

MINUTES
ADVISORY COMMITTEE ON ARLINGTON NATIONAL CEMETERY (ACANC)
REMEMBER AND EXPLORE SUBCOMMITTEE MEETING
21 September 2020

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 at 0900, noting that attendees of this virtual meeting included MAJ Michael Shepard, of the Office of Army Cemeteries (OAC) G5, and Mr. Matthew Davis, Advisory Committee Analyst and Alternate Designated Federal Officer for the Advisory Committee on Arlington National Cemetery.

Ms. Yates stated for the record that the Remember and Explore Subcommittee meeting is pursuant to the National Defense Authorization Act (NDAA) of 2012, codified in 10 U.S.C. § 7723. The Subcommittee operates under the 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 (ANC) is the agency that receives the benefit of the Committee's advice and recommendations, and ANC provides administrative support to the Committee. The Designated Federal Officer, nominated by the ANC Executive Director and appointed by the Administrative Assistant to the Secretary of the Army, is provided by ANC.

Ms. Yates reminded Subcommittee members not to conduct formal business by deliberating on any substantive matters which are already 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. Ms. Yates stated that the meeting was open to the public, but that participating members of the public were not allowed to present questions or to speak to any issue under discussion by the Subcommittee without prior approval of the chairperson, Mr. Mark Farley. 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, a copy of which can be found on the ANC website at www.arlingtoncemetery.mil. Ms. Yates also announced that the proceedings were being digitally recorded, and that a written summary of the meeting will be prepared and made available to the public on the ANC website.

Subcommittee members were asked to ensure that their cameras were active and their microphones muted when they were not speaking. Guests were asked to ensure that their cameras remained inactive and their microphones muted. External agency presenters were asked to activate their cameras and microphones at the direction of the Subcommittee Chair (Mr. Mark Farley) and/or the Designated Federal Officer (Ms. Renea Yates). All participants were asked to follow radio transmission protocol by saying "over" when they were finished speaking. Finally, it was noted that any disruption or disturbance to the Remember and Explore Subcommittee may result in removal.

The meeting was called to order at 0903.

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

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

Secretary of Veterans Affairs nominee: Mr. John Kelly.

3. PRIOR MEETING MINUTES: Ms. Yates announced that the approved minutes from 29 July 2020 meeting are available for review [on the ANC website](#).

4. CHAIRMAN'S OPENING REMARKS: Mr. Farley thanked Subcommittee members for again attending a virtual meeting. Today's full agenda includes updates on the Tomb of the Unknown Soldier centennial commemoration, commemorative works proposals, and the cemetery's education and interpretation program. He said that he looked forward to a good meeting and a good discussion.

5. PRESERVATION UPDATE (COL TOM AUSTIN, ANC ENGINEERING): COL Tom Austin, ANC's Director of Engineering, delivered a presentation on preservation work at the Tomb of the Unknown Soldier (TUS) and Memorial Amphitheater. He was joined by Ms. Caitlin Smith, ANC's conservator, who has been doing much of the on-the-ground work in coordination with U.S. Army Corps of Engineers (USACE) partners. Ms. Smith has been assisted by interns from the National Park Service (NPS).

The presentation included slides with many photographs of the TUS Plaza before and after preservation work. Following a title slide (*Slide 1*), these can be summarized as follows:

- *Slide 2: Before Preservation.* The first slide illustrated a number of problem areas: black biofilm on the exterior of Memorial Amphitheater and the Tomb of the Unknown Soldier, which ANC is removing through zinc oxide treatment; examples of staining and chips on the ledger stones; orange rust on the TUS Plaza, accumulated from the shoes of the Tomb Sentinels (these shoes have metal sides which leave flecks of iron that turn to rust on the granite); leeching of rust from the railings into the plaza stones themselves; green patina on and deterioration of the railings themselves; and staining or bleaching out of some of the signs in the area. COL Austin stated that ANC wanted to address these problems not just in general, but particularly before the TUS 100th anniversary.
- *Slide 3: Ledger Stone Rehabilitation: Dutchman Repairs.* On the ledger stones for Unknown service members from Vietnam, Korea and World War II, technicians are performing "dutchman repairs": typically done to stonework that has spalling breaks and cracks, this type of repair involves cutting out damaged sections and replacing them with a similar piece of marble or stone. This was primarily done by technicians from the National Park Service's Historical Preservation Training Center. To minimize the visual impact of the work, they set up a barrier—simple white fencing around the Tomb, as

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shown in one photograph. Other photos showed the specific types of work that the technicians did, and the results. COL Austin noted that the dutchman repairs improved both the appearance and the durability of the stone.

