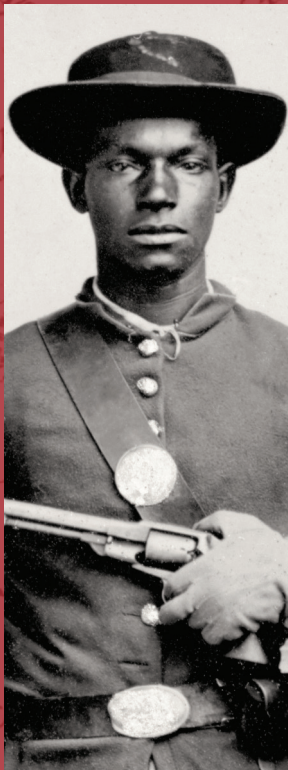


NATIONAL WAR MUSEUM PROJECT



Draft Vision and Plan
Washington, DC





Cover photos, left to right:

Unidentified African American Union soldier Benton Barracks, St. Louis Mo. Civil War

Soldier at camp cook area, Rough Riders military camp, Montauk Point, NY Spanish American War

Captain E.V. Eddie Rickenbacker, American fighter ace and Medal of Honor recipient. America's most successful fighter ace in World War I.

Nancy Harkness Love posing in front of PT-19A trainer aircraft. World War II

Pfc. William W. Bintzer, fought in the Battle of the Bulge. World War II

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Establishing the National War Museum

I. Executive Summary

This overview describes an initiative for creating a new, all-encompassing military museum in the Washington, DC area. Our challenge of accomplishment is not underestimated. This draft vision and plan will help form a core group of supporters or ambassadors. While the Smithsonian and several new museums offer compelling coverage, the National War Museum will be innovative in many crucial ways. The National War Museum (NWM) will itself serve as an effective ambassador to the other distinguished museums.

The cultural experience of walking along the National Mall is inspiring and thought provoking. There are many history and military-related monuments and museums in the Capital Region, yet there is major incongruity. The National War Museum Project is being launched because it is time to take a broader perspective and have an educational center inclusive of all conflicts. We, the volunteers of the NWMP, strive to make this a reality.

To maximize access to all, the NWM must be near the Mall. It is also vital that the NWM be able to relate to a diverse range of visitors. While some may say there are too many military museums and monuments in the area, none will be as inclusive as the NWM. However, these worthy institutions focus or specialize in specific wars, branches of the US Armed Forces, and/or subject areas. The Appendix highlights select

military-themed museums/memorials in the United States; privately developed; as well as components of the Smithsonian Institution.

The financial challenges of the Newseum in Washington, DC are a powerful lesson in museum mission and lifespan.

To be successful in the short and longer run, the National War Museum must:

- Distinguish between a memorial and a museum - new, or planned memorials outnumber new museums by almost a 4:1 ratio
- Be supported by a public-private effort
- Overcome multi-faceted obstacles as illustrated by prior lengthy approval processes and critics
- Contain “pop ups” of select federal agencies, in help desk fashion. This functional component will clearly differentiate the Museum from all others. The popularity of the Veterans Services Pavilion, part of the National World War II Reunion (May 27-30, 2004) held on the National Mall, exemplifies this concept.
- Offer a modern approach in programming and features (excellent models abound) for meaningfulness and sustainability across generations

Location, location, location. Here is an excerpt from a letter-writer to the

“For my only faults of character being sloth and idleness, the danger was, not that I should do wrong, but I should do nothing.”

-Montaigne, Essays.



Franklin D. Roosevelt signing declaration of war against Japan.

Washington Post, during deliberations around the World War II Memorial:

“My suggestion for an alternative site for a World War II memorial museum is the little used space just south of the Washington Monument and across the street from the Holocaust Museum. to which it could be connected by a pedestrian bridge.”

This overview lays the foundation for the development of a long-term strategy and tactical implementation. The guiding principles of the NWM are summed up by *The Four Freedoms*. These were basic ideals outlined by Franklin D. Roosevelt in 1941 and Norman Rockwell’s paintings: *Freedom of Speech, Freedom to Worship, Freedom from Want, and Freedom from Fear*.

The name, National War Museum is an umbrella brand/term demonstrating the inclusiveness of the museum. This will be the only museum in the nation that:

- covers every conflict in great detail. Others focus on a particular period (war), branch of armed services, or central topic (veterans).
- the positioning of the new museum is that of a partner, not a competitor to, existing or future traditional military museums.
- The NWM will maximize interest in a shared subject, and serve as a connector to/for the other museums.

There are many outstanding military-related museums nearby and elsewhere in the United States: the newly-opened National Veterans Museum in Columbus, Ohio; the National World War II Museum in New

Orleans, Louisiana; the National World War I museum in Kansas City, Kansas. While “National” is in their names (and memorial), they are far from the Nation’s Capital. Additionally, while located along the Interstate 95 Highway corridor, The Marine Corps and soon-to-open Army Museums are state of the art, but focus on a particular service branch.

It is not uncommon to have multiple museums focusing on the same themes. Soon, there will be two museums in the metro Washington area focusing on the world of espionage, and as well as another that recently opened in New York City.

The Smithsonian’s “Price of Freedom: Americans at War” exemplifies many thrusts of the National War Museum. The problem here, however, is that it is too small. The NWM will provide much needed amplification, plus add many innovations.

