

**REPORT OF THE  
DEPARTMENT OF CONSERVATION AND RECREATION**

**A FEASIBILITY STUDY ON  
ESTABLISHING A MILITARY  
HISTORY MUSEUM IN VIRGINIA**

**TO THE GOVERNOR AND  
THE GENERAL ASSEMBLY OF VIRGINIA**



**HOUSE DOCUMENT NO. 83**

**COMMONWEALTH OF VIRGINIA  
RICHMOND  
2000**



S. Gilmore, III  
.nor



David G. Brickley  
Director

John Paul Woodley, Jr.  
Secretary of Natural  
Resources

**COMMONWEALTH of VIRGINIA**  
**DEPARTMENT OF CONSERVATION AND RECREATION**

203 Governor Street, Suite 302

TDD (804) 786-2121 Richmond, Virginia 23219-2010 (804) 786-6124 FAX (804) 786-6141

January 10, 2000

The Honorable James S. Gilmore, III, Governor  
Members of the Virginia General Assembly

It gives me great pleasure to submit the Department of Conservation and Recreation's (DCR) *Feasibility Study on Establishing a Military History Museum in Virginia*. This report was directed by the 1999 Virginia General Assembly through the passage of House Joint Resolution 526.

In Tom Brokaw's outstanding book "The Greatest Generation," he tells of the heroes and heroines of World War II, including Navy pilot and future President, George Bush; Medal of Honor winner, Joe Foss; and General Jeanne Holm. He notes, "This book, I hope, will in some small way pay tribute to those men and women who have given us the lives we have today." Mr. Brokaw quotes that brilliant World War II illustrator and author, Bill Mauldin, who in describing these military defenders of freedom, noted, "You can't pay in money for what they have done. They need people telling about them..."

This report recommends that it is feasible, desirable, and logical to locate the Military History Museum in Virginia. With particular emphasis on the Twentieth Century, it further suggests that the preferred structure be that of a partnership between Virginia and the federal government, including the military services and Smithsonian Institution. Virginia currently has a Memorandum of Understanding with the Smithsonian Institution relating to the Air and Space Museum Annex at Dulles.

Should this not happen, then a Virginia Museum with both demonstration and static displays should be pursued, albeit on a smaller scale. Lastly, a Blue Ribbon Commission is recommended to develop the project, review costs and economic benefits, and select the museum's location(s).

While the economic and tourism implications of the museum to Virginia would be considerable, it will further have the potential to serve as a major attraction for all seeking a national opportunity to learn and appreciate the significance of America's military on the greatness of our Nation.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "D. G. Brickley".

David G. Brickley

Attachment



## PREFACE

The Military History Museum Feasibility Study was directed by the 1999 General Assembly through the passage of House Joint Resolution 526, which requested the Department of Conservation and Recreation (DCR) to study the feasibility of establishing a military history museum in Virginia.

The Department of Conservation and Recreation wishes to thank all of the individuals and agencies that provided input into the development of the study. This includes representatives of Congress, the Virginia General Assembly, regional and local governments, and individual citizens. The author of included material on Virginia's legacy of valor is John V. Quarstein of the Virginia War Museum. Special mention and gratitude are also expressed for contributions from the Freedom Museum in Manassas and the service museums at Quantico, Fort Lee, and Fort Belvoir. The Department appreciates the special invitation by the command staff at Fort Knox to witness the CALFEX 99 live fire exercise.

A special thank you is owed to the group of citizens, government officials, and individuals with a military history and background who met in Richmond in July 1999 to provide input on a series of questions related to the development of this study. These individuals and the organizations they represented are listed in Attachment 8. The series of questions and the participant's answers and comments are contained in Attachment 9 of this report.

In addition to the workshop participants, there are dozens of individuals representing a variety of interests who wrote, phoned, or e-mailed the Department of Conservation and Recreation to provide information and express interest in the project. To all of these contributors, thank you. The author also wishes to thank Elizabeth Reed, who provided editorial and secretarial support.

The principal author of this document is R. G. Gibbons, FASLA, LtCol, USA (RET). Mr. Gibbons is an Environmental Program Manager with the Department of Conservation and Recreation.



# A Feasibility Study on the Establishment of a Military History Museum in Virginia

## Table of Contents

### PREFACE

|                         |   |
|-------------------------|---|
| EXECUTIVE SUMMARY ..... | i |
|-------------------------|---|

|  |   |
|--|---|
| INTRODUCTION .....                                       | 1 |
| Virginia House Joint Resolution 526 .....                | 1 |
| U. S. Senate Bill 884 .....                              | 1 |
| U. S. Senate Bill 929 .....                              | 2 |
| U. S. Senate Bill 1064 .....                             | 2 |
| U. S. House of Representatives Bill 1912 .....           | 2 |
| Code of Virginia, Official War Memorial Museum .....     | 3 |
| Code of Virginia, Virginia War Memorial Foundation ..... | 3 |
| Process for Determining Feasibility .....                | 4 |
| Existing Military Museum Resources .....                 | 4 |

|  |    |
|--|----|
| MUSEUM CONCEPTS .....  | 5  |
| Purpose .....  | 5  |
| Program .....  | 6  |
| The Built Environment: Museum Structures .....   | 6  |
| The Site: Exterior Spaces .....  | 7  |
| Remote Site Concept .....  | 7  |
| Site Organization/Design .....   | 8  |
| Concept One; Military History Museum/Archive .....   | 8  |
| Sketch 1 .....   | 9  |
| Concept Two; Military History Museum/Archive/Service Museum Gateway Center .....                         | 10 |
| Sketch 2 .....   | 11 |
| Concept Three; Military History Museum/U. S. Army National Museum/Service<br>Museum Gateway Center ..... | 12 |
| Sketch 3 .....   | 13 |
| Concept Four; Virginia Military History Alternative .....  | 14 |
| LOCATION REQUIREMENTS .....  | 15 |
| Site Selection Criteria .....  | 15 |
| Regional Descriptions .....  | 16 |
| Northern Virginia .....  | 16 |
| Central Virginia .....   | 17 |
| Southwest and Blue Ridge .....   | 17 |
| Tidewater and Eastern Shore .....  | 17 |

|  |        |
|--|--------|
| COSTS.....                               | 18     |
| Site.....                                | 18     |
| Buildings and Infrastructure.....        | 18     |
| Programs.....                            | 19     |
| Site and Program Management.....         | 19     |
| <br>MILITARY HISTORY ARTIFACTS.....      | <br>21 |
| <br>CONCLUSIONS AND RECOMMENDATIONS..... | <br>23 |
| Conclusions.....                         | 23     |
| Legacy of Valor.....                     | 23     |
| Issues.....                              | 24     |
| Military History Museum/Army Museum..... | 24     |
| Individual Service Interests.....        | 24     |
| Focus.....                               | 24     |
| Program.....                             | 25     |
| Potential Locations.....                 | 25     |
| Management.....                          | 26     |
| Collections.....                         | 26     |
| Costs.....                               | 26     |
| Visitation and Anticipated Revenues..... | 26     |
| Funding.....                             | 27     |
| Feasibility.....                         | 27     |
| Recommendations.....                     | 28     |

## ATTACHMENTS

- 1 – House Joint Resolution 329
- 2 – U. S. Senate Bill 884
- 3 – U. S. Senate Bill 929
- 4 – U. S. Senate Bill 1063
- 5 – U. S. House of Representatives Bill 1917
- 6 – Code of Virginia §11-40-10 Official War Memorial Museum
- 7 – Code of Virginia §21-51.2-1 Virginia War Memorial Foundation
- 8 – Meeting Held by the Department of Conservation and Recreation for Interested Organizations and Individuals in Richmond July 27, 1999, Richmond, Virginia
- 9 – Questions, Answers, and Comments from July 27, 1999, Meeting
- 10 – Suggested Site Selection Criteria
- 11 – Virginia Association of Museum Regional Map
- 11a - Virginia Museums with Military History Programming
- 12 – December 15, 1989, letter from Governor Gerald L. Baliles
- 12a – Excerpt from 1996 Memorandum of Understanding/Transmittal letter
- 12b – Excerpt from 1997 Memorandum of Understanding
- 12c – Excerpt of the 2000 Budget Bill - House Document 1



## **EXECUTIVE SUMMARY**

### **BACKGROUND**

The 1999 General Assembly requested that the Department of Conservation and Recreation (DCR) conduct a study to determine the feasibility of establishing a Military History Museum in Virginia. In the past six months, the Department has gathered information about prerequisites for establishing a world class museum focusing on the military history of this nation and to determining how the institution can best honor those who have sacrificed to preserve democracy and maintain freedom around the world. During the study process, DCR met with a group of individuals of different backgrounds and viewpoints but with a common interest in the museum study and its outcome. These sources assisted DCR staff greatly by providing information and by sharing their expertise and experience in helping define the parameters for the military history museum concept. Staff also visited museums and demonstrations to better understand the needs of the proposed institution and the programs that may be offered to the visiting public.

### **RELATED STUDIES**

In the conduct of the study, numerous pieces of legislation were identified at the Federal and State level of government that had a direct relationship to the establishment of the museum. In addition to House Joint Resolution 526 passed by the Virginia General Assembly, there are two bills in Congress that focus on the Military History Museum. These are Senate Bill 884, which would establish a National Military Museum Foundation, and Senate Bill 929, which would establish both a Foundation and the Museum. Also in the U. S. Congress, Senate Bill 1064 and House Bill 1912 call for the establishment of a National Museum for the Army. The *Code of Virginia* contains two other legislative references which have a bearing on the Museum program. One is the legislation establishing the Virginia War Museum, and the other defines the purpose of the Virginia War Memorial Foundation.

In order to determine the feasibility of establishing a museum, the Department solicited input from a broad spectrum of legislators, government officials, and interested individuals. In July 1999, DCR held a meeting to define the museum program and intent. This meeting was attended by over 40 individuals, including historians, museum directors, military agency representatives, and government officials. Additionally, Department staff visited museums and attended demonstrations and exhibits featuring military equipment and related artifacts.

### **VIRGINIA'S MILITARY HERITAGE**

If there is any state in the Union that can claim to possess our nation's most comprehensive military heritage, it is the Commonwealth of Virginia. Virginia's history is filled with examples of leadership, valor, and sacrifice which epitomizes America's dedication to freedom and democracy. The Commonwealth's landscape has witnessed some of our nation's most dramatic and meaningful battles, while Virginia's ports, factories, and farms have an unparalleled record of support for the United States' effort to defend freedom throughout the world. Great commanders like George

Washington, Winfield Scott, Zachary Taylor, Robert E. Lee, and George C. Marshall, Virginians all, established a tremendous record of leadership that is a model for future leaders to follow. In turn, the Old Dominion's sons and daughters have participated in every major American conflict, thereby defining the true concept of the citizen soldier.

Virginia's military heritage began in 1607 when colonists built the first fortification and established the first organized militia in English North America. The first armed rebellion against arbitrary rule occurred when Nathaniel Bacon organized a rebellion against Virginia's royal governor, Sir William Berkeley. The citizen soldier tradition continued throughout the seventeenth and eighteenth centuries as Virginians fought against foreign encroachment from the Anglo-Dutch War of 1667 to the French and Indian War. Virginia became a major battlefield during the American Revolution and the Civil War. These conflicts left Virginia's landscape dotted with battlefields, which still echo the sounds of freedom being forged and defined. During every conflict of the twentieth century, Virginia served the nation well. Shipbuilding centers built warships, ports sent troops overseas, military installations trained soldiers and sailors for combat, while those at home joined together to support each and every conflict in an admirable fashion.

Virginia's military legacy can be found throughout the Commonwealth. Whether solemn monuments like the Stonewall Jackson statue at Virginia Military Institute or the hallowed ground of battlefields like Yorktown, Virginia's martial traditions provide powerful lessons about America's past, present, and future. Students of all ages travel to the Commonwealth to learn about the great battles fought across the landscape or the brilliant commanders and citizen soldiers who established such a heroic heritage. Omaha Beach, Meuse-Argonne, Malvern Hill, and Yorktown are just a few of the names that ring a resounding tone of Virginia's dedication to preserving liberty throughout every decade of American history. This is a heritage that must be documented and preserved.

## **THE MUSEUM CONCEPT**

The purpose of the Military History Museum would be to balance and unify the interpretation of United States military history. It could also serve as a location for a national veterans' center, which would be a gathering point for reunion and a site for learning about military history resources and events. The veterans' center would recognize the valuable contribution of service personnel and provide an additional avenue for marketing the museum. Every historical period would be interpreted, but the focus would be on the military history of the twentieth century.

It was in the twentieth century that the United States played the pivotal role of intervention to aid others and extend freedom. -- resulting in the establishment and survival of democratic nations around the world.

The museum should be a major repository for military artifacts. Stored documents, equipment, and other pertinent materials should be gathered together for management, preservation, study, and program interpretation. All services should be included; the role each played in the protection of freedom would be illustrated.

This Military History Museum should be a catalyst for the development of partnerships. It can and should be the vehicle for developing synergy between the services, for collaboration between public and private history interests, and for celebration of the connection between the citizens who fought the wars for freedom and those who enjoyed freedom as a result of their sacrifice. The museum should make a positive statement about the use of military power to preserve freedom. It will also be a major contributor to the economy of Virginia and the nation.

The most advanced technology available can be used to strikingly inform and educate the public on military actions, equipment, doctrine, and the soldier. Spaces for exhibits, archives, preservation activities, and memorials would be provided. The site should be large enough to permit demonstrations, reenactments, and displays. The Museum would be a destination for visitors, but in order to provide a comprehensive presentation of the military history of this country, it should include the resources of the many private and public facilities that exist across the country and the world. Proposed regional museum centers would be a focus for specific programs. These would include areas for static and active demonstrations and exhibits. A remote site concept would expand partnership opportunities by including active, reserve, National Guard, and private military interests; it could lead to a series of military history trails across the country.

Four concepts for the museum are offered in this report. Concept one is a traditional self-contained museum. It would contain exhibit, archival, and research areas as well as spaces for demonstrations and static displays. Concept two would add regional museum centers as well as gateway centers for each of the services to direct visitors to remote sites and activity areas. Concept three is identical to the second concept with the exception of the Army Gateway. In this concept, the Army Gateway would be the proposed National Army Museum. Concept four outlines an option that does not rest entirely on the partnership between the federal government and the Commonwealth to assess and organize its military history resources. It establishes a Virginia partnership that would be directed to the preservation and management of the State's military history resources.

The report includes siting criteria. Recommended criteria include: acreage, terrain considerations, proximity to active military institutions and tourist attractions, community support, access to major transportation resources, and others. The state was divided into the Virginia Museum Association Regions. In four of the five Museum Association Regions, potential Military History Museum locations have been identified. Also, each region has the potential for a regional museum center. The majority of the suggested sites for the primary Military History Museum were in the Northern Virginia portion of the state.

There are many costs associated with the establishment of a Military History Museum. The site costs will vary with the geographical region of the state. They will also depend on whether the site is in public or private ownership. Raw land costs could vary from \$3,000 to \$10,000 per acre. These estimated expenditures would probably be too low for lands in the Washington, D. C., metropolitan area. It is estimated that it would cost at least \$500 per foot to construct the facility. This figure includes exhibit design and fabrication. Costs for a building or buildings could be expected to be in the \$50 million to \$150 million range.

The institution programs will provide an opportunity to educate the public on the significance of military history and to define the role of the individual soldier. Programming could also include reenactments, demonstrations, and displays. Virtual Reality technology, television, and other modern educational devices should be employed in presenting the museum message. Specific program costs cannot be defined at this stage in the development of the museum.

Site and program management will require the employment of full-time staff and the utilization of volunteers. Site and artifact maintenance, security, liability, and artifact acquisition costs must all be considered.

Artifacts and military history materials are available from a variety of sources. They are contained in public and private collections, in archival storage areas, and within the inventory of the armed services. It will require a organized and managed approach to determine what items should be included in the collection, and how to obtain them and present them for public education and appreciation.

Currently, there is a Memorandum of Understanding in effect between the Commonwealth and the Smithsonian Institution relating to the Air and Space Museum – Dulles Center. This should be used as a model for a new partnership between the state and the federal government for siting and developing a Military History Museum as well as the U. S. Army National Museum.

The report concluded that there were a number of issues that will need to be resolved. These include: determining the concept of a military history museum, establishing the U. S. Army National Museum, accommodating individual service interests, establishing the museum's focus, and determining the program.

It is feasible to establish the Military History Museum as well as the U. S. Army National Museum in Virginia. Further studies should be undertaken to identify specific sites and the advantages these site possess to provide education and economic value to the Commonwealth and the nation.

The museum should emphasize the history and the technology development of the World War II era. It was during this period that tremendous strides were made in armament, equipment, tactics, and military support. These advances were built on improvements of the past and resulted in the superior state of today's military institutions. Programming should be developed so that museum attendees can view actual operations of military equipment. With this in mind, several options could be considered. A large site with space and terrain for demonstrations or a smaller museum site with a nearby designated area for active demonstrations are two alternatives. Regional museum centers and separate remote sites would also accommodate demonstrations and special programs.

There will be significant costs associated with the museum. Appropriations from the federal, state, and local governments should be considered as potential funding sources. The

establishment of a National Military Museum Foundation may be one mechanism for generating funding for the institution and its programs. These costs will be mitigated by the positive impact to local, state, and national economies from the establishment of the museum and its programs.

## RECOMMENDATIONS

- ◆ The report states that it is feasible, desirable, and logical to locate the Military History Museum in Virginia. There are potential sites in four of the five regions utilized by the Virginia Association of Museums for planning and organizing resources. Feasibility is predicated on further studies to identify and evaluate potential sites, to determine economic impact values and potential visitation, and to project needs for information and infrastructure improvements. The Commonwealth of Virginia should support the siting of the Virginia Military History Museum and continue to support the siting of the National Museum of the Army in a Virginia location.
- ◆ The report recommends that a partnership be formed between the state and federal government by the establishment of a Blue Ribbon Commission – to be appointed by the Governor and the General Assembly and Congress. This commission would include state and federal representation to make suggestions on siting, programming, and the mission of the institution.
- ◆ A Memorandum of Understanding should be developed to continue the partnership. Funds should be appropriated by the federal government to complete the necessary studies, which would address facility siting and issues related to economic development. Virginia agencies would provide assistance and support to the work of the Commission.
- ◆ If a federal/state partnership is not feasible, the Commonwealth should establish partnerships with Virginia military interests. This concept would provide for the establishment of regional museum centers, remote sites, and a core museum facility. It allows Virginia the opportunity to move forward to protect and present its military history assets and recognize those who have served and continue to serve this nation.
- ◆ The Commonwealth should assist in the selection of the primary museum site and the designation of regional museum centers and remote sites.
- ◆ Finally, consideration should be given to co-locating the proposed Military History Museum and the U. S. Army Museum on the same site. The report also outlines the Virginia Military History Alternative that does not rely on the federal government for the organization and management of Virginia's military history resources.



## **Military History Museum Feasibility Study**

### **I. Introduction:**

#### **House Joint Resolution 526**

The 1999 Virginia General Assembly passed House Joint Resolution (HJR) 526. The resolution requested that the Department of Conservation and Recreation study the feasibility of establishing a Military History Museum in Virginia. HJR 526 identified the Commonwealth for its role in sustaining freedom and emphasized the state's rich legacy documented through numerous colonial and Civil War sites. Furthermore, it stated that Virginia is close to Washington D.C., which has 22 million visitors each year. The legislation expressed a specific interest in interpreting twentieth century military efforts and also noted examples of existing museums with a military focus that engender high visitation.

This feasibility study is to examine three aspects of a Military History Museum proposal : 1) costs of establishing such a museum; 2) locations which will attract a sufficient number of visitors to defray operation costs; and 3) availability of military artifacts, including military weaponry and vehicles. (See Attachment 1- House Joint Resolution 526)

This introduction will outline the process used for determining feasibility and draw conclusions on availability of military artifacts. In order to develop recommendations related to the feasibility of establishing a Military History Museum in Virginia, this report also provides a review of related legislation.

Legislation that has a direct relationship to the Military History Museum exists at the state and federal levels of government. This review of selected legislation will provide some background on the direction envisioned by the Commonwealth and the federal government. At the federal level two pieces of legislation have been introduced related to the establishment of a Military History Museum.

#### **Senate Bill 884 National Military Museum Foundation Act (See Attachment 2)**

This legislation has been introduced and would establish a non-profit corporation to be known as the National Military Museum Foundation, which would have several purposes. These include preservation of military artifacts having historical or technological significance; facilitation of research on military history; promotion of partnerships between the federal government and the private sector for artifact preservation; documentation of related military history; initiation and encouragement of preservation activities; and recognition and honor for the individuals who have served in the armed forces.

The bill outlines membership of the Foundation, discusses how it will be organized, and defines its powers. The foundation has the duty to maintain a tax-exempt status and develops and prepares reports. It can accept, hold, invest, and spend money or personal property as well as enter into contracts and agreements.

### **Senate Bill 929 National Military Museum Act (See Attachment 3)**

This legislation has been introduced and has the purpose of creating a nonprofit corporation to be known as the National Military Museum Foundation and establishing a National Military Museum.

Composition of the Foundation Board of Directors differs from that found in Senate Bill 884. This legislation provides more detail concerning specifics of the Foundation's operation.

Section three of this bill would establish the National Military Museum. It describes the purpose of the museum and specifies two sites for consideration as its location. The bill states that the Foundation shall provide for the location, design, construction, and operation and maintenance of a national museum in the national capital area for honoring the service of members of the armed forces.

