

1. DATE ISSUED MM/DD/YYYY

04/20/2026

1a. SUPERSEDES AWARD NOTICE dated 12/02/2025

except that any additions or restrictions previously imposed remain in effect unless specifically rescinded

NOTICE OF AWARD



AUTHORIZATION (Legislation/Regulations)

54 U.S.C. § 101702(a) Transfer of Service Appropriated Funds

2. ASSISTANCE LISTING NUMBER

15.954 - National Park Service Conservation, Protection, Outreach, and Education

3. ASSISTANCE TYPE Cooperative Agreement

4. GRANT NO. P26AC00101-01

Originating MCA #

5. TYPE OF AWARD

Other

4a. FAIN P26AC00101

5a. ACTION TYPE Post Award Amendment

6. PROJECT PERIOD MM/DD/YYYY

From 12/02/2025

Through

MM/DD/YYYY

12/31/2028

7. BUDGET PERIOD MM/DD/YYYY

From 12/02/2025

Through

MM/DD/YYYY

12/31/2028

8. TITLE OF PROJECT (OR PROGRAM)

A250 Events

9a. GRANTEE NAME AND ADDRESS

NATIONAL PARK FOUNDATION
1500 K ST NW
STE 700
WASHINGTON, DC, 20005-1257

9b. GRANTEE PROJECT DIRECTOR

Mrs. Ruth Hernandez Prescott
1500 K ST NW
STE 700
WASHINGTON, DC, 20005-1257
Phone: 2027962500

10a. GRANTEE AUTHORIZING OFFICIAL

Mrs. Ruth Hernandez Prescott
1500 K ST NW
STE 700
WASHINGTON, DC, 20005-1257
Phone: 2027962500

10b. FEDERAL PROJECT OFFICER

Dr. JOHN BECHTOLD
Denver
Denver, CO, 80226
Phone: 5555555555

ALL AMOUNTS ARE SHOWN IN USD

11. APPROVED BUDGET (Excludes Direct Assistance)

I Financial Assistance from the Federal Awarding Agency Only

II Total project costs including grant funds and all other financial participation

II

a. Salaries and Wages	\$	167,133.00
b. Fringe Benefits	\$	41,783.25
c. Total Personnel Costs	\$	208,916.25
d. Equipment	\$	0.00
e. Supplies	\$	0.00
f. Travel	\$	0.00
g. Construction	\$	0.00
h. Other	\$	36,536,303.49
i. Contractual	\$	4,820,633.00
j. TOTAL DIRECT COSTS	\$	41,565,852.74

k. INDIRECT COSTS \$ 26,199.09

l. TOTAL APPROVED BUDGET \$ 41,592,051.83

m. Federal Share \$ 41,592,051.83

n. Non-Federal Share \$ 0.00

12. AWARD COMPUTATION

a. Amount of Federal Financial Assistance (from item 11m)	\$	41,592,051.83
b. Less Unobligated Balance From Prior Budget Periods	\$	0.00
c. Less Cumulative Prior Award(s) This Budget Period	\$	5,146,153.34
d. AMOUNT OF FINANCIAL ASSISTANCE THIS ACTION	\$	36,445,898.49

13. Total Federal Funds Awarded to Date for Project Period \$ 41,592,051.83

14. RECOMMENDED FUTURE SUPPORT

(Subject to the availability of funds and satisfactory progress of the project):

YEAR	TOTAL DIRECT COSTS	YEAR	TOTAL DIRECT COSTS
a. 2	\$	d. 5	\$
b. 3	\$	e. 6	\$
c. 4	\$	f. 7	\$

15. PROGRAM INCOME SHALL BE USED IN ACCORD WITH ONE OF THE FOLLOWING ALTERNATIVES:

- a. DEDUCTION
- b. ADDITIONAL COSTS
- c. MATCHING
- d. OTHER RESEARCH (Add / Deduct Option)
- e. OTHER (See REMARKS)

b

16. THIS AWARD IS BASED ON AN APPLICATION SUBMITTED TO, AND AS APPROVED BY, THE FEDERAL AWARING AGENCY ON THE ABOVE TITLED PROJECT AND IS SUBJECT TO THE TERMS AND CONDITIONS INCORPORATED EITHER DIRECTLY OR BY REFERENCE IN THE FOLLOWING:

- a. The grant program legislation.
- b. The grant program regulations.
- c. This award notice, including terms and conditions, if any, noted below under REMARKS.
- d. Federal administrative requirements, cost principles and audit requirements applicable to this grant.

In the event there are conflicting or otherwise inconsistent policies applicable to the grant, the above order of precedence shall prevail. Acceptance of the grant terms and conditions is acknowledged by the grantee when funds are drawn or otherwise obtained from the grant payment system.

