SEN. JOHN MCCAIN & SEN. JEFF FLAKE

TACKLING PAID PATRIOTISM

A Joint Oversight Report

$6.8 MILLION

OF TAXPAYER-FUNDED CONTRACTS CONTAINING salutes, color guards, anthems & more

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Dear Taxpayer,

In 2013, a roaring crowd cheered as the Atlanta Falcons welcomed 80 National Guard members who unfurled an American flag across the Georgia Dome's turf. Little did those fans—or millions of other Americans—know that the National Guard had actually paid the Atlanta Falcons for this display of patriotism as part of a $315,000 marketing contract.

This unfortunate story is not limited to professional football, but is repeated at other professional and college sporting events around the nation. In fact, these displays of paid patriotism are included within the $6.8 million that the Department of Defense (DOD) has spent on sports marketing contracts since fiscal year 2012.

Consider this: honoring five Air Force officers put $1,500 into the pockets of the LA Galaxy. In another example, taxpayers footed the $10,000 bill for an on-field swearing-in ceremony with the World Series finalist New York Mets. And the list goes on. By paying for such heartwarming displays like recognition of wounded warriors, surprise homecomings, and on-field enlistment ceremonies, these displays lost their luster. Unsuspecting audience members became the subjects of paid-marketing campaigns rather than simply bearing witness to teams' authentic, voluntary shows of support for the brave men and women who wear our nation's uniform. This not only betrays the sentiment and trust of fans, but casts an unfortunate shadow over the genuine patriotic partnerships that do so much for our troops, such as the National Football League's Salute to the Service campaign.

While many professional sporting teams do include patriotic events as a pure display of national pride, this report highlights far too many instances when that is simply not the case. When our offices first discovered this practice, we sought to better understand it from DOD and introduced an amendment to the 2016 National Defense Authorization Act (NDAA) to end these taxpayer-funded salutes to the troops.

The United States Senate's oversight has worked. DOD has banned paid patriotism and the NFL has called on all clubs to stop accepting payment for patriotic salutes.

However, more work remains. Despite our success curbing this inappropriate use of taxpayer funds, DOD still cannot fully account for the nature and extent of paid patriotism activities. In fact, more than a third of the contracts highlighted in this report were not included in DOD's list; instead, our offices discovered the additional contracts through our own investigative work. In the end, two-thirds of the contracts found by our offices or reported by DOD contained some form of paid patriotism.

Direct and persistent sunlight is the best way to ensure that such activities are not continued. What follows is not an exhaustive list of all DOD sports marketing contracts, but a selection of clear examples where taxpayers—not the teams—paid for patriotism and VIP perks. It is time to

allow major sports teams' legitimate tributes to our soldiers to shine with national pride rather than being cast under the pallor of marketing gimmicks paid for by American taxpayers.

Sincerely,

JOHN MCCAIN
United States Senator

JEFF FLAKE
United States Senator

TACKLING PAID PATRIOTISM

A Joint Oversight Report by U.S. Sens. John McCain and Jeff Flake

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SEC. I
INTRODUCTION AND KEY TAKEAWAYS

INTRODUCTION

In April of this year, we discovered DOD advertising contracts with the New York Jets and the New England Patriots that showed that the teams' weekly hometown hero tributes were actually paid for by taxpayers, with no attribution as such by the teams.[i] As we stated then in Pork Chops, America's Most Wasted, and letters to DOD, this kind of paid patriotism is wholly unnecessary and a waste and abuse of taxpayer funds, and it must end.

That's why in May of this year, we successfully had the 2016 NDAA amended to restrict the DOD's spending on paid patriotism in its professional sports advertising contracts. At the time, both the DOD and the NFL downplayed our assessment, characterizing it as an unfounded and inaccurate portrayal of the contracts. A National Guard spokesman, in particular, assured American taxpayers that the contracts were for legitimate advertising activities that support recruiting efforts.[ii] And, the NFL said our legislation "paint[ed] a completely distorted picture of the relationship between NFL teams and our military."[iii] But as this report will detail, our assessment is accurate and our concerns are well-founded.

For the past several months, we have continued to work with DOD to fully understand the nature and extent of these contracts. In all, the military services reported $53 million in spending on marketing and advertising contracts with sports teams between 2012 and 2015.[iv] More than $10 million of that total was paid to teams in the National Football League (NFL), Major League Baseball (MLB), National Basketball Association (NBA), National Hockey League (NHL), and Major League Soccer (MLS).

Over the course of the effort, we discovered the startling fact that DOD cannot accurately account for how many contracts it has awarded or how much has been spent; its official response to our request only accounted for 62 percent of its 122 contracts with the major league teams that we were able to uncover and 70 percent of the more than $10 million it actually spent on these contracts. And, although DOD has indicated the purpose of these contracts is to support recruiting, the Department doesn't uniformly measure how and whether the activities under contract are actually contributing to recruiting.

To be fair, some of what was contracted appears to be legitimate marketing and advertising activities for which we would expect DOD to compensate these teams, such as stadium signs, social media mentions, and booth space for recruiters at games. Many of the contracts included on-field recognition of high school football players and coaches in support of coach or player of the week-type programs, as well as game tickets, the use of team facilities, special facility tours, appearances by players or team mascots, and team apparel or autographed memorabilia. These items were often used as recruiting tools to gain access to potential recruits or community influencers like coaches, teachers, counselors and administrators.

While we fully support the intent of the coaches and players programs and understand the need to cultivate long-term relationships with individuals who can influence the decisions of prospective recruits, we find the tactics used by the military services questionable and the benefit to taxpayers undefined. If the most compelling message about military service we can deliver to prospective recruits and influencers is the promise of game tickets, gifts, and player appearances, we need to rethink our approach to how we are inspiring qualified men and women to military service.

Unfortunately, contrary to the public statements made by DOD and the NFL, the majority of the contracts—72 of the 122 contracts we analyzed—clearly show that DOD paid for patriotic tributes at professional football, baseball, basketball, hockey, and soccer games.[v] These paid tributes included on-field color guard, enlistment and reenlistment ceremonies, performances of the national anthem, full-field flag details, ceremonial first pitches, and puck drops. The National Guard paid teams for the "opportunity" to sponsor military appreciation nights and to recognize its birthday. It paid the Buffalo Bills to sponsor its Salute to the Service game.[vi] DOD even paid teams for the "opportunity" to perform surprise welcome home promotions for troops returning from deployments and to recognize wounded warriors.[vii]

While well intentioned, we wonder just how many of these displays included a disclaimer that these events were in fact sponsored by the DOD at taxpayer expense. Even with that disclosure, it is hard to understand how a team accepting taxpayer funds to sponsor a military appreciation game, or to recognize wounded warriors or returning troops, can be construed as anything other than paid patriotism. Given the immense sacrifices made by our service members, it seems more appropriate that any organization with a genuine interest in honoring them, and deriving public credit as a result, should do so at its own expense and not at that of the American taxpayer. We are concerned that, several times, the contract summaries DOD provided in response to our inquiries downplayed, *i.e.*, materially misrepresented, the nature and extent of paid for patriotism activities. In some instances, they were characterized as an "added value" to suggest they were not paid for or omitting them from the summary entirely.[viii] Such conduct in connection with congressional inquiries for information is unacceptable.

Even if we accept the DOD's assurances that the young men and women watching these games may be sufficiently inspired to military service by a half-time reenlistment ceremony, some of the displays funded in these contracts defy explanation as a legitimate recruiting purpose and may be little more than a taxpayer-funded boondoggle. For example, the Air Force paid the LA Galaxy for "recognition of five high ranking officers of the Air Force" in a 2012 game, and the National Guard paid the Seattle Seahawks for the "opportunity for up to ten soldiers to reenlist pregame on the field" at a 2014 game.[ix] Indeed, most of these contracts included VIP suites and game tickets, ostensibly used by the service members participating in the on-field presentations or the recruiters working the events. By the Department's own admission, these tickets were also likely used for the personal benefit of other service members.[x] In fact, apart from the

current on-going inquiry, we believe that whether such tickets were originally intended to be used, and were in fact used, for the personal benefit of DOD personnel warrants further investigation.

The DOD's complete lack of internal controls for awarding, managing, and overseeing these contracts puts them at an excessive risk for waste, fraud, and abuse. Beyond being a question of if this contracting activity reflects appropriate judgement or fiscal stewardship of taxpayer funds, the fundamental question at hand is if this spending reflects appropriate national security priorities. In 2014, while the National Guard was spending millions on professional sports advertising, it was simultaneously requesting additional funds from Congress to cover a more than $100 million shortfall to pay its troops and conduct critical training.

Since we introduced our amendment, DOD has issued guidance to clarify the types of activities that are acceptable for inclusion in its sports marketing contracts.[xi] Some of the existing contracts have been modified to remove paid for patriotism activities or cancelled for the convenience of the government. These are positive developments. Going forward, we hope that both DOD and the professional sports teams will refrain from signing marketing and advertising contracts that could suggest even the appearance of impropriety. Americans deserve the ability to assume that tributes for our men and women in military uniform are genuine displays of national pride, which many are, rather than taxpayer-funded DOD marketing gimmicks.

This report details to the greatest extent possible DOD's inappropriate and frivolous spending on paid patriotism activities, as well as the gifts, tickets, and other perks in each professional sports team contract we identified. Where possible, we identified how much the particular item cost taxpayers. We are shining a bright light on this waste and abuse of taxpayer funds to ensure this practice is stopped once and for all, so that the taxpayer dollars allocated for national defense are actually spent on our brave men and women in uniform who are selflessly serving their country, not boondoggles.

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[i] Statements of Work, For 2012 and 2013 season, New York Jets and New Jersey National Guard Partnership, http://flake.senate.gov/public/index.cfm?a=files.serve&File_id=C972A8A6-E368-417F-A74A-1B383BCCC765

[ii] Cindy Boren, "Sen. John McCain calls NFL teams 'disgraceful' for accepting military money," The Washington Post, May 13, 2015, https://www.washingtonpost.com/news/early-lead/wp/2015/05/13/sen-john-mccain-calls-nfl-teams-disgraceful-for-accepting-military-money/.

[iii] Kris Osborn, ""NFL Defends Military Ties After Paid Patriotism Uncovered," Military.com, June 5, 2015, http://www.military.com/daily-news/2015/06/05/nfl-defends-military-ties-after-paid-patriotism-uncovered.html.

[iv] The Army did not report contract values because its marketing contract is being re-competed.

[v] Among the more surprising revelations of our analysis was the fact that several of the contracts were small business set-asides.

[vi] Contract: W912PQ-13-M-0113

[vii] Contracts: W912JM-13-C-0013, W912JM-12-P-0091.

[viii] The on-field Enlistment Ceremony in the Air Force's FY14 contract with the Pittsburg Pirates was characterized as an "added value" even though it was included as a contract requirement under a discrete contract line item. The deliverables for the Georgia Army National Guard's FY14 contract with the Atlanta Falcons was reported as "Atlanta Falcons Advertising, during the 2014 NFL Regular Season, to include: marks usage, Georgia Dome signage, print, and additional opportunities", whereas the additional opportunities detailed in the contract included "Flag detail for Falcons military appreciation game" and "National Guard member to sing National Anthem."

[ix] Contracts: FA8201-12-P-0157, W912K3-14-P-0039.

[x] According to Department officials, not all ticket users could be accounted for by the military services.

[xi] See Appendix A

KEY TAKEAWAYS

Our analysis of DOD's 122 advertising and marketing contracts with professional sports teams revealed the following:

- DOD spent $10.4 million on marketing and advertising contracts with professional sports teams (NFL, MLB, NBA, NHL, and MLS) between 2012 and 2015.
    - FY12 - $2.8 million
    - FY13 - $3.9 million
    - FY14 - $2.6 million
    - FY15 - $1 million

- DOD cannot accurately account for how many contracts it has awarded or how much has been spent. It only reported 62 percent (76 of 122) of its contracts and 70 percent ($7.3 million) of its spending in its response to our inquiry.

- Seventy-two of the 122 (59 percent) major league contracts analyzed contained items deemed "paid patriotism" – on-field color guard, enlistment and re-enlistment ceremonies, performances of the national anthem, full-field flag details, ceremonial first pitches and puck drops, and hometown hero and wounded warrior tributes. Many of the contracts did not contain sufficient detail to determine the contract deliverables.

- Most of the contracts with paid patriotism items were Army National Guard contracts. Notable expenditures include:
    - Paying the Vikings for the "opportunity" to sponsor its military appreciation night;
    - Paying the Atlanta Falcons to recognize its birthday, to recognize wounded warriors, and for a National Guard member to sing the national anthem;
    - Paying to sponsor the Buffalo Bills's "Salute to the Service" game; and
    - Paying the Jets $20,000 for a Hometown Hero videoboard feature.

- Some of what was contracted includes legitimate marketing and advertising activities for which DOD should compensate these teams; including stadium signage, social media mentions, and booth space for recruiters at games.

- Many of the contracts included on-field recognition of high school football players and coaches in support of coach or player of the week-type programs, as well as game tickets, the use of team facilities, special facility tours, appearances by players or team mascots, and team apparel or autographed memorabilia. These items were often used as recruiting tools to gain access to potential recruits or community influencers like coaches, teachers, counselors and administrators.

