



**Office of Lt. Governor/  
Department of Culture, Recreation & Tourism  
Funding Agreement Checklist**

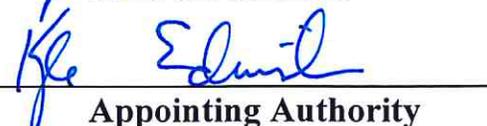
**Agency/Program:** Office of Tourism

**Recipient:** National WWII Museum, Inc.

- Indicate:**
- Cooperative Endeavor
  - Professional Services Contract
  - Personal Services Contract
  - Consulting Services Contract
  - Social Services Contract
  - Grant: Indicate Specific Program Competitive Grant Program
  - Line Item Appropriation
  - Letter of Agreement

- | Yes                                 | No                       |  |
|-------------------------------------|--------------------------|--|
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the agreement include budget worksheet?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the agreement include anticipated uses?   |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the agreement include estimated duration of the project?  |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the agreement include goals, objectives, and measures of performance?                           |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the agreement indicate requirement of written progress report every six (6) months?             |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Does the agreement notify the recipient of Louisiana Audit Law (R.S.24:513)? (See attached schedule) |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Has the comprehensive budget been approved by the appointing authority?                              |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Has the comprehensive budget been properly transmitted to the Louisiana Legislative Auditor?         |

**Signatures:**

 _____ Contract Monitor	<u>9/10/12</u> _____ Date
 _____ Appointing Authority	<u>8/14/12</u> _____ Date

Grantee: The National World War II Museum, Inc.

Grant Amount: \$10,000.00

Event: Grand Opening of the US Freedom Pavilion: The Boeing Center

Grant #627

**STATE OF LOUISIANA  
DEPARTMENT OF CULTURE, RECREATION AND TOURISM  
OFFICE OF TOURISM  
GRANT AGREEMENT**

**Competitive Grant Program  
FY 2012-2013**

BE IT KNOWN, the Department of Culture, Recreation and Tourism, Office of Tourism of the State of Louisiana (hereafter sometimes referred to as "State" or "LOT") and the National World War II Museum, Inc., 945 Magazine St., New Orleans, LA 70130, phone: 504.528.1944, email: [nick.muller@nationalww2museum.org](mailto:nick.muller@nationalww2museum.org) (hereafter sometimes referred to as "Grantee") do hereby enter into this agreement ("Agreement") under the following terms and conditions.

**1. Scope of Work**

The goal of the LOT Competitive Grant Program is to fund activities that significantly increase tourism travel to Louisiana. Specifically, this grant will assist the LOT in fulfilling its public purpose and statutory mandate to expand and increase the economic impact of tourism on Louisiana through strong, effective public initiatives, and to achieve the following program objectives: (1) to facilitate development of statewide tourism products that will attract visitors; (2) to strengthen Louisiana's tourism partnerships and alliances to support Louisiana's tourism industry as a whole; and (3) to increase visitation, length of stay and tourism expenditures in Louisiana.

**a. Event Marketing.** In accordance with the LOT's stated goals, the Grantee hereby agrees to market the Grand Opening of the US Freedom Pavilion: The Boeing Center ("Event") scheduled to be held January, 11, 12, and 13, 2013, as set forth in its LOT-approved Marketing Plan and Media Plan (Exhibits A1 and A2) and Budget (Exhibit B).

**b. Qualifying Marketing Expenses.** Upon completion of the Event, the Grantee may request reimbursement of up to 50% of the costs actually incurred for qualifying marketing expenses (as defined in the LOT Grant Application Guidelines) associated with implementing the LOT-approved Marketing and Media Plans for the Event. Qualifying marketing expenses include the actual placement costs of media; however, does not include the costs associated with ad creation or media production. Reimbursement shall not exceed the total grant award. State funds from any other source may not be applied towards the mandatory cash match to be provided by the Grantee.

**c. Event Advertisements.** Prior to placing the media, the Grantee shall submit to the Contract Monitor for approval all creative artwork and broadcast scripts to ensure the eligibility of marketing and advertising materials and expenses that will be funded by the State through the Competitive Grant Program. The materials must include the official Louisiana Office of Tourism

Grantee: The National World War II Museum, Inc.

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Event: Grand Opening of the US Freedom Pavilion: The Boeing Center

Grant #627

logo and/or verbiage, as applicable and as described above. Unapproved marketing and advertising materials and expenses may not be eligible for reimbursement.

**d. LOT as Official Sponsor.** Reimbursement will only be allowed if the LOT has been acknowledged as an official sponsor of the Event, as set forth herein and in the LOT Grant Application and Guidelines:

- Grantee must provide complimentary tickets and/or passes to events and activities should any fees be required for admission in a quantity necessary for all appropriate staff to represent Louisiana tourism and monitor the Event to ensure compliance and for economic development purposes.
- Grantee shall contact the State regarding such access at least fourteen (14) days prior to date(s) of grant-funded activity when possible.
- Grantee shall prominently display the official Louisiana Office of Tourism logo on the Grantee's official websites and the official websites of the Event. The logo can be downloaded from <http://www.crt.state.la.us/tourism/grants.aspx>.
- Grantee shall include a link from the official Louisiana Office of Tourism logo to the LOT's official tourism website [www.LouisianaTravel.com](http://www.LouisianaTravel.com).
- Grantee shall prominently display the official Louisiana Office of Tourism logo in all grant-funded printed materials and other visual advertising and publicity, regardless of media.
- For broadcast announcements and scripts, Grantee shall include the following phrase *"Visit LouisianaTravel.com to plan your trip today."*

**e. Changes to Agreement.** If the Grantee wishes to propose any changes to its LOT-approved Media Plan, Marketing Plan, Budget or Scope of Work, the Grantee must submit such proposed changes to the State in writing for approval (email is acceptable), in advance, prior to implementing such changes. The Contract Monitor will contact the Grantee within seven (7) business days to notify as to whether the change has been accepted. Grantee shall not request an increase in the maximum amount of the Grant award. Any expense that is submitted to the State for reimbursement, and is not listed in the Scope of Work, Marketing Plan, Media Plan, or Budget, that has not been preapproved by the Contract Monitor may not be considered an eligible expense. Only eligible expenses will be approved for reimbursement. Any substantial change to this Agreement will require a written amendment, executed by all parties, as set forth herein.

