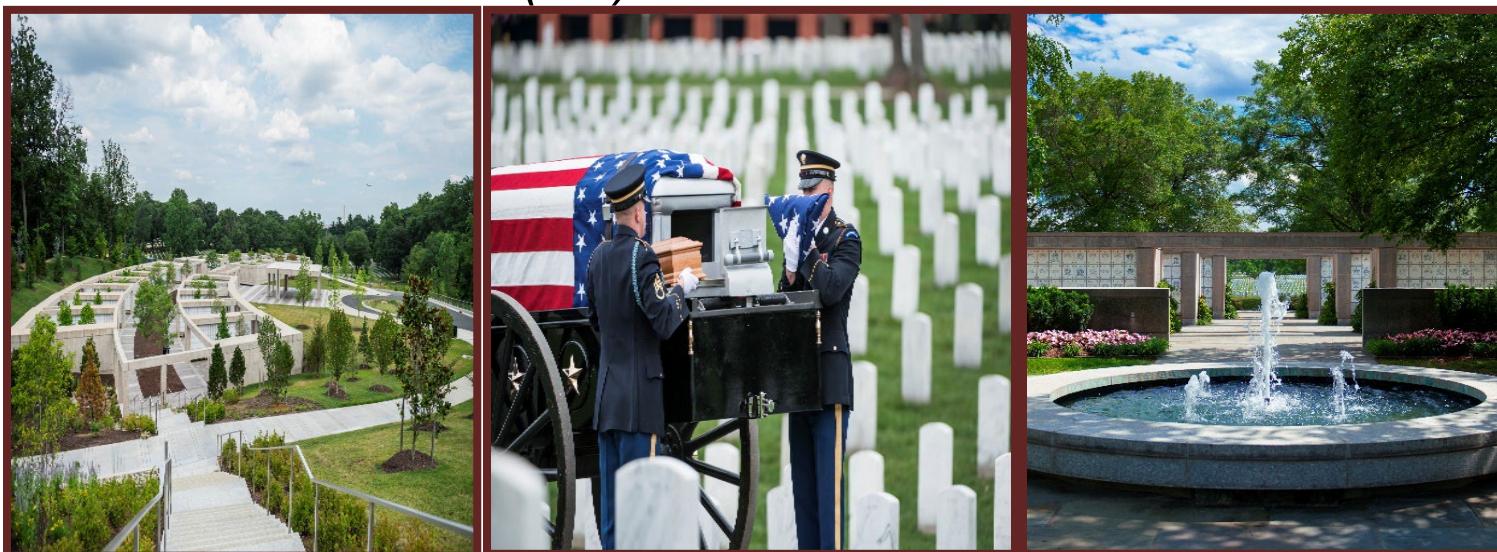


**DEPARTMENT OF THE ARMY**  
**ARMY NATIONAL MILITARY CEMETERIES**  
*CEMETERIAL EXPENSES, ARMY APPROPRIATION  
FISCAL YEAR (FY) 2024 BUDGET ESTIMATES*



**March 2023**

*Military Construction, Veterans Affairs, and Related Agencies*

**JUSTIFICATION BOOK**

The estimated cost of this report or study for the Department of Defense is approximately \$6,159. This includes \$300 in expenses and \$5,859 in DoD labor.

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**Section I      Executive Summary**

**Army National Military Cemeteries FY 2024 Funding Profile:**

Army is requesting resources in FY 2024 for operations at Arlington National Cemetery and the Soldiers and Airmen’s Home National Cemetery as well as for improvements to continue addressing infrastructure revitalization and modernization projects. In total, Army is requesting \$188.5 million in Cemeterial Expenses of which construction funding is \$88.6M to support Southern Expansion cost escalation.

Despite the Southern Expansion estimated cost increase, the overall scope of the project has not changed. In addition, cost reduction measures have been implemented to include: reducing the amount of pre-set crypts, reducing the size of trees, using different finishes (i.e., marble vs granite), and less expensive pavers. The project has also been split into an additional phase to allow for smaller, more discipline-specific phases, which dramatically increases competition, reduces the number of subcontractors and contractor overhead, and yields additional cost savings.

