

MINUTES

ADVISORY COMMITTEE ON ARLINGTON NATIONAL CEMETERY (ACANC)

SUMMER 2016 ORGANIZATIONAL MEETING

July 7th, 2016

ARLINGTON NATIONAL CEMETERY (ANC), ARLINGTON, VA

1. **DESIGNATED FEDERAL OFFICER'S REMARKS.** Ms. Renea Yates, Designated Federal Officer (DFO) for the Advisory Committee on Arlington National Cemetery (Committee), opened the summer 2016 Organizational Meeting. Ms. Yates noted that present in person were Major Shannon Way, ANC Strategic Planner, Mr. Timothy Keating, Alternate Designated Federal Officer, ACANC, and Ms. Barbara Dunlap, ACANC Administrative Support. Ms. Yates stated for the record that the Committee operates under authority of 5 US Code (U.S.C.) Appendix 2 and 41 Code of Federal Regulation 102-3.50(d), and is an Advisory Committee subject to the Federal Advisory Committee Act. Ms. Yates explained that Arlington National Cemetery (ANC), on behalf of the Department of the Army, is the sponsor of the Committee established by the Secretary of Defense (SecDef) in compliance with 10 U.S.C. § 4723 and the National Defense Authorization Act (NDAA) of 2012. ANC, a Direct Reporting Unit to the Headquarters, Department of the Army, is the agency that receives the benefit of the Committee's advice and recommendations, as well as provides the DFO, who is nominated by the Executive Director and appointed by the Administrative Assistant to the Secretary of the Army. Additionally, ANC provides administrative support to the Committee.

Ms. Yates noted that the meeting was open to the public. She also reminded the public attending this open meeting and briefings that the public was not allowed to present questions from the floor or speak to any issue under discussion by the Committee without permission of the chair person. She noted that any member of the public was eligible to file a written statement with the Committee in accordance with the published Federal Register notice as posted in the binder at the entrance of the meeting room. Ms. Yates also noted that the proceedings were being recorded, and a summarized transcript of the meeting will be prepared.

2. **CALL TO ORDER AND ADMINISTRATIVE REMARKS.** Before taking roll, the DFO provided administrative announcements. The DFO reminded the Committee members and other federal officials present of their official Oath of Office. The Secretary of the Army (SecArmy) and SecDef established the "Advisory Committee on Arlington National Cemetery" pursuant to the NDAA of 2012, codified in 10 U.S. § 4723, and effective 1 August 2012. The DFO noted the binders in front of each member are available to the public. The binders include the agenda, and Tabbed information and slides for all briefings. The DFO stated by the Committee's Charter that the Committee shall visit ANC at least once annually. Within 60 days after this annual visit, the Committee shall submit a written report of its actions, views and recommendations to the SecArmy. Pursuant to 10 U.S.C. § 4723, as codified with the NDAA of 2012, and not later than 90 days after receiving a report or recommendations from the Committee, the SecArmy shall submit the report of recommendations to the congressional defense committees and the Committees on Veterans' Affairs of the Senate and House of Representatives and include such comments and recommendations of the SecArmy as

he considers appropriate. The DFO added that any report of a visit, other than the annual visit, shall be submitted to the SecArmy within 60 days after the Committee's visit. The 6 May 2016 report for Arlington National Cemetery was submitted as required. The Committee recommended the following changes be incorporated into the 2016 Committee Charter renewal:

- a. Reinstate Co-Chairs for the Full Committee
- b. Combine the Remember and Explore Subcommittees resulting in two standing subcommittees
- c. Appoint Mr. Russell Davis as Chairman of the combined Remember and Explore Subcommittee

Meeting called to order at 10:00 a.m.

3. ROLL CALL. Ms. Yates took roll call and stated the following were present: Mr. Chet Edwards, Mr. James Peake, Mr. Russell Davis, Mr. Thomas Kelley, Mr. Ronald Fetherson and Mrs. Debra Fix. All ANC personnel and guests were asked to sign in. For the record, a quorum of the Committee was present. A list of attendees is appended to these minutes at TAB A.

