



SECRETARY OF THE ARMY
WASHINGTON

10 June 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2010-04 (Enhancing the Operations and Oversight of the Army National Cemeteries Program)

1. Arlington National Cemetery (ANC) is both the most hallowed burial ground of our Nation's fallen and one of the most visited tourist sites in the Washington, DC, area. A fully operational national cemetery since May 1864, ANC presently conducts an average of 27 funerals each workday—final farewells to fallen heroes from the fronts of Iraq and Afghanistan, as well as to veterans of World War II, the Korean conflict, Vietnam and the Cold War. While maintaining the honor, dignity and privacy of each graveside service, ANC hosts almost 4 million visitors annually. This duality of purpose serves to bring the national shrine of ANC—and the sacrifices of those buried there—closer to the American people. Having been entrusted by Congress with all functions, powers and duties related to ANC and the Soldiers' and Airmen's Home National Cemetery, I am mindful of my responsibilities to effectively and efficiently develop, operate, manage and administer the Army National Cemeteries.

2. In response to recent concerns regarding the management and operation of ANC, the Inspector General of the Department of the Army was directed to conduct a systemic inspection of ANC, and to investigate specific allegations of misconduct and operational neglect. Having now been informed by the findings of the Inspector General, I direct the following:

a. Notwithstanding any provision of another order, regulation, pamphlet, memorandum of understanding or like agreement, standard operating procedure or common practice, the Army National Cemeteries, comprising ANC and the Soldiers' and Airmen's Home National Cemetery, are reassigned under the jurisdiction of Headquarters, Department of the Army (HQDA).

b. The position of Executive Director of the Army National Cemeteries Program is established in the Senior Executive Service as a Tier 3 position reporting directly to the Secretary of the Army. The Executive Director's authorities and responsibilities include, but are not limited to—

(1) Exercising authority, direction and control over all aspects of the Army National Cemeteries Program and over both the long-term development and the day-to-day administration and operations of ANC and the Soldiers' and Airmen's Home National Cemetery, including the immediate establishment of an accountability baseline for all gravesites and inurnment niches within the Army National Cemeteries and the

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promulgation of standards, policies and procedures that will maintain this baseline; oversight over the construction, maintenance and repair of buildings, structures and utilities; the acquisition and maintenance of real property and interests in real property; the planning and execution of private ceremonies at the Army National Cemeteries, including funeral and memorial services for interment and inurnment; and the planning and execution of public ceremonies, other than those official ceremonies for which the Commander, U.S. Army Military District of Washington (MDW), is primarily responsible for effectuating.

(2) Formulating, promulgating, administering and overseeing plans, policies and regulations pertaining to the Army National Cemeteries Program, including the development, operation and management of ANC and the Soldiers' and Airmen's Home National Cemetery.

(3) Formulating, promulgating, administering and overseeing policies and addressing proposals for the placement of memorials and monuments on lands of the Army National Cemeteries.

(4) Formulating and implementing the Arlington National Cemetery Master Plan.

(5) Overseeing the programming, planning, budgeting and execution of the Cemeterial Expenses, Army Appropriation, to include testifying before the appropriate committees of Congress to justify and defend the annual budget and at other oversight hearings.

(6) Supervising the Superintendent and the Deputy Superintendent of ANC and acting as rater and reviewer for the purposes of appraising each individual's performance.

(a) The Superintendent, ANC shall perform such duties and exercise such responsibilities as the Executive Director may prescribe and shall report directly to the Executive Director on all matters.

(b) The Deputy Superintendent, ANC shall perform such duties and exercise such responsibilities as the Executive Director may prescribe and shall report directly to the Executive Director on all matters.

(c) All other employees of ANC and the Soldiers' and Airmen's Home National Cemetery shall perform such duties and exercise such responsibilities as the Executive Director may prescribe and shall report to the Executive Director as directed.