**f. Communication.** Close communication with the Contract Monitor, Judy Halloran, [jhalloran@crt.la.gov](mailto:jhalloran@crt.la.gov), 225.342.8207, throughout the term of this Grant Agreement is a requirement and is a benefit to both the Grantee and the State to ensure complete compliance with the grant intent. Grantee is required to submit a written notification to the Contract Monitor regarding any changes in the Grantee's contact information. Should a period of three months or more lapse without contact, the State may initiate the process of revoking this Grant.

## 2. Payment Terms

In consideration of the work described above, the State hereby agrees to pay Grantee a maximum sum of TEN THOUSAND DOLLARS AND 00/00 CENTS (\$10,000.00). Travel and other expenses not specified in the terms of this Agreement are not reimbursable.

The State will reconcile the invoice to the supporting documentation and will reduce the payment in the event of any of the following: 1) the request reflects payment for non-qualifying expenses associated with marketing activities, 2) the State has not been acknowledged as a sponsor in accordance with the terms of this Agreement, 3) inadequate supporting documentation for expenses, or 4) noncompliance with the terms of this Agreement. The State will notify the Grantee of any inadequacies or deficiencies and will provide the Grantee a reasonable opportunity to cure. If the Grantee wishes to appeal the State's payment decision, the Grantee must submit a letter in writing to the Contract Monitor within 30 days of notice of the defect. Upon approval, Contract Monitor shall authorize the invoice for payment. Reimbursement usually takes 4 -6 weeks from the date of the Contract Monitor's receipt of the invoice.

The Grantee shall be liable for all grant funds not used in accordance with the terms and conditions of this Agreement. If it is determined by the Contract Monitor or by an audit that State funds were expended on non-reimbursable expenses, Grantee will be required to repay the State in accordance with the terms set by the State. If the Grantee defaults on the Agreement, breaches the terms of the Agreement, or ceases to do business, it shall be required to repay the State in accordance with the State's terms or requirements.

Payment is contingent upon the availability of funds that are appropriated by the Louisiana Legislature or may be accrued to the State from other sources. The grant amount shall be paid in accordance with the following requirements:

**a. One Payment.** It is anticipated that there will be a single payment made under this Grant Agreement. No payment shall be made until after the Event. Payment will be made on a reimbursement basis for qualifying marketing expenses actually incurred by the Grantee as specified within this Agreement and in accordance with the Grant program guidelines.

**b. Original Invoice.** Grantee shall deliver to the State's Contract Monitor an original invoice, a Final Report (**Exhibit C**) by March 11, 2013, and all supporting documentation required to verify that the qualifying marketing expenses were actually incurred by the Grantee in compliance with the terms of the Agreement. The original invoice to the State shall be in an amount that reflects 50% of the qualifying marketing expenses actually incurred by the Grantee, up to the maximum amount of the Grant award. The document submitted as invoice for reimbursement must contain 1) the word "invoice," 2) must not exceed the total grant award 3) must be submitted on Grantee's letterhead, 4) must reference the Event, and 4) must be accompanied by supporting documentation for qualifying marketing expenses for actual incurred cost as detailed

in the Final Report (Exhibit C).

**c. Final Report.** Upon completion of the Event, the Grantee shall submit a Final Report (Exhibit C). The Final Report (Exhibit C) may be mailed or delivered to the Contract Monitor. The Final Report form can also be downloaded from LOT's website, <http://www.crt.state.la.us/tourism/grants.aspx>.

Grantee shall complete each section of the Final Report, as applicable, including:

- Grantee Information
- Reimbursable Media – A report (Exhibit C) of qualifying marketing expenses-actually incurred by the Grantee. List all media types under the appropriate category.
- Support documentation for Media Buys/Proof of Media Purchases – Media invoices and acceptable proof of implementation
- Final Report Summary

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LOT reserves the right to require additional information, documentation and/or added deliverables in order to adequately verify compliance with the terms of the Grant Agreement.

Grantee will not receive reimbursement for cancelled media or media not placed by the Grantee for any other reason. Only qualifying marketing expenses actually incurred by the Grantee are eligible for the 50% reimbursement.

**d. Act 13 Clause.** Grantee is informed that no funds appropriated under Act 13 of the 2012 Regular Legislative Session shall be transferred to a public or quasi-public agency or entity which is not a budget unit of the State unless the Grantee executes this Agreement and submits to the LOT for approval, a comprehensive Budget showing all anticipated uses of the appropriation, an estimate of the duration of the project, and a plan showing specific goals and objectives for the use of such funds, including measures of performance. The LOT shall submit this Agreement, the Budget, and any other required information to the Legislative Auditor for approval at [ebudgets@lla.la.gov](mailto:ebudgets@lla.la.gov).

### **3. Responsibility for Payment of Taxes**

The Grantee hereby agrees that the responsibility for payment of taxes, if any, from the funds thus received under this Agreement and/or legislative appropriation shall be Grantee's obligation and identified under Federal tax identification number 72-1200790.

### **4. Term of Grant Agreement**

This Grant Agreement shall begin on August 28, 2012 and shall terminate on March 31, 2013.

The Grantee shall not proceed under the terms of this Agreement prior to receiving a fully executed copy of this Agreement from the State.

If the Grantee is unable to perform the work or deliver the deliverables within the term of the Agreement, the Grantee shall so notify the State in writing (email is acceptable) before the termination date of the Agreement and thereby acknowledge the automatic cancellation of the grant, unless such notification contains a request for an amendment.

**5. Amendments in Writing**

Except as provided in Section 1 (e), any alteration, variation, modification, or waiver of provisions of this Agreement shall be valid only when it has been reduced to writing, duly signed and executed by all parties.

**6. Entire Agreement/Order of Precedence Clause**

This Agreement and any exhibits specifically incorporated herein by reference, together with the LOT Grant Guidelines and addenda issued thereto by the LOT, the application submitted by the Grantee, constitute the entire agreement between the parties with respect to the subject matter.

In the event of any inconsistent or incompatible provisions, this signed Agreement (excluding the LOT Grant Guidelines and Grantee's Application) shall take precedence, followed by the provisions of the LOT Grant Guidelines, and then by the terms of the Grantee's Application.