Senate Bill 929 identifies the purpose of the museum -- stating that it shall provide a location in the national capital area for the display of and interaction with artifacts and representations of the armed forces and wars in which the United States has been engaged; honor the service of members of the armed forces; provide opportunities to educate current and future generations regarding the armed forces and their sacrifice in defense of freedom; and finally, foster public pride in the achievements and activities of the armed forces.

Two potential sites have been identified for the museum. One is a 27-acre site adjacent to Arlington National Cemetery on the north and bounded by Columbia Pike on the south and east. The other is a 26-acre parcel in the same general area; this site is bounded by Columbia Pike on the north and Interstate 395 to the south.

This bill would institute an 18-month time frame for the Foundation to establish a preliminary and detailed design for the museum and accomplish other details related to impacts on the environment, museum organization, and funding. The bill also addresses fundraising activities, the transfer and loan of military artifacts, and the potential for the museum to be placed within the Smithsonian Institution.

### **Senate Bill 1064 and House Bill 1912 -- National Museum of the United States Army**

Two other pieces of legislation have been introduced that relate to the management of military history resources: Senate Bill 1064 (See attachment 4 ) and House Bill 1912 (see attachment 5). These two bills address the need to establish a National Museum for the Army. Both bills call for the designation of a permanent site for a museum. The museum is to preserve, maintain and interpret artifacts and history and enhance the knowledge of the role of the army. It shall also provide a facility for public display of artifacts and history of the army. Both bills designate Fort Belvoir in Virginia as the location for the museum.

Two other legislative references have a bearing on the museum program. These are both found in the *Code of Virginia*.



**Code of Virginia, §7.1-40.10 Official War Memorial Museum (See Attachment 6)**

§7.1-40.10 established the Virginia War Museum (formerly known as the War Memorial Museum of Virginia). It is located in the City of Newport News and has been designated the official War Memorial Museum of the Commonwealth. This institution has an agreement with the Virginia National Guard to serve as the official archive and museum for that armed service component.

**Code of Virginia, §2.1-51.27:1. Virginia War Memorial Foundation (See Attachment 7)**

§2.1-51.27:1 defines the Virginia War Memorial Foundation. The primary purpose of this group is to honor patriotic Virginians who rendered service and sacrifice in the cause of freedom and liberty of the Commonwealth and the nation in the time of war. The foundation will also manage, control, maintain and operate the Virginia War Memorial, including the contents, furnishings, grounds, funds, property and endowments.

Virginia is the logical setting for a Museum focusing on the military history of this nation. Virginia's rich military history dates to 1607 with the first settlement of the country at Jamestown and the formation of the first organized militia in English North America. Citizens of the Commonwealth have participated in every major United States conflict from the Revolutionary War to the Balkans. Military engagements and other actions that took place within the state played a prominent role in the Revolutionary War, climaxed by the decisive American victory at Yorktown. Virginia and Virginians were actively engaged in the War of 1812, and the Commonwealth was center stage for many actions during the Civil War, which concluded at Appomattox.

Throughout the State there are military installations which have been important in the history of the nation. These include Fort Meyer, the nation's oldest continuously operated military installation and home of the "Old Guard"; Fort Monroe, critical to the defense of Hampton Roads; the Naval and Air Force bases so important in modern conflict; and the numerous other installations which have supported and continue to nourish the preservation of democracy and freedom around the world.

Virginia has served as a major point of embarkation during World War I and World War II. The State has been the focus for commemorations of the conclusion of the Revolutionary and Civil Wars. It is a stage for reenactments of nineteenth and twentieth century actions. These include the Civil War battles at Brandy Station and Sailors Creek and the D-day Normandy Reenactment held at Fort Story in Virginia Beach. There are over 64 Virginia museums whose collections include military history materials and many others that have related materials. Virginia is the birthplace of eight Presidents (Commanders in Chief) of the Military Forces of the United States.

The Commonwealth can provide the actual settings and materials that must be presented to the public to aid in the understanding of the military history of the nation and the role of the individual soldier. The Commonwealth has a tradition of honoring and defining the values that have individually and collectively made the nation important and unique in the world. This

tradition would be continued with the siting of the museum in Virginia and the honor it will bring to those who have served in or supported America's military.

### **Process for Determining Feasibility**

The Department of Conservation and Recreation began the study process by notifying the following groups and individuals of the intent of HJR 526: all members of the General Assembly, Virginia's Congressional delegation, local governments, major military commands, public and private military museum directors, individuals with collections, and others who had expressed willingness to participate in the study development. This resulted in a tremendous response from interested individuals and agencies. In order to facilitate the refinement of the museum program and intent, a public meeting was convened on July 27, 1999, in Richmond. Participation in the meeting included representatives of the General Assembly and local government, federal and state museum and history interests, and veterans groups (see Attachment 8). The meeting focused on considerations suggested by a series of eight questions. Attachment 9 lists the questions and some of the comments and responses. Results of the group discussions were very important in helping to define the Military History Museum and its potential programs as expressed in this study.

Staff has consulted with other military museum facilities to determine costs related to construction of facilities, archival resource management, maintenance, and program development. In addition, staff met with and obtained detailed information related to demonstrations and reenactments. These included the CALFEX 99, a combined arms live fire exercise presented by the 1/16 Cavalry at Fort Knox, Kentucky; a tour and presentation of rare and historic aircraft sponsored by the Freedom Museum in Manassas, Virginia; and interviews with participants in the reenactment of the Civil War Battle at Brandy Station.

### **Existing Military Museum Resources**

The Department of Conservation and Recreation's 1992 Virginia Outdoors Survey indicated that visiting historic sites was the number 5 preferred activity by citizens of the Commonwealth. Because of the Virginia's rich history and setting, the state attracts many out-of-state and international visitors. One of the basic objectives of the Virginia Tourism Corporation is to make the state the number 5 destination in the country. In recognition of this, Governor James S. Gilmore III in his presentation, "Virginia as a Leader of a Dynamic New Age," stated that, "Tourism is a lucrative business. It means a bounty of jobs, investments, and other economic opportunities for industry-leaders." To that end, his budget includes initiatives which earmark nearly \$17 million for specific Jamestown projects, including \$1 million for the establishment of a National Slavery Museum, and almost \$37 million in actions that "...will help open to the nation and to the world the history, the beauty and the culture that is our Virginia."

Virginia has a rich history, and this legacy is reflected in the numbers of museums and historic sites across the state. The Virginia Association of Museums (VAM), a non-profit organization, has become one of the largest state museum associations in the country. It has over

600 members and serves to further education and training, foster development, and provide support for museums and their staffs.

The 1998 Edition of the Directory of Virginia Museums identifies at least 74 museums (see attachment 11a) having artifacts or exhibits related to military events or personages. Thirty-nine of these 74 museums are specifically identified as military history museum or sites of significant military activity. Included in this latter category are institutions like the Virginia War Memorial Museum, the specific armed services museums located at military installations, and the battlefield sites and museums owned and managed by federal and state agencies. The majority of these institutions and sites focus on the Civil War; however, there are a number which concentrate on twentieth century history. The service museum displays normally represent the entire history of military activity from the Revolutionary War to recent conflicts. Each museum operates independently, and there is no formal programming network among the institutions.

## II. Museum Concepts

### Purpose

The purpose of the museum would be to balance and to unify the interpretation of United States Military History. Such a museum would show the evolution of military practices and equipment. All historical periods would be interpreted, but there would be a focus on the military history and events of the twentieth century, beginning with the Spanish-American War. World War II should receive the primary emphasis because those periods of conflict produced the technology and development of the major weapons systems and equipment advances of the modern military. The tactics employed during these conflicts became models for future engagement.

The museum could include as part of its programming a national veterans' visitor center. The visitor center would be a location where veterans, active military, retirees, and general tourists could meet and learn about veterans' programs and activities. It would be an enhancement to the basic program of the museum and serve as an additional means of attracting visitors to the military history museum. The center would be a means of recognizing veterans and their continued contributions to the country and freedom around the world.

National points of recognition for a particular group or activity are found in many locations across the country. Examples would be the a Baseball Hall of Fame located in Cooperstown, New York, the Rock and Roll Hall of Fame located in Cleveland, Ohio. Although the D-Day memorial under construction in Bedford, Virginia, and the War Memorial in Richmond are military monuments, there is no recognized national veterans' visitor center in the United States. Located in Virginia, in conjunction with the military history museum, this would be an important edifice for our nation's military.

It was in the twentieth century that the United States played the pivotal role of intervention to aid others. The U. S. success in this role extended freedom and resulted in the continuance and establishment of democratic nations around the world. The United States was

the leader and exercised the greatest influence in world events in the twentieth century, and there is no other museum with this focus.

The museum should be the major repository for military history artifacts. Stored documents, equipment, and other pertinent materials should be gathered together for management, preservation, and study and program interpretation. This would insure that all military interests would have a source of material for the development of specific period and topic research and interpretation.

The museum should embody all services and represent the role each played in the protection of freedom through the application and implementation of military strategies and technology. Each service could have a specific reference area in the museum for interpretation and research. The facility should also reflect how military history influenced civilian values and interests. It should recognize the impact of the military on civilian infrastructure; e.g., the Interstate Highway system, ports, airports, industry, and communities. A significant section should define the impacts on those who stayed at home.

The museum should be a catalyst for the development of partnerships. It can provide the vehicle for developing synergy between the services, collaboration between public and private history interests, and celebration of the connection between the citizens who fought the wars for freedom and those who enjoyed freedom as a result of their sacrifice. It should be a positive statement about the use of military power to preserve freedom and not be a statement of advocating war as a solution for national or international issues.

### **Program**

The program would provide the means to create a new vision for a museum -- one that provides for public interaction, preserves old functions, and encourages new opportunities for education and appreciation of sacrifices and citizenship.

In order to meet changing tastes and evolving interests and expectations of visitors and take advantage of new technology, museum programming should include presentations requiring interior and exterior spaces. It should also be comprehensive enough to include activities planned and executed on remote off-site locations.

### **The Built Environment: Museum Structures**

Museum structures should be able to provide for climate-controlled archival space. This space should be designed to be the principle repository for the majority of materials related to military history. This does not mean that each military service and its attendant museums and history centers do not retain archival and historical materials. The military history museum could serve as the collective inventory point for historical materials for the services. In addition, the museum should be a research center and a site for active presentation of historical materials.

Archival, research, and preservation aspects of the program should be linked to other museums, such as the Smithsonian and various historical sites, in a manner that would allow

interactive sharing of materials and information. A web page or pages could be created to enhance the education and information programs.

Structures should accommodate a variety of displays, including art exhibits: spaces for lectures; and demonstration and presentation areas for equipment, uniforms, weapons, documents and other artifacts. IMAX theaters, oral history programs multi-media and hands-on exhibits areas would all be included in program offerings.

### **The Site: Exterior Spaces**

The Military History Museum could have a site that is large enough to allow for living history presentations, static displays of equipment and armaments, reenactments, demonstrations of military equipment, and limited field-training exercises. It could include provisions to involve Air Force and other types of airborne displays and demonstrations. If the site is large enough, it could be designed to allow for visitor service areas, such as a RV overnight area, and other public service and support areas. However, another concept would be to have a remote site for active exhibits in reasonable proximity to the main museum site. There is also potential for the creation of regional centers for the presentation of specific displays, demonstrations and related programs. Virginia can offer an opportunity to provide an active demonstration site in partnership with the Military History Museum. The Commonwealth's role could be to provide an area where people could see the operation of historical military equipment, such as armament from the World War II era.

### **Remote Site Concept**

The military history museum would be a destination for visitors who want to learn about and experience aspects of military history. Remote site programming will expand opportunities to provide that education. The history museum concept should include resources in the many private and public facilities across the country. The museum's remote site program would encompass field demonstrations, exercises, and activities taking place off-site at military installations, reenactment sites, and other settings across the county and the globe.

A large site is needed to execute twentieth century reenactments, demonstrations, and other engagements or operations. Utilizing remote sites encourages partnerships with military interests in the public and private sector. The expanded museum program concept for public education could promote viewing these types of operations, when and where they occur, which could be at prescribed times on military installations or in the private sector or at other museums.

The remote site concept would expand partnership opportunities by including active, reserve, National Guard, and private military interests in educational and interpretive programs. This expanded view could lead to a series of military museum (history) trails across the country, increasing interest in military history and visitation at existing facilities and areas. This concept would extend the economic benefits of the museum to other urban and, importantly, rural locations.

As an active partner in the remote site concept, the Commonwealth is where the nation's military history began with the settlement of Jamestown and establishment of the first colonial militia. It is also where the Revolutionary War ended and where the Civil War conflict concluded, and finally, where many of the forces that were assembled to fight in World Wars I & II embarked to engage in the battles of Europe and other locations around the world. If the primary museum site were located in Virginia, an excellent partnering opportunity would exist with the Commonwealth to provide an easily accessible "remote site" area for active displays of historic equipment.

### **Site Organization/Design**

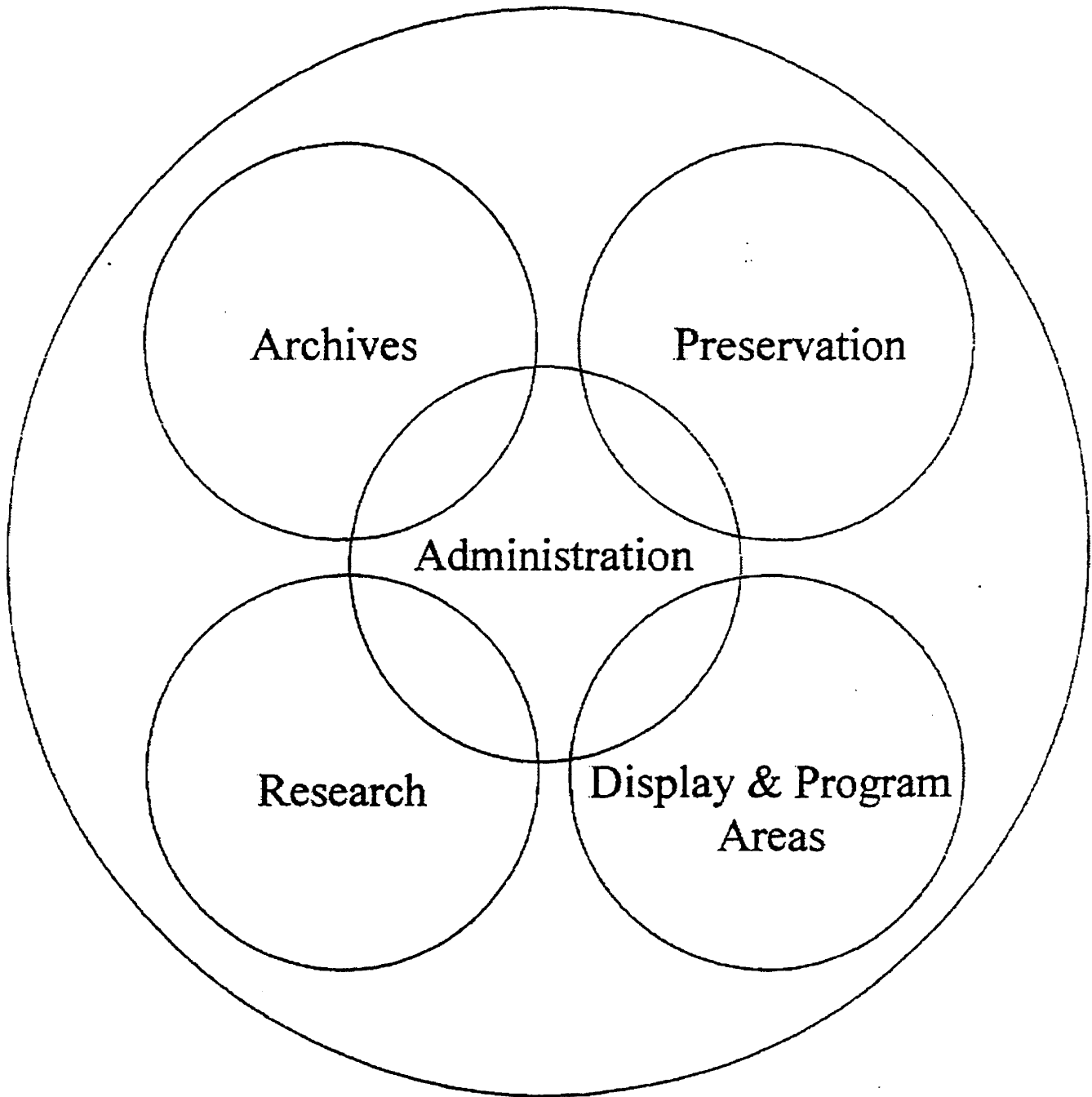
Conceptually, the Military History Museum can be planned and designed in a number of configurations. Three concepts will be presented in this section. They are as follows: 1) military museum/archive; 2) military museum/ archive/service museum, regional centers, and gateway centers; and 3) military museum/archive/ regional centers/U.S. Army National Museum and service museum gateway centers. The common element in each concept is the archive. The Military History Museum should contain the archive for military resources in the country. It would have a major storage and preservation function, but materials would also be stored in other service and private facilities across the country. It could manage and maintain the inventory function of those artifacts in public ownership at the national level and have records related to others located in state, local, or private facilities.

The archive would be the setting for research and preservation. It would be the destination for scholars when they are seeking information related to military history and artifact locations. Ideally the archive would be designed in a manner to allow the public as well as scholars to view preservation efforts.

### **Concept One -Military History Museum/Archive**

In this concept the museum would be designed in a more traditional manner with a single focus. That focus would center on the museum's function as a place where a visitor can receive a grounding in United States military history. The museum complex would contain spaces and areas to meet the program areas that have been discussed in the preceding pages. The archival element would be the same as the preceding paragraphs. (See Sketch 1)

# Concept 1: Military History Museum/Archive



## **Concept Two-Military History Museum/Archive/Service Museum Gateway Centers**

In this concept the visitor could come to a single location to obtain information on the military history of this country as in Concept One, but the scope would be broadened to include service museum gateway centers. The archival element is the same as in concept one. The principle difference is the use of service museum gateway centers. The service museum gateway center would be a device to highlight each of the military services in an organized and defined way.

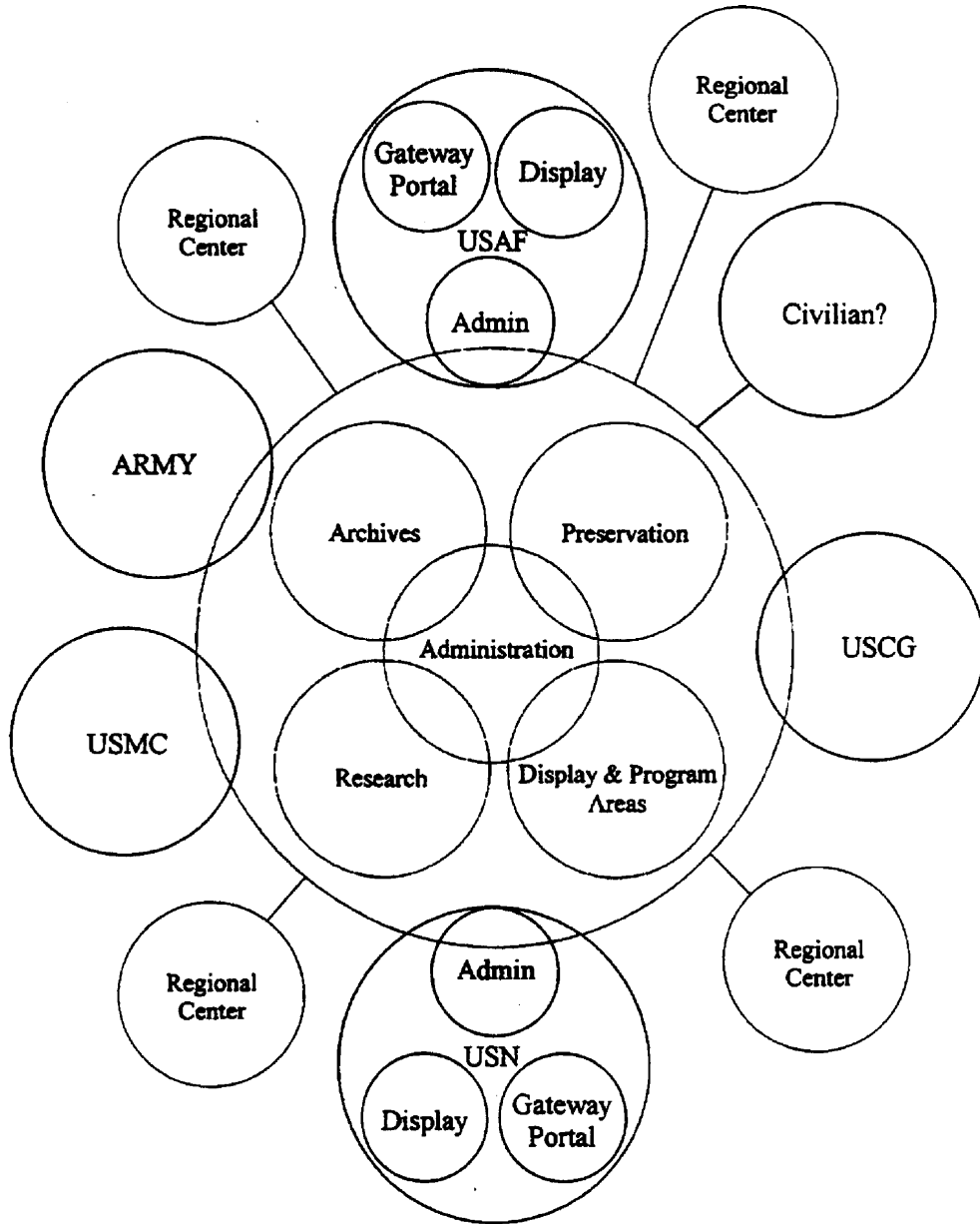
More importantly, the gateway center would become a means of directing the visitor to other locations where the more complete story of the service entity is told and where more extensive collections of artifacts are displayed. For example: the on-site Marine Corps gateway could direct the visitor to the proposed Marine Corp Heritage Center at Quantico or to the history units at Camp LeJuene, North Carolina. The Navy gateway could direct the visitor to the National Navy Museum at the Navy Yards in Washington, D. C.; the museum at the Main Navy Operations Base in Norfolk; or old Ironsides in Boston.

