

MINUTES
ADVISORY COMMITTEE ON ARLINGTON NATIONAL CEMETERY (ACANC)
REMEMBER AND EXPLORE SUBCOMMITTEE MEETING

September 25, 2019

1. DESIGNATED FEDERAL OFFICER'S REMARKS: Ms. Renea Yates, Designated Federal Officer (DFO) for the Advisory Committee on Arlington National Cemetery (ACANC), initiated the meeting, noting that present in person were Major Shannon Way, ANC Strategic Planner, and Lieutenant Colonel Adrian Massey, ANC G5. Ms. Yates mentioned that these are MAJ Way's last Advisory Committee meetings, as he prepares to retire after more than 30 years of service to our nation in all three COMPOs of the Army.

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). Arlington National Cemetery is the agency that receives the benefit of the Committee's advice and recommendations. The DFO, nominated by the ANC Executive Director and appointed by the Administrative Assistant to 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 that attending members of the public were not 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 any member of the public was eligible to file a written statement or request to make a verbal presentation in accordance with the published Federal Register notice, provided in the binder on the lectern near the door of the meeting room. Ms. Yates also noted that the proceedings were being recorded in written form, and that summarized minutes of the meeting will be prepared and made available to the public on the ANC website.

The meeting was called to order at 1430.

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

Secretary of the Army nominees: Mr. Mark Farley (Chair), Ms. Ann Harrell, Mr. Nick Miller.

Secretary of Veterans Affairs nominee: Mr. John Kelly.

The following members were not present:

Secretary of the Army nominees: Ms. Rose Duvall, Mr. Robert Hess.

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3. PRIOR MEETING MINUTES: The DFO announced that the minutes from the March 13, 2019 meetings were available for review in the strategic documents binders on the meeting tables.

4. CHAIRMAN'S OPENING REMARKS: Mr. Farley opened by welcoming all members and noting the importance of the day's work for the Subcommittee.

5. HISTORY OFFICE UPDATE AND OUTREACH INITIATIVES: Dr. Steve Carney and Dr. Allison Finkelstein from the ANC History Office presented updates on two major outreach initiatives: educational programming and events planned for the centennial anniversary of the Tomb of the Unknown Soldier. They noted that both initiatives have proceeded on schedule, according to the timeline presented to the Subcommittee at the March 2019 meeting.

A. Education and Interpretation Initiatives

Dr. Allison Finkelstein, who joined ANC in April 2019, began by introducing herself and reminding the Subcommittee that the History Office oversees multiple contracts and ongoing projects, including the tram concessions, exhibits in the multipurpose room, artifact conservation, and the Public Affairs, History Office Support Services and Educational Program Development (PAHSS-EDP) contract.

Dr. Finkelstein and Dr. Carney then briefed the Subcommittee on the education program and interpretive planning initiatives.

- Website/App Improvement: The website is where visitors first encounter Arlington National Cemetery—and, for people who cannot visit in person, it may be their only means of interacting with ANC. Thus, improvement of the website and ANC Explorer app, such that ANC's digital presence reflects the dignity of its mission, continues to be an immediate priority. In collaboration with the Public Affairs Office (PAO) and the Office of the Chief Information Officer (OCIO), the History Office is working to improve the website's ease of use and organization. Additionally, they are developing more robust historical content, including a primary history landing page, web-based articles, enhancements to educational modules and interpretive materials, and a reorganized Notable Graves/Who's Buried Here section with more accurate, engaging and contextualized information.

As an example of recent website improvements, Dr. Carney discussed the revised Medal of Honor recipients' page in the Notable Graves section (www.arlingtoncemetery.mil/Explore/Notable-Graves/Medal-of-Honor-Recipients). The page now has an introduction that explains the history of the Medal of Honor, with links to separate pages listing MoH recipients clearly delineated by conflict or era (for

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example, www.arlingtoncemetery.mil/CivilWarMoH). Such changes, typical of revisions being made to history-related content across the site, provide interpretive context and improve navigability. Pages on prominent individuals will also be enhanced with additional photos and interpretive information. (For example, www.arlingtoncemetery.mil/Explore/Notable-Graves/Medal-of-Honor-Recipients/World-War-II-MoH-recipient/James-H-Doolittle.)

