

MINUTES

ADVISORY COMMITTEE ON ARLINGTON NATIONAL CEMETERY (ACANC)

HONOR SUBCOMMITTEE MEETING

June 7, 2017

ARLINGTON NATIONAL CEMETERY (ANC), ARLINGTON, VA

PREFACE:

At approximately 0900, before the meeting was called to order, Ms. Renea Yates, the Designated Federal Officer, welcomed all members and guests on behalf of the Executive Director, Army National Military Cemeteries, Ms. Karen Durham-Aguilera and the Superintendent, Ms. Katharine Kelley, to the Honor Subcommittee of the Advisory Committee on Arlington National Cemetery's Round Table discussion on the Future Capacity of Arlington National Cemetery. She noted that ANC had provided a report to Congress pursuant to Public Law 114-158 and to ensure a common understanding, an overview presentation will be provided followed by the formal opening of the Honor Subcommittee meeting during which a Roundtable discussion of the report will be conducted. The presentation and subsequent open meeting was attended by representatives from various Veteran Service Organizations (VSO) and Military Service Organizations (MSO), as well as Congressional Staff members. Major Shannon Way, the ANC Strategic Planner then presented a report overview. The list of participants is attached to these minutes.

1. **DESIGNATED FEDERAL OFFICER'S REMARKS:** After the overview presentation and a short break, Ms. Renea Yates, Designated Federal Officer (DFO) for the Advisory Committee on Arlington National Cemetery (ACANC), opened the June 2017 Honor Subcommittee meeting. Ms. Yates noted that present in person were Major Shannon Way, ANC Strategic Planner and Mr. Timothy Keating, Alternate Designated Federal Officer. She also noted attendance by key representatives of 15 different Veteran and Military Service Organizations. Ms. Yates stated for the record that the subcommittee meeting is pursuant to the National Defense Authorization Act of 2012, codified in 10 U.S.C. § 4723. The subcommittee operates under authority and provisions of the Federal Advisory Committee Act of 1972, 5 U.S.C. Appendix 2, and 41 Code of Federal Regulation 102-3.50(d). The DFO, nominated by ANC Executive Director and appointed by the Secretary of the Army, is provided by ANC. Additionally, ANC provides administrative support to the subcommittee. Ms. Yates reminded subcommittee members not to conduct any formal business by deliberating on any substantive matters which are before the Committee as a whole for vote. Additionally, the subcommittee will report to the Committee any recommendations or information relevant as a result of the day's work. She also noted that the meeting was open to the public and after reminding the attending public that they were not generally allowed to present questions from the floor or speak to any issue under discussion by the subcommittee without permission of the Chair, she noted that the purpose of the meeting was to solicit feedback from the VSO/MSO representatives present at the

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meeting. Ms. Yates also noted that the proceedings were being recorded in written form, and that minutes of the meeting will be prepared.

The meeting was called to order at 0955

2. ROLL CALL: The DFO noted a quorum for the record, with the following members in attendance:

Secretary of the Army Nominees: Mr. James Peake (Chair), Mr. Gene Castagnetti, Mr. Russell Davis, Ms. Rose Duval, Mr. Mark Farley, Mr. Robert Hess, and Ms. Ryan Manion.

Secretary of the American Battle Monuments nominee: Mr. Chet Edwards

Secretary of the Veterans Administration nominee: Mr. Thomas Kelley

3. PRIOR MEETING MINUTES: The DFO announced that the minutes from the 23 January 2017 Honor subcommittee meeting were available for review in the members' binders.

4. CHAIRMAN'S OPENING REMARKS: The Chair thanked members of the VSOs, MSOs and Congressional staff members noting the level of participation is appreciated and that comments and discussion during the roundtable format of the meeting were welcome. Dialogue about the future of ANC with respect to possible expansion and potential changes to eligibility are sensitive issues on which the subcommittee would like to hear thoughts from VSOs and MSOs. The Chair then requested Mr. Chet Edwards, a subcommittee member and the Co-Chair of the full Advisory Committee, for remarks. Mr. Edwards echoed the Chair's appreciation to the VSOs, MSOs, and Congressional staff for attending. He noted that while the Secretary of the Army is technically empowered to decide the future of ANC, the Advisory Committee could be a means for VSO and MSO membership voices to be heard. He further said that there are no easy answers, to include doing nothing, to extend the active life of ANC for future generations. He emphasized that the current expansion achieved by the Millennium Project has been over 20 years in the making; it may require 30 or 40 years to acquire and develop new land for expansion. He stressed that no conclusions were sought in today's meeting, but a new opportunity to engage is present. He concluded by saying if ANC is to remain open "well in to the future", full non-partisan efforts are necessary. The Chair then requested the first presentation of the agenda.

5. INTRODUCTION TO FORESEE PRESENTATION: The DFO introduced the next agenda item stating that over the last several years, the subcommittee has been engaged in the strategic challenge of providing recommendations through the Advisory Committee to the Secretary of the Army and Secretary of Defense regarding sustaining the life of ANC as an active burial location. In February 2017, the ANC Capacity Report was submitted to Congress pursuant to Public Law 114-158. She noted that the ANC

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Strategic Planner provided a foundational briefing earlier and was prepared to answer questions regarding the report as the subcommittee engages with representatives from the fifteen Veteran Service and Military Service Organizations present to engage in a round-table discussion. Before the floor was opened for discussion, it was noted that during previous discussions with VSO and MSO representatives a desire was expressed to conduct a common survey of the American people to gather a better understanding and appreciation for what our nation desires ANC to be.

In order to develop a survey as such, a presentation was made by ForeSee, an independent professional survey company that provides a metrics based survey tool. The DFO requested round table participants to wait until the entire briefing is completed before asking questions or engaging in any discussion.

The Chair then requested the presentation proceed.

6. FORESEE SURVEY METHODOLOGY: Mr. Mychal Graham presented information regarding Foresee survey development noting over 300 varied measurements throughout numerous Federal agencies. Additionally, he remarked that Foresee serves over 250 customers and enjoys a customer renewal rate of over 90 percent. He explained the survey development process which allows configurable models and customized questions. Model questions are designed to provide consistency, comparability and methodology tailored specifically to government requirements. Survey questions collect demographic information, purpose for visit, and other specific interests to capture participant profiling and which enhances analysis. He described various question formats including open-ended, pull-down, multi-select, radio button and skip logic. He then presented example surveys and results and presented a strawman survey being developed to canvas the public with respect to the future of ANC.

7. ROUNDTABLE DISCUSSION: Before the Chair opened the floor to discussion, more in-depth information to supplement the overview presentation made earlier was provided by the ANC Strategic Planner, MAJ Way. As a reminder, he restated the requirement of the Public Law to consider all efforts to ensure that the maximum interment and inurnment capacity of the cemetery is not reached until well into the future.

Discussion / Comments

Various courses of action were discussed regarding changing eligibility requirements and the subsequent effects on various groups that are currently eligible and also the effect on longevity of ANC with regard to those various options. Some options for restricting eligibility, if acceptable, were shown to extend the life of ANC for hundreds of years, while other options by themselves would have a marginal effect. Further, approximately 1000 new (first interment) opportunities exist per acre of land. Based on current eligibility, given the new grave/niche burial rate of approximately 4,000 per year, each additional acre of land made available to ANC would yield three months

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of longevity. Therefore, without changes to existing eligibility, extending the service life of ANC by 150 years (as the benchmark for "well into the future") requires expansion by 600 acres.

To frame the challenges associated with expansion, discussions included timelines of ongoing expansion projects with emphasis on costs compared to yield of extended life and amount of time required to accomplish an expansion. Notably, the Southern Expansion project was conceived 17 years ago and is still in the planning stages. The Millennium project efforts began during the Clinton administration and is only expected to open for burials later this year. Additionally, current expansion planning is challenged by the state of development of land contiguous to ANC. The Millennium project was developed on basically arable land, while a large area of the Southern Expansion project has major infrastructure developments which significantly increases planning and coordination time as well as expense.

The Chair concluded the discussions by reminding the participants that the day's presentations and roundtable discussions are hoped to be an initial step in establishing a national dialogue with stakeholders to increase public awareness that ANC's long-term capability and capacity require positive and innovative communications.