4. OPENING REMARKS.

(Note: During the 15 March 2016 Committee Meeting, Mr. Edwards, Co-Chair deferred to Co-Chair Mr. Peake for opening remarks and made the recommendation to the full committee to amend the business rules so that one of the co-chairs would preside over the proceedings in order make business flow more smoothly. He nominated Mr. Peake to perform the role of presiding over the meetings. All members concurred.)

Mr. Peake thanked the committee for their service on the committee and the hard work put forth in support of the extremely valuable mission to provide input to ANC. Additionally he stated the committee had a very busy agenda ahead of them. Mr. Edwards commented that the Subcommittees' work yesterday was very productive. Mr. Peake then called for the first presentation.

5. SOCIAL MEDIA UPDATE. Ms. Jennifer Lynch, ANC Public Affairs, presented a briefing on current social media, outreach and family measurement data. She noted that the ANC Facebook page has nearly half a million "Fans" and a weekly reach of almost 30 million. She stated that there were ten special guided tours between March and November 2016 each of which are expected to be attended by approximately 70 participants. She stated that some school groups are anticipated and that 12 special tours can be supported annually based on current Tram contract. She stated that next year will include more focus on WW1 with more emphasis targeting teacher conferences. She then stated there are three conferences scheduled for 2016: the VFW in Charlotte (July); the American Legion in Cincinnati (August); and the National Funeral Directors Association in Philadelphia (October). Ms. Lynch then briefed the Committee on development of Web Measurement and Family Measurement tools used by ANC staff to measure public satisfaction. Additionally, she noted the current family survey returns reflected a 94% satisfaction rating with services at ANC. The DFO then added that efforts are ongoing to determine the best timeframe, currently 90 days after a service, to request a response.

Discussion.

Mr. Peake thanked Ms. Lynch for the presentation and asked what issues and outcomes are being addressed. Ms. Kelley, ANC Acting Superintendent, stated that various data are being considered to build the next steps; website participation, while a good metric, may not be the best method to inform the public.

Mr. Edwards expressed concern about awareness of today's youth about ANC and the significance of Federal Holidays such as Memorial Day and Veterans Day. He asked whether there was an outreach effort targeting the classrooms. Ms. Lynch replied that while there is some outreach to youth, there is no formal program as such. She noted that the upcoming focus on WW1 is an early effort to reach schools. Mr. Edwards then mentioned that it might be appropriate to target organizations such as the National Association of Principals.

6. INFORMATION TECHNOLOGY UPDATE. Ms. Gaspar, ANC Geospatial Information Systems Manager, presented a briefing on the current status of ANC Explorer. She noted that ANC Explorer, a web-based application launched in 2012 has been improved and supported by new kiosks in the Welcome Center in May 2016 and updated User Interface scheduled for August 2016. She then briefed efforts to improve the ANC Forsee metrics to improve the application and simplify the ANC Explorer Web interface. She then outlined next steps for ANC Explorer updates including reassessing user feedback, refining "Points of Interest" content and completing application migration to the Army Analytics Group (AAG). She noted the migration to AAG will have several benefits including scalability for peak events, reliable back-ups, enhanced infrastructure support and efficiency, and increased Information Assurance Compliance. She noted that the ANC Mapper application should be migrated by mid-August. Mr. Kalavapudi ANC Program Management Office for Office of the Chief Information Officer then presented an update of the Enterprise Interment System Service (EISS). He noted that the original Interment System Service (ISS) was launched in 2001 with Army Analytics Group (AAG) coming onboard in 2012 to support a normalized data model which improved scheduling, reporting, and disinterment features. In 2014, a multi-step approval process was developed for scheduling funerals, including utilizing email templates to improve coordination. Moving forward, the EISS will provide an end-state which consolidates ANC and ANMC ISS and Research Tool to a single system of record that incorporates a best-practices approach for sustaining cemetery operations. He noted that new development focuses on functionality. He then briefed the next steps for the way ahead which include Burial Request Module incorporation, QA Module incorporation, Application testing, Training development and documentation, Test Site release (ANC and SAHNC), and final release to ANMC.

Discussion.