The previous Southern Expansion cost escalation estimate assumed inflation was transitory and would stabilize quickly, but cost escalation in the construction industry has been greater over the past one year than over the prior ten years combined. Market volatility will have a greater impact in the short-term (Phase II) versus the long term (Phase III).

Army National Military Cemeteries (ANMC) anticipates that inflation should return to regional averages from the past two decades over the next 12-24 months, which is factored into the cost estimate along with contingencies that capture the potential for higher-than-average inflation over the same time period.

Industry-accepted indices based on real world price/cost data were used to develop project cost escalation projections to include: Engineering News-Record Building Cost Index (ENR BCI), ENR Construction Cost Index (ENR CCI), and Federal Reserve Economic Data (FRED) for new non-residential construction. The funding request for the Southern Expansion Project is consistent with a 90 percent confidence level in ANC’s Monte Carlo risk-based cost estimate analysis (decision-making tool used in risk analysis for inflation).

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**Supporting Budget Line-Item Detail:**

Cemeterial Expenses, Army (CEA)

Operations:	74,880	Operations and Routine Maintenance
Infrastructure Modernization:	25,000	Infrastructure Modernization Project
Construction	88,600	
<b>Total Funding for ANMC:</b>	<b>188,480</b>	

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**Section II Appropriation Highlights**

**MILCON/VA/Related Agency Appropriation Summary:**

	<u>FY 2022 Enacted</u>	<u>FY 2023 Enacted</u>	<u>FY 2024 Requested</u>
<b>Cemeterial Expenses, Army</b>			
Salaries and Expenses	87,000	93,400	99,880
Construction	141,000	62,500	88,600
<b>Total</b>	<b>228,000</b>	<b>155,900</b>	<b>188,480</b>

**Introductory Statement:**

Army National Military Cemeteries (ANMC) consists of both Arlington National Cemetery (ANC) in Arlington, Virginia, and Soldiers' and Airmen's Home National Cemetery (SAHNC) in Washington, D.C. The SAHNC is one of the country's oldest national cemeteries, marking the final resting place for more than 14,000 veterans, including those who fought in the Civil War. The SAHNC continues to offer a final resting place for residents of the Armed Forces Retirement Home (AFRH) and is operated by ANMC staff.

Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery are a living history of America. They are the final resting place for the heroes and patriots who built, preserved, and protected our great nation from its establishment, during the Civil War, and to the most recent military activities that continue today. From the Soldiers of The Old Guard stepping in solemn

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vigilance before the Tomb of the Unknowns, to the gravesites of heroes and presidents, to the funerals for families and veterans of ongoing conflicts and wars long over, the memorials and acres of neatly lined white markers serve as a vivid reminder of the price so many have paid to keep our nation safe and free.

Since 1864, the U.S. Army has been the steward of ANC—an active military shrine that continues to inter or inurn veterans, spouses, and eligible dependents with dignity and honor. ANMC employees, active-duty military funeral details, and active-duty funeral escort units from the Army, Navy, Marine Corps, Air Force and Coast Guard honor, up to 30 veterans and family members each weekday, and 7-10 on Saturday (approximately 6,500 annually).

ANC is listed on the National Register of Historic Places, which serves as the United States' official list of historic places and districts worthy of preservation. The ANC historic district has over 200 named monuments, structures, and other historically significant objects. In addition to its importance as a sacred national cemetery and memorial to the Service Members of the United States that served our country throughout its history, it is also the final resting place of many Americans of national importance, including presidents, Supreme Court Justices, and countless military heroes. ANC is also significant for its architectural and landscape design created by masters of their craft. The ANC historic district includes the remnants of plantations and military camps spanning nearly a century from the Civil War to the Second World War. It also includes the roads and boundary lines marking Freedman's Village, which were created during and after the Civil War.