- **Education Program**: Until now, ANC has provided little official guidance for the many school groups that visit the cemetery each year, and no formal educational programming for others who wish to learn about the cemetery. Under the PAHSS-EDP contract, the History Office and contractors are developing an education program, featuring 27 original instructional modules that will be released over the next five years. The first module, on the Spanish-American War, is currently in testing. Target audiences have been divided into five demographic categories: elementary school students, middle school students, high school students, lifelong learners (anyone older than secondary-school age) and children traveling with families. Each module has been designed as self-contained, offering users all necessary resources including lesson plans (including standards, learning objectives and materials needed); an overview of the subject; a short, image-intensive video presentation; slides and talking points; and a walking tour of the cemetery. Each module and related walking tour is broken down thematically into “Honor,” “Remember” and “Explore” sections.
- **Comprehensive Interpretive Plan**: The contract supports development of a comprehensive interpretive plan that will enable visitors to better understand ANC and its significance. A visitor survey was conducted in August, via a subcontractor that specializes in visitor surveys; responses from more than 350 visitors are currently being analyzed and will inform interpretive programming. This includes a long-range interpretive plan (LRIP), which will guide exhibits and visitor engagement efforts over the next ten years, and a related annual implementation plan (AIP). For FY20, AIP priorities include a new printed brochure, with larger and more detailed maps (which will show “interpretive zones” throughout the cemetery, as well as information on mileage and elevation changes); the refinement of “big ideas” that encapsulate what visitors should take away from their experiences at ANC, and a database of relevant sources; and potentially a new digital app. Dr. Carney emphasized that these efforts to improve interpretation will not detract from the solemnity of the cemetery. In fact, the interpretive program will help visitors to appreciate ANC’s dual nature as an active burial ground and a historic site, encouraging them to be both respectful and reflective. He also emphasized that the LRIP is a living document, intended to be flexible and responsive to changing institutional priorities.

Discussion. A wide-ranging discussion ensued, focusing on the scope and objectives of these initiatives. Members remarked that the education and interpretive programs are “ambitious,” targeting multiple audiences and covering a broad array of topics. Asked to clarify the distinction

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between education and interpretation. Dr. Carney noted that the education program has measureable outcomes (particular skills that users will gain: for example, the ability to interpret a primary source or to create a timeline), whereas interpretation also involves informal learning via encounters with exhibits, digital materials and the physical cemetery itself. However, he emphasized synergies among the three major components of the contract. While the website, education modules and interpretive materials have distinct features and uses, they all serve to educate the public about ANC's history and mission, and they have been developed around a common set of topics and "big ideas" (which the ANC staff/contractor team identified during contract kickoff meetings in June and July 2019).

Subcommittee members asked how the education program will accommodate different state standards for learning. Dr. Carney pointed out that each module has a "standards" section; the team researched social science standards across the country and put together materials based on widely shared Common Core themes and standards. Lesson plans also emphasize broad skill sets that every social science studies curriculum is likely to include.

Members also inquired about tie-ins with events at the cemetery. The release of education program content will be tied to certain important dates, Dr. Carney noted; for example, a module on the Tomb of the Unknown Soldier will be ready by the centennial of the TUS. For recurring events such as Wreaths across America, the website and social media will be key means for packaging and publicizing relevant educational/interpretive content.

In response to questions about digital outreach and the use of technologies such as 3-D imaging, Dr. Carney noted that the interpretive planner is proposing an app that has augmented reality capabilities, including 3-D views of the cemetery. Importantly, though, such experiences will not detract from the dignity or solemnity of the cemetery. Members of the Subcommittee also suggested engaging Defense Digital Services to see if they could offer technical assistance, and looking into the possibility of incorporating ANC educational materials into military training manuals and curricula.