**7. Termination for Cause**

The State may terminate this Agreement for cause based upon the failure of Grantee to comply with the terms and/or conditions of the Agreement, provided that the State shall give Grantee written notice specifying Grantee's failure. If within thirty (30) days after receipt of such notice, Grantee shall not have either corrected such failure or, in the case which cannot be corrected in thirty (30) days, begun in good faith to correct said failure and thereafter proceeded diligently to complete such correction, then the State may, at its option, place Grantee in default and the Agreement shall terminate on the date specified in such notice. From the date of the termination, no payment will be made by the State to the Grantee. In the event the Grantee has received payment above and beyond documented eligible expenses, the Grantee shall return all such funds to the State.

**8. Termination for Convenience**

The State may terminate this Agreement at any time by giving thirty (30) days' written notice to Grantee. In the event that the Grantee is not in compliance with the terms of this Agreement at the time of termination, no payment will be issued to the Grantee.

## **9. Fiscal Funding Clause**

The continuation of this Agreement is contingent upon the appropriation and availability of funds to fulfill the requirements of the Agreement. If insufficient monies are appropriated to provide for the continuation of the Agreement, or if such funding is reduced by government action and the effect of such reduction is to provide insufficient monies for the continuation of the Agreement, the Agreement shall terminate on the date of the beginning of the first fiscal year for which funds are not appropriated. Grantee acknowledges that the funding for this Agreement is subject to congressional, legislative or administrative action, such as mid-year budget reductions, which could result in a mid-year reduction of funds available to fund this Agreement, which may require amendment or termination of this Agreement.

## **10. Audit**

It is hereby agreed that in accordance with La R. S. 24:513, the Legislative Auditor of the State of Louisiana, and/or the Office of the Governor, Division of Administration and/or the Department of Culture, Recreation and Tourism auditors shall have the option of auditing all accounts of Grantee that are related to this grant.

Any quasi public agency or body as defined in La. R.S. 24:513 A (1)(b) shall designate an individual who shall be responsible for filing annual financial reports with the Legislative Auditor and shall notify the Legislative Auditor of the name and address of the person so designated (La. R.S. 24:513 H (2)(a)).

## **11. Liability**

The Grantee shall indemnify and hold harmless the State against any and all claims, demands, suits, and judgments of sums of money to any party for loss of life or injury or damage to person or property growing out of, resulting from, or by reason of any negligent act or omission, operation or work of the Grantee, his agents, servants, or employees while engaged upon or in connection with services required or performed by the Grantee hereunder.

## **12. Non-assignability**

The Grantee shall not assign any interest in this Agreement and shall not transfer any interest in same (whether by assignment or notation), without prior written consent of the State, provided however, that claims for money due or to become due to the Grantee from the State may be assigned to a bank, trust company, or other financial institution without such prior written consent. Notice of such assignment or transfer shall be furnished promptly to the State.

## **13. Anti-discrimination**

The Grantee agrees to abide by the requirements of the following as applicable: Title VI and VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, Federal Executive Order 11246 as amended, the Federal Rehabilitation Act of 1973 as

Grantee: The National World War II Museum, Inc.  
Event: Grand Opening of the US Freedom Pavilion: The Boeing Center  
Grant #627

Grant Amount: \$10,000.00

amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, Title IX of the Education Amendments of 1972, the Age Discrimination Act of 1972, the Fair Housing Act of 1968 as amended, and Grantee agrees to abide by the Requirements of the Americans with Disabilities Act of 1990. Grantee agrees not to discriminate in its employment practices, and will render services under this Agreement without regard to race, color, religion, sex, sexual orientation, national origin, veteran status, political affiliation or disabilities. Any act of discrimination committed by the Grantee, or failure to comply with these statutory obligations when applicable shall be grounds for termination of this Agreement.

THIS DONE AND SIGNED AT New Orleans, Louisiana on the 7<sup>th</sup> day of September, 2012.

**WITNESSES:**

Mary Cahill  
[Signature]

[Signature]  
Gordon H. Mueller, President & CEO  
The National WWII Museum

THIS DONE AND SIGNED AT Baton Rouge, Louisiana on the 14 day of August, 2012.

**WITNESSES:**

**Department of Culture, Recreation, & Tourism**

Marlene Curcio  
Judy J. Halbow

[Signature] 8/14/12  
Kyle Edmiston, Assistant Secretary  
Office of Tourism

**Exhibit A 1**  
**Marketing Plan**  
The National World War II Museum's  
Grand Opening of the  
**US FREEDOM PAVILION: THE BOEING CENTER**

## 1. EVENT DESCRIPTION

In January, 2013, The National World War II Museum will dedicate and open the largest exhibition pavilion on our campus, the US Freedom Pavilion: The Boeing Center. With the theme, *A Salute to Freedom*, the multi-day event will provide an important focal point to build national awareness and prestige for this latest cultural destination attraction for New Orleans and Louisiana. Further, the pavilion will showcase the Museum's ever-expanding educational mission through its remarkable artifacts and state-of-the-art interactive exhibits.

The Grand Opening commemoration will feature signature events with an educational focus. Comprehensive media outreach will attract millions of viewers via national and regional news outlets and social media channels, and thousands of attendees in the opening weeks. The events will feature veterans of World War II and of other eras as well as active duty military from all service branches.

A highlight will be the participation of student historians from all 50 states, the winners of each state's National History Day High School Essay Competition. These young historians and their chaperones will enjoy an expenses-paid trip to New Orleans for the celebration, and the national winner of this contest will be announced during the Museum event.

The Grand Opening also provides an important opportunity to recognize the leadership commitments made by the United States Department of Defense, The Boeing Company and Museum major donors and members, and to showcase this achievement as part of the tourism and economic development goals and initiatives of the Governor and the Lieutenant Governor.

Advance public relations for the event and, even more importantly, for building awareness of and anticipation for this compelling new cultural destination, are already underway and will accelerate in the months ahead.