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(7) Implementing an Army National Cemeteries Advisory Commission to visit the cemeteries at established intervals and to consult with the Secretary of the Army and the Executive Director. The Advisory Commission shall inquire into the development, operations, management and administration of the Army National Cemeteries, including long-term strategic planning efforts, the day-to-day function of the Army National Cemeteries, resource allocation and other matters relating to the Army National Cemeteries that the Commission may elect to consider. At least annually, the Commission shall submit a written report to the Secretary of the Army detailing its actions during the preceding year and the Commission's views and recommendations pertaining to the Army National Cemeteries Program.

(8) Reviewing an ongoing pilot program to document, collect, catalog and temporarily store artifacts, mementos and other nonperishable items from grave sites in Section 60 of ANC and, after consideration of all appropriate factors, proposing for the approval of the Secretary of the Army a feasible, suitable and acceptable policy for flowers and mementos for long-term application to the Army National Cemeteries.

3. Subject to the authority, direction and control of, and in coordination with, the Executive Director of the Army National Cemeteries Program, all Army commands, organizations, officials and other personnel currently supporting the Army National Cemeteries Program, or performing duties and functions related to the program, shall continue unabated to provide such support and perform such duties. This directive shall not prevent such commands, organizations, officials or other personnel from enhancing the quality or quantity of support to the Army National Cemeteries Program at the request of the Executive Director. At a minimum—

a. The Chief of Public Affairs, HQDA shall formulate and oversee the implementation of public affairs policy, including all policies addressing media access, for the Army National Cemeteries.

b. The Assistant Secretary of the Army (Manpower and Reserve Affairs) shall formulate and oversee interment and inurnment policy applicable to the Army National Cemeteries, including administration of the Interment, Inurnment and Memorialization Review Board.

c. The Assistant Secretary of the Army (Civil Works) shall produce appropriate engineering and construction plans and documents in support of (i) the Arlington National Cemetery Master Plan and (ii) proposals for the placement of memorials and monuments on lands of the Army National Cemeteries.

d. The Commander, MDW shall coordinate all official ceremonies at Arlington National Cemetery, including public wreath laying ceremonies and State funerals.

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Further, the Commander, MDW shall provide authorized military honors for private funeral and memorial services and Army ceremonial support for the Army National Cemeteries, including the honor guard at the Tomb of the Unknowns.

e. The Administrative Assistant to the Secretary of the Army, through the U.S. Army Center of Military History, shall continue to execute a pilot program to document, collect and catalog artifacts, mementos and other nonperishable items from grave sites in Section 60 of ANC and to temporarily store the items pending the establishment of a permanent Army policy on this issue.

4. A Provisional Oversight Group, comprising HQDA personnel, shall assist the Executive Director in the performance of duties and responsibilities as they may relate to reviewing the reports of the Inspector General of the Department of the Army and, as applicable, the reports of other officials and organizations regarding the development, operations, management and administration of ANC; identifying and assessing deficiencies in the operations, management and administration of ANC; developing, coordinating and implementing plans, policies, processes and procedures as may be required to correct or mitigate such deficiencies; and improving HQDA oversight over the Army National Cemeteries. Members of the Provisional Oversight Group shall report directly to the Executive Director.

5. To assist the Executive Director and the Provisional Oversight Group in discharging assigned duties and responsibilities to enhance the development, operations, management and administration of the Army National Cemeteries and to improve HQDA oversight over the Army National Cemeteries Program, all Army organizations, commands, officials and other personnel are hereby directed to provide to the Executive Director such timely assistance and to afford all manner of cooperation requested. Particularly, within 45 days from the date of this directive—

a. U.S. Army Manpower Analysis Agency and U.S. Army Force Management Support Agency shall complete an all-inclusive study of the current organizational structure of ANC and its manpower and equipment authorizations and requirements, with full consideration of the diversity of ANC's missions and functions and the volume and complexity of its workload. In addition, the study shall consider whether the number of caissons authorized to MDW is adequate in light of MDW's requirement to support ANC operations. Based on this assessment, and with a view to enhancing ANC's efficiency and effectiveness, the Manpower Analysis Agency and Force Management Support Agency shall forward to the Executive Director a comprehensive proposal to improve ANC's organizational structure and establish its manning and equipping levels, and those of MDW, as appropriate.