<http://americanhistory.si.edu/exhibitions/price-of-freedom>

This outline reflects basic secondary research and primary research on museums to date. This research, for example, includes a recent visit to the Victory Museum in Moscow (during the World Cup) and the National Veterans Memorial and Museum, in Columbus, Ohio, which opened on October 27, 2018. A review of recent news coverage about Washington museums, memorials and exhibits was also completed.

II. Mission:

The mission of the National War Museum is to instill greater appreciation for the sacrifice and accomplishments by previous

generations so that today's National youth can better lead in the future.

Here are the inspirational words at the entrance to the Canadian War Museum, Ottawa, Canada:

This is your museum.

It is for and about people like you, ordinary Canadians who have made history. In facing extraordinary challenges, their lives shaped history.

This your story.

It is one of fear, courage, sacrifice, humanity, and brutality. It is about the experience of war, and the struggles for peace, an ongoing story about a people, a country, and their place in the world.

This is your legacy.

It is the memory and evidence of how war has affected your life in Canada today. It is preserved here so that you can share it and remember.

This is your museum.

Our National War Museum will capture this spirit.

III. Goals

1. To present the history of the United States both domestically and internationally.
2. To embrace new concepts in history appreciation.
3. To be practical through delivery of government service.

4. To demonstrate through programming that other military museums are not competitors but partners.

IV. Reasons for the National War Museum:

1. There is a significant need for a single museum that provides a comprehensive perspective on all National conflicts and wars, one that does not compete with other military museums, but generates enhances interest in shared topics. The museum takes a cross-cutting approach across different Wars and Conflicts, among U.S. Military Service Branches, and involves dimensions such as the veterans' experience before, during and after conflicts.
2. The new museum fills a major gap in offering a one-stop shopping format.
3. The museum will demonstrate how wars shaped our identity.
4. The museum offers unique insights on the United States and International allies
5. The National War Museum would provide less information on some topics (content) covered by existing museums, and much more on others.
6. Provide a platform for other museums to partner with.
7. There are two special components of the museum, covered in more detail below. These will act as key differentiators to other military and non-military related museums, including the Smithsonian museums.



Andrew Jackson

"Old Hickory"

American soldier and statesman who served as the seventh president of the United States.

Served as a major general in the war of 1812.

Jackson is known for his defeat of British forces in the Battle of New Orleans.



Norman Schwarzkopf Jr.

“Stormin’ Norman”

Army General. Served as the commander of United States Central Command, and led all coalition forces in the Gulf War.



A US military police officer playing thumb war with an Iraqi boy in Baghdad.

8. The museum will introduce or highlight things such as the Veterans History Project of the Library of Congress.

- International visitors (tourists)

V. Target Audiences:

From the outset, it is crucial to define the audience. The “market” will determine content of the museum such as exhibits. The potential audience demographics are broad-based. This scope consists of these groups:

Target Market Segments must meet the needs of the following audiences

- Veterans
- Any visitor to Mall’s Smithsonian Museums
- High school students
- Millennial visitors (18-34 years old).
- Older adults in their 40s,50s, and above

VI. Background:

On August 5, 2018, the Washington Post Magazine’s David Montgomery wrote about the proliferation of monuments and memorials planned for the National Mall. He wrote,

“Before the Mall began to rival Arlington National Cemetery for its war memorials, would it be better to erect a single National War Memorial—a work of monumental art to honor all the men and women who served, for all time?”

The National War Museum will serve this purpose: unifying all these deserving conflicts at one place. The table below shows leading military museums in the United States:

Select Military/History-Themed Museums	
Scope	Museums
All wars and conflicts	Price of Freedom - permanent gallery Smithsonian - dated
Wars	National World War II Museum (New Orleans),
	National World War I Museum (Kansas City)
Topical Focus	National Veterans Memorial and Museum (Columbus, Ohio)
Branches of Service	Washington area: <ul style="list-style-type: none"> • National Museum of the U.S. Army* • National Museum of the Marine Corps • National Museum of the U.S. Navy
	National Museum of the U.S. Air Force
*Under construction	

VII. Current Environment:

This section provides context for the new museum in terms of select existing or soon to be opened museums.

A. Relationships with Existing or Planned Museums

As the [Related Museums, Memorial and Exhibits table](#) (appendix) shows, there are four museums related to military history within a radius of 50 miles from the National Mall. These include the National Museum of the U.S. Army and the National Museum of the Marine Corps. These museums are both located at some distance from the National Mall. By definition, these museums focus on specific areas as compared to the National War Museum. One of the fundamental concepts for the National War Museum is as a platform for these museums. The National War Museum will serve a connector or conduit, creating greater awareness than would be otherwise possible to achieve.

The Price of Freedom: Americans at War is a permanent gallery which opened on **November 11, 2004**, at the Smithsonian's American Museum of Natural History. This gallery surveys the history of America's military from the French and Indian Wars to the conflict in **Iraq**, exploring ways in which wars have been defining episodes in American history and transformed American society. The exhibition extends far beyond an overview of battles to present the links between military conflict and American political leadership, social values, technological innovation, and personal sacrifice. The heart of the narrative is the impact of war on citizen

soldiers, their families, and communities. Many of the Museums are located at some distance from downtown Washington, along Interstate 95.

VIII. Proposed Location(s)

Below are potential locations that are identified in the National Capital Planning Commission's Memorials and Museums Master Plan. This is a synopsis of various locations from the Plan. The Site Numbers are from the Plan.