8. MEETING ADJOURNED: The Chair then called for any other business. Hearing none, he called for a motion to adjourn. The motion was made and seconded. All members voted in favor.

Meeting Adjourned at 1200



JAMES PEAKE
Chairman

Advisory Committee on Arlington National Cemetery
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Honor Subcommittee
Advisory Committee on Arlington National Cemetery
Arlington National Cemetery Welcome Center
Arlington, Virginia 22211-5003

7 June 2017

Guest Participants for Roundtable Discussion

Mr. Gabriel Stultz, Legal Counsel, Paralyzed Veterans of America
Mr. Frank Van Hay, Military Order of the Purple Heart
Mr. John Gifford, Director, Association of the United States Army
Mr. Kelly Hruska, Director, National Military Family Association
Mr. Forrest Allen, Director, Military Officers Association of America
Mr. John Towles, Deputy Director, Veterans of Foreign Wars
Mr Pat Murray, Veterans of Foreign Wars
Mr. Thomas Snee, Executive Director, Fleet Reserve Association
Mr. Brian Condon, Fleet Reserve Association
Mr. Roscoe Butler, American Legion
Mr. Melvin Brown, American Legion
Ms. Marie Campbell, Manager, Tragedy Assistance Program for Survivors
Mr. Keith Zuegal, Senior Director, Air Force Association
Ms. Sharon Hodge, Deputy Director, Vietnam Veterans of America
Ms. Susan Lukas, Director, Reserve Officers Association
Mr. Ashwin Iyer, Reserve Officers Association
Mr. George Dobes, Treasurer, Military Chaplains Association
Mr. LeRoy Acosta, Assistant Director, Disabled American Veterans
Ms. Donna Eldridge, Co-Chair, Gold Star Wives
Mr. Kyle Denhurst, Association of the United States Navy
Mr. Edgar Rodriguez, Iraq and Afghanistan Veterans of America


Mr. Jake Bailey, Military Legislative Assistant to SEN Tom Cotton
Mr. John Ashley, Professional Staff Member, Senate Armed Services Committee
Mr. David Shearman, Professional Staff Member, Senate Veterans Affairs Committee
Mr. Simon Coon, Professional Staff Member, Senate Veterans Affairs Committee
Ms. Carolyn Blaydes, Professional Staff Member, House Veterans Affairs Committee
Mr. Ryan Clark, Military Legislative Assistant to REP Mike Coffman
Ms. Cecilia Daly, Professional Staff Member, House Veterans Affairs Committee



Arlington National Cemetery and Public Law 114-158

Overview

June 2017



“Our Nation’s unique and iconic resting place for those who have made a significant sacrifice and commitment to the defense of our country in the Armed Services.”

– Honor Subcommittee,
Advisory Committee on Arlington
National Cemetery

*The Eternal Bivouac of
our Nation’s Honored dead...
A place of Remembrance for all
citizens...
A connection to our rich National
history...*

Part of the fabric of our Nation...

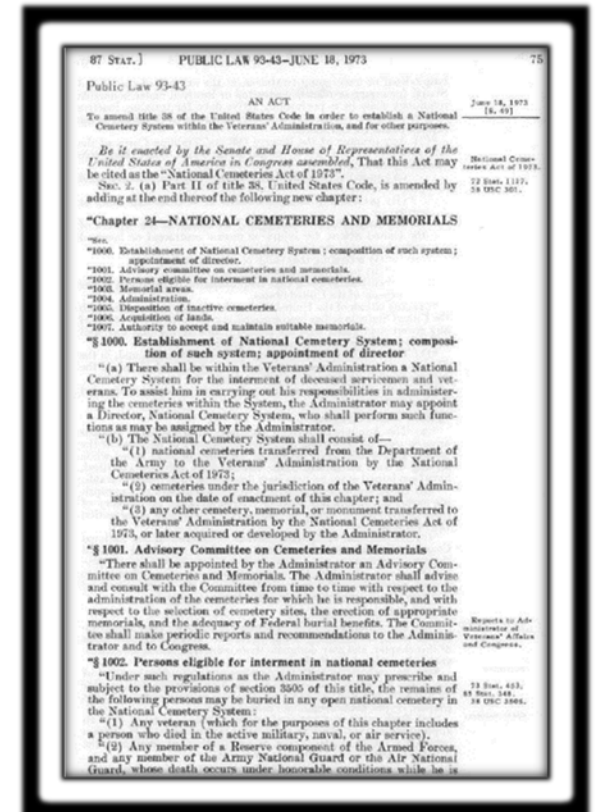
A holy place...

A National Shrine...

The National Cemeteries Act of 1973

- (b) The Administrator shall...conduct a comprehensive study of and submit their joint recommendations to Congress within twelve months after the convening of the first session of the Ninety-third Congress concerning:
- (1) whether it would be advisable in carrying out the purposes of this Act to include the Arlington National Cemetery within the National Cemetery System established by this Act;
 - (2) the appropriateness of maintaining the present eligibility requirements for burial at Arlington National Cemetery; and
 - (3) the advisability of establishing another national cemetery in or near the District of Columbia.

SEC. 6. (a) (1) There are hereby transferred from the Secretary of the Army to the Administrator of Veterans' Affairs all jurisdiction over, and responsibility for, (A) all national cemeteries (except the cemetery at the United States Soldiers' and Airmen's Home and Arlington National Cemetery), and (B) any other cemetery (including burial plots), memorial, or monument under the jurisdiction of the Secretary of the Army immediately preceding the effective date of this section (except the cemetery located at the United States Military Academy at West Point) which the President determines would be appropriate in carrying out the purposes of this Act.



PL 114-158, Section 2

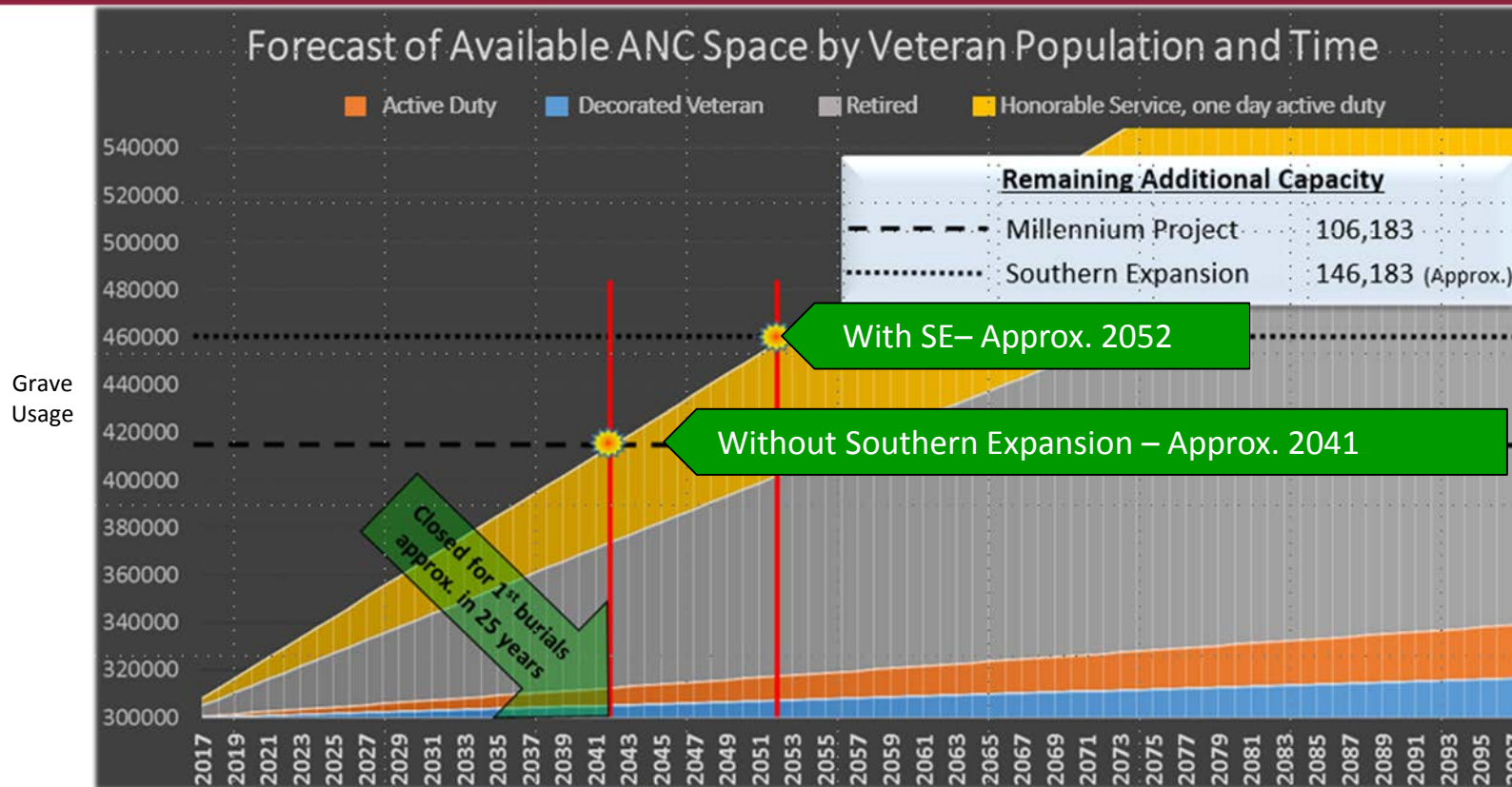
Not later than 180 days after the date of the enactment of this Act, the Secretary of the Army shall submit to the Committees on Veterans' Affairs and the Committees on Armed Services of the House of Representatives and the Senate a report on the interment and inurnment capacity of Arlington National Cemetery, including—