The Military History Museum could identify regional centers that would be a focus for specific programs. These would include static and active demonstration areas and exhibits. The outreach programs would be developed using the latest technology and communication methods. Examples of other museum history facilities that could play an important role in educating Americans include the Freedom Museum in Manassas, the Commonwealth's War Museum in Newport News, the proposed armored museum planned for Pittsylvania County, as well as Fort Pickett and the museums located at Fort Lee, Virginia.

The Gateway Center becomes the device to inform the public of the location of twentieth century (World Wars I and II) reenactments and demonstrations. The Center can become a marketing tool used by active and reserve service components to demonstrate their military proficiency and the capability of weapons systems and armaments. They allow the public access to action and decisive activity rather than the traditional static display technique or teaching format. The function of the Military History Museum is broadened to include a means of reference to other public and private collections and related programs. (See Sketch 2)



# Concept 2: Military History Museum/ Service Museum/Gateway Center

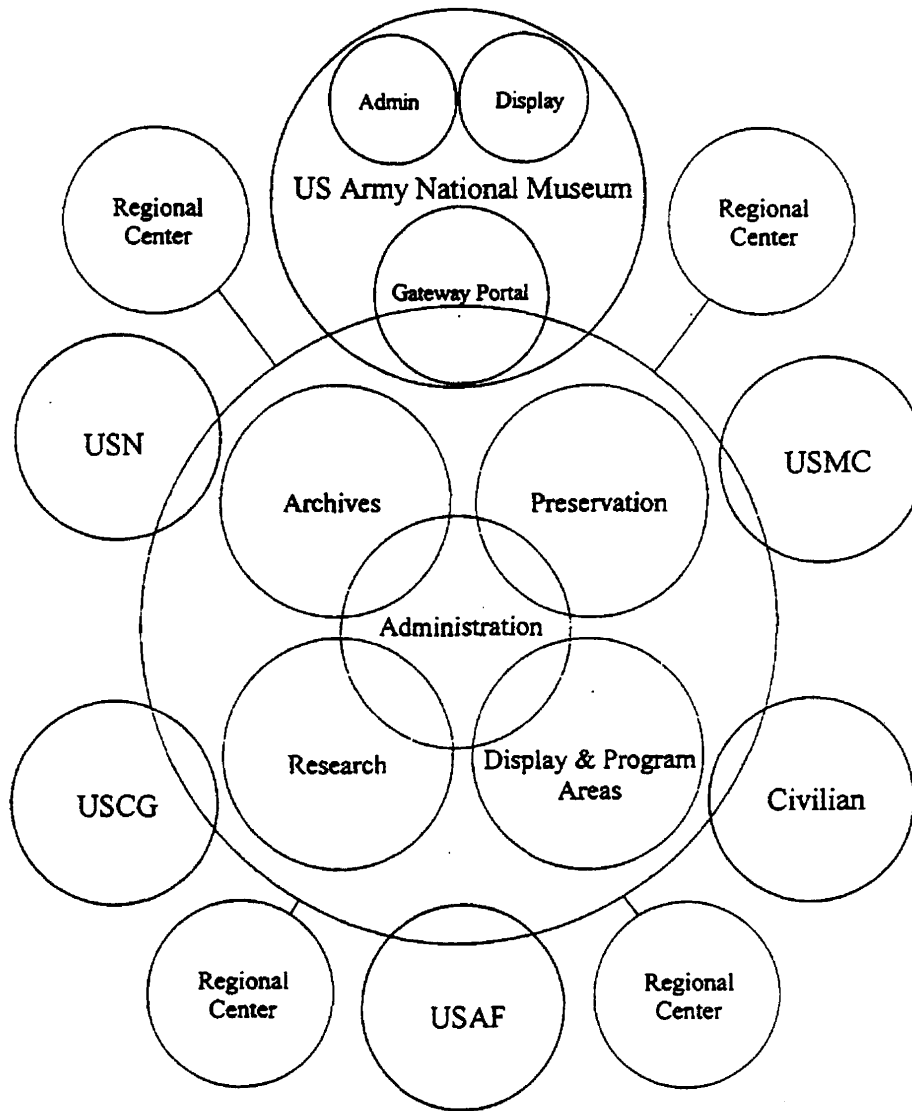


### **Concept Three - Military History Museum/Archive/U.S. Army National Museum/Service Museum Gateway Centers**

This third concept would include the ideas of concept one and two, but also accommodate the development of a National Army Museum. The archival element is the same as in concept one. The regional centers would remain the same. The service museum gateway centers would highlight each of the military services; however, the gateway center for the army would be the National Army Museum (NAM).

The Army is the only military service that does not have a national point of reference for the history and the story of its contribution to the preservation of this country's values and freedom. The National Army Museum would serve as the Army's gateway center. This concept would provide a site for the Museum as suggested in legislation before Congress. It would integrate the NAM in a significant way with the efforts of Congress and the intent of House Joint Resolution 526 to establish a Military History Museum. (See Sketch 3)

# Concept 3: Military History Museum/ Archive Service/US Army National Museum/ Service Museum Gateway Center



## **Concept Four – The Virginia Military History Alternative**

The fourth concept is an alternative to the federal/state partnerships described in the preceding concepts. Concentration would be on a state initiative to establish partnerships with Virginia military interests. Partnership activities would be directed toward the organization and management of Virginia's important military history resources. The Governor and General Assembly should establish a commission to evaluate the resource base and recommend means of programming and marketing. The commission should include representation from the military; authorities on military history; and federal, state, and local government and agency representatives. The purpose of the commission would be to formulate strategies, which would result in a coordinated approach to the programming of military history exhibits and events.

The commission would designate a series of regional museum resources. These would serve as core program facilities, as well as remote sites, and would provide the resources for active demonstrations and participatory programs. The commission's plans would also include economic and tourism strategies to complement the objectives developed by the Commonwealth's Virginia Economic Development Partnership and the Virginia Tourism Corporation.

The Virginia Alternative would include core museum facilities and remote site options. The Armed Services military history interests would be represented by museums and programs located on the numerous military installations across the state. An entity could be created to provide statewide coordination and development of basic programs and events to highlight events, sacrifices, commemorations, and technology of the twentieth century. For example, specific exhibits and demonstrations could be developed to highlight World War II activity or the events of any other era.

This entity, whatever form it assumes, would be the catalyst for the creation of partnerships between public and private military history interests. It could serve as a mechanism to provide funding to members of the partnership. Each of the partners would function independently with regard to the acquisition and management of their individual collections, but would respond to agreed overall objectives and strategies designed to enhance education, marketing, and visitation to the museums and military history sites throughout the state. The partnership could expand as new interests are identified by the coordinating entity.

This concept is independent of an institutional partnership with the federal government. It creates, however, the entity that could be a focus of coordination with national military interests. This coordination could result in future memoranda of understanding related to the establishment of national museum institutions in the Commonwealth and the programming of active demonstrations, reenactments, and exhibits. Option four should be implemented if it determined that a Federal/State partnership as described in Concepts 1-3 is not feasible. This allows Virginia the opportunity to move forward to protect and present its military history assets and recognize those who have and continue to serve this nation. It also establishes a mechanism for joining with others outside of Virginia to interpret the nations military history and honor its citizen soldiers.

### **III. Location Requirements:**

#### **Site Selection Criteria**

The museum site must meet a number of facility and program needs. The following criteria have been identified as important in evaluating a site to ensure that the institution can meet a variety of needs and maximize visitorship.

- A. Acreage - the site should have a minimum of 60 acres to 300 acres. Larger sites could accommodate a variety of outdoor programming, which may be important to the understanding and appreciation of military history.
- B. Terrain - the site should consist of a variety of flat and rolling terrain environments. It should have water features, which could include streams, lakes, or frontage on rivers or other bodies of water.
- C. Vegetative Cover - the site should have a mixture of deciduous and evergreen plant materials in the form of trees or understory materials.
- D. Proximity to Active Military Installations - the site should be within 25 miles of a military installation or training site or on or adjacent to a military installation.
- E. Availability - sites are available that meet the standard of 60 to 300 acres of land.
- F. Proximity to other tourist or other heritage attractions - attractions could be sites with historical, recreational, commercial, or natural features that are recognized as destination points for in-state and out-of-state visitors.
- G. Access to major transportation carriers - access to the site should be provided by a variety of transportation modes. These include: highways, railroads/mass transit, airports, and harbors.
- H. Community support – this should include local citizen and government letters/resolutions of support for a museum as well as evidence of partnership opportunities for the museum/program. Community support could include the identification of potential sites.
- I. Environmental impacts – consideration of the presence of historic resources, natural heritage resources, recreation resources, and wetlands.
- J. Development considerations - should include compatibility with the local comprehensive plan/zoning; access to public water and sewer; and the presence of easements, special tax properties or other protective devices.

For suggested site selection criteria, see Attachment 10.

## **Regional Descriptions**

The Virginia Association of Museums has divided the state into five geographical regions (See Attachment 11). This allows the member museums a mechanism for planning and organizing resources. The five regional designations are as follows:

1. Northern Virginia - includes the counties surrounding Washington D. C., Fredericksburg, and the counties of the Northern Neck and a portion of the Middle Peninsula
2. Central Virginia - includes Richmond, Petersburg, Colonial Heights, and the surrounding Counties (including Fort Pickett)
3. Tidewater and the Eastern Shore - includes the metropolitan areas of Newport News, Hampton, Norfolk, Virginia Beach, Chesapeake, Suffolk and counties west to include Mecklenburg County
4. Mountain and Valley – includes the area from Winchester to Charlottesville and Lynchburg and the counties to the West Virginia line
5. Southwest and Blue Ridge - includes Roanoke and the area west to Lee County and north to the West Virginia line.

In the course of developing this report, the parameters of a potential site have been defined. Using the Virginia Association of Museum regional organization, this report will suggest that there are sites in four of the five regions which should be further evaluated.

**Northern Virginia** - A number of sites have been identified for the proposed Military History Museum and National Army Museum. These include the following:

- A. A parcel comprising approximately 27 acres located in Arlington County. The site is bounded by Columbia Pike to the south and east, the rear property line of residential properties fronting Oak Street to the west, and the boundary wall (including Southgate Road of Arlington National Cemetery to the north. This site is proposed in Senate Bill 929.
- B. An parcel, located in Arlington County, comprising approximately 26 areas bounded by Shirley Memorial Boulevard (Interstate route 395) to the south, the western edge of the property of the Department of Transportation of the Commonwealth of Virginia to the west, Columbia Pike to the north and the access road to Shirley Memorial Boulevard immediately east of Joyce Street to the east. This site is proposed in Senate Bill 929.
- C. Recommendations have been made to locate the National Museum of the United States Army at Fort Belvoir in Fairfax County. The proposed site is

approximately 48 acres fronting on U. S. Route 1 next to the base main gate to the base. This site is endorsed in Senate Bill 1064 and House Bill 1912.

- D. Recommendations have been made to site the museum on properties adjacent to the Manassas Regional Airport in Prince William County as part of the Freedom Museum. An additional 70 acres may be given to the existing museum by Prince William County. This would include a 29-acre parcel adjacent to the commuter train station. There is a 300 +/- acre site nearby that could be acquired and included in the museum holdings. The additional acres would substantially increase the size of the site, which also boasts convenient access to Interstate 66.

**Central Virginia** – Several sites have been identified for the proposed Military History Museum. A very heavily supported possible location is at Fort Pickett in Dinwiddie, Nottoway, and Brunswick Counties; both local governments and other elected officials have written letters of endorsement. The installation is approximately 40,000 acres, and it is now managed by the Virginia National Guard. This site has areas that have been used for military training. It has complete military housing, administrative, maintenance, and training facilities. This facility, along with Fort Lee's Quartermaster and Women's Army Corps Museums, could provide a strong institutional base.

**Southwest and Blue Ridge** - Recommendations have been made to site the museum on 89 acres in Pittsylvania County. In addition to the land there is a 333,000 square foot building with parking, public utilities and other support features already complete. This site is to be the location of the American Armored Foundation with its world class collection of equipment valued at more than \$10 million.

**Tidewater and Eastern Shore** - Recommendations have been received suggesting that the Military History Museum be sited in conjunction with the Virginia War Museum. The main museum facility is currently located in Newport News on a 5-acre site overlooking the James River. Two additional properties in the city have been acquired by the Museum. These include the Lee Hall Mansion site comprising 15 acres and the Endview Plantation site consisting of 30 acres, with easements on 10 adjacent acres. In addition to the properties owned in fee simple or under easement, 160 acres adjacent to Lee Hall Mansion and 280 acres adjacent to Endview are available for purchase or transfer. The 8,000-acre Newport News Park is adjacent to both sites and is available for reenactments and special programs. The City of Newport News has provided the War Museum with the resources to purchase the 10-acre Lee's Mill tract. Currently the museum has over 60,000 artifacts in its collection, including weapons, uniforms, accoutrements, insignia, artillery, vehicles, documents, photographs, and artwork.

#### IV. Costs

The development of a military history museum will involve a number of costs. The sum of the costs is dependent upon specific elements of a proposed site. The major cost categories include the monies associated with site acquisition, development of buildings and infrastructure, programming, site and program management, and artifact acquisition.

**Site** - These costs will vary with the region of the state, the proximity of the site to water features, and the developed nature of the land. If the size of the site is 60 to 300 acres, then a range of costs can be developed for acquisition. Raw land without a major water feature in a rural setting can be estimated to cost approximately \$3000 per acre. This would place the acquisition costs between \$180,000 and \$900,000 dollars. In urban areas, not necessarily including prime Washington, D. C., property, the cost would exceed \$10,000 per acre. This could increase acquisition costs to well over \$3,000,000 dollars. The projected urban land costs outside of the Washington, D. C., metropolitan area would also be valid for raw land located on a river or lake. Site improvements could increase prices.

An example of acquisition costs in the Washington, D. C., area would be those associated with a proposal to place the National Army Museum on the former Marriott hotel site. The estimated acquisition cost for the 7 1/2 acres was placed at \$15 million. In this case the price was approximately \$2 million per acre.

**Buildings and Infrastructure** - In concept the museum will be an aggregation of buildings and designed outdoor spaces. Portions of the building space will be dedicated to traditional museum functions. These would include display space, auditorium space, research and library areas, shops and sales areas, food service areas, and administrative support areas.

The institution will also require archival space for storage of elements of the collection. This will be a significant feature of the museum, because it will have to accommodate the requirements that are necessary to maintain paper items, paintings and art, mechanical equipment, armaments, and other military artifacts. In addition, spaces will have to be designed to maintain and manage large weapons, vehicles, and other equipment. The diversity of equipment would include representative materials related to the military history of the nation from all branches of the service and non-military sectors.

The collection will require flexible spaces to undertake artifact restoration. This space could be designed to be viewed by the public. The restoration program could be an opportunity for public partnerships, education, and funding. An example is the space and effort now underway to restore the American Flag that flew over Ft. McHenry in Baltimore. This flag is the genesis of the writing of the National Anthem, and the restoration is expected to cost approximately \$12 million.

It is estimated that the space required for museum and archival management will cost approximately \$500 per square foot. This figure includes expenses associated with design and fabrication of exhibits. If this estimate is applied to the suggested minimum space requirements, then the cost of the museum would range between \$50 million and \$150 million. This is



consistent with projected costs of the proposed Marine Corps Heritage Center at Quantico, which is estimated to be \$100 million and would have a 75,000 square foot museum, static display areas, areas for research, and collection management.

There will be costs associated with the development of necessary support facilities. These would include parking, utilities, landscaping, and the special use areas needed for reenactments and other types of military demonstrations. Costs will vary greatly depending upon the museum's program and the management direction.

**Programs** - The institution may have a number of programs that will provide the opportunity to better understand the military history of the country. The programs would define the role of the soldier in the maintenance of freedom, and how honor can be brought to those who sacrificed for the cause of freedom in the United States and around the world. The message could be presented in displays, lectures, and a variety of traditional educational venues. It is also possible to provide areas for static displays of equipment and armament.

Areas could also be developed for reenactments of military tactics and training exercises. Modern technology should be incorporated into the programming to allow for interactive education and large-scale reenactments using virtual reality techniques. Television or large screen presentations could be used to allow public participation in demonstrations and reenactments in remote locations. An example would be the Combined Arms Live Fire Exercise conducted at Fort Knox, Kentucky, or the 20th Century reenactments that take place at Indiantown Gap, Pennsylvania. The museum could have a space designed to be the central command center for a particular exercise.

Television or large screen presentations could be used in a manner similar to the *You Are There* television program of the 60s, which would bring the viewer onto the battlefield and make them a participant in the action. This application of modern technology and the development of the remote site concept would allow the museum program to expand beyond the institution site. It would incorporate and take advantage of training and demonstrations being conducted by all branches of the military and private sector where ever they may occur across the nation.

Marketing the museum will be a major component of the program of the institution. To ensure success of the educational and recognition goals will require active promotion of the facilities and the collection materials. If the Military History Museum includes in concept the other service museums and private collections, marketing strategies will have to be developed to encompass those resources and individual activities. This museum, with its significant private and public programs and projected visitation, should have significant positive economic impact on Virginia's economy.

**Site and Program Management** - The design of the institution and the program will govern the costs associated with museum management. Staff cost is based on salaries and benefits for permanent and seasonal employees. The complexity of the program and the collection will also be a factor in the expertise and related compensation that will be necessary to hire and retain competent museum staff. The land-based program elements will require

additional staffing to facilitate the coordination of activities executed by military and civilian military organizations.

Volunteers are important supplemental resources for management and education in the museum setting and their utilization has costs associated with it. These costs are found in the expenses needed to provide management, training, equipment, and recognition. If the museum program includes reenactments and static displays of equipment, arms and other military materials, then there will be a greater number of volunteers and costs associated with integration of these individuals into the programmed activity will increase. Volunteers should be used in conjunction with full-time, paid employees. They can provide support in non-critical program management and maintenance positions. Volunteers would also provide invaluable technical expertise on operation and maintenance of older equipment.

Security will be a significant cost for the institution and will be necessary to protect the collection and to ensure the safety of the visiting public. The costs associated with this management requirement will vary with the size and complexity of the facilities, the extent and diversity of the collection, and the program offered by the museum and its partners.

Site and artifact maintenance will be significant financial factors. Costs for a museum are much higher than other types of facilities because of the unique building features and requirements for environmental control. Buildings must be designed to present the collection in a meaningful and useful manner to educate the public on the value of the displayed item or artifact. The collection, because it has been identified as important to the understanding of the nation's military history, will have to be managed in a manner that ensures its protection. This involves climate-controlled features in the building and fire protection options that do not destroy the item being protected. The nature of the devices that provide these protection features may require more maintenance and technically-trained personnel than other types of facilities.

Liability and other forms of insurance are significant expenditures when programs call for field operations. Reenactments, static displays, and demonstrations will increase the costs associated with the museum if these are part of the education offerings of the institution.

Artifact acquisition costs will be a factor in the development of the museum collection. Principle costs will be associated with items that are not included in the public domain. Artifacts that are in public ownership will not have to be acquired, but there will be costs associated with loans and transport from one facility to another. There will also be the insurance premiums associated with all items in the collection.

Information obtained from the U. S. Army Center of Military History estimates that the startup costs for a new museum of 20-25,000 square feet average between \$8 million and \$10 million and would include but are not limited to the following:

1. Facility - exhibit space, storage space, office space, auditorium, and maintenance area.
2. Operational supplies - exhibit furniture, storage cabinets, and graphics.
3. Staff - director, Curator, specialist, and at least four administrative personnel

A second example of museum operation costs was provided by the Virginia War Museum. The museum and its military history properties have a 30 member staff and an annual operating budget of over \$980,000 dollars. This allows the institution to employ educators and historians nationally recognized for their expertise as well as publish works on military history and assist other museums across the country.

The above referenced startup costs are indicative of the general obligations that must be considered when establishing an institution for the management of military history materials and programs. This will require the establishment of partnerships and the assignment of specialized tasks to members of the partnership. Virginia's unique role could be established by designating the task of assisting a commission in the selection of a site for the museum to agencies of the Commonwealth. The Department of Conservation and Recreation, Virginia Department of Transportation, Virginia Economic Partnership, Virginia Tourism Corporation, Virginia War Museum, Virginia War Memorial Foundation, Department of Military Affairs, and others could assist by providing support to address specific issues or questions. Virginia, because of its strategic location with regard to military history resources, can become an important partner to resolve issues related to siting and extending partnerships with public and private entities.

A Foundation with a variety of functions could be established. These responsibilities could include: assisting in siting the museum, accepting gifts, entering into contracts, raising funds, promoting innovative solutions associated with preservation, facilitating research, promoting partnerships, and developing publications and displays. Equally important would be the Foundation's strategies to broaden public understanding of the role of the military and to recognize and honor the individuals who have served in the armed forces. Legislation before Congress suggests that \$44 million should be appropriated and made available to a Foundation. Four million dollars could be used for the development of a report assessing the possibility of locating a museum in the National Capital area, and the other \$40 million would be dedicated to museum design and construction.