- Particular examples of paid patriotism items could be considered waste and abuse of taxpayer funds, including:

- The Air Force paying the LA Galaxy for "recognition of five high ranking officers of the Air Force" in a 2012 game and four sideline season tickets;
- The National Guard paying the Seattle Seahawks for the "opportunity for up to 10 soldiers to re-enlist pre-game on the field" at a 2014 game;
- The Air Force paying the Cincinnati Bengals $4,960 for 60 club level tickets;
- The National Guard paying the Indianapolis Colts for use of a luxury suite, autographed items, pre-game field visits and cheerleader appearances;
- The National Guard paying the Indiana Pacers for 40 lower level center court seats;
- The National Guard paying the Boston Bruins for a luxury box for 18 people and an executive view suite for 25 people on Military Appreciation Night.

- DOD maintains all its spending on sports marketing and advertising with professional sports organizations is integral to its recruiting efforts, yet has not clearly demonstrated how the activities under contract are actually contributing to recruiting.

SEC. II

THE NATIONAL FOOTBALL LEAGUE PAID PATRIOTISM AND PERKS

SPORTS

BREAKING NEWS

Contracted by: Georgia Army National Guard (GAARNG)

Contracted to: Atlanta Falcons- NFL

ATLANTA FALCONS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Atlanta Falcons	W912JM-12-P-0091	$300,000
FY 13	Atlanta Falcons	W912JM-13-C-0013	$315,000
FY 14	Atlanta Falcons	W912JM-14-P-0131	$114,000
FY 15	Atlanta Falcons	W912JM-15-P-0091	$150,000
			$879,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- GAARNG color guard detail for the Falcons military appreciation game (FY2012, FY2013, FY2015)
- Performance of the national anthem by a member of the GAARNG (FY2014)
- Recognition of the Army National Guard Birthday (FY2013, FY2014)
- A welcome home promotion to provide a surprise meet-and-greet with a Falcons player for a GAARNG soldier returning home from deployment (FY2013)
- An opportunity for 80 GAARNG soldiers to hold a large American flag on the field during a military appreciation game (FY2012, FY2013)
- GAARNG flag runners to lead Falcons players out of the tunnel onto the field (FY2012, FY2013)
- A video message from a GAARNG soldier welcoming Falcons fans and thanking veterans (FY2012, FY2013)
- Two videoboard features that, according to the contract, could be used for a recruit swear-in ceremony or a wounded warrior tribute (FY2012)
- A military appreciation day at training camp, which included the giveaway of a co-branded promotional item such as a hat, flag or rally towel for 500 attendees (FY2015)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: Massachusetts Army National Guard (MAARNG) Contracted to: New England Patriots- NFL

NEW ENGLAND PATRIOTS

Year	Club	Contract Number	Taxpayer Cost
FY 12	New England Patriots	W912SV-12-C-0006	$250,000
FY 13	New England Patriots	W912SV-13-C-0006	$25,000
FY 13	New England Patriots	W912SV-13-C-0006	$200,000
FY 14	New England Patriots	W912SV-14-C-0006	$225,000
			$700,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Recognition of one MAARNG soldier at each home game as part of the true patriot promotion (FY2012, FY2013, FY2014)
- Four season tickets, four pregame field passes, one VIP parking pass for each preseason and regular season home game as part of the true patriot promotion (FY2012, FY2013, FY2014)
- One hundred sixty general admission tickets and 120 tailgate passes that also included food and beverages (FY2012, FY2013, FY2014)
- Forty training camp passes in FY2012 and FY2013 and 80 training camp passes in FY2014
- Ability for MAARNG to use a hospitality suite during team training camp in addition to 40 training camp passes (FY2012, FY2013)
- Ability of MAARNG to use a hospitality suite during team training camp in addition to 80 training camp passes (FY2014)
- Non-gameday use of a super suite (not including food and beverage) by the MAARNG (FY2012, FY2013, FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: New York Army National Guard (NYARNG)

Contracted to: Buffalo Bills- NFL

BUFFALO BILLS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Buffalo Bills	W912PQ-12-M-0147	$250,000
FY 13	Buffalo Bills	W912PQ-13-M-0113	$250,000
FY 14	Buffalo Bills	W912PQ-14-M-0233	$150,000
			$650,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Sponsor of Salute to Service week (FY2013) and a military appreciation day (FY2012)
- Opportunity to conduct a live reenlistment ceremony (FY2012)
- Participation in full-field flag unfurl (FY2012, FY2013)
- Performance of the national anthem by a member of the NYARNG (FY2012)
- One color guard ceremony (FY2012)
- Two hundred game tickets (FY2012, FY2013)
- The opportunity for NYARNG soldiers to purchase discounted tickets for the military appreciation game and to be one of 40 selected to cheer the Bills from Stampede Row as they ran onto the field (FY2012)
- Opportunity to host an educator's training conference for 80 guests in a VIP hospitality area during Bills training camp, which also included 20 VIP parking passes, food and beverages, a commemorative item, and player autographs after practice (FY2012, FY2013, FY2014)
- Four lower level season tickets to each preseason and regular season Bills home game (FY2014)
- Flyovers for 2012 Buffalo Bills home games played at Ralph Wilson Stadium (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Maryland Army National Guard (MDARNG)

Contracted to: Baltimore Ravens- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Baltimore Ravens	W912K6-12-P-0123	$250,000
FY 13	Baltimore Ravens	W912K6-13-P-0114	$284,500
			$534,500

BALTIMORE RAVENS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- An $89,500 order for the production of 30,000 co-branded rally towels and 20,000 co-branded hats (FY2013)
- Two private pregame hospitality tents for the Ravens vs. Bengals game (FY 2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

Note: The FY12 and FY13 contracts are a small business set aside (NAICS 711211)

SPORTS

BREAKING NEWS

Contracted by: Louisiana Army National Guard (LAARNG)

Contracted to: New Orleans Saints- NFL

NEW ORLEANS SAINTS

Year	Club	Contract Number	Taxpayer Cost
FY 13	New Orleans Saints	W912NR-13-C-0001	$150,000
FY 13	New Orleans Saints	W912NR-13-C-0001	$157,500
FY 14	New Orleans Saints	W912KN-13-C-0001	$165,375
			$472,875

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Opportunity for LAARNG to host one event at the Saints Metairie facility to include a tour of the facility and appearances by the Saintsations, the Saints mascot, and a former player (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

Note: The opportunity listed above was never used due to issues coordinating dates of use with the Saints Organization

SPORTS

BREAKING NEWS

Contracted by: California Army National Guard (CAARNG)

Contracted to: San Diego Chargers- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 13	San Diego Chargers	W912LA-13-P-0051	$353,500
FY 14	San Diego Chargers	W912LA-13-P-0051	$100,000
			$453,500

SAN DIEGO CHARGERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Opportunity for CAARNG to participate in one large American flag presentation at five Chargers home games, including up to 150 game tickets for flag presentation participants (FY2013)

- National anthem color guard ceremony (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

Note: An FY2015 option on the above contract was not exercised, canceling the contract "for the convenience of the government."

SPORTS

BREAKING NEWS

Contracted by: Washington Army National Guard (WAARNG)

Contracted to: Seattle Seahawks- NFL

SEATTLE SEAHAWKS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Seattle Seahawks	W912K3-12-P-0050	$180,000
FY 13	Seattle Seahawks	W912K3-13-P-0069	$153,500
FY 14	Seattle Seahawks	W912K3-14-P-0039	$120,000
			$453,500

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Opportunity for WAARNG to hold reenlistment, enlistment and/or flag retirement ceremonies at Century Link Field or Virginia Mason Athletic Center on four occasions in FY2012 and one occasion in both FY2013 and FY2014

- Three player appearances for up to 40 recruits/students and pregame reenlistments at one game (FY2013, FY2014)

- A WAARNG-sponsored high school coach recognition program that awarded each of 21 honorees a Seahawks jacket, an autographed football, a framed certificate, a $225 sports authority gift card and a $500 donation to the school's football program (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

Note: The FY2014 contract is a small business set-aside (NAICS 711211)

SPORTS

BREAKING NEWS

Contracted by: Indiana Army National Guard (INARNG)

Contracted to: Indianapolis Colts- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Indianapolis Colts	W912L9-12-P-0122	$200,000
FY 14	Indianapolis Colts	W912L9-14-P-0144	$200,000
			$400,000

INDIANAPOLIS COLTS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Color guard demonstrations at three home games and 10 tickets to each game for the color guard presenters (FY2012, FY2014)
- One full-field flag presentation at three home games and 100 tickets to each game for the flag presenters (FY2012, FY2014)
- Recognition of a hometown hero or wounded warrior – including an on-field presentation, jumbotron recognition, PA announcement, etc. – during two Colts home games (FY2012)
- Use of a luxury suite at Lucas Oil Stadium during one regular season Colts home game including 19 suite tickets, 10 standing room only tickets, four guest passes, one host pass and five parking passes (FY2012)
- Use of a luxury suite at Lucas Oil Stadium for two Colts home games, which included a minimum of 19 suite tickets, up to 10 standing room only tickets, four guest passes, one host pass, five parking passes, and catering costs up to $1000 for both dates (FY2014)
- Four preferred level tickets, four upper level tickets and two VIP parking passes for each preseason and regular season Colts home game (FY2014)
- Four tickets and two parking passes for each preseason and regular season Colts home games (FY2012)
- Four pregame field passes for two Colts home games in 2012 and another four pregame field passes for three Colts home games in 2014
- Ten Colts autographed items to be given to schools, educators, staff, soldiers, etc. to recognize patriotism and support of the INARNG (FY2012, FY2014)

(continued)

SPORTS

BREAKING NEWS

Contracted by: Indiana Army National Guard (INARNG) Contracted to: Indianapolis Colts- NFL

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Ability to take up to three private VIP tours of the Indiana Farm Bureau Football Center (FY2012)
- Ability to take an unspecified number of VIP tours of Lucas Oil Stadium and the Indiana Farm Bureau Football Center (FY2014)
- Four invitations to the Colts annual advertiser appreciation party (FY2012, FY2014)
- Up to 10 invitations to a private practice viewing in FY2014 and four invitations to a private practice viewing in FY2012
- One one-hour appearance by a Colts player and an appearance by the Colts cheerleaders and the Colts in Motion Colts traveling museum (FY2014)
- One photo opportunity with the Super Bowl and AFC Championship trophies (FY2014)
- Opportunity for the INARNG to use the Colts mascot for two separate one-hour periods (FY2014)
- One hundred seats/credentials including food for practice sessions (FY2014)

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Indianapolis Colts- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Indianapolis Colts	FA4484-12-P-0145	$20,000
			$20,000

INDIANAPOLIS COLTS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Opportunity for the USAF to perform a full-field flag detail and 150 tickets for both the Aug. 12, 2012, and Dec. 30, 2012, Colts home games (FY2012)
- One color guard ceremony and 10 game tickets for both Sept. 16, 2012, and Oct. 21, 2012, Colts home games (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Minnesota Army National Guard (MNARNG)

Contracted to: Minnesota Vikings- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Minnesota Vikings	W912LM-12-P-0092	$225,000
FY 13	Minnesota Vikings	W912LM-12-P-0092	$150,000
			$375,000

MINNESOTA VIKINGS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Color guard ceremonies (FY2012, FY2013)
- Recognition of one MNARNG soldier as the soldier of the game at each Vikings home game on live video boards and through public address announcements (FY2012)
- Additional exposure for the MNARNG during a military appreciation game (FY2012, FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: New Jersey Army National Guard (NJARNG)

Contracted to: New York Jets- NFL

NEW YORK JETS

Year	Club	Contract Number	Taxpayer Cost
FY 12	New York Jets	W912KN-12-P-0129	$97,500
FY 13	New York Jets	W912KN-13-P-0070	$115,000
FY 14	New York Jets	W912KN-14-P-0123	$115,000
			$327,500

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- $20,000 to recognize one to two NJARNG soldiers as hometown heroes on the videoboard at each home game and Coaches Club access for the recognized soldier(s) and three guests (FY2012)
- $10,000 for 40 NJARNG soldiers to participate in Salute to Service military appreciation game presentations including honorary captain, swearing in ceremony, LED pylon, etc. (FY2013, FY2014)
- $5,000 for a Salute to Service military appreciation gameday activation with enhanced presentation (FY2012)
- $24,500 for 35 upper level season passes to each Jets preseason and regular season home game (FY2013, FY2014)
- $26,500 for 24 game access passes to each Jets preseason and regular season home game (FY2012)
- Into battle ceremony before kickoff at each preseason and regular season Jets home game (FY2013, FY2014)
- $5,000 for NJARNG to hold an event or conference for up to 100 people at the Atlantic Health Jets Training Center, including food and beverages (FY2013, FY2014)
- $1,000 for NJARNG to hold an event or conference for up to 100 people at the Atlantic Health Jets Training Center (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: Dallas Cowboys- NFL

DALLAS COWBOYS

	Club	Contract Number	Taxpayer Cost
FY 12	Dallas Cowboys	W912L1-13-P-0015	$62,500
FY 13	Dallas Cowboys	W912L1-13-P-0133	$100,000
FY 14	Dallas Cowboys	W912L1-14-P-0310	$100,000
			$262,500

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Four season tickets and a parking pass that were used by various community influencers (FY2012)
- One enlistment ceremony for participants in the TXARNG Delayed Enlistment Program (DEP), in addition to 25 wristbands for recruiters, DEP members and their families and other influencers to access the Cowboys Fan Zone (FY2012)
- Twenty reserved seats to one Cowboys home game (FY2012, FY2013, FY2014)
- A total of 10 co-branded letterman jackets that were awarded to high school football coaches recognized as part of the TXARNG/Dallas Cowboys Coach of the Week program (FY2013)
- Twenty five tickets for TXARNG soldiers to attend a military appreciation game and participate in the game day festivities (FY2013)
- Four VIP suite tickets for the Cowboys game that featured the TXARNG/Dallas Cowboys Coach of the Week pregame presentation (FY2013)
- Use the Dallas Cowboys Valley Ranch training facility for one event (FY2014)
- One color guard ceremony (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: California Army National Guard (CAARNG)

Contracted to: Oakland Raiders- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 13	Oakland Raiders	W912LA-13-P-0070	$205,000
			$205,000

OAKLAND RAIDERS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Color guard ceremony for each Raiders home game (FY2013)
- Opportunity for four CAARNG soldiers and four guests to participate in the tunnel of influence as the Raiders took the field (FY2013)
- Opportunity to hold an enlistment ceremony (FY2013)
- Ability of CAARNG to use of the Raiders practice facility (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

Note: After exercising a $150,000 option to extend the contract above into FY2014, the contract was canceled "for the convenience of the government" in July 2015.