ANMC also has a unique public outreach, education, and interpretation mission within the Department of Defense (DoD) serving as one of the most visited sites in the Washington, D.C. area. ANMC strives to connect the cemetery's rich history to virtual visitors and with over three million visitors annually. The cemetery hosts thousands of public and official ceremonies, ranging from heads of state to schools and scouting troops to veterans with the Honor Flights from across the United States and the world. Other notable events include Wreaths Across America which draws over 100,000 public volunteers, the Sunrise Service on Easter Sunday which attracts approximately 5,000 visitors and two national ceremonies each year in the Memorial Amphitheater on Memorial Day and Veteran's Day. The cemetery conveys its rich history and events through the extensive use of comprehensive interpretive planning, social media and through an education program found on our website with numerous modules that convey America's history in the context of the cemetery's history.

The ANC grounds honor those who have served our Nation. Unique among our national cemeteries and landmarks, the impressive landscape of ANC was designated a Level III Arboretum in June of 2018, and was renewed in that status in 2022, which serves as a tribute to the service and sacrifice of every individual laid to rest within the hallowed grounds over the past 150 years. The grounds provide a sense of beauty and peace—a solemn place for military families and our nation to mourn—and for our citizens and international guests to explore. The rolling green hills of ANC—across the Potomac River from our Nation's capital—are dotted with approximately 10,000 trees complementing the gardens throughout the approximately 689 acres of the cemetery.

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**ANMC Administration and Operations:**

10 U.S.C. 7724 establishes the roles and responsibilities of the ANMC Executive Director who has overarching operational responsibility for ANC and SAHNC. ANMC's Executive Director administers the total operational requirements for ANC and SAHNC along with providing policies, standards, and oversight to the Army's 28 other cemeteries under the Office of Army Cemeteries (OAC). The Executive Director's ANC specific authorities and responsibilities include:

- Exercising authority, direction, and control over all aspects of ANC's long-term development and day-to-day administration and operations;
- Formulating, administering, and overseeing plans, policies, and regulations pertaining to development, operation, and management of the Arlington National Cemetery and the Soldiers' and Airmen's Home National Cemetery;
- Overseeing programming, planning, budgeting, and execution of the Cemeterial Expenses, Army Appropriation and other accounts pertaining to ANC's operations.

The Executive Director's staff also maintains functional expertise in operations, strategic communications, information technology, resource management, and engineering. The Executive Director is supported by ceremonial units from the Armed Services to provide funeral honors and memorial services, a detailed staff of chaplains, staff support from Headquarters Department of the Army, and the Arlington Ladies who represent the Service Chiefs and Commandants of each Armed Service at funerals. The Superintendent is responsible for the total management and administration of operations at ANC and SAHNC. There are three directorates: Interments (Services, Operations); Engineering (Design and Construction, Facilities, Horticulture, Environmental, Planning, Real Property, and Cultural Resources); and support staff under the direction of the Chief of Staff (Resource Management, Human Resources, Contracting/Logistics, History, Public Affairs and Outreach, Operations and Security, Safety and Strategic Plans).

In exercising authority, direction, and control over all aspects of ANC's long-term development, day-to-day administration, and operations the Executive Director focuses on ANC's mission, vision, objectives, and lines of effort:

- **ANMC Mission:** Arlington National Cemetery represents the American people for past, present, and future generations by laying to rest those who have served our nation with dignity and honor while immersing guests in the cemetery's living history.
- **Vision:** We are privileged to honor the service and sacrifice of those laid to rest at ANC and SAHNC. This solemn and honorable duty is captured as a singular vision that drives what we do each and every day; great people honoring service and sacrifice to a grateful Nation.



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- **Objectives:**

- Honor the fallen and sustain accountability.
- Preserve our hallowed grounds.
- Synchronize and sustain Arlington National Cemetery for the future.

- **Values:** All of our efforts must help ensure that ANC remains a place for every generation to Honor, Remember and Explore the depths of the creation of this great nation and the heroes that have made incredible sacrifices for freedom.

- **Honor** – Honor the service and sacrifice of our eligible military members, veterans, and their family members with dignity, compassion, and accountability.
- **Remember** – Remember the sacrifices of those from each generation who have answered the call to serve by preserving cemeteries befitting of their sacrifices.
- **Explore** – Enable our guests to explore the rich, living history of our cemeteries and gain an appreciation for those who have defended our freedom and helped shape our Nation’s history.