(1) the estimated date that the Secretary determines the cemetery will reach maximum interment and inurnment capacity; and

(2) in light of the unique and iconic meaning of the cemetery to the United States, recommendations for legislative actions and non legislative options that the Secretary determines necessary to ensure that the maximum interment and inurnment capacity of the cemetery is not reached until well into the future, including such actions and options with respect to—

(A) redefining eligibility criteria for interment and inurnment in the cemetery; and

(B) considerations for additional expansion opportunities beyond the current boundaries of the cemetery.



With current policies, Veterans of the Gulf War, Somalia, OIF, and OEF era cannot expect to be buried at Arlington National Cemetery, even if awarded the Medal of Honor.

According to the Veterans Administration, there are over 21,000,000 Veterans alive today. ANC can only provide services for 1% of eligible Veterans or their families at their time of need.

Arlington National Cemetery will close for 1st burials – including those Killed in Action (KIA) or died on Active Duty - within the lifetime of many of those reading this slide.

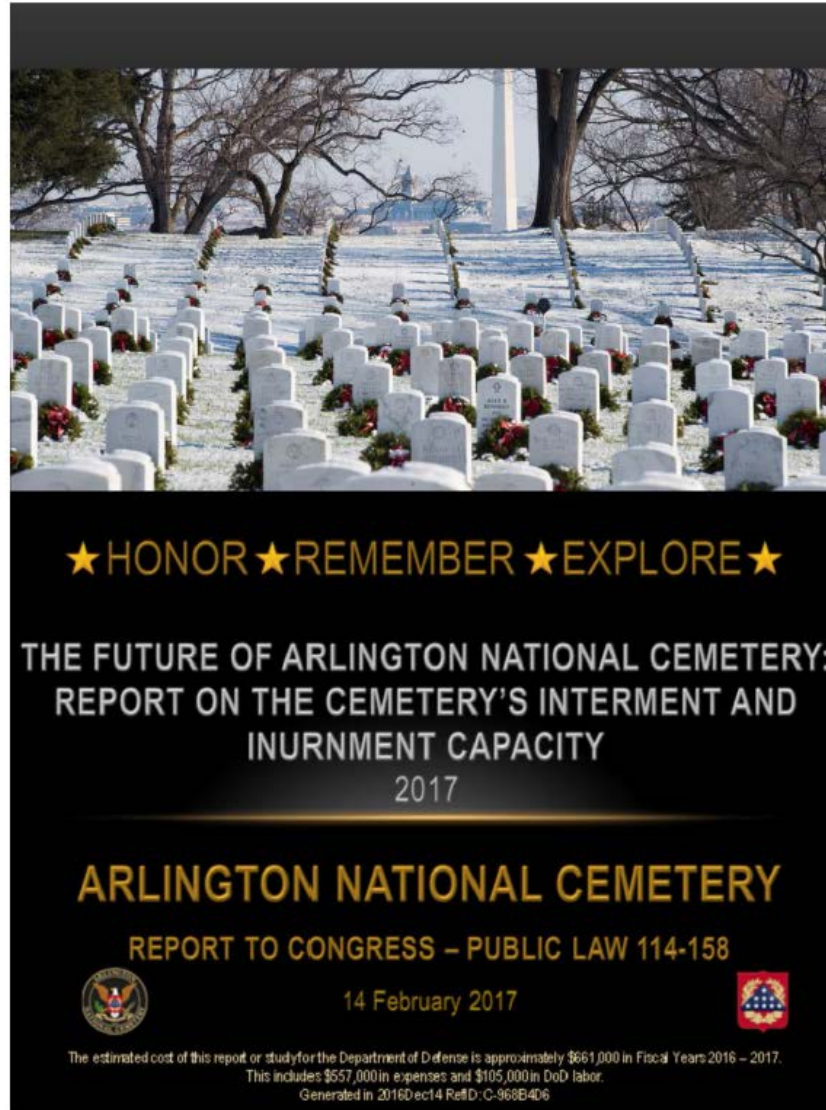
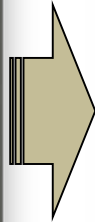
The future of America's cemetery

Capacity & available space

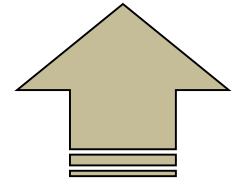
- Millennium
- Southern Expansion
- Geographically constrained location
- Other adjacent areas?

100% capacity in 25 years*

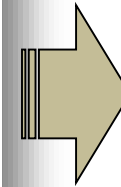
High demand and the eligible population (past, current, & future)



“...well into the future.”



Feasible, acceptable, and suitable options and/or actions



*new graves

Difficult decisions and unity of effort

...necessary to ensure that the maximum interment and inurnment capacity of the cemetery is not reached until well into the future...



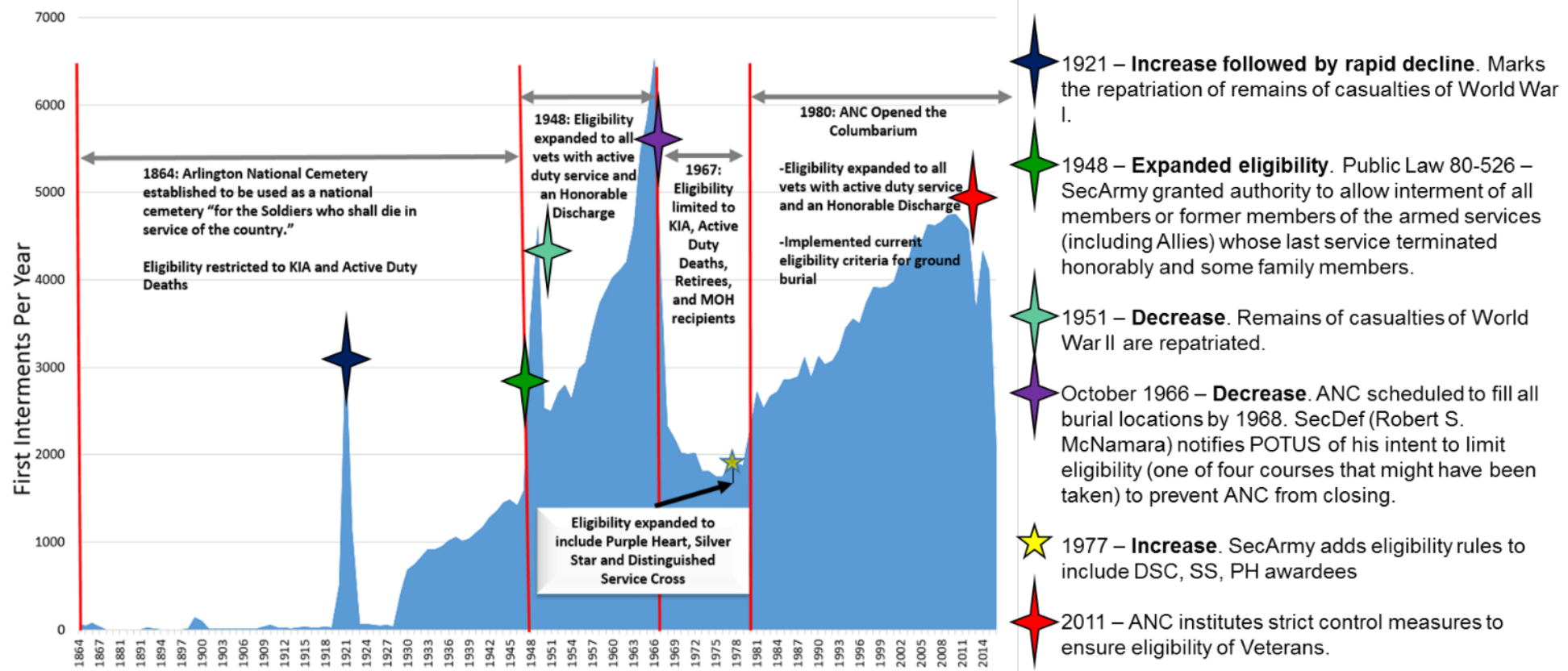
Maintain current eligibility
Adopt VA 24 month active duty service minimum
Retirees with certain lengths of service
KIA, active duty deaths, and qualifying awards
KIA, active duty deaths, and Medal of Honor only
KIA and Medal of Honor only
Change eligibility for in-ground burial only
Southern Expansion
Expand to adjacent government land
Establish new DoD-run national cemetery
Find new ways to use existing space
Preserve a certain number of in-ground plots for KIA/AD/MoH
Prohibit use of ANC space for monuments
Enhance VA honors to mirror ANC