SPORTS

BREAKING NEWS

Contracted by: Wisconsin Army National Guard (WIARNG)

Contracted to: Green Bay Packers- NFL

GREEN BAY PACKERS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Green Bay Packers	W912J2-12-P-0097	$150,000
FY 14	Green Bay Packers	W912J2-14-P-0091	$50,000
			$200,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Opportunity to perform a pregame on-field activity/ceremony (FY2014)
- One pregame MVP party deck package for two hundred WIARNG soldiers and their families that included food, beverages, and a gift (FY2014)
- One co-branded promotional item (FY2014)
- On-field halftime entertainment with TundraVision video board coordination (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: California Army National Guard (CAARNG)

Contracted to: San Francisco 49ers- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 14	San Francisco 49ers	W912LA-14-P-0055	$125,000
			$125,000

SAN FRANCISCO 49ERS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Right to host a National Guard conference, swearing-in ceremony, symposium, party or gala for up to 200 at the 49ers facilities (FY2014)
- Four upper bowl level season tickets to each preseason and regular season 49ers home games that could be used for event giveaways, online contests, and VIP hospitality (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Pittsburgh Steelers- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 14	Pittsburgh Steelers	FA4484-14-P-0037	$27,000
			$27,000

PITTSBURG STEELERS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One on-field swearing-in ceremony for Delayed Enlistment Program (DEP) participants (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Miami Dolphins- NFL

MIAMI DOLPHINS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Miami Dolphins	FA3047-12-P-0139	$20,000
			$20,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One private tour of the Dolphins practice facility following a swearing-in ceremony for up to 25 Delayed Enlistment Program (DEP) members and their families and other influencers including teachers, coaches, administrators and guidance counselors (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Cleveland Browns- NFL

CLEVELAND BROWNS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Cleveland Browns	FA4484-12-P-0135	$10,000
			$10,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One color guard ceremony (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Cincinnati Bengals- NFL

Year	Club	Contract Number	Taxpayer Cost
FY 13	Cincinnati Bengals	FA4484-13-P-0049	$4,960
			$4,960

CINCINNATI BENGALS

Taxpayer-funded "paid patriotism" and perks in this contract included:

- Sixty club level Bengals tickets (with no club access) purchased by the 338th Recruiting Squadron (FY 2013)

SEC. III

MAJOR LEAGUE BASEBALL PAID PATRIOTISM AND PERKS

SPORTS

BREAKING NEWS

Contracted by: Georgia Army National Guard (GAARNG)

Contracted to: Atlanta Braves- MLB

ATLANTA BRAVES

Year	Club	Contract Number	Taxpayer Cost
FY 13	Atlanta Braves	W912JM-13-C-0024	$200,000
FY 14	Atlanta Braves	W912JM-14-P-0136	$100,000
FY 15	Atlanta Braves	W912JM-15-P-0089	$150,000
			$450,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Four on-field presentations that, could be used for a surprise homecoming, first pitch, calling play ball and parades (FY2013, FY2014)
- Sponsorship of each of four military appreciation games during the season (FY2013, FY2014, FY2015)
- Opportunity for GAARNG soldiers to participate in a parade before two military-themed games for in-park recognition, and broadcast on Braves Vision (FY2014)
- Additional opportunities for GAARNG to get involved in military and patriotic-themed presentations (FY2013, FY2014, FY2015)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: Massachusetts Army National Guard (MAARNG)

Contracted to: Boston Red Sox- MLB

BOSTON RED SOX

Year	Club	Contract Number	Taxpayer Cost
FY 13	Boston Red Sox	W912SV-13-P-0188	$50,000
FY 14	Boston Red Sox	W912SV-14-P-0156	$50,000
			$100,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Twenty general tickets (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Wisconsin Army National Guard (WIARNG)

Contracted to: Milwaukee Brewers- MLB

Year	Club	Contract Number	Taxpayer Cost
FY 14	Milwaukee Brewers	W912J2-14-P-0106	$80,000
			$80,000

MILWAUKEE BREWERS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- $49,000 for WIARNG to sponsor each Sunday performance of "God Bless America" during Brewers home game with announcement and logo recognition on the video board (FY2014)
- $10,000 for a promotion to recognize soldiers and their families and provide 12 vendor passes during each of four Brewers home games (FY2014)
- $7,500 for 12 field-access passes for WIARNG members to perform an on-field award presentation and throw out the ceremonial first pitch before three Brewers home games, and a private suite rental for two of those games (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: New York Mets- MLB

NEW YORK METS

Year	Club	Contract Number	Taxpayer Cost
FY 14	New York Mets	FA4484-14-P-0067	$51,000
			$51,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- $10,000 for the opportunity to perform one on-field swearing-in ceremony (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: United States Navy

Contracted to: Philadelphia Phillies- MLB

Year	Club	Contract Number	Taxpayer Cost
FY 12	Philadelphia Phillies	N00189-12-P-Z392	$24,460
FY 14	Philadelphia Phillies	N00189-14-P-Z261	$23,625
			$48,085

PHILADELPHIA PHILLIES

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- $22,175 for Phillies home game tickets, each including a $12 concession credit (FY2014)
- $1,000 for 40 Phillies home game tickets (FY2014)
- $23,860 for the purchase of tickets, each including $10 food credit (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Texas Rangers- MLB

Year	Club	Contract Number	Taxpayer Cost
FY 12	Texas Rangers	FA3047-12-P-0370	$10,000
FY 13	Texas Rangers	FA3047-13-P-0305	$11,000
FY 14	Texas Rangers	FA3047-14-P-0284	$14,000
			$35,000

TEXAS RANGERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- One USAF color guard ceremony at two Rangers home games (FY2012, FY2013)
- One USAF honor guard (FY 2014)
- Twenty tickets (FY2012, FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: Texas Rangers- MLB

Year	Club	Contract Number	Taxpayer Cost
FY 12	Texas Rangers	W912L1-12-P-0085	$25,000
FY 13	Texas Rangers	W912L1-13-P-0117	$15,000
			$40,000

TEXAS RANGERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- One performance of the national anthem by a TXARNG soldier and 40 game tickets to Texas Army National Guard Night (FY2012)
- TXARNG Employer Night, TXARNG batting practice night and one performance of the national anthem by a TXARNG soldier (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Arizona Army National Guard (AZARNG)

Contracted to: Arizona Diamondbacks- MLB

Year	Club	Contract Number	Taxpayer Cost
FY 14	Arizona Diamondbacks	W912L2-14-P-0024	$40,000
			$40,000

ARIZONA DIAMONDBACKS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- On-field AZARNG oath ceremony, color guard demonstration, scorecard delivery, and 20 game entry vouchers for two Diamondbacks home games (FY2014)
- Opportunity for an AZARNG soldier to deliver the ceremonial first pitch before the Sept. 17, 2014, Diamondbacks home game (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: Houston Astros- MLB

Year	Club	Contract Number	Taxpayer Cost
FY13	Houston Astros	W912L1-13-P-0207	$25,000
			$25,000

HOUSTON ASTROS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One TXARNG appreciation night to include one swearing-in ceremony, one suite for up to 14 guests, 50 community tickets, and a ticket discount for TXARNG friends and family (FY2013)
- Four dugout tickets for a total of 12 Astros home games (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Pittsburgh Pirates-MLB

Year	Club	Contract Number	Taxpayer Cost
FY 14	Pittsburgh Pirates	FA4484-14-P-0039	$18,000
			$18,000

PITTSBURG PIRATES

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One USAF performance of the national anthem at a Pirates home game
- One on-field swearing-in ceremony for Delayed Entry Program (DEP) members and 250 game tickets for DEP members and their friends and family (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Cleveland Indians- MLB

Year	Club	Contract Number	Taxpayer Cost
FY 12	Cleveland Indians	FA4484-12-P-0111	$12,000
			$12,000

CLEVELAND INDIANS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One on-field swearing-in ceremony for Delayed Entry Program (DEP) members and 25 game tickets for DEP members (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SEC. IV

NATIONAL BASKETBALL ASSOCIATION PAID PATRIOTISM AND PERKS

SPORTS

BREAKING NEWS

Contracted by: Indiana Army National Guard (INARNG)

Contracted to: Indiana Pacers- NBA

Year	Club	Contract Number	Taxpayer Cost
FY 13	Indiana Pacers	W912L9-13-P-0030	$55,000
FY 14	Indiana Pacers	W912L9-14-P-0170	$60,000
			$115,000

INDIANA PACERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Opportunity for INARNG soldiers to participate in the player introductions, hold a large American flag and/or serve as part of an honor guard (FY2013, FY2014), and 10 vendor tickets for participants (FY2014)
- Recognition of INARNG officers to community leaders when they attend Pacers President's Dinners (FY2013, FY2014)
- One pregame swearing-in ceremony including 40 group vendor tickets and two parking passes (FY2014)
- Access to the Bankers Life Fieldhouse luxury conference room house for a meeting, including a $500 food and beverage credit (FY2014)
- One behind-the-scenes group tour of Bankers Life Fieldhouse for members of the INARNG (FY2014)
- Four group vendor tickets and one vendor parking pass for participants of on-court in-game promotion (FY2014)
- Four lower level center court tickets and one parking pass to each Pacers home game during the first half of the 2014-2015 season (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

BREAKING NEWS

Contracted by: Georgia Army National Guard (GAARG)

Contracted to: Atlanta Hawks- NBA

ATLANTA HAWKS

Year	Club	Contract Number	Taxpayer Cost
FY 13	Atlanta Hawks	W912JM-13-C-0019	$175,000
FY 13	Atlanta Hawks	W912JM-13-P-0068	$50,000
			$225,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Color guard ceremony at three Hawks home games (FY2013, FY2013)
- One feature video presentation highlighting a National Guard soldier who performed a special task, returned from a tour of duty, helped with tornado victims, or other security measures deemed appropriate to be played at eight Hawks home games (FY2013)
- Opportunity for GAARNG to grant a High School/ROTC the right to perform a color guard ceremony at one Hawks home game (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Atlanta Hawks- NBA

ATLANTA HAWKS

Year	Club	Contract Number	Taxpayer Cost
FY 14	Atlanta Hawks	FA3047-14-P-0081	$5,000
			$5,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Opportunity for USAF to perform an on-court flag presentations and have the USAF logo on the jumbotron during three Hawks home games (FY2014)
- $1,500 for tickets to a Hawks home game (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: MN National Guard (MNARNG) Contracted to: Minnesota Timberwolves/Minnesota Lynx- NBA

MINNESOTA TIMBERWOLVES

Year	Club	Contract Number	Taxpayer Cost
FY 14	Minnesota Timberwolves	W912LM-14-P-0055	$27,000
			$27,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- MNARNG sponsorship of military night at one Lynx (WNBA) home game to include one swearing-in ceremony, recognition of two MNARNG soldiers, one color guard ceremony, and one MNARNG soldier rappelling from the arena catwalk while another soldier performed the national anthem (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Charlotte Hornets-NBA

Year	Club	Contract Number	Taxpayer Cost
FY 14	Charlotte Hornets	FA4484-14-P-0054	$25,000
			$25,000

CHARLOTTE HORNETS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One parachute drop-in at each of three Hornets home games
- Opportunity for USAF to perform one on-court ceremony at a Hornets home game