Virginia could provide direct assistance in the site selection process, which could include designation of the central museum facility location, regional museum centers, and remote site opportunities. A Blue Ribbon Commission, with federal representation, could be established by the Governor, the General Assembly, and Congress to undertake portions of the process for determining feasibility. This would reduce expenditures at the federal level. The savings could be directed toward facility construction or the development of the education program.

## **V. Military History Artifacts**

The types and availability of artifacts are not significant issues. Within the public sector artifacts exist in formal collections, files, storage, and inventories of military units. The private sector has material located in similar areas. The Freedom Museum located in Manassas is an example of an significant private collection being made available for public education. The Virginia War Museum located in Newport News is an example of a state public museum with a significant collection of military documents, equipment, and arms.

The Virginia Association of Museums has over 600 members. The inventories of the member organizations are also a potential source of military history materials. This would be especially true of the 32 facilities that have been identified specifically for their focus on military history. The museum could negotiate for loans or purchase of these materials for presentation or education purposes.

Within the active military, there are sources of military artifacts. The Tank-Automotive and Armament Command (TACOM) is the proponent for all obsolete and condemned military equipment, which includes historical arms, combat/tactical vehicles, vessels and aircraft. This material can be made available to non Department of Defense museums upon certification to receive the donated equipment from TACOM. Equipment is available for loan or conditional donation to qualifying agencies. The U.S. Center for Military History (CMH) has various military art and historical property.

The Smithsonian Institute has extensive materials related to the military history of this country. These could be archived within a Military History Museum unit. This would allow consolidation of the materials in public trust and a more efficient means of making them accessible for public viewing and use.

Virginia could form partnerships with museum interests, including the Smithsonian Institute, to assist in the development of World War I and II active demonstrations and programs using resources found in public and private collections. An example on this type of partnership currently exists between the Smithsonian Institution and the Commonwealth. The focus of the collaboration is the development of the National Air and Space Museum – Dulles Center, Dulles National Airport. The origins of this partnership are found in a letter to the Smithsonian dated December 15, 1989, (see attachment 12) and signed by Governor Gerald L. Baliles.

Further arrangements are detailed in a Memorandum of Understanding, signed by Governor George Allen on April 18, 1996, between the Smithsonian and the Commonwealth (see attachment 12 a for the memorandum cover letter and the first two pages). A subsequent Memorandum of Understanding dated June 19, 1997, directed the Virginia Department of Transportation to develop infrastructure items related to the museum (see attachment 12 b for the first page of the memorandum). In the 2000-2002 Budget Bill, monies are being proposed to implement the terms of the agreement (see attachment 12c)). These memoranda serve as a model for a similar potential partnership with the Military History Museum.

The creation of the institution known as the Military History Museum would provide the vehicle for making available the materials which define America's role in military history as well as providing the setting to honor those who defended freedom around the world. If the museum concept includes direct affiliation with other military museum units across the county, then their collections become part of an integrated assemblage of materials located where they can present the most complete picture of the specific service or event being interpreted.

## **VI Conclusions and Recommendations**

As a result of this study process, it became clear that there is interest in and support for the establishment of an institution with a mission to preserve artifacts and materials related to America's military history and the responsibility to honor those who have contributed to the preservation of democracy and freedom around the world. This interest was demonstrated by the positive input of many individuals and organizations during the development of this report. It is also evident by the numerous pieces of legislation which have been introduced in Congress and in Virginia's General Assembly supporting this initiative. It can also be concluded that through this proposed educational enterprise, there is potential to expand tourism opportunities. This translates into a positive economic impact for the Commonwealth and the nation.

### **Conclusions**

#### **1. Legacy of Valor**

If there is any state in the Union that can claim to possess our nation's most comprehensive military heritage, it is the Commonwealth of Virginia. Virginia's history is filled with examples of leadership, valor, and sacrifice which epitomizes America's dedication to freedom and democracy. The Commonwealth's landscape has witnessed some of our nation's most dramatic and meaningful battles, while Virginia's ports, factories, and farms have an unparalleled record of support for the United States' effort to defend freedom throughout the world. Great commanders like George Washington, Winfield Scott, Zachary Taylor, Robert E. Lee, and George C. Marshall, Virginians all, established a tremendous record of leadership that is a model for future leaders to follow. In turn, the Old Dominion's sons and daughters have participated in every major American conflict, thereby defining the true concept of the citizen soldier.

Virginia's military heritage began in 1607 when colonists built the first fortification and established the first organized militia in English North America. The first armed rebellion against arbitrary rule occurred when Nathaniel Bacon organized a rebellion against Virginia's royal governor, Sir William Berkeley. The citizen soldier tradition continued throughout the seventeenth and eighteenth centuries as Virginians fought against foreign encroachment from the Anglo-Dutch War of 1667 to the French and Indian War. Virginia became a major battlefield during the American Revolution and the Civil War. These conflicts left Virginia's landscape dotted with battlefields, which still echo the sounds of freedom being forged and defined. During every conflict of the twentieth century, Virginia served the nation well. Shipbuilding centers built warships, ports sent troops overseas, military installations trained soldiers and sailors for combat, while those at home joined together to support each and every conflict in an admirable fashion.

Virginia's military legacy can be found throughout the Commonwealth. Whether solemn monuments like the Stonewall Jackson statue at Virginia Military Institute or the hallowed ground of battlefields like Yorktown, Virginia's martial traditions provide powerful lessons

about America's past, present, and future. Students of all ages travel to the Commonwealth to learn about the great battles fought across the landscape or the brilliant commanders and citizen soldiers who established such a heroic heritage. Omaha Beach, Meuse-Argonne, Malvern Hill, and Yorktown are just a few of the names that ring a resounding tone of Virginia's dedication to preserving liberty throughout every decade of American history. This is a heritage that must be preserved, documented, and saved forevermore.

## 2. Issues

a. **Military History Museum/Army Museum** - Currently at the national level there are two military history initiatives identified for funding consideration. One is the creation of the Military History Museum and the other is the establishment of the U. S. National Army Museum. Both of these facilities have comparable facility and programmatic requirements. Each will require significant funding to accomplish the individual institutional missions. Consideration should be given to strategies that would facilitate the partnering of these two military history objectives.

Virginia could be a catalyst for the partnership that would allow both facilities to become a reality. Each institution has been proposed to be sited in the Commonwealth. Virginia is the appropriate historical base for the presentation of the nation's military history and specifically, the role of the United States Army. The placement of these museums in Virginia is an opportunity to provide public understanding of the military history of the nation and those that served on the hallowed ground that defines much of the military history of this country. It is an opportunity for Virginia to contribute a variety of resources including potential sites, artifacts, and other program elements, which could include education on the actual site of many strategic engagements.

b. **Individual service interests** - It is imperative that all the military services, as well as civilian sector interests, be identified and recognized for their individual and collective contributions to America's military history. The Military History Museum can serve as a device to provide focus and coordination between the public and private sector interests. The museum cannot single out any one group or action as being less important in the long term view of U. S. military history without alienating important elements of our patriotic society. Each group and interest must be recognized for their unique and important contribution to the preservation of freedom and democracy.

c. **Focus** - Currently there are many specific museums and institutions which focus on specific periods of military history. Many focus on the Civil War and have collections that chronicle earlier periods of military history in this country. Many museum collections have artifacts and exhibits containing materials related to 20th century military actions. There is a need to provide a more direct focus on 20th century military accomplishments and the important role the United States has played in the maintenance of freedom around the world. This is especially true of more recent interventions like World War II, Korea, Viet Nam, and the contributions to United Nation actions around the world. There is a special need to demonstrate how military actions have been undertaken to preserve freedom and democracy. The United States has been the major force to ensure that other countries and people have a choice in

determining their future and destiny. The museum through its program can provide this important message to the public.

One way to provide focus on the twentieth century in a meaningful way is to provide exhibits and materials on earlier centuries. Simply stated, in order to put the twentieth or nineteenth century in focus, the museum must have materials and exhibits related to earlier periods of military history. The story of armored units cannot be told without a discussion of how the horse functioned to move men and materials. In order to understand modern armament, you must be able to see the progress from early weapons to present day weapons. The twentieth century focus will be dependent on an introduction of information and materials from earlier periods of military history.

d. Program - The programming element for this museum must take advantage of new technology and educational approaches to learning history. The military actions of the twentieth century are on a scale that precludes easy reenactment and other traditional demonstrations become difficult to reproduce with authenticity. This fact facilitates the introduction of virtual reality, remote television coverage of activities, and other applications of modern communication. Modern technology also opens up exciting possibilities for viewing demonstrations, reenactments and other educational programs from locations all over the world. This allows museum functions to take place on a smaller site while incorporating actions on a large scale on more expansive sites into the museum's educational offerings.

Programming should be developed in a way that encompasses exhibits and activities of other military history facilities and units across the country. This could include common programming of exhibits focusing on a particular period or action. The program should include all services and the civilian sector.

The twentieth century military actions have been some of the most decisive in the history of this country and the world. The Military History Museum should provide that focus. This would include presentation of weapons, equipment, arms, and documents that frame and define the role of the military during this century. It is also important that the twentieth century be interpreted in context with past military actions.

3. Potential locations - Within four of the Virginia Association of Museums regions, there is at least one site which meets the basic site selection criteria. Each site would require further study to determine which will accommodate an agreed upon program and which can provide the necessary visitation to meet developed financial objectives. Input received during the conduct of the study repeatedly identified a majority of possible sites in the Northern Virginia Region. Many of these will meet more of the selection criteria than sites that are located in rural areas or outside the "urban crescent" between Washington, D. C., and the Tidewater area of Virginia. The sites that have been referenced in this report do not represent all of the potential areas that may be considered for a museum location. The important consideration is that there are sites in the Commonwealth that could provide a location for a museum of national importance focusing on military history and the role of the armed forces in the preservation of freedom and democracy.

The Commonwealth can assist in the selection of a credible site by the establishment of a Blue Ribbon Commission by the Governor and the General Assembly. This commission, through invitations extended on behalf of the Commonwealth, could include representation from federal and state agencies and museum interests. The agencies could provide direct service by identification and evaluation of potential sites, determining economic impact values and potential visitation for the sites, and projecting needs for information and infrastructure improvements. The work of this commission would directly benefit the planners and designers of the museum facility and programs. All of this effort would be coordinated with the Virginia Liaison Office to allow continuation of their work on behalf of museum interests.

4. Management - The institution will require a wide spectrum of expertise and staffing to meet programming and archival needs. The extent of the staffing and management will be dependent on the program, the site, and the organization that will implement the program. It will be necessary to create an instrument to serve in an oversight capacity and to raise funds and acquire artifacts and other materials related to the military history of this nation.

One option would be to create a National Military Museum Foundation. This approach is outlined in Senate Bills 884 and 929 being considered by Congress, and it is also being applied in the development of the Marine Corps Heritage Center at Quantico. The Foundation structure has been utilized in the management of similar institutions across the Country.

5. Collections - The museum will not have any difficulty in locating materials for a significant collection. Archival materials, which are in storage or in locations not accessible by the public, could become the core collection. Surplused materials from active and reserve military components can be made available to the museum. Loans and the creation of special exhibits using artifacts and materials from other public and private sources can be included in the museum presentations. Finally, acquisition of materials as they become available on the open market can provide opportunities to expand the collection. There is no shortage of materials to gather an important collection of military history artifacts and materials.

6. Costs - The establishment of a military history museum will require a significant financial allocation for planning, design, and construction of the facility. If the selected site is in public ownership, then acquisition costs would be minimal. If the site has to be acquired from the private sector, costs could range from \$3,000-\$10,000 per acre. A site in the Washington, D. C., metropolitan area could cost several million dollars per acre. Planning, design and construction costs could range from \$8 million to \$150 million. Costs are dependent upon site constraints, building design, and the program for the institution. It would not be unreasonable to assume annual operating costs in excess of \$1 million. The costs associated with archive and collection preservation are necessarily high but cannot be determined at this point in the assessment of the feasibility of the museum. Virginia could be an active partner by providing a remote site for active demonstrations. In addition, the state could facilitate access to potential remote sites that may be suitable for museum programming.

7. Visitation and Projected Revenues - In September 1996, studies were prepared by the Harrison Price Company related to the development of the National Air and Space Museum of the Smithsonian Institution. The study indicates that the Institution (with improved



transportation) could enjoy an annual visitation between 1,532,000 and 2,042,000 people. These figures are taken from the low range of possible visitation. The proposed museum has food service and merchandise sale areas. Again, using the low range of sales turnover rates, it is estimated that gross merchandise sales could range from \$3,830,000 to \$5,787,000. (Again, improved transportation is a necessary condition.) Studies similar to this one should be undertaken for the proposed Military History Museum and the combined Military History Museum and U. S. Army Museum as described in Concept 3 of this report. Furthermore, this does not reflect the regional and statewide economic values attributable to the museum

The Mason Enterprise Center has recently described economic impacts in a study at James Madison University of a proposed Veterans Visitor Center and Freedom Museum to be located in Prince William County. The facility would contain approximately 150,000 square feet with over 60,000 square feet of exhibition space. The proposed center is estimated to cost \$15.3 million dollars to construct. It is estimated that the new facility would result in approximately 35 new permanent jobs and bring approximately \$75 million dollars into the local economy.

8. Funding - All available sources of funding will be required to plan, construct and operate a Military History Museum. Direct appropriation from the Federal, State, and Local governments should be considered in the planning of the institution. In Senate Bill 929 an appropriation of \$48 million to a National Military Museum Foundation was suggested for the initial startup of the Museum. Private monies should be considered to assist in the acquisition, development, and management of the facility. The successful planning, establishment, and operation of the museum will require contributions from public and private sources.

Virginia, as an active partner, could assist in informing the public of the value of the institution and encourage support for development of its program. Upon completion of museum planning, the Commonwealth could assess and integrate infrastructure and other museum needs into ongoing and future plans and programs.

9. Feasibility – Virginia, by establishing a gubernatorial and legislative appointed Blue Ribbon Commission, can become an active partner in the establishment of a world class Military History Museum in the Commonwealth. Additional planning, marketing, and specific studies related to museum organization and collection management will be necessary. These studies should be completed in a way that brings all of the interests together for development of a common solution. Other states have expressed interest in the National Museum of the U. S. Army within their boundaries. It is important that this museum be sited where the military history of this nation began.

Governor Gilmore is quoted as saying that “Virginia has unparalleled heritage. Our history is the history of America. I want to encourage Americans and others to reacquaint themselves with their own history, the essential values of liberty, to give this American idea to their children, and enjoy our great Commonwealth at the same time.” The following recommendations of this report facilitate the presentation of America’s military history, preserve and manage artifacts in a collection that is important to our heritage, and honor those who have sacrificed for the preservation of freedom and democracy around the world.

## **RECOMMENDATIONS**

### **ESTABLISH MUSEUM IN VIRGINIA**

It is feasible, desirable, and logical to locate the Military History Museum in Virginia. At least one suitable site exists in four of the five regions utilized by the Virginia Association of Museums for planning and organizing resources. Feasibility is predicated on further studies to identify and evaluate potential sites, to determine economic impact values and visitation, and to project needs for information and infrastructure improvements. The Commonwealth of Virginia should support the siting of the Military History Museum in Virginia and continue to support the siting of the National Museum of the Army in Virginia. The Commonwealth will continue to work with the Virginia Liaison Office to ensure that those who will make the final decisions seriously consider the siting of either or both of these institutions in Virginia.

### **ESTABLISH BLUE RIBBON COMMISSION**

Establishment of a Blue Ribbon Commission is recommended. Members would be appointed by the Governor and General Assembly to form a partnership between the federal government and Virginia. This group would make recommendations or assist in the determination of sites that would best accomplish the mission assigned to the museum and provide the most benefit to the public. Benefits include military history education, recognition of the role of the military organization and the individual soldier in the preservation of freedom around the world, and the economic value of the institution to the Commonwealth and the surrounding region.

### **COORDINATE VIRGINIA'S AGENCIES**

To promote this concept, the Department of Conservation and Recreation, Virginia Department of Transportation, Virginia Economic Partnership, Virginia Tourism Corporation, and the Virginia War Memorial Foundation could provide assistance to the Commission to define and establish a site for the museum and possible remote site locations and to identify sources of technical assistance. The Virginia Tourism Corporation could be considered as the developer of a market study to estimate more precisely potential visitorship, economic development and tourism promotion benefits. At this time, the Virginia Tourism Corporation has limited resources and none are currently identified for a study of this nature.

### **VIRGINIA/FEDERAL PARTNERSHIP MODEL**

It is recommended that Virginia enter into another Memorandum of Understanding with the Smithsonian Institution to complete the necessary work to site the Military History Museum and the National U. S. Army Museum in Virginia. This would define the role of a Commission, government agencies, and related interests. The existing Memoranda should serve as a model for the proposed memoranda for a museum focusing on the military history of the nation.

### **SELECT REGIONAL MUSEUM CENTERS**

To facilitate a broader range of educational opportunities and programming, regional museum centers should be identified in the programming of the military history museum. These remote locations would be identified in at least four regions of the state, but the concept could include locations outside of the Commonwealth. In concept four these centers would be established as an element in a state partnership.

## **ESTABLISH FOUNDATION**

A Military History Foundation has been recommended by federal legislation to facilitate the preservation of military artifacts having historical or technological significance, to facilitate research, to promote partnerships, and to recognize and honor individuals who have served in America's armed forces.

## **FEDERAL FUNDING OPPORTUNITIES**

It seems reasonable for the federal government to consider appropriating funds to complete the necessary studies, which would address facility siting, development and management issues.

## **POTENTIAL BENEFITS OF CO-LOCATING THE MILITARY HISTORY MUSEUM AND THE NATIONAL MUSEUM OF THE U.S. ARMY**

Consideration should be given to co-locating the proposed Military History Museum and the U. S. Army Museum on the same site. Current federal legislation now directs the siting of the Army Museum to Fort Belvoir. It is imperative that it be located in Virginia, and if other sites in the Commonwealth are determined to be more feasible, they should be considered. Co-location would have the advantage of reducing site acquisition and infrastructure costs. It would also allow the consolidation of common functions, which could reduce personnel and collection management costs. A number of remote sites should be identified for the presentation of demonstrations, reenactments, and tactical maneuvers. These could be on existing military installations, on an identified site with military history value, or on a designated site to be used for demonstrations.

## **PROGRAM AND MANAGEMENT STUDIES**

Studies should be undertaken to determine how equipment and archival material in storage could be concentrated and presented for public viewing and study in the proposed Military History Museum.

## **THE VIRGINIA MILITARY HISTORY ALTERNATIVE**

Virginia's military history resources rank among the most important in the world. A commission should be established to develop a plan to organize and manage them in a manner that provides the most effective means of educating the public on their importance. This should include establishment of sites for active and passive demonstrations and exhibits. An entity should be designated to provide comprehensive statewide planning of events, such as demonstrations, reenactments, and other participatory programs. Focus for programming should be directed to the twentieth century and the World War II era and include active participation by elements of the active, reserve, and retired military. A critical element in programming should be the recognition and honoring of those who have served this nation. This option should be implemented if it is determined that a Federal/State partnership as described in Concepts 1-3 is not feasible.

[summary](#) | [pdf](#)**HOUSE JOINT RESOLUTION NO. 526**

*Requesting the Department of Conservation and Recreation to study the feasibility of establishing a military history museum in Virginia.*

Agreed to by the House of Delegates, February 7, 1999

Agreed to by the Senate, February 18, 1999

WHEREAS, Virginians have throughout the history of this nation been engaged in a noble effort to sustain freedom at home and abroad; and

WHEREAS, Virginia's rich historical legacy is well documented through its numerous colonial and civil war sites and monuments; and

WHEREAS, these sites and monuments, along with their related artifacts, engender a deep sense of appreciation of those who were committed to maintaining democracy; and

WHEREAS, while millions of individuals annually visit Virginia to learn more about this nation's rich heritage, less emphasis has been placed on the role of our modern military in our nation's history; and

WHEREAS, as great twentieth-century military efforts fade from memory, museums interpret these events, using a variety of artifacts including military vehicles, weaponry, and other technologies; and

WHEREAS, currently the Air Force Museum at Wright Patterson Air Force Base and the Naval Aviation Museum at Pensacola attract approximately 800,000 visitors annually, the Navy Museum at the Washington Navy Yard attracts 350,000 visitors annually, and 100,000 people annually visit the Army Transportation Museum at Fort Eustis; and


WHEREAS, because of the extensive military presence throughout the Commonwealth, as well as the proximity to Washington, D.C. and its 22 million visitors a year, Virginia is potentially an attractive location for the establishment of a museum which will recount this nation's rich military tradition; now, therefore, be it

RESOLVED by the House of Delegates, the Senate concurring, That the Department of Conservation and Recreation be requested to study the feasibility of establishing a military history museum in Virginia. In conducting the study, the Department shall examine the (i) costs of establishing a military museum, (ii) locations which will attract a sufficient number of visitors to defray operational costs, and (iii) availability of military artifacts, including weaponry and military vehicles.

All agencies of the Commonwealth shall provide assistance to the Department for this study, upon request.

The Department shall complete its work in time to submit its findings and recommendations to the Governor and the 2000 Session of the General Assembly as provided in the procedures of the Division of Legislative Automated Systems for the processing of legislative documents.

---

 [Go to \(General Assembly Home\)](#)

106TH CONGRESS  
1ST SESSION

# S. 884

To establish the National Military Museum Foundation, and for other purposes.