REMARKS (Other Terms and Conditions Attached -

☒ Yes☐ No

GRANTS MANAGEMENT OFFICIAL:

Heidi Sage, NPS Financial Assistance Chief
Main Interior Building National Park Service
1849 C Street NW
Washington, DC, 20240-1000
Phone: 303-969-2065

17. VENDOR CODE			0071305993			18a. UEI LF3LFVKFRX53			18b. DUNS 094106739			19. CONG. DIST.			98		
LINE#	FINANCIAL ACCT		AMT OF FIN ASST		START DATE			END DATE			TAS ACCT		PO LINE DESCRIPTION				
4	0054014756-00010		\$36,445,898.49		04/20/2026			12/31/2028			1036		NPF Funding				
													NPSProduction000704				

NOTICE OF AWARD (Continuation Sheet)

PAGE 2 of 2

DATE ISSUED
04/20/2026

GRANT NO. P26AC00101-01

Federal Financial Report Cycle

Reporting Period Start Date	Reporting Period End Date	Reporting Type	Reporting Period Due Date
12/02/2025	09/30/2026	Annual	12/29/2026
10/01/2026	09/30/2027	Annual	12/29/2027
10/01/2027	09/30/2028	Annual	12/29/2028
12/02/2025	12/31/2028	Project Final	04/30/2029

Performance Progress Report Cycle

Reporting Period Start Date	Reporting Period End Date	Reporting Type	Reporting Period Due Date
12/02/2025	09/30/2026	Annual	12/29/2026
10/01/2026	09/30/2027	Annual	12/29/2027
10/01/2027	09/30/2028	Annual	12/29/2028
12/02/2025	12/31/2028	Project Final	04/30/2029

AWARD ATTACHMENTS

NATIONAL PARK FOUNDATION

P26AC00101-01

1. Amendment
2. Budget
3. Freedom 250 Operating Costs
4. Freedom 250 Art Installation
5. Great State Fair Pavillion Program
6. Memorial Day National Obervance
7. Rededicate 250

Modification Number 01 to

Task Agreement P26AC00101
Under Cooperative Agreement P26AM00099

Between

THE UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

AND

NATIONAL PARK FOUNDATION

GENERAL

The purpose of this modification is to increase funding to add support for planned A250/F250 events. Funding provided through this modification will support F250 Operating Costs, Freedom 250 Art Installation, Great State Fair Pavillion Program, Memorial Day National Observance, and the Rededicate250 Prayer Event.

MODIFICATION

1. ARTICLE IV, Section B. The following event is added: 11. Freedom250 Art Installation
2. ARTICLE X. The following is added: In accordance with 2 CFR 200.458, pre-award costs are allowable to be charged to the Federal award. These pre-award costs must be in alignment with the approved budget including allowable budget revisions in accordance with 2 CFR 200.308 and relevant terms and conditions of this agreement.
3. All other terms and conditions remain unchanged.

HEIDI SAGE

Digitally signed by HEIDI SAGE
Date: 2026.04.20 15:11:42
-06'00'

Heidi Sage
NPS Bureau Chief of Financial Assistance
Awarding Officer

ATTACHMENT A

Agency: **NPS**
 Recipient: **National Park Foundation**
 Title: **Celebrating America's 50th Anniversary**
 Agreement #: **P26AM00099**
 Period: **FY26**

Personnel	Unit of Time	Qty	Cost Per Unit of Time	Total Project Budget	NPS Funding Request	COMMENTS:
Qty of Position Position Description	(hour, day, week, month, % of salary, etc)	(of hours, days, weeks, months, % of salary, etc.				
1 Sr. Grants Manager	Monthly	3.00	8,583	25,750.00	25,750.00	Senior Grant Manager provides compliance oversight for the F250 project at 100% including contracting, subrecipient monitoring and reporting. Task Agreement Amendment paperwork and oversight with NPS. Periods are from 04/01/26 to 06/30/26.
Subtotal Salaries				25,750.00	25,750.00	
Benefits		% of Compensation				
1 Sr. Grants Manager		20%		5,150.00	5,150.00	
Subtotal Benefits				5,150.00	5,150.00	
Subtotal Personnel				30,900.00	30,900.00	
Equipment (over \$5k & useful life of more than 1 yr)						
Equipment 1 Description				-	-	N/A
Equipment 2 Description				-	-	
Equipment 3 Description				-	-	
Subtotal Equipment				-	-	
Supplies						
Supply 1 Description				-	-	N/A
Supply 2 Description				-	-	
Supply 3 Description				-	-	
Supply 4 Description				-	-	
Subtotal Supplies				-	-	
Travel						
Airfare	trips			-	-	N/A
Lodging	days			-	-	
Per Diem	days			-	-	
Per Diem (first & last day @ 75% rate)	days			-	-	
Ground Transportation	days or mileage			-	-	
Housing				-	-	
Stipend	month			-	-	
Transportation Stipend	week			-	-	
Subtotal Travel				-	-	
Other						
Other 1 Description				-	-	N/A
Other 2 Description				-	-	
Other 3 Description				-	-	
Other 4 Description				-	-	
Other 5 Description				-	-	
Other 6 Description				-	-	
Other 7 Description				-	-	
Other 8 Description				-	-	
Other 9 Description				-	-	
Other 10 Description				-	-	
Subtotal Other				-	-	
Contractual						
Freedom 250 LLC.		1.00	9,405,688.00	9,405,688.00	9,405,688.00	The contractual time is from 04/01/26 - 05/31/26; Includes Freedom 250 LLC operating costs through 5/31/26 and the Freedom Plaza Installation costs
ESI		1.00	26,911,193.00	26,911,193.00	26,911,193.00	The contractual time is from 04/01/26 - 05/31/26. Includes Rededicate Service event, Memorial Observance event and the Great American Fair Pavilion Activity.
Earth & Water Group - Legal Services		1.00	75,000.00	75,000.00	75,000.00	The contractual time is from 04/01/26 - 06/30/26
Aprio Financial and Compliance Services		1.00	17,800.00	17,800.00	17,800.00	The contractual time is from 04/01/26 - 06/30/26
Creative Services		1.00	3,000.00	3,000.00	3,000.00	The contractual time is from 04/01/26 - 06/30/26
Total Subcontract				36,412,681.00	36,412,681.00	
Total Direct Costs				36,443,581.00	36,443,581.00	
Indirect Costs						
7.50% of NPS Funded Direct Costs				2,317.50	2,317.50	
Total Costs				36,445,898.49	36,445,898.49	

