognize that the nation's true strength lies in its diversity.

Fourteen of Dr. King's notable quotes have been engraved on a 450-foot crescent-shaped granite wall. The memorial captures the essence of Dr. King's message of democracy, justice, hope and love and is intended to inform and influence people and societies throughout the world for generations to come.

Created in recognition of Dr. King's enormous contributions to positive social change in the United States and throughout the world, the Martin Luther King, Jr. Memorial is a quiet and peaceful space. The Memorial will be a public sanctuary where future generations of visitors, regardless of race, religion, gender, ethnicity or sexual orientation, can come to honor Dr. King and contemplate his words.



Martin Luther King, Jr. (January 15, 1929 - April 4, 1968)
Photo: Flip Schulke/ Corbis

CHAPTER 2

SECURING A FITTING SITE

Dr. King was a son of the South from the city of Atlanta. He was my brother, my mentor, my leader and my friend, so the King memorial has special significance to me. The presence of this monument on the National Mall to a man who was never elected to any public office reflects the power of peaceful resistance against injustice to redeem the soul of a nation, even the mightiest nation on earth.

Congressman John Lewis

SECURING A FITTING SITE

Twelve years after Alpha Phi Alpha Fraternity took on the building of a memorial to Dr. King as a national project, President Bill Clinton signed the historic 1996 joint congressional resolution authorizing a memorial to be built "on parkland in the District of Columbia or its environs."

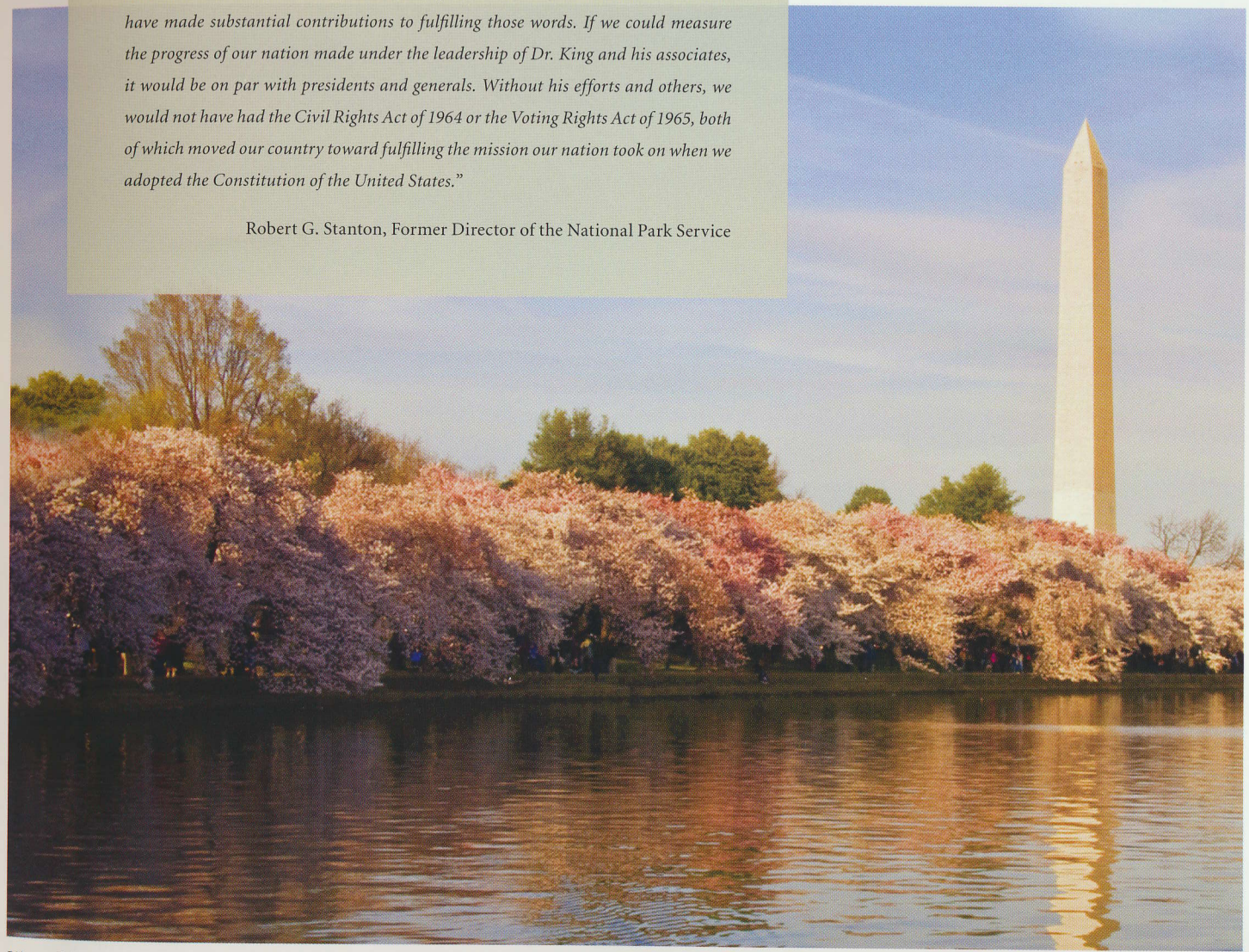
The project team of the newly created Foundation had a long list of to do's. Among the most pressing action items — find a fitting site and organize an international design competition. The fundraising aspect of the Foundation would get rolling after President and CEO Harry E. Johnson, Sr. came on board in 2002. In 1996, however, with the design phase still in its infancy, the focus was on finding a fitting site for the memorial.

Another important "to do" after the 1996 legislation passed: petition Congress to authorize the memorial not only on federal land within the nation's capital, but on the National Mall. A great deal of discussion took place between leadership of the Foundation and the federal Commissions that had jurisdiction over plans for the memorial (the Commission of Fine Arts, the National Capital Planning Commission, the National Park Service National Mall and Memorial Parks and the National Park Service National Capital Region). In April of 1997, Alpha Phi Alpha Fraternity requested that the Secretary of the Interior consult with the National Capital Memorial Advisory Commission (NCMAC) and consider an "Area 1" location for the memorial, which would put it on the National Mall.

FULFILLING THE BEAUTIFUL WORDS OF OUR NATION'S CONSTITUTION

"As we try to fulfill the beautiful words about equality and justice for all, set forth in our nation's Constitution, we must remember that the presidents and members of our military services who have been memorialized on the National Mall have given their last measure of devotion to our country. There are also individual citizens who have made substantial contributions to fulfilling those words. If we could measure the progress of our nation made under the leadership of Dr. King and his associates, it would be on par with presidents and generals. Without his efforts and others, we would not have had the Civil Rights Act of 1964 or the Voting Rights Act of 1965, both of which moved our country toward fulfilling the mission our nation took on when we adopted the Constitution of the United States."

Robert G. Stanton, Former Director of the National Park Service



View of the Washington Monument from the Tidal Basin during the Cherry Blossom Festival.



THE FEDERAL COMMISSIONS

National Park Service, National Mall and Memorial Parks (NAMA) protects some of the older parkland in the National Park System. Areas within this premier park provide visitors with ample opportunities to commemorate presidential legacies; honor the courage and sacrifice of war veterans; and celebrate the United States commitment to freedom and equality.

National Park Service, National Capital Region (NCR) headquartered in Washington, D.C., administers the National Mall and monumental core parks that were established the same time the nation's capital was founded in 1792. The oldest national park areas, along with dozens of historic sites, natural areas and Civil War battlefields comprise today's National Capital Region of the National Park Service.

The Commission of Fine Arts (CFA), established in 1910 by an Act of Congress, is charged with giving expert advice to the President, Congress and the heads of departments and agencies of the Federal and District of Columbia governments on matters of design and aesthetics, as they affect the Federal interest and preserve the dignity of the nation's capital. The Commission consists of seven "well-qualified judges of the fine arts" who are appointed by the President and serve for a term of four years; they may also be reappointed. The Commission approves the site and design of national memorials, both in the United States and on foreign soil, in accordance with the Commemorative Works Act or the American Battle Monuments Act, whichever applies.

The National Capital Planning Commission (NCPC) is the federal government's planning agency for the National Capital Region. The 12-member Commission meets monthly to adopt, approve, or provide advice on plans and projects that impact the nation's capital and surrounding areas. The Commission is supported by a staff of planners, architects, urban designers, and other professionals.

"These Federal Commissions are legislative stakeholders that provided invaluable insight into the Martin Luther King, Jr. Memorial Project based on years of experience."

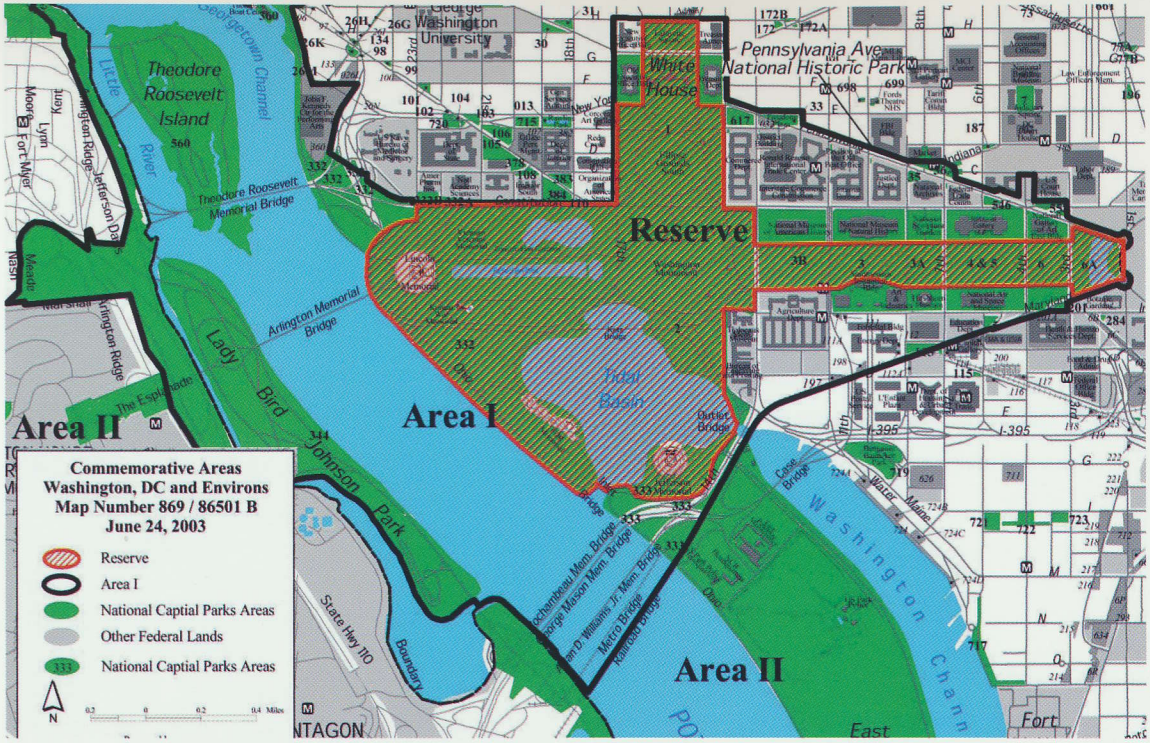
Dr. Ed Jackson, Jr., Executive Architect,
Washington, D.C. Martin Luther King, Jr.
National Memorial Project Foundation, Inc.

In July 1997, the NCMAC unanimously agreed that the subject of the memorial met the Commemorative Works Act qualifications regarding "preeminent and lasting historical significance in American history." In an October 1997 memorandum to the Department of the Interior regarding the proposed legislation to authorize the location of the memorial in Area 1 on the National Mall, National Park Service Director Robert G. Stanton said:

> *"Dr. King was a member of Alpha Phi Alpha, the oldest and largest African American fraternity in the United States, established at Cornell University in 1906. It is fitting that they should lead the effort to establish the memorial for this great American leader. As a key figure in the civil rights movement, Dr. King strove to advance the cause of equality for African Americans as well as to instill in all Americans the great promise of this nation for a better life. We should pay tribute in the nation's capital to Dr. King, who dedicated himself through nonviolent means to the principles of justice and equality for all Americans. Dr. King, a man of peace who paid the ultimate price for his beliefs, has had a profound effect on American history. For these reasons, the National Capital Memorial Advisory Commission agreed that Dr. King is of preeminent historical and lasting significance to the nation and that Alpha Phi Alpha Fraternity should be granted authority to consider locations within Area 1 as potential sites for this memorial."*



Dr. Martin Luther King, Jr. at home after learning he won the Nobel Peace Prize. Photo: Flip Schulke/ Corbis



Map of the National Mall showing the various zones for commemorative areas.

Foundation Project Manager, Dr. John H. Carter testified before the Senate subcommittee that oversees memorials in Washington, D.C., stating that "We now have an opportunity to break the trend of memorials to war and erect a memorial which delivers a message of lifelong peace in our land. A memorial which embodies not just the image of Dr. King, but the image of America, which is often called the melting pot of the world."

President Clinton signed the legislation into law in the summer of 1998, setting in motion a review of potential sites within Area 1. Without a proposed design solution in mind, the Foundation relied on several major factors to guide their early efforts at site selection — size, flexibility and proximity to water. A large site, for instance, would greatly increase the range of design possibilities. The Foundation wanted the flexibility to fully express a living memorial. It also wanted a prominent site, close to water and with plenty of green space and cherry trees. In addition, it had to keep in mind the National Capital Planning Commission's concerns and how the future memorial fit into the context of the historic National Mall. The Foundation also had to consider immediate concerns about any potential location — sight lines, neighboring development that would limit the height of the memorial and historic viewsheds in the neighborhood that would need to be preserved.

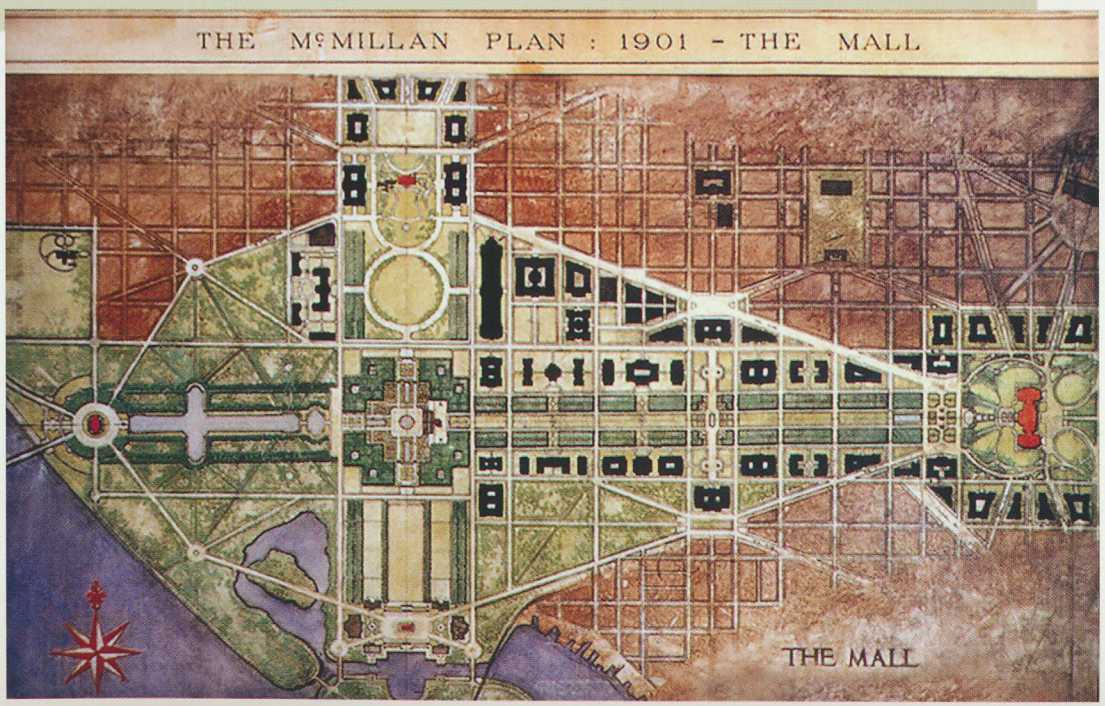
DISTRICT OF COLUMBIA CITY PLAN

In 1791, after Congress designated the permanent location of our nation's capital near the confluence of the Potomac and Eastern Branch Rivers, Benjamin Banneker, a self-taught astronomer of African descent, used his own celestial calculations to survey and mark the city's diamond-shaped outline. Banneker and another surveyor marked the city's boundary with 40 stones laid at one-mile intervals. The plan for the city of Washington was designed the same year by Pierre L'Enfant, a French-born American architect and civil engineer who had served under General George Washington during the Revolutionary War.

In L'Enfant's 1791 plan for Washington, D.C., the green space known as the Washington Mall was originally intended to be lined with embassies. The design of the National Mall today, however, is largely the result of the McMillan Park Commission Plan of 1901. The McMillan Plan designated sites for museums, monuments, and the Memorial Bridge linking the District of Columbia and Virginia.

This cultural core of Washington is organized along two monumental axes. The east/west axis connects the U.S. Capitol, the Washington Monument, and the Lincoln Memorial before turning slightly southward and over the Memorial Bridge into Virginia. The north/south axis begins with the White House to the north and ends at the Jefferson Memorial. The two axes intersect at the Washington Monument.

The McMillan Plan is sometimes referred to as the "kite plan" because of the diamond shape of the monumental core resulting from connecting four endpoints of the axes: the Capitol, the White House, the Lincoln and Jefferson Memorials. Within this precinct are the Smithsonian Museums, the National Gallery of Art, the memorials to the Vietnam and Korean Wars and other commemorative works, government buildings, and public open spaces. The site for the King Memorial sits along the southwest edge of the "kite," on the line between the Lincoln and Jefferson Memorials.



The Foundation researched available land on the National Mall and came up with a list of 12 potential sites. The list was narrowed to five and submitted to NCPC with a strong recommendation for a strip of land at the eastern end of Constitution Gardens. The five sites in order of the Foundation's preference:

SITE 1 — CONSTITUTION GARDENS

Near the intersection of Constitution Avenue and 17th Street, this 27.5-acre site is in the northeast section of Constitution Gardens and the Reflecting Pool. The site offered a peaceful landscaped setting, proximity to water and a central location on the National Mall.

SITE 2 — RECREATIONAL FIELDS

Adjacent to the Washington Monument Reflecting Pool, this 12.5-acre site offered flexibility and a historical connection to the location of Dr. King's famous "I Have a Dream" speech. This site also had constraints such as a requirement to maintain access to the Reflecting Pool, height restrictions and limited development potential because of NCPC's requirements regarding open space on the National Mall.

SITE 3 — WEST POTOMAC PARK

This triangular-shaped site is located south of Independence Avenue and West Basin Drive, adjacent to the Tidal Basin (a partially man-made inlet near the Potomac River, surrounded by cherry trees) and the memorial to Franklin D. Roosevelt. This 27-acre site offered a flat, open setting and views to other memorials. Drawbacks to this location included noise and traffic.

SITE 4 — TIDAL BASIN EAST

Located on the northeastern side of the Tidal Basin near the boat house on Maine Avenue, this site sits on the general axis between the White House and the Jefferson Memorial. The 17.5-acre site would have been subject to many zoning restrictions, lacked a prominent location and connections to other memorials and had little space for public gatherings.

SITE 5 — RFK STADIUM PLAZA

This 3.2-acre site on the east-west axis on the National Mall sits in line with the Capitol Building, offered convenient access to public transportation, had no height restrictions and allowed for viewing from all sides. However, the site's size would limit the memorial's landscape and lacked tourist activity.

POTENTIAL SITES



1 CONSTITUTION GARDENS

2 RECREATIONAL FIELDS

3 WEST POTOMAC PARK

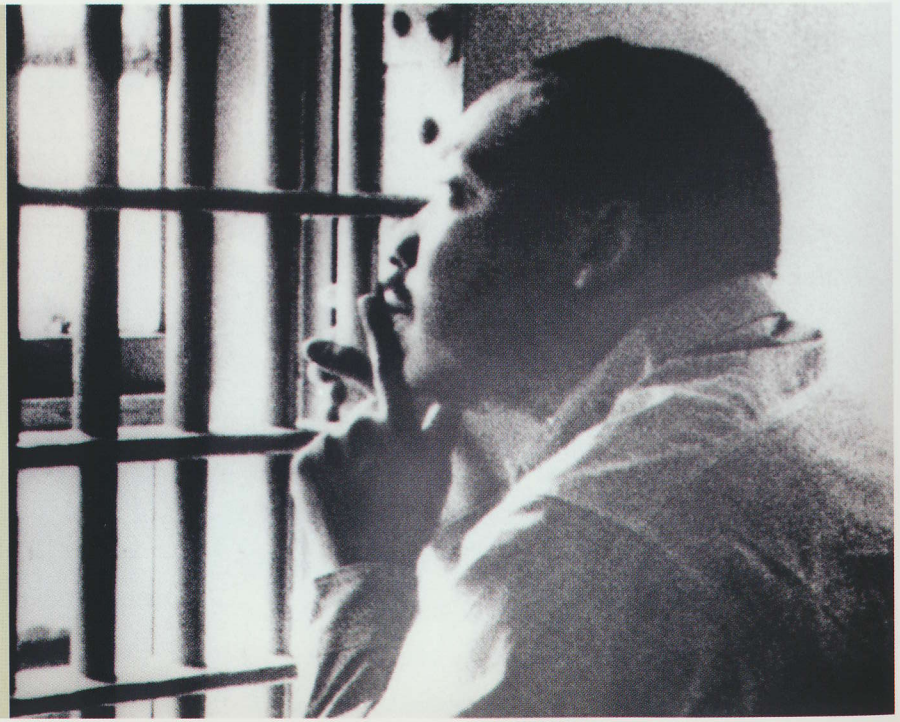
4 TIDAL BASIN EAST

5 RFK STADIUM PLAZA

The NCPC performed a site-selection study and released its report in October of 1998, approving Site 1 for the Foundation's use. Not long after the NCPC's approval of the site however, the Foundation learned of the magnitude of the planned World War II Memorial, located on 17th Street between Constitution and Independence Avenues, adjacent to the Foundation's Site 1. The size of the World War II Memorial's footprint and its massive area of influence limited the possibilities for the Foundation's nearby Constitution Gardens site. Adrian L. Wallace, Alpha Phi Alpha General President at that time, walked the site, later noting that, "It was a beautiful, tranquil site. But it became quite apparent that, as good as the site looked at that time, it would not be workable after the creation of the World War II Memorial." There was simply no way to have two major memorials that close together.

"In some ways, the Foundation's struggle to get this memorial created is evocative of the struggle for equality. If you think about the concept of equality and justice that our country is founded on and read the words that Dr. King wrote from his cell in the Birmingham Jail about injustice anywhere being a threat to justice everywhere, you start to understand how he helped our nation bridge a wide gap to get where we're supposed to be. Dr. King led the way not just for African Americans, but for all of us who have benefited from the broader result of the justice that he established out of out injustice."