---

IN THE SENATE OF THE UNITED STATES

APRIL 27, 1999

Mr. SARBANES (for himself, Mr. TORRICELLI, and Mr. HUTCHINSON) introduced the following bill; which was read twice and referred to the Committee on Armed Services

---

## A BILL

To establish the National Military Museum Foundation, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*  
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. ESTABLISHMENT OF NATIONAL MILITARY MU-**  
4 **SEUM FOUNDATION.**

5 (a) IN GENERAL.—(1) Part B of subtitle II of title  
6 36, United States Code, is amended by inserting after  
7 chapter 1519 the following new chapter:

1       **“CHAPTER 1520—NATIONAL MILITARY**  
2                               **MUSEUM FOUNDATION**

“Sec.

“151951. Establishment.

“151952. Purposes.

“151953. Membership.

“151954. Governing body.

“151955. Organizational matters.

“151956. Officers and employees.

“151957. Powers.

“151958. Duty to maintain tax-exempt status.

“151959. Additional annual reports.

3       **“§ 151951. Establishment**

4               “There is established a nonprofit corporation to be  
5 known as the National Military Museum Foundation (in  
6 this chapter referred to as the ‘Foundation’). The Founda-  
7 tion is not an agency or instrumentality of the United  
8 States.

9       **“§ 151952. Purposes**

10           “The Foundation shall have the following purposes:

11               “(1) To encourage and facilitate the preserva-  
12 tion of military artifacts having historical or techno-  
13 logical significance.

14               “(2) To promote innovative solutions to the  
15 problems associated with the preservation of such  
16 artifacts.

17               “(3) To facilitate research on and educational  
18 activities relating to military history.

19               “(4) To promote voluntary partnerships be-  
20 tween the Federal Government and the private sec-

1       tor for the preservation of such artifacts and of mili-  
2       tary history.

3           “(5) To facilitate the display of such artifacts  
4       for the education and benefit of the public.

5           “(6) To develop publications and other interpre-  
6       tive materials pertinent to the historical collections  
7       of the Armed Forces of the United States that will  
8       supplement similar publications and materials avail-  
9       able from public, private, and corporate sources.

10          “(7) To provide financial support for edu-  
11       cational, interpretive, and conservation programs of  
12       the Armed Forces relating to such artifacts.

13          “(8) To broaden public understanding of the  
14       role of the military in United States history.

15          “(9) To recognize and honor the individuals  
16       who have served in the Armed Forces.

17   **“§ 151953. Membership**

18       “Eligibility for membership in the Foundation and  
19       the rights, privileges, and designation of classes of mem-  
20       bers of the Foundation shall be as provided in the con-  
21       stitution and bylaws of the Foundation.

22   **“§ 151954. Governing body**

23       “(a) BOARD OF DIRECTORS.—(1) The Foundation  
24       shall have a Board of Directors (in this chapter referred  
25       to as the ‘Board’) composed of nine individuals appointed

1 by the Secretary of Defense from among individuals who  
2 are United States citizens.

3 “(2) Of the individuals appointed under paragraph  
4 (1)—

5 “(A) at least one shall have an expertise in his-  
6 toric preservation;

7 “(B) at least one shall have an expertise in  
8 military history;

9 “(C) at least one shall have an expertise in the  
10 administration of museums; and

11 “(D) at least one shall have an expertise in  
12 military technology and materiel.

13 “(b) CHAIRPERSON.—(1) The Secretary shall des-  
14 ignate one of the individuals first appointed to the Board  
15 under subsection (a) as the chairperson of the Board. The  
16 individual so designated shall serve as chairperson for a  
17 term of 2 years.

18 “(2) Upon the expiration of the term of chairperson,  
19 of the individual designated as chairperson under para-  
20 graph (1), or of the term of a chairperson elected under  
21 this paragraph, the members of the Board shall elect a  
22 chairperson of the Board from among its members.

23 “(c) TERM.—(1) Subject to paragraph (2), members  
24 appointed to the Board shall serve on the Board for a term  
25 of 4 years.



1       “(2) If a member of the Board misses three consecu-  
2 tive meetings of the Board, the Board may remove the  
3 member from the Board for that reason.

4       “(d) VACANCY.—Any vacancy in the Board shall not  
5 affect its powers but shall be filled, not later than 60 days  
6 after the vacancy, in the same manner in which the origi-  
7 nal appointment was made.

8       “(e) QUORUM.—A majority of the members of the  
9 Board shall constitute a quorum.

10       “(f) MEETINGS.—The Board shall meet at the call  
11 of the chairperson of the Board. The Board shall meet  
12 at least once a year.

13       **“§ 151955. Organizational matters**

14       “The members of the Board first appointed under  
15 section 151954(a) of this title shall—

16               “(1) adopt a constitution and bylaws for the  
17 Foundation;

18               “(2) serve as incorporators of the Foundation;  
19 and

20               “(3) take whatever other actions the Board de-  
21 termines appropriate in order to establish the Foun-  
22 dation as a nonprofit corporation.

23       **“§ 151956. Officers and employees**

24       “(a) EXECUTIVE DIRECTOR.—The Foundation shall  
25 have an executive director appointed by the Board and

1 such other officers as the Board may appoint. The execu-  
2 tive director and the other officers of the Foundation shall  
3 be compensated at rates fixed by the Board and shall serve  
4 at the pleasure of the Board.

5       “(b) EMPLOYEES.—Subject to the approval of the  
6 Board, the Foundation may employ such individuals, and  
7 at such rates of compensation, as the executive director  
8 determines appropriate.

9       “(c) VOLUNTEERS.—Subject to the approval of the  
10 Board, the Foundation may accept the services of volun-  
11 teers in the performance of the functions of the Founda-  
12 tion.

13       “(d) SERVICE OF FEDERAL EMPLOYEES.—A person  
14 who is a full-time or part-time employee of the Federal  
15 Government may not serve as a full-time or part-time em-  
16 ployee of the Foundation and shall not be considered for  
17 any purpose an employee of the Foundation.

18 **“§ 151957. Powers**

19       “In order to carry out the purposes of this chapter,  
20 the Foundation may—

21               “(1) accept, hold, administer, invest, and spend  
22 any gift, devise, or bequest of real or personal prop-  
23 erty made to the Foundation;

24               “(2) enter into contracts with individuals, pub-  
25 lic or private organizations, professional societies,

1 and government agencies for the purpose of carrying  
2 out the functions of the Foundation; and

3 “(3) enter into such other contracts, leases, co-  
4 operative agreements, and other transactions as the  
5 executive director of the Foundation considers ap-  
6 propriate to carry out the activities of the Founda-  
7 tion.

8 **“§ 151958. Duty to maintain tax-exempt status**

9 “The Foundation shall maintain its status as an or-  
10 ganization exempt from taxation under the Internal Rev-  
11 enue Code of 1986 (26 U.S.C. 1 et seq.).

12 **“§ 151959. Additional annual reports**

13 “In addition to the annual report required by section  
14 10101(b) of this title, the Foundation shall submit to the  
15 Secretary of Defense on an annual basis a report on the  
16 activities of the Foundation during the preceding fiscal  
17 year, including a full and complete statement of the re-  
18 ceipts, expenditures, investment activities, and other fi-  
19 nancial activities of the Foundation during such fiscal  
20 year.”.

21 (2) The table of chapters at the beginning of subtitle  
22 II of title 36, United States Code, is amended by inserting  
23 after the item relating to chapter 1519 the following new  
24 item:

“1520. National Military Museum Foundation .....151951”.

1           (b) INITIAL SUPPORT.—(1) There is authorized to be  
2 appropriated for the Department of Defense for fiscal year  
3 2000, \$250,000 for the purpose of making a grant to the  
4 National Military Museum Foundation established by  
5 chapter 1520 of title 36, United States Code (as added  
6 by subsection (a)), in order to assist the Foundation in  
7 defraying the costs of its activities. Such amount shall be  
8 available for such purpose until expended.

9           (2) In each of fiscal years 2000 through 2002, the  
10 Secretary of Defense may provide, without reimbursement,  
11 personnel, facilities, and other administrative services of  
12 the Department to the Foundation.

○

106TH CONGRESS  
1ST SESSION

# S. 929

To provide for the establishment of a National Military Museum, and for other purposes.

---

## IN THE SENATE OF THE UNITED STATES

APRIL 29, 1999

Mr. ROBB (for himself, Mrs. HUTCHISON, Mr. KERREY, Mr. HAGEL, Mr. REED, Mr. SMITH of New Hampshire, Mr. CLELAND, Mr. ABRAHAM and Mr. HUTCHINSON) introduced the following bill; which was read twice and referred to the Committee on Armed Services

---

## A BILL

To provide for the establishment of a National Military Museum, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*  
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the "National Military Mu-  
5 seum Act".

6 **SEC. 2. NATIONAL MILITARY MUSEUM FOUNDATION.**

7 (a) ESTABLISHMENT.—(1) Part B of subtitle II of  
8 title 36, United States Code, is amended by inserting after  
9 chapter 1519 the following new chapter:

1       **“CHAPTER 1520—NATIONAL MILITARY**  
 2                               **MUSEUM FOUNDATION**

“Sec.

“151951. Establishment.

“151952. Purpose.

“151953. Membership.

“151954. Governing body.

“151955. Organizational matters.

“151956. Officers and employees.

“151957. Powers.

“151958. Duty to maintain tax-exempt status.

“151959. Records and inspection.

“151960. Service of process.

“151961. Liability for acts of officers and agents.

“151962. Annual report.

3   **“§ 151951. Establishment**

4       “There is established a nonprofit corporation to be  
 5 known as the ‘National Military Museum Foundation’ (in  
 6 this chapter referred to as the ‘Foundation’). The Founda-  
 7 tion is not an agency or instrumentality of the United  
 8 States.

9   **“§ 151952. Purpose**

10       “(a) IN GENERAL.—The Foundation shall have as its  
 11 purpose to provide for the location, design, construction,  
 12 and operation and maintenance of a national museum in  
 13 the National Capital area for honoring the service to the  
 14 United States of the members of the Armed Forces. The  
 15 museum shall be known as the ‘National Military Mu-  
 16 seum’.

17       “(b) DISCHARGE OF CERTAIN RESPONSIBILITIES.—

18 The Foundation shall provide for the location, design, and

1 construction of the museum in accordance with the provi-  
2 sions of section 3 of the National Military Museum Act.

3 **“§ 151953. Membership**

4 “Eligibility for membership in the Foundation and  
5 the rights and privileges of members shall be as provided  
6 in the bylaws of the Foundation.

7 **“§ 151954. Governing body**

8 “(a) BOARD OF DIRECTORS.—The Foundation shall  
9 have a board of directors composed of 10 individuals ap-  
10 pointed from among individuals who have an expertise in  
11 military or museum matters, of whom—

12 “(1) six shall be appointed by the President;

13 “(2) one shall be appointed by the Chairman of  
14 the Committee on Armed Services of the Senate;

15 “(3) one shall be appointed by the Ranking  
16 Member of the Committee on Armed Services of the  
17 Senate;

18 “(4) one shall be appointed by the Chairman of  
19 the Committee on Armed Services of the House of  
20 Representatives; and

21 “(5) one shall be appointed by the Ranking  
22 Member of the Committee on Armed Services of the  
23 House of Representatives.

24 “(b) EX OFFICIO MEMBERS.—The following shall be  
25 *ex officio* members of the board of directors:

1           “(1) The Secretary of Defense.

2           “(2) The Secretary of the Army.

3           “(3) The Secretary of the Navy.

4           “(4) The Secretary of the Air Force.

5           “(5) The Commandant of the Marine Corps.

6           “(6) The Commandant of the Coast Guard.

7           “(7) The Secretary of the Smithsonian Institu-  
8           tion.

9           “(8) The Chairman of the National Capital  
10          Planning Commission.

11          “(9) The Chairperson of the Commission of  
12          Fine Arts.

13          “(10) The Chairman of the County Board of  
14          Arlington County, Virginia.

15          “(c) ORIGINAL CHAIRPERSON.—The President shall  
16          designate one of the individuals first appointed to the  
17          board of directors under subsection (a)(1) as the chair-  
18          person of the board of directors.

19          “(d) ADDITIONAL MATTERS.—The terms, method of  
20          further appointment, and responsibilities of the board of  
21          directors shall be as provided for in the articles of incorpo-  
22          ration of the Foundation.

23          “§ 151955. **Organizational matters**

24          “The members of the board of directors first ap-  
25          pointed under section 151954 of this title shall—



1           “(1) adopt a constitution and bylaws for the  
2 Foundation;

3           “(2) serve as incorporators of the Foundation;  
4 and

5           “(3) take whatever other actions the Board de-  
6 termines appropriate in order to establish the Foun-  
7 dation as a nonprofit corporation.

8 **“§ 151956. Officers and employees**

9           “(a) **EXECUTIVE DIRECTOR AND OTHER OFFI-**  
10 **CERS.**—The Foundation shall have an executive director  
11 appointed by the board of directors and such other officers  
12 as the board of directors may appoint. The executive direc-  
13 tor and other officers of the Foundation shall be com-  
14 pensated at rates fixed by the board of directors and shall  
15 serve at the pleasure of the board of directors.

16           “(b) **EMPLOYEES.**—Subject to the approval of the  
17 board of directors, the Foundation may employ such indi-  
18 viduals, and at such rates of compensation, as the execu-  
19 tive director determines appropriate.

20           “(c) **VOLUNTEERS.**—Subject to the approval of the  
21 board of directors, the Foundation may accept the services  
22 of volunteers in the performance of the functions of the  
23 Foundation.

1 **“§ 151957. Powers**

2 “(a) IN GENERAL.—In order to carry out its purpose  
3 under this chapter, the Foundation is authorized to—

4 “(1) accept, hold, administer, invest, and spend  
5 any gift, devise, or bequest of real or personal prop-  
6 erty made to the Foundation;

7 “(2) enter into contracts with individuals, pub-  
8 lic or private organizations, professional societies,  
9 and government agencies for the purpose of carrying  
10 out the activities of the Foundation; and

11 “(3) enter into such other contracts, leases, co-  
12 operative agreements, and other transactions at the  
13 executive director of the Foundation considers ap-  
14 propriate to carry out its activities.

15 “(b) DEPOSIT OF FUNDS.—The Foundation shall  
16 provide for the deposit of any monetary gift, devise, or  
17 bequest under subsection (a), and any investment or other  
18 income under that subsection, in an appropriate deposi-  
19 tory institution.

20 “(c) TAX TREATMENT OF GIFTS.—Gifts, bequests, or  
21 devises to the Foundation under this chapter shall be free  
22 of all taxes imposed by the United States Government.

23 “(d) PUBLICATIONS.—The Foundation may publish  
24 and sell to the public catalogs, handbooks, drawings and  
25 photographs, pamphlets, guidebooks, and other materials  
26 relating to the collection of the National Military Museum.

1       “(e) LIMITATIONS.—(1) The Foundation shall have  
2 only the powers provided in its bylaws and articles of in-  
3 corporation.

4       “(2) The Foundation may use only funds received by  
5 the Foundation under subsection (a) (including funds con-  
6 tributed to the Foundation under section 4 of the National  
7 Military Museum Act), income derived from the invest-  
8 ment of such funds and from other property received by  
9 the Foundation under that subsection, and proceeds of the  
10 sale of materials under subsection (d) for purposes of its  
11 activities.

12 **“§ 151958. Duty to maintain tax-exempt status**

13       “The Foundation shall maintain its status as an or-  
14 ganization exempt from taxation under the Internal Rev-  
15 enue Code of 1986 (26 U.S.C. 1 et seq.).

16 **“§ 151959. Records and inspection**

17       “(a) RECORDS.—The Foundation shall keep—

18               “(1) correct and complete records of account;

19               “(2) minutes of the proceedings of its members,  
20 board of directors, and committees having any of the  
21 authority of its board of directors; and

22               “(3) at its principal office, a record of the  
23 names and addresses of its members entitled to vote  
24 in matters relating to the Foundation.

1       “(b) INSPECTION.—A member entitled to vote in  
2 matters relating to the Foundation, or an agent or attor-  
3 ney of the member, may inspect the records of the Foun-  
4 dation for any proper purpose at any reasonable time.

5       **“§ 151960. Service of process**

6       “The Foundation shall comply with the law on service  
7 of process of each State in which it is incorporated and  
8 each State in which it carries out activities.

9       **“§ 151961. Liability for acts of officers and agents**

10       “The Foundation shall be liable for the acts of its  
11 officers and agents acting within the scope of their author-  
12 ity.

13       **“§ 151962. Annual report**

14       “The Foundation shall submit to Congress an annual  
15 report on the activities of the Foundation during the prior  
16 fiscal year. The report shall be submitted at the same time  
17 as the report of the audit required by section 10101 of  
18 this title. The report shall not be printed as a public docu-  
19 ment.”.

20       (2) The table of chapters at the beginning of subtitle  
21 II of title 36, United States Code, is amended by inserting  
22 after the item relating to chapter 1519 the following:

“1520. NATIONAL MILITARY MUSEUM FOUNDATION .....151951”.

23       (b) DETAIL OF GOVERNMENT EMPLOYEES.—Any  
24 Federal Government employee (including any member of  
25 the Armed Forces) may be detailed to the National Mili-

1 tary Museum Foundation established under chapter 1520  
2 of title 36, United States Code (as added by subsection  
3 (a)), without reimbursement, and such detail shall be with-  
4 out interruption or loss of status or privilege.

5 **SEC. 3. NATIONAL MILITARY MUSEUM.**

6 (a) **IN GENERAL.**—(1) The National Military Mu-  
7 seum Foundation (in this section referred to as the  
8 “Foundation”) established under chapter 1520 of title 36,  
9 United States Code (as added by section 2(a) of this Act),  
10 shall provide for the location, design, and construction of  
11 a national museum in the National Capital area for pur-  
12 poses of honoring the service to the United States of the  
13 members of the Armed Forces.

14 (2) The museum shall be known as the “National  
15 Military Museum” (in this section referred to as the “Mu-  
16 seum”).

17 (b) **PURPOSES OF MUSEUM.**—(1) The Museum shall  
18 have the following purposes:

19 (A) To provide a location in the National Cap-  
20 ital area for the display of, and interaction with, ar-  
21 tifacts and representations of the Armed Forces and  
22 of the wars in which the United States has been en-  
23 gaged.

1           (B) To honor the service to the United States  
2 of the active and reserve members of the Armed  
3 Forces and the veterans of the United States.

4           (C) To educate current and future generations  
5 regarding the Armed Forces and the sacrifices of  
6 members of the Armed Forces and the Nation in  
7 furtherance of the defense of freedom.

8           (D) To foster public pride in the achievements  
9 and activities of the Armed Forces.

10          (2) The Museum may not serve as a repository for  
11 Federal Government archives.

12          (c) LOCATION.—(1) The Museum shall be located at  
13 an appropriate site selected by the Foundation on one or  
14 more of the parcels of real property described in para-  
15 graph (2), or portions thereof, to the extent that such par-  
16 cels, or portions thereof, are currently held by the Sec-  
17 retary of Defense or acquired by the Secretary under sub-  
18 section (d).

19          (2) The parcels referred to in paragraph (1) are par-  
20 cels of real property located in Arlington, Virginia, as fol-  
21 lows:

22           (A) A parcel comprising approximately 27 acres  
23 bounded by Columbia Pike to the south and east,  
24 the rear property line of the residential properties  
25 fronting Oak Street to the west, and the boundary

1 wall (including Southgate Road) of Arlington Na-  
2 tional Cemetery to the north.

3 (B) A parcel comprising approximately 26 acres  
4 bounded by Shirley Memorial Boulevard (Interstate  
5 Route 395) to the south, the western edge of the  
6 property of the Department of Transportation of the  
7 Commonwealth of Virginia to the west, Columbia  
8 Pike to the north, and the access road to Shirley  
9 Memorial Boulevard immediately east of Joyce  
10 Street to the east.

11 (3)(A) The boundaries of the parcels of real property  
12 selected as the site of the Museum under paragraph (1)  
13 shall be subject to the approval of the Secretary and of  
14 the County Board of Arlington County, Virginia.

15 (B) If any parcels of real property selected as the  
16 site of the Museum under paragraph (1) include real prop-  
17 erty owned by the Commonwealth of Virginia, the bound-  
18 aries of the parcels of real property selected as the site  
19 of the Museum shall also be subject to the approval of  
20 the Commonwealth of Virginia.

21 (d) ACQUISITION AND AVAILABILITY OF REAL PROP-  
22 erty.—(1) If a department or agency of the Federal Gov-  
23 ernment (other than the Department of Defense) has ju-  
24 risdiction over any parcel, or portion thereof, selected as  
25 the site of the Museum under subsection (c), the head of

1 such department or agency shall transfer jurisdiction over  
2 such parcel, or portion thereof, to the Secretary of Defense  
3 not later than three years after the date of the enactment  
4 of this Act.

5 (2) Not later than 60 days after the date of the sub-  
6 mittal to Congress of the assessment required by sub-  
7 section (e)(3), the Secretary shall take appropriate  
8 action—

9 (A) to acquire all right, title, and interest of Ar-  
10 lington County, Virginia, in and to any parcel se-  
11 lected as the site of the Museum under subsection  
12 (c), or portion thereof, that is owned by or otherwise  
13 under the jurisdiction of the County Board of Ar-  
14 lington County, Virginia; and

15 (B) to acquire all right, title, and interest of the  
16 Commonwealth of Virginia in and to any parcel so  
17 selected, or portion thereof, that is owned by or oth-  
18 erwise under the jurisdiction of the Commonwealth  
19 of Virginia.

20 (3) The Secretary may acquire an interest in real  
21 property under subparagraph (A) or (B) of paragraph (2)  
22 only with the consent of the County Board of Arlington  
23 County, Virginia, or the Commonwealth of Virginia, as the  
24 case may be.