**Eligibility-
centric
options or
actions**

**Expansion-
centric
options or
actions**

**Other
options or
actions**

...rates of burials and Honors have changed...



Today...

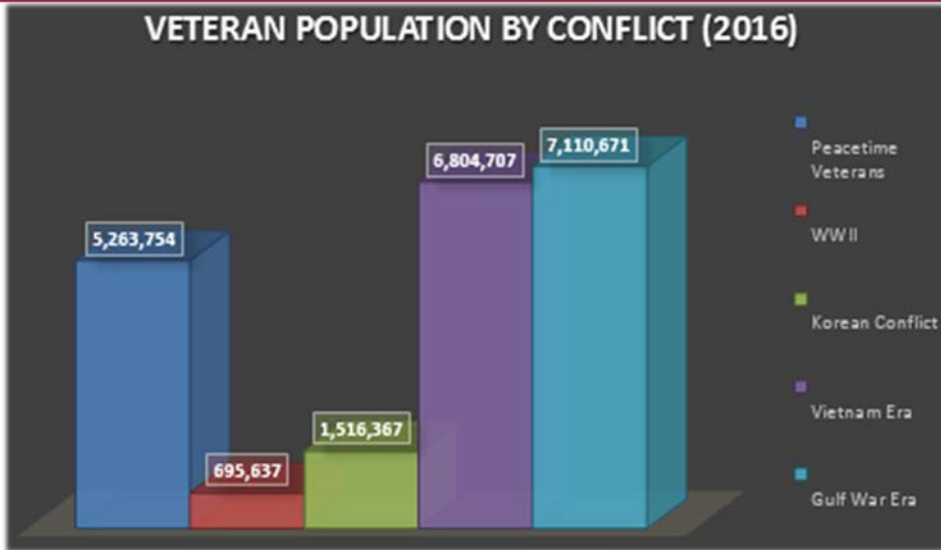
Eligibility for Arlington National Cemetery includes Veterans who meet the following criteria:

At least one day of active duty (not for training)

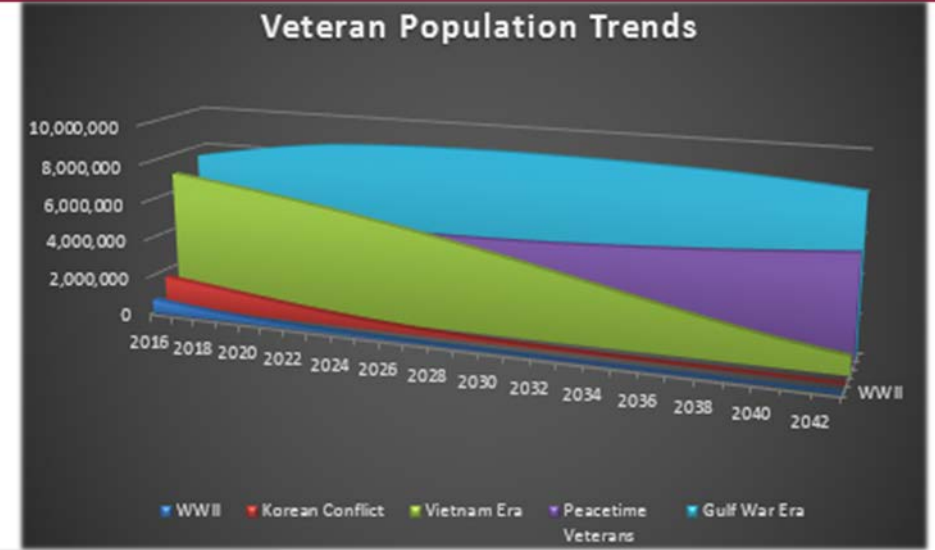
An Honorable Discharge

Possible eligible populations

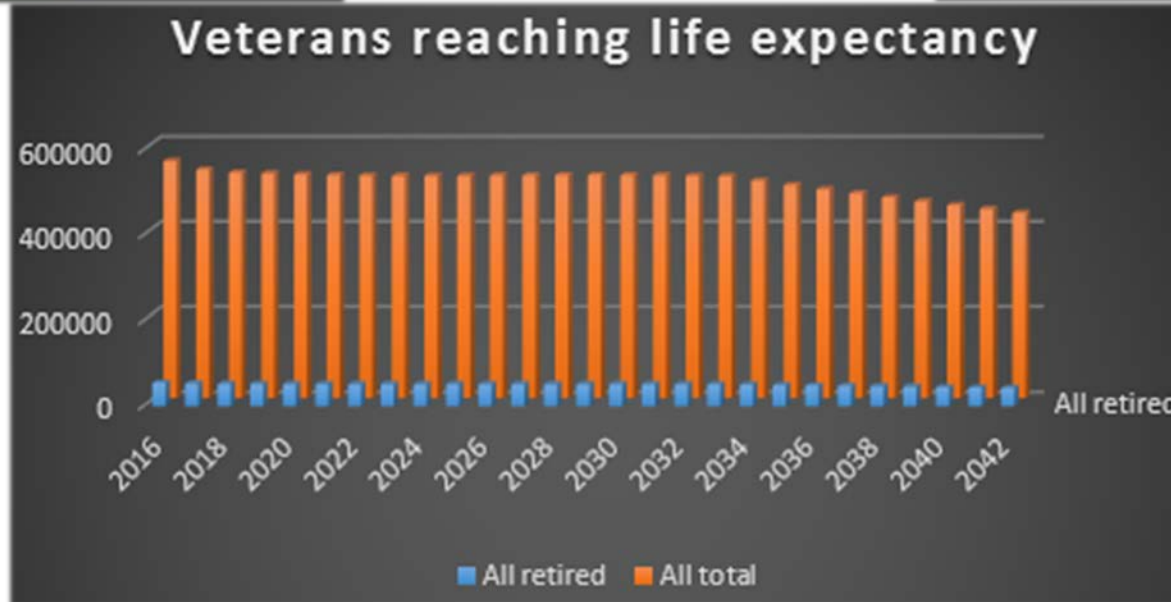
VETERAN POPULATION BY CONFLICT (2016)