- *Slide 4: Ledger Stone Rehabilitation: Stain Reduction.* These photographs showed work done by Ms. Smith and her interns to remove the staining on the ledger stones. They tried a variety of applications; the team wanted to proceed cautiously, to ensure that they did not damage these irreplaceable stones. They conducted a series of tests and consulted numerous people, including ANC Superintendent Mr. Ray Alexander who approved the work, before moving on to large-scale application of a poultice that covered the entire stone and leached out the staining. The poultice took out many problem areas, but there some small flecks of rust were more deeply embedded in the stones. But after multiple applications, the results are visible, as shown in before and after photos.
- *Slide 5: Granite Paver Stain Reduction Tests.* This slide depicted some of the work being done on the TUS Plaza itself. Two interns from the National Park Service program, both recent university graduates, assisted with this work, which was to remove the iron oxide/rust embedded in the granite pavers at the plaza. Again, Ms. Smith's team wanted to move very cautiously, so they did multiple tests for how long the rust removal should be applied, and in what formulation and concentration. They wanted to be sure that they were removing the rust as much as possible, but without damaging the stones. They also did not necessarily want to remove all of the rust—as COL Austin noted, the rust from the Tomb Guards' steps tells a story in and of itself. After testing on small strips, the team moved to larger areas, conducting a test application on about a quarter of the plaza. Again, Mr. Alexander inspected and approved the amount of application as well as the amount of removal. The team then performed a full granite paver rust removal. That application went very well, COL Austin reported, removing years and years of rust accumulation on the plaza—as before and after photos showed.
- *Slide 6: Granite Paver Stain Reduction.* This slide depicted large-scale application for the entire plaza. Since this is such a large area, and the rust remover could only be on for about 15 minutes, the work required a large group effort. Ms. Smith organized a team that included some volunteers as well as ANC's Facilities Maintenance staff. They had to protect the ledger stones, and to remove the mat that the guards use for their walk-on; they coordinates with the guards to make sure that they could perform their duties but would not impact the work. Photos showed the crew scrubbing off the rust remover. The rust on the plaza was greatly reduced, as before and after photos illustrated.
- *Slide 7: Memorabilia Box (Time Capsule) Opening and New Time Capsule.* At Memorial Amphitheater, Ms. Smith and her team removed a memorabilia box ("time capsule") that had been placed in the cornerstone in 1915, when construction on the Amphitheater began. As photographs depicted, they removed the capstone that was protecting the old time capsule, and then Ms. Smith and ANC historian Mr. Tim Frank removed and opened the time capsule itself, as well as its contents. Photos also showed the new time capsule,

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which ANC is currently accumulating contents for and will be installed in a ceremony later this year. COL Austin emphasized that this was meticulous and difficult work by Ms. Smith and Mr. Frank. Their work was featured in video presentations, both as the documents were being removed and two interviews since then, the most recently on C-SPAN. That is testimony both to Ms. Smith's expertise on removing and preserving the time capsule's contents, and Mr. Frank's expertise in telling the story behind it, COL Austin stated. He also noted that the time capsule contained a local directory from 1915 which listed Mr. Frank's grandparents in it.

- *Slide 8: Bronze Railing Rehabilitation and Zinc Oxide Applications.* This slide illustrated two other types of preservation work at and around Memorial Amphitheater: the cleaning and repair of bronze railings and the application of zinc oxide to remove biofilm on the Amphitheater. For the railings along the plaza, interns removed dirt, grime and oxidation and restored them to their original bronze look. At the Amphitheater, zinc oxide was applied to the entire exterior of the building. This work, under a separate MICC contract, was performed by technicians from Lorton Stone. The results have been striking, COL Austin stated; it is a great improvement. Close-up photographs of the Amphitheater's columns show a dramatic difference: before the zinc oxide treatment, the marble was significantly discolored due to the accumulation of biofilm. COL Austin also noted that zinc oxide works better over time. It produces an initial whitening, but continues to bleach out the biofilm over time. So this will be a multi-year improvement.
- *Slide 9: TUS and Memorial Amphitheater Preservation Actions.* This slide depicted the time schedule for all of the other preservation work at Memorial Amphitheater and the Tomb of the Unknown Soldier scheduled for 2020-2021. Areas of focus include exterior doors, exterior masonry (including biofilm treatment, repairs and the construction of an ADA ramp), repairs to the Tomb and the markers, plaza and stairs, barriers and signs, and security equipment. All of this work is ongoing, COL Austin stated, as part of the preparations for the TUS 100th anniversary commemoration on Veterans Day in November 2021.

- COL Austin then invited Ms. Caitlin Smith to contribute comments. Ms. Smith stated that the next big project involves maintenance repairs on the Tomb itself, to refill the crack and repoint the mortar joints. She and her team have been working on the Section 106 process and talking to consulting parties before they undertake that work, which could start as soon as October. They are well on track to finish the plaza before the ceremony next year, she reported.

- COL Austin reiterated that Ms. Smith has done a fantastic job, not only personally performing much of the work, but also coordinating the efforts of interns and contractors, performing quality control on the USACE contracts, etc. He noted that she has been with ANC for just over a year; this is a new position that has paid fantastic dividends, due to her hard work and expertise.