B. Tomb of the Unknown Soldier (TUS) Centennial

Dr. Finkelstein briefed the Subcommittee on the centennial anniversary of the Tomb of the Unknown Soldier (2021). The History Office is managing the following commemorative events:

- May 2020: Release of TUS educational module to the public
- 1 Oct 2020-2025: TUS 100th exhibits open to the public in the ANC Welcome Center and Amphitheater Display Room
- Oct 2020-Nov 2021: Interpretive products released on ANC website and social media
- Jan 2021-Nov 2021: Monthly TUS historical presentations at ANC
- Jul 2021: Estimated release of TUS commemorative publication. This 88-100-page book, to be published in conjunction with the U.S. Army Center of Military History

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(CMH), will answer such questions as: Why does Arlington National Cemetery have a Tomb of the Unknown Soldier? How has it served as an important site of meaning and memory for the American people? The physical book will be sold at the ANC bookstore and through the Government Printing Office; a digital version will be available on the ANC website, free to download. The free e-book will allow people to engage with the TUS commemoration even if they are unable to visit ANC.

- Sep-Nov 2021: ANC historian-led public tours with TUS focus.

The contract for the ANC Welcome Center and Memorial Amphitheater Display Room exhibits was awarded on July 29, 2019. Installation should be completed by September 30, 2020, with exhibits on view through the year leading up to the commemoration. All ANC exhibit space will be completely redesigned. Updates to the Welcome Center will include new content, images, plinths, graphics and videos. The Display Room will feature new modular displays and kiosks with multiple interactive screens. The two exhibits will be complementary but distinct. In the Welcome Center, more space allows for more nuanced interpretation of historical context, while in the Display Room, proximity to the Tomb will connect exhibits to official ceremonial uses of the space.

Discussion. A member asked if there will be an international component to the TUS commemoration. The exhibits will situate ANC's tomb in an international context, and the centennial commemoration will involve international ceremonies and dignitaries.

6. TUS AND AMPHITHEATER PRESERVATION: COL Thomas Austin, ANC Director of Engineering, briefed the Subcommittee on preservation efforts at the Tomb of the Unknown Soldier and Memorial Amphitheater. Biofilm mitigation is the first step in this process: the application of zinc oxide to the marble inhibits the growth of biofilm that gradually discolors the stone. Photographs taken between September 2018 and June 2019 illustrated this process, showing how the marble became lighter after zinc oxide treatments. Both ANC staff and contractors are involved in this project; starting this fall, work on the more difficult-to-reach places on the Amphitheater will be undertaken via a Military Installation Contract Command/U.S. Army Corps of Engineers (MICC/USACE) contract. Additional preservation work, which will take place through next fall, includes repairing stonework, repointing masonry joints and providing universal access to the building.

Repairs are also being made to the Tomb of the Unknown Soldier. On August 12, 2019, the Tomb was treated for biofilm and is currently being monitored. The grout needs maintenance and joints need repointing. The target date for this work is spring 2020. ANC has a conservator on staff and is hoping to complete the work in-house.

Discussion. The Subcommittee asked about previous maintenance of the TUS and Amphitheater. COL Austin stated that ANC has always conducted routine maintenance of these important sites,

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but they require ongoing repairs and treatment. Members also suggested that ANC consider long-term solutions that will prevent, rather than simply cure, problems such as biofilm accumulation. Toward this goal, ANC keeps up with current preservation science and technology, and staff are in ongoing dialogue with the conservation community.

7. **MEETING ADJOURNED.** At the conclusion of the meeting, the Chair recognized MAJ Way and his service to the Subcommittee, and wished him the best of luck in his retirement. 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.

The meeting adjourned at 1610.



Mark Farley
Subcommittee Chairman