Veteran Population Trends



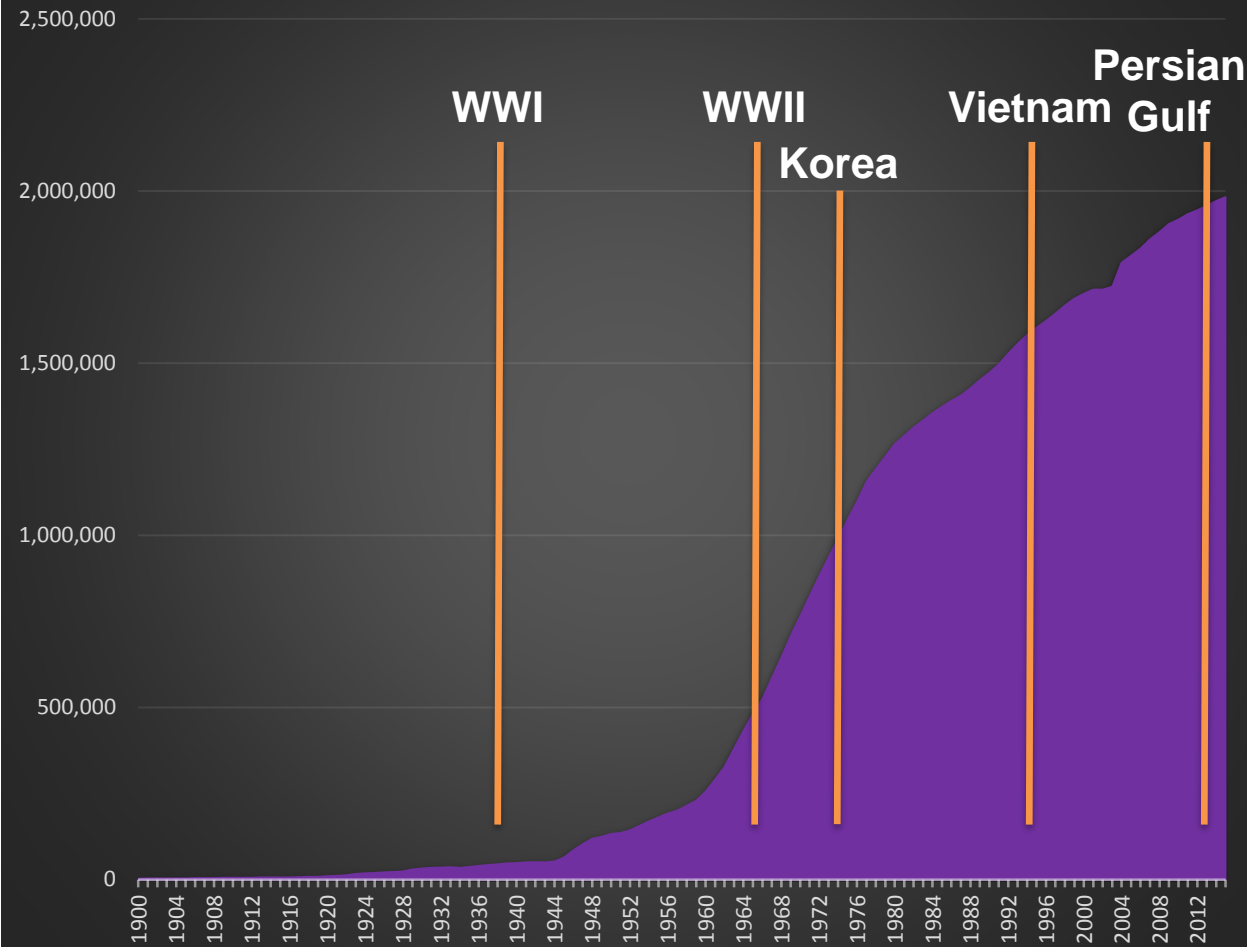
Veterans reaching life expectancy



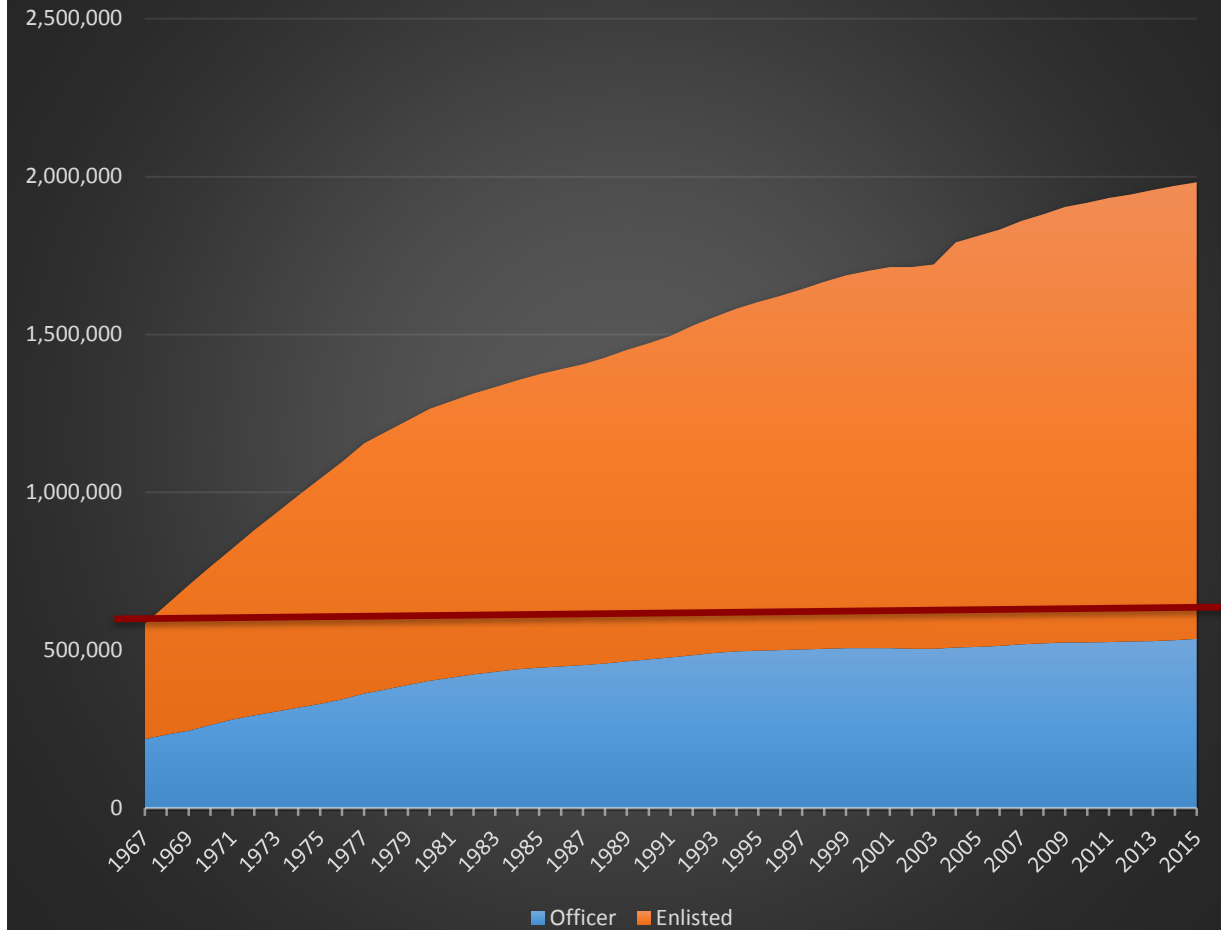
**Eligible
population
with 1973
policy**