Site 9

Jurisdiction: Federal – National Park Service

Site Description-

This potential site is appropriate for a major memorial and/or museum and is located at the terminus of the 10th Street promenade, immediately to the south of L'Enfant Plaza, SW. This four-acre site currently includes a small plaza and surrounding hillside, referred to as Benjamin Banneker Park. It connects via a bridge over the Southwest Freeway to a pedestrian promenade to L'Enfant Plaza, with a possible connection to Maine Avenue. The elliptical-shaped site location is in an open urban setting with hardscape, a fountain, benches, lights, and a few trees. Surrounding land uses include offices, hotel, and roadways.

Commemorative Opportunity:

Design Considerations

Memorial development at this location could draw visitors down the 10th



US Army troops taking break while on patrol in Vietnam.



3.5-inch rocket launcher in action against the North Koreans



U.S. Marines with Company G, 2d Battalion, 7th Marines, direct a concentration of fire at the enemy during Operation Allen Brook, Vietnam.



U.S. Army soldier moves down a street as they start a clearing mission in Dora, Iraq

Street promenade from the Smithsonian museums to the Washington Channel through both direct physical connections and amenities that could be provided within the corridor. Future connection to a Legacy-proposed pedestrian footbridge over Washington Channel would be crucial to creating a seamless experience from the National Mall to the Washington Channel and to Hains Point, and beyond. In order to take advantage of the waterfront position, the path from the overlook to the waterfront needs to be improved with a wayfinding system. Memorial development should also enhance the views afforded by this scenic overlook. Since the slope conditions are generally steep, future memorial construction could require moderate grading and slope stabilization. Potential redesign of the circulation system around the overlook, as well as possible construction of pedestrian access to the waterfront, may require further environmental assessment and remediation activities. 1ace parking.

Site 12
Jurisdiction: Federal – General Services Administration

Site Description

This site location on the eastern edge of the Tidal Basin is within the National Mall Environs. The site location is prominently situated near the Jefferson Memorial and heavily traveled roadways. Site opportunities exist on the current site of the Liberty Loan Building, or in a location to be determined in conjunction with the realignment of the 14th Street Bridge (as proposed in the Legacy Plan).



Admiral Chester W. Nimitz pins the Navy Cross on Doris "Dorie" Miller at ceremony on board USS Enterprise, Pearl Harbor, May 27, 1942.

A large future memorial/museum site could include land currently occupied by the Liberty Loan Building and/or adjacent lands that could be made available with realignment of the 14th Street Bridge, as envisioned in NCPC's Extending the Legacy. Memorial development could take advantage of the proximity to the Tidal Basin and to other memorials by incorporating major views to these features. Economic opportunities at the Southwest Waterfront are substantial; the area is ripe for new investment and development should visitor and commercial access challenges be addressed. In terms of transportation improvements, a clear pedestrian route between the site and the waterfront should be developed during the planning of any future memorial or museum at this location. Likewise, development would require a wayfinding system to better guide pedestrians to various transportation modes. Depending on memorial configuration and specific location, development could require some filling and slope stabilization.

Site 20
Jurisdiction: Federal – Department of Defense

Site Description

This location encompasses the site of Federal Building #2, adjoining the U.S. Marine Corps Henderson Hall and a highway maintenance yard located on Columbia Pike. Site area is estimated to be approximately 36 acres. The Federal Building occupies the highest points on the site, while large surface parking areas occupy generally sloping parcels that

are located between Columbia Pike and I-395. A prominent sloping lawn area is located due east of the building and faces the Monumental Core viewshed. Other adjoining uses include highway, commercial, and residential. The location represents a potential major gateway. The hilltop setting of these potential sites provide dramatic views.

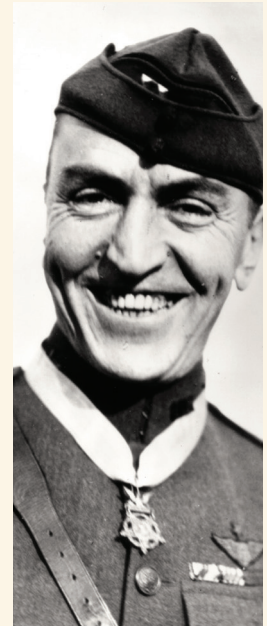
The prominent setting and variety of sites at this location provide significant opportunities for a memorial and/or museum, in conjunction with potential plans associated with Arlington National Cemetery. Potential memorial sites include a sloping area east of the present FB#2 and on an existing parking area facing I-395. The adjoining Arlington National Cemetery provides an appropriate context for related commemorative actions that would complement and enhance the existing contemplative setting. Topographic features and proximity to the I-395 corridor provide excellent visibility and hillside vistas to Washington’s monuments, in addition to the nearby Pentagon. For visitors and residents approaching the District of Columbia from the south on I-395, this location represents an important symbolic entrance into the city due to the dramatic views from the highway’s elevated terrain.

These conditions reinforce and enhance potential commemorative facilities within these sites. Potential commemorative actions at this site must be coordinated with Department of Defense plans for the site and respect the complex institutional and monumental setting of adjoining uses.

IX. Potential Components of the National War Museum:

Museums are undergoing fundamental changes. A key challenge will be to develop contemporary-focused programming (immersive experiences, videos; as well as artifacts) that will attract millennial visitors (18-34 years old). Some other ideas are below.