(ANC Explorer). The DFO noted that the design of ANC Explorer is to allow the public to filter their searches to find what they want to see. Mr. Gaspar stated that development was intended to educate and simplify the process for the public. The DFO then reminded the Committee that in 2011 there was an effort to leverage Information Technology to move quickly to support the public, however the capabilities were quickly outgrown and a move to AAG was made to improve scalability with a cloud-based application for public access. Ms. Kelley added that AAG incorporation will improve performance from a user/public perspective as well as de-couple high risk (target) servers at the Pentagon. Moving to AAG was a deliberate choice for ANC.

(EISS) Mr. Peake asked about the timeline for implementation. The DFO stated that first deliverables were expected in the fall of this year. Initially there will be two tools, but the goal is to bring EISS on-line by the end of 2017. She noted that all cemeteries would then be able to utilize this system to order markers. Mr. Peake then asked how to best achieve buy-in to EISS from all stakeholders. Mr. Hallinan, Executive Director, ANC stated that as the ANC/ANMC build is developed, the expectation is support from the DoD Cemetery Management Board. The DFO then mentioned that a significant enhancement provided by EISS is real-time database management resulting in perpetual process improvement. Mr. Edwards asked about IT security and what procedures were in place to prevent hackers and asked about the backup procedures. Mr. Kalavapudi mentioned that there were Information Assurance practices, as well as disaster backup protocols, in place. Ms. Fix then asked about public feedback on the major sites. Mr. Kalavapudi stated that data can be tracked and modeled as to what has been searched.

After the briefing, Mr. Edwards informally mentioned to the DFO that he had been searching ANC Explorer and was not able to find any notable gravesites of Civil Rights Leaders/Groundbreakers. He then provided a list to the DFO for consideration to include: Thurgood Marshall, Medgar Evers, Joe Lewis, Earl Warren, Tuskegee Airmen, 761st Tank Battalion, Women's Suffrage leaders, African-American, Hispanic, and Asian female military General Officers, Chappy James, Benjamin Davis, and Native Americans.

7. DoD CEMETERY MANAGEMENT BOARD (CMB). Mr. Quackenbush, ANMC, presented a status update. He noted the Board has met three times since its establishment in 2015 with the intent to meet quarterly. He stated the Charter and the DoD Instruction are not yet finalized, but the Army believes the CMB to be a forum to share best practices and to facilitate partnerships on initiatives. He noted that the outcome of recent meetings highlighted the need for the Services to maintain the same accountability as ANC, which is now approximately two years ahead.

Discussion. Mr. Peake asked when the Charter might be expected to be approved. Mr. Quackenbush replied that it was a work in progress, but difficult to determine when it would actually be approved. Mr. Peake then asked about funding for the organization. Mr. Quackenbush replied that funding would be provided by participating organizations, however, the DoD Instruction was required in order to establish the Charter which then would establish funding flow.

At 11:40 Mr. Peake announced adjournment for lunch.

At 12:25 Mr. Peake called the Meeting to order.

8. CONSTRUCTION UPDATE. Mr. Fedroff, ANC Engineering briefed the current status of ANC expansion efforts, recently completed projects, active projects, and future projects. He briefed that the Millennium Project remains within budget and while the schedule is tight, completion remains targeted for fall 2016. He noted that roads, sidewalks and landscaping are the final steps. He then addressed the Southern Expansion Project. He noted public acceptance of the work from the April 2016 Public Scoping Meeting. He briefed that anticipated road work was to be completed by 2018 to 2020 with the project completed by 2020 to 2022. He noted the largest variable as the Land Exchange Framework, scheduled to be in place by spring 2017. With regard to active projects, he stated that the Funeral

Procession Queuing Area is in Phase 2 of construction which has the biggest impact on cemetery operations. The project is scheduled for completion in the fall of 2017. Mr. Fedroff then briefed the Electrical Privatization contract, the biggest challenge of which were multiple (8) Initial System Deficiency Corrections. The projects are scheduled for completion in September 2016. He then briefed the salt and sand storage facility construction project which began in fall of 2015 and is scheduled for completion in the fall of 2017. The Columbaria Flagstone project in Court 3 was the initial project, and after completion a decision was made to upgrade all other Courts (1 through 6). The Tomb of Remembrance contract is scheduled for completion in December 2016. Regarding future projects, Mr. Fedroff briefed 2 road repair projects this year, the Ord-Weitzel area and the McPherson-Pershing area. He then briefed ongoing Columbaria repairs and stated that cleaning efforts are prioritized. He concluded his briefing noting other projects in work including irrigation upgrades, Admin Building and Welcome Center main floor improvement designs, additional storm drain repairs, Chaffee parking lot (across from Arlington House) rebuild, JFK Memorial Granite Walkway resurfacing, and a sanitary sewer survey.