**Eligible
population
with
current
policy**

DOD retirees since 1900

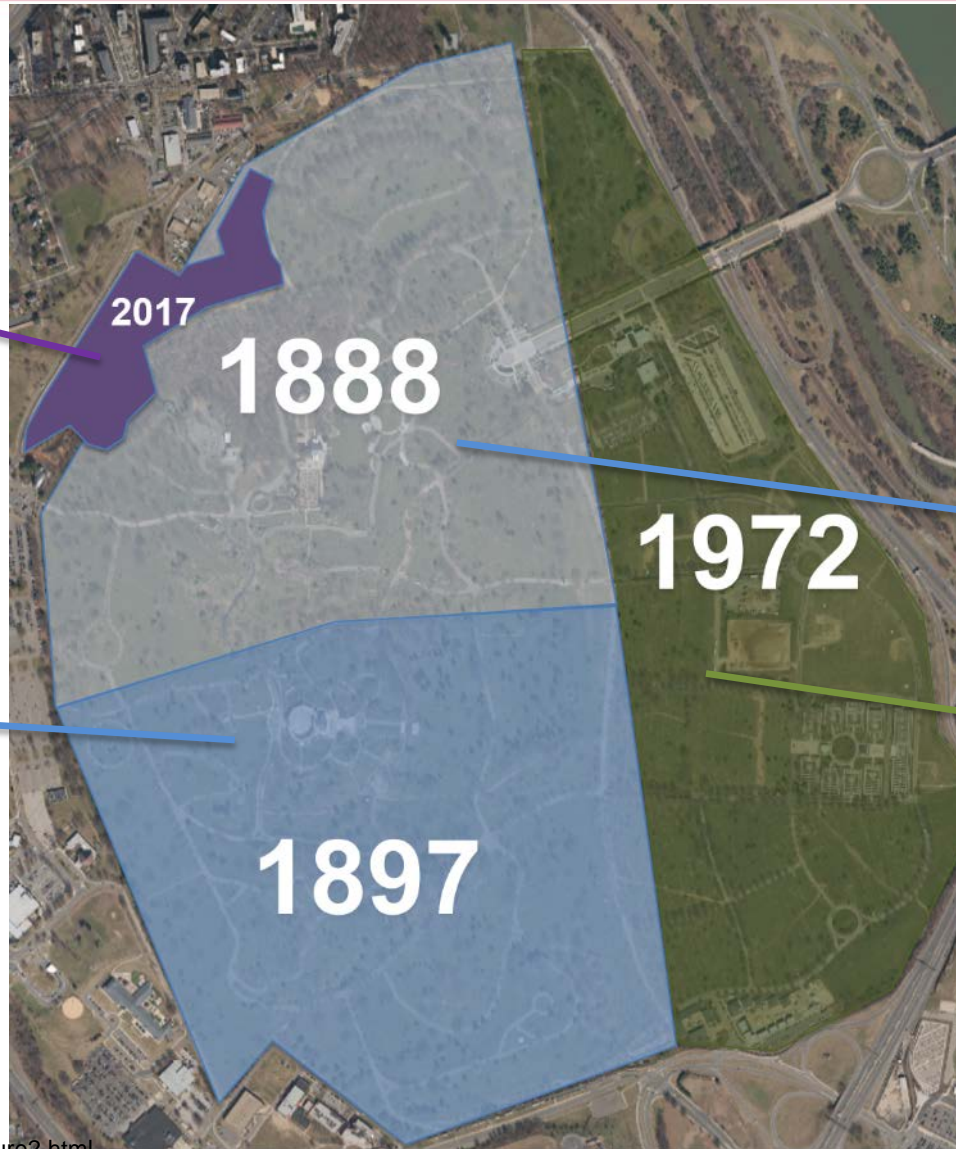


Military retirees receiving retired pay by year



Old ANC maintenance area and Fort Myer picnic area

Expansion to accommodate repatriation from Spanish-American War and World War 1 (also timeframe of Veterans of the War of the Rebellion reaching approximately 50 years of age – *life expectancy in 1900 was 46.3 years**)



...just as rates of burials and Honors have changed...
So has the geographic footprint of the cemetery.

Original military cemetery area

Old South Post Fort Myer (timeframe of JFK death, eligibility restrictions, National Cemeteries Act, Vietnam War, Korean War Veterans reaching 20 YOS, WWI Veterans reaching their 70's in age)

* University of California, <http://u.demog.berkeley.edu/~andrew/1918/figure2.html>

Expanding Cemetery Capacity

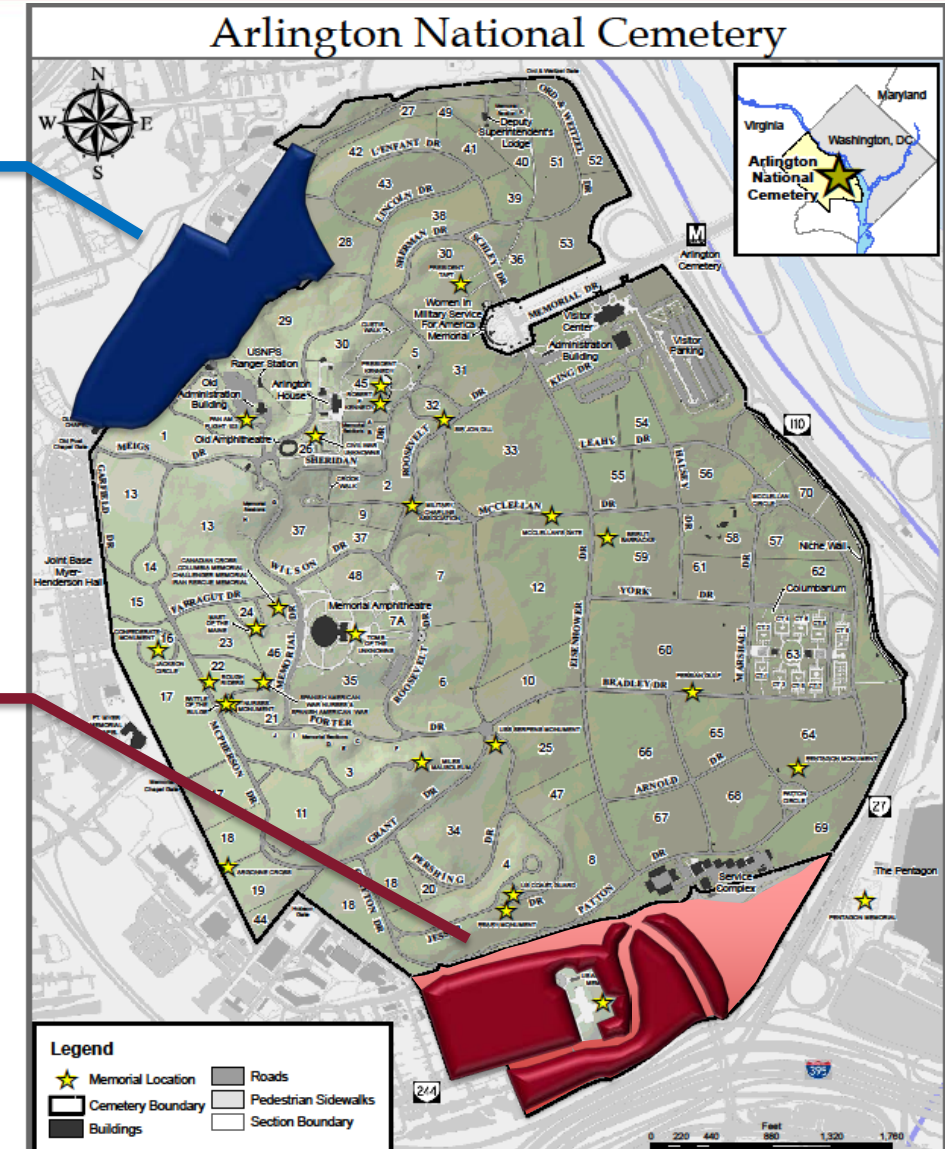
Millennium Project 27 acres

- Over 27K burial opportunities
- Extends capacity to early 2040s
- Complete in 2017