- A. Link to Veterans History Project of the Library of Congress American Folklife Center (mission is to collect, preserve, and make accessible the personal accounts of American wartime veterans so that future generations may hear directly from veterans and understand the realities of war.
- B. Visual Display of all U.S. Military Cemeteries and Monuments Overseas
- C. Select Federal Agencies “storefront” offices
- D. Exhibit to reach out to younger visitors about voting
- E. International
 - Marshall Plan
- F. Medal of Honor Winners -dedicated exhibit
- G. Wars in Films – dedicated exhibit
- H. Gold Star Mothers
- I. Women and War- on the battlefield and the home front -dedicated exhibit
- J. GI Bill- dedicated exhibit
- K. History of the Unknown Soldiers



Captain E.V. “Eddie” Rickenbacker wearing the Medal of Honor



A member of the Women’s Army Auxiliary Corps.

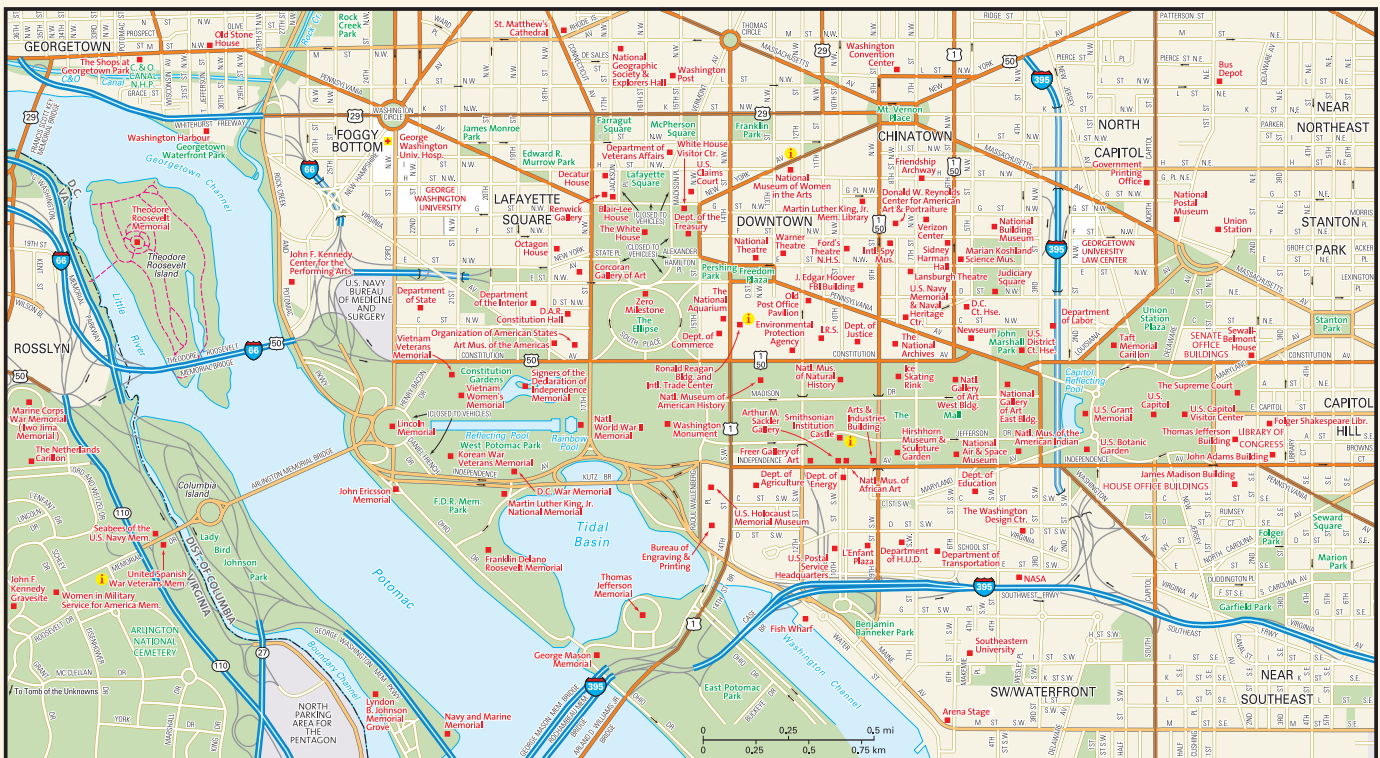


Pfc. Julius Van Den Stock of Company A, 32nd Regimental Combat Team, 7th Infantry Division, rests on a Chinese Communist bunker with a Russian type Browning automatic rifle. Korea.

VIII. Proposed Action Plan:

The plan takes into account “best practices” in museums as promulgated by the American Alliance of Museums and others. The framework encompasses these key stages:

- Continue formative research and outreach to explore interest
- Establish core team
- Conduct research on audiences, themes, and programming via focus groups
- Refine focus and funding
- Broaden the group of stakeholders
- Request and secure Congressional backing
- Kick-off event for multi-faceted outreach/fundraising campaign
- Secure all necessary authorizations
- Hold groundbreaking
- Design and construct
- Launch
- Maintain museum



IX. Financial Contributors to World War II Memorial

\$2 million and more

- Wal-Mart/Sam's Club Associates and Customers
- Veterans of Foreign Wars of the U.S.
- The American Legion
- SBC Foundation and the employee and retirees of SBC Communications
- National Funeral Directors Association
- Federal Express Corporation
- Lilly Endowment Inc.
- Commonwealth of Pennsylvania

\$1 to \$2 million

- Abbott Laboratories Fund
- Mr. & Mrs. Sarkis Acopian
- Anheuser-Busch Association
- The Boeing Company
- State of California
- Daimler Chrysler Corporation Fund
- Eastman Kodak Company
- Benevolent and Protective Order of Elks of the USA
- Ernst and Young LLP
- Exxon Mobil Corporation
- State of Illinois
- John S. and James L. Knight Foundation
- The Henry Luce Foundation, Inc.