Discussion. Mr. Peake asked whether there were contractor issues concerning the Funeral Procession Queuing Area. Mr. Fedroff responded that while there were a few issues, but ANC Engineering is working closely with the contractors so resolve issues.

Mr. Edwards asked how much the private contracting company is investing compared to what they are charging for the Electrical Privatization contract. Mr. Fedroff replied that a cost-benefit analysis had been done. The Army negotiated and the Defense Logistics Agency estimated the costs to conduct the project against privatization resulting in a 24% benefit to privatize.

Mr. Peake asked what kind of water was necessary for irrigation. Mr. Fedroff replied that potable is required to avoid possibly staining headstones, curbs, etc.

Mr. Edwards expressed appreciation for the work done thus far on the Southern Expansion Project. However, he continued by saying that until a detailed plan is developed, he does not believe that the Secretary of the Army – or Congress - can decide that the project will reflect the iconic nature of ANC 100 years in the future. Mr. Edwards further stated he believes a harder look at the Southern Expansion project is necessary and that the answer to whether to proceed with the project might be no.

Mr. Peake asked whether the recommendations in the report to the Secretary of the Army regarding the Millennium Project and road projects had been made. The DFO replied that the decision has not yet been made.

9. **ANC 100% BASLINE ACCOUNTABILITY.** The DFO introduced the next presentation noting that in 2011 the DoD IG directed 100% gravesite accountability. She noted that ANC Quality Assurance (QA) had taken on the responsibility to meet that objective. Mr. Fies, ANC Quality Assurance, then briefed that as a direct result of the 2010 Army IG Report and subsequent Public Law 111-339, the Gravesite Accountability Task Force (GATF) was formed in May 2011 to identify discrepancies between grave markers and cemetery records, to digitize and automate paper maps, the annotation of electronic records and develop business

rules for accountability standards. The GATF subsequently established a baseline count of 259,978 markers, captured digital images, developed comprehensive accountability training, and validated record information against marker photos. Mr. Fies stated that training for QA analysts is very robust and that a qualitative lessons learned process has been implemented. He stated that the current objectives of the QA team are continued 100% accountability, create Case Resolution Packets for remaining complicated discrepancies, support development of QA functionality in ISS (and subsequently EISS), and to continually evaluate and update accountability processes – Continuous Process Improvement. Mr. Fies then briefed the QA process of inspecting markers prior to setting, noting that prior to the IG inspection no process was in place to do so. He described the inspection process and outlined the advantages and positive impact of the QA process.

Discussion. Mr. Davis asked what happens to markers with identified deficiencies. Mr. Fies explained that they are destroyed.

Mr. Peake asked about case resolution packets. Mr. Fies replied that 152 cases have been resolved. There are 74 packets in work, all of which are historical, some dating back to Section 27 interment.

Mr. Peake then asked about number of excavations involved. Mr. Fies replied there have been five, and there are two pending.

Mr. Edwards asked about capturing the public awareness and concerns about QA efforts and issues. Mr. Fies replied that the ANC Explore application and website comments were available. Mr. Edwards then asked about how people without access to the application or website can provide feedback. Mr. Fies replied that Call Center data is forwarded to QA.

Ms. Fix asked about the size of the QA Team. Mr. Fies replied there are seven contractor personnel. She asked if that was enough, Mr. Fies said that he has the right number, skill sets and support to succeed.

Mr. Davis asked whether there were any constraints by either funding or manning documents. The DFO replied that Table of Distribution and Allowances (TA) has grown to 201 civilian and 16 military personnel based on sustainment.