Southern Expansion

- 37-40 acres
- Extends capacity to mid-2050s
- In planning



ARLINGTON National Cemetery



HONOR • REMEMBER • EXPLORE





CX with Certainty

Measuring and Improving
the Customer Experience

June 2017

Property of ForeSee – Proprietary & Confidential

FORESEE

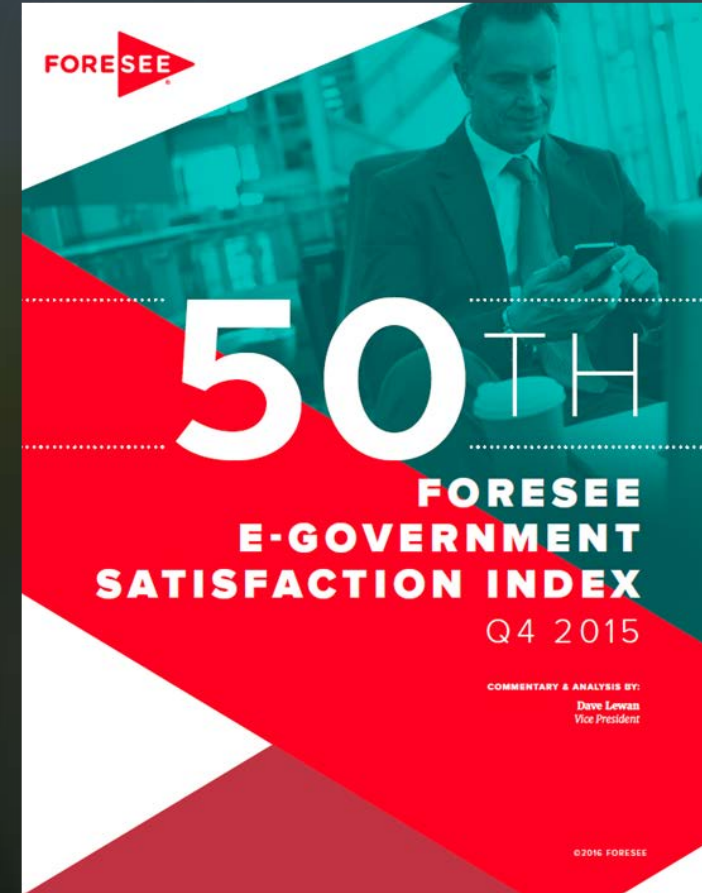
®

AGENDA

1. Introduction
2. ForeSee in Fed
3. How to measure
4. Next steps

ForeSee in the US Federal Government

- Methodology: Proven with empirical evidence-Gold Standard
- 300+ Measurements in Federal Government
- Public Sector Analyst Team
- Streamlined procurement process through DOI
 - Inter-Agency Agreement
 - OMB Clearance



We Solve Citizen Experience Challenges for Every Major Federal Agency

Over 250 customers 12 Department Benchmarks Over 90% customer renewal

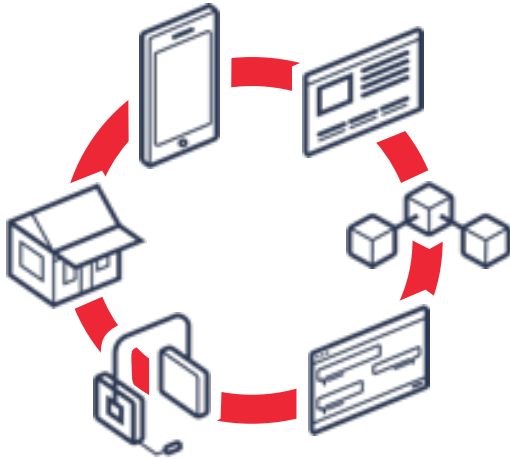


A Proven Combination to Meeting Client Needs



Our Methodology Connects Attitudes with Outcomes

EXPERIENCE & EXPECTATIONS



SATISFACTION



FUTURE BEHAVIORS


CONVERSION

RETENTION

LOYALTY

WORD-OF-MOUTH

How it Works: Survey

 **FORESEE**

Customer Satisfaction Survey

*Required questions are denoted by an **

1: *Please rate the **friendliness of the associate(s)** who helped you.

1=Poor 1 2 3 4 5 6 7 8 9 10 Excellent=10 Don't Know

2: *Please rate the **degree to which you were promptly greeted** when you entered the store.

1=Poor 1 2 3 4 5 6 7 8 9 10 Excellent=10 Don't Know

3: *Please rate the associate's **effort to understand your needs**.

1=Poor 1 2 3 4 5 6 7 8 9 10 Excellent=10 Don't Know

4: *Please rate the **wait time at checkout**.

1=Poor 1 2 3 4 5 6 7 8 9 10 Excellent=10 Don't Know

5: *Please rate the **service you received during checkout**.

Yes No

34: *Were you treated courteously?

Yes No

35: *Did you use the fitting room?

Yes No

36: *Was the merchandise neatly organized?

Yes No

37: *Were the items you were interested in easily accessible?

Yes

Configurable Survey With Model & Custom Questions

Model Questions: Provide consistency, comparability and methodology; tailored specifically to government

Custom Questions: Collect demographics, purpose of visit, interest in specific agency or program information, etc. for audience profiling and analysis

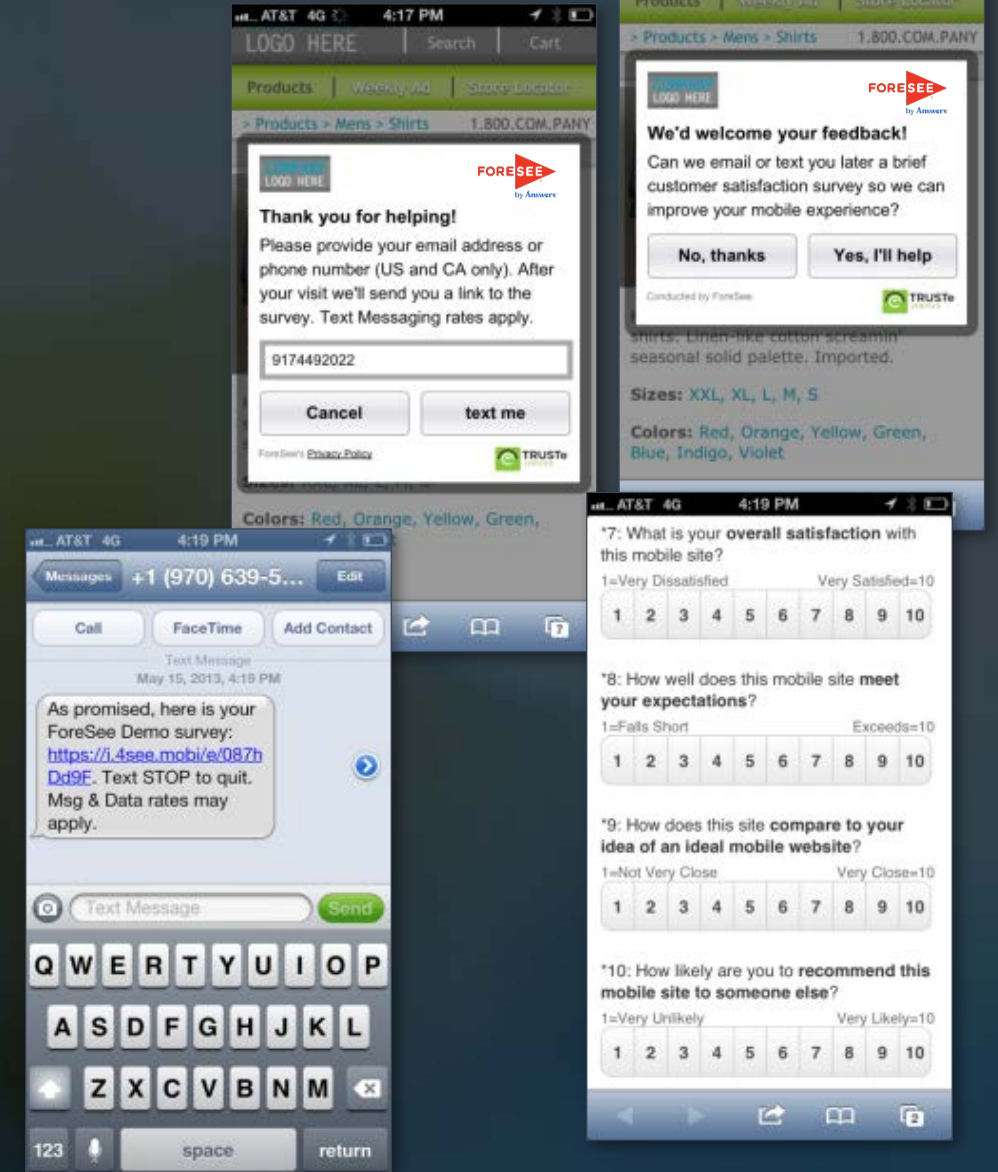
Formats:

- ▶ Open-ended
- ▶ Pull-downs
- ▶ Multi-select
- ▶ Radio buttons
- ▶ Skip logic
- ▶ 508 Compliant