- State of New York
- NFL Charities
- Omnicom Group Inc.
- The Donald W. Reynolds Foundation
- The Starr Foundation
- Harry and Grace Steele Foundation
- Tyco International, Ltd.

\$750,000 to \$1 million

- State of Texas
- Viad Corp.

\$500,000 to \$750,000

- Air Transport Association
- American Legion Ladies Auxiliary
- Caterpillar Inc.
- Chris-Craft Industries, Inc.
- The Coca-Cola Company
- Disabled American Veterans
- Dupont
- E-Trade Group, Inc.
- The Hearst Foundation, Inc.
- The Robert Wood Johnson Foundation
- Knights of Columbus
- The Lincy Foundation
- Commonwealth of Massachusetts
- State of Michigan
- State of New Jersey

- State of Ohio
- Pfizer Inc.
- Philips Lighting Company
- Raytheon Company
- Sears, Roebuck and Company
- Steven and Kate Capshaw Spielberg
- State Farm Insurance Companies Foundation
- Super 8 Motels, Inc.
- Target Corporation
- The UPS Foundation
- Verizon Foundation
- The Wunderkind Foundation
- Wyeth



Troops about to board U.S. Army Sikorsky H-19 Chickasaw helicopters to be transported to the front lines. Korea.

Biographical Information about Clyde Kitt Rodkey

Kitt Rodkey is currently a senior outreach specialist at the U.S. Department of Housing and Urban Development, Washington, DC. This project is a voluntary effort on his part and not within the scope of his work at HUD.

Mr. Rodkey was a registered Field Representative of the American Battle Monuments Commission's National World War II Memorial Campaign. In this capacity, he volunteered his time for the grassroots awareness and fundraising effort in Loudoun County, Virginia, 1999-2001. He organized a group of interested citizens to coordinate outreach appeared before town councils; wrote articles for the Memorial newsletter; and was the POC to local media. He also appeared in support of the World War II Memorial during one of the key design approval hearings.

Mr. Rodkey also co-founded the World War II Veterans Parade Task Force, in Washington, DC. This was a coalition of volunteers from various organizations including The World War II Veterans Committee, a leading parade management firm, and supporters from the local military community. The Task force successfully organized and resulted in the inaugural "A Parade Salute to World War II Veterans", May 31, 2004, down Independence Avenue, Washington, DC.

Mr. Rodkey and others met with select Congressmen to obtain bipartisan support. Additional outreach was conducted with the American Battle Monuments Commission, the U.S. Department of Defense and Veterans Affairs, and numerous permitting authorities such as the National Park Service, DC Government and Police Department, and other entities. The costs of the parade were mainly defrayed by modest participant fees.

The tribute event was the "grand finale" to the dedication ceremonies and activities surrounding the unveiling of the World War II Memorial, in Washington, DC. The parade honored and paid tribute to all of the Veterans who served in World War. Today, the parade is called the National Memorial Day Parade.

According to the American Alliance of Museums, there are about 142 museums with military themes around the United States. Museums may be around a service arm (Army, Marine Corps); a particular war; and the U.S. Holocaust Memorial Museum. They may be located in the Washington, DC area or nationally.

Sources- Museum official Websites; press accounts. Some information subject to change.

Related Museums, Memorials and Exhibits

Name/Location	Sponsor(s)	Date Started	Cost/Size	Completion Date (or Est.)	Mission/Goal/Vision/Audience
<i>DC MILITARY-RELATED Museums, Memorials, and Exhibits</i>					
WW II Memorial had originally included a museum (Mall)	American Battle Monuments Commission	Museum was never built	Was going to be 70,000 sq. ft. of exhibition space	NA	Parts of the WWII are told at Holocaust Museum. This predates museums below.
Vietnam Veterans Memorial Museum (was planned to be across the street from the Memorial). (Mall)	Vietnam Veterans Memorial Fund Vietnam Veterans Memorial (Wall) was dedicated in 1982	2001	Est. at \$130 M; Campaign raised only \$45 M by 2018	Fundraising ended in 2018 Could not raise enough funds Critics said "Wall" told story Plans are to create online education center	Physical bldg./Underground Education Center - featuring exhibits and a projection of thousands of pictures of those killed and whose names are on the wall, to be a "treasured national asset"
National Museum of the United States Army (Fort Belvoir, VA)	Is a joint public-private partnership between the U.S. Army Historical Foundation (established in 1983 as a charitable 501 ©(3) nonprofit) and the U.S. Army. 170,000 founding sponsors and supporters according to the Foundation Annual Calendar is promotional piece	June 2020	\$200 M 185,000 sq. ft.	Late 2019	Preserve history and heritage of U.S. Army Inspire appreciation for U.S. Army values, and for the service and sacrifice by Soldiers Tell the Army's story from the eyes of the American soldier, through 3 major galleries: - Soldiers' Stories - Fighting for the Nation - Army and Society Also via the Army Theater