Total NPS Funding Request	
Total Agreement	36,445,898.49

Scope of Work

Freedom 250 – Operating Costs March 2026 – May 2026

Federal Funder of Activity: National Park Service

Introduction & Background

Freedom 250 is a national civic engagement initiative leading the celebration of the 250th anniversary of the United States through coordinated signature events, digital participation infrastructure, and partner-led activations. This effort enables distributed programming across regions while maintaining consistent national visibility and participation tracking.

Purpose and Objectives

The purpose of this activity is to fund the operational infrastructure required to execute Freedom 250 programming at scale.

Objectives include:

- Driving public awareness and participation in Freedom 250 events
- Supporting local communities and partners in hosting activations
- Deploying digital systems for event discovery, registration, and engagement tracking
- Ensuring consistent execution and coordination across multiple regions
- Provide oversight and support for production team leading execution of signature events

Scope of Work - Project Tasks

Event Task Description	Duration
1. Personnel Fees – Staffing for digital, community engagement, partnerships, and program operations	March 1 – May 31, 2026
2. Travel Costs – Staff and partner travel for coordination, site visits, and activation support	March 1 – May 31, 2026
3. Operations and Administrative Costs – Program management, coordination, compliance, and reporting	March 1 – May 31, 2026
4. Community Engagement and Awareness Costs – Outreach campaigns, local partnerships, and engagement materials	March 1 – May 31, 2026
5. Facilities Expenses – Venue costs, permits, and on-site event infrastructure	March 1 – May 31, 2026
6. Digital Platform Deployment – Website launch, RSVP systems, and participation tracking tools	March 1 – May 31, 2026

Scope of Work

Freedom 250 – Operating Costs March 2026 – May 2026

Federal Funder of Activity: National Park Service

7. Content Development and Distribution – Creation of messaging, templates, and promotional materials	March 1 – May 31, 2026
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Deliverable Schedule

Deliverables (Outputs produced during and/or by the end of this project activity)]	Estimated Completion Date
1. Program staffing and operational plan finalized	April 15, 2026
2. Website and RSVP system launched	April 15, 2026
3. Community toolkits and outreach materials distributed	May 31, 2026
4. Events executed – Rededicate 250 and Memorial Day Observance	May 25, 2026
5. May events participation report and performance summary	June 30, 2026

Vendors/Service Providers

Vendors/Service Provider Name	Role/Service
1. Contractors	Performance of core operations and responsibilities for organization execution and success
2. Red Curve Solutions	Budget Management, federal compliance, audit readiness
3. First Street	Legal team for contracts, governance, and risk management
4. Shutts & Bowen	Legal team for trademark, licensing, brand protection
5. Nucleus	Website vendor managing platform infrastructure, CRM, and partner integration
6. ACE Specialties	Physical assets and materials for community participation including signage, banners, flags, printed assets, team gear/uniforms, and partner kits

Scope of Work

Freedom 250 – Operating Costs March 2026 – May 2026

Federal Funder of Activity: National Park Service

7. Braav	Producer of challenge coins for community distribution and engagement
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Risks or Constraints

- Variability in local partner capacity and readiness
- Multi-region logistical coordination challenges
- Dependence on digital platform performance and adoption
- Compressed timelines for national rollout and execution