Former NCPC Chairman John V. Cogbill III



Dr. King in the Birmingham Jail, April 16, 1963. Photo: © Bettmann/ Corbis

A NEW PLAN

At the risk of having no site for a memorial, the Foundation rejected the approval of the Constitution Gardens site that they had just won. The Foundation's Design Program Committee began the search for another site that would give them more flexibility and a wider boundary to achieve their design goals and objectives.

The committee studied maps, relationships between memorials and researched the mall's open spaces on foot. It wasn't long before they had a new list of possible sites to present to the NCPC, including a site which could best be described as a grassy corner on the northwest edge of the Tidal Basin. Something seemed right about the new, 4-acre Tidal Basin site, which was bounded on the north by Independence Ave. and to the west, the polo fields that stretch south toward Ohio Drive.

This site is in the heart of the National Mall and sits on a major axis between the Lincoln Memorial, the Washington Monument and the Jefferson Memorial. It was also adjacent to water and has hundreds of beautiful Japanese cherry trees as a backdrop. This site possibility could hardly have been any better.

After months of debate, uncertainty and hurdles, the Foundation received the final go-ahead in December of 1999 when the NCPC unanimously voted to rescind its approval of the original Constitution Gardens site and approve the 4-acre Tidal Basin site. The site's approval received extensive national media coverage, including 78 articles published in major newspapers, including the front page of the *New York Times*, the *Washington Post*, the *Los Angeles Times* and the *Atlanta Journal Constitution*.

DESIGN PROGRAM COMMITTEE

Dr. Ed Jackson, Jr., Executive Architect, Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc. (Chair)

Alfred Bailey, Founding Member

Hebrew Dixon, Networks, Economic and Community Development

Dr. Richard K. Dosier, Florida A&M University

Professor Jon Lockard, Artist, University of Michigan

Juanita Moore, Kansas City Jazz Museum

Karen Phillips, FASLA

Marin I. Sabic, NCARB, Architect, JSA+ Associates, Inc.

George Sealey, Founding Member

Christopher Tyson, Howard University

A MEMORIAL IN HARMONY

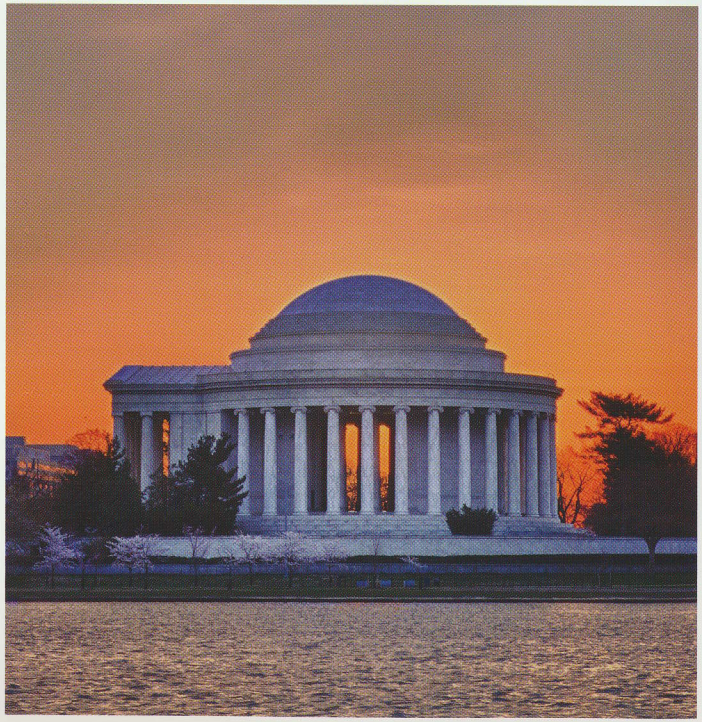
As an integral link and thoughtful anchor on the National Mall, the memorial sits in collective harmony with its immediate neighbors.

The presence of a body of water adjacent to the site was an important factor in site selection of a memorial to metaphorically celebrate Dr. King's life. The Tidal Basin, a peaceful body of water at the southwest end of the National Mall, was engineered in 1882 to mitigate flooding from the Potomac River.

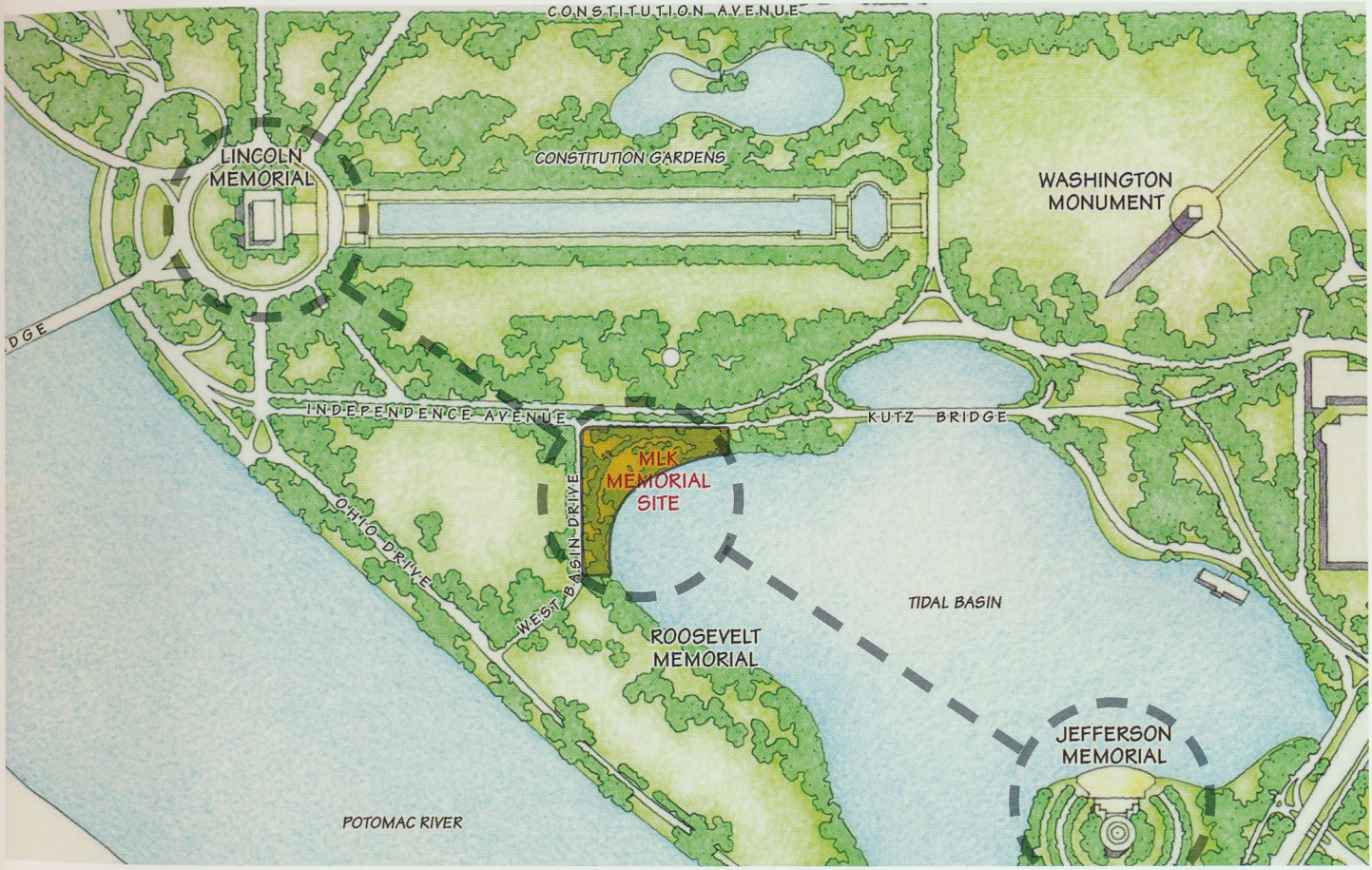
The presence of cherry trees as a prominent feature along the edge of the Tidal Basin enhances the metaphysical experience of renewal and hope. Each year, around the April 4 anniversary of Dr. King's death, delicate cherry blossoms canopy the area in pink and white, renewing our hope in brighter days to come and our ongoing quest to fulfill the American dream.

The site, situated on a direct line midway between the Abraham Lincoln and Thomas Jefferson Memorials and immediately to the north of the Franklin Delano Roosevelt Memorial, possesses a unique capacity to serve as a key unifying element along a processional path of leadership between neighboring memorials.

The land around the Tidal Basin, which includes the cherry tree promenade along the water's edge, unfolds to the east where visitors will discover the large, outdoor sculpture called the Japanese Lantern. Each year in April, the lantern is lit during the Cherry Blossom Festival to signify peace and unity with Japan. The pastoral green space of West Potomac Park stretches to the west, and to the north of the memorial to Dr. King: Independence Avenue.



The Memorial to Dr. King looks across the Tidal Basin to the Jefferson Memorial.
Photo: Steve Heap/ Shutterstock



Located at the western corner of the Tidal Basin, the memorial's site is on a leadership sightline midway between the Lincoln and Jefferson Memorials.

AN INTERNATIONAL DESIGN COMPETITION

I COULD NOT BE MORE ELATED TO SERVE AS GENERAL PRESIDENT OF ALPHA PHI ALPHA FRATERNITY AS WE COMPLETE THE MEMORIAL TO DR. KING. DURING THIS PERIOD OF TIME WHEN WE HAVE SEEN THE FIRST BLACK MAN ELECTED TO BE PRESIDENT OF THE UNITED STATES, IT IS IN THAT SAME SPIRIT THAT WE WATCH THE RAISING OF THE FIRST MEMORIAL ON THE NATIONAL MALL TO A MAN OF COLOR. THE INSCRIPTIONS ON THE WALL SPEAK TO THE HEARTS OF PEOPLE EVERYWHERE. FOR BROTHERS OF ALPHA PHI ALPHA, THE INSCRIPTIONS REFLECT OUR MOTTO ABOUT LOVE FOR ALL MANKIND, PEACE AND UNIVERSAL BROTHERHOOD. IT IS A PROUD MOMENT FOR US ALL.

HERMAN "SKIP" MASON, JR.
33RD GENERAL PRESIDENT, ALPHA PHI ALPHA FRATERNITY

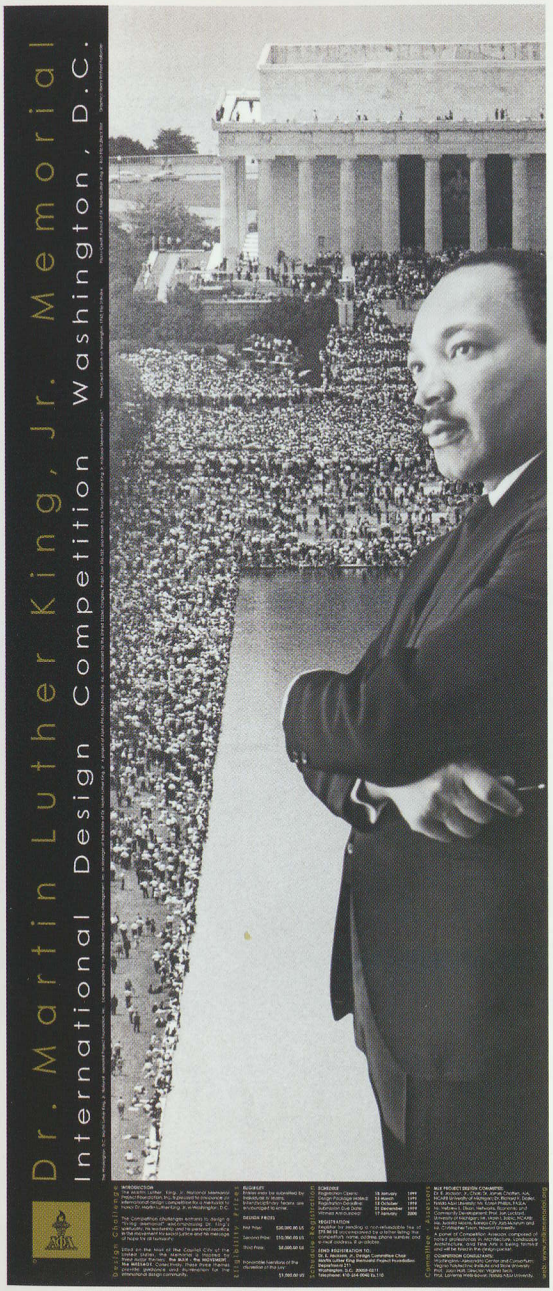
AN INTERNATIONAL DESIGN COMPETITION

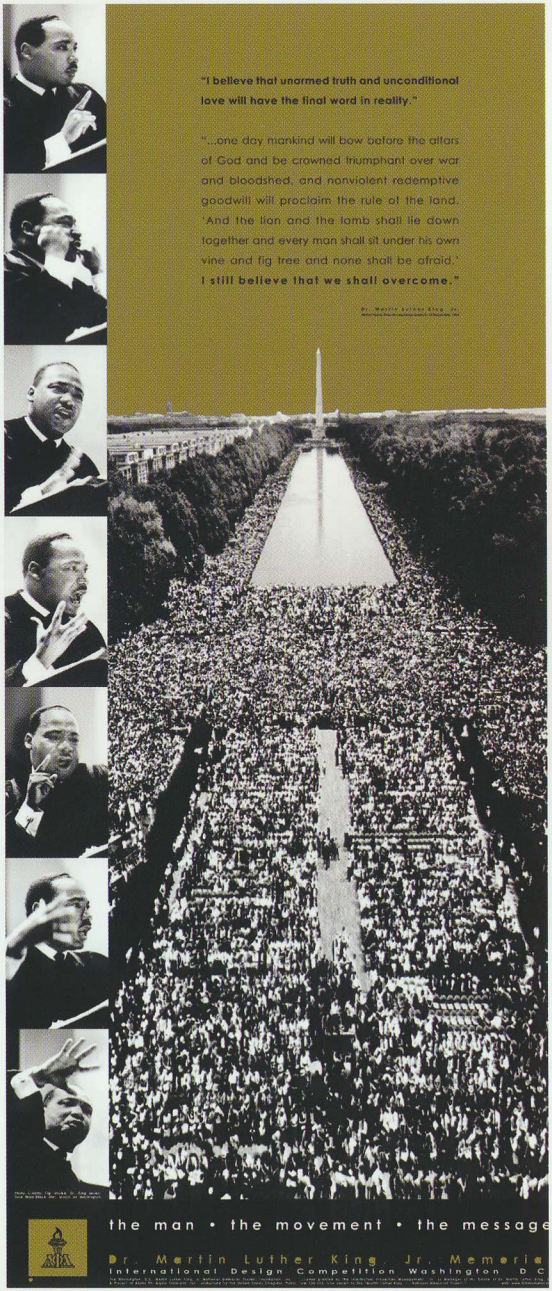
In January 1999, nearly a year before the site on the northwestern edge of the Tidal Basin had received final approval, the Foundation presented the international design community with a challenge to design a memorial that captured the essence of Dr. King as a national and international hero in such a compelling way that a visitor would have a metaphysical experience. The idea for the design competition was to search the world to find a brilliant design concept — an idea that would help define a design for the memorial.

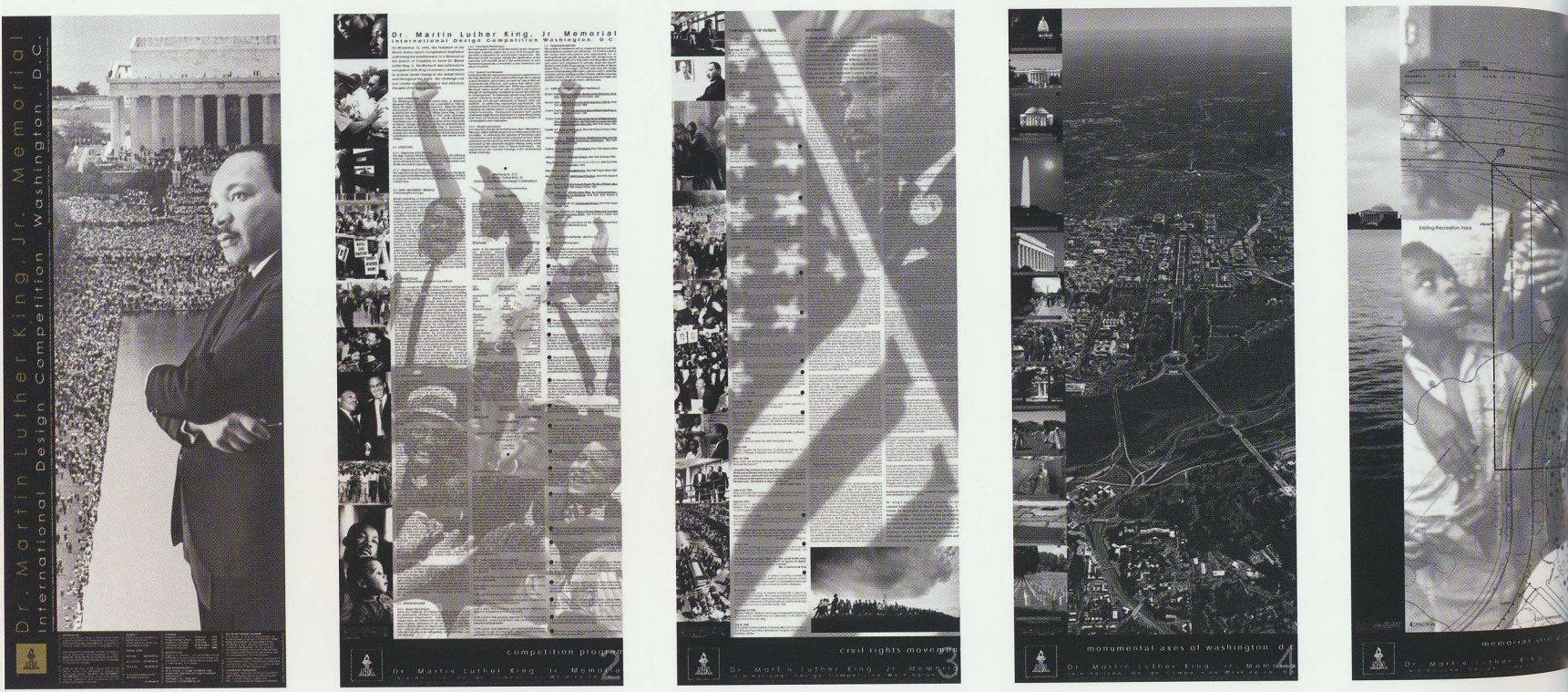
Announcements about the competition appeared in top architectural magazines and at architecture schools. In keeping with Dr. King's universal message of equality, the Foundation proposed a blind competition to eliminate the possibility of any bias in the selection process. Anyone was allowed to enter, regardless of age, nationality or level of experience. The requirement was simple: register and donate $75. The competition also served as the Foundation's first fundraiser. Over the next six months, 1,500 individuals registered their intent to enter a design.

Volunteers from Virginia Tech's College of Architecture and Urban Studies managed the process, including issuing an identification number to each registrant. When registrants later submitted design boards, the entries were labeled with only the assigned number.

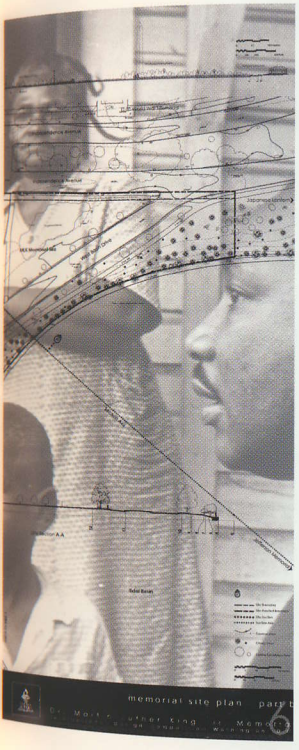
The Design Program Committee created a "program of requirements" for registrants, a package of background material intended to spark the imagination. The information struck a balance between the memorial's theoretical framework and definable elements like the distance between the Tidal Basin on the south side of the site to Independence Avenue, the context of the National Mall and the history of Dr. King.

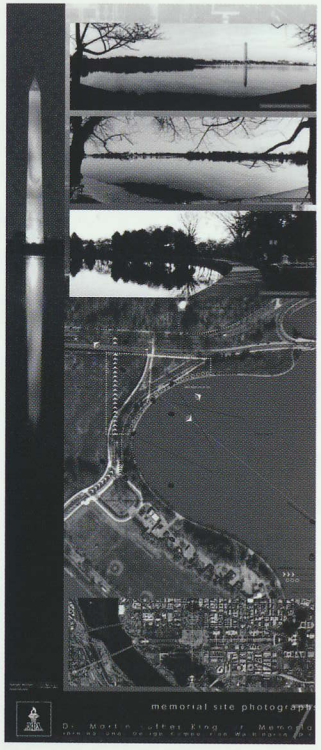

Dr. Martin Luther King, Jr. Memorial
International Design Competition Washington, D.C.


"I believe that unarmed truth and unconditional love will have the final word in reality."
"...one day mankind will bow before the altars of God and be crowned triumphant over war and bloodshed, and nonviolent redemptive goodwill will proclaim the rule of the land. 'And the lion and the lamb shall lie down together and every man shall sit under his own vine and fig tree and none shall be afraid.' I still believe that we shall overcome."
the man • the movement • the message
Dr. Martin Luther King, Jr. Memorial
International Design Competition Washington, D.C.

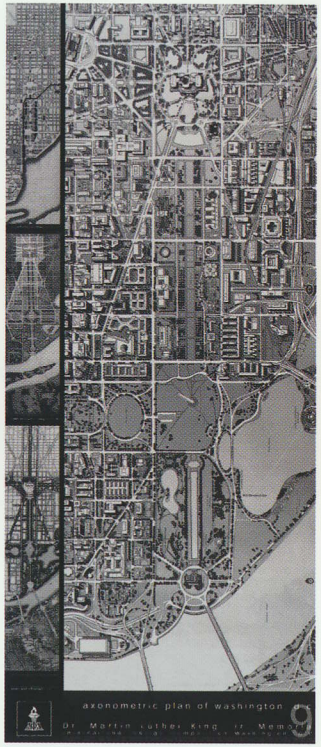


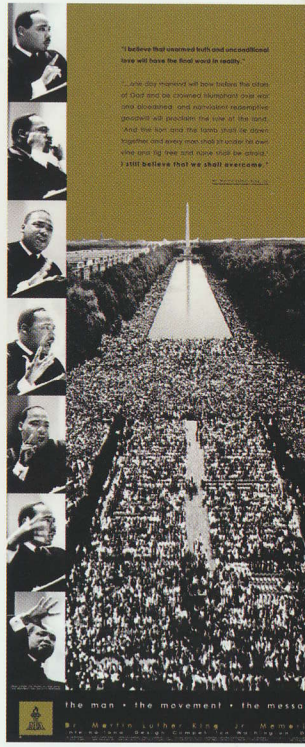
Program of Requirement Boards sent to all 1,500 registrants for the International Design Competition. Twilight Design, 2000


memorial site plan part
6


memorial site photograph
7


memorial site context specificat
8


axonometric plan of washington
9


"I believe that unarmed truth and unconditional love will have the final word in reality."
"I still believe that we shall overcome."
the man • the movement • the messa

PANEL OF ASSESSORS

Dr. Ed Jackson, Jr., Jury Chair, American Institute of Architects, Professional Practice Division, Washington, D.C.