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: Dallas Mavericks- NBA

DALLAS MAVERICKS

Year	Club	Contract Number	Taxpayer Cost
FY 12	Dallas Mavericks	W912L1-12-P-0082	$25,000
FY 13	Dallas Mavericks	W912L1-13-P-0029	$10,000
FY 14	Dallas Mavericks	W912L1-14-P-0047	$10,000
			$45,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Official game ball delivery for three military night games during the 2011-2012 regular seasons, including game tickets and food vouchers for four guests for each of those games (FY2012)
- Include TXARNG during seats for soldiers in-game recognition (FY2012)
- TXARNG sponsorship for one or more military appreciation night (FY2012)
- Color guard ceremony during the performance of the national anthem at four Mavericks home games during the 2011-2012 regular Season (FY2012)
- Color guard ceremony and opportunity for TXARNG at two Mavericks home games (FY2013)
- One TXARNG on-court promotion with public announcement and scoreboard support (FY2013)
- Four tickets to both a military night game on Dec. 14, 2013, and a seats for soldiers game on March 7, 2014, and the opportunity for TXARNG to bring out their mechanical bull and/or rock wall for fans to enjoy at each of these events (FY2014)
- Four tickets to the Festival De Los Mavs game on March 29, 2014 (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Dallas Mavericks- NBA

Year	Club	Contract Number	Taxpayer Cost
FY 14	Dallas Mavericks	FA3047-14-P-0094	$10,000
			$10,000

DALLAS MAVERICKS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- $2,150 for four upper level tickets to 20 Mavericks home games and 50 upper level tickets during two group ticket nights (FY2014)
- $5,000 for the Dallas Mavericks ManiAACs to throw out USAF provided t-shirts with scoreboard recognition and PA at four Mavericks home games, two on-court enlistment ceremonies with scoreboard recognition and PA for 20 USAF cadets to be performed before tipoff or during halftime of a Mavericks home game. (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

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SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: Oregon Army National Guard (ORARNG) Contracted to: Portland Trailblazers- NBA

Year	Club	Contract Number	Taxpayer Cost
FY 12	Portland Trailblazers	W912JV-12-P-2103	$20,000
FY 13	Portland Trailblazers	W912JV-13-P-2019	$15,000
			$35,000

PORTLAND TRAILBLZERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- One color guard ceremony at three Trailblazers home games (FY2012, FY2013)
- ORARNG access to one executive suite for five home games in FY2013 and six home games in FY2012

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: San Antonio Spurs- NBA

Year	Club	Contract Number	Taxpayer Cost
FY 12	San Antonio Spurs	W912L1-12-P-0080	$16,666
FY 14	San Antonio Spurs	W912L1-14-P-0079	$10,000
			$26,666

SAN ANTONIO SPURS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- On-court swearing-in ceremony at one Spurs home game (FY2012)
- Option of either four lower level tickets and one parking pass to six Spurs home games or two lower level tickets to 12 Spurs home games (FY2014)
- Two pregame events at the AT&T Center including 30 lower level tickets, 70 upper level tickets, 25 parking passes, and the fan tunnel experience for 12 participants for both games (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Massachusetts Army National Guard (MAARNG)

Contracted to: Boston Celtics-NBA

Year	Club	Contract Number	Taxpayer Cost
FY 12	Boston Celtics	W912SV-12-P-0300	$55,000
FY 13	Boston Celtics	W912SV-13-P-0189	$70,000
FY 14	Boston Celtics	W912SV-14-P-0202	$70,000
			$195,000

BOSTON CELTICS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Celtics Soldier Spotlight promotion spotlighting three MAARNG soldiers per six Celtics home games in January (FY2012, FY2013, FY2014)
- One recognition ceremony for 14 honor graduates of the MAARNG Recruit Sustainment Program (RSP) during a Celtics home game (FY2012, FY2013, FY2014)
- Fifty-eight tickets for MAARNG soldiers for seats for soldiers night (FY2012, FY2013, FY2014)
- Forty general tickets to Celtics home games (FY2012, FY2013, FY2014)
- MAARNG sponsorship of military appreciation month and 36 tickets for MAARNG soldiers recognized during the promotion (FY2012, FY2013, FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SEC. V

NATIONAL HOCKEY LEAGUE PAID PATRIOTISM AND PERKS

SPORTS

BREAKING NEWS

Contracted by: Massachusetts Army National Guard (MAARNG)

Contracted to: Boston Bruins- NHL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Boston Bruins	W912SV-12-P-0302	$150,000
FY 13	Boston Bruins	W912SV-13-P-0204	$130,000
			$280,000

BOSTON BRUINS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Presenter of Boston Bruins military appreciation night (FY2012, FY2013)
- Opportunity for the MNARNG Voices of Freedom to perform the national anthem (FY2013)
- Opportunity for a color guard and reenlistment ceremony (FY2013)
- One in-game recognition ceremony for 20 honor graduates of the MAARNG Recruit Sustainment Program (RSP) and 43 tickets to the game (FY2012, FY2013)
- Recognition of two MAARNG soldiers and their guests during each home game in November (FY2012, FY2013)
- Access to one luxury box for 18 people and one executive view suite for 25 people on military appreciation night (FY2013)
- Four loge tickets to 10 regular season home games (FY2013)
- Forty tickets for soldiers recognized during military appreciation month (FY2012, FY2013)
- Forty general tickets to Bruins home games (FY2012, FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Carolina Hurricanes- NHL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Carolina Hurricanes	FA4484-12-P-0139	$35,000
FY 13	Carolina Hurricanes	FA4484-13-P-0054	$20,000
FY 14	Carolina Hurricanes	FA4484-13-P-0054	$20,000
CAROLINA HURRICANES			**$75,000**

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- One 18 person suite for influencers and prospective applicants (FY2012, FY2013, FY2014)
- Pregame access to one conference room to give a one-hour presentation for center of influence opportunities (FY2012, FY 2013, FY2014)
- One Hurricanes autographed team stick (FY2012, FY2013, FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Florida Panthers- NHL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Florida Panthers	FA3047-11-P-0686	$20,000
FY 13	Florida Panthers	FA3047-12-P-0373	$20,000
			$40,000

FLORIDA PANTHERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Opportunity to host eight USAF group nights including 25 upper level tickets for high school seniors and recruits and a pregame Air Force information session and chalk talk with Panthers management and coaches (FY2012, FY2013)
- Opportunity for a USAF airman to perform the ceremonial puck drop, a color guard demonstration, and the option to have USAF personnel to rappel from the arena rafters at Panthers Air Force nights (FY2012)
- Opportunity to screen a brief film of a Delayed Entry Program (DEP) swearing-in ceremony prior to a Panthers home game (FY2012)
- Two hundred terrace level tickets for DEP swear-in ceremony participants, their family members and other influencers such as coaches, teachers, administrators and guidance counselors (FY2013)
- Two ADT Club tickets and one parking pass for community influencers (FY2013)
- One pregame color guard ceremony (FY2013)
- Fifty club level tickets (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Minnesota Army National Guard (MNARNG)

Contracted to: Minnesota Wild- NHL

MINNESOTA WILD

Year	Club	Contract Number	Taxpayer Cost
FY 12	Minnesota Wild	W912LM-12-P-0098	$235,000
FY 13	Minnesota Wild	W912LM-13-P-0055	$235,000
FY 15	Minnesota Wild	W912LM-15-P-0001	$100,000
			$570,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- On-ice soldier appreciation ceremony for up to 20 MNARNG members during intermission of a Wild home game (FY2014)
- Color guard ceremony and opportunity for a MNARNG soldier rappel from the catwalk to deliver the game puck (FY2012, 2013, 2015)
- Recognition of a MNARNG soldier of the game and flag bearer highlighted on the center scoreboard at every regular season and postseason Wild home game (FY2012, FY2013, FY2015)
- Special recognition during presenting night (2013-2015)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Detroit Red Wings- NHL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Detroit Red Wings	FA4484-12-P-0130	$22,000
FY 13	Detroit Red Wings	FA4484-13- P-0067	$19,500
DETRIOT RED WINGS			**$41,500**

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Season tickets for USAF and promotional nights (FY 2012)
- One on-ice Delayed Entry Program (DEP) swearing-in ceremony (also featured on Red Wings TV) and 60 upper level tickets for the Dec. 10, 2012, Red Wings home game (FY2013)
- Four customized Red Wings jerseys with Air Force name patch (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Dallas Stars- NHL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Dallas Stars	FA3047-12-P-0221	$10,000
			$10,000

DALLAS STARS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Season tickets for USAF personnel and promotional nights (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: Dallas Stars- NHL

Year	Club	Contract Number	Taxpayer Cost
FY 12	Dallas Stars	W912L1-12-P-0045	$15,000
FY 13	Dallas Stars	W912L1-13-P-0030	$9,000
			$24,000

DALLAS STARS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- Eighty tickets to Stars regular season home games (FY2012)
- On-ice promotion during three game intermissions during the regular season (FY2 012)
- Opportunity to have TXARNG color guard ceremony at three games (FY 2012)
- TXARNG sponsorship of military appreciation night (FY 2013)
- Opportunity for a TXARNG soldier to deliver the puck at the start of a Stars home game (FY 2013)
- Featured Stars soldier presentation and live recognition (FY 2013)
- Two lower level tickets to 15 regular season Stars home games (FY 2013)
- Forty upper level tickets to be used throughout the 2012-2013 season (FY 2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SEC. VI

NATIONAL SOCCER LEAGUE PAID PATRIOTISM AND PERKS

SPORTS

BREAKING NEWS

Contracted by: Washington Army National Guard (WAARNG) Contracted to: Seattle Sounders- MLS

Year	Club	Contract Number	Taxpayer Cost
FY12	Seattle Sounders	W912K3-12-P-0022	$46,500
FY13	Seattle Sounders	W912K3-13-P-0024	$46,500
FY15	Seattle Sounders	W912K3-15-P-0038	$35,000
			$128,000

SEATTLE SOUNDERS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- WAARG recognition and a compelling Army National Guard public service message to be played on Soundervision video boards at 19 Sounders home games (FY2012, FY2013, FY2015)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Colorado Army National Guard (COARNG)

Contracted to: Colorado Rapids- MLS

Year	Club	Contract Number	Taxpayer Cost
FY 14	Colorado Rapids	W912LC-14-P-0089	$100,000
			$100,000

COLORADO RAPIDS

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Three color guard ceremonies
- Cannon fire ceremony

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Utah Army National Guard (UTARNG)

Contracted to: Real Salt Lake- MLS

Year	Club	Contract Number	Taxpayer Cost
FY 15	Real Salt Lake	W911YP-15-P-0035	$75,000
			$75,000

REAL SALT LAKE

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- One military appreciation night including the opportunity UTARNG soldiers to participate in pregame and halftime recognition ceremonies and 150 tickets to the game for recruiting activities (FY2015)
- Color guard ceremonies (FY2015)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: D.C. Army National Guard (DCARNG)

Contracted to: D.C. United- NSL

Year	Club	Contract Number	Taxpayer Cost
FY 14	D.C. United	W912R1-14-P-0012	$25,000
			$25,000

D.C UNITED

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Ten tickets to one game for DCARNG members

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

MCCAIN.SENATE.GOV
FLAKE.SENATE.GOV

SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: FC Dallas-MLS

Year	Club	Contract Number	Taxpayer Cost
FY13	FC Dallas	FA3002-08-D-0019	$7,500
FY14	FC Dallas	FA3002-08-D-0019	$13,000
			$20,500

FC DALLAS

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- On-field enlistment ceremony and 75 game tickets for Delayed Entry Program (DEP) members and their families (FY 2014)
- On-field enlistment ceremony and up to 150 game tickets for DEP members and their families (FY 2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: LA Galaxy- MLS

Year	Club	Contract Number	Taxpayer Cost
FY12	LA Galaxy	FA8201-12-P-0157	$20,000
			$20,000

L.A GALAXY

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- $1,509 for the Galaxy to provide pregame recognition of five high ranking officers of the Air Force and 100 general admission tickets to that game (FY2012)
- $9,054 for the Galaxy to allocate seven minutes for the USAF to perform a pregame, on-field oath of enrollment ceremony for 500 new recruits and provide 600 general admission tickets to that day's game (FY2012)
- $6,036 for 100 general admission tickets to each of four Galaxy home games (FY2012)
- $3,400 for four sideline season tickets to be used for recruiting purposes (FY2012)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Texas Army National Guard (TXARNG)

Contracted to: Houston Dynamo- MLS

Year	Club	Contract Number	Taxpayer Cost
FY 13	Houston Dynamo	W912L1-13-P-0024	$15,000
			$15,000

HOUSTON DYNAMO

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One color guard ceremony before two Dynamo home games (FY2013)
- Opportunity for a member of the TXARNG to perform the national anthem before one Dynamo home game (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

MCCAIN.SENATE.GOV
FLAKE.SENATE.GOV

SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Columbus Crew- MLS

Year	Club	Contract Number	Taxpayer Cost
FY 14	Columbus Crew	FA3002-08-D-0019	$13,000
			$13,000

COLUMBUS CREW

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- On-field enlistment ceremony and 25 game tickets for Delayed Entry Program (DEP) members (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SEC. VII

WIDE WORLD OF WASTE

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Motor Sports (NASCAR) Sponsorship)

Year	Club	Contract Number	Taxpayer Cost
FY 15	Motor Sports (MOTOGP)	FA3002-08-D-0019	$1,560,000
			$1,560,000