Grand Opening festivities will begin during the day on Friday, January 11<sup>th</sup> and Saturday January 12, as sponsors and special friends in government along with Museum major donors will have the opportunity to preview the US Freedom Pavilion: The Boeing Center and experience the artifacts and interactive exhibits thousands of visitors will see in the weeks and months ahead, including:

- An up-close look at the mammoth B-17 bomber "My Gal Sal" and other WWII aircraft
- Interactive exhibits on the role of each branch of the military in the Services Gallery
- Heroic stories of courage and sacrifice in the Medal of Honor exhibit
- The harrowing Pacific naval battle FINAL MISSION: The USS *Tang* Submarine Experience

On the evening of January 11th, the Museum will host a commemorative gala dinner in the US Freedom Pavilion: The Boeing Center for VIP guests from government and the military, as well as sponsors and Museum supporters. This event, dramatically staged below suspended aircraft,

Grantee: The National World War II Museum, Inc.

Grant Amount: \$10,000.00

Event: Grand Opening of the US Freedom Pavilion: The Boeing Center

Grant #627

will feature entertainment and provide an opportunity to recognize the contributions of Congress, Boeing, other major donors and event sponsors.

The Dedication Ceremony and subsequent ribbon-cutting will take place on Saturday, January 12<sup>th</sup> on the Battle Barksdale Parade Ground with the US Freedom Pavilion as a dramatic and inspiring backdrop. This ceremony will be the focal point for media coverage and will include stirring, patriotic and heart-touching moments recognizing WWII and other veterans from every branch of service.

This *Salute to Freedom* also will include the participation of active duty military from all service branches, and will mark the culmination of the Museum's "Thank You for My Freedom" initiative via [www.myveteransday.org](http://www.myveteransday.org), where we seek to collect one million thank-you messages for our veterans. As the grand finale of the ceremony, spectators will be dazzled by a flyover of a WWII-era Boeing B-17 Flying Fortress heavy bomber just like the one dramatically displayed in the new Pavilion.

At the conclusion of the ceremony, attendees will explore the new pavilion and, beginning Sunday January 13<sup>th</sup>, we anticipate dramatically increased numbers of eager visitors. With the assistance of the Louisiana Office of Tourism, we know that the Grand Opening of the US Freedom Pavilion: The Boeing Center will be the kick-off to achieving a new level of tourism for our city and our state.

### **Featured Exhibits of the US Freedom Pavilion: The Boeing Center**

As described earlier, this new addition to the Museum will be the largest and most visually arresting pavilion on our expansive campus, 26,540 square feet and a soaring glass façade rising ten stories to display six iconic aircraft that helped win *the war that changed the world*. But that's only the beginning. The new pavilion pays tribute to all the branches of the American Armed Forces during World War II, including the Coast Guard and the Merchant marine, with fascinating interactive and educational exhibits which bring to life the duties and dangers of WWII combat.

#### ***Service and Sacrifice***

This exhibit will highlight the service of the 13 Congressmen who served in the military during WWII and have been awarded the American Spirit Medallion by The National WWII Museum. The experience begins with an introduction by host Senator Daniel Inouye. An interactive touch screen will allow visitors drill down to various levels of service information on each Congressman.

In another interactive exhibit, visitors will be able to discover the service history of more than 700 American Presidents, Supreme Court Justices, Senators and Congressional Representatives, veterans who served in the military during WWII.

#### ***Medal of Honor Wall and Database***

Valor will be on full display in the *Medal of Honor Wall* exhibit. Here, the Museum pays a moving tribute to each one of WWII's 464 Congressional Medal of Honor recipients. Complementing the Museum's *Medal of Honor Wall* exhibit, the *WWII Medal of Honor Database* will feature individual profile pages on all 464 service members who received this prestigious honor as a result of acts during WWII. Visitors will be invited to peruse the database

through use of a touch screen system displaying portraits of all veterans included on the *Medal of Honor Wall*. Users will be able to search an individual's profile by touching a picture or by entering an individual's name. They also will be able to search by state, WWII service branch or WWII theater of operations.

***FINAL MISSION: The USS Tang Submarine Experience.***

This signature interactive experience is based on the final war patrol of the USS *Tang* in the Pacific Theater. Visitors will man the positions and perform the battle actions of actual crewmembers as the sub engages the Japanese Imperial Naval Forces. The USS *Tang*, launched in 1943, was America's most successful submarine in World War II. Roaming the Pacific, she sank 33 Japanese ships. In 1944, she was sunk during her last engagement as a result of a circular run of her final torpedo. Only nine men escaped. They were captured by the Japanese and sent to a prison camp. Seventy-four others died. The educational and participatory exhibit *FINAL MISSION* honors their memory.

*Arsenal of Democracy* is a 15-minute media experience taking visitors on a fascinating exploration of the legendary war machines that ultimately ruled the land, sea and air during WWII. Dramatic archival film and photography of the toughest weapons in the US military arsenal are projected on a mammoth screen more than 27 feet wide – fighters, bombers, carriers, battleships, tanks and more, and the American factories, men and women who built them all.

***What Would You Do?***

This interactive experience explores the complex and difficult decisions men and women had to make during WWII through touch-panel interfaces, allowing visitor decision-making. Designed for individual and group participation, Museum guests will be presented with 10 unique interactive scenarios to put visitors in the mindset to make decisions of either strategic or moral significance.

***Command Central: Services and Battles***

Command Central will feature three large touch-screen tables each divided into two sections which can be operated independently to explore 15 battles or campaigns. Guests will learn about the interactions between the military branches in these campaigns, which units participated in the battles, as well as the strategies and troop movements. The digital presentation will feature maps and archival images in addition to text.

***Stories from the Front Lines***

Featuring six interactive kiosks, the Video and Oral History stations will give an idea of what it was like to be a part of WWII through veterans' inspirational personal accounts – sometimes harrowing, sometimes humorous, often emotional and inspirational. Each kiosk will provide six individual stories from veterans and other participants, told in their own words and pulled from The National WWII Museum's vast collection.

***Fly Boys***

This interactive experience allows Museum visitors to “virtually” enter the cockpits and other areas of all the aircraft on display in the US Freedom Pavilion: The Boeing Center through use of rail graphics and an interactive touch screen. Guests will enjoy a 360-degree view of the aircraft's interior and also will be able to access key features, statistics, facts and trivia about each aircraft.