Subcommittee Questions and Discussion

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- Mr. Farley echoed COL Austin's comments commending Ms. Smith and her team. Their work is remarkable, he said.

- Ms. Harrell asked what would become of the contents of the memorabilia box. Will they go on display? And how can we watch the film that was made while they were opening the box? COL Austin said that he would work with Ms. Yates to make the film available to members of the Committee, as well as photography that was done at the time. As for the contents of the box, the items are being preserved and kept. Dr. Steve Carney, ANC Command Historian, explained that a number of the memorabilia box items that Ms. Smith thinks are in good shape, and will not be endangered in any way by going on display, will be placed into archivally safe display cases in the Memorial Amphitheater Display Room when the Tomb of the Unknown Soldier centennial exhibits are completed (which will happen in October). So by 1 November, a number of items from the memorabilia box should be on display in the Display Room. Ms. Yates noted that the video had previously been sent to Committee members, but requested the ADFO to resend it. The video is also available on ANC's website at <https://www.arlingtoncemetery.mil/Memorial-Amphitheater-100>.

- Mr. Kelly also commended Ms. Smith and her team on outstanding work, especially in the period of time they have executed it.

- Hearing no other comments or questions, Mr. Farley thanked COL Austin, Ms. Smith and the ANC staff for a great job, and then moved on to the next briefing.

6. TOMB OF THE UNKNOWN SOLDIER 100TH ANNIVERSARY COMMEMORATION (DR. GERALD LOWE, ANC ENGINEERING): Dr. Gerald Lowe provided an update on the Tomb of the Unknown Soldier (TUS) 100th anniversary commemoration that will begin later this fall and continue into 2021.

The first slide explained the objectives of the TUS centennial commemoration, as outlined in the 2019 National Defense Authorization Act (NDAA), and ANC's actions to meet those objectives.

NDAA Objectives and ANC Actions to Meet NDAA Objectives

- Honor America's commitment to never forget or forsake those who served and sacrificed.
 - *ANC actions:* TUS centennial ceremony TUS exhibits; ANC historical presentations; national educational materials; carnation ceremony
- Highlight the service of the Armed Forces in times of war or armed conflict & contributions of Federal agencies and governmental and non-governmental organizations.
 - *ANC actions:* TUS exhibits; national educational materials; ANC historical presentations and tours; TUS commemorative publication
- Pay tribute to the contributions of the American people of the United States in times of war or armed conflict.
 - *ANC actions:* TUS commemorative publication; ANC historical presentations and tours

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- Educate the American public about service and sacrifice on behalf of the United States.
 - *ANC actions:* TUS exhibits; national educational program; ANC historical presentations and tours; TUS commemorative publication
- Recognize the contributions and sacrifices made by the allies of the United States.
 - *ANC actions:* TUS commemorative publication; TUS centennial ceremony; TUS exhibits; ANC historical presentations and tours; national educational materials.

Dr. Lowe reported that the TUS centennial ceremony has been defined and has been briefed up to senior Army leadership, who are on board with what ANC has scheduled for next year.

He then briefly commented about each component of ANC's actions. The TUS exhibits are on track to be installed in October 2020. There will be two venues for these exhibits: the first venue will be the Welcome Center, replacing the exhibits currently there; the second will be the Display Room in Memorial Amphitheater. The national educational materials, part of ANC's Education Program, will be free and available to the public and educators throughout the country via ANC's website. The carnation ceremony is part of the centennial program, but will take place two days prior to the 11th of November. One of the best pieces of work that ANC is putting out, in Dr. Lowe's opinion, is the TUS commemorative publication, which the historians, and specifically Dr. Finkelstein, are currently writing. It will be published next year, and is also on track. The historical presentations and tours will start in January 2021 and go through November 2021. Individuals will be able to sign up for these tours by reservation; they will be conducted in conjunction with the tram service. The interpretive portion will be provided by ANC historians on the tram, as they travel through portions of the cemetery.

- Mr. Farley asked about other federal agencies and non-governmental organizations that the TUS 100 commemoration will be highlighting. Dr. Lowe stated that ANC's partners include the Veterans Administration (VA), which is working with ANC on part of the commemorative ceremony. The reason the VA is working with ANC so closely is that while ANC provides the venue, the National Veterans Day Observance (NVDO) is a VA event. The NVDO ceremony will start with a wreath laying at the TUS Plaza, and then transition into the Amphitheater. The theme of the commemoration of the Tomb will continue into the NVDO; it will be incorporated into remarks that will be made by guest speakers, as well as the program that the Veterans Administration will be providing. ANC is also working with the Society of the Honor Guard of the Tomb of the Unknown Soldier, specifically on the carnation or flower ceremony. They have provided a lot of insight on how that ceremony should work, as far as concepts and integration with the Sentinels.