Expected Results

- High attendance levels at Signature events with measurable participation (registrations, attendance, engagement)
- Successful execution of events across multiple regions
- Active involvement of community and partner organizations with national initiatives and activations
- Functional and utilized digital participation systems with measured performance (engagement, impressions, and conversions)
- Consistent program delivery aligned with national objectives

Budget

Attached

Scope of Work

Federal Funder of Activity: National Park Service

Introduction & Background

Caesar Rodney and the 12 Soldiers of the Revolution and **Unbroken: Prison Ship Patriots of the Revolution** together form a sweeping, large-scale installation created to commemorate the 250th anniversary of the United States. Comprising 22 monumental sculptures—21 of them entirely new and original works—the installation brings to life pivotal yet often overlooked chapters of the American Revolution with both historical fidelity and artistic force.

At its core, the installation traces three interwoven stories of sacrifice and resolve. It captures the urgency and determination of Caesar Rodney's legendary overnight ride to cast Delaware's decisive vote for independence; it honors the courage and quiet heroism of the citizen-soldiers whose endurance sustained the revolutionary cause; and it bears solemn witness to the suffering endured aboard the British prison ships, where more than 11,000 American patriots perished under brutal and inhumane conditions. Together, these sculptural narratives illuminate the cost of liberty and the human stories behind the nation's founding.

Set within Freedom Plaza—a site of profound historical resonance and civic visibility—the installation transforms a central gathering place in the nation's capital into an immersive space of reflection, education, and remembrance. The arrangement of the sculptures invites visitors to move through the installation, encountering each story as part of a larger national journey, from the spark of independence to the endurance required to secure it.

By foregrounding lesser-known yet essential facets of the Revolution, the installation expands the public's understanding of America's founding. It offers not only a commemoration of the past, but a living civic experience—one that connects contemporary audiences to the sacrifice, resilience, and unyielding spirit that defined the birth of the nation.

Purpose and Objectives

The objective of these installations is twofold: to educate and to commemorate. First, they aim to deepen public understanding of the American Revolution by bringing forward critical but often overlooked episodes that shaped the nation's founding. While the major events of the Revolution are well known, the lived experiences of those who carried its burden—the riders, the citizen-soldiers, and those who endured captivity—are less frequently told. Through these works, visitors encounter the human dimension of the Revolution and gain a clearer sense of the sacrifice required to secure American independence.

Scope of Work

Federal Funder of Activity: National Park Service

Second, the installation serves as a lasting tribute to those who fought, suffered, and, in many cases, died in the cause of liberty. Many of these individuals were never formally recognized, yet their contributions were essential to the outcome of the war. By rendering their stories in permanent, monumental form, the installation restores them to the national memory and honors their role in the founding of the United States.

A defining aspect of the installation is its recognition of African American soldiers who fought in the Revolutionary War. Thousands served in militias and the Continental Army, contributing meaningfully to the American cause. Despite this, they have rarely been commemorated as individuals in public monuments. This installation addresses that absence by presenting them as distinct figures within the broader story of the Revolution.

Entirely new in conception and execution, these works offer a fuller account of the American founding—grounded in courage, endurance, and sacrifice. Situated in a prominent civic space, the installation invites visitors to reflect on the cost of liberty and the individuals who made it possible.

Scope of Work - Project Tasks

Event Task Description	Duration
Design Statuary: Each sculpture is an original work designed from the ground up, encompassing every element—from pedestals and figure composition to individual soldier characterization. The prison ship reliefs are crafted to convey the realities of captivity with clarity and impact, while each figure is rendered with distinct identity and purpose. The installation is unified by the Lady of Liberty statue, serving as a central symbolic anchor that reflects the ideals for which these individuals fought.	2 months
2. Statuary Fabrication: Each sculpture is cast in bronze from base to figure, with 21 statues collectively requiring multiple tons of material. Following final design, each work is produced using a modern lost-wax casting process: the sculpture is first 3D printed in wax, encased in a ceramic shell to form a mold, and then heated to remove the wax. Molten bronze is subsequently poured into the mold to create the final form. The use of advanced 3D printing technology allows for multiple sculptures to be produced simultaneously, ensuring both precision and efficiency at scale.	2.5 months

Scope of Work

Federal Funder of Activity: National Park Service

3. Installation Design: The statuary will be installed within Freedom Plaza in a manner that fully protects the site and its underlying infrastructure. All placement, anchoring, and load distribution methods will be developed in coordination with the National Park Service to ensure compliance with preservation standards. Protective measures will be implemented throughout the duration of the installation to prevent damage and allow for complete site restoration upon removal.	1 month
4. Shipping and Handling: Upon completion, the statuary will be transported via dedicated air freight from Paris to Washington. The works will undergo full customs clearance upon entry into the United States, including all required documentation, declarations, and applicable duties or fees. Specialized art-handling and heavy-load transport vehicles will receive the sculptures upon arrival, ensuring secure transfer to a designated storage facility. The statuary will be stored under appropriate conditions until scheduled for delivery and installation at Freedom Plaza.	3 weeks as statuary becomes available
5. Installation: The statuary will be transported from storage to Freedom Plaza via flatbed truck. Installation will be carried out by a qualified contractor currently engaged in the plaza's restoration for the 250th anniversary. Using specialized heavy equipment and skilled crews, each sculpture will be placed according to engineered specifications and in full compliance with guidelines established by the National Park Service and applicable structural and safety standards.	1 week