## 2. GOALS AND OBJECTIVES

The National WWII Museum identifies the following goals and objectives for the Grand Opening of the US Freedom Pavilion: The Boeing Center, including the period leading up to the Grand Opening, the three-days of Grand Opening events, and the continuing marketing of this exceptional new cultural attraction:

- a. To honor the World War II generation who sacrificed for our freedom on the Home Front and the battlefield and won *the war that changed the world*.
- b. To convey the lessons and values of World War II to all future generations.
- c. To reach another milestone in the expansion of The National WWII Museum as we spotlight the contributions of all branches of the Armed Forces and the might of our industrial production as the Arsenal of Democracy.
- d. To enhance the Museum's role as an anchor of the State's rich cultural assets
- e. To expand the visibility and prominence of the Museum, the City and the State as a top cultural tourism destination through strategic, targeted marketing, public relations and promotion.
- f. To make a significant economic impact in the City of New Orleans and State of Louisiana through increased and repeat visitation.

When this important new addition is completed, The National WWII Museum will employ more than 400 people and draw an estimated 400,000 visitors to the city each year, generating millions of dollars for the economy. The Museum already has become a major economic driver and this impact will only grow as the expansion continues.

To accomplish the goals above, the Museum has developed a comprehensive and strategic marketing plan including paid media advertising, social media, and a full complement of public relations, media relations and promotion.

Please note that the paid media advertising strategic plan will be outlined in Attachment B of this Grant Application. Below, an overview and highlights of the Public Relations Plan:

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### Public Relations Plan for Opening of the

#### Overview:

The January 2013 opening of the US Freedom Pavilion: The Boeing Center (USF:BC) at The National WWII Museum is designed to attract the attention of national, regional and local media with a goal to strengthen awareness of the Museum as one of the nation's great cultural and educational institutions. Congruently, we will strive to remind audiences, especially in New Orleans and the Gulf South, of the Museum's compelling and ever-growing collection of attractions and allow citizens to reconnect to America's strengths and values.

#### Key Themes:

The Grand Opening theme will center upon *A Salute to Freedom* – a celebration during which citizens will be gather to thank not only WWII veterans, but all veterans for the freedoms that make America a vibrant, unique and democratic leader in today's world. The USF:BC will be an expression of that sentiment – a shrine to the noble effort of 70 years ago.

The secondary themes will be service and sacrifice. The opening of the USF:BC will also serve as a platform to remind Americans that the freedoms we all enjoy today have come at a cost, which we acknowledge with gratitude to the millions of military veterans as well as those still serving and the sacrifices they are making for our country.

We will develop a broad effort designed to appeal to all Americans with special focus on the younger generation who represent the Museum's future and the nation's future.

To create compelling stories with cumulatively broad geographic appeal, the Museum's programming related to the Grand Opening will engage participants in every state and enable us to solicit media coverage on a national, local and regional scale. Our primary goals are to:

- Create appealing local stories to generate state-by-state coverage and national awareness of the Grand Opening event, the Museum in general, and its position as one of Louisiana's destination cultural attractions.
- Create a storyline to draw national network television and print outlets to our efforts. We will focus on these key strategies:

**I. Utilize March 22, 2012 architectural "Topping Out" ceremony as the beginning of countdown to January 2013 Grand Opening of US Freedom Pavilion: The Boeing Center.**

- Top-most piece of steel skeleton of the 26,540-square-foot, \$35 million exhibition pavilion is signed by WWII veterans, hoisted into position.
- Morning ceremony/press event/press release.

**II. Additional Timeline Tactics:**

**A. May 28 - Memorial Day 2012**

**1. Overview:**

Monday, May 28, 2012, The National WWII Museum will host a Memorial Day observation designed to attract national, regional and local media while building anticipation for the opening of the new US Freedom Pavilion in January, 2013. Memorial Day is also an opportunity to remind Americans of the sacrifice of those who perished defending our nation and that The National WWII Museum should be one of the primary "national observation centers" for this somber holiday.

**2. Strategy and Tactics**

With Museum resources directed to the upcoming opening, our observations for this Memorial Day will dovetail with the larger promotion of the Grand Opening. To do this we are engaging in the following tactics:

- a. Highlight the stories featured in the US Freedom Pavilion (particularly Medal of Honor recipients Killed in Action, the USS *Tang* and the Boeing B-17)

Tell three candidates' stories and have their direct descendants available to the media to speak about their ancestor's ultimate sacrifice with a "Thank You for my Freedom" message that echoes both our earlier work and the upcoming US Freedom Pavilion Grand Opening.

b. Create meaningful opportunities for staff involvement

Museum employees travel to Chalmette National Cemetery in the days prior to Memorial Day to place flags on graves; schedule media interviews to drive home the importance of recognizing the contributions of fallen service personnel.

c. Continue the [www.mymemorialday.org](http://www.mymemorialday.org) campaign:

The Museum's Interactive Department will add additional content to the website started in 2011, [www.mymemorialday.org](http://www.mymemorialday.org), to include profiles of WWII service personnel killed in action, using things they touched and now part of the Museum's Collection – letters, artifacts and other personal items. Because so many no longer have living friends or relatives who participated in WWII, they will be "introduced" via the website, so their lives and the profound loss their deaths represent can be understood and appreciated. This will be an excellent tool for media and for sharing more information on the Museum's Collection as it relates to Memorial Day and our overall mission.

**B. Month of June** The Museum PR Team will travel to New York with US Freedom: The Boeing Center Pavilion promotional materials to meet with network TV producers, travel editors and select writers to preview the events of November 11<sup>th</sup>, possibly in combination with a formal media event. At this time, we will introduce key messaging and discuss interest, exclusives and angles, including stories about the student winners and their WWII escorts. Targeted outlets will include *Conde Nast Traveler*, *Travel and Leisure*, *Budget Traveler*, *Newsweek*, *TIME*, the Seven Sisters, and the major network TV news shows that will be broadcasting on Sunday, November 11<sup>th</sup>, including the following:

- *GMA Weekend Edition*
- *Weekend Today Show*
- *CBS Sunday Morning*

In addition, we will appeal to the following all-news networks shows that air on Sunday:

- *CNBC Squawk Box*
- *CNN Sunday Morning; State of the Union* with Candy Crowley
- *Fox News Sunday, Fox and Friends, America's Newsroom* with Bill Hemmer and Martha McCall
- Call on ESPN, CBS Sports and *Sports Illustrated*, to let their editors know about the pavilion and ask them to make it part of their Super Bowl coverage. NOTE: CBS has rights to cover the game in New Orleans.