Mr. Edwards asked Mr. Fies to what supervisor he reports, Mr. Fies replied he reports to Ms. Yates (DFO) in her capacity as Deputy Superintendent. Mr. Edwards followed with asking how does ANC ensure there are no backslides. Mr. Fies answered that is accomplished by keeping QA in the process, codified policy, strategic mapping and institutionalized accountability. Mr. Peake added that there is also an internal Organizational Inspection Program (OIP).

Mr. Peake then stated there would be an approved presentation made by Mr. Burch, a public attendee. The DFO noted for the record that Mr. Burch had annotated his briefing material as classified. **NOTE: Not U.S. Government classification.** The DFO reminded Mr. Burch he was presenting in a public forum and that the contents of his presentation will be made public record. Mr. Burch responded that he understood and wishes to make his presentation in the public forum. Mr. Peake then allowed Mr. Burch five minutes to address the Committee and attending public.

Mr. Burch made a presentation entitled the Spirit of America Tower. This project is proposed/designed to support public appreciation of ANC from a raised platform/tower near the cemetery. The facility would support public functions as well as an appreciation of ANC from a raised viewing perspective.

Discussion. Mr. Davis asked how the project would be funded. Mr. Burch replied it would be privately funded.

Mr. Edwards asked for clarification asking if the project was for profit. Mr. Burch replied that it was for profit. Mr. Edwards then asked what groups from the city of Arlington will be providing feedback on the impact/feasibility of the project. Mr. Burch replied that information would come from the VDOT.

Mr. Fetherson asked Mr. Burch about his background. Mr. Burch replied he is a developer and a Priest.

10. **COMMITTEE BUSINESS.** The DFO announced that before adjournment, there were several matters for the Committee. First, she noted the voting requirements to approve the proposed name of the two merged subcommittees as the Remember and Explore Subcommittee. Second, membership extensions for Mr. Kelley to July 2018, Mr. Fetherson to September 2018, and Ms. Fix to July 2018 were approved.

The Chairman, noting no objections or concerns, stated the name of the combined subcommittee is Remember and Explore is adopted.

The Chairman then asked if there were any other issues for discussion or consideration. Mr. Edwards asked about the process by which charity can be built to support ANC. The DFO replied there is a precedent for accepting charitable contributions citing Wreaths Across America. Mr. Peake suggested the Committee invite an Executive Director from a Charitable Organization to speak to the issue at a future meeting. Mr. Edwards noted that the Committee cannot solicit contributions, the effort must be completely transparent and separate from the ANC.

11. **NEXT MEETING.** The DFO proposed the next Committee Meeting take place during the first week of October 2016. The Chairman noted after discussion that the Honor Subcommittee will meet on 23 August 2016, the Remember and Explore Subcommittee will meet on 4 October, 2016 and the Committee will meet on 5 October, 2016.

12. **MEETING ADJOURNED.** The Chairman, noting no other business, motioned for adjournment. The DFO seconded the motion and the motion was unanimously carried at 2:57 p.m.



CHET EDWARDS
Co-Chairman


8/26/2016

JAMES PEAKE
Co-Chairman

TAB A



Advisory Committee on Arlington National Cemetery
 Arlington National Cemetery Welcome Center
 Arlington, Virginia 22211-5003
 7 July 2016

Sign-In Roster

Name	Affiliation
Shereed Percell	OAA/AMVET/Army TV
Josh Lively	OAA/AMVET/Army TV
Dan Ernst	OAA/AMVET/Army TV
Jessie Yu	OAA/AMVET/Army TV
Shannon Way	ANC, USA
Timothy Keating	ANC, USACIV
Barbara Dunlap	ANC
Wally Frankel	ABMC
Jennifer Lynch	ANC
ABHJIT KALAVAPUDI	ANC
JILL JASPAN	ANC
BOB QUACKENBUSH	ANMC
ERIC FIES	ANC
Brian Pinello	ANC QA CTR
JIM BURCH	CELEBRATING THE AMERICAN DREAM, INC (THE SPIRIT OF AMERICA TOWER)
DAVID Fedroff	ANC
COL Joe Simonelli	ANC