Name/Location	Sponsor(s)	Date Started	Cost/Size	Completion Date (or Est.)	Mission/Goal/Vision/Audience
National Museum of the Marine Corps (Quantico, VA)	Public/private venture. In the late 1980s, Congress authorized each service branch to develop their own national centers to house and interpret their history for the American public. The Commandant of the Marine Corps agreed to the public/private venture created to develop the Museum in 1997. The Marine Corps Heritage Foundation raised donations to pay for the vertical construction of the building (about \$60 million). The Marine Corps used appropriated funds to pay for the design, various studies, and the fabrication of the exhibits (about \$30 million). 500,000 visitors annually.	2004	\$90 M 155 acres 115,000 sq. feet	2006	To view the history of America through the eyes of the Marine Corps and to discover what it's like to be a Marine; understand our contributions to the nation, learn the meaning of our core values (honor, courage, and commitment), and explore how the Marine Corps has evolved over the past 200 years.
National Museum of the U.S. Navy (Navy Yard, DC)	Official Dept. of Navy Museum (Naval History & Heritage Command) One of 14 navy museums in U.S., but is only one that presents overview of the U.S. Naval history. 90,000 visitors annually.	Dates to 1850s; "modern version" created in 1963 WWI Gallery installed in 1982	NA	1967	The museum collects, preserves, displays, interprets, historic naval artifacts and artwork to inform, educate, and inspire naval personnel and the general public.
Navy Heritage Center (Washington, DC Pennsylvania Avenue)	Non-profit. Bill introduced in Senate and House in 1978 to erect a memorial on public grounds in DC." In 1980 passed and signed by President Carter.	Dedicated in 1981	\$28 million	1991	Honor, recognize, and celebrate the men and women of the Sea Services, past, present, and future; and to inform the public about their service.

Name/Location	Sponsor(s)	Date Started	Cost/Size	Completion Date (or Est.)	Mission/Goal/Vision/Audience
National Guard Memorial Museum (Washington, DC, near Union Station)	Hosted by Nat. Guard Educational foundation Member of U.S. Army Museum system	NA	5600 sq.ft.	Opened 1976	First and only national museum dedicated to telling the story of the entire National Guard of the U.S. The mission is to educate the public on the history of the National Guard and expand interest. To this end, the Museum focuses on the National Guard's role in the protection of national interest both domestically and internationally and helps to make the general public aware of the sacrifices made by the Citizen-Soldiers of the U.S.
Freedom Museum (Manassas, VA)	Part of Smithsonian's Affiliation's program	NA	Free	NA	To honor those local Americans who made the supreme sacrifice in defense of freedom, to pay tribute to those who served our country with honor and distinction, and provide a place for all to learn of their history and heritage. Present exhibit is in the main terminal building of Manassas Regional Airport. Phase II is being undertaken to study and develop the marketing, promotion, and fundraising steps necessary to create a permanent facility.
"The Price of Freedom: Americans at War" Smithsonian (Washington, DC)	National Museum of American History Real estate developer Kenneth E. Behring contributed \$80 M. Blue Ribbon Commission delivered report in 2002 impacted purpose and content.	Opened Nov. 11, 2004	Gallery within museum \$16M, 18,200 sq.ft when opened	Opened Veterans Day 2004	Surveys the history of American military from the French and Indian Wars to Iraq, exploring ways in which wars have defined episodes in American history. The exhibition (gallery) extends beyond a survey of battles, instead presenting the links between military conflict and American political leadership, social values, technological innovation, and personal sacrifice. The heart of the presentation is the impact of war on citizen soldiers, their families, and their communities.

Name/Location	Sponsor(s)	Date Started	Cost/Size	Completion Date (or Est.)	Mission/Goal/Vision/Audience
<p>U.S. Holocaust Memorial Museum</p> <p>The U.S. official memorial to the Holocaust. (Washington DC)</p>	<p>Chartered by a unanimous Act of Congress in 1980. In 1978, President Jimmy Carter established the President's Commission on the Holocaust and charged it to submit a report "with respect to the establishment and maintenance of an appropriate memorial to those who perished in the Holocaust." The Commission, chaired by Eli Wiesel, consisted of 34 members, including Holocaust survivors, lay and religious leaders of all faiths, historians and scholars, members of Congress. The Commission solicited suggestions from American citizens and traveled to Holocaust-era sites and memorials in Europe. Built on land donated by the federal government, the museum resulted from a partnership between government and private philanthropy.</p> <p>As required by law, all funds for initial development came exclusively from private, tax-deductible contributions (200,000 private donations were made). 45 million visitors since opening in 1993.</p> <p>In 1979, presented report recommending establishment with four components: 1) a national museum/memorial; 2) an educational foundation; 3) the Committee on Conscience (think tank researching global human rights); and) establish annual Day of Remembrance in perpetuity. Commission became governing Memorial Council.</p>		<p>260,000 square feet. Building is 151 feet wide, 312 feet long, 91 feet high).</p> <p>About \$190 million was raised from private sources for building design, artifact acquisition, and exhibition creation.</p> <p>Construction took four years, 1989-1993 costing \$168 million</p> <p>(\$90 million for construction; \$ 78 million for exhibits).</p>	<p>1993</p>	<p>Primary mission is to advance and disseminate knowledge about this unprecedented tragedy; to preserve the memory of those who suffered; and to encourage its visitors to reflect upon the moral and spiritual questions raised by the events of the Holocaust as well as their own responsibilities as citizens of a democracy. First visitor was the Dalai Lama of Tibet.</p>