- Mr. Farley asked if the NDAA specified any organizations or agencies to highlight. Dr. Lowe replied: As far as agencies and organizations, no. What we are supposed to highlight is the Tomb of the Unknown Soldier; that is what ANC has taken from the NDAA as guidance and direction. The federal agencies' and governmental or nongovernmental organizations' contributions are supporting and helping, but they are not a focus point of the commemoration.

Dr. Lowe returned to his presentation. The next slide outlined the way ahead:

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- Execute commemorative season kick-off (November 2020)
- Execute roll-outs of DoD commemorative program of events
 - Rollout #1 (Nov 2020): TUS commemorative program, TUS education module, TUS 100th exhibits
 - Rollout #2 (Oct 2021): TUS commemorative publication, flower laying ceremony, TUS commemoration with joint full honors procession, Army flyover, NVDO

- Ms. Harrell asked how the commemorative program this November would be available—would it be online, printed, etc.? How would interested parties receive the program? Dr. Lowe explained that it will be on the website; ANC is developing a portion of the site that will be dedicated to the TUS 100 anniversary. The program will also be promoted on ANC's social media platforms (Facebook, Twitter and Instagram). The November rollout will be shared with other agencies within DoD, as well as other partners such as the American Legion and the VFW.

Dr. Lowe then gave an overview of the flower ceremony concept. They are still in the early stages of planning, he said, but there is a working group with staff from ANC and the Military District of Washington (MDW). A map depicted the proposed procession route, although Dr. Lowe noted that it may be shortened for expediency. He also explained that ANC will be partnering with an MDW planner for inaugurations and state funerals, who has dealt with public queuing, timing, etc. for such events on a very large scale. Dr. Lowe emphasized that the flower ceremony will be an opportunity for the public to approach the Tomb, and to pay their respects in a very individualized, personal manner that has not been done in years.

The flower ceremony will be conducted on 9-10 November 2021, during normal ANC opening hours (0800-1700). It will be open to the public. A donor for flowers is the one item still not finalized, but ANC is hoping that a donor will soon come forward to proffer flowers.

- Mr. Kelly asked Mr. Lowe to elaborate on that. He explained that a tentative offer was made for a proffer, but due to COVID-19's economic impact on the flower industry, the conversation has slowed. They are going to reconvene discussions in a few weeks. The potential donor is a group of owners and distributors in California and South America, which also proffers flowers to the Memorial Day flower fund. Mr. Kelly offered to liaison and perhaps provide resources.

Finally, Dr. Lowe discussed the joint service procession, another opportunity for the public to participate in the TUS commemoration. It will not be as long as the 1921 procession, he said, but it will partly recreate that procession from the Capitol Rotunda to Arlington. The plan is for this joint service procession to start on Memorial Avenue. The formation size may vary, depending on availability of forces; flexibility and adaptability are two planning priorities. The procession will halt either on Roosevelt Avenue or on the TUS Plaza. The idea is to have the formation stand in place for a short period of time while a senior government official provides remarks. (ANC does not know yet who the official will be, although they have a lot of ideas.) There is also a working group to coordinate the details of this particular portion of the program.

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That concluded Dr. Lowe's update on the TUS 100th commemoration. Mr. Farley thanked him, and the Subcommittee had no further questions.

7. EDUCATION AND INTERPRETATION UPDATE (DR. STEVE CARNEY AND DR. ALLISON FINKELSTEIN, ANC HISTORY OFFICE): Dr. Steve Carney and Dr. Allison Finkelstein from the ANC History Office provided an update on the ANC education program and interpretative planning. Dr. Carney began by reporting that they have made really significant progress on both education and interpretive initiatives from when they last briefed the Subcommittee in 2019. He noted that most of what this briefing will cover is explained in fuller detail in the read-ahead packet for the July Subcommittee meeting.

A. Education Program Update (Dr. Carney)

- *Program Overview and Current Status:* Dr. Carney reminded the Subcommittee that over the course of a five-year contract, the ANC Education Program will develop a total of 27 education modules. Four were produced during the contract base year; six additional modules will be released in each option period.
 - On 27 July, ANC's education website went live. The page contains all of the modules available now: the Spanish-American War, the African American Experience at Arlington National Cemetery, and a new module called Exploring Arlington. It may be accessed at <http://www.arlingtoncemetery.mil/education>.
 - During the testing phase of the program, the Education Program team decided that they needed to provide some more information on the general experience of the cemetery and what to expect, either for those coming to Arlington in person or visiting virtually. So the contractor [Blake Learning Solutions] created another module called "Exploring Arlington," which essentially brings the cemetery to Americans no matter where they are.
 - The fourth module, on the Tomb of the Unknown Soldier, is being finalized and is almost ready, as part of the TUS 100 commemoration that Dr. Lowe discussed.
 - In addition, the historians and contractors are working closely with ANC's G6/OCIO team to create a new education "microsite," which will be at the URL education.arlingtoncemetery.mil. The site will offer an immersive experience focused on the education program. They are getting ready to put that into testing, so hopefully the site will be ready by the next Subcommittee briefing.
- *Upcoming Year:* Noting that the contracting year runs from 10 May through 9 May the following year, Dr. Carney explained that by 9 May 2021, six additional modules will be released: World War II, with a focus on the homefront; Honoring the Services (Army, Navy, Marines, Air Force and Coast Guard), which includes walking tours for each; Military Medicine; The Environment at ANC, with a STEM (science, technology, engineering and math) focus; Women's History; and The Military and Technology. By May 2021, those six additional modules will be available on the new microsite.