**Description of Operations Financed:**

The Military Construction, Veterans Affairs, and Related Agencies (MILCON/VA) appropriation, under Title III – Related Agencies: Cemeterial Expenses, Army, provides ANC with its funding. These are a combination of one-year and multi-year funds which cover salaries and expenses related to operation & maintenance, construction, and infrastructure revitalization projects at both Arlington National Cemetery and the Soldiers’ and Airmen’s Home National Cemetery.

Operation & maintenance funding allocations support and sustain daily operations for funerals, ceremonies, and memorializations. Funding provides for the care and upkeep of gravesites and niches, grounds maintenance, upkeep of facilities and other infrastructure assets, and procurement of support equipment. Due to the transfer of Memorial Avenue from National Park Service (NPS) as part of the 2020 National Defense Authorization Act (NDAA), ANC assumed additional maintenance costs relating to turf, shrub, tree, fountain, hemicycle, and the exterior of Women in Military Service for America (WIMSA) memorial maintenance, which were added to existing contracts and facilities sustainment projects. The FY 2024 ANC plan to bring neglected infrastructure along Memorial Avenue to an acceptable standard includes the Memorial Avenue fountain replacement and Memorial Avenue gate rehabilitation construction. Funding also addresses requirements for maintenance and repair of ANC infrastructure such as facilities, roadways, water and sewer utilities, and upkeep of cultural resources. ANC leases uniforms for wear by federal wage system

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personnel to provide for a consistent and professional appearance in a high visibility environment and to easily identify them to the families and the public on cemetery grounds. Investments made in support equipment, such as excavators, innovative utility vehicles, and other productivity-enhancing equipment, have enabled ANC to operate with greater effectiveness and efficiency. Implementing cutting-edge equipment technology enhancements has reduced the physical impact of burial activities to the grounds, reduced risk of injury to employees, and improved the visible presence to families.

Security enhancements include visitor screening at designated entry points, visitor information assistance at key locations within the cemetery, and vehicle/pedestrian traffic control. Additional measures that enhance security and reduce risk to families, visitors and ANC's workforce are CCTV camera system, proper speed enforcement signage, and a Dual Authentication Common Access Card (CAC) system. These measures allow ANC's security team to monitor and control access into and around the cemetery further ensuring the security and safety of ANC visitors, employees, and guests. ANMC requested \$2.5M in FY 2023 to begin the planning effort to improve and enhance visitor screening and pedestrian/vehicular traffic flow into the land transferred during the 2020 National Defense Authorization Act. Execution of this project will continue in 2024.

Infrastructure revitalization funding for capital improvement projects aids in preserving Arlington National Cemetery as a national shrine while maintaining its quality, dignity, and central function as a military burial ground well into the future. Key capital improvement projects ensure ANMC is able to accomplish its mission now and for the future.

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**Appropriations Language:**

MILITARY CONSTRUCTION, VETERANS AFFAIRS' AND RELATED AGENCIES (TITLE III – RELATED AGENCIES)  
CEMETERIAL EXPENSES, ARMY  
SALARIES AND EXPENSES

For necessary expenses for maintenance, operation, and improvement of Arlington National Cemetery and Soldiers' and Airmen's Home National Cemetery, including the purchase or lease of passenger motor vehicles, lease of uniforms for federal wage system personnel, and not to exceed \$2,000 for official reception and representation expenses, \$99,880,000 of which not to exceed \$15,000,000 shall remain available until September 30, 2026. In addition, such sums as may be necessary for parking maintenance, repairs, and replacement, to be derived from the "Lease of Department of Defense Real Property for Defense Agencies" account.

CONSTRUCTION

For necessary expenses for planning and design and construction at Arlington National Cemetery and Soldiers' and Airmen's Home National Cemetery, \$88,600,000, to remain available until expended for the Southern Expansion project.

Sec. 301. Amounts deposited into the special account established under 10 U.S.C. 7727 are appropriated and shall be available until expended to support activities at the Army National Military Cemeteries.