SURVEY DEMONSTRATION

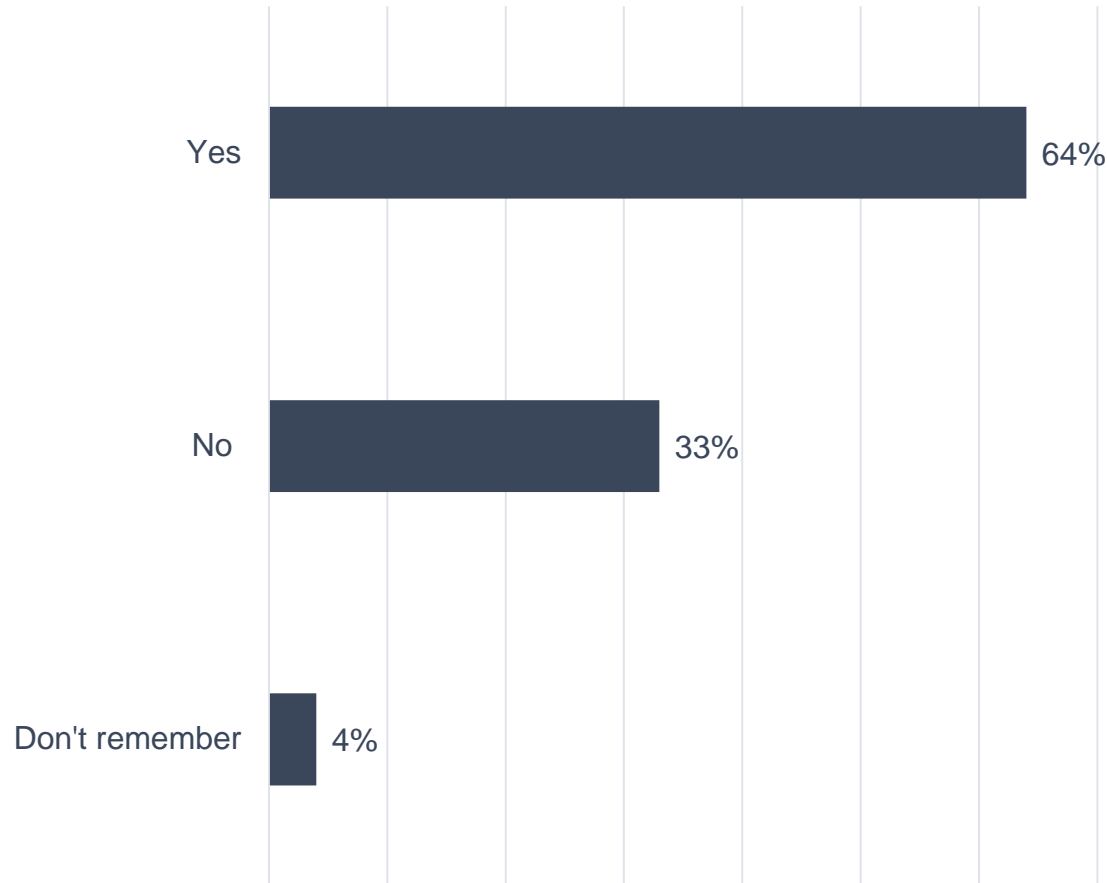
Flexible deployment options

- Intercept for m. and mobile apps
 - Representative sampling
 - Invitation in session
- Trigger for mobile apps and websites
 - Days since downloaded
 - Significant events
- Montgomery county uses on exit
 - Both Desktop and Mobile are at LF 2, SP 25
 - 65% completion desktop YTD
 - 39% mobile YTD
- Smart Thank you Page
 - Trigger alert based on SAT

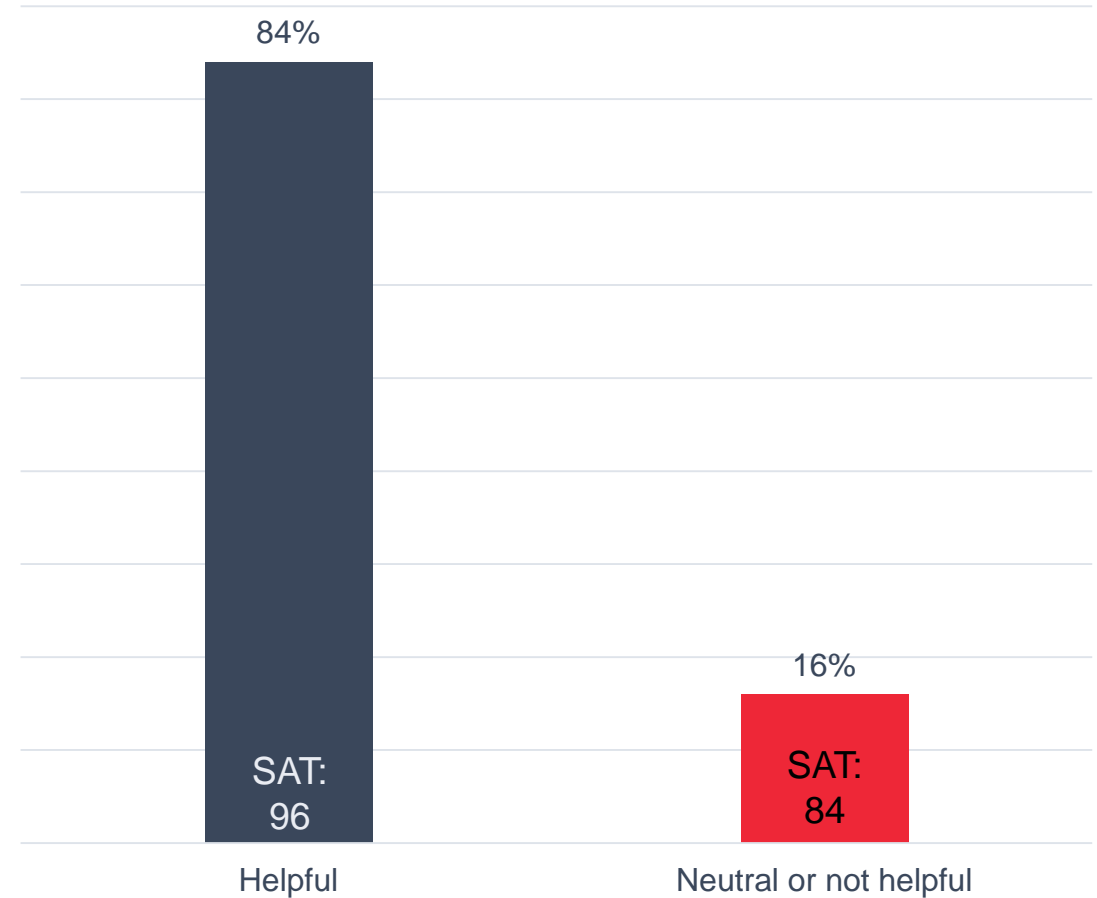


Two thirds of respondents conducted online research prior to calling ANC and the majority found the online resources helpful

Did you conduct online research prior to calling ABC? n=1,982



How helpful were the online resources? n=1,261



When asked what would make the online resources more useful, respondents asked for more specific information.

“Specify what cremation certificate means. Funeral directors haven't a clue. The only sticking point of a fabulous experience.” 8/14/16 SAT:

“...the information provided was ambiguous...”
12/10/16 SAT:

What one improvement would make the online resources more useful?

“a full written guideline of the process that could be downloaded and printed for reference....” 8/16/16 SAT:

“needs to be re-written, is extremely confusing...” 7/15/16 SAT:

“More detailed information on what can actually be on headstone...”
11/02/16 SAT:



An Extension of Your Insights Team

Executive Summary

CUSTOMER EXPERIENCE (CX) OVER TIME



STORE CX SCORE
STAGNATES AT

78

[LEARN MORE»](#)



WEB CX HOLDS
STEADY AT

79

[LEARN MORE»](#)



MOBILE CX GAINS
A POINT TO REACH

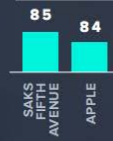
80

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CX STANDOUTS

STORE WINNERS

[LEARN MORE»](#)



WEB WINNERS

[LEARN MORE»](#)



MOBILE WINNERS

[LEARN MORE»](#)



WHY CX MATTERS

Shoppers who have a great customer experience are

IN STORE



more likely to
recommend the store

[LEARN MORE»](#)

ON THE WEB



more likely to
purchase anytime

[LEARN MORE»](#)

IN MOBILE



more likely to transact
in that session

[LEARN MORE»](#)

NEXT STEPS

1. Survey review
2. Implementation path
3. Collection of data
4. Reporting



Thank You

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®