Scope of Work

Federal Funder of Activity: National Park Service

Vendors/Service Providers

Vendors/Service Provider Name	Role/Service
Atelier Missor	Statue design. Bronze Statuary Fabrication
National Parks Services	Plaza Design and Consultancy
Freight Airline	Transport Statuary from Paris to DC
Omni Logistics	Transport, Customs and store statuary for installation. Transport to site for installation.
Terra Constructs	Installation of Statuary

Risks or Constraints

Structural Integrity and Safety: All statuary will be engineered and fabricated to the highest standards of structural integrity to withstand long-term outdoor exposure, including weather, environmental stress, and public interaction. Each work will be designed with precise load calculations and secure anchoring systems to ensure stability and prevent tampering.

Scope of Work

Federal Funder of Activity: National Park Service

Equally critical, the installation will be executed to meet rigorous safety and accessibility standards. All elements will be reviewed to ensure safe public interaction, clear circulation, and full compliance with applicable codes and guidelines, ensuring that the exhibition remains secure, accessible, and safe for all visitors.

Expected Results

With the nation marking the 250th anniversary of the signing of the Declaration of Independence, it is essential to honor the brave souls who not only fought, but gave their lives to secure America's existence. This monument stands as a tribute to the courage and sacrifice of the citizen-soldier—those whose service made independence possible.

Set within Freedom Plaza, the installation is designed to offer visitors a distinct and memorable experience in the nation's capital. Through a striking and cohesive collection of new statuary, it brings forward a deeper understanding of those who bore the cost of the Revolution, presenting their stories with clarity, dignity, and lasting impact.

This historic commemoration is expected to draw visitors from across the country and around the world. Audiences will encounter the bravery of citizen soldiers, witness the story of Caesar Rodney's heroic ride, pay tribute to the victims of the prison ships, and experience a new symbol of American pride—the **New Lady of Liberty** statue. Together, these elements create a powerful and immersive tribute to the individuals whose sacrifice gave rise to the nation.

Scope of Work

Freedom 250 Great American State Fair - The Pavilion Event Activity

Federal Funder of Activity: National Park Service

Introduction & Background

The Great American State Fair will feature a series of Beaux Arts inspired pavilion structures, drawing from the legacy of historic World's Fairs to create a cohesive and monumental presence on the National Mall. These pavilions are designed to deliver elevated culinary experiences, hospitality, and activation within a unified and intentional exposition environment.

Purpose and Objectives

These pavilion structures will serve as dynamic platforms for all 18 Federal Departments and the 56 States and Territories, alongside the five Anchor Pavilions Faith & Family, Arts & Culture, Tech & Innovation, American Grown, and American Made, creating primary destinations for programming, engagement, and representation of the full scope of the Nation.

Scope of Work - Project Tasks

Design, fabrication, delivery, installation, and removal of large scale temporary pavilion structures, including tent systems, scaffold supported wall systems, façade treatments, and interior buildout required to deliver fully operational environments for the Great American State Fair.

Event Task Description	Duration
1. Mobilization and Site Access	May 1 - June 16, 2026
2. Site Layout & Coordination	May 1 - June 16, 2026
3. Ground Preparation & Protection	May 1 - June 16, 2026
4. Pavilion Structure Installation	May 1 - June 16, 2026
5. Scaffolding Installation	May 1 - June 16, 2026
6. Facade & Graphic Installation	May 1 - June 16, 2026
7. Interior Buildout & Finishing	May 1 - June 16, 2026
8. Power Grid & AC Installation	May 1 - June 16, 2026
9. Inspections & Final Approvals	June 16 - June 17, 2026
10. Strike & Removal	July 11 - July 24, 2026

Scope of Work

Freedom 250 Great American State Fair - The Pavilion Event Activity

Federal Funder of Activity: National Park Service

Deliverable Schedule

This section outlines the key project deliverables and their associated completion timelines required to successfully execute the event activity.

Deliverables	Estimated Completion Date
1. HEQ Delivered & Installed	May 1 - June 16, 2026
2. Power & HVAC Systems Installed	May 1 - June 16, 2026
3. Scaffolding Systems Completed	May 1 - June 16, 2026
4. Pavilion Structures Completed	May 1 - June 16, 2026
5. 3D Facade Elements Completed	May 15 - June 16, 2026

Vendors/Service Providers

This section outlines the core vendor partners supporting this scope, each responsible for delivering specialized services and infrastructure required to successfully execute the pavilion build.