**Appropriations Language Narrative:**

The \$188.5 million request in the Cemeterial Expense, Army – Salaries and Expense, and construction accounts, supports Arlington National Cemetery and Soldiers' and Airmen's Home National Cemetery for the purpose of daily operations, addressing historical structure restoration, facilities restoration, modernization issues, planning and design and expansion.

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**Section III                      Budget Detail**

**Appropriation Summary of Price/Program Growth:**

Cemeterial Expenses, Army <u>Description</u>	<u>FY 2022 Program</u>	<u>FY 2023 Program</u>	<u>FY 2024 Program</u>
21-1805-0-1-705			
Operation and Maintenance	62,000	68,400	74,880
Infrastructure Modernization	25,000	25,000	25,000
21-1809-0-1-705			
Construction (SE / Memorial Ave)	141,000	62,500	88,600
<b>Total</b>	<b>228,000</b>	<b>155,900</b>	<b>188,480</b>

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**Appropriation Summary- By Object Class:**

Cemeterial Expenses, Army 21-1805-0-1-705		FY 2022	FY 2023	FY 2024
OC	Description	Actuals	Estimate	Estimate
11110	FULL-TIME EQUIVALENTS	16,955	19,576	20,560
11510	OTHER PERSONNEL COMPENSATION	1,317	698	736
12110	CIVILIAN PERSONNEL BENEFITS	6,484	7,440	7,813
21010	TRAVEL	301	301	301
23310	COMMUNICATIONS, UTILITIES, AND MISC.	1,330	1,936	2,936
24010	PRINTING AND REPRODUCTION	20	30	30
25110	PROFESSIONAL SPT SVC	-		
25210	CONTRACTING	32,874	35,755	38,889
25310	INTRAGOV PURCH	-		
25410	FACILITY O&M	-		
25710	EQUIP MAINT BY CONTRACT	-		
26010	SUPPLIES & MATERIALS	1,471	1,471	1,471
31010	EQUIPMENT	420	420	1,099
32010	LAND AND STRUCTURES	24,441	25,773	34,321
	<b>TOTAL</b>	<b>85,613</b>	<b>93,400</b>	<b>108,156</b>

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**Reconciliation of Appropriations and Obligations Including Carry Over & Recoveries:**

Cemeterial Expenses, Army: 21-1805-0-1-705/21-1809-0-1-705	Operation & Maintenance (0861)	Administration (0864)	Construction/ Infrastructure Revitalization (0865/0866)	ANC Major Construction (1809)	Totals
A. FY 2022 Appropriation (Allocations)	62,000	-	25,000	141,000	228,000
B. Rescission of FY 2021 Authority	-	-		-	
C. Allocation of Carry Over & Recoveries from PY	1,123	250	12,510	106,963	120,846
D. FY 2022 Total Budgetary Resources Available	63,123	250	37,510	247,963	348,846
E. FY 2022 Obligations (a/o 30 Sep estimated)	62,000	-	25,000	247,963	334,963
F. FY 2023 Appropriation (Allocations) Estimated	68,400	-	25,000	62,500	155,900
G. Recession of FY 2021 Authority	-	-		-	-
H. Allocation of Carry Over & Recoveries from PY	1,216	269	4,000	244,911	250,396
I. FY 2023 Total Budgetary Resources Available	69,616	269	29,000	307,411	406,296
J. FY 2023 Planned Obligations	68,400	-	25,000	307,411	400,811
K. FY 2024 Appropriation Planned (Allocations)	74,880	-	25,000	88,600	188,480
L. FY 2024 Planned Obligations	74,880	-	25,000	88,600	188,480
M. Change (FY 2022 vs FY 2023)					
1. Appropriation (Line K minus Line F)	6,480	-	-	26,100	32,580
2. Obligations (Line L minus Line J)	6,480	-	-	(218,811)	(212,331)

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- **Operation & Maintenance (086100)** – One-year funding supports day-to-day operations of the Arlington National Cemetery, including planning and execution for about 6,500 interments and inurnments annually, as well as routine repairs made to facilities, contracted services, and horticultural work at Arlington National Cemetery and the Soldiers’ and Airmen’s Home National Cemetery. Funding shown in Object Class 31 is included in these estimates.
- **Sustainment, Restoration and Modernization (086500/086600)** – Multi-year funding supports ANMC's infrastructure renovation, sustainment, and maintenance of ANMC facilities, utilities, and roadways. Created in FY 2013 to address the SRM backlog.
- **ANC Major Construction (1809)** – No-year funding supports ANC's expansion efforts in construction of facilities and land improvements for expanded burial capacity.