NASCAR

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Aric Almirola paid personal appearances including two production days, five in-market (FY2015) appearances, two out-of-market appearances at track, and two autograph sessions at Air Force recruiting booth
- Richard Petty paid personal appearances including 20 hospitality meet-and-greets, appearances at track, and one in-market appearance (FY2015)
- Twenty Richard Petty Driving Experience ride-alongs (FY2015)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

MCCAIN.SENATE.GOV
FLAKE.SENATE.GOV

SPORTS

NBA MLB CRICKET NHL SOCCER GOLF F1 MOTORSPORT » UFC MOTOGP NASCAR NFL TENNIS

BREAKING NEWS

Contracted by: Alaska Army National Guard (AKARNG)

Contracted to: Iron Dog

IRON DOG

Year	Club	Contract Number	Taxpayer Cost
FY 13	Iron Dog	W91ZRU-13-C-0001	$300,000
FY 14	Iron Dog	W91ZRU-14-C-0002	$200,000
FY 14	Iron Dog	W91ZRU-14-C-0003	$200,000
			$700,000

Taxpayer-funded "paid patriotism" and perks in these contracts included:*

- VIP tickets to premier events and VIP parking (FY2013, FY2014)
- VIP passes to Iron Dog Race start and finish (FY2013, FY2014)
- One trail class ambassador team rider registration fee to be included as part of the advertising costs (FY2013, FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Indiana Army National Guard (INARNG)

Contracted to: Learfield Communications, Inc

Year	Club	Contract Number	Taxpayer Cost
FY 14	IU/PU	W912L9-14-P-0159	$400,000
			$400,000

INDIANA UNIVERSITY
PURDUE UNIVERSITY

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Twelve IU and PU football season tickets, IU football season hospitality passes, and three season parking passes (FY2014)
- One season media pass for INARNG to all IU and PU athletic events to cover and capitalize on Governor's Cup events (FY2014)
- Fifty single game football tickets to the official Governor's Cup game (FY2014)
- One VIP experience for four people including on-field access to the official Governor's Cup football game and autographed football (FY2014)
- Four men's IU and PU basketball season tickets, IU basket season hospitality passes and one parking pass (FY2014)
- Four VIP single game tickets to Governor's Cup basketball game with one Parking Pass and the opportunity for on-court recognition and an official basketball (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: Wisconsin Army National Guard (WIARNG) Contracted to: Learfield Communications, Inc

Year	Club	Contract Number	Taxpayer Cost
FY 14	University of Wisconsin	W912J2-14-P-0118	$170,000

$170,000

UNIVERSITY OF WISCONSIN

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Football game day presentation including a pregame or halftime ceremony, game ball presentation, signage, announcements, radio broadcast recognition, 50 vendor passes, and five parking passes (FY2014)
- Hockey game day presentation including a pregame hockey stick presentation, halftime contest opportunity, WIARNG logo on program, signage, electronic message board announcements, radio broadcast recognition, promotional item to fans, 25 vendor passes, and five parking passes (FY2014)
- Football spring game sponsorship with WIARNG logo included on promotional advertising, on-field game ball presentation, halftime contest with a WIARNG provided special grand prize, WIARNG display, and an opportunity to provide promotional item to fans (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Motor Sports (MOTOGP)

MOTOR SPORTS

Year	Club	Contract Number	Taxpayer Cost
FY 14	Motor Sports (MOTOGP)	FA3002-08-D-0019	$15,000

$15,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- One enlistment ceremony (FY2014)
- Opportunity for USAF to provide event honor guard at no added cost (FY2014)
- Opportunity for USAF airmen to participate in flag detail on event track during national anthem (FY2014)
- Seventy-five single day admission tickets to race day for Delayed Enlistment Program (DEP) members who were part of a swearing-in ceremony, DEP family members, other influencers and recruiter escorts (FY2014)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SPORTS

BREAKING NEWS

Contracted by: United States Air Force

Contracted to: Alamo City Comic Con

ALAMO CITY COMIC CON

COMIC CON

Year	Club	Contract Number	Taxpayer Cost
FY 13	Comic Con	FA3002-08-D-0019	$7,000
			$7,000

Taxpayer-funded "paid patriotism" and perks in this contract included:*

- Twenty event tickets provided to Delayed Enlistment Program (DEP) members who were part of a swearing-in ceremony and their family members and other influencers (FY2013)

**The item(s) in this list are a subset and may not comprise the full scope of the contract(s) or taxpayer costs*

SEC. VIII

SOURCES AND METHODOLOGY

SOURCES AND METHODOLOGY

To identify instances of likely "paid patriotism," we:

- requested that DOD provide an accounting of all its professional sports marketing and advertising contracts, including the contract amount, contract deliverables and contract metrics;
- queried professional sports team names in USASpending.gov to identify the 122 professional sports contracts and contract modifications. See contract numbers below.

We reviewed the contracts identified in our query to determine whether and to what extent they included color guard ceremonies, flag details, enlistment and reenlistment ceremonies, recognition of troops and/or veterans, game tickets, sponsorship of military appreciation and military night games. We then compared our analysis to what the Department summarized to identify gaps in what was reported to Congress.

National Football League

ATLANTA FALCONS FOOTBALL CLUB, LLC

W912JM-12-P-0091
W912JM-13-C-0013
W912JM-14-P-0131
W912JM-15-P-0091

BALTIMORE RAVENS LP

W912K6-12-P-0123
W912K6-13-P-0114

BUFFALO BILLS, INC.

W912PQ-12-M-0147
W912PQ-13-M-0113
W912PQ-14-M-0233

RICHARDSON SPORTS LIMITED PARTNERSHIP (Carolina Panthers)

FA4484-12-P-0123
FA4484-13-P-0030
FA4484-14-P-0050

CINCINNATI BENGALS, INC.

FA4484-13-P-0049
W91364-12-P-0277

CLEVELAND BROWNS FOOTBALL COMPANY, LLC

FA4484-12-P-0135

DALLAS COWBOYS FOOTBALL CLUB LTD
W912L1-13-P-0015

PRO SILVER STAR LTD (Dallas Cowboys)
W912L1-13-P-0133
W912L1-14-P-0310

STADIUM MANAGEMENT COMPANY, LLC (Denver Broncos)
W912LC-14-P-0089
W912LC-14-P-0149

GREEN BAY PACKERS, INC.
W912J2-12-P-0097
W912J2-14-P-0091

INDIANAPOLIS COLTS, INC.
FA4484-12-P-0145
W912L9-12-P-0122
W912L9-14-P-0144

MIAMI DOLPHINS, LTD.
FA3047-12-P-0139

MINNESOTA VIKINGS FOOTBALL, LLC
W912LM-12-P-0092

NPS LLC (PATRIOTS)
W912SV-12-C-0006
W912SV-13-C-0006
W912SV-14-C-0006

NEW ORLEANS LOUISIANA SAINTS, L.L.C.
W912NR-13-C-0001

NEW YORK JETS LLC
W912KN-12-P-0129
W912KN-13-P-0070
W912KN-14-P-0123

OAKLAND RAIDERS, A CALIFORNIA LIMITED PARTNERSHIP, THE
W912LA-13-P-0070

PITTSBURGH STEELERS SPORTS INC
FA4484-14-P-0037
W9124D-13-P-0338

ST. LOUIS RAMS, LLC THE
W912NS-14-P-0142

CHARGERS FOOTBALL COMPANY, LLC
W912LA-13-P-0051

FOOTBALL NORTHWEST LLC (Seattle Seahawks)
W912K3-12-P-0050
W912K3-13-P-0069
W912K3-14-P-0039

National Basketball Association

ARENA SPORTS MARKETING, LLC (Atlanta Hawks)
FA3047-14-P-0081
W912JM-13-C-0019
W912JM-13-P-0068

BANNER SEVENTEEN, LLC (Boston Celtics)
W912SV-12-P-0300
W912SV-13-P-0189
W912SV-14-P-0202

HORNETS BASKETBALL HOLDINGS, LLC
FA4484-14-P-0054

DALLAS BASKETBALL LIMITED
FA3047-14-P-0094
W912L1-12-P-0082
W912L1-13-P-0029
W912L1-14-P-0047

ROCKET BALL, LTD (HOUSTON ROCKETS)
W912L1-09-P-5064

PACERS BASKETBALL, LLC
FA4484-12-P-0065
W912L9-13-P-0030
W912L9-14-P-0170

MINNESOTA TIMBERWOLVES BASKETBALL LIMITED PARTNERSHIP
W912LM-14-P-0055

PHILADELPHIA 76ERS, L.P.
W912L5-14-P-0044

TRAIL BLAZERS INC.
W912JV-12-P-2103
W912JV-13-P-2019

SPURS SPORTS & ENTERTAINMENT
W912L1-12-P-0080
W912L1-14-P-0079

National Hockey League

DELAWARE NORTH COMPANIES, INC. (Boston Bruins)
W912SV-12-P-0302
W912SV-13-P-0204

GALE FORCE SPORTS & ENTERTAINMENT, L.L.C (Carolina Hurricanes)
FA4484-12-P-0139
FA4484-13-P-0054

DALLAS STARS, L.P.
FA3047-12-P-0221
W912L1-12-P-0045
W912L1-13-P-0030

OLYMPIA ENTERTAINMENT, INC. (Detroit Red Wings)
FA4484-12-P-0130
FA4484-13-P-0067

FLORIDA PANTHERS HOCKEY CLUB LTD
FA3047-12-P-0373

NATIONAL HOCKEY LEAGUE FLORIDA PANTHERS
FA-304-11-P-0686

MINNESOTA WILD HOCKEY CLUB LP
W912LM-12-P-0098
W912LM-13-P-0055
W912LM-15-P-0001

PITTSBURGH PENGUINS LP
FA4484-14-P-0075

Major League Baseball

ARIZONA PROFESSIONAL BASEBALL LP
W912L2-14-P-0024

ATLANTA NATIONAL LEAGUE BASEBALL CLUB, INC.
FA3047-12-P-0173
W912JM-13-C-0024
W912JM-14-P-0136
W912JM-15-P-0089

BOSTON RED SOX BASEBALL CLUB LIMITED PARTNERSHIP
FA6643-11-D-0001
W912SV-13-P-0188
W912SV-14-P-0156

CLEVELAND INDIANS BASEBALL COMPANY LIMITED PARTNERSHIP
FA4484-12-P-0111

HOUSTON MCLANE COMPANY INC (Houston Astros)
W912L1-13-P-0207

MILWAUKEE BREWERS BASEBALL CLUB, INC.
W912J2-14-P-0106

QUEENS BALLPARK COMPANY, L.L.C. (NY Mets)
FA4484-14-P-0067

PHILLIES, THE
N00189-12-P-Z392
N00189-14-P-Z261

PITTSBURGH BASEBALL, INC.
FA4484-14-P-0039

RANGERS BASEBALL EXPRESS LLC
FA3047-12-P-0370
FA3047-13-P-0305
FA3047-14-P-0284
W912L1-12-P-0085
W912L1-13-P-0117

Major League Soccer

KSE SOCCER, INC (Colorado Rapids)
W912LC-14-P-0089

COLUMBUS CREW
FA3002-08-D-0019

D.C UNITED YOUTH SOCCER, LLC
W912R1-14-P-0012

FC DALLAS
FA3002-08-D-0019

DYNAMO SOCCER, LLC
W912L1-13-P-0024

LA GALAXY
FA8201-12-P-0157

UTAH SOCCER STADIUM OWNER, LLC (Real Salt Lake)
W911 YP-15-P-0035

SEATTLE SOUNDERS
W912K3-12-P-0022
W912K3-13-P-0024
W912K3-15-P-0038

Wide World of Waste

COMIC CON
FA3002-08-D-0019

LEARFIELD COMMUNICATIONS
W912L9-14-P-0159

IRON DOG, INC.
W91ZRU-13-C-0001
W91ZRU-14-C-0002
W91ZRU-14-C-0003

MOTOR SPORTS (MOTOGP)
FA3002-08-D-0019

NASCAR MOTOR SPORTS
FA3002-08-D-0019

UNIVERSITY OF WISCONSIN SYSTEM
W912J2-14-P-0118

APPENDIX A

CORRESPONDENCE WITH THE DEPARTMENT OF DEFENSE

JEFF FLAKE
ARIZONA
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COMMITTEE ON FOREIGN RELATIONS
COMMITTEE ON
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May 11, 2015

The Honorable Ash Carter
Secretary of Defense
1300 Defense Pentagon
Washington, DC 20301

General Frank J. Grass
Chief, National Guard Bureau
111 S. George Mason Drive
Arlington, VA 22204

Dear Secretary Carter and General Grass,

A recent investigation by my office has uncovered a number of marketing, advertising, and promotion contracts between branches of the Department of Defense and professional sports teams in the National Football League, Major League Baseball, National Basketball Association, National Hockey League, Major League Soccer, a NASCAR speedway, and National Collegiate Athletic Association athletic departments. It is troubling to learn that taxpayer funds are being used to compensate these teams for honoring and recognizing U.S. military service members.

One well-detailed instance of this practice involves a contract between the New Jersey Army National Guard (NJARNG) and the NFL's New York Jets.