**1. June 6, 2012 - D-Day Anniversary**

On this day, the Museum's PR Team will distribute a "progress report" press release on the new buildings.

## **2. Mid-June - Media Tour in DC**

With student winners announced at National History Day competition and staff in the DC area, we plan to call on outlets like *National Geographic Traveler*, *Washington Post*, *AARP*, *Smithsonian* and other publications. Tactics include:

- Coordinating with the National History Day team, our PR group will devote significant resources to insure coverage of the winners occurs in each of the 50 states
- Pitch ideas to editorial boards at the *Washington Post*, *AOL.com* and *USAToday*
- Call on writers, editors and national TV network producers
- Meet with national political campaign staffers to offer Freedom Pavilion as an autumnal campaign or speech stop. (Red Louisiana will not be a contested state, but wives or Vice-Presidential candidates may be here.)

**C. July – August, 2012** Sending state-by-state press releases and coordinating interviews for all National History Day winners.

**D. Hard Hat Tours** During the early fall as building continues, arrange tours at key points for local and visiting media, social media, and community stakeholders. These sneak peeks will generate interest and anticipation. Key opportunities will include stages when the aircraft are being moved into the building and hoisted aloft.

**E. FAM Tours** Work with NOTMC to arrange a Fam tour to New Orleans to coincide with the opening of the Freedom Pavilion. We will pay particular note to specialty media not caught up in the presidential debates. Among these:

- Travel writers with a focus on family
- Men's media outlets or adventure writers (*USS Tang*)
- Mommy bloggers
- History and/or Military writers

## **F. August – September 2012**

- Key WWII Date: August 14<sup>th</sup> - Use VJ Day anniversary to remind media of the Grand Opening.
- Activate Board Member strategy
- Ramp up social media efforts
- Continue Fam trip coordination with NOTMC/CVB

## **G. September – October 2012**

- Drive- market strategy in progress

- Pitch video assets to key media
- Deploy celebrity strategy (schedule/secure appearances/media)
- Continue implementing board engagement strategy
- Social media drumbeats

#### **H. November , 2012**

- Advance coordination for January media visits.
- Activate Super Bowl Plan and early messaging
- Additional materials to feature editors/angles/provide video “preview” or “teasers” for media websites
- Board strategy continuing
- Finalize plans for GO weekend media events/activities/credentials/etc.
- Social media in full swing

#### **I. January 9-12, 2013, 2012: Grand Opening**

The U.S. Freedom Pavilion opening presents a significant opportunity to generate media coverage, starting with a media previews January 9-10 and ending with the pavilion’s opening on January 12. Tactics by key event include:

##### **1. Exclusives to opening**

- Give national print outlet like AP an exclusive preview to run Thursday night to ensure coverage across the nation pegged to Veterans Day. NOTE: Due to the election demands we may need to reach out earlier than normal to our sources
- Pitch a “How It’s Done” behind-the-scenes story on the USS *Tang* to a national magazine such as *Popular Mechanics* or *GQ*
- Pitch profile on student essay winner and their subject to major dailies in each state
- Sneak peek to the Military or History Channel

##### **2. Media preview**

- Create targeted invitation list to send to local, regional, national media correspondents
- Pitch local media on the student and his/her project
- Identify space for social media/blogger room
- Identify spokesperson or 'tour guide' to the exhibits

##### **3. Black-tie Event, Friday January 11<sup>th</sup>**

- Invite society columnists and photographers

##### **4. Freedom Pavilion Grand Opening Saturday January 12<sup>th</sup>**

- Create targeted list of network producers, reporters, editors, editorial writers to send press kits
- Develop messaging, background material, Q&A and press kit for interviews

- Identify appropriate spokespeople -- NHD students, museum staff, key spokespeople
- Conduct media training with appropriate spokespeople
- Ensure event is staffed with appropriate team members
- Op-Eds or letters to the editor on the vanishing WWII vets to appear around the country, written by students.

### **III. Fly a student and chaperone from each state to the Grand Opening to engage media across the country**

Partnering with “National History Day”, the Museum will select a student historian from every state to serve as part of an ‘honor guard’ at the Pavilion opening. Public relations will activate around several key dates for the contest. Tactics include:

- Write and distribute release announcing contest to national media
- Pitch initiative to media during spring and summer media tours
- June 10 – 14, 2012. Winners announced in at the National History Day competition in Maryland. Team will distribute appropriate release and image to hometown and state TV, radio and print outlets.

### **IV. Enlist State/City partners and Museum’s celebrity supporters to serve as spokespeople for national and key market media**

In the spirit of the success we achieved by having the support of a superstar like Tom Hanks as a spokesperson, we recommend the Museum engage other celebrities, State and City officials, well-known friends or board members to speak about the new US Freedom Pavilion wherever affordable, feasible and practical. Tactics include:

- Write and make available to celebrities and other influencers a series of customized Op-Eds and fact sheets focusing on artifacts and exhibits specifically, and/or the upcoming Pavilion in general
- Pitch celebrities/influencers to networks as ambassadors for both iconic artifacts and the Grand Opening and/or
- Work with the offices of celebrities and key influencers to maximize any opportunities already on their calendar [i.e. the Tom Hanks/David Letterman appearance in 2009.
- Conduct an early-summer NYC/DC media tour to promote USF:BC

### **V. Utilize the new attraction to attract key regional and local visitors**

Regional audiences likely will represent the largest number of visitors to the new US Freedom Pavilion: The Boeing Center and these markets should be targeted strategically to introduce the new attraction and position it as a “must-see” destination. Just as *Beyond All Boundaries* was a game-changer in 2009, the USF:BC and FINAL MISSION: The USS *Tang* Submarine Experience have that same potential for the coming year.