**Section IV Financial Summary**

**Financial Summary (Appropriations): Increases and Decreases:**

FY 2023 Requested (Cemeterial Expenses, Army: 21-1805-0-1-705/21-1809-0-1-705)	\$155,900
Congressional Adjustments	\$0
Requested Amount	\$155,900
Anticipated Program Increases	+\$32,580
Annualization of FY 2024 New Programs	\$0
Recurring Service and Support Cost Increases	\$5,085
Civilian Staffing (Compensation & Benefit Costs Only)	\$1,395
Land & Structures (Infrastructure Modernization)	\$26,100
Anticipated Program Decreases	\$0
Annualization of FY 2024 Program Decreases	\$0
One-Time Cost Decreases (removal of Congressional Adjustment)	\$0
Travel and Transportation of Persons Cost Decreases	\$0
Utilities, Rents, and Communication Cost Decreases	\$0
Contracts	\$0
Reproduction Cost Decreases	\$0
Land & Structures (Infrastructure Modernization) Decreases	\$0
FY 2024 Budget	\$188,480

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**Section V Personnel Summary**

**ANMC Personnel Requirements:**

Army conducted a manpower review of ANMC in FY 2020 which validated an increase to the organizational structure and total manning levels for Arlington National Cemetery’s mission, functions, authorities, and command and staff relationships within the Army. ANMC is actively hiring all vacant positions; however, due to projected attrition, is not requesting for additional validated positions at this time.

	FY 2022 Actual	FY 2023 Requested	FY 2024 Requested	Change
Active Military End Strength Total	14	14	14	0
Officer	9	9	9	0
Enlisted	5	5	5	0
Civilian Full-Time Equivalent (FTE) Total	201	219	219	0
<b>Total Military/FTEs</b>	<b>215</b>	<b>233</b>	<b>233</b>	<b>0</b>
Average Annual Civilian Salary Cost				
General Schedule (GS) Graded Positions	\$133.39	\$138.92	\$147.20	\$8.28
Federal Wage Grade (WG) System Positions	\$95.45	\$98.95	\$102.87	\$3.92



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**Section VI Supporting Budget Priorities**

**Background:**

Arlington National Cemetery and Soldiers and Airmen’s Home National Cemetery are national treasures. Preserving these assets well into the future and maintaining their quality, standing as National Shrines, and central function as military burial grounds are paramount to Army leadership. The ANMC budget identifies key capital improvement projects and infrastructure modernization projects, which maintain and sustain safety, security, cultural, and environmental requirements.

**Supporting DoD and Army Priorities:**

- **Department of Defense Priority – Preserve and Enhance the Force:** This request is critical to continuing Army National Military Cemeteries’ mission and preserving ANC as a national shrine for generations to come.
- **Army Priority:** ANMC must continue to revitalize and maintain infrastructure systems to provide an effective and safe environment for conducting daily burials, hosting ceremonies and hosting visitors in a manner that honors our Nation’s veterans.
- **Objectives:** ANMC is pursuing three objectives to accomplish its sacred mission:
  - **Honor the Fallen & Sustain Accountability.** ANMC’s decisive operation—its core mission—is to honor our Nation’s fallen military heroes as they are laid to rest in solemn repose. At its end state, “Honor the Fallen” ensures that each family feels that they were served by a professional and compassionate staff that scheduled and conducted the final tribute to their loved one flawlessly; the family leaves feeling their needs were met and entrusting their loved one to the care of ANC with full faith and confidence in ANC; and the permanent commemoration is erected free of error and in a timely manner. We continue to optimize information technology to accomplish this objective. As an active cemetery, this objective most importantly focuses on the conduct of flawless interment operations and execution of the six-step chain of custody. Enterprise Interment Services System (EISS), ANC Explorer, ANC Mapper, and the ANC website are examples of information technology solutions utilized to deliver ANC’s mission. Efforts continue to optimize the auditable systems of record in the cloud, to provide optimization of computing power to improve network bandwidth, decrease system outages, improve cybersecurity monitoring, and reduce overall risk to network availability. The enhanced data availability and increased operational efficiencies benefit internal (ANC employees) and external (the public) users of the systems. Ongoing development and expansion of ANC business systems further codifies and sustains the accountability processes to Army and DoD Post Cemeteries.