Prof. James Chaffers, ArchD., AIA, University of Michigan, School of Architecture, Ann Arbor, MI

Charles Correa, Hon. FAIA, Bombay, India

Prof. Randalf Hester, Jr., ASLA, University of California, Landscape Architecture, Berkeley, CA

William Lawson, FAIA, General Services Administration, Washington, D.C.

Ricardo Legorreta, Hon. FAIA, Mexico City, Mexico

Prof. Wu Liangyong, Hon. FAIA, Tsinghua University, School of Architecture, Beijing, China

Prof. Jon Lockard, Artist, University of Michigan, School of Art and Design, Ann Arbor, MI

Dr. Suha Ozkan, Ankara Turkey: Secretary General, The Aga Khan Award for Architecture, Geneva, Switzerland

Karen Phillips, FASLA, Abyssinian Development Corporation, New York, NY

Prof. LaVerne Wells-Bowie, Florida A&M University, School of Architecture, Tallahassee, FL

AN INTERNATIONAL JURY

The Foundation gathered a multi-cultural, multi-national panel of competition assessors — an international group made up of 11 noted architects, landscape architects and one visual artist. The panel would use their wits, likes, dislikes and insights to select a winning design. Dr. Ed Jackson, Jr., Chair of the panel, leveraged his experience with the commissions to add another level of scrutiny to the 906 boards, providing insight into which design concepts would be conducive to the realities of the commissions' approval processes.

Several months later, on a hazy, hot and humid August day in the nation's capital, the diverse group of panel members crowded into a dark corridor and walked toward a door that would release them onto the bright, air-conditioned basketball court of the MCI Center, a state-of-the-art sports and entertainment facility. Dr. Jackson later said the group walked onto the court like gladiators walking into the Coliseum. In the stands 906 sets of three design boards rested on the stadium's seats as if held by easels. Entries filled the stands, from floor to ceiling, each one waiting to be discovered, explored and evaluated. The panel had a very specific job: find an idea — a brilliant construct that would capture the essence of Dr. King's messages of justice, democracy, hope and love — that could spark the memorial's design.

In addition to their wits, likes, dislikes and insights, each jury member was armed with pages of colored dot stickers. Panelists prowled the stands, evaluating the boards and placing a sticker on any entry they felt should not pass to the next round. When a majority of the 11 jury members had placed a colored dot

on a set of boards, that entry was removed. Three grueling days later, the panel had narrowed the field of competitors to 23 finalists. Professor Jon Lockard remembers the three days like this:

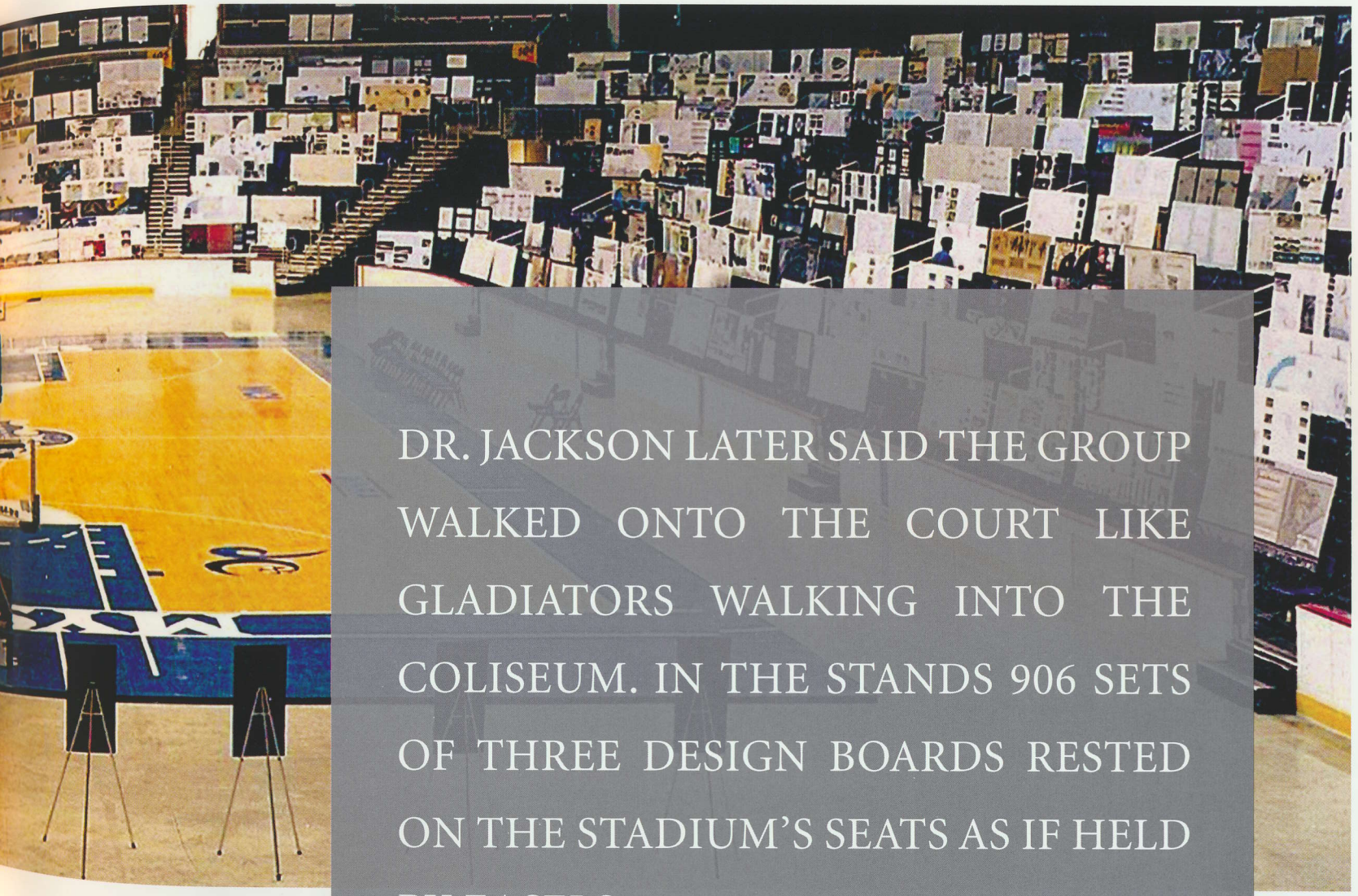
"The blind approach of the design competition gave us the freedom to simply study the designs without any bias or favoritism, which is otherwise, simply human nature. Personally, I was looking for a reflection or a metaphor of Dr. King's words and ideas about love and its relationship to non-violence and peace in the world. Conceptually, members of the group started from different points of view. They shared a profession, but also many cultural differences, coming together from all over the world — India, Germany, England, China and the United States. I was the only visual artist in the group. They were all master architects of international reputations.

As the process moved forward over three days, our different points of view merged. Using our own values, our professionalism as well as our cultural and philosophical understandings of Dr. King's messages, we eliminated concept after concept. For me, the experience of serving on the Panel of Assessors brought to life his message about living and working together as family. Dr. King would have been proud of this historical mission and how, in the end, we present him as a humanist — a stalwart practitioner of non-violence in a violent world."



Seats inside the MCI Center (now Verizon Center) held more than 900 design entries.





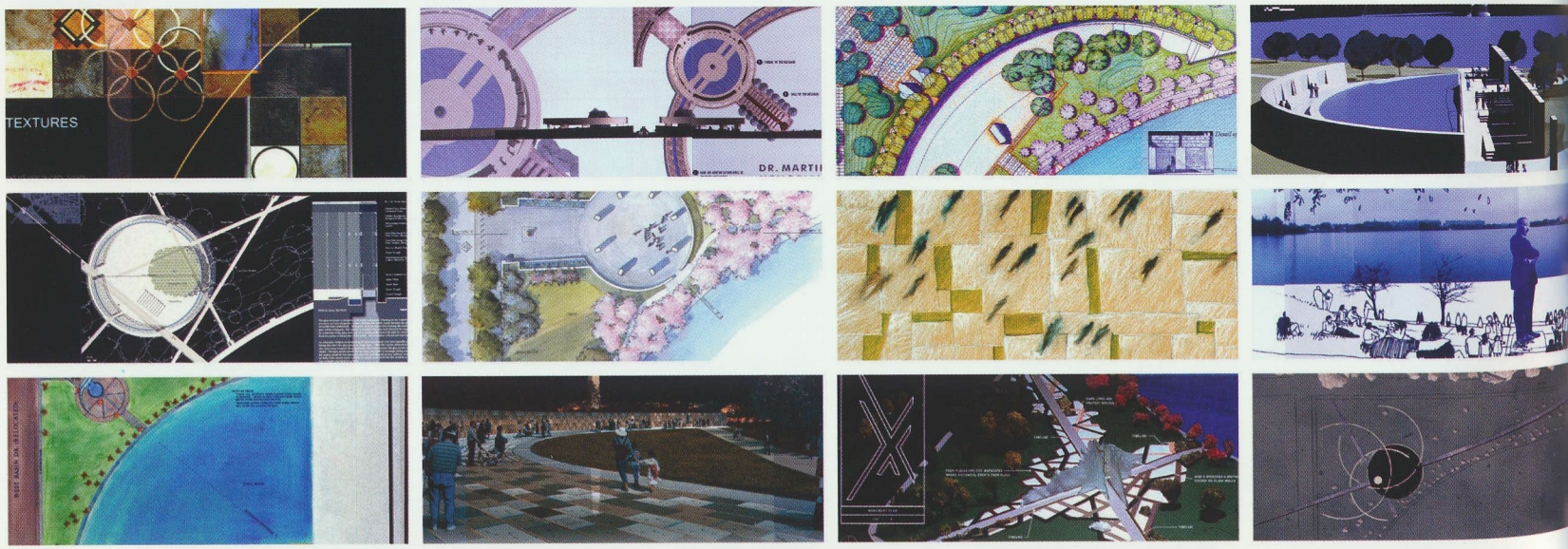
DR. JACKSON LATER SAID THE GROUP WALKED ONTO THE COURT LIKE GLADIATORS WALKING INTO THE COLISEUM. IN THE STANDS 906 SETS OF THREE DESIGN BOARDS RESTED ON THE STADIUM'S SEATS AS IF HELD BY EASELS.

23 FINALISTS AND A HUNG JURY

On the third and final day, the panel expected to find a winner from among the finalists. But they couldn't get a majority vote on a single design concept. The panel simply could not decide. Instead, at the end of the day they agreed to ask each of the 23 finalists to submit a fourth design board with further visual articulation of their ideas.

A month later, volunteers from Virginia Tech assembled the 23 additional boards in a hotel meeting room. Professor LaVerne Wells-Bowie, a jury member, suggested that the design panelists each read the concept statements before making comments.

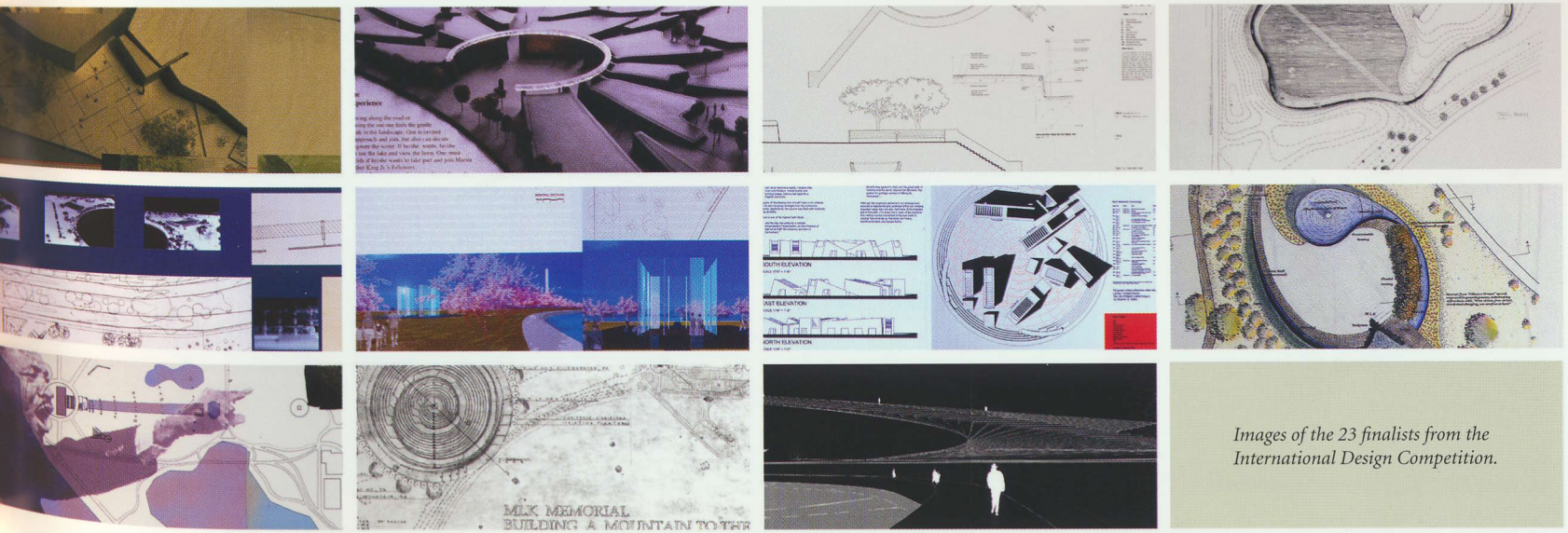
After reading the statements, members of the jury were immediately captivated by the words on one entry that described a memorial based on one of the lines from Dr. King's "I Have a Dream" speech. The design included a sculptural representation



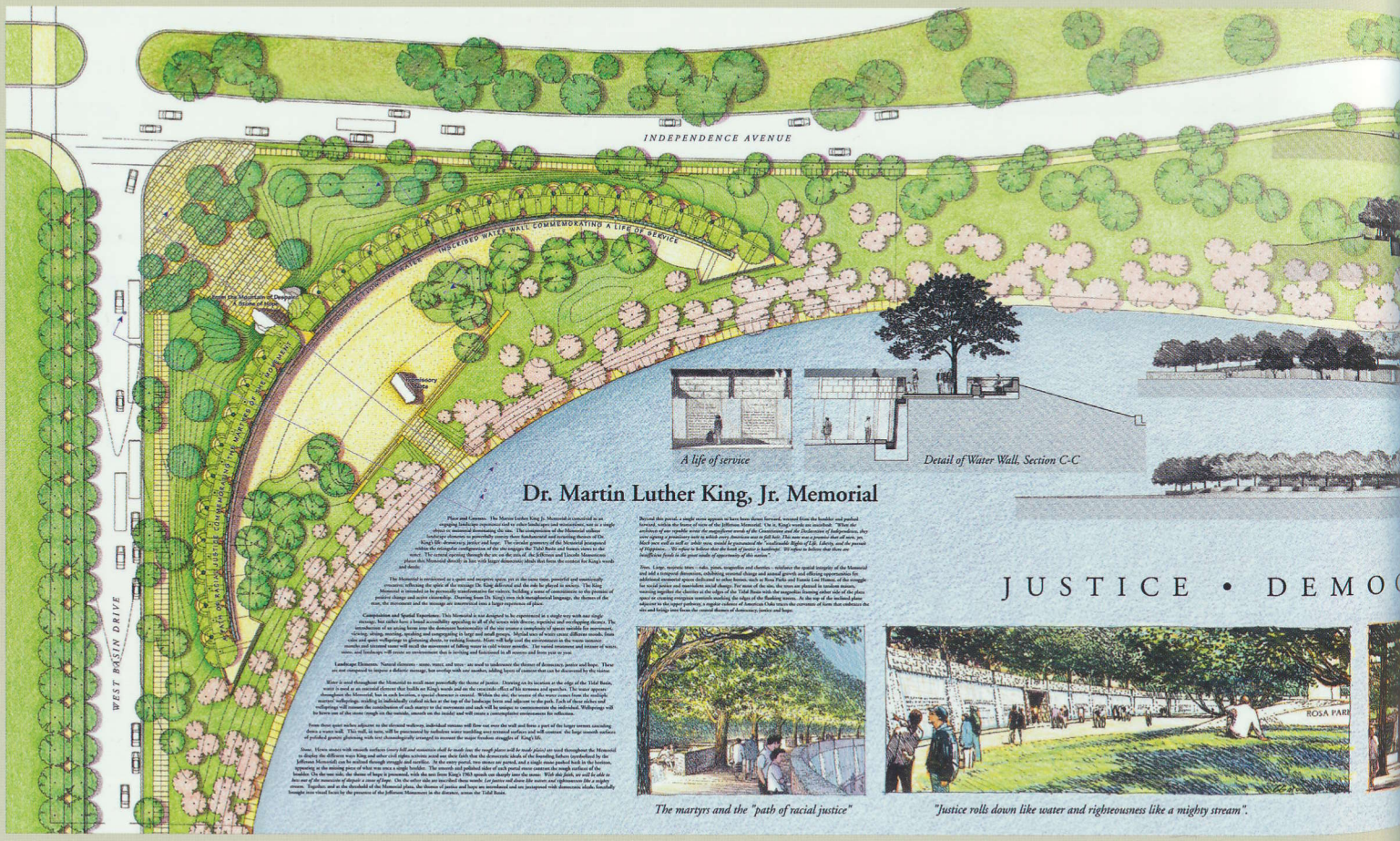
of the man and the qualities of courage, conviction and leadership that characterized his life and work. It would reflect the Mountain of Despair and the Stone of Hope that Dr. King described in the same speech. It would also include a long, arched wall with quotes from Dr. King engraved in granite.

The jury liked the design's simplicity, the strength of its symbols and its literal interpretation. No longer just a part of his speech, the sculptural centerpiece would bring Dr. King's words to life in a tranquil park setting.

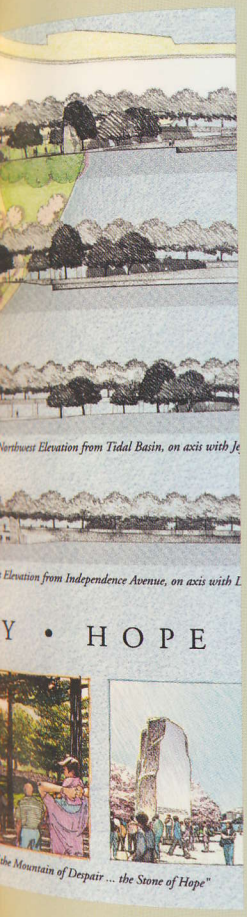
Within an hour after the start of the meeting that September day in 2000, the jury knew it had a gem, an idea that would shape the memorial's entire design. The jury unanimously agreed that board #1403, submitted by ROMA Design Group of San Francisco, California, was the winning design.



Images of the 23 finalists from the International Design Competition.

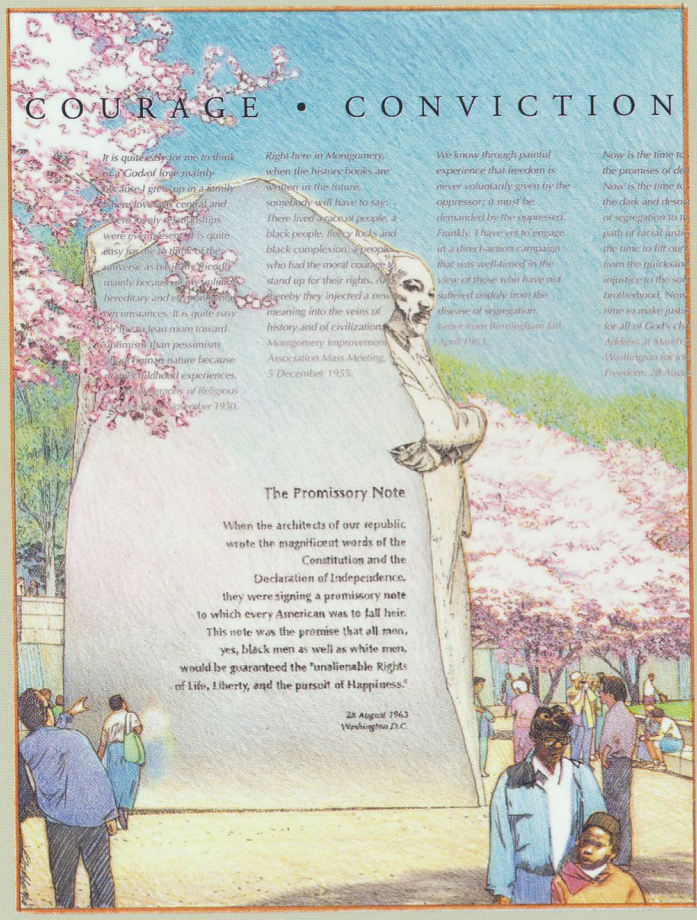


ROMA Design Group



WINNING ENTRY #1403

The concept statement on the winning design entry described a memorial based on one of the lines from Dr. King's "I Have a Dream" speech and included a sculptural representation of the man and the qualities of courage, conviction and leadership that characterized his life and work. The jury liked the design's simplicity, the strength of its symbols and its literal interpretation. The concept emphasized an elevated walkway which was punctuated with contemplative niches, where visitors could sit and reflect on the message of Dr. King. Each niche contained quotes and bas-relief vignettes cast in bronze depicting various scenes from the civil rights movement. The elevated pathway behind the inscription wall would have allowed visitors to walk above the plaza and look out over the Tidal Basin, roughly at the same height as Dr. King's sculpture. Some of these elements, like the elevated walkways and the niches, were edited through the process to simplify the design and enhance the impact of the symbolism.