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- *Testing Phase, December 2019—31 March 2020:* As explained in the last 2019 update to the Subcommittee, a testing phase of the Education Program ran from mid-December 2019 through the end of March 2020.
 - The testing phase had an incredible reach, Dr. Carney reported. Educators and members of the general public signed up to be formal testers in 44 of 50 states, as well as in the UK, France and Japan. Overall, there were over 500 formal testers, and ANC received great feedback.
 - The two biggest takeaways were: 1) to simplify the language of the lesson materials, and 2) to offer some shorter lessons, for teachers who do not have the opportunity to spend an entire class period on the topic. The education team went back and made those changes to the first three modules (Spanish-American War, African American Experience at ANC and Exploring Arlington). All of the modules going forward are utilizing that feedback. Overall, the vast majority of responses were incredibly positive.
 - Dr. Carney noted a shift in feedback as a result of COVID-19. Initially, testers had planned to use the materials prior to visiting Arlington, but as of March, they began saying that they were able to leverage the materials during online learning. The team subsequently received a lot of positive feedback from parents who were homeschooling their children. So there was an interesting shift as they continued to receive feedback through the late spring.

B. Interpretative Planning Update (Dr. Finkelstein)

- *Comprehensive Interpretive Plan/Long-Range Interpretive Plan (LRIP):* The big news, Dr. Finkelstein reported, is that ANC's comprehensive interpretive plan is now complete: it was finalized in February 2020. For the first time, Arlington National Cemetery has a formal, overarching interpretive plan. This brings ANC in line with other historic sites, both in and out of the federal government. It gives ANC staff the framework they need to tell the Arlington story in a way that is engaging, clear and understandable to the American public.
 - The comprehensive interpretive plan is a blueprint that's meant to outline interpretive priorities, Dr. Finkelstein said. It lays out the themes we want to focus on, the stories we hope to tell and the ways that we plan to tell them. The interpretive plan was created by ANC's contractor Design Minds (who are experts in the field), in coordination with not just the History Office, but staff from across ANC. The goal is to interpret not only the history, but all of the cemetery, including the horticulture, landscaping, funeral mission—everything that Arlington does. This plan will help share that with the public.
 - The plan is a living document which is meant to be changed, Dr. Finkelstein emphasized. The situation and mission needs will dictate how the plan will be used.
 - The COVID-19 response has already led to multiple updates. Before the ink was even dry, ANC had to start changing the comprehensive interpretive plan. As of March, they shifted focus to virtual interpretation: while they had always planned to work on virtual interpretation, it was not necessarily the number one priority.

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With the closure of the cemetery to the public, they changed routes. They started looking at virtual interpretation initiatives and made them much more immediate. This took a lot of work by the team, Dr. Finkelstein noted, but the shift has gone so well that virtual interpretation projects are now a part of the daily workload for the History Office and the Public Affairs Office (PAO). For the next fiscal year, ANC will continue focusing on virtual interpretation as well as physical interpretation.

- *Virtual Interpretation Initiatives.* Since the COVID-19 response began in March, the team has prioritized virtual initiatives to bring ANC to the public with existing resources. The success and reach of virtual interpretation remains a high priority. Dr. Finkelstein emphasized that even though the team has made this an immediate priority in response to COVID, it was always their plan to start doing more virtual interpretation. They now have a system in place and are focused on continuing for the long run. It is our job to help all Americans reach the cemetery, even if they cannot come here, she stated. We have to provide them with the tools and resources to learn about ANC from wherever they are.

Plans for the future include:

- Online exhibits: Dr. Finkelstein noted the success of the recent Memorial Amphitheater Centennial exhibit (<https://www.arlingtoncemetery.mil/Memorial-Amphitheater-100>). This was supposed to be an in-person exhibit and, in the course of a few weeks, was shifted online. The team will also adapt the TUS 100 exhibits into virtual online exhibits.
 - Launch ANC Education “microsite” and continue to add modules and enhance with videos and digital content
 - Social media posts (@arlingtonnatl on Facebook, Twitter, Instagram). These platforms reach thousands of people. As an example, Dr. Finkelstein discussed a 12 June 2020 tweet about Medgar Evers [World War II veteran and civil rights icon buried at ANC] that went viral, with over 11.1K reshares and 28K likes
 - Blog posts (<https://www.arlingtoncemetery.mil/blog>)
 - Continue to revise and add to main ANC website (<http://www.arlingtoncemetery.mil>)
 - Create stand-alone History page on main ANC website to be in line with other federal history offices and to share authoritative historical information, articles, interpretation, research resources, etc.
 - Webinars, in conjunction with partners. In May, ANC did a webinar with the National World War I Memorial and Museum on the history of Memorial Day.
 - Explore other types of virtual interpretation: podcasts, lectures, Facebook Live or Instagram Live, etc.
- *FY 21/22 Priorities: Physical Interpretation.* “Physical interpretation” includes any kind of sign, wayside or interpretive panel that is located outside at a historic site or natural resource to tell people about that resource, to give directions or to tell stories. The creation and installation of waysides is a long-term process that involves four main steps