1 (4) If the acquisition of real property under para-  
2 graph (2)(B) requires the relocation of any materiel, per-  
3 sonnel, or activities of the Commonwealth of Virginia, in-  
4 cluding the Department of Transportation of the Com-  
5 monwealth of Virginia, the Foundation may reimburse the  
6 Commonwealth of Virginia for the costs of such relocation.

7 (5) If the transfer or acquisition of real property  
8 under this subsection requires the relocation or modifica-  
9 tion of any major roadway, the relocation or modification  
10 of such roadway shall be carried out in accordance with  
11 a memorandum of understanding entered into by the  
12 Foundation, the Secretary, the Commonwealth of Vir-  
13 ginia, and the County Board of Arlington County, Vir-  
14 ginia. The memorandum of understanding shall allocate  
15 the costs of the relocation or modification of such roadway  
16 among the parties to the memorandum of understanding.

17 (6) Funds for any reimbursement by the Foundation  
18 under paragraph (4), or any cost of the Foundation under  
19 paragraph (5), shall be derived from funds received by the  
20 Foundation under chapter 1520 of title 36, United States  
21 Code, other than funds contributed to the Foundation  
22 under section 7(b) of this Act.

23 (7) The Secretary shall make available to the Foun-  
24 dation for purposes of the Museum any property held by,  
25 transferred to, or acquired by the Secretary under para-

1 graph (1) or (2) that is selected as the site of the Museum  
2 under subsection (c).

3 (e) PRELIMINARY ASSESSMENT OF MUSEUM.—(1)

4 Not later than 18 months after the date of the enactment  
5 of this Act, the Foundation shall submit to Congress and  
6 the Comptroller General a report setting forth—

7 (A) a preliminary design for the Museum;

8 (B) an assessment of the effects of the Museum  
9 contemplated in the design on the environment, fa-  
10 cilities, and roadways in the vicinity of the area cov-  
11 ered by the design;

12 (C) a recommendation for the governing struc-  
13 ture of the Museum, including an assessment wheth-  
14 er or not the Museum should be within the Smithso-  
15 nian Institution;

16 (D) an assessment whether or not it is likely  
17 that the Foundation will raise funds that are suffi-  
18 cient to defray the costs of the construction and op-  
19 eration of the Museum, including a description of  
20 any proposed fundraising activities of the Founda-  
21 tion and the anticipated levels of donations to the  
22 Foundation for each year from 2000 through 2032;  
23 and

24 (E) an assessment of the practicability and ad-  
25 visability of the proposed dates for the commence-

1       ment and completion of construction of the Museum  
2       set forth in subsection (f).

3       (2)(A) The preliminary design under paragraph  
4 (1)(A) shall include an architectural plan for the Museum  
5 (including any proposed furnishings, displays, parking,  
6 and landscaping), a schedule for construction of the Mu-  
7 seum, and an estimate of the costs of construction of the  
8 Museum.

9       (B) In preparing the preliminary design, the Founda-  
10 tion shall take into account the following:

11           (i) The use of at least 15 acres of the parcels  
12       described in subsection (c)(2) for purposes of the ex-  
13       pansion of Arlington National Cemetery, Virginia.

14           (ii) The use of at least two acres of such par-  
15       cels for purposes of the Air Force Memorial, but  
16       only if such parcels are selected as the location of  
17       the Air Force Memorial.

18           (iii) The use of at least two acres of such par-  
19       cels for purposes specified by the County Board of  
20       Arlington County, Virginia.

21       (3) Not later than 7 months after the date of the  
22       submittal of the report under paragraph (1), the Comp-  
23       troller General shall submit to Congress an assessment of  
24       the matters set forth in the report.

1 (f) CONSTRUCTION OF MUSEUM.—(1) The Secretary  
2 of Defense shall carry out the demolition and clearing of  
3 any structures located on the parcels described in sub-  
4 section (c) that are selected as the location of the Museum  
5 under that subsection not later than December 31, 2017.

6 (2) The Secretary shall carry out any environmental  
7 restoration or remediation required with respect to any  
8 parcels referred to in paragraph (1) that are under the  
9 jurisdiction of the Department of Defense as of the date  
10 of the enactment of this Act.

11 (3) The Foundation shall ensure commencement of  
12 the construction of the Museum under this section not  
13 later than March 1, 2018, and shall ensure completion of  
14 the construction of the Museum not later than March 1,  
15 2022.

16 (g) APPLICABILITY OF STATE AND LOCAL LAND-USE  
17 REQUIREMENTS.—(1) The construction and operation of  
18 the Museum shall be subject to the site planning, zoning,  
19 and other land-use requirements of Arlington County, Vir-  
20 ginia, and of the Commonwealth of Virginia.

21 (2) The Foundation shall enter into a memorandum  
22 of understanding with Arlington County, Virginia, and the  
23 Commonwealth of Virginia which specifies the manner in  
24 which the Foundation shall comply with the requirements

1 referred to in paragraph (1) in the construction and oper-  
2 ation of the Museum.

3 **SEC. 4. FUNDRAISING ACTIVITIES.**

4 (a) **IN GENERAL.**—The National Military Museum  
5 Foundation established under chapter 1520 of title 36,  
6 United States Code (as added by section 2(a) of this Act),  
7 shall be responsible for securing funds for its activities  
8 under such chapter 1520 and this Act.

9 (b) **AUTHORITY TO ACCEPT FUNDS FROM FEDERAL**  
10 **GOVERNMENT.**—The Foundation may accept funds from  
11 the Federal Government for purposes of the activities re-  
12 ferred to in subsection (a).

13 (c) **PREPARATIONS FOR ACTIVITIES.**—The Founda-  
14 tion may carry out preparations for fundraising activities  
15 for purposes of the activities referred to in subsection (a)  
16 commencing as of the date of its incorporation under such  
17 chapter 1520.

18 (d) **ACCEPTANCE OF DONATIONS.**—(1) The Founda-  
19 tion may accept unsolicited donations for purposes of the  
20 activities referred to in subsection (a) commencing as of  
21 the date referred to in subsection (c).

22 (2) The Foundation may not solicit donations for  
23 purposes of such activities until the date that is nine  
24 months after the date of the submittal to Congress of the  
25 report required by section 3(e)(1) of this Act.

1 (e) DEADLINE FOR RAISING PORTION OF CONSTRUC-  
2 TION AMOUNT.—Not later than December 31, 2015, the  
3 Foundation shall secure an amount equal to not less than  
4 75 percent of the estimated cost of the construction of  
5 the Museum as of such date.

6 **SEC. 5. TRANSFER OR LOAN OF MILITARY ARTIFACTS.**

7 (a) AUTHORITY.—The head of any department or  
8 agency of the Federal Government may transfer, loan, or  
9 otherwise provide the National Military Museum Founda-  
10 tion established under chapter 1520 of title 36, United  
11 States Code (as added by section 2(a) of this Act), any  
12 military artifact, memorabilia, or other materiel that the  
13 head of the department or agency and the Foundation  
14 consider appropriate for display at the National Military  
15 Museum established under section 3 of this Act.

16 (b) DISPLAY.—The National Military Museum Foun-  
17 dation may display at the National Military Museum any  
18 artifact, memorabilia, or other materiel transferred, ..  
19 loaned, or provided to the Foundation under subsection  
20 (a). Such display shall be in accordance with any terms  
21 or conditions imposed by the head of the department or  
22 agency transferring, loaning, or providing the artifact,  
23 memorabilia, or materiel concerned.

1 SEC. 6. SENSE OF CONGRESS REGARDING POTENTIAL ES-  
2 TABLISHMENT OF NATIONAL MILITARY MU-  
3 SEUM WITHIN SMITHSONIAN INSTITUTION.

4 If the National Military Museum Foundation estab-  
5 lished under chapter 1520 of title 36, United States Code  
6 (as added by section 2(a) of this Act), recommends under  
7 section 3(e)(1)(C) of this Act that the National Military  
8 Museum be within the Smithsonian Institution, it is the  
9 sense of Congress that—

10 (1) the Museum be placed within the Smithso-  
11 nian Institution; and

12 (2) the board of directors of the Foundation be-  
13 come an advisory board for the Museum, with the  
14 Chairman of the County Board of Arlington County,  
15 Virginia, as an *ex officio* member of such advisory  
16 board.

17 SEC. 7. AUTHORIZATION OF APPROPRIATIONS.

18 (a) AUTHORIZATION OF APPROPRIATIONS.—There is  
19 hereby authorized to be appropriated for the Department  
20 of Defense for fiscal year 2000, \$48,000,000 for purposes  
21 of a contribution of funds to the National Military Mu-  
22 seum Foundation established under chapter 1520 of title  
23 36, United States Code (as added by section 2(a) of this  
24 Act).

25 (b) AVAILABILITY OF FUNDS.—(1) Subject to para-  
26 graphs (2) and (3), funds appropriated pursuant to the

1 authorization of appropriations in subsection (a) shall be  
2 available for a contribution to the Foundation for its ac-  
3 tivities under such chapter 1520 and under this Act.

4 (2) Of the funds made available to the Foundation  
5 under paragraph (1), \$4,000,000 shall be available only  
6 for purposes of the report required by section 3(e)(1) of  
7 this Act.

8 (3) Of the funds made available to the Foundation  
9 under paragraph (1), \$44,000,000 shall be available only  
10 for the design and construction of the National Military  
11 Museum by the Foundation, and shall be available for that  
12 purpose only after the date that is nine months after the  
13 date of the submittal to Congress of the report referred  
14 to in paragraph (2).

○



[DOCID: f:s1064is.txt]

106th CONGRESS  
1st Session

S. 1064

To provide for the location of the National Museum of the United States Army.

---

IN THE SENATE OF THE UNITED STATES

May 18 (legislative day, May 14), 1999

Mr. Thurmond introduced the following bill; which was read twice and referred to the Committee on Armed Services

---

A BILL

To provide for the location of the National Museum of the United States Army.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled,

SECTION 1. SHORT TITLE.

This Act may be cited as the "National Museum of the United States Army Site Act of 1999".

SEC. 2. FINDINGS AND PURPOSES.

(a) Findings.--Congress makes the following findings:

(1) The Nation does not have adequate knowledge of the role of the Army in the development and protection of the United States.

(2) The Army, the oldest United States military service, lacks a primary museum with public exhibition space and is in dire need of a permanent facility to house and display its historical artifacts.

(3) Such a museum would serve to enhance the preservation, study, and interpretation of Army historical artifacts.

(4) Many Army artifacts of historical significance and national interest which are currently unavailable for public display would be exhibited in such a museum.

(5) While the Smithsonian Institution would be able to assist the Army in developing programs of presentations relating to the mission, values, and heritage of the Army, such a museum would be a more appropriate institution for such programs.

(b) Purposes.--The purposes of this Act are--

(1) to provide for a permanent site for a museum to serve as the National Museum of the United States Army;

(2) to ensure the preservation, maintenance, and

interpretation of the artifacts and history collected by such museum;

(3) to enhance the knowledge of the American people of the role of the Army in United States history; and

(4) to provide a facility for the public display of the artifacts and history of the Army.

SEC. 3. LOCATION OF NATIONAL MUSEUM OF THE UNITED STATES ARMY.

The Secretary of the Army shall provide for the location of the National Museum of the United States Army at Fort Belvoir, Virginia.

<all>



(1) to designate a permanent site for a museum to serve as the National Museum of the United States Army;

(2) to ensure the preservation, maintenance, and interpretation of the artifacts and history collected by such museum;

(3) to enhance the knowledge of the American people to the role of the Army in United States history; and

(4) to provide a facility for the public display of the artifacts and history of the Army.

SEC. 3. LOCATION OF NATIONAL MUSEUM OF THE UNITED STATES ARMY.

The Secretary of the Army shall designate Fort Belvoir, Virginia, as the location of the National Museum of the United States Army.

§ 7.1-40.10. Official war memorial museum. — The "Virginia War Museum," (formerly known as the War Memorial Museum of Virginia), located in the City of Newport News, is hereby designated the official war memorial museum of the Commonwealth. (1997, c. 66.)

§ 2.1-51.27:1. Virginia War Memorial Foundation; membership; expenses; names of Virginians "Missing in Action." — A. There is hereby created the Virginia War Memorial Foundation, hereinafter referred to as the Foundation. The Foundation shall be governed and administered by a board of trustees for the purpose of honoring patriotic Virginians who rendered faithful service and sacrifice in the cause of freedom and liberty for the Commonwealth and the nation in time of war.

The Foundation shall consist of the Secretary of Administration, who shall serve ex officio, and fifteen other persons as follows: (i) three members of the House of Delegates to be appointed by the Speaker of the House; (ii) two members of the Senate to be appointed by the Committee on Privileges and Elections of the Senate; and (iii) ten other persons appointed by the Governor, subject to confirmation by the General Assembly. A majority of the trustees shall be members or veterans of the armed forces of the United States or the Virginia National Guard. Members appointed should include representatives of some or all of the various veterans organizations active in Virginia, as the Governor may deem most appropriate. Of the trustees first appointed, all of whom shall begin their terms on July 1, 1992, five shall be appointed for a term of one year, five shall be appointed for a term of two years, and five shall be appointed for a term of three years. Thereafter, all appointments shall be for a term of three years. Appointments to fill vacancies shall be made for the unexpired term. No person shall be eligible to serve for more than two

successive full three-year terms; however, any person appointed to an initial term of less than three years or to a vacancy shall be eligible to serve two additional successive full three-year terms thereafter. Trustees may be removed by the Governor at his pleasure. The board of trustees may, by majority vote, elect to reimburse themselves from endowment funds for all or some of the actual expenses incurred by them while attending meetings of the trustees or performing other duties. Such reimbursement shall not exceed the per diem rate established for members of the General Assembly pursuant to § 14.1-18.

The Secretary of Administration shall designate a state agency or agencies to provide the Foundation with administrative and other services.

B. The trustees shall adopt bylaws governing their organization and procedures and may from time to time amend the same. The trustees shall elect from their number a chairman and such other officers as their bylaws may provide. They shall also appoint an executive committee, composed of not less than five trustees, which committee shall exercise the powers vested in and perform the duties imposed upon the Foundation by this section to the extent permitted by the trustees in their bylaws.

C. The names and homes of record designation of all Virginians "Missing In Action" as a result of the Vietnam War and all Virginians "Killed in Action" as a result of the Persian Gulf Conflict shall be placed in the Virginia War Memorial. (1992, c. 592.)

§ 2.1-51.27:2. Authority of Foundation. — The Foundation is vested with full authority to:

1. Manage, control, maintain, and operate the Virginia War Memorial, including the contents, furnishings, grounds, funds, property and endowments thereof;

2. Set fees for the use of the Memorial;

3. Adopt rules and regulations for the use and visitation to the Memorial, which rules and regulations shall be exempt from the provisions of the Administrative Process Act, Title 9, Chapter 1.1:1 (§ 9-6.14:1 et seq.);

4. Participate with the military forces of the United States and the Commonwealth and with veterans organizations in the planning, development and execution of appropriate programs and events that further the purposes of the Memorial;

5. Employ and discharge from employment such persons as may be necessary to manage, control, maintain, operate and raise funds for the Memorial;

6. Determine what programs and activities may and should be carried out at the Memorial;

7. Enter into contracts with respect to the duties and responsibilities imposed upon the Foundation herein; all such contracts shall be approved by the Attorney General;

8. Establish a nonprofit corporation as an instrumentality to assist in the details of administering the affairs of the Foundation;

9. Create, invest and use an endowment fund for the purposes set forth in this section;

10. Take such actions as may be reasonably necessary to seek, promote and stimulate contributions for the endowment, maintenance, and improvement of the Memorial and activities therein;

11. Receive, expend and administer on behalf of the Commonwealth donations, gifts, grants, bequests and devises of real and personal property for the endowment of the Memorial or for any special purpose designated by the donor which is consistent with the purposes of the Memorial set forth herein; and

12. Change the form of any funds, securities, or other property, real or personal, provided that such change is consistent with the terms of the instrument under which the same was acquired. (1992, c. 592.)

§ 2.1-51.27:3. Form of accounts and records; annual audit. — The accounts and records of the Foundation showing the receipt and disbursement of funds from whatever source derived shall be established by the Auditor of Public Accounts in a manner similar to other organizations. The Auditor of Public Accounts or his legally authorized representative shall annually audit the accounts of the Foundation, and the cost of such audit services shall be borne by the Foundation. (1992, c. 592.)

§ 2.1-51.27:4. Ownership. — The Virginia War Memorial, its grounds, all its contents, furnishings, funds, endowments, and other property, now owned or hereafter acquired, are and shall remain property of the Commonwealth of Virginia. (1992, c. 592.)

Attendees -- House Joint Resolution 526 Meeting -- Tuesday, July 27, 1999  
 Monroe Building, 101 North 14th Street, Richmond, Virginia 23219

Joy Whitmore, Public Relations Officer  
 Fort Lee, Virginia 23801

John Royster, Master Planner  
 Fort Lee, Virginia 23801

Bill Thomas, Arlington County Planner

Don. Robertson, Assistant County Administrator  
 County of Isle of Wight

John N. Prorise, Nottoway County Planner

Randy Arno  
 Weldon Cooper Center for Public Service  
 Danville, Virginia

Brigadier General Jack Mountcastle  
 Virginia Tourism Corporation . Richmond

Judson Bennett, Chief Curator of the Army  
 U. S. Army Center of Military History  
 Fort McNair, DC 20319-5058

Chuck Peple  
 Henrico Division of Recreation and Parks

John V. Quarstein, Director  
 Virginia War Museum  
 Newport News, Virginia 23607

David Kalbacker  
 American Armored Foundation  
 Silver City, NC 27344

Gene Bailey  
 Stafford County Economic Development

Andy Kolaitis  
 Fairfax County Economic Development

Joe Vinsh  
 Crater District PDC  
 Petersburg, Virginia 23805

Dr. Charles H. Cureton, Chief of Museums  
 Headquarters U. S. Army Training and  
 Doctrine Command  
 Fort Monroe, Virginia 23651-1047

Richard Conti, Director  
 Bob Fischback  
 National Maritime Center/Nauticus  
 Norfolk, Virginia 23510

John M. Dervan, Historian, U. S. Army  
 Fort Belvoir, Virginia 22060

Chuck Colgan, Jr.  
 Manassas, Virginia

John H. Burns  
 Manassas, Virginia

Avery Chenoweth  
 Ashburn, Virginia

Major General John W. Knapp  
 Lexington, Virginia 24450

Shirley Ramsey  
 Louisa County

Claude "Brad" Bradshaw, Commander  
 VFW Post 7589  
 Manassas, Virginia

Ronald Knowles  
 1600 Communication Associates  
 Manassas, Virginia

The Honorable Frank M. Ruff  
 Virginia House of Delegates  
 Clarksville, Virginia

Bill Armbruster  
 Fort Pickett LRA  
 Blackstone, Virginia

Chris Layton, Assistant County Administrator  
 Edward Dovin  
 Culpeper County

Dept of Conservation & Recreation staff:  
 The Honorable David G. Brickley  
 Leon E. App  
 Derral Jones  
 Richard G. Gibbons  
 William J. Conkle  
 Marie Coone  
 Cathy Chamberlayne



## Military History Museum -- Facilitated Questions -- July 27, 1999

1. The museum focus should be directed to what period of military history?
  - Balance
  - 20th Century Focus ?
    - modern equipment
    - no other museum with this concentration
  - show evolution of military practices & equipment -- interpret all historical periods
  - there is currently a disjointed effort to interpret US military history
  - include living history exhibits
  - determine what the public wants, then provide it
  - contributors -- interpret the role of corollary services
  - include partnerships with all services
  - when working with other organizations -- the focus should be synergy not competition
  - 20th - US Leading player had the greatest influence; entire century; include Spanish American War
    - use experience to guide those who follow
    - VA has a Richmond Military History
    - Revolutionary War gained freedom
    - Civil War defined freedom
    - The museum can help people understand the evolution of military practices and how they allowed the sharing of freedom & aid with other nations
    - steps through entire course of military history (Explains entire course of history - interrelated)
      - all services
        - seaports -- museum should reflect impact on civilians & private industry
        - ship buildings
    - museum should be a teaching facility
    - emphasis should be on (just) 20th century -- very unique, winning idea
    - emphasis on technology
    - social change, personal change, economic change
    - 20th century -- moving to next century
    - generation that saved the world
      - adversaries
      - warriors
      - those who stayed and made things
      - homefront -- gold star mothers
    - origins as a backdrop (other military actions)
      - foundation of earlier conflict
  - WHY -- tourism, education

2. Who would we expect to visit and benefit from the museum?
  - political leaders
  - services (recruits, etc.)
  - businesses
  - other museums
  - re-enactors/actors
  - other tourist attractions
  - scholars/researchers
  - workshops/seminars/symposiums
  - customers/visitors
  - students (museum interpretation into schools)
    - SOLs, education, teaching, themes of history
  - families
  - veterans
  - military reunion groups
  - tour bus operators
  - travel writers
  - heritage travelers (Ind. tourists)
  - virtual cyber tourists
  - worldwide
  - boy Scouts/girl Scouts
  - schools
  - minorities
  - women
  - those left in the states, ex. gold star mothers
  - tourists
  - international tourists
  - clients
  
3. What should be considered for the program elements of the museum?
  - military presented in historical order and perspective
  - not to advocate war as a solution
  - interaction/linkage with other museums and sites
  - research center/archive and preservation
  - oral historical program
  - airforce -- airshows helicopter assault
  - concerts
  - museum trails
  - RV Park
  - off site programming
  - static displays
  - hands on
  - interpreters to go to schools

- veterans working on equipment -- restoration of items
- galleries
- vehicle restoration display
- adjacent land
- field training demonstrations, battles
- don't call it a museum
- total family experience
- inclusive (culturally, gender, family stories)
- a national story
- military interaction with society
- interactive programs
- multi-media
- education
- experiential
- living history
- internet connection to history centers
- web page
- exciting experience
- IMAX theatres
- lectures/demonstrations/exhibits
- re-enactments

4. What site considerations should be included to provide a comprehensive program for educating and interpreting military history?