Vendors/Service Provider Name	Role/Service
1. Scaffold Resource	Structures, Scaffolding
2. Mouldex Mouldings Inc	3D Facade Mouldings
3. Equipment Share	Material Handling Equipment
4. Advanced Solutions	Power & HVAC Systems

Equipment/Supplies

This section outlines the key equipment and resources required to support construction, installation, and overall site operations for the pavilion build.

Equipment/Supplies	Need/Requirement
1. Structures & Scaffolding Systems	Pavilion structures and scaffold wall
2. 3D Facade Mouldings & Vinyl Wrap	Exterior façade treatments
3. Utility Vehicles	On-site transportation
4. Heavy Equipment	Lifts, telehandlers, Scissor lifts, etc.
5. Power & HVAC Systems	Temporary power distribution & A/C

Scope of Work

Freedom 250 Great American State Fair - The Pavilion Event Activity

Federal Funder of Activity: National Park Service

Risks or Constraints

This work takes place on the National Mall and is executed in close coordination with NPS, the City, and all relevant public safety agencies. Site access, ground protection, approved work hours, and safety protocols are managed in full alignment with agency requirements. Emergency access routes, pedestrian flow, and secure work zones are clearly defined and maintained throughout all phases of construction to ensure a safe and controlled environment.

The scale of the build requires disciplined coordination across multiple teams operating simultaneously. Deliveries, equipment movement, and installation sequencing are tightly managed to maintain efficiency and avoid conflict across work areas. Communication across all vendors and stakeholders is structured and continuous, allowing for real time adjustments while maintaining schedule integrity and overall site control.

Expected Results

All pavilion structures are delivered on time, fully built, inspected, and operational, meeting all safety and compliance standards. Structural systems, façade elements, and supporting infrastructure are installed with precision and aligned with the overall design intent.

The site operates as a cohesive and well organized environment, supporting safe public access, clear circulation, and seamless programming. The final result reflects a high level of execution, delivering a strong, unified presence that matches the scale and vision of the Great American State Fair.

Budget

Scope of Work

Freedom 250 Memorial Day National Observance Event

Federal Funder of Activity: National Park Service

Introduction & Background

Memorial Day observances begin with a patriotic parade honoring the service and sacrifice of America's military, culminating at Arlington National Cemetery for the National Observance—a solemn, nationally broadcast ceremony featuring tributes, reflections, and the presidential wreath-laying at the Tomb of the Unknown Soldier.

The day concludes with a candlelight storytelling event in the evening, offering a more intimate and reflective experience through music and personal narratives that honor those who gave their lives in service to the nation.

Purpose and Objectives

The purpose of the Memorial Day events is to honor and remember the men and women who gave their lives in service to the United States, while uniting the nation in a shared expression of gratitude and reflection.

The objective is to move audiences from a public display of national pride through the parade and formal observance to a more personal, emotional connection in the evening storytelling event—ensuring remembrance is both collective and deeply human.

Scope of Work - Project Tasks

[*Hint:* Briefly describe the overall scope of this work. Outline in the table below the tasks required to achieve successful completion of this event activity and the estimated task duration]

Event Task Description	Duration
1. Build	May 22 – May 24
2. Strike	May 26

Deliverable Schedule

[*Hint:* List event activity deliverables and the estimated completion date]

Deliverables	Estimated Completion Date
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Scope of Work

Freedom 250 Memorial Day National Observance Event

Federal Funder of Activity: National Park Service

(Outputs produced during and/or by the end of this project activity)]	
1. Announcement Date	March 25, 2026 on Medal of Honor Day
2. Build Date	May 22-24, 2026
3. Strike Date	May 26, 2026
4.	
5.	

Vendors/Service Providers

[Hint: List vendors and service providers to be selected to advance event activity.]

Vendors/Service Provider Name	Role/Service
1. Trucking	Requirement
2. Labor – Hands Tech	Requirement
3. Security	Requirement
4. Restrooms service	Requirement
5. Guest Shuttles	Requirement
6. Stage Management	Requirement
7. Police, Fire, EMS	Requirement

Equipment/Supplies

[Hint: List equipment and supplies needed and required for this event activity.]

Equipment/Supplies	Need/Requirement
1. Lighting	Requirement
2. Audio	Requirement
3. Staging	Requirement
4. Scenic Elements	Requirement
5. Décor Elements (LED candles)	Requirement
6. Bike Rack	Requirement
7. Generators	Requirement
8. Jib/crane	Requirement
9. Projection	Requirement

Scope of Work

Freedom 250 Memorial Day National Observance Event

Federal Funder of Activity: National Park Service

Risks or Constraints

- Limited access windows to ANC grounds may compress load-in and set-up timelines
- Power, lighting and audio infrastructure may require supplemental generators and contingency planning.
- Weather related impact
- Executing a high-quality production within the constrained timelines and site limitations.