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(explained below). Precision and accuracy is very important with these types of products, Dr. Finklestein emphasized. We need to treat these products with the same care that we would put into any academic article or exhibit: they need to be well-researched, accurate and sensitive to the historic site, including compliance with historic preservation regulations and procedures. These are not products that can be put up overnight; they take long-term planning and careful thought. The ANC historians are confident that this four-step process, in line with best practices in the interpretive field, will help them do that.

- *Graphic branding and structural design:* As outlined in the comprehensive interpretive plan, ANC is planning to create an overall design for waysides as well as a comprehensive graphic branding package. Thus, whenever anybody from the cemetery works on an interpretive sign, everything will be the same: it will be standard and uniform, reflecting the uniformity and care that staff put into the landscape at the cemetery.
 - *Research, development and planning:* Historians will dive into primary and secondary source research in considering the stories that they want to tell on interpretive panels, and how they want to tell them. This will include close cooperation with colleagues in Cultural Resources, Engineering and Horticulture. It will include Section 106 review and thinking about how the signs will actually be placed on the landscape.
 - *Stakeholder engagement:* This is crucial, especially for sensitive topics, Dr. Finkelstein emphasized. Arlington National Cemetery's historic sites are not "ours," she said; ANC staff are merely stewards of them for the American people. So they need to always involve the American people in interpretation projects. This could entail holding meetings with stakeholders from the local and national community, with experts, with families and people who are connected to the cemetery and its history. ANC staff can learn from such stakeholders about how best to tell stories about the cemetery. This is an exciting process to be part of, she stated, which always results in a better finished product.
 - *Design, manufacture and installation:* The last stage of the process involves the design, manufacture and installation of the actual physical signs.
- *Physical Interpretation Priorities:* Dr. Finkelstein stated that the historians will provide an additional briefing to the full Committee tomorrow, delving into the following projects and topics in greater detail. Briefly, the three main projects for this year are:
 - Signage at Memorial Amphitheater and Tomb of the Unknown Soldier for the TUS Centennial
 - Signage about Freedman's Village and the Syphax property (required by Southern Expansion Memorandum of Agreement
 - Interpretation of the Confederate Memorial and Section 16

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Questions and Discussion

- Mr. Miller asked how the Subcommittee might get an advance look at physical interpretation products. Dr. Finkelstein said that she and Dr. Carney would share their plans with the full Committee tomorrow, and that they are in the early phases of the process. A team of contractors is working on Phase 1, graphic branding, while the historians are working on Phase 2, research and development. Dr. Carney added that while ANC staff has the capability to develop virtual interpretation in-house with existing resources, they do not have in-house capability for physical interpretation—creating signs and branding with layout that will be engaging to the average person. There is a real art and science to that, he said. For the rest of this year and into 2021, the Subcommittee will first see basic concepts of what those interpretive signs might look like—branding, size, material, how they will blend into horticultural plantings, etc. As ANC continues to refine these products and get the Subcommittee’s input on their design, they will begin to also brief them on content for each sign. So there will be multiple steps over the next 12 months or so, where the Subcommittee can look at both general design and then more specific content.

- Ms. Harrell congratulated the historians and their team on doing a tremendous amount of work. What they have done is really substantial to let people who maybe can never come to Arlington actually feel like they’re here. She thanked the team for their hard work and a superb job.

- Mr. Miller asked about the testing phase of the education program, noting that ANC did not receive feedback from a few U.S. states, including ones with a robust military presence. How do we leverage military organizations to help get our message out, he asked? Dr. Carney replied that this is more of a Public Affairs-directed question, noting that Ms. Ashley Topolosky in PAO has taken the lead on the Education Program rollout. Ms. Topolosky has worked up a targeted plan that does exactly what Mr. Miller suggested. As new modules are released, or when ANC produces social media or blog posts that are relevant to any particular group, she makes direct contact with those groups. That is part of the larger Education Program rollout plan. PAO could provide additional information. Dr. Finkelstein added that the map [shown on a slide] indicates places where people *tested* the materials. The materials may have reached people in other states, but they may not have tested them. Furthermore, once schooling became virtual, teachers really had to change their priorities; there may have been people who wanted to participate in the testing, but were not able to. Dr. Carney added that a lot of individuals downloaded the materials and then shared them with teachers in their school or district. So the true reach of the testing program was greater than what the download numbers show. The program went viral in a lot of cases, even if ANC did not necessarily get formal feedback.