According to public documents, between 2011 and 2014, the Department of Defense and the NJARNG paid a total of $377,000 to the New York Jets through federal contracts for patriotic salutes, charity events, and other marketing activities. In Fiscal Year (FY) 2012, NJARNG paid the New York Jets $97,500 and in FY 2013 the Jets received an additional $115,000. In FY 2014, the Jets again received $115,000 from the NJARNG. The stated purpose of these contracts was for "advertising and promotion." According to the FY 2012 and FY 2013 statements of work, these payments to the New York Jets were for activities that included:

- *"A videoboard feature – Hometown Hero. For each of their 8 home game [sic], the Jets will recognize 1-2 NJARNG Soldiers as Home Town Heroes. Their picture will be displayed on the videoboard, their name will be announced over the loud speaker, and they will be allowed to watch the game, along with 3 friends or family members, from the Coaches Club."*
- *"Allow 10 NJARNG Soldiers to attend their Annual Kickoff Lunch in New York City. At the luncheon, the Soldiers will have the opportunity to meet and take pictures with various members of the Jets organization for promotional use for recruiting and retention purposes for the NJ Army National Guard."*
- *"Allow NJARNG to participate in the Jets Hometown Huddle charity event in which Jets players and coaches will work side by side with the Soldiers to build or refurbish a community asset. i.e., build a new playground, rehab an existing park, etc for promotional use for recruiting and retention purposes for the NJ Army National Guard."*

To date, the NJARNG has not provided a statement of work for FY 2014 contract with the New York Jets.

While it may be appropriate for the National Guard or other service branches to spend taxpayer funds on activities directly related to recruiting, giving taxpayer funds to professional sports teams for activities that are portrayed to the public as paying homage to U.S. military personnel would seem inappropriate. Such promotions conjure up feelings of patriotism and pride for most sports fans, and the revelation that these are in fact paid arrangements is disappointing.

I ask the Department of Defense for the following information:

- The total amount the Department of Defense spent on paid interactions with service members at professional and collegiate sporting events and how much has the Department of Defense paid professional sporting teams for such activities since FY 2009, including a breakdown of how much each service branch has paid.
- The statements of work for all contracts with professional sporting teams or their associations for each financial year since FY 2009. If the statement of work offers vague descriptions of how federal dollars were actually spent, please provide a detailed description of each activity on which money was expended. Please provide contract numbers and bids related to such interactions with professional sports teams. Documentation - including but not limited to statements of work, contracts, and marketing plans – detailing the overall cost and the specific activities and services purchased under each individual marketing contract between the Department of Defense and professional or collegiate sports team or organization since FY 2009.
- Complete details on the number of paid salutes for honoring members of the Armed Services, the amount spent on such salutes, and the teams.
- Any available data and conclusions from formal programmatic reviews or evaluations by federal officials that indicates the effectiveness in recruitment efforts of service member recognition events with sporting organizations for which the sporting organizations are paid by service branches.

Thank you for attention and prompt response to my request, in strict compliance with all ethical rules, regulations, and guidelines.

Sincerely,

JEFF FLAKE
U.S. Senator

PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

JUL - 9 2015

The Honorable Jeff Flake
United States Senate
Washington, DC 20510-0305

Dear Senator Flake:

Thank you for your recent letter to the Secretary of Defense, regarding marketing, advertising, and promotion contracts between the Department of Defense and professional sports organizations. I have been asked to respond.

The issues raised in your letter are concerning. The Department agrees that using valuable recruiting resources to pay outside entities to honor our brave Service men and women is a concerning practice that requires scrutiny. In response to you having raised this issue, General Frank Grass, the Chief of the National Guard Bureau, directed a review of all state-level sports marketing and advertising contracts for the National Guard; I directed the Services to complete a similar review. These reviews will provide the information necessary to shape appropriate policy and guidance on the proper means of administration of such contracts. My office has been notified that the U.S. Government Accountability Office (GAO) is also reviewing marketing and advertising activities for the Department (Engagement code 352046).

We are unable at this time to provide all of the data that you requested. However, the enclosed document provides some context on our sports marketing program and its overall value and importance to the Department's recruiting mission. As noted above, both the Services and the National Guard are conducting a review on these recruiting contracts, and the Department will be working with the GAO to assist in its review. These reviews are projected to be completed in March of 2016. Once the data from these reviews are collected and analyzed, we will provide you with additional information in order to respond more fully to the questions you posed in your letter.

We appreciate your support and share your concern regarding this issue.

Sincerely,

Brad Carson
Acting

Enclosure:
As stated

Marketing, Advertising, and Promotion Contracts between the Department of Defense and Professional Sports

Q1. The total amount your Service spent on paid interactions with service members at professional and collegiate sporting events and how much has the Department of Defense paid professional teams for such activities since FY 2009, including a breakdown of how much each Service branch paid.

A1. Today's recruiting environment is becoming more challenging as lower unemployment and increased opportunities for continued education provide youth with more options; for many, this has made military service less attractive. To ensure continued recruiting success, the Services must employ an integrated marketing approach to meet immediate recruiting mission, maintain a dialogue with the American public and shape perceptions for future long-term recruiting success. Sporting events are an important component of this process and provide a neutral environment where potential applicants and/or influencers have an opportunity to engage Service representatives on their own terms. These direct one-on-one engagements have proven to be a cost-effective means of engaging and encouraging target markets to consider military service.

At this time, we can provide totals spent on sports-related marketing including motorsports.

Sports-related marketing activities, including motorsports:
All Components
FY2014: $88.5M
FY2015: $41.7M

Q2. The statements of work for all contracts with professional sporting teams or their associations for each financial year since FY 2009. If the statement of work offers vague descriptions of how federal dollars were actually spent, please provide a detailed description of each activity on which money was expended. Please provide contract numbers and bids related to such interactions with professional sports teams. Documentation - including but not limited to statements of work, contracts, and marketing plans - detailing the overall cost and the specific activities and services purchased under each individual marketing contract between your Service and professional or collegiate sports team or organization since FY 2009.

A2. This information is not currently available. We will respond to your request when the reviews currently underway are completed.

Q3. Complete details on the number of paid salutes for honoring members of the Armed Services, the amount spent on such salutes, and the teams.

A3. This is one of the areas our ongoing reviews are examining. We will respond to your request when these reviews are completed.

Q4. Any available data and conclusions from formal programmatic reviews or evaluations by federal officials that indicates the effectiveness in recruitment efforts of service member recognition events with sporting organizations for which the sporting organizations are paid by service branches.

A4. This also is one of the areas our reviews are examining. We will respond to your request when the reviews are completed.

JEFF FLAKE
(202) 224-4521
COMMITTEE ON FOREIGN RELATIONS
COMMITTEE ON
ENERGY AND NATURAL RESOURCES
COMMITTEE ON THE JUDICIARY
COMMITTEE ON AGING

United States Senate

WASHINGTON, DC 20510-0305

July 14, 2015

The Honorable Brad Carson
Acting Under Secretary of Defense
1300 Defense Pentagon
Washington, DC 20301

Dear Acting Under Secretary of Defense Carson,

I write to you to express deep concern about your July 9th response to my May 11th letter requesting information about Department of Defense contracts related to marketing, advertising, and promotion activities with professional sports teams associated with paid salutes for armed service members.

The answers provided were unfortunately insufficient and wholly unsatisfactory. It is troubling, given that this topic has been the subject of considerable attention nationwide, that nearly two months after the original request for information, the Department of Defense finally responded and yet provided no additional information beyond what was already uncovered and available in the public domain. In fact, through a mere search of government websites, my office was able to uncover contract information far more detailed than the overall budget numbers that you provided.

Notwithstanding any unrelated or additional oversight investigations that may be on-going related to these practices, I reiterate the request to be provided copies of Department of Defense contracts with professional sports teams. I request that your office provide copies of all Department of Defense contracts that relate to sports marketing, advertising, and promotion with professional sports teams. Further, I request that such contracts be made available as they are received by the Department as a result of this specific inquiry.

Additionally, I request a meeting with Acting Under Secretary of Defense Carson to discuss the response to this request for information. Given the prominence of this issue, I ask that this meeting happen as soon as possible.

Thank you for attention and prompt response to my request, in strict compliance with all ethical rules, regulations, and guidelines.

Sincerely,

JEFF FLAKE
U.S. Senator

APPENDIX B
DEPARTMENT OF DEFENSE MEMOS

NATIONAL GUARD BUREAU
1636 DEFENSE PENTAGON
WASHINGTON DC 20301-1636

13 MAY 2015

MEMORANDUM FOR THE ADJUTANTS GENERAL
COMMANDING GENERAL OF THE DISTRICT OF COLUMBIA

Subject: Review of National Guard Sports Marketing and Advertising Contracts

1. I am directing all United States Property and Fiscal Officers (USPFO) to review all state-level sports marketing and advertising contracts with the assistance of their Internal Review offices. The USPFOs will provide an in-depth report analyzing these contracts to determine if there are areas where additional oversight and controls are warranted. This report will assist in ensuring that all such contracts are awarded and administered properly while avoiding the appearance of impropriety.

2. The report will be submitted to NGB-IR and you within 30 days of the date of this memorandum. The reports will identify all current state-level sports marketing and advertising contracts. Items include the dollar value, a brief description of the underlying services, a brief explanation of the contract's deliverables (particularly those that may be described as "personal in nature," such as tickets, VIP passes, free parking, etc.), future option periods (if any), and the oversight measures that are in place ensuring compliance with all regulations – fiscal, contracting and ethics. These reports will reflect meaningful analysis of any risks—fiscal, contracting, ethical and appearance—that are detected with these contracts. A similar review of all sports marketing and advertising contracts that are awarded and administered at the NGB-level is currently underway.

3. Point of contact is [redacted]

FRANK J. GRASS
General, USA
Chief, National Guard Bureau

cc:
USPFOs

NATIONAL GUARD BUREAU
111 SOUTH GEORGE MASON DRIVE
ARLINGTON VA 22204-1373

ARNG-GSS

JUL 1 8 2015

MEMORANDUM FOR The Adjutants General of All States, Puerto Rico, the US Virgin Islands, Guam, and the Commanding General of the District of Columbia

SUBJECT: Guidance on Army National Guard (ARNG) Sports Marketing Activities

1. References.

a. NGR 601-1, Army National Guard Strength Maintenance Program, dated 28 April 2006.

b. Memorandum, Department of Defense, 9 Jun 15, subject: Department of Defense Clarifying Guidance for Community Relations Outreach and Recruiting Activities.

2. Background. Sports marketing has been an important element in Army National Guard recruiting efforts. In the past, states have had tremendous flexibility in partnering with sports organizations at all levels (i.e., professional, semiprofessional, and collegiate) to support recruiting and retention efforts. This approach allowed states to tailor sports marketing to their specific needs, but it also made possible misuse of appropriated funds. This highlighted a need for additional oversight and control measures. Finally, the DoD published guidance (see Reference b) that provides clarity on the difference between "Community Relations" activities as opposed to "Recruiting and Retention" activities. This change in the environment has forced us to re-examine our current processes.

3. Purpose. There are several important changes that we, as an organization, need to make. We need to tackle this issue at all levels to minimize risk to ARNG marketing resources. The changes will continue to allow states maximum flexibility in executing marketing and advertising programs, while also establishing appropriate levels of internal controls and oversight. The Army National Guard Strength Maintenance Division (ARNG-GSS) is the lead for implementing the changes, but success will require a team effort by all. This interim process was developed in concert with the Acquisitions Program Management Office and National Guard Operational Contracting Division, and will be ongoing until development of a long-term policy is complete. The ARNG-GSS will review all media buy requests through the national State Media Services Program contract to ensure adherence to these changes. I strongly urge that individual states' contract requirements be reviewed against the guidance presented below, which will be provided to all US Property and Fiscal Offices to ensure adherence at all levels. States may forward contract requirements to ARNG-GSS for review, if preferred.

4. The following actions are required and should be implemented immediately for all ARNG sports-related marketing contracts:

a. The following items and services are authorized:

(1) Out-of-Home advertising

(2) Print materials

(3) Online advertising

(4) Social media

(5) Event/display space

(6) Recruiting/retention promotional items

(7) Video

(8) Game day recruiting events

(9) Jumbotron/public address system announcements.

b. The following items and services are not authorized:

(1) Paid player appearances

(2) Paid recognition of any ARNG member

(3) Paid ceremonies, to include: National Anthem, color guard, and enlistment or extension

(4) Tickets or passes of any kind (unless for set-up or worker access)

(5) Parking passes (unless for set-up or worker access)

(6) Meals or beverages of any kind

(7) Anything else that could be construed as "Personal in Nature."

c. Paid partnerships or sponsorships—to include professional, semi-professional, and collegiate—are not authorized. These are considered a form of paid advertising wherein an organization pays for the right to associate itself with another entity, which includes organizations, teams, or individuals.

d. I encourage states to maintain their local high school relationships, provided there are no paid professional sports elements. These include, but are not limited to:

(1) Paid player appearances

(2) Tickets to professional sporting venues

(3) Anything else that might be construed as "personal in nature" or perceived as "value added."

e. States are allowed to recognize:

(1) Potential applicants

(2) Local centers of influence

(3) High school teams and faculty members.