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- **Preserve these Hallowed Grounds.** This objective ensures that ANC's grounds, memorials, and facilities continue to honor the veterans and their families who have served the nation by providing a sense of beauty and peace. In 2018, we began capturing data for infrastructure maintenance work. This ongoing effort will assist in determining the annual cost of recurring maintenance and infrastructure. In 2014, ANC negotiated a programmatic agreement with the Advisory Council on Historic Preservation and the Virginia State Historic Preservation Officer under the National Historic Preservation Act of 1966 for the use, sustainment, and conservation of 200+ historic structures. Bi-annually we assess the condition of all historic structures and prepare environmentally sound treatment recommendations which determines upcoming restoration project priorities and guides routine preservation work. As a national shrine, ANC's impressive 689-acre landscape also requires consistent attention and improvements to maintain and enhance its designed and natural beauty and native environment. In April 2018, ANC was awarded Level III arboretum accreditation by the ArbNet Arboretum Accreditation Program and the Morton Arboretum for achievements in meeting specific standards for arboreta and botanic gardens; ANC continues to maintain this designation. Great care is taken by dedicated cemetery employees and contract staff working tirelessly throughout the year to ensure the grounds are maintained to the highest standards. In 2014 and 2018, ANC received stormwater permits authorizing ANC to discharge stormwater collected by their storm sewer systems to waters of the United States, specifically tributaries of the Chesapeake Bay. ANC has over thirty (35) stormwater best management practices. These stormwater practices provide a beautiful and functional landscape for improving water quality of the Chesapeake Bay. At its end state, this objective ensures that ANC's physical setting is kept at national shrine standards, which enhances the experience for visitors and families coming to mourn for and honor our Nation's military heroes.
- **Synchronize & Sustain Arlington National Cemetery for the Future.** Our goal is to synchronize cemetery activities, which includes maximizing burial opportunities by revising eligibility criteria, allowing for more contiguous interment space via the Southern Expansion project, and implementing the ANC Interment Management Plan that will prioritize land use, equipment locations, and optimize utilization of resources. Leveraging technology and industry innovations will allow ANC to adapt to new burial procedures and techniques, and changing family desires during their time of need, while sustaining the iconic nature of the cemetery, and extending operations, well into the future.
- **Infrastructure Modernization Projects:** ANMC continues to execute sustainment, restoration, and modernization (SRM) of its previously long-neglected infrastructure. With few exceptions, ANMC has completed work on failing systems and is now modernizing the remaining infrastructure in a systematic manner while implementing management systems to track, forecast and program for SRM.
  - **General Building Repair** – This project category is transitioning from urgent repair activities to preventive maintenance and SRM. This includes addressing public accessibility shortfalls that are a significant concern given

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Military Construction, Veterans Affairs, and Related Agencies  
Cemeterial Expenses, Army  
(\$ in Thousands)

the high number of aging veterans and wounded warriors who visit ANC. In FY 2024, ANC plans an extensive repair of the roof for the Military Women's Memorial (MWM) Education Center. Facilities still requiring upgrades include the main floor and basement of the Welcome Center.