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b. The Army Chief Information Officer/G-6 shall review and evaluate the information technology systems and applications and the information assurance processes currently in use at ANC. Based on this assessment, and in coordination with the Administrative Assistant to the Secretary of the Army, the Chief Information Officer/G-6 shall forward to the Executive Director a comprehensive proposal to mitigate identified deficiencies and overhaul or supplement such systems, applications and processes as may be required to automate all aspects of cemetery administration and operations. This proposal will focus particularly on improving the automation and associated information assurance processes currently used to record, schedule and coordinate interment and inurnment services; to order headstones for those who have been interred, inurned or memorialized; and to map, mark and manage the allocation and use of burial and inurnment sites and identify the remains buried or inurned.

c. The Assistant Secretary of the Army (Acquisition, Logistics and Technology) shall review all contracts awarded or administered by U.S. Army Corps of Engineers and the Contracting Center of Excellence during the past 5 years in support of the Army National Cemeteries. This review shall include an assessment of the roles of the Heads of Contracting Activities and Principal Assistants Responsible for Contracting in executing and overseeing such contracts. The results of this review shall be coordinated with the Executive Director.

d. The Army General Counsel, in conjunction with the Assistant Secretary of the Army (Financial Management and Comptroller), shall develop legislative proposals to authorize the transfer of funds appropriated in the Military Construction and Veterans Affairs and Related Agencies Appropriations Act, 2010 to the Cemeterial Expenses, Army line item; to authorize the transfer of funds appropriated in the Operation and Maintenance, Army account to the Cemeterial Expenses, Army line item; and to implement other appropriate initiatives related to the Army National Cemeteries Program. Further, the Army General Counsel shall effect an immediate modification to the appropriate section(s) of Title 32 of the Code of Federal Regulations to document the jurisdictional realignment of the Army National Cemeteries and, as appropriate, other updated information pertaining to the Army National Cemeteries Program and its operations.

6. As appropriate, the Executive Director shall coordinate the proposed assignment of other duties and responsibilities for other missions and functions related to the Army National Cemeteries Program and its operations, not otherwise addressed in this directive, with affected stakeholders and shall present appropriate recommendations to the Secretary of the Army for decision.

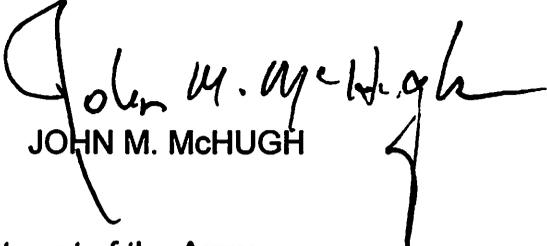
7. All Army commands, organizations, officials and personnel, acting through the Executive Director, have a continuing responsibility to keep the Secretary of the Army

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informed about matters pertaining to the Army National Cemeteries Program and the development, operations, management and administration of the Army National Cemeteries. Inform the Executive Director immediately of proposed changes to future plans regarding the Army National Cemeteries; unusual circumstances associated with any interment, inurnment or ceremony; any request for exception to extant burial or memorialization policies; and matters of like sensitivity. When any matter requires communication with the White House, a Member of Congress or an individual who indicates that the matter has been or will be taken up with a Member of Congress, immediately advise the Executive Director. The Executive Director shall brief me in advance before making any decision or taking any action representing a significant change in established policy or precedent; that is likely to be of significant White House, congressional, Departmental, media, or public interest; or has been or should be of interest or concern to me for any reason. Continue my practice of close coordination with the Army General Counsel's office on all such matters.

8. HQDA General Orders No. 2004-13 (Army National Cemeteries), dated 29 October 2004, is hereby rescinded. As appropriate, the next revision of Army Regulation 290-5 (Army National Cemeteries), dated 1 September 1980; Department of the Army Pamphlet 290-5 (Administration, Operation, and Maintenance of Army Cemeteries), dated 1 May 1991; and the Guide to Burial at Arlington National Cemetery shall incorporate improved plans, policies, processes and procedures to ensure the enduring integrity of the Army National Cemeteries.

9. This directive is effective as of 2 p.m. on 10 June 2010.


JOHN M. McHUGH

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