CHAPTER 4

EVOLUTION OF THE MEMORIAL

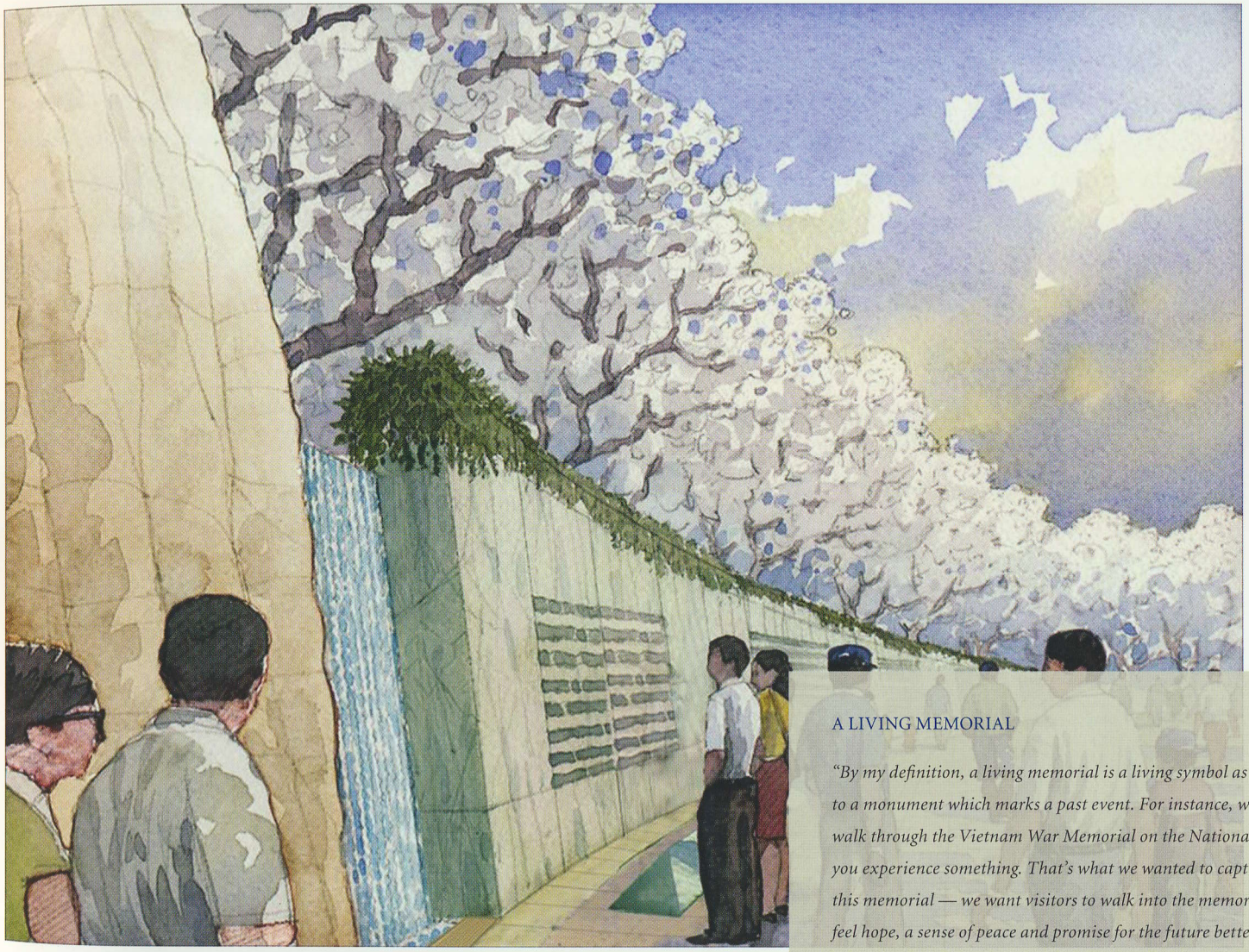
The King Memorial will forever remind all who visit of the darkness of the past and the brightness of the future. Dr. King held up a mirror to America and said, "Look at who and what we are. Is this the America we want? Is this the America that our Founding Fathers dreamed of, even if they could not realize it in their time? Is this the America that is supposed to be the model for the rest of the world?" The answer had to be "No!" Dr. King struggled, he fought, he became the leader of the impoverished, the downtrodden and not just of America, but of the world. He led us out of the darkness and into the light. This memorial is a tribute to him and to our nation.

General Colin L. Powell, USA (Retired)

EVOLUTION OF THE MEMORIAL

In late 2000, the Foundation dedicated the Tidal Basin site and unveiled the winning design concept. Dr. King's widow, Coretta Scott King, released a statement thanking Alpha Phi Alpha Fraternity for spear-heading the effort to create a memorial on the National Mall honoring her husband. She noted that the memorial would honor not only a great man, but the values that empowered his leadership, including courage and truth, unconditional love and forgiveness, freedom, justice and equality, reconciliation and peace, as well as brother and sisterhood.

The Commissions initially approved the design concept and offered many recommendations relating to the refinement of the memorial's size, dimension and focus. The Foundation's team of architects embarked on a journey to develop the design, perform an environmental assessment, make plans to realign West Basin Drive (the one-way road that originally bisected the grassy corner site), simplify the architectural elements to purify the symbolic significance, define the look of the centerpiece, find a sculptor and select the quotes to be permanently inscribed. It would take years of work with the Commissions to achieve final design approval and a construction permit.



Artist rendering of the Memorial's inscription wall which stretches 450 feet. Dariush Illustrations

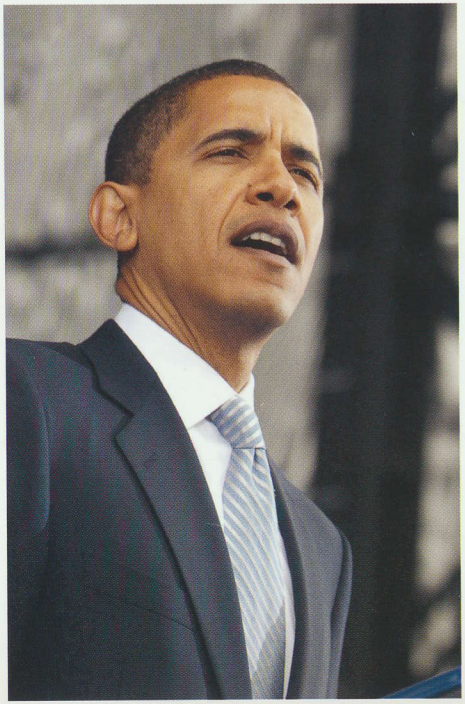
A LIVING MEMORIAL

"By my definition, a living memorial is a living symbol as opposed to a monument which marks a past event. For instance, when you walk through the Vietnam War Memorial on the National Mall, you experience something. That's what we wanted to capture with this memorial — we want visitors to walk into the memorial and feel hope, a sense of peace and promise for the future betterment of mankind. We wanted the memorial to evoke a sense of the man, the movement and Dr. King's message."

Former Alpha Phi Alpha General President
Adrian L. Wallace

By March of 2006, the Foundation had graduated from initial design concept approval to final concept approval of the preliminary design from the Commissions. The following month the National Capital Planning Commission (NCPC) praised the Foundation for the beauty and grandeur of the design, particularly the relationship between the Mountain of Despair and the Stone of Hope. The NCPC unanimously agreed to grant the Foundation approval to proceed with the final design phase.

With this huge milestone achieved, the Foundation held a celebratory, Ceremonial Groundbreaking that November. Thousands attended the huge, historical event, including an unexpected appearance from President George W. Bush. The list of attendees also included President Bill Clinton, then Senator Barack Obama, Alpha Phi Alpha Fraternity brother and project visionary Alfred Bailey, Oprah Winfrey, poet Maya Angelou, Dr. King's children — Yolanda, Martin III and Bernice — members



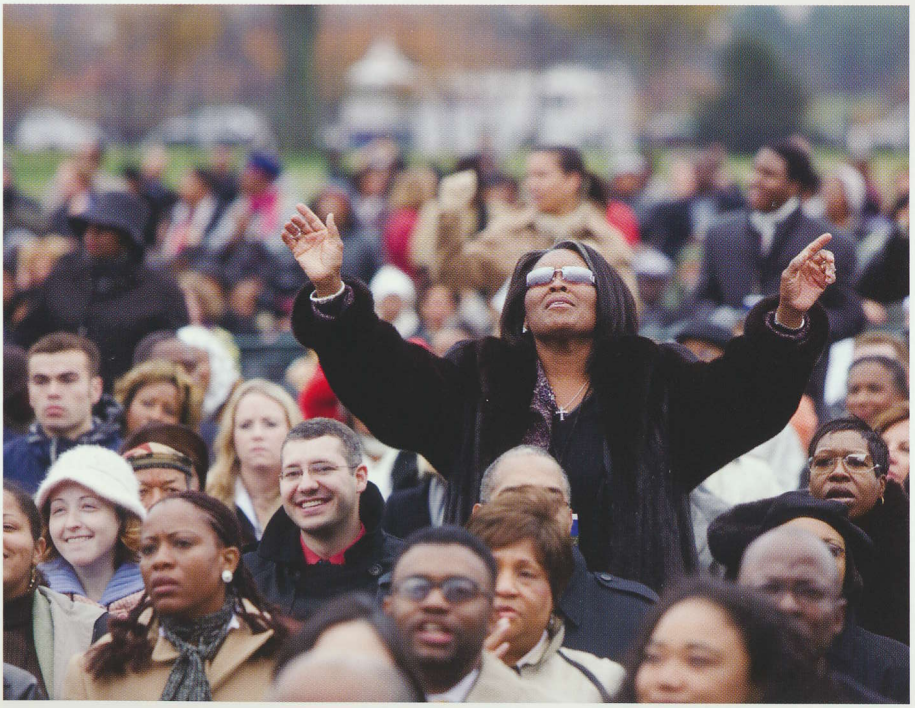


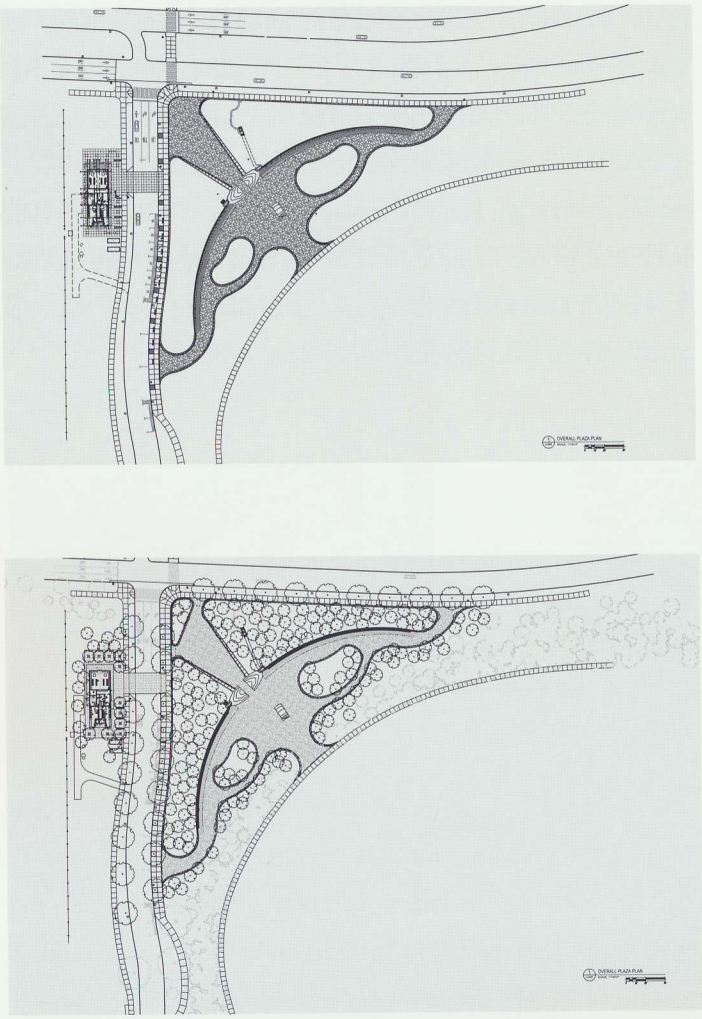
Once the Memorial's site was secured and the initial design approved, the Foundation held a Ceremonial Groundbreaking. Photos: Gediyon Kifle. www.photogk.com

of the president's Cabinet, members of Congress, Greek-letter organization leaders and members, various civil rights icons, spiritual leaders, corporate sponsors, families and friends.

Over the next two years, hardly an aspect of the memorial avoided discussion with the Commissions. From whether the newly designed West Basin Drive needed a curve to make it less formal, to the location of the bike racks, the size of the water features, or the expression on Dr. King's sculpted face and whether he should hold a pen or a scroll in his left hand, every detail was scrutinized. The Foundation worked hard to protect the original goals of the memorial while taking into account the Commissions' recommendations, many of which were related to the impact the memorial would have on the Lincoln and Jefferson Memorials, how much hard surface the memorial would add to the National Mall and how much green space it would eliminate.





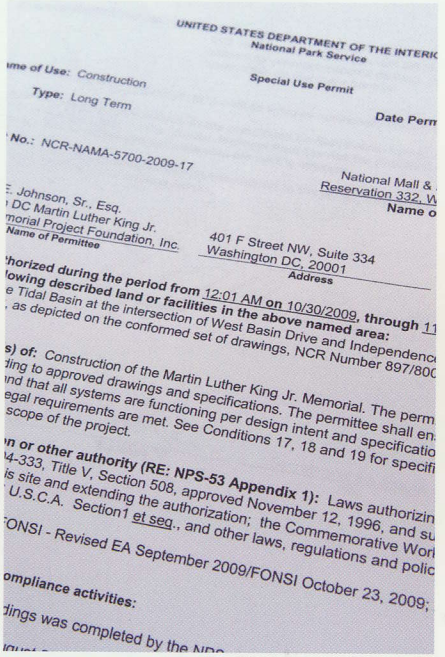


Pre and post 9/11 security plans for the Memorial.

In 2007, the Foundation selected a design/build team to accelerate the design and construction process. After years of revisions and reworking the design in response to commission recommendations, in 2008 the Foundation received final approval on the overall design. It also received approval on other areas including the inscriptions, the sculpture, selection of materials, fountain design and the memorial's auxiliary building. The design/build team completed the extensive amount of planning and paperwork required to apply for a construction permit with the National Park Service. The application was quickly rejected because the plan for the memorial lacked adequate post 9/11 security parameters. During its planning, the Foundation did not introduce visible security features in the memorial's design, believing that this was in keeping with creating a feeling of openness and trust. However, news that the memorial would need to address security requirements meant a serious redesign.

The debate over how best to meet the requirements took more than a year. The National Park Service wanted heavy perimeter security, fearing that the memorial could be a target for vandalism and terrorism.





UNITED STATES DEPARTMENT OF THE INTERIOR
National Park Service

Special Use Permit

Date Perm

ume of Use: Construction

Type: Long Term

No.: NCR-NAMA-5700-2009-17

National Mall &
Reservation 332, W
Name o

E. Johnson, Sr., Esq.
DC Martin Luther King Jr.
morial Project Foundation, Inc.
Name of Permittee

401 F Street NW, Suite 334
Washington DC, 20001
Address

thorized during the period from 12:01 AM on 10/30/2009, **through** 11
lowing described land or facilities in the above named area:
e Tidal Basin at the intersection of West Basin Drive and Independenc
, as depicted on the conformed set of drawings, NCR Number 897/80

s) of: Construction of the Martin Luther King Jr. Memorial. The perm
ding to approved drawings and specifications. The permittee shall en
nd that all systems are functioning per design intent and specificatio
egal requirements are met. See Conditions 17, 18 and 19 for specifi
scope of the project.

n or other authority (RE: NPS-53 Appendix 1): Laws authorizin
4-333, Title V, Section 508, approved November 12, 1996, and su
is site and extending the authorization; the Commemorative Wor
U.S.C.A. Section1 et seq., and other laws, regulations and polic

ONSI - Revised EA September 2009/FONSI October 23, 2009;

ompliance activities:

dings was completed by the NP

Foundation President and CEO Harry E. Johnson, Sr. looks on as Ken Salazar, Secretary of the Interior, signs the construction permit.

The NCPC preferred a more open approach that would better fit Dr. King's doctrine. In the end, the security design that everyone could agree on included a walled planter, bollards at the entrances and surveillance cameras.

In October 2009, with security revisions completed, the Foundation received final revised design approval. Secretary of the Interior Ken Salazar signed a permit allowing construction of the memorial to begin. The actual groundbreaking — as opposed to the Ceremonial Groundbreaking — took place on a cold winter day that December, just before the season's first major snowfall. The construction site superintendant unceremoniously drove onto the site, parked, took a shovel from the back of his truck and officially broke the ground.

THE MESSAGE

Long before the Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation had discussed site selection, a design competition or construction permits, Foundation members debated the focus of the memorial. The conversation lasted 18 months. In the end, the Foundation concluded that the memorial should rise as a living touchstone to keep Dr. King's powerful message alive for a global audience for future generations. It would speak not only to those who lived during Dr. King's lifetime, but carry a global message about four themes: justice, democracy, hope and love, permanently etched in a dark green granite wall. It would give visitors insight about humanity that could impact them for the rest of their lives. This idea was a central part of the theoretical framework and the Foundation's constitution.

The message would be conveyed through quotes etched into the wall. To start the process of determining which quotes to use, the Foundation sought help from Dr. Clayborne Carson, founder of the Martin Luther King, Jr., Research and Education

THE COUNCIL OF HISTORIANS

Dr. Maya Angelou, Reynolds Professor of American Studies, Wake Forest University

Mr. Lerone Bennett, Jr., Executive Editor and Historian, Ebony Magazine, Johnson Publishing Company

Lonnie G. Bunch, Director, Smithsonian Institution, National Museum of African American History & Culture

Prof. James Chaffers, ArchD., AIA, University of Michigan, School of Architecture

Dr. Johnnetta B. Cole, President, Bennett College

Dr. John Hope Franklin, Duke University, Department of History

Dr. Henry Louis Gates, Jr., Chair, Department of African and African American Studies, Harvard University

Dr. Evelyn Brooks Higginbotham, Chair, Department of African and African American Studies, Harvard University

F. Michael Higginbotham, University of Baltimore School of Law, John and Frances Angelos Law Center

Professor Jon Lockard, Artist, University of Michigan, Department of African and African American Studies

Dr. Cornel West, Professor of Religion and African American Studies, Princeton University

Marianne Williamson, Spiritual Leader

Institute at Stanford University. At the Foundation's request, Dr. Carson researched and compiled a list of 40 concise quotations of universal and timeless appeal. Selected to exemplify the four primary themes of justice, hope, democracy and love, the quotes were drawn primarily from Dr. King's public statements as opposed to his written works, which were often based on his sermons and speeches. Dr. Carson made sure the quotes were:

- Authentic, accurate transcriptions with adequate documentation as statements made by Dr. King
- Significant in terms of setting or history
- Original creations of Dr. King

Meanwhile, the Foundation also sought help from Dr. Henry Louis Gates, Jr., Chair of the Department of African and African American Studies at Harvard University, to gather a group of noted African American scholars and historians to narrow the 40 quotes down to a list for consideration. Members of the group, referred to as the Council of Historians, were to make recommendations on which quotes should be inscribed. The council embraced the mission, debated democracy and liberty, talked about hope and peace and gave plenty of consideration to making sure every line fit in with the overall concept of the memorial and the four themes.

FOUR THEMES

The Memorial to Dr. King is conceived as an engaging landscape experience to convey four fundamental and recurring themes throughout Dr. King's life.

JUSTICE, and the courageous struggle to ensure the basic human rights of every man, woman and child — irrespective of religion or skin color — were protected by the law . . .

HOPE, without which the civil rights movement could not have survived in the face of determined and powerful opposition . . .

DEMOCRACY, which demands that all be counted as citizens and participate in our own self-government, even if we are at first outnumbered . . .

And LOVE, the most powerful of all emotions — the fuel in the engine of non-violent change, which Dr. King was convinced would "have the final say in reality."

Council member Dr. James Chaffers, Emeritus Professor of architecture at the University of Michigan, remembers his experience working with the Council of Historians this way:

"The key word during our discussions was 'compelling.' We were supposed to find the most compelling quotes. The difficulty with finding the most compelling quotes from among the selection was that they were all compelling. They were absolutely all compelling, which made the process of elimination very difficult.

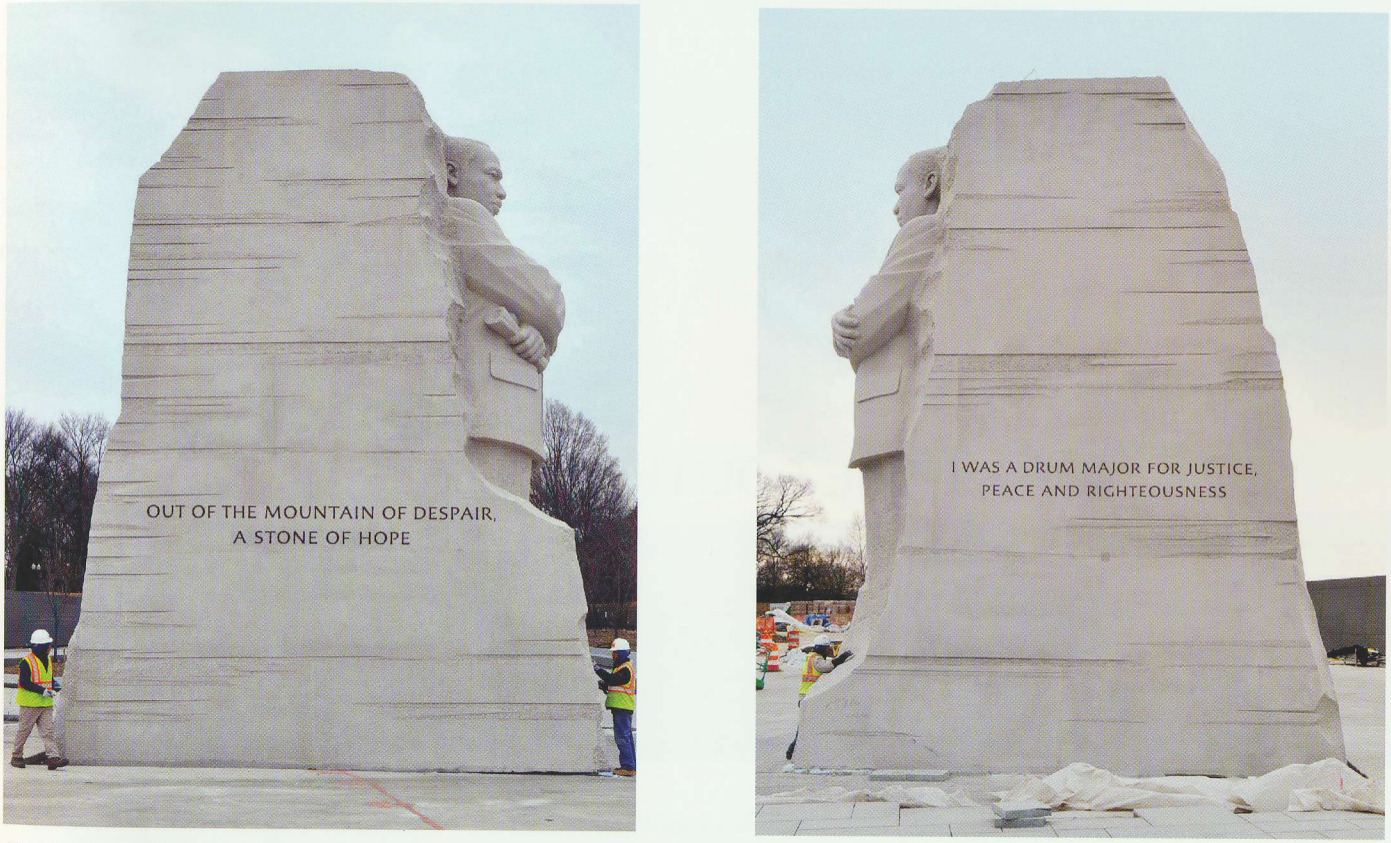
For me, the process became about listening very intensely and intently to the arguments made by the others. Voting didn't get us anywhere. Prioritizing the quotes was impossible. At some point, a synergy took over the group and we decided to simply pick quotes that made us feel Dr. King's presence, hear his voice and admire his thoughtfulness in putting together his elegant sermons and speeches.