Tactics include:

- Media tours to key regional markets

- Continuing outreach to travel and feature editors at major regional metros, travel publications; develop local angles
- Invitations to Media Preview and Grand Opening weekend festivities
- Develop consumer contests for New Orleans visit through regional media
- Early fall “barnstormer” for drive-market TV and radio with a curator and/or preview materials of the excitement to come in the fall
- Media Fam trip in concert with tourism entities
- In early post-opening period: tour of regional markets for interviews with print feature editors, radio and TV talk shows featuring museum curators and fascinating artifacts. Opportunity to coordinate this with Christmas New Orleans Style annual promotions.

**VI. Engage board members and Museum executives in a campaign to leverage friendships and connections to raise awareness of new attraction with key media figures where possible.**

Enlist Board and friends of the Museum (FOM) relationships to reach key media influencers to keep them apprised of the opening of the upcoming Freedom Pavilion. If media target is receptive after initial contact, a specific TBD pitch for media coverage will follow.

**VII. Post-Opening: Link the US Freedom Pavilion to Super Bowl 2013**

It goes without saying that Super Bowl 2013 in New Orleans will draw huge numbers of press representatives. The Museum already has cultivated excellent relationships with many sports media and will continue to work proactively and aggressively to ensure that we optimize every opportunity related to the Super Bowl. The NFL’s own “Salute to Service” campaign aligns perfectly with the Museum’s mission and we will hammer home that point. Tactics include:

- We are already in conversation with local tourism officials and Greater New Orleans Sports Foundation to coordinate media outreach and include the new US Freedom Pavilion in media materials, resource guides, site visits and media pitches or media tour group coming for the Super Bowl.
- Coordinate efforts with tourism officials and NO Sports Foundation on opportunities with events in key cities leading up to the Super Bowl.
- Reach out to the NFL to incorporate an “honor” moment in the proceedings which could shine a light on WWII and other veterans.
- Continue dialogue with network sports producers to educate them of US Freedom’s progress. Invite key sports media to an opening weekend.
- Engage Drew Brees (unless he is playing) as our ambassador to the Super Bowl.

### **3. TARGET AUDIENCE**

Beyond our invited special guests, the target audience we want to make aware of the Grand Opening event encompasses likely visitors to New Orleans and Louisiana, those whom we can encourage to visit through this high profile opportunity, as well as media and other influencers. The Grand Opening is our springboard to a year generating more than 400,000 visitors and continuing as a major economic driver for the City and the State.

Grantee: The National World War II Museum, Inc.

Grant Amount: \$10,000.00

Event: Grand Opening of the US Freedom Pavilion: The Boeing Center

Grant #627

The Museum's visitor profile is predominately tourists: Nearly 88% are from outside the New Orleans area and nearly 78% are from outside Louisiana, marketing studies show. Currently, the top feeder states beyond Louisiana are, in order, Texas, Mississippi, Florida, California and Alabama.

A large number of the Museum's out-of-town visitors have been to New Orleans previously (approximately 67%). Part of our strategy will be to target the priority markets identified by New Orleans Tourism Marketing Corporation in order to capitalize on their momentum. Brand Development Index and cost effectiveness criteria will be integral to final decisions.

Approximately 33% of the Museum's visitors are ages 50-64 and 24% are ages 35-49. Part of the Museum's mission is to convey the lessons and values of WWII to new and younger audiences. While we seek to strengthen our outreach and engage to audiences younger than 35, we must do so strategically and smartly, so that our communications channels and our messaging does not alienate our core audiences 35 and older.

Another key target audience for marketing The National WWII Museum has been and continues to be the "in-market tourist," those who arrive in the New Orleans area from around the country and then receive the Museum's messaging. Since the opening of the Museum's Solomon Victory Theater/Stage Door Canteen complex in 2009, the marketing weight targeted to visitors arriving or already in the New Orleans area has resulted in an increased percentage of the city's tourists visiting the Museum, but there remains significant room for growth. The opening of the US Freedom Pavilion: The Boeing Center presents the next exceptional opportunity to excite visitors about visiting the Museum for the first time, or visiting again.

#### **4. ADDITIONAL DELIVERABLES**

Deliverables include the production of the Grand Opening of The National WWII Museum's newest venue, the US Freedom Pavilion: The Boeing Center; earned media surrounding the Grand Opening; and a final report providing details of the event and activities associated with the event, attendance, participation, public relations value, and the effectiveness of the event with regard to the specific goals, objectives and performance measures outlined.

#### **5. PERFORMANCE MEASURES**

The initial performance measure will be the number of active participants and attendees at the Grand Opening weekend events such as the Saturday Dedication Ceremony and Ribbon Cutting.

Because most of the opening weekend events will, of necessity, be by invitation only due to space limitations of individual venues, the more meaningful performance measure will be the increased Museum attendance anticipated over the weeks and months immediately following the Grand Opening weekend. The Museum will be able to provide detailed visitation reports with year-over-year comparisons of visitation numbers identified by states of visitor origin.

A Media Impressions report showing the reach of television news, print news, online news and Twitter reporting linked to the Grand Opening, along with the estimated public relations financial value of the reports, will be prepared and provided following the special events.

Grantee: The National World War II Museum, Inc.

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**Exhibit A2**

**MEDIA PLAN**

The National World War II Museum's

Grand Opening of the

US FREEDOM PAVILION: THE BOEING CENTER

**Special Note Regarding Media Plan for Paid Advertising:**

The National WWII Museum is on a July 1-June 30 fiscal year and, as such, we are still negotiating and finalizing our paid media expenditures for our next fiscal year beginning July 1, 2012, in which the Grand Opening event falls.

The media schedule supporting the Grand Opening and the ongoing advertising schedule and messaging promoting the new US Freedom Pavilion: The Boeing Center to potential visitors will be robust and comprehensive. It will include extensive use of cable television, online advertising, outdoor and other out of home media, print, radio and more.

For the purposes of this grant application, and for the requirements of the match, we are only providing those media placements which are firm as of this date, and which meet the grant requirements of being directed toward areas outside a 50-mile radius of the event, which is located in New Orleans.

**Broadcast Placement (Radio/Television)**

Station Call Letters	Designated Marketing Area (DMA)	Spot Length/Frequency	Broadcast Dates	Projected Cost	50% cost of ad
COX Cable	Baton Rouge, LA	:30	Approx 11/15/12 – 4/30/13	\$20,000	\$10,000
<b>Totals</b>				<b>\$20,000</b>	<b>\$10,000</b>

Grantee: The National World War II Museum, Inc.

