

**SUBSTITUTE FOR THE AMENDMENT IN THE  
NATURE OF A SUBSTITUTE TO H.R. 1900  
OFFERED BY MR. WALZ OF MINNESOTA**

Strike all after the enacting clause and insert the following:

1 **SECTION 1. SHORT TITLE.**

2       This Act may be cited as the “National Veterans Me-  
3 morial and Museum Act”.

4 **SEC. 2. DESIGNATION OF NATIONAL VETERANS MEMORIAL**  
5 **AND MUSEUM.**

6       (a) DESIGNATION.—Subject to the condition de-  
7 scribed in subsections (b) and (c), the memorial and mu-  
8 seum that is, as of the date of the vote described in sub-  
9 paragraph (b), being constructed on an approximately 7-  
10 acre area on West Broad Street, Columbus, Ohio, bounded  
11 by the Scioto River and the Scioto Greenway, shall be des-  
12 ignated as the “National Veterans Memorial and Mu-  
13 seum”.

14       (b) AFFIRMATIVE VOTE OF BOTH HOUSES OF CON-  
15 GRESS.—The memorial and museum described in sub-  
16 section (a) shall not be designated as the National Vet-  
17 erans Memorial and Museum until after an affirmative  
18 vote of the House and Senate has been taken—

1           (1) not before the memorial and museum re-  
2           ceives accreditation from the American Alliance of  
3           Museums; and

4           (2) not later than 180 days after the date of  
5           the receipt of the report described in subsection (c).

6           (c) REPORT TO CONGRESS.—Not later than the day  
7           that is one year after the date of the enactment of this  
8           Act, the director of the memorial and museum described  
9           in subsection (a) shall submit to Congress a report regard-  
10          ing the memorial and museum that includes responses to  
11          each of the following questions and directives:

12           (1) MUSEUM OPERATIONS.—

13           (A) Have any visitor studies in military  
14           museums or museums devoted to veterans from  
15           specific branches of the military been con-  
16           ducted? In this clause, a “visitor study” means  
17           a research tool that engages critically with mu-  
18           seum audiences to better understand their ex-  
19           pectations, interests, and engagement with ex-  
20           hibits and subject matter to help understand  
21           audiences, determine deficiencies, and plan ef-  
22           fective and relevant exhibits.

23           (B) If the answer to the question in clause  
24           (i) is affirmative, respond to the following:

1 (i) Who conducted the study or stud-  
2 ies?

3 (ii) What were the conclusions of such  
4 study or studies?

5 (iii) Provide copies of such study or  
6 studies as part of the report.

7 (C) Who is responsible for managing the  
8 ethical concerns of using material, stories,  
9 items, and testimonies from living veterans?

10 (D) How will the memorial and museum  
11 balance privacy concerns, testimonies, oral his-  
12 tories, stakeholder opinions, and facts in the ex-  
13 hibits?

14 (E) How will the memorial and museum  
15 represent veterans lived experiences with integ-  
16 rity while also dealing with controversial or dif-  
17 ficult issues?

18 (F) Is there a plan or working group for  
19 community and stakeholder engagement to pro-  
20 vide guidance?

21 (G) What does the staff structure of the  
22 memorial and museum look like?

23 (H) Does the museum anticipate needing  
24 different departments for different types of col-  
25 lections?

1 (I) If so, will each department have a cura-  
2 tor, assistant curator, collections manager, or  
3 archivist, in addition to staff?

4 (J) Will there also be a registrar and con-  
5 servator?

6 (K) Will these positions also be attached to  
7 departments?

8 (L) Will there be floor staff?

9 (M) Will the floor staff be volunteer  
10 docents or paid floor staff?

11 (N) Will the memorial and museum be en-  
12 tering into partnerships with other veterans and  
13 military history museums to loan various items

14 (O) If the answer to the question in sub-  
15 paragraph (N) is affirmative, how will the mu-  
16 seum navigate and coordinate with these insti-  
17 tutions on repetitive exhibits and material?

18 (P) Who is currently responsible for the  
19 care of items in the collection?