- water frontage
- can't go far without determining location
- locate near large population center
- locate near large tourist visitorship (existing)
- near federal government
- access to special skills & support facilities
- near existing museum, service & historical programs
- close proximity to colleges and universities
- transportation systems (multi-modal)
- 60-300 acre site -- rough estimate
- consider a big site with room to expand
- maximum visitor flow -- visitation potential
- access (easy)
  - highways
  - train
  - interstate
  - airport
- food, services housing in close proximity
- site -- rolling hills, country side
- civilian fields (air fields)

#### #4 continued

- museum adjacent to the site
- combination open/forested land
- keep away from streams (environment impact concern)
- stream away/water feature
- dispersed site multiple sites for different programs
- network of museums
- not a bad idea to seek
- a place that does not have a lot of competing attractions
- feed off a near by site
  - tied into destination point
- a Fort Pickett site would provide
  - economic development
  - benefits
  - no cost
  - large tract
  - military environment
- parking, lodging, sales concessions, assembly space, theatre, conference, office, access (intermodal multi modal), industrial trade shows (business perspective)
- size -- Building Min. 100,000-300,000 sq ft.
- 41,000 acres (if one at site)
- VA Assn. of Museums Visitors Bill of Rights

#### 5. How could demonstrations, living history, reenactments, and training exercises be intergrated into a military museum program?

- partner with existing sites
- marine corps drill & parades
- air show (near airport -- a plus)
- near university/tech center
- use royal armory museum at Leeds (Great Britain) as a model
- training exercises for spectators
- WWII music - VSO shows
- rotate services for special events, displays
- take a lot of acreage (possible satellite sites)
- 20th century reenactors (could be big into the future)
- fascination for next generation for WWII
  - done at special events
  - maybe at a separate place
- costumed interpretation/living history
- virtual reenactments
  - sitting in WWII tank with helmet showing action
- interactive opportunities

#5 continued

- reenactments
  - 20th century massing of opposing forces difficult -- other than colonial or civil war actions
  - computer simulations/technology/graphics
  - virtual reality
- static displays with uniformed personnel
  - demonstration of squad attack
  - demonstration mechanical vehicles/equipment
- remote sites do not help rural economic development
- training not viable use or museum site

6a. What existing organizations could become partners with a military history museum?

- Mt. Vernon, historic sites
- Arlington National Cemetery & other cemeteries
- Geo. Marshall International Center -- Leesburg, VA
- Civil War Trails
- Marine Corps Heritage Center
- Navy Museum/Historical Center
- Smithsonian (Dulles)
- Smithsonian (DC)
- Fredericksburg/Manassas Battlefields & other Battlefields
- Yorktown
- VA War Museum
- Nauticus (Norfolk)
- McArthur Museum
- Quartermaster Museum
- Petersburg National Battlefield
- Williamsburg
- VMI
- Military
- Marshall Center at VMI
- Local, State, Federal Government Organizations
- CIA Museum
- VA Museum of Military Vehicles
- Private Collectors
- New Market
- Aviation Collectors (Jeff Ethel Foundation)
- VFW
- American Legion
- VVA
- Confederate Museums
- VA War Memorial, Brandy Station Foundation

#6a. continued

- Marine Corps Heritage Museum
- Army Museum
- Navy Museum
- Airforce Museum
- VA Association of Museums (Info networking)
- Tourism groups - \$ entertainment
- schools programs/colleges & universities -- association of private schools, council of higher education, scholarship
- artifacts
- Military museum trail
- complementing existing resources
- loaned collections
- referrals
- links to web sites
- economic development groups -- hotels, revenues for comm.
- chamber of commerce promotion - mutual
- private entities -- displays, techonological support
- fundraising sponsorships (galleries)
- owners of artifacts collections
- libraries in smaller communities
- governmental groups -- Department of Defense
- private corporations
- living history groups
- military organization
  - active, reserve, other
- paramilitary organization
  - civil air patrol
  - Red Cross
- media
  - military magazine, history channel
- history foundations/societies/reunion groups

6b. In what ways could such a museum partner with private and public military history interests?

- Donations
- travelling/shared exhibits
- artifacts on loan (etc)
- refer visitors to other sites
- storage
- staffing
- local governments -- land
  - tax abatements
  - proffers, promote economic development

#6b. continued

- sharing resources (loan acquisition)
- traveling displays
- participation in joint activities
- master planning a unified history program
- commercial/corporate sponsorship
- historical program setup with colleges/universities using teachers -- credit program
- personal testimony -- ex. Tom Brokaw
- speakers bureau
- active military/ National Guard/Reserves/equipment, troops, tents  
in turn recognize tie in their recruiting program  
funding is important to off set mission impacts

7. What categories of costs need to be considered when planning a museum facility?

- operating costs
- maintenance (facility, exhibits & grounds)
- restoration
- staff/management/ board of directors
- acquisition costs
- office & equipment
- communication
- building
- service vehicles
- security
- service contracts
- establishment of endowment
- marketing/promotions
- education/outreach
- exhibit design/fabrication
- program supplies
- demonstration costs
- utilities
- liability (people & property)
- legal fees
- environmental impact
- storage of collections
- land & site design & infrastructure
- user fees to cover costs
- costs (contingent upon site, programs, etc.)
- development
- education/outreach
- costs -- accounting/income expenses
- grants

#7 continued

- donations (LG Fundraising)
- fees/charges
- federal/state/local
- services -- (land, in-kind artifacts)
- hotel taxes
- american legion, VFW, VVA
- united way agency
- capital campaign

8. What other considerations should be included in developing a military history museum?
- use volunteers/retirees to staff
  - do not view as a stand alone facility - destination  
use as a staging area for other attractions
  - not use museum in name  
focus on America -- force for good
  - collect user fees to help fund
  - use the American Century vision -- keep it positive  
preserving freedom
  - Fort Belvoir Site has great possibility
  - endowment supported by veteran groups/others/ corporations
  - how do we pay for it
  - need to move quickly to get it in VA
  - buffers/environmental considerations
  - create a new vision for a museum that provides interaction, preserves old functions and  
accounts for new opportunities
  - how do we sell/ how do we move it into 21st century
  - look outside urban areas/need attractions outside cities
  - research/conservation activity
  - self sufficiency
    - endowment, admissions - sales areas
    - public private partnerships
  - winning support of local community
  - infrastructure considerations



Suggested Site Selection Criteria.

The following criteria have been identified as important in evaluating a site to ensure the Military History Museum can meet a variety of facility and program needs.

- A. Acreage – the site should have a minimum of 60 acres to 300 acres. Larger sites could accommodate a variety of outdoor programming, which may be important to the understanding and appreciation of military history.

- 60-100 acres
- 100-200 acres
- 200-300 acres
- 300 or more

- B. Terrain - the site should consist of a variety of flat and rolling terrain environments. It should have water features, which could include streams, lakes, or frontage on rivers or other bodies of water.

- C. Vegetative Cover - the site should have a mixture of deciduous and evergreen plant materials in the form of trees or understory materials.

- D. Proximity to Active Military Installations - the site should be within 25 miles of a military installation or training site.

- On or adjacent to a military installation
- 5-10 miles from one or more military installations
- 10-15 miles from one or more military installations
- 15-25 miles from one or more military installations
- Over 25 miles from one or more military installations

- E. Available sites that meet the standard of 60 acres to 300 acres of land

- Site in public ownership
- Site in private ownership

- F. Proximity to other tourist or other heritage attractions - the attractions could be sites with historical, recreational, commercial or natural features that are recognized as destination points for in-state and out-of-state visitors.

- One site within 10 miles
- Two –five sites within 10 miles
- More than five sites within 10 miles
- One or more sites within 25 miles

G. Access to major transportation carriers – Access to the site is provided by a variety of transportation modes. These include:

1. Highways,

Direct access to a primary highway

Within 10 minutes of an Interstate Highway

Within 20-30 minutes of an Interstate Highway

2. Railroads (METRO,AMTRAK)

Rail access to the site

Rail access within 20 minutes of the site

3. Airports

Landing facilities on or adjacent to the site

Landing facilities within 20 minutes of the site

4. Water

Waterfront access for military landing craft

Waterfront access for military landing craft within 20 minutes of the site

Deep water access for Navy and other military craft.

Deep water access for Navy and other military craft within 20 minutes of the site

H. Community support

Local citizen and government letters/resolutions of support for a museum

Evidence of partnership opportunities for the museum/program

Potential sites identified

I. Environmental impacts - Presence of:

Historic Resources,

Natural Heritage Resources

Recreation Resources

Wetlands

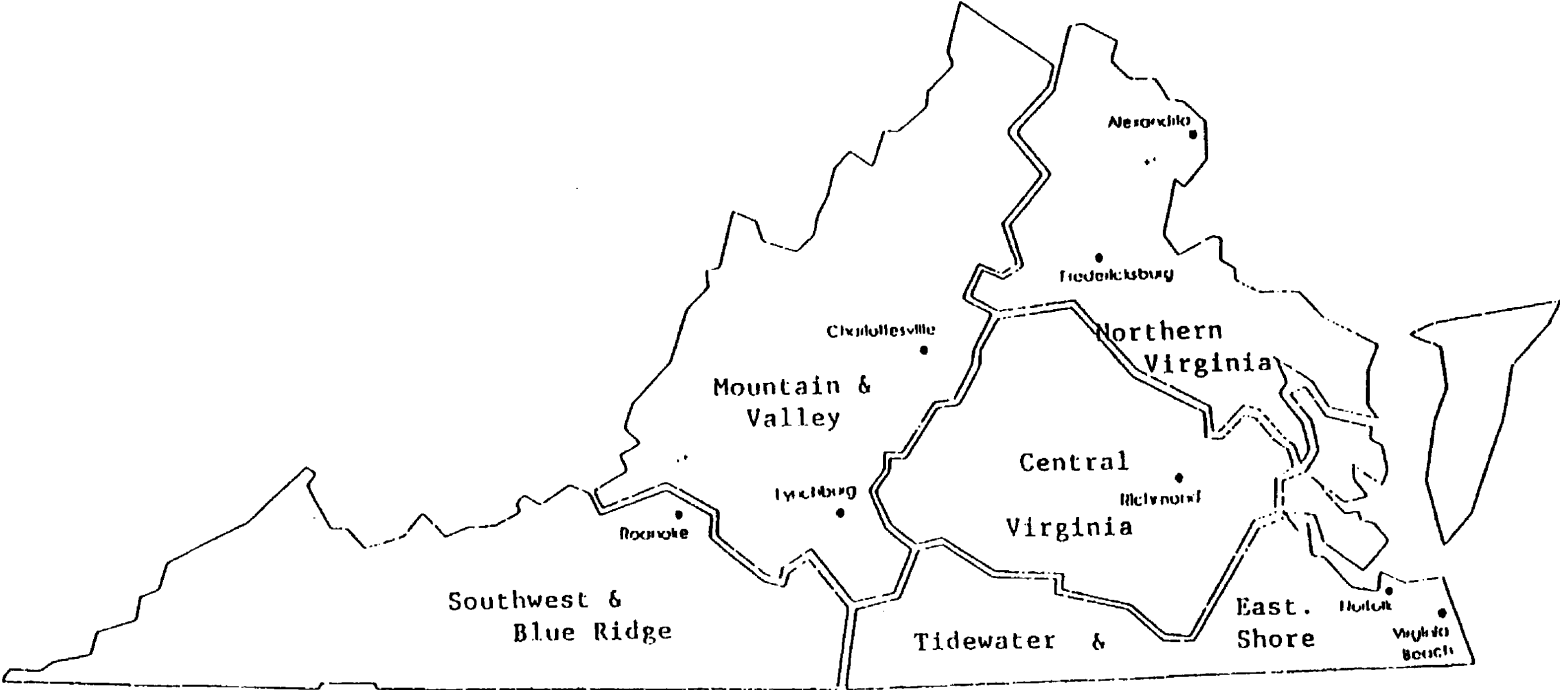
J. Development Considerations

Incompatible with the local comprehensive plan/zoning

Access to public water and sewer

Easements, special tax properties or other protective devices

VIRGINIA MAP WITH VAM REGIONS



**List of Virginia Museums with Military History Programming**

Museums with a direct Military History focus:

Air Power Museum of the City of Hampton - Hampton  
American Historical Foundation Museum – Richmond  
Appomattox Courthouse National Historic Park – Appomattox  
Casemate Museum – Fort Monroe  
Cedar Creek Battlefield Foundation and Book Shop – Middletown  
Culpeper Cavalry Museum – Culpeper  
Exchange Hotel Civil War Museum – Gordonsville  
Fork Union Military Academy Museum and Achieves – Fork Union  
Fort Ward Museum and Historic Site – Alexandria  
Fort Wool Historic Site – Hampton  
Fredericksburg Battlefield Visitor Center – Fredericksburg  
Fredericksburg and Spotsylvania National Military Park – Fredericksburg  
George C. Marshall Library and Museum  
Hollywood Cemetery – Richmond  
Jamestown Settlement - Williamsburg  
Lee Hall Mansion – Newport News  
MacArthur Memorial – Norfolk  
Manassas National Battlefield Park – Manassas  
Marine Corps Air-Ground Museum - Quantico  
Marine Corps University Archives – Quantico  
Museum of the Confederacy – Richmond  
Naval Amphibious Museum – Norfolk  
New Market Battlefield Park – New Market  
Office of Historic Alexandria - Alexandria  
Old Guard Museum – Fort Meyer  
Pamplin Park Civil War Site – Petersburg  
Petersburg National Battlefield – Petersburg  
Portsmouth Naval Shipyard Museum – Portsmouth  
Richmond National Battlefield Park – Richmond  
U. S. Army Quartermaster Museum – Fort Lee  
U. S. Army Transportation Museum – Fort Eustis  
U. S. Army Women’s Museum – Fort Lee  
Virginia Historical Society/the Center for Virginia History – Richmond  
Virginia Military Institute Museum – Lexington  
Virginia War Memorial – Richmond  
Virginia War Museum – Newport News  
Warren Rifles Confederate Memorial Museum – Front Royal  
Yorktown Battlefield – Yorktown  
Yorktown Victory Center – Yorktown

**List of Virginia Museums with Military History Programming**

Museums with Military History programming elements:

Arlington National Cemetery – Arlington  
Association for the Preservation of the Beaverdam Depot – Beaverdam  
Avoca Museum and Historical Society – Altavista  
Bath County Historical Museum – Warm Springs  
Benedictine High School Museum –Richmond  
Blandford Church –Petersburg  
Chatham – Fredericksburg  
Chesterfield County Museum – Chesterfield  
Confederate Chapel – Richmond  
Friends of Fairfax Station – Fairfax Station  
Harmon Museum-Woodlawn  
Historic Cedar Bluff – Tazewell County  
Isle of Wight County Museum – Smithfield  
Kurtz Cultural Center – Winchester  
Loudoun Museum –Leesburg  
Manassas City Museum – Manassas  
Middlesex County Museum – Saluda  
Museum of Culpeper History – Culpeper  
Museum of Valor - Spotsylvania  
National Firearms Museum – Fairfax  
Old Stone Jail Museum – Palmyra  
Pest House Medical Museum – Lynchburg  
Pittsylvania Historical Society – Chatham  
Riddick's Folly –Suffolk  
Sergeant Kirkland's Museum and Historical Society – Fredericksburg  
Shockoe Hill Cemetery – Richmond  
Siege Museum – Petersburg  
Staunton River Bridge Visitor Center –Randolph  
Staunton River Battlefield State Park – Randolph  
St. Dennis Chapel – Hopewell  
Stonewall Jackson's Headquarters – Winchester  
Virginia Aviation Museum – Sandston  
Virginia Holocaust Museum – Richmond  
Warren – Sipe Museum – Harrisonburg  
Willie Hodges Booth Museum - Brookneal

**Note: There are other museums with artifacts and exhibits, which have a military history reference which are not included in this attachment. An example would be Mount Vernon or other homes or sites owned or influenced by military personages.**



# COMMONWEALTH of VIRGINIA

Office of the Governor

Richmond 23219

Gerald L. Sawyer  
Governor

December 15, 1989

The Honorable Robert McC. Adams  
Secretary  
Smithsonian Institution  
Washington, D.C. 20560

Dear Secretary Adams:

With the Board of Regents' selection of a site for the proposed National Air and Space Museum Expansion imminent, I want to reiterate the Commonwealth's commitment embodied in my ~~letter~~ ~~dated~~ ~~August~~ ~~28,~~ ~~1939.~~ ~~Governor~~ ~~Wilder~~ shares that commitment and has given this issue priority status when the General Assembly convenes in January.

Since the September 18 Board of Regents' meeting, Secretary Watts has worked with you and Dr. Harwit to clarify several issues you raised with the original proposal as well as develop a mechanism that will place the Institution in a firm financial position to begin construction of the expansion.

Enclosed with this letter are the details of Virginia's "best and final offer." Please allow me to highlight some critical points regarding the Dulles location.

### A National, Attractive Location

As I stated in my earlier proposal, Washington Dulles carries with it a sense of National scope. As the gateway to international travel to our nation's capital, the Faro Sarrien terminal design and setting symbolizes a nation of technological leadership and sweeping vision. In the eyes of the world, America is synonymous with technology. In the eyes of the nation, Washington Dulles symbolizes our commitment to and vision of the future.

Part of that vision has made Washington Dulles the only airport in this region with the ability to grow and provide additional land for the Smithsonian well into the Twenty-first century. That vision also created a high-quality park-like environment that is buffered by a 1000 feet of trees and an historic easement that makes it impossible for other structures to be built between the proposed expansion site and Route 28.

Furthermore Washington Dulles is a federal facility owned and operated by a regional board of national importance, and the Regents have the assurance that this board will protect and support the Smithsonian's national mission. Under the second tab of this proposal I have further highlighted these and other compelling points which I believe the Board of Regents should consider.

#### Visitor Access

Both BWI and Washington Dulles serve large populations with distinctive visitor streams and demographics. As you well know, access is the key to the success of a national museum. A detailed visitor access study is provided under the third tab of this notebook.

In most metropolitan areas, travel-time, not distance, is a more useful measure for projecting local visitorship. When comparing local visitorship between BWI and Washington Dulles based on a 45-minute travel time criteria, Washington Dulles would boast a larger crowd. Using this criteria, the latest Census Bureau data show that Washington Dulles, compared to BWI, is accessible to:

- 30 percent more total population;
- 40 percent more minorities; and
- 60 percent more university graduates.

Approximately one-third of the region's visitors arrive by air. Washington Dulles serves the Washington air travel market, which is fifth in size in the nation.

For long-distance overnight travelling by car, Dulles can be reached by an excellent network of interstates:

- from the rapidly growing sunbelt via I-81, I-85, and I-95;
- from the Mississippi Valley via I-64 and I-66;
- from the midwest via I-81, as well as;
- from the east coast via I-85 and I-95.

Also for the visitor arriving by car or public transit there is good access to ground connection within a growing network of roads leading to Dulles. Car access is available directly via the Dulles access corridor, and a Metro-style rail link is actively being pursued and is inevitable. The right-of-way has already been reserved for this rail link.

Between now and the opening of the Museum, the Commonwealth will initiate the steps necessary to provide fast, convenient shuttle service from all major transportation links within the Metro service area at rates comparable to existing fares.

The Antrak auto-train between Florida and Lorton, Virginia offers another unique means of family travel.

While the travel time difference between the two sites is not significant, the larger availability of choice in hotel accommodations convenient to Washington Dulles is significant, as pointed out in the study. This concentration of the hotel room market shows where visitors prefer to stay.

Dulles is closer to a larger number of national parks and major historic and cultural attractions than is BWI. The Washington Dulles site can, therefore, expect greater synergy from association with these other attractions, and this is likely to further favor attendance at Washington Dulles.

### Education

The Commonwealth of Virginia is proposing to offer the Smithsonian the ability to become a full partner in several state education and research initiatives. Joining these initiatives will enhance your educational programs by allowing the Smithsonian to capitalize on Virginia's concentration of nationally recognized public and private colleges and universities of quality and distinction.



The Honorable Robert McC. Adams  
December 15, 1989  
Page Four

Specifically we are offering joint ventures in the following ongoing programs as detailed under tab four of this notebook:

1. The Virginia Space Development Corporation
2. VaSTAR Satellite Program
3. Virginia Space Grant Consortium, and
4. SURANET VERNet.

### Utilities

Based upon a comprehensive analysis of the utility needs of the Smithsonian through the completion of all three phases, the Washington Dulles site offers substantial operating cost savings to the Smithsonian. As is detailed under the fifth tab of this notebook, these savings will grow to approximately \$350,000 per year, a 15 percent savings each year compared to the Maryland site.

### Site Improvements

The Commonwealth reiterates our commitment to provide, in a manner consistent with our budget process, all site improvements requested by the Smithsonian and incorporated within the Hellmuth Obata and Kassabaum Study, as is detailed under the sixth tab in this notebook.

While we have attempted to provide a very specific listing of what we believe the Smithsonian's site improvements will be, we want to emphasize that as the master plan is developed and the final design is completed the Commonwealth is willing to modify the list accordingly and/or substitute additional items of similar value as mutually agreed upon between the Smithsonian and the Commonwealth.