- Mr. Farley asked what might have happened [during the testing phase] without COVID: would ANC have been able to handle the responses, in the absence of a shutdown? Dr. Carney said that the responses that they received actually were rather overwhelming. The initial testing plan was premised on having about 100 formal testers; that number was exceeded fivefold. It was difficult to keep up with all the feedback that came in at the peak of the testing phase. But the education

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contractor did a wonderful job of managing that and communicating with all of the formal testers, Dr. Carney stated. They probably would have received a lot more responses if not for COVID, but they still would have been able to sort through it all and take away the right lessons. Since all of the materials are available directly on the ANC website now, that takes away some of the pressure the team was under when they had to use Google Drive to share the testing materials [before the Education web page was ready]. So there are no concerns about engagement. Dr. Finkelstein added that the main difference was that many people had been planning to use the education materials onsite at Arlington during spring break. The contractor, Blake Learning Solutions, had planned to set up shop in the Welcome Center to talk to school groups and recruit in-person testers. So the main difference was the loss of those spring break school trips who would have tested the materials onsite.

- Mr. Farley asked about the current length of the lessons, and what may be driving the desire for shorter lessons. Dr. Carney replied that in the original release (what went into the testing program), a lot of the lessons took 1-2 class periods. That was how the lessons were designed; the ANC team wanted to create something that was going to be useful. But the feedback they got from teachers, especially for the Spanish-American War module, was that they just don't have that much time in their curriculum to spend a full class period doing the Spanish-American War. They were looking for ways to apply the information that was more scalable, so that if they had only half a class period available, they could still use ANC content to cover the Spanish-American War. Saying "shorter" is only telling the half of it, Dr. Carney noted. It's really about making the materials more scalable, so that lessons could be done in less than one class period, but also have rich enough content that a teacher could utilize them for 1-2 full class periods.

- Mr. Farley asked if the team will be able to create the shorter lessons for the majority of the modules. Dr. Carney replied that yes, the Education Program contractors are already doing that. They went back and revised the lesson plans that were tested to shorten those up, or provided a shorter option. Now, every lesson plan has that scalability built in.

- Hearing no further comments and questions, Mr. Farley thanked COL Austin, Dr. Lowe, Ms. Smith, Dr. Carney and Dr. Finkelstein for the updates provided in their briefings, in case they needed to leave the meeting at this point.

8. COMMORATIVE WORKS PROPOSAL: OSS MEMORIAL

Ms. Yates reminded the Subcommittee that at the 29 July meeting, the Subcommittee had asked the Office of Strategic Services (OSS) Society and the National Conference on the Ministry to the Armed Forces to review and revise their requested commemorative works packages. Currently, only the OSS Society has provided a new packet for consideration by the Subcommittee. MAJ Michael Shepard will provide the Subcommittee with the internal ANC Monuments Working Group assessment and review of that package.

A. ANC Monuments Working Group Assessment (MAJ Michael Shepard)

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MAJ Shepard introduced himself as the new Commemorative Works Program coordinating officer, replacing LTC Adrian Massey.

- For the Subcommittee's review, MAJ Shepard presented a slide containing the text of 38 USC § 2409, the governing statute for memorials and monuments at ANC. It covers five major categories of requirements: 1) what the monument commemorates, 2) the time frame of the monument (the 25-year requirement for recognition), 3) monument sponsorship and supportability, 4) the land designation for the monument and 5) the Secretary of the Army's consultation with the Commission of Fine Arts (CFA) and the Advisory Committee. This information will be contained in the Monuments Working Group's assessment of compliance with the statute.
- MAJ Shepard then provided a brief overview of the process, based on 38 USC § 2409. The sponsor submits a request that the coordinating officer reviews for completeness and then passes to the Monuments Working Group. The Monuments Working Group provides an impartial assessment of the monument's compliance with statute and its suitability and feasibility from a subject matter expert basis, comprised of engineers, historians and cultural resources specialists. That recommendation from the Monuments Working Group goes both to the ANC Superintendent and ANC Executive Director, as well as to the Remember and Explore Subcommittee to inform their opinion to the full Advisory Committee. Both of those recommendations then go to the Secretary of the Army for final decision.
- *Office of Strategic Services Monument*: MAJ Shepard noted that the OSS Society's previous submission was reviewed by the Subcommittee on 29 July. The decision of the Subcommittee at that time was to revise and resubmit. This is the third cycle of submission and review.
 - A slide showed portions of the OSS Society's revised proposal and revised inscription. The OSS Society was advised to change the narrative on the monument to better focus in on honoring the members of the OSS that were killed in action or lost.
 - The revised inscription text, as shown on the slide, reads: "In honor of more than 125 military service members killed in action while serving in the Office of Strategic services during World War II. The remains of at least 33 have never been recovered."
 - Their independent study proposed ANC as the most suitable location among other alternatives: SOCOM headquarters, CIA headquarters, the World War II Memorial and Observatory Hill.
 - The purpose of the monument, as stated in the proposal, is "To honor OSS personnel, especially those killed or missing in action, for their heroic service during World War II." The requested location is Section 2, near the gravesite of General William Donovan. The OSS Society can fiscally sustain the monument.
 - In its assessment, the Monuments Working Group determined that the proposal complies with 38 USC § 2409. MAJ Shepard noted that the land and Secretary

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consultation categories are in progress.