20 (Q) Are curators, conservators, collections  
21 managers, and registrars already on staff of the  
22 memorial and museum to do so?

23 (R) What database is the memorial and  
24 museum planning to use to track items?

1 (S) Has the memorial and museum con-  
2 tracted someone to build a custom database, or  
3 is it planning on using an off-the-shelf system?

4 (T) What is the exhibition plan upon open-  
5 ing?

6 (U) Include the exhibition plan or rotation  
7 going forward.

8 (V) Are the exhibition plans permanent, or  
9 semi-permanent?

10 (W) If there is a permanent exhibit—

11 (i) is it solitary; and

12 (ii) how does the memorial and mu-  
13 seum plan to balance its mission to pre-  
14 serve the collections with its dual duty to  
15 provide public access and use the collec-  
16 tions to provoke dialogue?

17 (X) Are there other galleries for temporary  
18 exhibits?

19 (Y) How will the other or future exhibits  
20 be determined?

21 (Z) Who is responsible for coordinating the  
22 message and planning of these exhibits?

23 (AA) With regards to the person identified  
24 under subparagraph (Y):

25 (i) How was such person selected?

1 (ii) What are the background and cre-  
2 dential of such person?

3 (iii) What guidance, priorities, and  
4 oversight will the board provide to such  
5 person?

6 (BB) How has the memorial and museum  
7 conducted outreach, such as using focus  
8 groups?

9 (CC) Has outreach been conducted with  
10 veterans from outside the State of Ohio?

11 (DD) If the answer to the question in sub-  
12 paragraph (BB) is affirmative—

13 (i) detail the size and scope of such  
14 efforts;

15 (ii) indicate whether stories or arti-  
16 facts have been collected from veterans  
17 outside of Ohio; and

18 (iii) indicate how are the memorial  
19 and museum intends to represent the expe-  
20 rience of veterans from across the United  
21 States, insular veterans, and veterans who  
22 live abroad.

23 (EE) Has the memorial and museum  
24 partnered with groups that already collect vet-  
25 erans stories nationally (such as the Veterans'

1 History Project at the Library of Congress or  
2 the Veterans' Legacy Program at the Depart-  
3 ment of Veterans' Affairs)?

4 (FF) If the answer to the question in sub-  
5 paragraph (DD) is affirmative—

6 (i) indicate how such stories have  
7 been used in developing exhibits;

8 (ii) if the museum and memorial  
9 partnered with regional groups;

10 (iii) indicate whether memoranda of  
11 understanding or other agreements are re-  
12 quired for these partnerships; and

13 (iv) provide copies of any agreements  
14 described in clause (iii) with the report.

15 (GG) Does the memorial and museum in-  
16 tend to seek American Alliance of Museums ac-  
17 creditation and Smithsonian affiliation?

18 (HH) Will the memorial and museum  
19 abide by standards set out by the American Al-  
20 liance of Museums and the National Parks  
21 Service?

22 (II) Who will oversee the accreditation  
23 process for the memorial and museum?

24 (JJ) When will accreditation be complete?

1 (KK) Provide a comprehensive collections  
2 management plan for the museum and memo-  
3 rial that clearly articulates—

4 (i) the scope of the collections;

5 (ii) processes for accessioning and  
6 deaccessioning items;

7 (iii) care and conservation of items;

8 and

9 (iv) responsible departments.

10 (LL) Do the collections storage facilities  
11 include microclimates that address the humid-  
12 ity, temperature, and pest management needs  
13 of this breadth of collections?

14 (MM) Has a museum professional assessed  
15 the facilities environmental management plan  
16 and worked with the project architects to assure  
17 compliance with standards and best practices?

18 (NN) Does the memorial and museum al-  
19 ready have a collection?

20 (OO) If the answer to the question in sub-  
21 paragraph (NN) is affirmative, where is the  
22 current collection and currently solicited items  
23 being kept while the permanent facility is under  
24 construction?



1 (PP) What is the 10 year plan for collec-  
2 tion management and storage?

3 (QQ) Did the firm responsible for design-  
4 ing the building consult with a museum plan-  
5 ning firm or other museum professionals on the  
6 specific concerns for what is essentially both a  
7 history and ethnographic museum?