In the end, what we came away with was a deeper understanding of Dr. King as a global humanitarian figure. Reading and studying Dr. King's quotes, I grew even more appreciative of his attentiveness to words and of his genuine belief in love. To me, his words are navigating tools, like points on a compass."

In December of 2006, The Council recommended 16 quotes. The Design Program Committee then studied the quotes to determine which would fit the granite panels and work well with the overall design of the memorial. After working through recommendations provided by the Commissions and eventually getting final approval, 14 attributed quotes were chosen to be engraved across the panels of the granite wall that curves around the memorial's sculptural centerpiece.



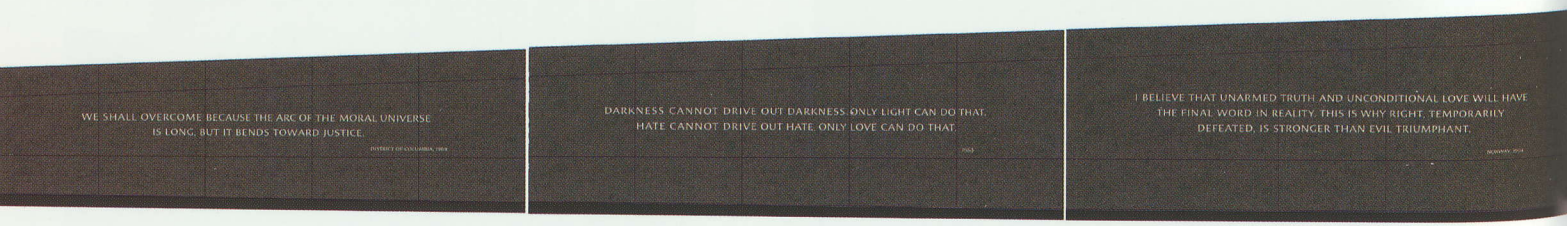
Professor Jon Lockard (left) and Dr. James Chaffers (right), two of the Council of Historians announcing the selected quotations that will be permanently engraved into the inscription walls. Photo: John Harrington



Two side views of the Stone of Hope during construction.

There are no quotes from Dr. King's famed "I Have a Dream" speech engraved on the memorial. Only the concept statement engraved on the side of the Stone of Hope (Dr. King's right) is derived from the speech. This was a deliberate decision as the memorial's entire design is based on the "I Have a Dream" speech. To Dr. King's left, words paraphrased from Dr. King's own eulogy are inscribed.

ON THE SOUTH WALL



We shall overcome because the arc of the moral universe is long, but it bends toward justice.

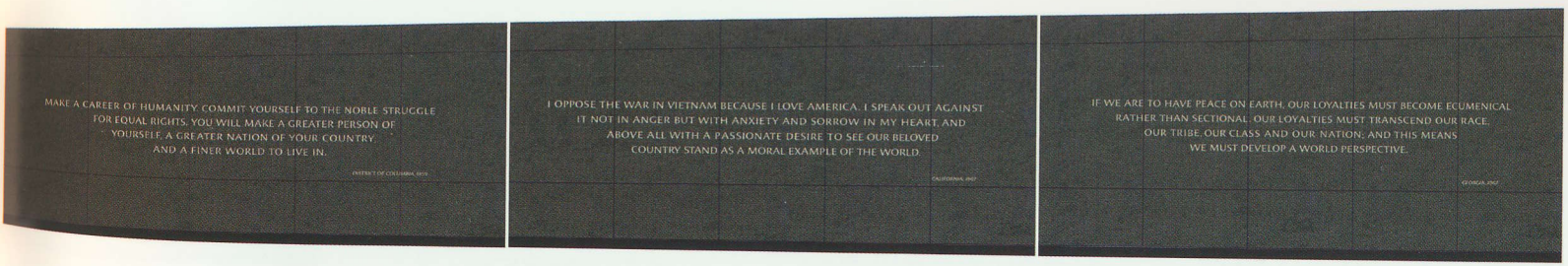
March 31st, 1968
Washington, D.C.

Darkness cannot drive out darkness, only light can do that. Hate cannot drive out hate, only love can do that.

1963, *Strength to Love*

I believe that unarmed truth and unconditional love will have the final word in reality. This is why right, temporarily defeated, is stronger than evil triumphant.

December 10th, 1964
Oslo, Norway



Make a career of humanity. Commit yourself to the noble struggle for equal rights. You will make a greater person of yourself, a greater nation of your country, and a finer world to live in.

April 18th, 1959
Washington, D.C.

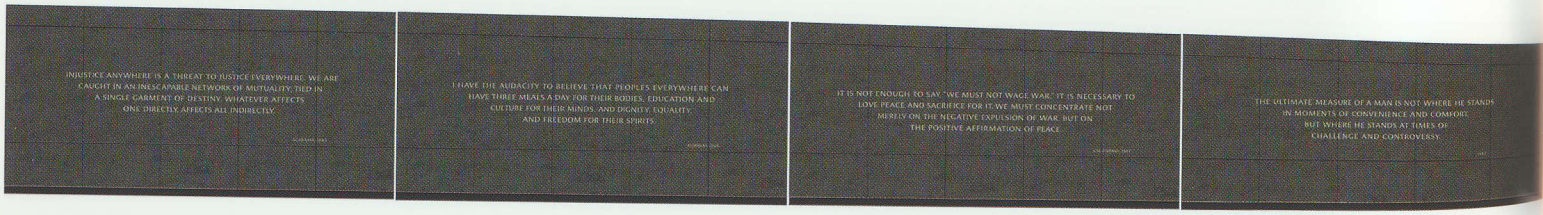
I oppose the war in Vietnam because I love America. I speak out against it not in anger but with anxiety and sorrow in my heart, and above all with a passionate desire to see our beloved country stand as a moral example of the world.

February 25th, 1967
Los Angeles, CA

If we are to have peace on earth, our loyalties must become ecumenical rather than sectional. Our loyalties must transcend our race, our tribe, our class, and our nation; and this means we must develop a world perspective.

December 24th, 1967
Atlanta, GA

ON THE NORTH WALL



Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly affects all indirectly.

April 16th, 1963
Birmingham, AL

I have the audacity to believe that peoples everywhere can have three meals a day for their bodies, education and culture for their minds, and dignity, equality, and freedom for their spirits.

December 10th, 1964
Oslo, Norway

It is not enough to say, "We must not wage war." It is necessary to love peace and sacrifice for it. We must concentrate not merely on the negative expulsion of war, but on the positive affirmation of peace.

February 25th, 1967
Los Angeles, CA

The ultimate measure of a man is not where he stands in moments of convenience and comfort, but where he stands at times of challenge and controversy.

1963, *Strength to Love*



Every nation must now develop an overriding loyalty to mankind as a whole in order to preserve the best in their individual societies.

April 4th, 1967
New York, NY

We are determined here in Montgomery to work and fight until justice runs "down like water, and righteousness like a mighty stream."

December 5th, 1955
Montgomery, AL

We must come to see that the end we seek is a society at peace with itself, a society that can live with its conscience.

March 25th, 1965
Montgomery, AL

True peace is not merely the absence of tension; it is the presence of justice.

1958, *Stride Toward Freedom*

IMMORTALIZING THE MESSAGE

No one questioned that third-generation stone carver Nicholas Benson was the best person for the job of engraving Dr. King's powerful messages. Owner and creative director of the John Stevens Shop in Newport, Rhode Island, the skilled craftsman came aboard after finishing similar work at the World War II Memorial. Benson proposed a plan to develop an original typeface for the memorial that would draw on the strength of Dr. King's messages with a classical Greek-inspired letter form combined with a contemporary sans serif look. He would engrave the messages using an ancient methodology doing most of the hand-letter carving with a pneumatic chisel and some with only mallet and chisel. He named the typeface simply, "King."

During the engraving process for this memorial, Benson commented that these are "some of the finest words I will ever carve."

Development of the typeface began with a broad-edge brush and a large piece of paper. Using a quote from Dr. King's speech, "The Casualties of the War in Vietnam," Benson created the characters and infused them with a slight flare emphasizing the end of each character with a subtle stroke. His goal was to create a beautiful type that gives a feeling of openness and humanity. Most importantly, he wanted the inscriptions to be legible and understood with ease.



Stone Carver Nicholas Benson created an original typeface for the Memorial. Photo: Johnny Bivera/ Visual Media One



Secretary of the Interior Ken Salazar viewing the inscription wall during construction. Photo: Michael Reynolds/ EPA/ Corbis



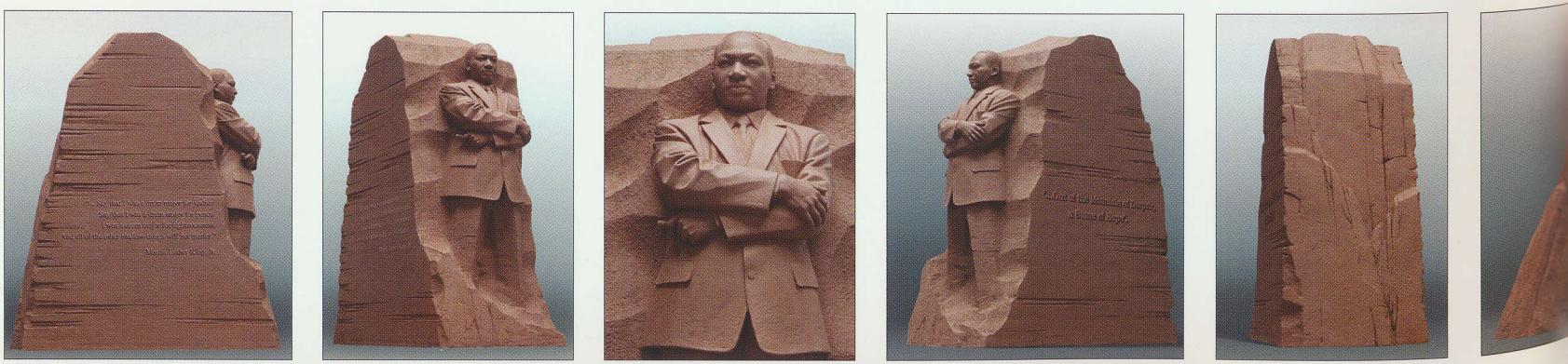
The inscription walls were carved with a mallet, a chisel and a pneumatic chisel. Photo: Johnny Bivera/ Visual Media One

THE SCULPTURE

Between 2004 and 2006, members of the Foundation traveled across the United States gathering portfolios from sculptors and interviewing granite experts to create the Mountain of Despair and the Stone of Hope.

Plenty of sculptors proposed to laser cut a sculpted image of Dr. King in granite. However, Foundation President & CEO Harry E. Johnson, Sr. insisted that the Memorial's centerpiece be hand-carved to fit in contextually with the other sculptures on the National Mall. But it was a particular challenge to find a sculptor who could (1) hand carve the work in granite (2) successfully create the likeness of Dr. King and (3) be able to work on a monumental scale.

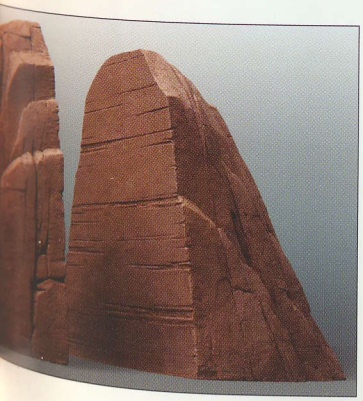
Another challenge was finding just the right color granite. The team had seen a lot of gray stone, red stone and limestone. A different sample inspired them during a trip to California. Made up of warm, universal skin tones, flecks of brown, black, white, and pink filled the beige stone. The perfect marriage of flesh-toned colors, the stone would fit into the site's existing color palate, complementing the white of the Lincoln and Jefferson Memorials, the dark green backdrop of the arched wall, the pink of the cherry blossoms and the gray of the Washington Monument. Dr. Jackson described the stone as "distinctively different but within context of the palette of colors on the National Mall." Figuring out where this stone was quarried proved to be difficult.

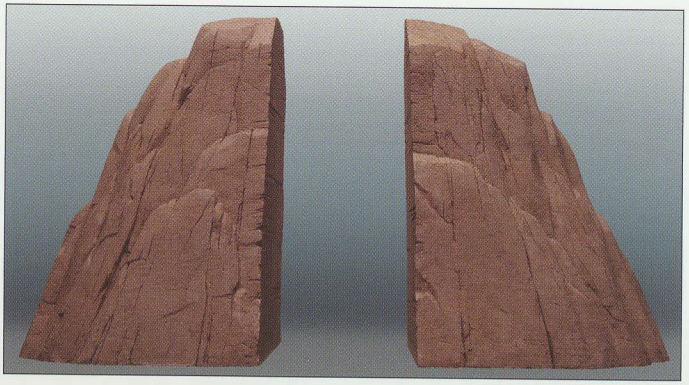


The Stone of Hope and Mountain of Despair as a three-foot maquette, or scale model. Photos: Lei Yixin

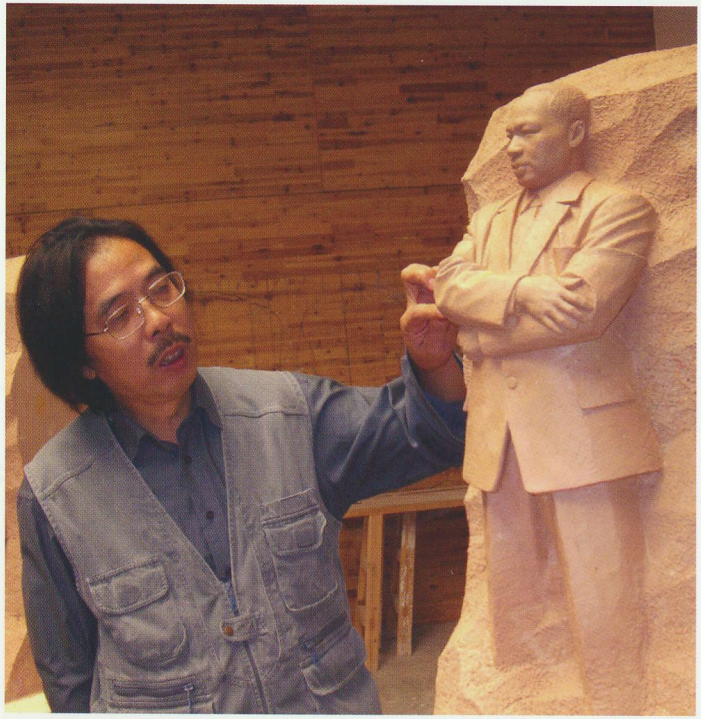
The Foundation pressed on, however, with its search for a sculptor. Early in the summer of 2006, the project management team traveled to Minnesota to meet 14 highly-regarded granite sculptors who had been invited from the United States and eight other countries for a public works symposium in Saint Paul. Working on Minnesota stone, the artists were carving sculptures to be placed around the city. The Foundation met with each of the sculptors, looking for a potential fit for the centerpiece of the memorial.

The sculptors uniformly expressed an interest in working on the memorial project, but just about everyone said, "Talk to the sculptor from China." That was Master Sculptor Lei Yixin, considered a national treasure of China. The Foundation team discussed the project briefly with the Chinese sculptor while in Saint Paul. They were impressed with his work, but also intrigued by Master Lei's offer to look for the flesh-colored stone in China. A month later, he told Foundation members that he'd found four quarries that could provide the stone. He had identified the granite as G681, otherwise known as "Shrimp Pink," which could only be found in China. He invited them to visit. During that trip, members of the Foundation toured quarries with Master Lei as their guide and visited the sites of some of his monumental works in granite, bronze and concrete.

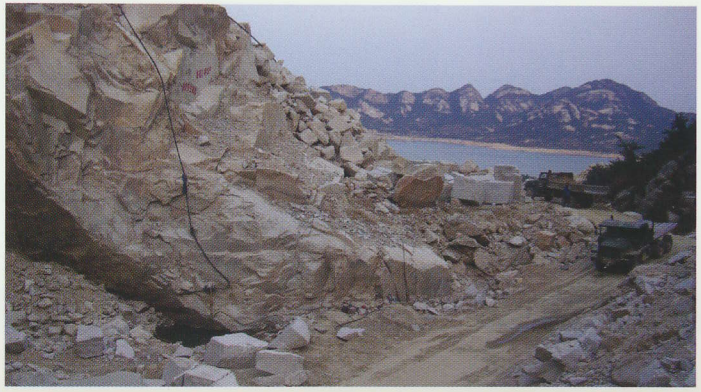








Master Lei Yixin with his original three-foot maquette. Photo: Dr. Ed Jackson



Granite quarry in China where Master Lei found the granite known as G681 or "Shrimp Pink." Photo: Marin Sabic

Afterward, they visited Master Lei's studio. Inside, they found the walls covered with pictures of Dr. King. Also inside, a surprise rested on a small pedestal: a 3-foot maquette, or scale model, of the Stone of Hope with a brilliant likeness of Dr. King staring back at them.

Instead of sculpting just his face and hands emerging from the stone as the sculpture depicted in the design concept, Master Lei brought out a bolder Dr. King with his body coming forward out of the stone.

The sensitivity shown in the sculpture and the likeness of Dr. King captivated the Foundation team. At the conclusion of their visit, the Foundation invited Master Lei to Washington so the sculptor could get a feel for the significance of the setting and the context of the National Mall. During that visit, they made a deal on a handshake for the sculptor to turn his three-foot model into the 30-foot work of art that would become the memorial's centerpiece. It was a decision made in the spirit of one of Dr. King's most important lessons — that a man should be judged not by his nationality or the color of his skin, but on the content of his character — in this case, an artistic character. It was also a leap of faith.

In early 2007, at his outdoor studio in Xiamen, Master Lei built an enormous bamboo scaffolding for the three sculptures — the two pieces of the Mountain of Despair and the Stone of Hope, which he recreated full size in pliable clay. He added striations to all three sculptures to make the Stone of Hope seem like it had literally been pulled out of the Mountain of Despair. At one point, unexpected ice and snow destroyed the delicate "draft" sculptures requiring him to resculpt the pieces. Members of the Foundation made repeated trips back to China throughout the process (from clay to fiberglass to eventually granite) to check on the sculptor's progress and oversee the quality of the pieces and that the likeness to Dr. King was being achieved.



Master Lei worked from bamboo and steel scaffolding at his outdoor studio in Xiamen, China. Photo: Lei Yixin



Master Lei's Studio.



Photo: Lei Yixin

"I am very honored and fortunate to have been selected as the sculptor of record for the Stone of Hope and Mountain of Despair sculptures … The creation of the Stone of Hope and Dr. King's image have fundamentally changed my life as an artist. I understand clearly for this project that there is nothing, such as materials, dimension and height, more important than Dr. King's influence worldwide. He was a great hero without real argument. Nearly everyone in today's world, despite the differences in countries of origins and social systems, concurs with his principal of equal rights … It is important for me to mention how much I have learned through the process of studying Dr. King. He chose a very unique and challenging approach to make his dream come true. He had endured so much toughness and even humiliation, yet he never gave up but strode forward until it cost him his life. He has inspired me to follow his dream."

Master Lei Yixin



The sculptor created different visages to help ensure that the final piece showed the greatest likeness to Dr. King. Photo: Mieko Preston

Master Lei also made three additional iterations of Dr. King's head and face when one of the Commissions recommended that his expression be softened. Harry E. Johnson, Sr. and Master Lei discussed the fierceness of Dr. King's sculpted face. Master Lei said that based on his research, he considered Dr. King to be a warrior. Mr. Johnson agreed, but added that Dr. King was a "warrior of peace."

To help determine which likeness best reflected Dr. King, the Foundation shared photographs of the four faces with Dr. King's family in Atlanta. They chose Master Lei's original sculpted visage, which shows a strong, reflective and contemplative expression.

Later in the process, the sculptor recreated the full sculptures in fiberglass molds to capture precise dimensions. Once the sculpture received final approval, the sculptor transferred his work to 159 pieces of granite. Months later, when the pieces were finished, the sculptures were dismantled. Each piece of granite was carefully packaged in an individual, hand-built custom crate. More than 1,600 metric tons of granite was loaded onto a cargo ship which left China on June 28, 2010. The *BBC France* carried the freight across the Pacific, through the Panama Canal and up the Atlantic coast. Forty five days later, she arrived in Baltimore.







Foundation staff greet the BBC France which carried 159 pieces of granite from China to Baltimore, Maryland. (Photos: Gediyon Kifle) Flatbed trucks where used to transport the granite pieces to the construction site in Washington, D.C. 2-3 pieces a time. (Photo: Mieko Preston)

BUILDING THE DREAM

By the spring of 2010 the grassy corner at the edge of the Tidal Basin had been transformed into a bustling construction site, anticipation building on every breeze. West Basin Drive had been removed completely, thousands of yards of reinforced concrete had been poured and the granite wall was taking shape. Calls were underway from the NPS to the Federal Aviation Administration to reroute low-flying helicopters to accommodate the 300-foot cranes needed at the construction site to drive the support piles into bedrock 60-feet below the ground to permanently secure the sculpture.

Once the site had been prepared for the centerpiece, Master Lei and his crew of eight traveled to Washington, D.C. to oversee the sculpture's final delivery and reassemble the pieces. They set the first piece of stone in place on October 25, 2010. It took two months to reassemble the 159 sculpted blocks. They executed the job with precision and a profound, innate sense of how each piece fit together, setting Dr. King's arms, face and head on the Stone of Hope just before the Christmas holidays.