- Mr. Kelly asked for clarification on the distinction between the OSS Society's last presentation and this one. Ms. Yates stated that the revision was to the phraseology on the monument. She then allowed Mr. Charles Pinck, from the sponsor agency, to discuss the proposed changes.

B. Comments by Mr. Charles Pinck, OSS Society: Mr. Pinck thanked the Subcommittee for inviting the OSS Society to submit a revision to the proposed memorial honoring the OSS. They listened very closely to the Subcommittee's thoughtful comments and have revised the text for the memorial so that it focuses on the military members of OSS who were killed or missing in action, and meets the requirements for commemorative monuments at Arlington National Cemetery specified in 38 USC § 2409. That text reads as follows: "In honor of more than 125 military service members killed in action while serving in the Office of Strategic services during World War II. The remains of at least 33 have never been recovered." The OSS's logo is inscribed above the text, and the spearhead is inscribed on the front of the memorial. Mr. Pinck stated that the OSS Society hopes that the revised text meets the very high standards for inclusion at Arlington National Cemetery, our nation's most hallowed ground. He thanked the Subcommittee for its consideration and stated that he and Mr. Peter Sefton, who authored the independent assessment of sites for the OSS monument, would be happy to answer questions.

Questions and Discussion

- Mr. Kelly reiterated that the changes are duly noted and well reflected. On behalf of those in the special operations community, he appreciated the inclusion of the spear.

- Mr. Pinck noted that the OSS Society reached out to the company that designed the monument for the USS Thresher and had them design this monument. So the monument itself has been redesigned, in addition to the revised text. That company also recommended a company in Virginia to build the base, and the OSS Society has been in touch with them.

- Ms. Harrell, echoing Mr. Kelly's comments, said that this is a very worthwhile effort—very appropriate for a group that deserves to be commemorated at Arlington.

- Mr. Farley said that he was satisfied with the revisions, recalling that he had said in July that the Subcommittee was looking for a way to get to "yes."

- Mr. Farley made a motion to vote to recommend the proposal to the full Committee. Mr. Kelly seconded the motion. All voted in favor. Mr. Farley stated for the record that the Subcommittee will take the OSS Society's proposal to the full Committee tomorrow, with the recommendation that the full Committee vote on it and accept it.

- Ms. Yates asked if there were any objections to the motion. Hearing none, she recorded a unanimous vote.

- Mr. Farley asked if there was any other discussion on the OSS monument.

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- Mr. Miller asked to see a map with the proposed location. Ms. Yates explained that the actual placement of the marker, once approved by the Secretary of the Army, will be discussed with the cemetery and the Commission of Fine Arts. The OSS has recommended that it be placed near Major General Donovan's interment location in Section 2. It is not on Roosevelt Walk, but on one of the side streets.

- Mr. Pinck stated that since President Roosevelt created the OSS, the OSS Society was hoping the monument could be placed on Roosevelt Drive, near General Donovan's grave.

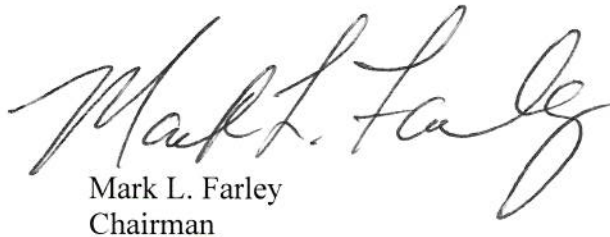
- [While waiting for Ms. Yates to bring up a slide, the group informally discussed the history of the OSS.]

- Using ANC Explorer (<https://www.arlingtoncemetery.mil/Explore/Find-a-Grave>), Ms. Yates showed on a map the approximate area where the monument might be placed. She noted the proximity of General Donovan's grave to Roosevelt Drive and the John F. Kennedy gravesite. It is a highly visited section of the cemetery, along the tram route. The proposed location will be part of discussions with the Commission of Fine Arts.

- Ms. Yates then stated that this was the last presentation, so pending any other comments or questions, it was the Subcommittee's last order of business for the day.

10. MEETING ADJOURNED. Hearing no further business, the Chair called for a motion to adjourn. The motion was made and seconded. All members voted in favor.

The meeting adjourned at 1041.


Mark L. Farley
Chairman