With regard to the availability of land, Dulles is, of course, owned by the federal government and leased to a regional authority. The Commonwealth of Virginia retains no direct control over airport operations. Clearly, however, the Metropolitan Washington Airports Authority shares Virginia's support in hosting the expansion of the Air and Space Museum. Last week, the Board of Directors confirmed this support by concurring in the addition of certain acreage already available to the Smithsonian. The Smithsonian can now be assured of the availability of approximately 185 acres at Washington Dulles.

It is also my understanding that more acreage contiguous to the current site could be made available. Should the Regents select Dulles, and if at some future date the Smithsonian requires additional land, the Authority is more than willing to consider the request. On several occasions, the Authority has indicated that the Smithsonian's need for additional land would be consistent with the Airport's Master Plan. I would recommend that you or your staff contact the authority to confirm this issue. The Commonwealth stands ready to assist in this endeavor and work with Congress if necessary to seek approval for the use of additional acreage.

### Financing

As noted above, the Commonwealth has committed to "in kind" donation of the entire list of site improvements. As noted in my letter of August 28, 1989, the Commonwealth has agreed to loan up to \$1 million interest free to the Smithsonian for the purpose of planning and design of the final phase. The loan can be repaid from a bond issue or by other means.

In order to assist the Smithsonian in moving the project forward, the Commonwealth is proposing the issuance of 20 year bonds secured by a lease-purchase arrangement to finance the building. The financing could be done through at least two existing Authorities of the Commonwealth or through a local or regional financing authority. The Commonwealth remains flexible in working with the Smithsonian in seeking a mechanism that will result in the lowest cost of financing possible. Upon completion of staff's development of this mechanism in January, a specific legislative proposal will be introduced to the 1990 General Assembly.

The selected financing authority would issue the debt using the Commonwealth's credit (or the local or regional government's, if that option is chosen) to provide the funding for construction based on Smithsonian's specifications. The entire construction process would be under the full control of the Smithsonian subject to reasonable bondholder protections. The authority would lease the building site from Dulles for a period not less than the final maturity of the bonds. The authority would own the building and lease it to the Smithsonian for 20 years or until the bonds had been repaid in full. The building would be transferred to the Smithsonian at the end of the financing period and the land lease would expire providing the Smithsonian with a completed project in their full control.

The Honorable Robert McC. Adams  
December 15, 1989  
Page Six

Under this scenario, the lease payments received from the Smithsonian would be equal to the debt service on the bonds. The Smithsonian would be required to pay for all operating expenses related to the facility. The Commonwealth, in making this proposal, seeks no pledge of Smithsonian revenues of any kind to the bondholders. The lease payments are subject to appropriation by the Federal government.

As the selection process continues and assuming a favorable decision on the Washington Dulles site, the Commonwealth of Virginia is prepared to offer an appropriate level of support toward these lease payments. The level of lease subsidy in my view should be established based upon a negotiated amount capable of insuring favorable passage of the federal legislation necessary to authorize the Smithsonian to build the Expansion.

SUMMARY

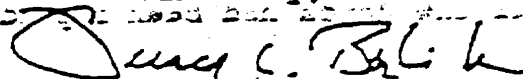
Clearly, Washington Dulles offers the most suitable site in the near term but, more importantly, for decades to come, a superior location for the Smithsonian Institution. On at least two occasions, first in 1983 and again in 1985, the Regents have confirmed Washington Dulles as the appropriate national site. As you deliberate all of the myriad factors that weigh on this important decision I trust that the ability of the Dulles site to meet future needs, defined and developed under the protection of a federally authorized authority, will be a compelling consideration. Virginia stands ready to provide the assistance expected of the host state.

We fully understand the complexity of your deliberations and appreciate the highly professional manner demonstrated by everyone you have chosen to represent the Smithsonian in these discussions.

I am hopeful that when the Board of Regents meets on January 29, 1990, we can resolve the debate on the appropriate location and work together to make the National Air and Space Museum Expansion a reality.

With kindest regards, I am

Sincerely,



Gerald L. Baliles

GLB/llb

Attachment



## COMMONWEALTH of VIRGINIA

Office of the Governor

April 18, 1996

George Allen  
GovernorPaul W. Timmreck  
Secretary of Finance

Mr. Sudeep Anand  
Treasurer  
Smithsonian Institution  
Suite 7700  
955 L'Enfant Plaza, S.W.  
Washington, D.C. 20560

Dear Sudeep:

I am enclosing the Memorandum of Understanding (MOU) between the Smithsonian Institution and the Commonwealth of Virginia. This MOU was signed by Governor Allen this afternoon in a meeting among the Governor, the Secretary of Commerce and Trade, the Secretary of Transportation, and myself.

While the Governor signed this MOU, I think it is only fair to tell you that we discussed at length the need for a revised site plan and cost estimates. The site plan is important in developing a specific estimate of project cost for which Virginia will be responsible. It was our understanding that the site plan was to be available this month, but will now be delayed until October 1996.

I trust this revised schedule for the development of the site plan will be met, so that the Commonwealth and the Smithsonian Institution can begin to address the several issues which will be required in the financial plan.

I hope this signed MOU will be of assistance to the Smithsonian Institution as you begin upcoming Congressional hearings on the budget. If I may be of further assistance, please let me know.

Sincerely,

Paul W. Timmreck

F:\DMANAND.DOC

Attachment

c: The Honorable George Allen  
The Honorable Robert T. Skunda  
The Honorable Robert E. Martinez

# MEMORANDUM OF UNDERSTANDING

Attachment 12a

THIS MEMORANDUM OF UNDERSTANDING (the "Agreement") is made and entered into as of the 22 day of April, 1996 (the "Effective Date") by and between the Commonwealth of Virginia ("Virginia") and the Smithsonian Institution ("Smithsonian"), a trust instrumentality of the United States of America created by Act of Congress.

## RECITALS:

- R-1 The Smithsonian operates the National Air and Space Museum ("NASM") at Sixth and Independence and the Mall in Washington, D.C. and is responsible for collecting, maintaining and displaying the national collection of historic air and space craft ("National Collection").
- R-2 Less than ten percent (10%) of the National Collection has ever been put on public display at any given time by the Smithsonian and many of the historic artifacts in the National Collection are too large to be transported to or displayed at the existing National Air and Space Museum.
- R-3 The Smithsonian has an urgent need to obtain space to store, restore and display many artifacts (See Exhibit A for a list of air and space craft that need to be displayed, restored or stored) that represent significant contributions to aviation and aerospace science or that have contributed to historic events of the Twentieth Century. These artifacts are presently stored in the desert in Arizona or in inadequate, non-climate controlled sheds at Silver Hill, Maryland and are at risk of deterioration.
- R-4 The Smithsonian has obtained an option ("Option") from the Metropolitan Washington Airports Authority ("MWAA") for a long-term ground lease on approximately one hundred and eighty (180) acres of land at Washington Dulles International Airport ("Dulles") in Fairfax County, Virginia, and plans to construct a Center of the NASM ("Center") on the optioned site (see Exhibit B).
- R-5 Public Law 103-57 enacted by the United States Congress and signed into law by the President on August 2, 1993, authorized \$8.0 million in federal appropriations to fund master planning and design of the Dulles Center (see Exhibit C).
- R-6 The Smithsonian intends to finance the construction of the Center through: 1) the issuance of bonds, generally to be repaid in whole or in part from Smithsonian income generated at or around the Center; 2) private contributions to a capital fund-raising campaign undertaken by or on behalf of the Smithsonian; 3) financial and 'in-kind' support from or through Virginia; and 4) other new sources of financing, if feasible.
- R-7 The Smithsonian is a trust instrumentality of the United States and exempt from taxation by state and local governments.

R-8 The Smithsonian has agreed with the Congressional Subcommittees responsible for the Smithsonian's federal appropriation that it will not seek capital funds from the Congress for construction of the Center.

R-9 The Smithsonian has obtained the assistance of Virginia in the financing and development of the Center and Virginia has provided or will provide substantial tangible and financial support for the Center project as more fully described in this Agreement (see Article II and Exhibit D).

R-10 The Smithsonian and Virginia intend to enter into this Agreement to define a unique Smithsonian/state/private relationship and to establish their mutual commitment to a plan for the development and construction of the Center.

R-11 The terms and conditions set forth in this Agreement shall provide the framework to be used by the Smithsonian and Virginia in negotiating final transaction documents for the implementation of the project.

NOW, THEREFORE, the parties hereto do hereby agree as follows:

#### Article I

### PROJECT DESCRIPTION AND PHASING

Section 1.1 Project: The Smithsonian is seeking to create a facility to house a Center of the NASM on a one hundred and eighty (180) acre tract of land currently under an option obtained by the Smithsonian from the MWAA at Dulles. This facility will include at full build-out approximately ninety-two hundred (9,200) square meters of restoration space, thirty-two thousand six hundred (32,600) square meters of exhibition/storage/production space, eighty-five hundred (8,500) square meters of study collection storage space, twenty-eight hundred (2,800) square meters of archive space, one thousand (1,000) square meters of education/visitor space, a fourteen hundred (1,400) square meter theater/auditorium, a sixteen hundred (1,600) square meter restaurant, seven hundred (700) square meter museum shop, one thousand (1,000) square meters of administrative space and eighty-three hundred (8,300) square meters of support area, for a total of approximately sixty-seven thousand (67,000) square meters. In addition, the Center development program will include transit improvements, two access roads, a site perimeter road, other internal roadways, pedestrian walks, parking, a taxiway, aircraft aprons, site fencing, landscaping, site lighting, site signage, utilities, site preparation and other infrastructure, all necessary government construction approvals and the preparation, relocation and installation of historic artifacts. All of the foregoing being collectively referred to as the Center project ("Project"). The exact size and scope of the Project will be finalized upon the completion of the master plan and design and the plan of financing as hereinafter defined. Upon its completion, it is expected that the Center will house the largest collection of historic aviation and space artifacts in the world.

AGREEMENT FOR THE DEVELOPMENT AND ADMINISTRATION  
OF NATIONAL AIR AND SPACE MUSEUM - DULLES CENTER

by the  
Virginia Department of Transportation and the Smithsonian Institution

THIS AGREEMENT, made and executed in triplicate as of this 15<sup>th</sup> day of JULY, 1997, between the COMMONWEALTH OF VIRGINIA, DEPARTMENT OF TRANSPORTATION, hereinafter called the "Department" and the SMITHSONIAN INSTITUTION hereinafter called the "Smithsonian".

WITNESSETH:

WHEREAS, the Department has entered into a Memorandum Of Understanding (MOU) (Attachment C), with the Smithsonian on April 22, 1996, to establish their mutual commitment to a plan for the development and construction of the NASM Dulles Center on a 180 acre tract of land leased to the Smithsonian on the Dulles Airport Property by the Metropolitan Washington Airport Authority. The MOU states that the "Center development program will include transit improvements, two access roads, a site perimeter road, other internal roadways, pedestrian walks, parking, a taxiway, aircraft aprons, site fencing, landscaping, site lighting, site utilities, site preparation and other infrastructure, all necessary government construction approvals and the preparation, relocation and installation of historic artifacts." All of the foregoing being collectively referred to as the "Project".

Section 2.3.5, of the MOU pertains to the "Infrastructure Items" to be provided by Virginia; specifically, "complete design services, including construction documents, for Center roadways on MWAA property." The purpose of this AGREEMENT is to specify the Interchange and Road preliminary engineering, design and plan development work (collectively referred to as "Design Work").

WHEREAS, the estimated cost is \$926,070 dollars for engineering of the roads (\$462,810) and interchange (\$463,260), not including right-of-way acquisition and utility relocation(s), and estimated at \$19,895,827 (Roads - \$12,549,051 and Interchange - \$7,346,776) for construction; for a total of \$21.2 million; and

WHEREAS, the Department and the Smithsonian desire to construct the Project as expeditiously as possible and the parties agree to have the Project completed within the time frame indicated in the revised project schedule (Attachment D);

NOW, THEREFORE, for and in consideration of the premises and mutual covenants and agreements contained herein, the parties hereto agree as follows:

# THE BUDGET BILL

## COMMUNICATION FROM THE GOVERNOR

A tentative bill for all proposed appropriations of the 2000-02 Budget, submitted by the Governor of Virginia to the presiding officer of each house of the General Assembly of Virginia, in accordance with the Planning and Budget System (Section 2.1-399, Code of Virginia).



*Submitted December 17, 1999*

By **JAMES S. GILMORE, III**

GOVERNOR OF VIRGINIA

---

**HOUSE DOCUMENT NO. 1**

COMMONWEALTH OF VIRGINIA  
RICHMOND  
2000



| ITEM C-190. |   | Item Details(\$)     |                       | Appropriations(\$)   |                       |
|-------------|---|----------------------|-----------------------|----------------------|-----------------------|
|             |   | First Year<br>FY2001 | Second Year<br>FY2002 | First Year<br>FY2001 | Second Year<br>FY2002 |
| 1           | Enterprise .....  | \$1,925,000          | \$0                   |                      |                       |
| 2           | Debt Service.....   | \$2,989,000          | \$0                   |                      |                       |
| 3           | Federal Trust.....  | \$28,786,000         | \$0                   |                      |                       |
| 4           | <b>OFFICE OF TRANSPORTATION</b>                                 |                      |                       |                      |                       |
| 5           | <b>§ 2-38. DEPARTMENT OF MOTOR VEHICLES (154)</b>               |                      |                       |                      |                       |
| 6           | C-185. Maintenance Reserve (15021).....                         |                      |                       | \$1,536,000          | \$0                   |
| 7           | Fund Sources: Commonwealth Transportation .....                 | \$1,536,000          | \$0                   |                      |                       |
| 8           | C-186. The Department of Motor Vehicles is hereby granted       |                      |                       |                      |                       |
| 9           | approval to renew capital leases due to expire during           |                      |                       |                      |                       |
| 10          | the current biennium for existing customer service              |                      |                       |                      |                       |
| 11          | centers located in Abingdon, Culpeper, Front Royal,             |                      |                       |                      |                       |
| 12          | Gate City, Smithfield, Roanoke, and Wytheville,                 |                      |                       |                      |                       |
| 13          | Virginia and the Richmond, Virginia Warehouse. Such             |                      |                       |                      |                       |
| 14          | renewal may not exceed twenty years, and may provide            |                      |                       |                      |                       |
| 15          | for the Department to take possession of such facilities        |                      |                       |                      |                       |
| 16          | at the expiration of such leases. Any such agreement            |                      |                       |                      |                       |
| 17          | shall be subject to review and approval by the                  |                      |                       |                      |                       |
| 18          | Department of General Services.                                 |                      |                       |                      |                       |
| 19          | Total for Department of Motor Vehicles .....                    |                      |                       | \$1,536,000          | \$0                   |
| 20          | Fund Sources: Commonwealth Transportation .....                 | \$1,536,000          | \$0                   |                      |                       |
| 21          | <b>§ 2-39. DEPARTMENT OF TRANSPORTATION (501)</b>               |                      |                       |                      |                       |
| 22          | -187. Acquisition: Land for Operational Facilities (16127)..... |                      |                       | \$3,303,000          | \$0                   |
| 23          | Fund Sources: Commonwealth Transportation .....                 | \$3,303,000          | \$0                   |                      |                       |
| 24          | A. For any purchase of land for departmental use or             |                      |                       |                      |                       |
| 25          | facilities, the agency shall first explore using surplus        |                      |                       |                      |                       |
| 26          | state property to meet its needs.                               |                      |                       |                      |                       |
| 27          | B. Out of this item, \$1,500,000 is for land acquisition        |                      |                       |                      |                       |
| 28          | for either the Burke or Chantilly Area Headquarters.            |                      |                       |                      |                       |
| 29          | C-188. Improvement: Upgrade Operational Facilities (16130)..... |                      |                       | \$3,764,000          | \$0                   |
| 30          | Fund Sources: Commonwealth Transportation .....                 | \$3,764,000          | \$0                   |                      |                       |
| 31          | C-189. Improvements: Renovate Four State Welcome Centers        |                      |                       |                      |                       |
| 32          | (16494) .....   |                      |                       | \$4,000,000          | \$4,000,000           |
| 33          | Fund Sources: Commonwealth Transportation .....                 | \$4,000,000          | \$4,000,000           |                      |                       |
| 34          | C-190. New Construction: National Air and Space Museum          |                      |                       |                      |                       |
| 35          | Extension (16015).....  |                      |                       | \$11,207,000         | \$0                   |
| 36          | Fund Sources: Commonwealth Transportation .....                 | \$11,207,000         | \$0                   |                      |                       |
| 37          | A. The nongeneral fund amount consists of                       |                      |                       |                      |                       |
| 38          | \$11,207,000 in Commonwealth Transportation funds.              |                      |                       |                      |                       |
| 39          | B. Virginia's total contribution for the National Air and       |                      |                       |                      |                       |
| 40          | Space Museum extension shall not exceed \$40,000,000            |                      |                       |                      |                       |
| 41          | and is contingent upon a financing plan signed by the           |                      |                       |                      |                       |
| 42          | Secretary of the Smithsonian Institution and the                |                      |                       |                      |                       |
| 43          | Governor of Virginia. This financing plan should                |                      |                       |                      |                       |
| 44          | specifically address the scope, timetable, and financial        |                      |                       |                      |                       |

## ITEM C-197.

| Item Details(\$)     |                       | Appropriations(\$)   |               |
|----------------------|-----------------------|----------------------|---------------|
| First Year<br>FY2001 | Second Year<br>FY2002 | First Year<br>FY2001 | Second<br>FY2 |

|    |   |             |     |             |     |
|----|---|-------------|-----|-------------|-----|
| 1  | commitments for the project. The Secretary of Finance           |             |     |             |     |
| 2  | shall inform the Chairmen of the House Appropriations           |             |     |             |     |
| 3  | Committee and the Senate Finance Committee of the               |             |     |             |     |
| 4  | details of this plan prior to the release or use of any         |             |     |             |     |
| 5  | funds, or authorization provided for in this act.               |             |     |             |     |
| 6  | C. The Director, Department of Planning and Budget, is          |             |     |             |     |
| 7  | authorized to direct such transfers from this                   |             |     |             |     |
| 8  | appropriation as may be necessary to achieve the                |             |     |             |     |
| 9  | purpose of the approved financing plan, including, if           |             |     |             |     |
| 10 | required, payments to the Smithsonian Institution.              |             |     |             |     |
| 11 | D. It is the intent of the General Assembly to consider         |             |     |             |     |
| 12 | financing proposals in the 2001 Session of the General          |             |     |             |     |
| 13 | Assembly to address remaining infrastructure issues.            |             |     |             |     |
| 14 | E. Through this appropriation, the agency is authorized         |             |     |             |     |
| 15 | to enter into contracts as necessary per the requirements       |             |     |             |     |
| 16 | of the Memorandum of Understanding between the                  |             |     |             |     |
| 17 | Commonwealth and the Smithsonian Institution                    |             |     |             |     |
| 18 | concerning the National Air and Space Museum                    |             |     |             |     |
| 19 | extension.  |             |     |             |     |
| 20 | C-191. New Construction: Central Warehouse (16128).....         |             |     | \$1,300,000 | \$0 |
| 21 | Fund Sources: Commonwealth Transportation .....                 | \$1,300,000 | \$0 |             |     |
| 22 | This Item contains supplemental funding. The total cost         |             |     |             |     |
| 23 | of this project is \$5,800,000.                                 |             |     |             |     |
| 24 | C-192. New Construction: Construct and Renovate Elko            |             |     | \$6,000,000 | \$0 |
| 25 | Materials Lab (16129) .....                                     |             |     |             |     |
| 26 | Fund Sources: Commonwealth Transportation .....                 | \$6,000,000 | \$0 |             |     |
| 27 | C-193. New Construction: New District/Residency Facilities      |             |     | \$6,273,000 | \$0 |
| 28 | (16140) .....   |             |     |             |     |
| 29 | Fund Sources: Commonwealth Transportation .....                 | \$6,273,000 | \$0 |             |     |
| 30 | This Item contains \$1,203,000 in supplemental funding          |             |     |             |     |
| 31 | for the expansion of the Norfolk Residency shop/office.         |             |     |             |     |
| 32 | The new projects in this Item total \$5,070,000.                |             |     |             |     |
| 33 | C-194. The existing project for the new equipment division      |             |     |             |     |
| 34 | facility (project code 16141) shall be constructed on the       |             |     |             |     |
| 35 | Fulton site. Funding previously appropriated for design         |             |     |             |     |
| 36 | and construction on an alternate site shall be used for         |             |     |             |     |
| 37 | the design and construction on the Fulton site. This is         |             |     |             |     |
| 38 | the first phase of this project, which eventually will          |             |     |             |     |
| 39 | include the demolition of the existing Coffin Factory           |             |     |             |     |
| 40 | Building and construction of road and site                      |             |     |             |     |
| 41 | improvements.   |             |     |             |     |
| 42 | C-195. Maintenance Reserve (15732) .....                        |             |     | \$5,317,000 | \$0 |
| 43 | Fund Sources: Commonwealth Transportation .....                 | \$5,317,000 | \$0 |             |     |
| 44 | C-196. New Construction: Chemical Storage Facilities (16369) .. |             |     | \$2,298,000 | \$0 |
| 45 | Fund Sources: Commonwealth Transportation .....                 | \$2,298,000 | \$0 |             |     |
| 46 | C-197. The Department of Transportation may enter into an       |             |     |             |     |
| 47 | agreement to lease a facility or facilities located within      |             |     |             |     |