5. While this guidance is significantly more restrictive than past policies, it will assist the ARNG in executing sports marketing in a way that minimizes future risk, while still realizing the benefits of sports marketing programs. The ARNG will host a video teleconference in the next 30 days to ensure that state recruiting leaders understand this guidance, and that the ARNG Directorate staff addresses any concerns from the states.

6. The point of contact is Chief, Army National Guard Strength Maintenance Division, at

TIMOTHY J. KADAVY
Lieutenant General, GS
Director, Army National Guard

PERSONNEL AND READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

JUN 3 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: Review of Sports Marketing and Advertising Contracts

Recruiting campaigns conducted in concert with community and public outreach programs both connect America to the military as well as attract and inform the necessary accessions for the Military Services. To successfully execute these programs, different advertising and marketing venues and vendor contracts are negotiated and executed. In light of recent events, we must all be vigilant in ensuring our actions meet their intended objective without creating an appearance of impropriety.

As such, I am directing each Secretary of a Military Department review all current sports marketing and advertising contracts to determine if there are areas where additional oversight and controls are warranted. This review will assist in ensuring such contracts are awarded and administered properly while avoiding an appearance of impropriety. I ask that you provide a report, not later than 30 days after the date of this memorandum, detailing each current sports marketing and advertising contract. The report should include the contract name, dollar value, a brief description of the underlying services, a brief explanation of the contract's deliverables (particularly those that may be described as "personal in nature," for example, tickets, VIP passes, free parking), future option periods (if any), and the oversight measures in place to ensure compliance with all regulations - fiscal, contracting, and ethics. These reports will provide a better understanding of current recruiting and outreach programs and will help identify any programs that could potentially cast the Department in a negative light with the public.

My point-of-contact for this issue is [redacted]

Brad Carson
Acting

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

PERSONNEL AND READINESS

SEP 14 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS

SUBJECT: Findings and Guidance for Sports Marketing and Advertising Contracts

On June 3, 2015, I directed a review of all current sports marketing and advertising contracts to determine if there existed areas in which additional controls and oversight might be warranted. This review was intended to ensure that such contracts were awarded and administered properly, and in a manner avoiding even an appearance of impropriety. This memorandum summarizes the findings of the review and issues additional policy guidance regarding sports marketing and advertising contracts.

Each Service and Component provided data regarding its sports marketing and advertising contracts for Fiscal Years 2013 through 2015. The review revealed a concerted effort by the Services to ensure that all sport events and contracts were handled appropriately. However, some areas of concern were identified. To those unfamiliar with standard marketing contract practices, these concerns could give rise to the perception that the Department had "paid for patriotism" or contracted for items that appeared to be personal in nature. Sports marketing and advertising is too important to the recruiting mission to allow these perceptions to detract from our message. Our actions must be transparent, and our intent consistently focused on our mission: sustaining the All-Volunteer Force.

Based on the findings of this review, I am issuing interim guidance providing policy direction, enhancing oversight and ensuring that we promote good stewardship of taxpayer dollars. This guidance will remain in effect until a more comprehensive Department of Defense policy is developed and promulgated. Be assured that this comprehensive follow-on policy will reflect Service input and recommendations from the Government Accountability Office's ongoing review of this issue.

Effective immediately the Services and their Components will comply with the following:

- Require that each sports marketing or sports related event contract[1] is reviewed by a senior "Reviewing Official" prior to signature, to ensure deliverables and/or task orders are appropriate and reasonable. At a minimum, Reviewing Officials will be the Service Recruiting Commander or Marketing Director, in the grade of O-6 or higher, or in the case of the Army, the Director of the Army Marketing and Research Group or his Deputy.

[1] The definition of sports marketing or sports related event contract does not include a contract used to purchase only radio, television, print or internet advertising.

- Neither fund nor approve any sports marketing or sports related contract in which the terms of the contract require the Service to pay, as part of the agreement, to honor members of the Armed Forces. Such activities include but are not limited to paid ceremonies, such as: playing of the National Anthem and color guard demonstrations, enlistment, reenlistment (swear-in) ceremonies, or other service member recognition programs. The Service or Component may only continue to execute such activities pursuant to a sports marketing or advertising contract when the terms of the contract expressly state that the activities are provided at no cost to the government.

- When, as part of a sports marketing or sports related contract, the Service or Component is to receive goods or services (tangible or other value) that may appear to be "personal in nature" (e.g., tickets, VIP passes, free parking, signed memorabilia), the contract will list these items separately. The Service or Component must have management controls in place allowing it to manage, control, audit and ensure the proper use of such items, and also to ensure that the receipt of such items by Service members or government employees is in compliance with applicable rules on ethics and standards of conduct. Annually, the Service and Components will conduct an internal audit on items considered personal in nature no later than September and report the results to their respective Service Secretaries who in turn will report the findings to the Deputy Assistant Secretary of Defense for Military Personnel Policy. Additionally, each Service and Component will conduct an initial audit of all personal in nature items for active contracts within 120 days of this memorandum and report any discrepancies, and actions taken to address those discrepancies, to their respective Service Secretaries who in turn will report the findings to the Deputy Assistant Secretary of Defense for Military Personnel Policy.

- Prior to executing any sports marketing or sports related contract, or sub-contract pursuant to which total cost to the government is more than $3,000, the Service and Components will establish a metric or metrics by which the success of the event or other deliverable can be measured. The metric(s) must be documented in writing and must include the rationale for their use. These metric(s) will be used to evaluate the return on investment of the contract against its intended purpose. The process for documenting and recording the metrics is at the discretion of the Service or Component.

- Following the conclusion of any event conducted pursuant to a sports marketing or advertising contract for which the cost to the government was more than $10,000, the Service or Component will produce an after-action report to summarize the event. At a minimum, this summary will include a brief description of the event, the intended purpose, any concerns or problems that arose during the event, a list of contract deliverables (good or services) that may appear personal in nature and control measures used to ensure proper distribution and accountability of such goods or services, and the metrics to measure the success of the event. This report will be accomplished no later than 60 days after the event and retained by the Service or Component for two years.

- Submit on a semi-annual basis a two-part report. The first part will list all new contracts signed during the previous six-months and will include the name of the contract, date signed, the Reviewing Official, as defined above, the value of the contract, end date of the contract, and the contract's overall objective. The second part of the report will include an after action report summary for each contract that was completed during the previous six months. The Service and Components will submit the reports to the Deputy Assistant Secretary of Defense for Military Personnel Policy no later than January 20 and July 20 of each year.

Sporting events remain a critical venue through which we reach a large percent of our prospect and influencer markets. We must ensure that our use of sports marketing and advertising activities provides an opportunity to increase awareness in our key markets, while at the same time promoting good stewardship of taxpayer dollars and maintaining public confidence. The guidance above will provide the Department of Defense with vital statistics on the Services' execution of sports marketing and a record of the objectives, results, and value of specific sports marketing and advertising activities.

My point-of-contact for this policy is Director, Accession Policy,

Brad Carson
Acting

cc:
Commandant of the Marine Corps
Chief of the National Guard Bureau

ASSISTANT TO THE SECRETARY OF DEFENSE
1400 DEFENSE PENTAGON
WASHINGTON, DC
20301-1400

PUBLIC AFFAIRS

JUN 09 2015

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARY OF DEFENSE (COMPTROLLER)/CHIEF FINANCIAL OFFICER
UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS
CHIEFS OF THE MILITARY SERVICES
CHIEF OF THE NATIONAL GUARD BUREAU
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE

SUBJECT: Department of Defense Clarifying Guidance for Community Relations Outreach and Recruiting Activities

By law the Secretaries of the Military Departments are directed to conduct recruiting campaigns to obtain the necessary enlistments for the regular armed forces. Together, these recruiting campaigns, coordinated with community and public outreach activities, are crucial to the Department's ability to connect America to its military, while also helping to preserve the all-volunteer force.

Recent news coverage revealed situations where recruiting and related contractual arrangements crossed the line into traditional public outreach events, to include military appreciation events at sporting events. It is critical that community relations activities not be confused with recruiting and advertising activities or inadvertently included in advertising agreements to avoid creating a public perception that damages the military brand or dilutes the effectiveness of both our community outreach and recruiting and marketing activities.

Community relations activities are any officially planned program, sequence or series of events, or individual action by a DoD Component, unit, or person designated to achieve and maintain good relations with an element of the civilian community or the community at large. These activities include, but are not limited to, sporting events; community fairs; installation open houses; aerial demonstrations before the public; Armed Forces musical and ceremonial unit appearances before the public; authorized speeches by DoD military and civilian personnel on matters of interest to the public; and liaison and cooperation with national, regional, and local organizations representing elements of the society at large. Events in which a non-military organization honors Service members as part of a patriotic activity also fall within the purview of community outreach.

While there are costs associated with conducting community outreach, the military rarely pays an outside party that is hosting the community outreach activity. An example of where this might occur, however, would be where a military service pays to secure a venue for a public concert. Nevertheless, the Department should not pay an outside party to conduct a military appreciation event or anything that could be construed as a military appreciation activity, as that has the potential to cast into doubt the motivations behind all community outreach activities and threaten the outreach mission.

Since recruiters are able to take maximum advantage of recruiting potential at community relations activities, recruitment and marketing agreements are not to be used for such community relations events. Recruitment advertisements are permissible provided they distinctly focus on attracting candidates for military service. Recruiting representatives must collaborate with their local public affairs offices on departmental messaging and de-conflict military support to ensure a clear distinction between patriotic recognitions or community relations support versus paid recruiting efforts.

This guidance does not cover recruiting efforts that are restricted to events such as school assemblies and clinics or other activities, not open to the general public, that are designed to meet accession goals.

Recruiting and advertising efforts include activities where it is clear that a Military Service has paid for the opportunity to reach recruiting audiences, such as broadcast commercials, print advertisements and booth space at information fairs.

The Office of the Under Secretary of Defense for Personnel and Readiness is reviewing all current sports and marketing contracts. Once the review is complete, the Department will issue additional guidance as appropriate to ensure proper oversight and management of such contracts.

Recruiting representatives should be careful to ensure that recruiting activities do not give the public a false impression of an organization's goodwill to the military.

My point of contact for this issue is Deputy Assistant Secretary of Defense for Community and Public Outreach,

Brent Colburn
Assistant to the Secretary of Defense
for Public Affairs

Use of Sports Events For Military Recruiting and Community Outreach Efforts

Purpose: Recent Congressional and media interest in the use of sports sponsorship and other sporting related activities to support military programs has raised some questions. This paper is intended to answer those questions and provide information highlighting the importance of these activities. The objective of the Services' overall outreach and marketing campaigns, including sports related activities, is to provide a sufficient level of awareness and interest in military service to sustain the All-Volunteer Force.

Background:

- Today's recruiting environment is becoming more challenging as lower unemployment and increased opportunities to continue higher education has provided youth with more options and for many has made military service less attractive.
- The improving economy has resulted in a tightening of the high-quality youth market especially those who are propensed to join the military.
    - Many of America's youth struggle with weight issues and other conditions that affect their eligibility for military service. (Data shows only 29% of youth are eligible to serve.)
- There is a lack of understanding and information about military service among today's youth and those that influence their decisions. Recent data from the Joint Advertising Marketing Research and Studies (JAMRS) organization show --
    - Youth and influencers have grown less positive about the associations they make with military service.
    - There are fewer veterans today than there was in the past. (JAMRS data show that the proportion of youth (16 to 24 YO) with a parent who served in the military was 40 percent in 1995 and only 16 percent in 2014.) Veterans have historically been a great source of information for individuals contemplating military service.
    - Only 15 % of youth are inclined (propensed) to serve.
- In order to increase the level of awareness and move potential recruits and their influencers toward support for military service, a marketing program must consist of many components.
    - Today, most successful marketing campaigns simultaneously use multiple channels in what agencies refer to as an "integrated, layered media" plan.
    - Today's environment of non-stop media (ranging from television and print; to virtual media channels, such as online advertising and on mobile devices; to events; to point of purchase; to social media), recognizes that consumers engage with and consume media in many different ways.
    - Multiple media channels are used to make sure the marketing message reaches the target audience at various times and stages in the media consumption cycle and that each media channel employed reinforces the other channels to help the consumer along the decision-making journey from awareness, through consideration, to conversion, or in our case military service.

Key Points:

- To ensure continued recruiting success, the Services must employ an integrated marketing approach to meet immediate recruiting mission, maintain a dialogue with the American public and shape perceptions for future long-term recruiting success.