Expected Results

- A seamless and dignified Memorial Day Observance that honors the service and sacrifice of America's fallen.
- Positive stakeholder feedback from NPS, ANC, partner agencies and participants.
- POTUS, VPOTUS, Joint Chiefs and Secretary of War and Secretary of VA planning on attending.

Budget

Attached Separately.

Scope of Work

Freedom 250 Rededicate – National Prayer Event

Federal Funder of Activity: National Park Service

Introduction & Background

Freedom 250's Rededicate 250 event is a national civic and faith gathering planned for the National Mall in Washington, DC, in celebration of the 250th anniversary of the United States. The event is designed to bring together faith leaders, public figures, artists, and attendees from across the country for a day of prayer, worship, historical reflection, and thanksgiving, with the purpose of recognizing the role of providence in the founding and preservation of the nation.

Purpose and Objectives

The purpose of this activity is to plan, produce, and execute a large-scale faith event on federally permitted grounds in coordination with Freedom 250 and the National Park Service. The activity aims to:

1. Deliver a safe, orderly, and high-quality public event experience on the National Mall.
2. Commemorate America's 250th anniversary through prayer, reflection, and patriotic celebration.
3. Coordinate staging, production, programming, guest management, and operations needed to support the event.
4. Provide a meaningful public gathering that is logistically sound, visually compelling, and compliant with all federal permitting and site requirements.
5. Support broad participation by invited guests, partner organizations, speakers, performers, and the public.

Scope of Work - Project Tasks

This activity includes the planning, production, and execution of a large-scale, nationally broadcast public event on the National Mall with approximately 100,000 attendees. Scope includes program development, federal permitting and compliance, vendor procurement, technical production (stage, audio, lighting, video, broadcast), speaker and VIP coordination, site operations, security and crowd management, live event execution, and post-event closeout.

Event Task Description	Duration
1. Develop overall event concept, program framework, and run of show	8-12 weeks
2. Coordinate with National Park Service, Freedom 250, and relevant public	8-12 weeks

Scope of Work

Freedom 250 Rededicate – National Prayer Event

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agencies regarding permitting, site use, and compliance requirements	
3. Procure and manage production vendors for staging, audio, lighting, video, scenic, power, and site infrastructure	8 weeks
4. Finalize speaker, clergy, worship, and special guest programming needs, including sequencing and stage management requirements	6 weeks
5. Develop site plan including stage footprint, audience layout, credentialing zones, security coordination areas, backstage, and support areas	6 weeks
6. Coordinate travel, lodging, hospitality, and VIP movements for invited principals, speakers, and special guests	4 weeks
7. Produce event communications materials, credentialing process, partner coordination materials, and operational briefings	4 weeks
8. Oversee installation, load-in, rehearsals, show calling, live event execution, and load-out	5-7 days on site
9. Manage volunteer and staffing assignments for guest services, backstage operations, check-in, and event support	3 weeks
10. Conduct post-event reconciliation, vendor closeout, reporting, and documentation of deliverables	2 weeks

Deliverable Schedule

Deliverables (Outputs produced during and/or by the end of this project activity)]	Estimated Completion Date
1. Final event program framework and preliminary run of show	April 10, 2026
2. Final site plan, production plan, and operations schedule	April 20, 2026

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3. Confirmed vendor roster and executed service agreements	April 25, 2026
4. Final show flow, credentialing lists, and event operations briefing materials	May 7, 2026
5. Event execution, strike completion, and post-event summary documentation	May 31, 2026

Vendors/Service Providers

Vendors/Service Provider Name	Role/Service
1. Production - <i>Mosaic Events Pro</i>	Stage build, production management, show execution
2. Restrooms - <i>United Rentals</i>	350 porta potties, 70 ADA units, servicing
3. Flooring and Chairs - <i>RMR Pro</i>	Decking, audience seating, VIP seating
4. Food - <i>Live Nation</i>	Artist/VIP catering, concessions management
5. Waste management - <i>Efforts LLC or Clean</i>	Trash and recycling
6. Tenting - <i>Efforts or Select</i>	VIP tents, backstage, catering tents, credentialing areas, misting tents, medical tents, reunification tents
7. Bike rack and fencing - <i>ESI</i>	Perimeter security, crowd control, barricades

Equipment/Supplies

Equipment/Supplies	Need/Requirement
1. Main Stage Structure, Scenic Façade, and Decking Systems	Large-scale, engineered stage structure designed for a national broadcast event, including custom scenic façade, multi-level decking, ADA access, stairs, ramps, and integrated performer/speaker zones
2. Professional Audio Reinforcement System	Concert-grade speaker systems, subwoofers, front fills, delay towers for extended audience coverage (100k capacity), stage monitors, in-ear