8 (RR) Were the modes of display considered  
9 in the design of the memorial and museum?

10 (SS) Are the galleries flexible enough that  
11 contemplative aesthetic, thematic, systematic,  
12 and other types of exhibits can be utilized based  
13 on curatorial need?

14 (TT) How were space requirements deter-  
15 mined?

16 (UU) Did the firm use and already exist-  
17 ing collections plan?

18 (VV) Which display/storage/administrative  
19 ratio was used?

20 (WW) If the answer to the question in sub-  
21 paragraph (VV) is not 40 percent exhibit, 40  
22 percent storage, 20 percent administrative, ex-  
23 plain why.

1 (XX) What is the disaster mitigation and  
2 prevention plan to include any portion of its  
3 collection held off-site?

4 (2) FINANCIAL MATTERS.—

5 (A) Is there any concern that adding an-  
6 other museum that focuses on the armed serv-  
7 ices or veterans will exhaust the donor market  
8 and create financial difficulties for other the-  
9 matically similar institutions?

10 (B) What is the expected yearly oper-  
11 ational expense for the memorial and museum?

12 (C) If a budget already been produced for  
13 the memorial and museum, provide a copy with  
14 the report.

15 (D) Identify any new exhibits and mainte-  
16 nance plans included in the budget for the me-  
17 morial and museum.

18 (E) Indicate how projected capital projects  
19 will be paid for.

20 (F) What fee, if any, will the memorial and  
21 museum charge for admission?

22 (G) How much of the budget will be reliant  
23 on revenue from admissions fees?

24 (H) Is the memorial and museum going to  
25 offer memberships?

1 (I) How do membership fees factor into  
2 the overall financial planning and assumptions  
3 for the memorial and museum?

4 (J) What is the projected attendance?

5 (K) How is the number under subpara-  
6 graph (I) calculated (including the number of  
7 estimated school trips, veterans associations  
8 groups trips, other group trips, and daily walk-  
9 ins)?

10 (L) Has the memorial and museum re-  
11 quested any Congressional appropriations in the  
12 past?

13 (M) Is the memorial and museum expected  
14 to request any Congressional appropriations in  
15 the future, including appropriations to provide  
16 free admission for veterans and the families of  
17 veterans?

18 (3) GOVERNANCE; NON-PROFIT STATUS.—

19 (A) Is there anyone on the advisory board  
20 of the memorial and museum who has worked  
21 in the museum industry before?

22 (B) What criteria and what process will  
23 the memorial and museum use to hire the first  
24 Chief Executive Officer or equivalent position?

1 (C) What is the plan for hiring subsequent  
2 chief positions?

3 (D) Does the museum have a plan for hir-  
4 ing replacements for positions described in sub-  
5 paragraphs (B) and (C) when that becomes  
6 necessary?

7 (E) If the job duties and descriptions posi-  
8 tions for described in subparagraphs (B) and  
9 (C) already established, provide a copy of each  
10 with the report.

11 (F) Has the structure of the non-profit  
12 that will run the memorial and museum been  
13 defined and determined?

14 (G) Who will sit on the board of the non-  
15 profit described in subparagraph (F)?

16 (H) Will there be voting and non-voting  
17 members on the board described in subpara-  
18 graph (G)?

19 (I) Will board members described in sub-  
20 paragraph (G) receive compensation for service  
21 on the board?

22 (J) How will board members described in  
23 subparagraph (G) be selected?

24 (K) Will there be an executive committee,  
25 advisory committee, other committee comprised

1 of board members designated with specific du-  
2 ties on behalf of the full board?

3 (L) If the non-profit identified in subpara-  
4 graph (F) has been audited to date, by whom?

5 (M) How often and how will the non-profit  
6 identified in subparagraph (F) be audited once  
7 it is created?

8 (N) What is the oversight plan for the me-  
9 morial and museum?

10 (O) How often will the oversight plan iden-  
11 tified under subparagraph (N) be updated?

12 (P) What will be the metrics be for per-  
13 formance evaluations of the memorial and mu-  
14 seum?