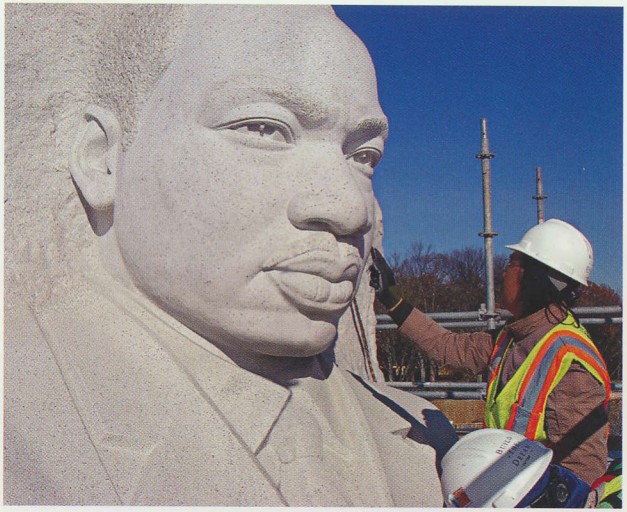
Workers cheered when the face of Dr. King was unwrapped at the construction site.



Construction workers prepare the mid-section of the Stone of Hope. Photos: Mieko Preston



In October, 2010 Master Lei arrived in Washington, D.C. to oversee the building of the sculpture at the Memorial's site.



Here Master Lei puts the finishing touches on Dr. Kings face.



Promenade in the snow.

Photos: Mieko Preston

CONSTRUCTION TIME-LAPSE



MARCH 2010



MAY 2010



AUGUST 2010



OCTOBER 2010



DECEMBER 2010



MARCH 2011

Photos: Maurice Harrington/ Sisson Studios



Every year around the anniversary of Dr. Kings death the cherry trees will blossom. Photo: Mieko Preston



FUNDING THE DREAM

In the decades-long quest to build a memorial to a man of peace on the National Mall in our nation's capital, ideas blossomed, legislation passed, and what used to be a grassy corner lot has transformed into a living memorial, full of beauty, grace, and optimistic whispers from the past. The finished memorial represents a dream fulfilled and a promising future.

The memorial's visionaries originally envisioned a simple statue to Dr. King, but that idea grew into the creation of a living memorial that would celebrate Dr. King as a global humanitarian and carry on his message about justice, democracy, hope and love. Since he took on the role of President and CEO for the Foundation in 2002, Mr. Johnson has spearheaded a collaborative mission to raise the $120 million for the building of the memorial, working with major corporate donors, celebrities, schools, fraternities, churches, state and local governments and individual donors to make this dream a reality.



"In honor of Dr. King, the civil rights movement, and his message, we have created a new, permanent landmark — a symbol of a better America, and a tribute to one of America's greatest citizens. The Washington, DC Martin Luther King, Jr. National Memorial Project Foundation, Inc. sincerely appreciates each person who joined with us in creating the first memorial on the National Mall dedicated to a person of color, and to the principles of justice, democracy, hope and love. We hope a special, powerful, lasting experience is received by all who visit in the future."

Harry E. Johnson, Sr., President & Chief Executive Officer,
Washington, D.C. Martin Luther King, Jr.
National Memorial Project Foundation

Foundation Executive staff presenting Senators Robert Byrd (D-WV) and Thad Cochran (R-MS) with tokens of appreciation for their support of the project.

FUND-RAISING INITIATIVES

From the memorial visionaries first coffee-can collection efforts to build support for their idea to the multi-million dollar corporate donations, the steady pulse of fund-raising has been the lifeline of the project.

Faith-Based Initiative

In 2004, under the guidance of Harry E. Johnson, Sr. and Richard Marshall (CFO), the Foundation launched its faith-based initiative in Detroit. This program gave churches in Detroit the opportunity to serve as special partners in the effort to build the Memorial and served as a model for successfully recreating the program in cities around the country. Congregants from hundreds of churches, ministerial organizations and religious community centers from around the country banded together and offered hundreds of thousands of dollars in donations to the Foundation.

Founding Sponsors

Between 2005 and 2011, more than 107,000 individual Americans who contributed between $1 and tens of thousands of dollars – served as "founding sponsors," providing a steady, reliable and important stream of financial support.

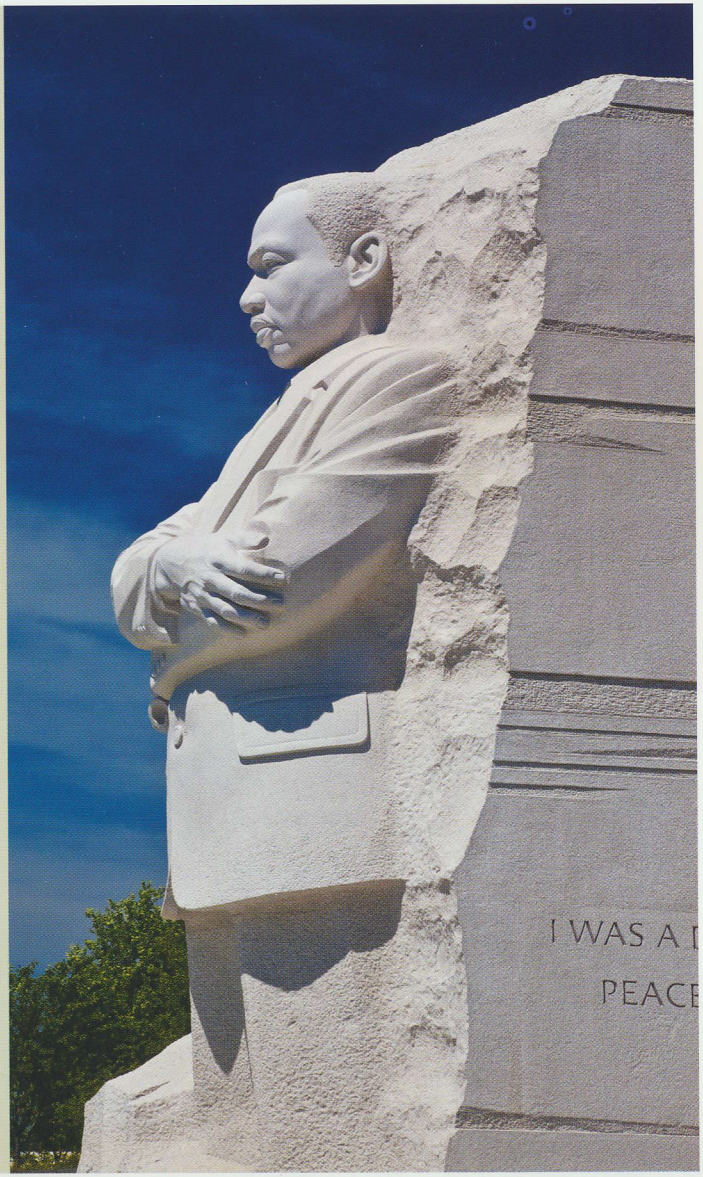
Dream Keepers

The "Dream Keepers" College Program was an initiative to engage college students across the country to get involved in supporting the memorial. Students on dozens of college campuses hosted special functions and put up booths at public events to build awareness and raise financial support for the memorial.

Greeks Asking Greeks

The Greeks Asking Greeks program was a friendly online competition among Greek-lettered organizations worldwide. Participants donated to the King Memorial using a special internet "bundling" program to make their gifts in the name of their fraternity or sorority.

Photo: Jan Hanus



CHAPTER 5

A LIVING MEMORIAL

WITH THIS FAITH WE WILL BE ABLE TO HEW OUT OF THE MOUNTAIN OF DESPAIR A STONE OF HOPE.

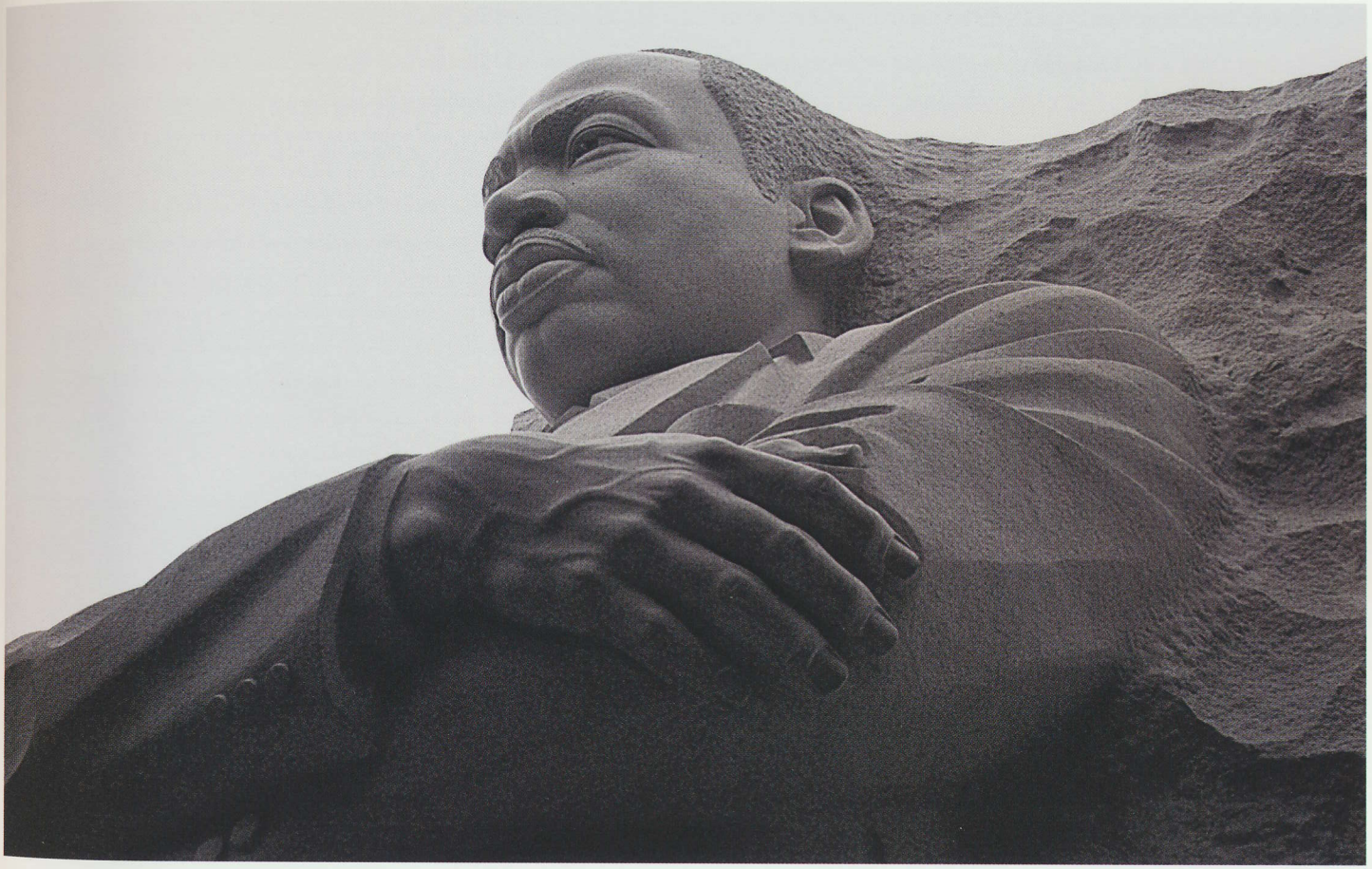
MARTIN LUTHER KING, JR.

A LIVING MEMORIAL

The Martin Luther King, Jr. Memorial was envisioned as an international place of celebration, congregation and contemplation, a place where visitors' experiences move beyond physical boundaries into the realm of education and inspiration.

Metaphorically, the memorial serves as a mosaic of experiences as thought-provoking ideas about moral courage, human service, and personal sacrifice might inspire each of us to shape our lives with acts of service. The memorial is meant to provoke an intellectual and spiritual experience that will stir all to become productive and active citizens.

The memorial serves as a guiding testament to Dr. King's courage and optimism and as reminder of our own capacity to manifest integrity. Dr. King expressed the fundamental belief that every human being is valuable and necessary and that each of us is universally deserving of equal access to the democratic ideals of life, liberty and the pursuit of happiness.



From the Stone of Hope, Dr. King looks to the horizon. Photo: Mieko Preston

REFLECTIONS ON THE CHERRY TREES

The cherry trees around the Tidal Basin in Washington, D.C. were a gift to the United States from Japan in 1912, their delicate pink and white blossoms symbolizing the renewed friendship between the two countries. Each year millions of visitors come to the nation's capital to welcome the arrival of spring, when the cherry blossoms' rebirth is celebrated during the annual Cherry Blossom Festival. The following quote reflects the cherry trees as a symbol of Dr. King's universal message of hope and the celebration of diversity and strength.

"A gift to the United States from Japan, forced to make a new home in a distant land. Many were killed along the way, others when they arrived — to infestation and decay. And when they finally gained their strength, they stood strong and tall — they faced challenges head on. Fleeing was not an option, for they intended to stay. Now they thrive successfully in soil that is no longer foreign — carving a permanent place in the scene. And as elders pass on, younger generations step up to the plate — and assume responsibility for ensuring the growth and development of generations to come. Each year there is a celebration held in honor of their re-birth ... Although their roots are firmly planted, the battle is not won."

Randy Gooden, Architecture Student, Florida A&M University



Photo: Mieko Preston

THE MAN, THE MOVEMENT AND THE MESSAGE

The process to create a thematic framework for the Martin Luther King, Jr. Memorial reflected three distinct but interwoven components: the man, the movement and the message. In addressing the *man*, the design focuses on Dr. King's qualities as a vanguard — particularly his courage to temper passion with integrity through the power of his principled oratory, personal compassion and leadership. The memorial quietly reminds visitors of their potential to also act as vanguards within their own lives.

In addressing issues and challenges surrounding the *movement*, the design embraces and represents the fullest spirit of the human journey; i.e., recognition that the tragic and triumphal course of recent American history is but part of a common, world-wide human quest for freedom, justice, peace and human rights.

In addressing the *message*, the design looks toward the future. Dr. King's diligent concern for humanity and calls for justice, democracy, hope and love resonates from generations past and present and to generations yet unborn. The collective intent of



Fourteen of Dr. King's quotes about democracy, hope, justice and love are permanently etched into the memorial inscription wall. Photo: Jan Hanus

the man, the movement and the message theme was developed to challenge memorial visitors from all corners of the globe to move from protest to possibility — from "I have a dream" to a dream that is now actualized.

The memorial achieves parity with its honored neighbors on the National Mall while maintaining uniqueness. The design concept enriches the visual pedestrian relationships integral to the National Mall and employs delicate plays of natural light and lighting, imaginative material selections, structural innovations, and creative construction detailing. The design skillfully stimulates a full range of senses through creating and preserving vistas and successfully interweaving colors, textures, sounds, light and shadows into a remarkable and breathtaking memorial experience.

The design solution captures the core of American ideals with global significance inherently linked to issues fundamental to the founding of the American republic — issues of



The memorial to Dr. King sits in the heart of the National Mall. Photo: Mieko Preston

The Mountain of Despair — The main entrance of the memorial is through the Mountain of Despair, a massive boulder symbolizing the struggle faced on the quest for peace and equality. From within the symbolic struggle, a piece has been removed and thrust into the open plaza. That piece is called the Stone of Hope.

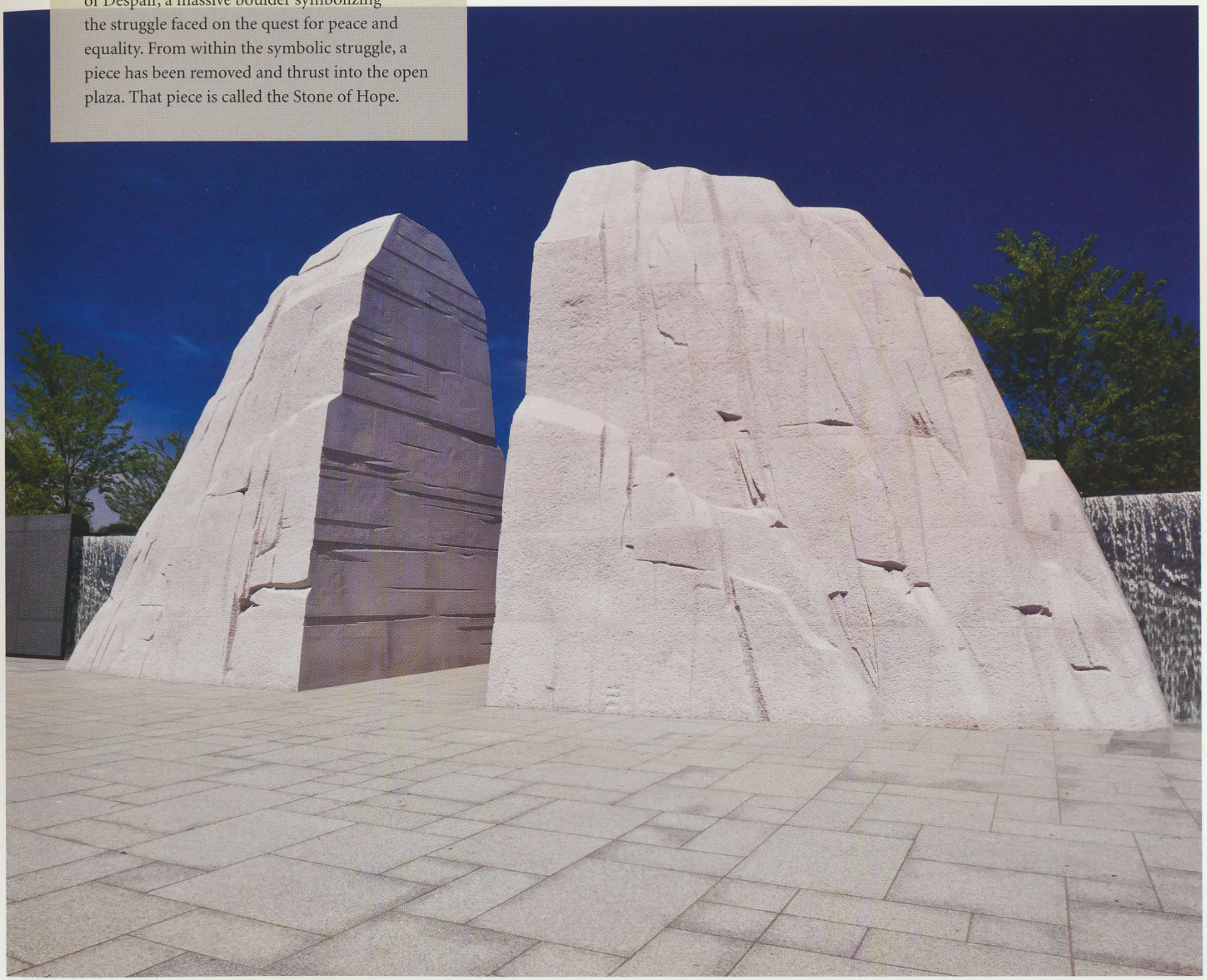


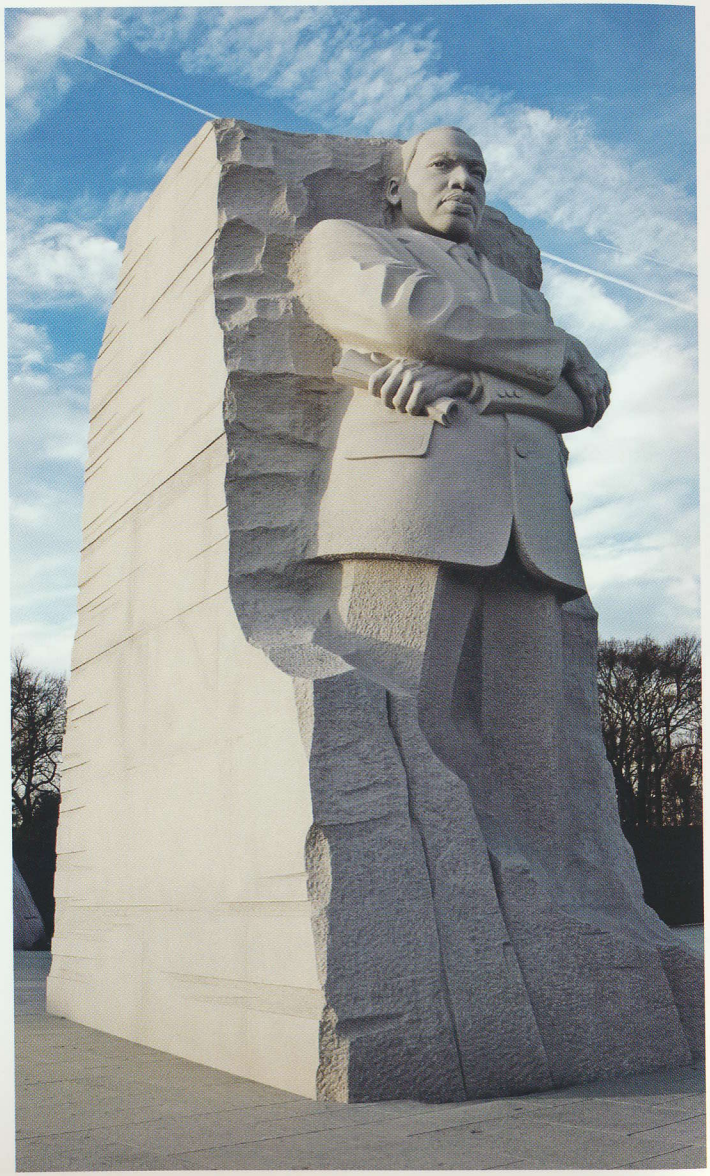
Photo: Jan Hanus

human dignity, equality of opportunity and self-governance. The memorial will be the nation's landmark testament to the values of inclusive justice and active citizenship.

The expectation envisioned at the outset of this endeavor was to promote the creation of a living memorial, a sacred public space in honor of Dr. King that encapsulates the essence of his message for the world to see and experience.

The Foundation created a "living memorial" commemorating Dr. King's vision, leadership and spirituality. It also wanted the memorial to:

- Serve as a timeless beacon for justice, peace and human dignity.
- Serve as an enduring testament to active citizenship.
- Serve as a memorial of remembrance.
- Harmonize with the rhythms of nature (earth, wind, water, sun and stars).
- Provide opportunity for reflection.
- Encourage building relationships across ethnicities, and across national and international boundaries.
- Emphasize our individual and collective capacity to act as forerunners of change in the realization of the American dream.



The Stone of Hope. Photo: Mieko Preston

Fundamentally, the experiential requirements of the memorial were both intellectual and spiritual. The design includes three different types of spaces — open air areas, sheltered areas and some that offer a bit of both. Within any combination, memorial visitors will be able to reflect and connect through an overlapping continuum of spaces from the more intimate promenades along the Tidal Basin to the open plaza where groups can congregate. Spiritually, this spatial continuum serves to inspire visitors by creating a sense of discovery. First, visitors read Dr. King's messages, which emphasize his presence. The image of Dr. King himself is revealed last. The design, by its very nature serves to reaffirm or ignite our beliefs in the capacity and capability of humanity to create and overcome the challenges our world faces based on faith and intuition.