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	monitoring systems, wireless microphone packages
3. LED Display Systems & Playback	Large-format LED walls and screens (including scenic-integrated displays), media servers, playback systems, graphics integration, and content distribution for live program, video storytelling
4. Professional Lighting Systems	Full-stage lighting rig including key light for broadcast, washes, moving lights, follow spots, control consoles, and atmospheric integration to ensure broadcast-quality visibility and aesthetic presentation in daylight and transitional lighting conditions
5. Power Generation & Distribution	Redundant generator systems, power distribution units, cabling, and backup systems capable of supporting full production load (audio, lighting, video, broadcast, and site operations)
6. Rigging, Truss, and Structural Support Systems	Engineered truss systems, rigging hardware, and support structures for lighting, audio, LED, scenic elements, and broadcast equipment, compliant with all safety and load-bearing requirements
7. Audience Infrastructure & Site Build	Large-scale audience seating (chairs), ADA-compliant seating areas, crowd control barricades, security perimeters, entry/exit gating, queueing systems, and wayfinding signage to support safe management of approximately 100,000 attendees
8. Tenting, Flooring, and Support Structures	Backstage tents, VIP hospitality structures, credentialing areas, media tents, production offices, and potential raised or hard flooring systems for main and auxiliary areas to ensure safety, accessibility, and weather mitigation
9. Backstage & Hospitality Equipment	Green rooms, dressing areas, furnishings, catering infrastructure, check-in stations, credential printing/scanning equipment, and accommodations for

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	speakers, clergy, performers, VIPs, and dignitaries
10. Transportation & Logistics Equipment	Load-in/load-out support equipment including forklifts, lifts, carts, trucking coordination, and staging areas for materials handling and site operations
11. Health, Safety, and Sanitation Infrastructure	First aid stations, medical tents, water stations, restrooms, handwashing facilities, and safety equipment in compliance with public event and federal site requirements
12. Security Screening & Credentialing Equipment	Magnetometers, bag check stations, credentialing systems, access control equipment, and screening infrastructure
13. Signage, Branding, and Event Materials	Large-format signage, stage branding elements, directional signage, printed materials, and visual identity elements integrated across the event site

Risks or Constraints

This event activity is subject to several risks and constraints, including federal permitting requirements, weather exposure, site access limitations on the National Mall, security requirements for high-profile guests, compressed production timelines, and coordination across multiple agencies and vendors. Additional constraints may include restricted load-in/load-out windows, power distribution limitations, and changes related to attendance, public safety planning, or principal scheduling. These risks will be mitigated through early planning, agency coordination, vendor oversight, contingency planning, and clear operational command structures.

Expected Results

Success for this activity will be defined by the safe, compliant, and effective execution of the Freedom 250 Rededicate – National Prayer Event on the National Mall. Expected results include:

- Successful delivery of a large-scale public event aligned with Freedom 250 objectives.

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- Timely completion of production, operational, and program milestones.
- Positive participation experience for attendees, speakers, partners, and invited guests.
- Proper coordination of staging, programming, logistics, and public-facing event infrastructure.
- Full completion of event setup, execution, and post-event closeout in accordance with applicable requirements.

Budget

Attached separately.

Additional Changes to the NPS Directives System Guidance Documents (updated March 21, 2025)

Under Notes column, ~~strikeout~~ text is recommended for deletion, **bold** text is recommended for insertion

All changes are in-process as of 3/21/25 and will be finished by 3/28/25 with corrected versions of the documents posted online on the Office of Policy's NPS Directives System [website](#)

Document	Section	Topic	Current Language showing proposed changes in bold and deletions using strikeout	Notes/Suggested Revisions
Management Policies (2006)	2.3.4.1	Environmental Analysis	The cross-reference at the bottom includes a reference to "Executive Order 12898 (Federal Actions to Address Environmental Justice in Minority Populations and Low Income Populations." E.O. has now been rescinded, need to strike reference.	Strike reference to rescinded EO
	10.2.3.4	Concessions-Competition	"To obtain the best service provider and maximize benefits to the government, the National Park Service encourages competition in the awarding of concessions contracts. Through outreach, the National Park Service also encourages the participation of American Indian, minority, and women-owned a variety of businesses when new business activities occur."	See revised text
Director's Order #6 , Interpretation and Education	8.4.1	Research	"Quality interpretive programs and media require sound research. The content of interpretive and educational services must be accurate, inclusive , respect multiple points of view and be free of cultural, ethnic, and personal biases."	Strike "inclusive"
	8.5	Consultation	"The NPS will present factual and balanced presentations of the many American cultures, heritages, and histories. Through civic engagement, consultation, and collaboration with diverse various constituencies, the NPS	Substitute "various" for "diverse"