Name/Location	Sponsor(s)	Date Started	Cost/Size	Completion Date (or Est.)	Mission/Goal/Vision/Audience
Dwight D. Eisenhower Memorial (Washington, DC)	National Park Service; is a U.S. Presidential Memorial. In 1999, Congress created the Dwight D. Eisenhower Memorial Commission, and charged it with creating "... an appropriate permanent memorial to Dwight D. Eisenhower...to perpetuate his memory and his contributions to the United States." Site was chosen from 27 different locations.	2017	Estimated at \$145 million. In 2017, Congress appropriated \$ 113 million for construction. Commission seeks to raise \$25 million from private donations.	May 2020, the 75th anniversary of Victory in Europe Day.	Will inspire future generations with the 34th President's devotion to public service, leadership, integrity and democracy. Some refer to it as a "city park" and is close to several federal agencies that Eisenhower's administration created.
<i>Other Military Museums</i>					
National World War I Memorial Pershing Park, Washington, DC. Originally to be located on National Mall.	Privately funded. The 2015 National Defense Authorization Act established the WWI Centennial Commission, which was given the authority to build the Memorial in Pershing Park. The Park has existed since 1981, with the John J. Pershing General of the Armies commemorative work. In 2016, the "Weight of Sacrifice" was submitted by a design team.	Ongoing	\$30-35 million	Groundbreaking held on Nov. 9, 2017	On October 3, 2019, the National Capital Planning Commission approved final site development plans submitted by the National Park Service in collaboration with the Commission. The Memorial will honor the service of members of the US Armed Forces during WWI.
National Veterans Memorial and Museum (Columbus, Ohio)	Got national museum and memorial designation from U.S. Congress.	2018 Replaced older county structure Facilitated by Leslie H. Wexner, CEO of L Brands, Ohio native and lead patron	\$82 M 53,000 sq. ft. constructed over 3 years	October 27, 2018 Vision of Ohio native John Glenn who convened vets committee in 2012 to plan Then spearheaded by Columbus Downtown Dev. Corp. Gen. Colin Powell serves as honorary chair of Board of Advisors	Neither a war memorial nor traditional military museum-admission is \$17 14 sets of displays Not a historical museum Grew from county to state to national museum in breadth Show veterans' individual lives and experiences before, during and after they serve. <i>"In our research we found that the American veteran's story is singular throughout the country's history."</i>

Name/Location	Sponsor(s)	Date Started	Cost/Size	Completion Date (or Est.)	Mission/Goal/Vision/Audience
National World War I Museum and Memorial (Kansas City, MO)	Designated by Congress in 2004 as America's official museum for to WWI. Managed by non-profit organization in cooperation with Kansas City Board of Parks and Recreation.	First opened to the public in 1926.	Built between 1923-1926, costing \$ 34 M in today's dollars Now is 115,000 sq. ft. in 1998, local voters passed half- cent sales tax that raised \$30 M, plus bond issues 32,000 sq. ft.	Reopened to public in 2006	Is America's leading institution dedicated to remembering, interpreting and understanding the Great War and its enduring impact on the global community. The museum fulfills its mission by: Maintaining the Liberty Memorial as a beacon of Freedom and a symbol of the courage, patriotism, sacrifice, and honor of all who served in WWI. Interpreting the history of WWI to encourage public involvement and informed decision-making Providing exhibitions and educational programs that engage diverse audiences Collecting and preserving historical materials with the highest professional standards
National WW II Museum (New Orleans, LA)	National WWII Museum is not part of the federal government; it is a private non-profit institution. Stephen Ambrose and Gordon H. Nick Mueller conceived of initial concept in early 90's, although Mr. Ambrose had previously sought Congressional interest In 2002, a new national Board of Trustees completed Museum Master Plan and secured Congressional designation as America's National WWII Museum.		Six acres, \$300 million	2000. Name changed in 2006 from National D-Day Museum to present. Opened June 6, 2000	Tells the story of the American Experience in the war that changed the world- why it was fought, how it was won, and what it means today- so that all generations will understand the price of freedom and be inspired by what they learn.

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<i>Other DC Museums</i>					
<p>U.S. Diplomacy Center in the US State Dept. (Washington, DC) Museum</p>	<p>A Center operating as a public-private venture</p> <p>Diplomacy Center foundation/Board of Directors</p> <p>Inspired by 9/11 and American Finance Museum in NYC</p>	<p>Plans dated to 2000; 2014</p>	<p>Carnegie Foundation contributed \$750,000 grant to support programming</p>	<p>2014</p>	<p>“First museum in the nation dedicated to telling story of US diplomacy. Mission is to inspire discovery of how American diplomacy shapes our nation’s prosperity and security.”</p> <p>Exhibit content testing conducted with Smithsonian in 2018</p> <p>Mall visitors and school groups</p> <p>Teach history, the purposes and daily practices of the diplomatic corps</p> <p>Museum experience to be informational and interactive</p> <p>Educate, recruit, and advocate Foreign Service</p>
<p>Museum of the Bible (Washington, DC)</p>	<p>Largest privately-funded museum in DC</p> <p>-Bought (2012) former refrigerating/warehouse</p>	<p>2010</p>	<p>\$500 M</p> <p>8 stories, 430,000 sq.ft.</p> <p>(Same size at African American Museum)</p> <p>Financed primarily by donations from the Green family (owners of Hobby Craft)</p>	<p>2017</p>	<p>“World’s largest museum dedicated to the Bible”</p> <p>-located in DC “...so people from all over the world can see it”</p> <p>\$15 suggested admission</p>