The memorial does this by capturing Dr. King's words in granite, the quotes conveying his undeniable belief in the interrelatedness of humankind — a belief that challenges us to work for a just, integrated society and global community. The design embraces Martin Luther King, Jr. as an inspiration for the ages, presenting the timeless legacy of his unparalleled vision and leadership during a fundamentally transformative period of American history.



View of the North Inscription Wall. Photo: Jan Hanus

THE VISITOR EXPERIENCE

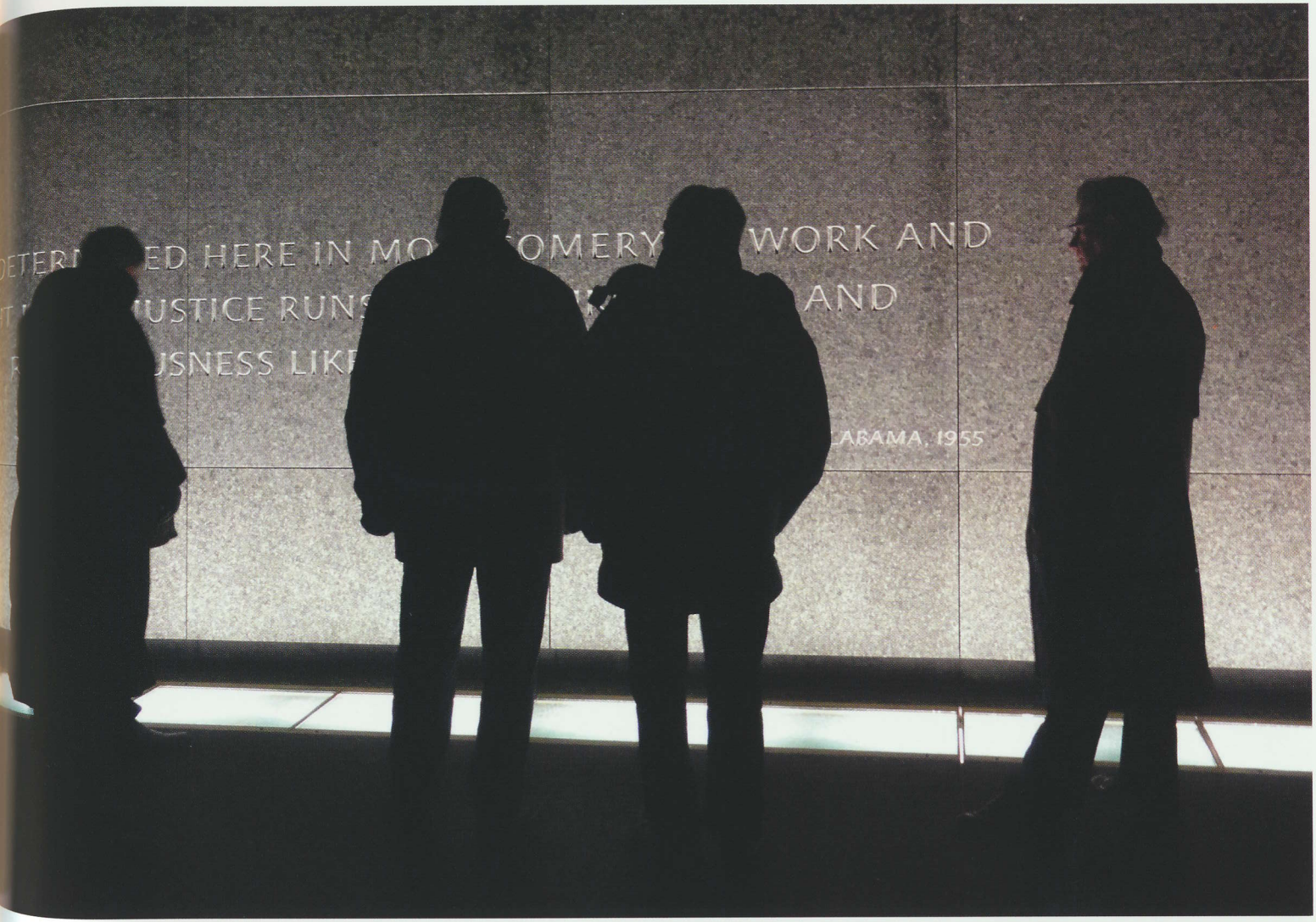
Wide and inviting, the main entry to the Martin Luther King, Jr. Memorial welcomes all visitors, encouraging them to experience, to hope and to learn. Small groups hang about in the forecourt, waiting for loved ones to join them, enjoying the warmth of the sun. To get through the imposing Mountain of Despair, all must pass through the narrow opening that signifies the struggle for equality. It is almost always cooler inside the narrow passage, as the sun warms the small space between the stones only briefly during the day. The space is often windy, as the breeze from the Tidal Basin passes through with the crowds. Groups shuffle through, funneled down by the angled forecourt. They enter not by droves, but in pairs, some hand-in-hand, all gazing at the horizon far beyond the Tidal Basin waters, beyond the visible to hope and imagination.

The confined threshold that is the Mountain of Despair quickly releases and groups disperse into the open plaza. The sound of babbling water fills their ears, and as they turn their heads to seek the source, a small child points and with great effort pulls her mother to one of the small water features at the back of the Mountain. From the tumbling water on both sides of the entrance, words of justice, democracy, hope and love flow forth — the sounds of Dr. King's universal message, his legacy of hope for humanity.

While the family moves to the waterfall, another group of visitors focuses on the towering wedge of stone not quite in the middle of the plaza. They read, *"Out of a Mountain of Despair, a Stone of Hope,"* and understand that they are looking at the centerpiece of the memorial, the Stone of Hope. Dr. King's image is revealed to them as they move around the base of the stone. His contemplative expression, immortalized in granite, gazes out to the same horizon across the Tidal Basin that the visitors saw before they turned to look up at Dr. King. His hand grasps a scroll, perhaps his next great speech or sermon.

On the far side, they read, *"I was a drum major for justice, peace, and righteousness,"* Dr. King's own words for how he wanted to be remembered. From here, the groups disperse in every direction, some taking a seat on benches under the cherry tree canopy, some turning to read quotes aloud to each other, and still others reaching out to touch the warm granite from which Dr. King seems to grow. They are surprised by the peachy-beige hue of the stone. From a distance the sculptures appear to be the same color as the Lincoln and Jefferson Memorials. Up close, the stone reveals a surprising mix of colors — flecks of brown, black, white and pink — not unlike the groups of visitors themselves.

Photo and description: Mieko Preston


ED HERE IN MO OMERY WORK AND
USTICE RUNS AND
USNESS LIK
ABAMA, 1955

CHAPTER 6

TIMELINE

What a personally satisfying journey to honor a man who stretched the limits of our imagination. Dr. King taught us that we could occupy the corner office — but at the same time to recognize that the most important people are those who clean the office. He gave us a vision — and also showed us the way. Change comes not when you water the leaves of racism, but when you get down to its roots. If there be any virtue and if there be any praise, the Memorial reminds us to think of these things.

Roderick Gillum, Board of Directors Chair,
Washington, D.C. Martin Luther King, Jr.
National Memorial Project Foundation, Inc.

TIMELINE

1983

WINTER 1983

At the kitchen table in their home in Silver Spring, Maryland, George Sealey and his wife Pauline, discuss the idea for a memorial on the National Mall to honor Martin Luther King, Jr.

1984

JANUARY 1984

George Sealey is the catalyst for convening Alpha Phi Alpha Fraternity Brothers and memorial visionaries Alfred Bailey, Oscar Little, Eddie Madison, Harold Navy and John Harvey to propose building a national memorial to Dr. King. Their proposal is presented at the Fraternity's Board of Director's meeting under the administration of General President Ozell Sutton. The Fraternity takes the proposal on as a national project.

1984-1996

Memorial visionaries lobby Capitol Hill for the authorization of a national memorial honoring Dr. King. It is approved by President Bill Clinton in 1996. After authorization was received, Alpha Phi Alpha Fraternity brother Alfred Bailey continues to be actively involved in the progress of the memorial's design development until his death in July 2008.

1996

12 NOVEMBER 1996

President Clinton signs congressional legislation, Public Law 104-333, Section 508 allowing for the establishment of a memorial to Martin Luther King, Jr.

1996-1999

After the legislation authorizing the memorial passes, site research and coordination with the National Park Service to determine an adequate site reflective of Dr. King's legacy commences.

1998

28 MAY 1998

The Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc. established to fund, design and construct the memorial.

JUNE 1998

House and Senate pass Joint Resolutions giving the project Area 1 status.

1999

18 JANUARY 1999

Design competition announced for the memorial.

2 DECEMBER 1999

Commissions' approval received for the 4-acre site adjacent to the Tidal Basin.

2000

15 JUNE 2000

Announcement of 23 finalists in the design competition.

12 SEPTEMBER 2000

Design board #1403, submitted by ROMA Design Group of San Francisco, California, is selected as the winning design.

2001

2001-2008

Design is refined in collaboration with the National Park Service, the National Capital Planning Commission and the Commission of Fine Arts.

2002

18 APRIL 2002

The Commission of Fine Arts approves selection of design board #1403.

NOVEMBER 2002

The National Park Service and the Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation begin environmental assessment.

2005

JUNE 2005

Foundation members travel to St. Paul, Minnesota, to visit the Minnesota Rocks Stone Carver's Symposium where they meet Master Sculptor Lei Yixin.

19 JULY 2005

Environmental Assessment issued and released for public comment.

1 DECEMBER 2005

The National Capital Planning Commission comments favorably on the preliminary design concept.

2006

16 MARCH 2006

The Commission of Fine Arts gives the memorial design concept approval.

6 APRIL 2006

The National Capital Planning Commission comments favorably on design concept.

2006

13 NOVEMBER 2006

Ceremonial Groundbreaking held at the future site of the memorial.

7 DECEMBER 2006

The National Capital Planning Commission comments favorably on the revised design.

2007

5 JUNE 2007

McKissack & McKissack / Turner Construction / Tompkins Builders / Gilford Corporation is selected as design/build contractor.

2008

10 JULY 2008

The National Capital Planning Commission gives final approval of preliminary and final design of the building.

4 SEPTEMBER 2008

National Capital Planning Commission approves preliminary and final design of site.

2009

18 SEPTEMBER 2008
The Commission of Fine Arts gives final approval of the memorial design.

26 SEPTEMBER 2008
Foundation submits design to Department of Interior (National Park Service) for construction permit. The application was rejected because the plan for the memorial lacked post 9/11 security parameters.

29 JULY 2009
After addressing post 9/11 security concerns, the Foundation re-petitions the Department of Interior (National Park Service) for a construction permit.

26 OCTOBER 2009
The National Capital Planning Commission gives final approval for perimeter security design.

29 OCTOBER 2009
Department of Interior (National Park Service) approves and issues the construction permit.

16 DECEMBER 2009
The Foundation issues Notice to Proceed to MTTG Design-Build Joint Venture. Joint Venture takes possession of site the next day and begins layout work and site clearing.

2010

25 OCTOBER 2010

First piece of granite set in the Stone of Hope. It was completed over the next two months.

2011

28 AUGUST 2011

Dedication of the Memorial. President Barack Obama and members of the King family seal a time capsule within the Memorial to be opened in 50 years, on August 28, 2061.



Photo: Jan Hanus

CHAPTER 7

GENERAL FACTS

The unveiling of this memorial has great personal meaning for me, as my entire adult life has been intertwined with Dr. King and his legacy. When I attended the 1963 March on Washington as a 19-year-old college student, I had no idea it was the beginning of years of intense civil rights and antiwar activism that would reshape my beliefs and sense of purpose. In 2009, I came to the National Mall to watch Barack Obama become president. As I watched John Lewis and other veterans of the historic 1963 march seated behind the new president, I felt a sense of amazement about the remarkable changes I have witnessed. I will feel a similar sense as I watch the dedication of the memorial to Dr. King.

Dr. Clayborne Carson, Stanford University

GENERAL FACTS

SITE

The memorial's address is 1964 Independence Ave, SW, Washington, D.C. 20024. The street number is a reference to the Civil Rights Act of 1964, signed into law by President Lyndon B. Johnson with Martin Luther King, Jr. in attendance. The 4-acre site is surrounded by West Basin Drive to the west, Independence Avenue to the north, the Tidal Basin to the southeast and the Franklin D. Roosevelt memorial to the south.

ARCHITECTURE

The landscape design solution capitalizes on the symbolic axis between the Lincoln and Jefferson Memorials by making it the centerline around which the memorial's spatial composition is arranged. The Mountain of Despair and the Stone of Hope are culminations of symbolic gestures throughout the design, a physical manifestation of Dr. King's famed words, "With this faith, we will be able to hew out of the mountain of despair a stone of hope," which are from his iconic "I Have a Dream" speech. The image of Dr. King looks out over the waters of the Tidal Basin.

The gently arcing inscription wall echoes the curvature of the Tidal Basin edge, and stretches from either side of the Mountain of Despair, the same way Dr. King's message of justice, democracy, hope and love grew from the despondency of social inequality.

ARTWORKS

Mountain of Despair — The main entrance of the memorial is through the Mountain of Despair, a massive boulder symbolizing the struggle faced on the quest for peace and equality. From within the symbolic struggle, a piece has been removed and thrust into the open plaza. That piece is called the Stone of Hope.

Stone of Hope — At 28' 6" high, the Stone of Hope is an impressive symbol of unyielding faith in the ultimate promises of mankind and democracy. From this symbolic stone, a likeness of Dr. King emerges, looking across the Tidal Basin toward the Jefferson and FDR Memorials, two other leaders who helped shape America into the country it is today.

Inscriptions — Stone carver Nicholas Benson designed the unique typeface for the memorial, called "King." Fourteen quotes adorn the inscription walls. There are two engravings on either side of the Stone of Hope and the name of the memorial is etched in five locations, one on each end of the inscription walls, one at the main entry, one across from the bookstore and one at the Tidal Basin entry.

MATERIALS

- The granite used for the inscription wall and the water features is Atlantic Green from Canada.

- The curbs, plaza pavers, benches and exterior walls of the auxiliary building are Kenoran Sage granite, also called Pine Green, from Canada.

- The Stone of Hope and Mountain of Despair granite is G681, commonly called "Shrimp Pink" from China.

- The cherry trees for the memorial were grown in two locations. The largest Yoshino cherry trees are from Halka Nurseries of Bridgeton, New Jersey, and were personally selected by the Foundation in 2006. The rest of the trees are from Ruppert Nurseries of Laytonsville, Maryland, and were selected by the Foundation in April 2010.

ARCHITECTURAL ELEMENTS

Inscription Walls — Granite walls extend on either side of the Mountain of Despair, a total length of 453 feet. A total of 14 quotes (six on the South Wall, eight on the North Wall) representing Dr. King's universal themes of democracy, justice, hope and love are engraved into the granite; a lasting testament of Dr. King's humanitarian vision.

Auxiliary Building — A 3,000 square-foot space houses a glass encased bookstore to the north, visitor comfort facilities to the south, and a National Park Service ranger station in the center. The building is made of the same granite used throughout the memorial, and the small plaza around it is planted with more cherry trees and elms, under which visitors can rest in the shade on granite benches. The bookstore includes a gift shop, an audio-visual component highlighting important historical events involving Dr. King, and two touch-screen kiosks where visitors can look up educational information and a granite donor wall.

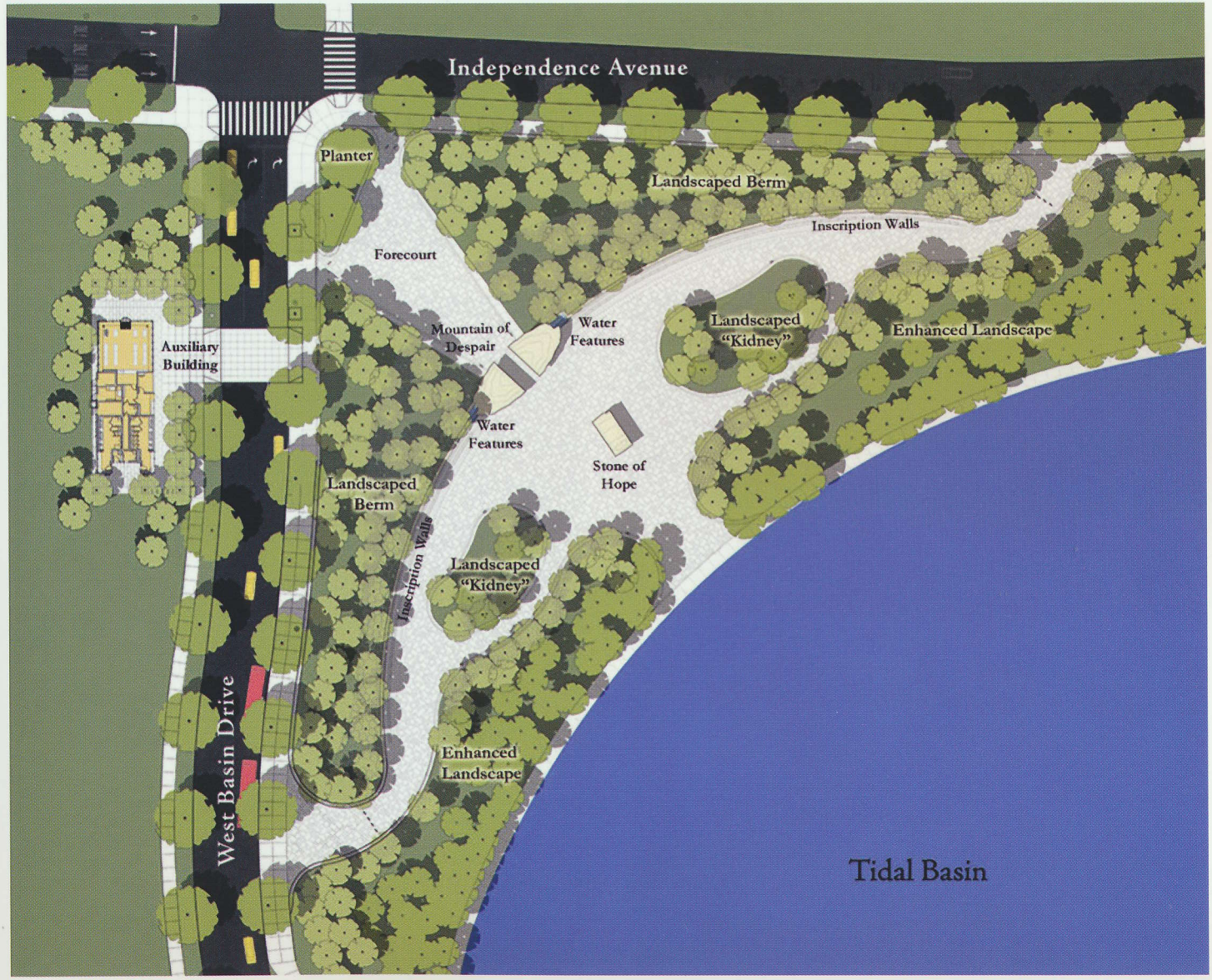
Water Features — On each side of the Mountain of Despair, water tumbles down over roughly hewn granite, the sound sheltering the environment from traffic noise.

Entry Planter — This small planter is landscaped with American elm trees and English yew, and helps enclose the forecourt of the memorial, providing visitors with a more intimate experience by isolating them from the rest of the mall and the city beyond. The walls around the planter are just the right height for sitting under the shade of the elm trees.

Landscaped Berms — Each berm is planted with Yoshino cherry trees, jasmine, English yew, and liriope. For roughly two weeks every spring, near the anniversary of Dr. King's assassination, the cherry trees bloom, covering the memorial in delicate pink blossoms, a yearly celebration of Dr. King's lasting legacy.

Landscaped Areas — These kidney-shaped areas are planted with crape myrtles, Yoshino cherry trees, and a variety of flowering bulbs, which help to break up the wide expanse of the plaza and offer visitors a shady respite and a seating area.

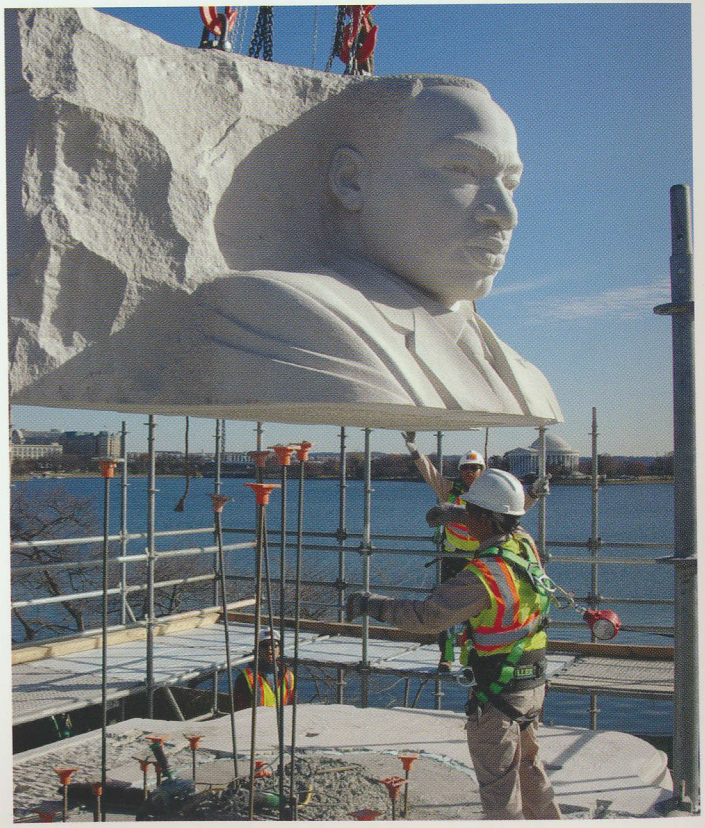
Enhanced Landscape — The area around the memorial has been beautified by cherry trees since Japan donated 3,000 of the trees to the nation's capital in 1912. In the spirit of preserving Washington's history, these areas have remained undisturbed throughout the memorial's construction. However, along the memorial's curbs, closest to the landscaped areas, more cherry trees have been planted to further enhance the beauty of the Tidal Basin's edge.


Independence Avenue
Planter
Landscaped Berm
Inscription Walls
Forecourt
Mountain of Despair
Water Features
Landscaped "Kidney"
Enhanced Landscape
Auxiliary Building
Water Features
Stone of Hope
Landscaped Berm
Inscription Wall
Landscaped "Kidney"
West Basin Drive
Enhanced Landscape
Tidal Basin











Construction Photos: Mieko Preston

DID YOU KNOW?

- Trees along the memorial's sidewalks have "Silva Cells," crate-like structural systems around the trees' roots to prevent the roots from being compressed by the weight of sidewalks and pedestrians over time, thus preserving the health of the trees.