- **Road Rebuilding & Repair** – ANC has completed work on over half of the 12 miles of roadway identified in 2011 as requiring repair or rebuild. Road rebuilding continues at a deliberate pace throughout the cemetery to minimize impacts to burial operations. In FY 2020, we completed work on two major road projects – one in the northern part of the cemetery and one in the south. In FY 2022, we completed a smaller road project in western side of the cemetery. We continue work on a major road project on the southwestern side of the cemetery with completion scheduled for 3<sup>rd</sup> Quarter, FY 2023. We plan on conducting three smaller road resurfacing projects in FY 2023 to include repaving Memorial Avenue. In FY 2024, ANMC will do full-depth reconstruction for the Schley-Sherman-Meigs Roadway (aka “Yellow Line”). Going forward, ANC has one major road project per year scheduled for the next three years. These road projects include replacement of stormwater systems and installation of stormwater best management practices to comply with regulatory requirements as well as adding conduits to support the future expansion of the cemetery Wi-Fi network, which supports burial operations, cemetery visitors, and public outreach.
- **Historical Stonework/Masonry Repairs** – This project category addresses rebuilding the crumbling flagstone sidewalks, paved plazas, and the historic stone boundary walls throughout ANC. Areas posing safety hazards for visiting families and the public have already been addressed in the columbarium courts, amphitheatres, and JFK gravesite. Cleaning and preservation of the several columbarium courts was completed in 2019 with another major restoration that began in FY 2022. Large sections of the ANC boundary wall were assessed in very poor condition including two areas in Section 50 that completely failed in May 2020 and multiple other sections with rocks separating and broken capstones. Those failed sections were permanently repaired under a restoration project in early FY 2021. A larger, multi-year restoration project for the 5-mile boundary wall began in late FY 2021, with one phase completed and another begun in FY 2022. Additional phases of the boundary wall will continue for the next four years. ANC started phased restoration projects for the SAHNC boundary fence which are slated for completion by the end of FY 2024. ANC also began complete restoration of the SAHNC entrance gate and plaza in FY 2022 with an estimated completion in 3<sup>rd</sup> quarter, FY 2023. Finally, ANC plans on restoration of the Memorial Avenue Gate at the beginning of FY 2024 with a completion by the 1<sup>st</sup> Quarter of FY 2025.
- **Sustainment of Infrastructure** – ANC implemented a new system to schedule and track repair requests and provide condition assessments. We also continue our partnership with the NPS to document the condition of our historic structures and develop a prioritized list of future restorative work. One of the important and unique focus areas of preventative maintenance includes restoring, cleaning, and maintaining the numerous monuments and memorials throughout the Cemetery that contribute to its listing on the National Historic Register of Historic Places. Extensive work on Memorial Avenue was completed to include the restoration of the historic hedge, turf renovation,

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irrigation system installation, and initial fountain repair. In the spring of 2021, ANC completed a rehabilitation project of the TUS guard shack which provides Tomb Sentinels relief from the elements and is an important component of ANC's iconic viewshed. In FY 2022, ANC began the design effort for multi-phase renovation of the interior space of the Amphitheater which includes the Tomb Sentinel quarters, historian offices, the display rooms, lower-level chapel as well as environmental safety and structural repairs. Phase I is slated for completion in FY 2024 with a follow-on phase beginning that same year. Through an agreement with the NPS Historic Preservation Training Center (HPTC), ANMC provides funding for Conservation Traditional Trades Apprentice Program (TTAP). Interns who support documentation and inventory of ANMC assets as well as provide hands-on conservation of metal and masonry monuments, memorials, sculptures, and historic structures' features.

- **Underground Utilities & Drainage** – ANC continues to modernize the entire stormwater network and the most deteriorated sections of the storm drain lines, but significant work remains to modernize the sanitary sewer system. Storm drains are now being repaired or modernized in conjunction with road projects to accomplish construction/economic efficiencies as well as reduce operational impacts to the cemetery. ANC will execute a major sanitary sewer infrastructure replacement project in late FY 2023 to clean and/or replace aging sections of buried pipe. ANC is also exploring options to improve stormwater and groundwater drainage in several burial sections due to excessive moisture buildup which is impacting visitation and burial operations. The project will begin design in FY 2023 with construction completion in FY 2025.