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National Law Enforcement Museum (Washington, DC)	Mix	1998- deeded by Congress; construction started in 2016	\$103 M 58,000 sq. ft.	2018	Inform the visitor about the critical role law enforcement plays in US history-admission is \$22 "In this museum, their stories will be told: stories about courage, stories about honor, stories about sacrifice."
National Museum of African American History and Culture (National Mall, Washington, DC)	Smithsonian	1985-Thomas Mac owner of Tourmobile created a nonprofit to promote the idea. In 1988, Rep. John Lewis introduced a bill to have the museum as part of Smithsonian. Smithsonian studied it and Board of Regents supported. Commission estab. In 2001.	\$540 M= \$270 M from federal government; \$245 M from major private donors as part of capital campaign 100,000 donors contributed \$25 each 420,000 sq. ft. (including several underground floors)	September 24, 2016	Is the only national museum devoted exclusively to the documentation of African American life, history, and culture. It was established by Act of Congress in 2003. There are four pillars upon which the NMAAHC stands: 1. It provides an opportunity for those who are interested in African American culture to explore and revel in this history through interactive exhibitions 2. It helps all Americans see how their stories, their histories, and their cultures are shaped and informed by global influences 3. It explores what it means to be an American and share how American values like resiliency, optimism, and spirituality are reflected in African American history and culture 4. It serves as a place of collaboration that reaches beyond Washington, D.C. to engage new audiences and to work with the myriad of museums and educational institutions that have explored and preserved this important history well before this museum was created.

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<p>National Native American Veterans Memorial (Washington, DC.)</p> <p>Monument will be on the grounds of the museum, on Mall, close to Capitol Hill.</p>	<p>Smithsonian</p>	<p>Congress approved erection of the memorial in 1994; didn't authorize fundraising for it until 2013. Challenge for design is to be broad enough to encompass 567 tribes yet specific enough that vets and families recognize themselves and their stories.</p>	<p>NA</p>	<p>2020</p>	<p>Recognize and honor Native American veterans; welcome vets and be a healing experience for them (past, present and future).</p>
<p>American Museum of Women's History (Washington, DC)</p>	<p>To be affiliated with the Smithsonian;</p> <p>In 2017, meeting held in NY with legislators to give momentum to the idea</p>	<p>TBD</p>	<p>\$159-180 M for construction according to bipartisan Commission Report</p> <p>Use existing land/bldg..</p>	<p>TBD</p>	<p>A national museum dedicated to showcasing the historical experience and impact of women in the US.- empower women</p>
<p>International Spy Museum, II (Washington, DC L'Enfant Plaza)</p>	<p>Non-profit. Built from private donations and a municipal bond. Mostly financed by Milton Maltz (founder of first museum). Also a founder of the Rock and Roll Hall of Fame in Cleveland.</p>	<p>Replaces old museum</p>	<p>\$162 M</p> <p>140,000 sq .ft.</p>	<p>2019</p>	<p>More serious and realistic than original Spy Museum. Consultation with panel of historians beginning in 2015 led to development of design – "to tell fewer stories but more in depth". Seeks to expand beyond American and British experience. Twice as large as original museum to accommodate change in technologies, update exhibits, etc.</p>

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International Spy Museum, I (Downtown Washington)	<p>Founder was Milton Maltz – he was an entertainment mogul who worked for the Nat. Security Agency in Korean War</p> <p>Privately funded and operated, for profit</p>	1995	\$40 M	2002	<p>“Museum contributes greatly to the public’s understanding of the critical role of intelligence throughout history”</p> <p>Initial entrance fees=\$8-11.00 average stay 90 mins.</p> <p>DC provided tax-increment financing and \$15 M in municipal bonds</p>
<i>Other Museums</i>					
Mississippi Civil Rights Museum	State of Mississippi- Department of Archives and History	2013	<p>\$35 million in state-private funding</p> <p>200,000 sq. ft. complex</p>	2017	Emphasis on the unresolved story of civil rights and the need to remain vigilant.
National Museum of Intelligence and Special Operations (Ashburn, VA)	<p>OSS Society, a 501©(3) non-profit</p> <p>DC-based MGAC is managing project</p> <p>\$10 M lead gift from Starr Foundation</p> <p>Leon Panetta and Admiral William McRaven, honorary chairmen of campaign steering committee.</p> <p>Georgetown U Securities Studies Program is educational partner</p>	2021	<p>\$8,000,000</p> <p>4,000 square foot lobby, 19,000 sq. .ft. permanent and temporary exhibit space</p>	2021	Enable visitors to experience the world of intelligence and special operations through immersive and interactive experience, hands-on activities, and artifact-based exhibits.

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Museum to Heritage Road	National Road Heritage Foundation	N/A	Opened in 2017	Met with former exec director of related museum for advice- Was going to be a Civil War museum with transportation- "if you are going to have a museum, you have to have a story"	Board devised five phase plan, raising funds through grants and donations
Museum of the American Revolution (Philadelphia, PA)	Philadelphia media entrepreneur and philanthropist H.F. "Gerry" Lanfest is founder and served as chairman of the board of directors from 2005-2016, instrumental in leading museum to its opening.	Groundbreaking was in fall 2014	118,000sq ft; \$120M Building Received \$30M in state grants but the rest from corporate and private donors, including \$50M from the founding chairman and \$10 M from Oneida Indian nation	2017	First museum devoted entirely to nation's earliest years, offering multimedia account. This purpose is isn't to compete with other Revolution related sites and museums, but to serve as a connector to them, and offer an overview of the American Revolution and its continuing meaning today. Themes are: - How did people become revolutionaries - How did the Revolution make it through its darkest hours? - How revolutionary was the war (of Independence)? - What kind of nation did the Revolution create?

Select Additional Existing and Planned Sites, Museums, and Memorials	
• Arlington National Cemetery	• Global War on Terror Memorial (planned)
• DC World War I Memorial	• National Air and Space Museum
• U.S. Marine Corps Memorial	• Korean War Veterans Memorial
• National Desert Storm War Memorial (planned)	• Women in Military Service for America Memorial