15 (Q) Provide written policies of the non-  
16 profit identified in subparagraph (F), including  
17 the following:

18 (i) A conflict of interest policy for  
19 board members, officers, and senior staff  
20 that—

21 (I) outlines procedures to deter-  
22 mine whether a relationship, financial  
23 interest, or business affiliation results  
24 in a conflict of interest;

1 (II) details the appropriate re-  
2 sponse when a conflict is identified;

3 (III) requires annual disclosure  
4 of interests, including a list of family  
5 members, substantial business or in-  
6 vestment holdings, and other trans-  
7 actions or affiliations with businesses  
8 or other organizations;

9 (IV) ensures any potential ex-  
10 cess-benefit transactions are scruti-  
11 nized and approved by a disinterested  
12 decision-making body; and

13 (V) requires periodic review of  
14 compensation arrangements, partner-  
15 ships, joint ventures, and arrange-  
16 ments with management organizations  
17 to prevent inurement, impermissible  
18 private benefit, or an excess benefit  
19 transaction.

20 (ii) A whistleblower policy that estab-  
21 lishes procedures for the receipt, retention,  
22 and treatment of employee complaints re-  
23 garding suspected financial impropriety or  
24 misuse of the organization's resources.

1 (iii) A document retention and de-  
2 struction policy that provides guidelines for  
3 maintaining and documenting the storage  
4 and destruction of electronic and hard-copy  
5 files and outlines backup procedures,  
6 archiving of documents, and regular check-  
7 ups of the reliability of the system.

8 (iv) An investment and/or joint ven-  
9 ture policy that outlines procedure to  
10 evaluate relationship with taxable entity  
11 and safeguard the organization's exempt  
12 status.

13 (v) A gift acceptance policy that re-  
14 quires review of any non-standard con-  
15 tributions, provides for substantiation of  
16 gifts of more than \$250, and provides for  
17 periodic monitoring or compliance under  
18 state charitable solicitation laws.

19 (vi) An easement policy that describes  
20 the periodic monitoring, inspection, and  
21 enforcement of any conservation ease-  
22 ments.

23 (vii) A compensation policy that out-  
24 lines the procedure for the payment, reim-  
25 bursement, or provision of the following ex-

1                   penses (and requires substantiation prior  
2                   to reimbursement):

3                               (I) Travel (including first-class or  
4                               chartered).

5                               (II) Travel for companions.

6                               (III) Tax indemnification and  
7                               gross-up payments.

8                               (IV) Discretionary spending ac-  
9                               count.

10                              (viii) A lobbying and political activi-  
11                              ties policy that constrains permissible ac-  
12                              tivities by staff, which is periodically re-  
13                              viewed.

14                              (ix) A policy regarding board mem-  
15                              bers, staff, and volunteers maintaining per-  
16                              sonal or private collections that are within  
17                              the scope of the museum's collecting activi-  
18                              ties, to include how the institution will  
19                              handle conflicts of interest.

20                              (R) Will the non-profit's organizing docu-  
21                              ments be publicly available?

22                              (S) If the answer to the question in sub-  
23                              paragraph (R) is affirmative, provide a copy  
24                              with the report.



1 (T) How often will the non-profit's orga-  
2 nizing documents be reviewed and updated?

3 (U) Will all of the non-profit's board and  
4 organized committees have publicly available  
5 contemporaneous documentation of meetings  
6 (by minutes or other means)?

7 (V) Will the non-profit's board review and  
8 approve the IRS Form 990 prior to submission?

9 (W) If the answer to the question in sub-  
10 paragraph (V) is affirmative what training and  
11 expertise will the board have on the IRS Form  
12 990 prior to review?

13 (X) What information will the non-profit  
14 provide to donors and the public about fund-  
15 raising practices and costs?

16 (d) EFFECT OF DESIGNATION.—The national memo-  
17 rial and museum designated by subsection (a) is not a unit  
18 of the National Park System, and the designation of the  
19 national memorial and museum shall not be construed to  
20 require or permit Federal funds to be expended for any  
21 purpose related to the national memorial and museum.