- Inscriptions with only a year as the citation are quotes from Dr. King's books, *Strength to Love (1963)* or *Stride Toward Freedom (1958)*.

- The construction team built a "rough draft" of the inscription wall and plaza (called the "mock up"), large enough for one full quote. Here the construction team could test assembly of the wall, the plaza and the lighting trough. The engraver also engraved the granite of the wall to determine its "carvability."

- The Mountain of Despair and Stone of Hope were originally hollow to lessen the weight of the sculptures. In their final position, however, a reinforced concrete core stabilizes the sculptures. The core is tied to the concrete slab which runs under the entire memorial.

- Dr. King's gaze on the Stone of Hope is fixed on the horizon, concentrating on the future and his hopes for humanity.

- The Foundation hired the ship *BBC France* to carry the freight from China across the Pacific, through the Panama Canal and up the Atlantic coast. The sculpture pieces were the ship's only cargo. The ship reached Baltimore after 45 days at sea.

- Since its inception in 1998, the Foundation has operated with a total staff of 12 or less. At the time of dedication, the Foundation employed three executives, nine permanent staff and a handful of long-term consultants, all of whom were present to celebrate the culmination of the Foundation's mission.

- Near the memorial's entry, a 10" medallion (set into one of the large granite tiles that cover the ground) marks the spot where a time capsule is sealed in place underneath. Contents of the time capsule will be revealed in 50 years — on August 28, 2061.

- Of the 159 granite pieces of the sculptures, the heaviest is the one with Dr. King's arms. It weighs 31 tons. Dr. King's head is the second heaviest piece at 27 tons.

BY THE NUMBERS

- 182 Yoshino cherry trees
- 31 American Elm trees
- 7 Crape myrtle trees
- 16,835 liriope plants (also known as spider grass)
- 337 Reinforced concrete piles
- 10,188 light-green granite pavers cover the memorial plaza and forecourt
- 1,091 "piano keys," the dark green pavers along the base of the inscription wall
- 159 individual pieces of granite comprise the three sculptures that make up the centerpiece of the memorial, including 41 for the Stone of Hope, 58 for the west Mountain of Despair and 60 for the east Mountain of Despair
- 2,871 square footage in the bookstore
- 355 total granite panels and capstones on the inscription wall
- 453 feet from one end of the inscription wall to the other
- 161 Pink Abelias flowers
- 319 Dwarf Sweetsaire plants
- 1,128 Winter Jasmine plants
- 271 Grow Low Sumac
- 589 English Yew
- 215 Flowering Onion
- 195 Wand Flower
- 675 Yellow Day Lilies
- 445 Siberian Iris
- 1,134 truckloads (or 17,000 cubic yards) of planting soil
- 510 glass cassettes in the lighting trough



Memorial Landscape Plan

CHAPTER 8

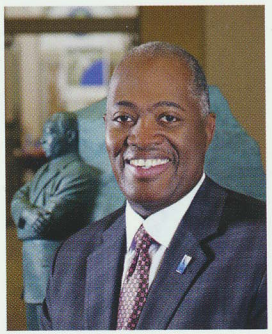
DREAM BUILDERS

Being involved with the creation of this memorial has been a labor and love and a highlight of my career. It has been awesome to watch what has taken place as companies, churches, fraternities, sororities and everyday people have contributed to make this dream a reality. It's a part of what Dr. King talked about — brothers and sisters working together. I have a young son, and I want him to be part of this history, to see it, to know it and to learn the importance of working and giving back.

Guy Vickers
President of The Tommy Hilfiger
Corporate Foundation

DREAM BUILDERS

EXECUTIVE STAFF



Harry E. Johnson, Sr.
President & Chief Executive Officer
Washington, D.C.
Martin Luther King, Jr.
National Memorial Project
Foundation, Inc.

A native of St. Louis, Missouri, Harry E. Johnson, Sr. is President and CEO of the Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc. Mr. Johnson is the 31st past General President for Alpha Phi Alpha Fraternity, Inc. and a practicing Attorney in Houston, Texas.

Mr. Johnson was tasked with raising the necessary funds to complete the National Memorial in honor of Martin Luther King, Jr. With Mr. Johnson at the helm, the Foundation was able to successfully conduct their Ceremonial Groundbreaking on November 13, 2006, Dream Dinners in several cities and a Dream Concert at Radio City Music Hall in New York City. The Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation under his leadership has raised $120 million to complete the Memorial. These funds were raised by developing strategic partnership's with corporate sponsors, a viable grassroots campaign and a faith-based component.

Mr. Johnson earned his Bachelor's degree in political science at Xavier University in New Orleans, Louisiana. He completed graduate studies in Public Administration at Washington University in St. Louis, Missouri, and earned his Doctor of Jurisprudence from Thurgood Marshall School of Law in Houston, Texas.

Among his professional affiliations are the National Bar Association, American Bar Association, NAACP and Boy Scouts of America. Mr. Johnson is a Trustee at the Brentwood Baptist Church in Houston, Texas. He serves as the Chairman of the Houston African American Culture Museum. He was elected to the National Board of the National Urban League; he also sits on the National Advisory committee for Big Brothers Big Sisters and the Advisory committee for the March of Dimes.



Dr. Ed Jackson, Jr.
Executive Architect
Washington, D.C.
Martin Luther King, Jr.
National Memorial Project
Foundation, Inc.

Dr. Ed Jackson, Jr. serves as the Executive Architect for the Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc. His involvement with the project began in November 1996, where he was asked to assume the responsibility for coming up with a design for the memorial. In December 1996, he formed an adhoc committee (later defined as the Design Program Committee of which Dr. Jackson served as chairman) responsible for the development of the largest international design competition ever held in honor of an American citizen.

For the Dr. King Memorial project, Dr. Jackson has directed the programming, planning, site selection, concept design, design development, construction document reviews and has single-handedly navigated the project successfully through the design and approval process of both the Commission of Fine Arts and the National Capital Planning Commission over the last fourteen years. Dr. Jackson is responsible for the selection of the Sculptor of Record, the Architect of Record and the Calligrapher/ Engraver. As the Executive Architect, he selected the stone for the Mountain of Despair and the Stone of Hope and provided final review and approval on all of the building materials, as well as the final acceptance of the quality of work completed.

Throughout his career, he has held numerous positions of responsibility, *Executive Architect* for the Washington, D.C. Martin Luther King, Jr. National Memorial Project; *President / CEO* of ArchD Consulting Ltd.; *Director of Research* for the American Institute of Architects; *Senior Architect* for The Assistant Secretary of Defense for Health Affairs; *College Instructor* for Baylor University; *Director of Facilities* and *Senior Medical Planner* for The 8th Army Surgeon General's Office; *Senior Associate* for Medical Technology and Practice Patterns Institute, and *Manager* for Coopers and Lybrand, Hospital Consulting Services Group, *Medical Facilities Architect* for The Office of the Surgeon General of the Army. Dr. Jackson holds a Bachelor of Architecture from the University of Illinois and a Doctor of Architecture from the University of Michigan. He also serves as a Board Member of the National Conference of Artists.



Richard W. Marshall
Chief Financial Officer
Operational Support and Planning
Washington, D.C.
Martin Luther King, Jr.
National Memorial Project
Foundation, Inc.

Richard Marshall, the Foundation's Chief Financial Officer and Operational Support and Planning, was a "loaned executive" as part of General Motors North America's corporate philanthropic gift to the Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc.

Prior to joining the Foundation staff, Mr. Marshall spent 34 years with the financial staff of General Motors North America. He began his career in 1972 with GM as an Internal Auditor at the Pontiac Motor Division and was promoted to Divisional Auditor in 1980. He progressed through the company to Group Auditor of Buick-Oldsmobile-Cadillac to Comptroller of the Lordstown, Ohio, Manufacturing Complex, a multi-billion dollar operation of cars, trucks and sheet metal by 1985. In 1990, Richard transferred to Pittsburgh, Pennsylvania, as Comptroller to assist in converting the fabricating plant operation to a service-part plant operation. Five years later, he was promoted to Finance Director of the Manufacturing Center in Warren, Michigan, a center of expertise for all GM manufacturing processes; and Finance Director of GM Worldwide Facility Group (a multi billion dollar operation of all GM facilities) where he assisted in the purchase of GM World Headquarters-RenCen and set up the financial processes. His last position with GM before joining the Foundation was Financial Director Quality, Reliability Competitive Operations Integration.

His accounting career started as a staff auditor for Arthur Young & Company in New York, New York, in 1969. In addition to his auditing expertise, he started an accounting program to provide assistance to non-profit organizations in the New York City and Michigan areas.

He holds the following degrees and certifications: B.S. in Accounting and Economics from Florida A&M University, CPA Certification in Michigan, M.B.A. from Michigan State University, graduate of the University of Illinois' Executive Development Program and received the American Society Quality Control Award for Administrative Applications.



FOUNDATION STAFF

Trudy Byrd, Public Relations Manager

Dina Curtis, Director

Lisa Lee, General Accountant

Raymond Moore, Fundraising & Alpha Phi Alpha Support

Kerry-Ann Powell, Esq., Director of Fundraising Development

Rebecca Roberts, Fundraising Assistant

James Simmons, Financial Manager

Richie Sugar, Marketing Fundraising Analyst

Barbara Thompson, Administrative Assistant

Special Acknowledgements

Ty Christian, Chief Marketing Strategist

Rica Orszag, Public Relations Consultant

Mieko Preston, Associate Architect

Jarvis Stewart, Fundraising Consultant

Former Staff

Glenn Best

Janine Bleakley

Dr. John H. Carter

Katherine Chance

Darryl Garrett

Marilyn Hurey

LeRoy Lowery

Olivia Murray

Willetta Schley

Kathleen Schneider

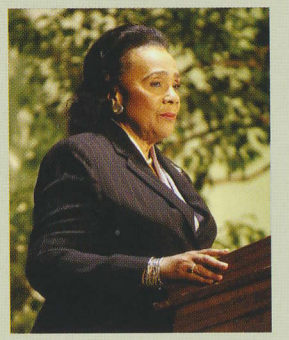
Tracy Truitt

Devan Tucker

Anita Wamble

Raquel Witherspoon

Margaret Zeller



©*Stillwater Newspress, Matt Strasen/Associated Press (AP)*

"Like Dr. King, Coretta Scott King's life personified the ideals and truths of humanity for all mankind. Whether marching with Dr. King in the segregated south or being a supportive mother to her four children, Mrs. King always displayed unparalleled grace, courage and dedication in everything she did. As a co-chair of the Foundation's Executive Leadership Cabinet, she joined with a host of great Americans in raising the awareness and much needed resources to construct a national memorial to pay tribute to the life and legacy of her husband, Dr. King."

Harry E. Johnson, Sr.
President & Chief Executive Officer, Washington, D.C. Martin Luther King, Jr.
National Memorial Project Foundation, Inc.

EXECUTIVE LEADERSHIP COMMITTEE

Co-Chairmen

Coretta Scott King, In Memoriam
Founder
The King Center

Gary Cowger
Global Group Vice President, Ret.
General Motors Corporation

John T. Monford
Chairman, GM Foundation
Senior Advisor, Government Relations and Global Public Policy
General Motors Company

Ambassador Andrew Young
Chairman
GoodWorks International

Members

David M. Cordani
President and CEO
CIGNA Corporation

Phillippe P. Dauman
President & CEO
VIACOM

George Foreman
Boxer and CEO
Foreman, Inc.

Dr. Robert M. Franklin
President
Morehouse College

Earl G. Graves
Chairman and CEO
Earl G. Graves Ltd.
Black Enterprise Magazine

William H. Gray, III
Chairman
The Amani Group

Honorable Alexis M. Herman
23rd U.S. Labor Secretary
Chair & CEO
New Ventures, Inc.

Thomas J. Hilfiger
Tommy Hilfiger, USA

Joel Horowitz
Ann and Joel Horowitz Family Foundation

Chad A. Jester
President
Nationwide Foundation

Sheila C. Johnson-Newman
CEO of Salamander Hospitality, LLC
Partner of Lincoln Holding LLC
President, Managing Partner and
Governor Washington Mystics

Vernon Jordan, Esq.
Senior Managing Director
Lazard Freres & Co., LLC

Honorable Jack Kemp
In Memoriam
Founder & Chairman
Kemp Partners

Victor B. MacFarlane
Managing Principal
MacFarlane Partners

J. W. Marriott, Jr.
Chairman & CEO
Marriott International, Inc.

Emilio Pardo
Chief Brand Officer
AARP

Dr. William F. Pickard
Chairman & CEO
Vitec, LLC

General Colin L. Powell
USA (Retired)

Franklin D. Raines
Revolution Health Group
Washington, D.C.

Henry Schleiff
President & CEO
The Discovery Channel
Ivan G. Seidenberg
Chairman & CEO
Verizon Communications

Russell Simmons
Chairman & CEO
Rush Communications

Daniel Snyder
Owner
NFL Washington Redskins

David Stern
Commissioner
National Basketball Association

Dale A. Stinton
CEO
National Association of Realtors

J. C. Watts, Jr.
President & CEO
J. C. Watts Companies

Dr. Robert L. Wright
Chairman
F E Holdings

BOARD OF DIRECTORS

Board Chairman
Roderick Gillum

Board Vice Chairman
Guy Vickers

Directors
David Drummond
Arthur L. Fleming
Steven R. Gursky
Frank Jenkins
Honorable Patrick J. Kennedy
Herman "Skip" Mason, Jr.
Tyrone Means
Vivian R. Pickard
Reverend Joe Ratliff
George N. Reaves
Frank Russell, Jr.
Caryl M. Stern
Robert Wingo
Chris Womack

ARTISTS

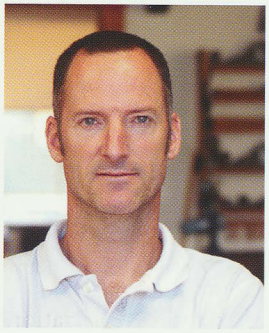


Master Lei Yixin
Master Sculptor
Changsha, Hunan

Master Lei Yixin is considered both a national treasure of China as well as a first-class sculptor. A graduate from Guangzhou Arts University in 1982, Master Lei quickly gained recognition for his public works on display in Changsha, Hunan. Several of his award-winning sculptures have been in a collection at China's National Art Gallery, which is believed to be the highest honor for a Chinese sculptor.

While his artistic style is reminiscent of an upbringing amongst the Xiang River culture in Hunan (Huxiang), Master Lei is also heavily influenced by Western culture. He allows the direct lines of realism, inherent in much of Western art, to give way to the delicate, fanciful yet distinctive lines of the Huxiang culture.

Currently, Master Lei is the President of the Sculpture Association of Hunan and the Director of the Fine Art Institute of Hunan. He is the only working sculptor in Hunan to qualify for direct funding from the State Department of China. He and his wife reside in Changsha, Hunan.



Nicholas Benson
Stone Carver
John Stevens Shop,
Newport, Rhode Island

Nicholas Benson is a third-generation stone carver, calligrapher and designer. He is the Owner and Creative Director of the John Stevens Shop in Newport, Rhode Island. In 2010, the MacArthur Foundation granted him the award for his "meticulously executed inscriptional works" that "are noted for their uncompromising craftsmanship and beauty in form and line."

His inscriptions and decorative reliefs can be seen on family memorials and buildings throughout the United States, including the National Gallery of Art, the Yale University Art Gallery, and the National World War II Memorial. In creating the distinctive architectural lettering for which he is known, Benson considers both the large-scale effect of the overall text as well as the most minute details of each figure, weighing at the same time changing light conditions and the long-term impact of weathering on the work's future appearance.

Benson studied at the State University of New York, Purchase (1986-1987), and the Schule für Gestaltung in Basil, Switzerland (1987-1988), in addition to training with his father, John Everett Benson. He has served in his current role at the John Stevens Shop in Newport, Rhode Island, which was established in 1705 and acquired by the Benson family in the 1920s, since 1993.

THE DESIGN AND CONSTRUCTION TEAM

Executive Architect
Dr. Ed Jackson, Jr.
Arlington, VA

Designers
ROMA Design Group
San Francisco, CA

Architect of Record
McKissack & McKissack
Washington, D.C.

Design Build Contractor
McKissack & McKissack / Turner Construction / Tompkins Builders / Gilford Corporation Design-Build Joint Venture
Washington, D.C.

Program Manager
JSA + Associates, Inc.
Falls Church, VA

Sculptures
Lei Yixin Art Studio
Changsha, Hunan, China

Landscape Architecture
Oehme van Sweden & Associates, Inc.
Washington, D.C.

Engraving / Typeface Design
Johns Stevens Shop
Newport, RI

Environmental Assessment
EDAW (Eight Days A Week)
Alexandria, VA

Civil Engineer
Delon Hampton Associates
Washington, D.C.

Structural Engineer
Thornton Tomasetti
Washington, D.C.

Lighting Design
Randy Burkett Lighting Design
St. Louis, MO

Mechanical, Electrical and Plumbing
TMR Engineering
Arlington, VA

Fountain Consultants
Hobbs Architectural Fountains
Atlanta, GA

Auxiliary Building Contractor
Pounds Construction
Washington, D.C.

Granite Fabricators
Cold Spring Granite Company
Minneapolis, MN

Dingli Stone Carving Co. Ltd.
Xiamen, Fujian, China

Lacroix Granite
Quebec, Canada

Granite Installation
Lorton Stone
Lorton, VA

Landscape Contractor
Ruppert Landscaping
Laytonsville, MD

Tree Nurseries
Halka Nurseries
Millstone Township, NJ

Ruppert Nurseries
Laytonsville, MD

UNITED STATES CONGRESS

Senator Robert Carlyle Byrd, In Memoriam

Senator William Thad Cochran

Senator Paul Sarbanes

Senator John Warner

Representative Julian C. Dixon, In Memoriam

Representative Sheila Jackson Lee

Representative Connie Morella

Representative Diane Watson

MEMORIAL VISIONARIES

Bro. Alfred Bailey, In Memoriam

Bro. John Harvey, In Memoriam

Bro. Oscar Little, In Memoriam

Bro. Eddie Madison

Bro. Harold Navy

Bro. George Sealey, In Memoriam

ALPHA PHI ALPHA LEADERSHIP

Herman "Skip" Mason, Jr.
33rd General President
2009-Present

Darryl R. Matthews, Sr.
32nd General President
2005-2008

Harry E. Johnson, Sr.
31st General President
2001-2004

Adrian L. Wallace
30th General President
1997-2000

Milton C. Davis
29th General President
1993-1996

Henry Ponder
28th General President
1989-1992

Charles C. Teamer, Sr.
27th General President
1985-1988

Ozell Sutton
26th General President
1981-1984

James R. Williams
25th General President
1977-1980

U.S. COMMISSION OF FINE ARTS

Commissioners

Earl A. Powell, Chairman

Pamela Nelson, Vice-Chairman

Diana Balmori

John Belle

Michael McKinnell

Elizabeth Plater-Zyberk

Staff

Thomas Luebke, FAIA, Secretary

Frederick J. Lindstrom, Assistant Secretary

Special Acknowledgement

J. Carter Brown, Former Chair

Harry G. Robinson, III, Former Chair

Charles Atherton, Former Secretary

NATIONAL CAPITAL PLANNING COMMISSION

Commissioners

L. Preston Bryant, Jr., Chair

John M. Hart

Arrington Dixon

Robert E. Miller

Ex Officio Members

The Honorable Dr. Robert M. Gates, Secretary of Defense

The Honorable Ken Salazar, Secretary of the Interior

The Honorable Martha Johnson,
Administrator of General Services

The Honorable Joseph I. Lieberman, Chair, Committee on Homeland Security & Government Affairs

The Honorable Darrell Issa, Chair, Committee on Oversight & Government Reform

The Honorable Vincent C. Gray, Mayor, District of Columbia

The Honorable Kwame R. Brown, Chairman, Council of the District of Columbia

Staff

Marcel C. Acosta, Executive Director

David Levy, RA, AICP, Director

Christine Saum, AIA, Acting Director

Eugene Keller, ASLA

Special Acknowledgement

John V. Cogbill, III, Former Chair

Harvey B. Gantt, Former Chair

Herbert F. Ames, Former Commission Member

David Hamilton, Former Project Manager

DEPARTMENT OF INTERIOR

The Honorable Ken Salazar, Secretary of the Interior

Dr. Robert G. Stanton, Deputy Assistant Secretary

NATIONAL PARK SERVICE

Jon Jarvis, Director

Margaret O'Dell, Deputy Director

Peter May, Associate Regional Director

Glenn DeMarr, Project Coordinator

Michael Caldwell, Acting Superintendent

Steve Lorenzetti, Deputy Superintendent

Alice McLarty, Park Landscape Architect

Jorge Alvarez, Deputy Chief of Maintenance

Steven Sims, Civil Engineer

Sean Kennealy, Chief of Maintenance

Ned Wallace, Civil Engineer

Special Acknowledgement

Donald Murphy, Former Deputy Director

Vikki Keys, Former Superintendent

Robert DeFeo, Horticulturist

MAKING OF THE MEMORIAL

This book was produced by The Lukens Company, based in Arlington, VA. It was written by Washington, D.C.-based author Kitson Jazynka, edited by Angela Struebing of The Lukens Company and designed by David Lee of Hoon Designs.

The content is based primarily on oral histories provided by:

Harry E. Johnson, Sr., Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc.

Dr. Ed Jackson, Jr., Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc.

Mieko Preston, Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc.

Milton Davis, Past General President, Alpha Phi Alpha Fraternity

Ozell Sutton, Past General President, Alpha Phi Alpha Fraternity

Adrian L. Wallace, Past General President, Alpha Phi Alpha Fraternity

Dr. James Chaffers, University of Michigan

Professor Jon Lockard, University of Michigan

Dr. Clayborne Carson, Martin Luther King, Jr. Research and Education Institute

John V. Cogbill III, Former NCPC Chairman

Guy Vickers, Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc., Board of Directors

Robert G. Stanton, Former Director of the National Park Service

Dr. John H. Carter, Washington, D.C. Martin Luther King, Jr. National Memorial Project Foundation, Inc. (former Project Manager)

Master Lei Yixin, Master Sculptor

Nicholas Benson, John Stevens Shop

Donald Murphy, Former NCPC Deputy Director

Dr. Christine King Farris, The King Center

Cover Photo: Washington Post/ Getty Images

As we celebrate this once in a lifetime event I am so thankful for all who gave of their resources — those who had it to give and those who struggle to make a donation — because of their commitment to this Memorial. So I say, thank you Lord for giving me the strength and conviction to complete the task you've entrusted to me. Thank you for guiding me straight and true through the many obstacles in my path and for keeping me resolute when some around me seemed lost. Thank you for the good I may have done, thank you for the many friends we have made on this journey.

Harry E. Johnson, Sr.

OUT OF THE MOUNTAIN OF DESPAIR,
A STONE OF HOPE