Grant Amount: \$10,000.00

Event: Grand Opening of the US Freedom Pavilion: The Boeing Center

Grant #627

**Exhibit B**

**Budget**

The National World War II Museum.

US Freedom Pavilion:

The Boeing Center Grand Opening

<b>Sources of Revenue</b>	<b>Amounts</b>
Corporate Support (Pending)	\$500,000
LOT grant	\$ 10,000
<b>Total Expected Revenue</b>	<b>\$510,000</b>

<b>Expense Categories</b>	<b>Total Amount</b>
Staff salaries for Marketing Team:	\$76,570.72
[Stephen Watson, VP & COO @ 10% = \$21,403.80]	
[Clem Goldberger, Associate VP of Marketing @ 25% = \$25,514.88]	
[Andrea Myer, Communications Director @ 35% = \$17,500.00]	
[Alan Raphael, Marketing Manager @ 25% = \$12,152.04]	
Related benefits:	\$11,485.61
[Stephen Watson, VP & COO @ 10% = \$3,210.57]	
[Clem Goldberger, Associate VP of Marketing @ 25% = \$3,827.23]	
[Andrea Myer, Communications Director @ 35% = \$2,625.00]	
[Alan Raphael, Marketing Manager @ 25% = \$1,822.81]	
Staff Overtime/Staff & Volunteer Preview Event	\$22,500
Travel:	\$105,000
[Student Historians: \$93,000]	
[WWII Aircraft and Flyover: \$12,000]	
Professional & Contract services:	\$40,000
[Event Consultant/Manager: \$40,000]	
Collateral Materials:	\$61,000
[Invitations/program: \$32,000]	
[Signage/credentials: \$11,500]	
[Marketing/PR Materials: \$17,500]	
Hospitality:	\$229,000
[Grand Opening Member Event: \$59,500]	
[Saturday VIP Event: \$113,500]	
[Public Ribbon Cutting Ceremony: \$56,000]	
Marketing and Advertising:	\$95,000
[Broadcast Placement: \$20,000]	
[Media Preview: \$3,000]	
[PR Retainer Inc.: \$47,500]	
[Tourism Preview: \$5,000]	
[Photography: \$10,000]	
[Travel: \$9,500]	
<b>Total anticipated expenditures</b>	<b>\$640,556</b>

Grantee: The National World War II Museum, Inc.  
 Event: Grand Opening of the US Freedom Pavilion: The Boeing Center  
 Grant #627

Grant Amount: \$10,000.00

**Exhibit C**  
 Louisiana Office of Tourism Marketing Grant  
 Final Report Form FY 12-13

**SECTION I: Grantee Information**

Name of Event	
Event Date	
Organization	
Grant Amount	
Primary Contact (POC)	
POC - Phone Number	
POC - Email	

**SECTION II: Reimbursable Media; Qualifying Marketing Expenses**

*Reimbursable Items* –All qualifying marketing and advertising must be directed toward areas outside a 50-mile radius of the Event. Qualifying marketing expenses include the actual placement costs of media, but not associated ad creative or media production expenses.

**\*\*List only qualifying marketing expenses eligible for reimbursement through the LOT Marketing Grant Program\*\*.**

**Print Placement (Magazine, Newspaper)**

Publication Name	Market(s)	Ad Size	Issue Date	Circulation Number	Actual Cost	LOT 50% Match
<b>Totals:</b>					\$	\$

**Broadcast Placement (Radio/Television)**

Station Call Letters	Designated Market Area	Spot length/ Frequency	Broadcast Dates	Actual Cost	LOT 50% Match
<b>Totals:</b>				\$	\$

**Outdoor Placement (Billboards)**

Location	City, State	Size	Dates	Actual Cost	LOT 50% Match
<b>Totals:</b>				\$	\$

Grantee: The National World War II Museum, Inc.  
 Event: Grand Opening of the US Freedom Pavilion: The Boeing Center  
 Grant #627

Grant Amount: \$10,000.00

**Online Placement (Website)**

Website Name and Address Ex: the Advocate / www.theadvocate.com	Target / Reach	Dates	Actual Cost	LOT 50% Match
<b>Totals:</b>			\$	\$

<b>Grantees Grand Total</b>	\$
<b>LOT 50% Match Grand Total</b>	\$

(LOT Staff Only) LOT Approved Reimbursement Amount \$

**Section III: Reimbursement Documentation for Proof of Media Purchase**

Note: All media must include the official Louisiana Office of Tourism logo to be eligible for reimbursement.

- **Proof of Charge from Vendor:** Submit itemized media invoice reflecting date, description and dollar amount. If media is purchased from a third party (e.g. media buying house or advertising agency), Grantee must provide an invoice from the third party agent **and** an invoice from the media outlet from whom the media was purchased (e.g. Southern Living, USA Today, etc.)
- **Proof of implementation:** Submit proof that activity was performed. Documentation can include any of the following:
  - Original ad placement tear sheets for print advertisements
  - Broadcast log reports indicating actual broadcast times and dates
  - Screenshots for online banner advertisements
  - Billboard photographs showing content
  - Other - (LOT Contract Monitor will determine if the proof is acceptable.)

**Section IV: Final Report Summary Format**

- A 1–2 page typed detailed summary on the outcome of the Event taking into consideration the goals, objectives and measurable outcome regarding the impact that the Event had on tourism in the area and the state, which should include:
  - 1) **Objectives Achieved** - List accomplishments in compliance with the overall goal of impacting tourism.
  - 2) **Measurements of Performance** - include but are not limited to the following: estimated attendance, admissions revenue, event registration and entry fees collected, number of hotel room nights/ occupancy rates/ADR, food and beverage tax and average visitor spending, etc.
  - 3) **Economic Impact** - Provide information and/or statistics regarding the Economic Impact on the region (local and state.)
  - 4) **Media Relations** - Grantee shall include supporting documentation for media relations which may include but are not limited to the following: copies of news releases, newspaper clippings, flyers, programs, itineraries, photographs and programs.
  - 5) **Profitability of the Event**

The final report summary should include all five (5) headings mentioned above.