- Sporting events provide a neutral environment where potential applicants and/or influencers have an opportunity to engage Service representatives on their own terms. Direct one-on-one engagement by the potential applicants and/or influencer has proven to be a cost-effective means of engaging and encouraging consideration with target markets.
- Service participation in event marketing provides brand awareness; outreach and engagement with diverse audiences; strengthened relationships with academia, civic organizations, businesses and other influential groups both inspire and inform prospects to serve.
- Sports teams represent major population centers and provide a forum for the military to reach and connect with key recruiting audiences. Sports events open doors to many hard-to-reach audiences that may not come to a military-sponsored event. If the military were to plan an event that attracted as large and diverse of an audience, the cost would likely be prohibitive.
- Importance of NFL: NFL has, by far, the largest viewership of any of the sports leagues, and approximately 32% of viewers are between the ages of 18-34, which is a key recruiting audience. DoD has a long history of providing outreach support to NFL games because of the prime opportunity to reach such a large audience. Community & Public Outreach ensures appropriate military participation at NFL venues, including flyovers, color guards, jump teams, drill teams, bands and other patriotic recognitions/special events.
- Recruiting is particularly tied to sports outreach activities because demographic research by JAMRS, Service research, and contracted advertising agencies has shown that sports venues provide access to a large, diverse youth audience with a propensity to serve. Service recruiting commanders have indicated that sports outreach is a key activity they use to gain recruiting leads.
    - The majority of 16-24 year old youth indicated watching or attending an NFL (81%), NBA (70%), or MLB (67%) game within the previous year.
    - More than one-quarter (27%) of youth who watched or attended an NFL game in the past year recalled Army sponsorship.
    - Major sports such as the NFL, NBA, MLB, NHL, and NCAA attract large audiences of high-academic-quality youth, presenting the Services with an opportunity to build brand awareness with this important youth market.

COORDINATION: NONE

APPENDIX C
NFL MEMO
AND STATEMENT

THE MILITARY AND THE NFL

Throughout its history, the National Football League has been supportive of the military and its veterans. Each year, the NFL recognizes troops at the Draft, the Super Bowl, and the Pro Bowl. For the past four years, the league has held Pro Bowl practice on a base near the stadium so that thousands of troops could attend. Pro Bowl players always participate in a community event during Pro Bowl week, last year helping to build a fitness trail for National Guardsmen.

The League and various teams make a point of honoring service members during games near Veterans Day. Of particular focus is the NFL's "Salute to Service" Campaign. As part of this campaign, the NFL makes a $100 donation for every point scored during the 32 Salute to Service games to each of its three core military non-profit partners – the Pat Tillman Foundation, USO, and Wounded Warrior Project – totaling $300 per point scored. Throughout November, teams designate one home game to honor the military by displaying a number of *Salute to Service*-branded elements throughout the stadium, including helmet decals, camouflage ribbon footballs, fan giveaways, and camouflage sideline hats for coaches and sideline personnel. Additionally, 100% of proceeds from the Salute to Service merchandise sold online and in stadium retail stores is donated to the League's three core military nonprofit partners. Through the Salute to Service campaign, the NFL has donated more than $4 million to its military non-profit partners.

Additionally, the NFL works with the Army to combat traumatic brain injuries, establishing a partnership in 2012 to promote culture change in both organizations, especially as it relates to disclosing head injuries. The NFL and its teams have since held more than a dozen culture change discussion forums with military groups. Additionally, the NFL has collaborated with the Army on medical research and scientific innovation, including a $500,000 grant to the Army Research Lab (ARL) from the NFL, Under Armour, and GE's Head Health Challenge II initiative.

The NFL's partnership with the USO is extensive and longstanding. In 1965, looking for a way to demonstrate the NFL's support for America's fighting forces in Vietnam, then-Commissioner Pete Rozelle conceived the idea of sending NFL players to Vietnam on "goodwill tours" to visit U.S. troops. The following year, the NFL joined forces with the USO and became the first sports organization to send a group of players to Vietnam and other parts of the Far East. League executives and current and past players have visited troops on USO tours for nearly 50 years. Commissioner Roger Goodell became the first sports commissioner to take part in an overseas USO tour when he toured Iraq and Afghanistan. In 2005, the NFL and USO teamed to preserve the legacy of Pat Tillman, a former Arizona Cardinals defensive back and Army Ranger killed in combat in 2004, by constructing a USO center in Afghanistan in his honor. Funds raised from Salute to

Service go to support Operation Enduring Care, the USO's campaign to support injured troops, their families and caregivers throughout the rehabilitation process. The centerpieces of Operation Enduring Care are two new USO Warrior and Family Care Centers at Fort Belvoir in Virginia and at the Walter Reed National Military Medical Center in Maryland. Two million dollars from Salute to Service has also been committed toward the construction and programming of the NFL Sports Lounge at the new USO Warrior and Family Care Center in Bethesda, Maryland.

The NFL continues to offer its NFL Game Pass service free of charge at USO Centers for military members stationed in Afghanistan, Australia, Germany, Italy, Japan, Jordan, Korea and Kuwait. At the USO facility in each of these locations, service members can watch any NFL game live and online in its entirety. NFL Game Pass also is offered free of charge at US Embassies.

The NFL works closely with Wounded Warrior Project, a non-profit organization whose mission is to honor and empower Wounded Warriors. The league’s donation will help launch Physical Health and Wellness Expos throughout the country that aim to break down barriers to a healthy and active lifestyle. The overall goal of the Physical Health & Wellness program is to create independence and teach injured veterans skills they can take back to their communities. Participants in the WWP Physical Health & Wellness Expos will be encouraged to live healthier and will be given the tools to do so long after the event. WWP assists injured service members across the country.

Since its launch in the 1920s, the NFL and its players have been committed to our armed services.

War Time Support

- During World War II, the League helped sell war bonds and donated revenues from preseason games to service charities.
- Many players, coaches, and team owners have served their country, some giving their lives.

Game Time Support

- The NFL recognizes troops at the Draft, the Super Bowl, and the Pro Bowl.
- The League and various teams make a point of honoring service members during games near Veterans Day.
- The NFL's "Salute to Service" Campaign, which involves military-branded elements throughout the stadiums and games, awards to those within the League who show a special dedication to the military, and monetary donations.
- NFL Game Pass is offered free of charge at USO Centers in many countries overseas, as well as at US Embassies.

Partner Involvement

- Dating back to 1965, the NFL has been involved in "goodwill tours" to visit our troops stationed overseas.
- Multiple times a year, NFL players, coaches, owners, and other personnel take part in USO tours.
- In 2005, the USO and NFL teamed up to preserve the legacy of Pat Tillman, a former Arizona Cardinals defensive back and Army Ranger killed in combat in 2004, by constructing a USO center in Afghanistan in his honor.
- Funds raised from Salute to Service go to support Operation Enduring Care, the USO's campaign to support injured troops, their families, and caregivers throughout the rehabilitation process.
- The NFL works closely with Wounded Warrior Project, helping in particular to launch Physical Health and Wellness Expos throughout the country that aim to break down barriers to a healthy and active lifestyle.

Player/Team Activities with Troops

These commitments to our troops do not just take place at the League level. Many NFL teams and their owners have taken a personal interest in attempting to pay back some small part of what our men and women in uniform give to us as Americans. For example, after meeting long-time Jets fan Marine Corporal Todd Nicely, who is a quadruple-amputee, Jets owner Woody Johnson learned what a tremendous impact a smart home has on the quality of life of a wounded veteran, and the work the Building for America's Bravest program does in this arena. Moved by Todd's sacrifice, and his tremendous will and perseverance, Mr. Johnson and the Jets promptly donated $1 million--enough to build smart homes for two catastrophically-injured service members. This is just one example. The pages that follow detail some of the activities our teams, players, and personnel take part in to honor our armed services members.

Arizona Cardinals

- Wide receiver Larry Fitzgerald visited troops on a weeklong tour to U.S. military bases in the Persian Gulf on a 2009 USO tour.
- Head coach Ken Whisenhunt traveled to the Persian Gulf on the NFL-USO Coaches Tour in 2011.
- Former safety Pat Tillman left his professional career and enlisted in the U.S. Army in 2002 in the aftermath of the September 11 attacks. He died in the mountains of Afghanistan.
- Last season, at their designated *Salute to Service* home game, the Arizona National Guard led the Cardinals out of the tunnel during player introductions and a field size American flag was presented by active military members, reservists and veterans from the Air Force, Army, Marines and Navy. The Color Guard was presented by Luke Air Force Base soldiers and the anthem was performed by Airman First Class Adriana Van Wyk. The official coin toss special featured a special military challenge coin and during the first quarter break, the Cardinals saluted Phoenix resident and WWII Veteran William "Arbie" Stoll. The U.S Navy Southwest Band performed during half time and included a tribute to wounded warriors. The Cardinals and USAA also hosted military members and their families for a V.I.P. experience.

Atlanta Falcons

- Linebacker Brian Banks (former player), now an employee in the NFL officiating department, is participating in a USO tour this year.
- Tight end Alge Crumpler visited troops stationed at U.S. bases throughout the Persian Gulf on a USO tour in 2007.
- Defensive end Patrick Kerney visited military personnel stationed in the Persian Gulf, the Balkans and Afghanistan on a USO tour in 2006.
- As part of the 2005 NFL-USO Tour, running back Warrick Dunn (former player) traveled to Afghanistan to participate in the grand opening of the Pat Tillman USO Center at Bagram Air Base.

- Former linebacker Chris Draft, who also played for the Buffalo Bills, Carolina Panthers, Chicago Bears, San Francisco 49ers, St. Louis Rams, and Washington Redskins, visited troops in the Middle East as part of a weeklong USO Entertainment tour in 2013.
- Last season, at their designated *Salute to Service* home game, the Falcons had 75 members of the National Guard hold a 40-yard American flag during the National Anthem, which was performed by a National Guard member. Three members of the National Guard led the Falcons out of the tunnel during player introductions and veterans were on the field during these introductions.

Baltimore Ravens

- Head Coach John Harbaugh was honored for the third annual *Salute to Service Award* for inviting wounded warriors as his guests to every Ravens home game. Coach Harbaugh also helped institute Military Appreciation Day, an annual event that takes place during Baltimore's training camp. In 2012, he was presented the Outstanding Civilian Service Award by Army Chief of Staff Gen. Raymond Odierno. He also participated in the inaugural USO NFL Coaches Tour in 2009 in the Middle East.
- Wide receiver Steve Smith Jr., who previously played for the Carolina Panthers, visited troops on a 2013 USO tour, which visited bases in Afghanistan and Kyrgyzstan.
- Former running back Mike Anderson, who also played for the Denver Broncos, served in the Marine Corps in 1996.
- Linebacker Robert McCune, who is currently a free agent and also played for the Washington Redskins, served in the Navy National Guard from 1997 to 2000.
- Last season, at their designated *Salute to Service* home game, pregame activities included a live feed to troops of the Maryland National Guard currently stationed in Bagram, Afghanistan, as well as a field size American flag displayed during the National Anthem, which was sung by Baltimore native Joey Odoms who is a member of the Maryland Army National Guard. The flag was held by members of the United States Naval Academy and the Maryland National Guard while the U.S. Marine Corps Silent Drill Platoon performed at halftime. Throughout the game, Baltimore's Marching Ravens presented patriotic songs and Ravens cheerleaders donned red, white and blue pom-poms. The Ravens front office stall also joined Under Armour for a guided fitness workout alongside members of the Wounded Warrior Project.

Buffalo Bills

- Founder/former owner Ralph Wilson Jr. served in the Navy during World War II.
- Last season, at their designated *Salute to Service* home game, the Bills honored 10 military members from the Army, Navy, Marines, Air Force and Coast Guard for their service during the singing of God Bless America during pregame festivities. They also welcomed 150 soldiers from the New York National Guard to unfurl a full-field American flag during the singing of the National Anthem.

During halftime, an Oath Reaffirmation Ceremony for 50 soldiers from the New York National Guard took place on the field. At the third quarter break, two additional soldiers selected by the New York National Guard were recognized for their service. Players wore National Guard decals on their helmets and the game ball delivery was completed by a New York National Guard member.

Carolina Panthers

- Defensive end Mike Rucker visited troops stationed at bases in Kyrgyzstan and Afghanistan on a USO tour in 2008.
- Head coach John Fox went on the 2010 Coaches USO Tour, visiting troops in Germany and the Persian Gulf over the course of a week.
- Punter Jason Baker held his annual football camp at the Air National Guard base in Fort Wayne, where he and the 122nd Fighter Wing welcomed approximately 250 kids onto the base to participate in a "servant leadership project" that was coordinated through USO Indiana in 2012. By taking part in the community service project, the kids were able to attend the camp for free.
- Wide receiver Steve Smith went on a USO/NFL Handshake Tour in the Middle East in 2013.
- Former defensive end John Milem, who also played for the San Francisco 49ers, served in the Marine Corps from 1997 to 2000.
- Last season, at their designated *Salute to Service* home game, the Panthers and USO of North Caroline partnered to honor service men, women and their families. They hosted Purple Heart Recipient combat veterans in the teams "Row of Honor" section and Medal of Honor recipient Kyle White was the team's "Keep Pounding Drummer." Troops selected for the Panthers "Operation Game Day" program led the team out of the tunnel and served as guest captains for the coin toss while the Silent Drill Platoon from the Marine Barracks of Washington, DC performed. The Parris Island Marine Band, accompanied by a mixture of 230 members from each military branch, performed the National Anthem while five separate color guard groups representing each branch displayed five 20-yard American flags and F-15's out of Seymour Johnson Air Force Base performed a flyover. Halftime was performed by Lonestar and players, TopCats cheerleaders and Sir Purr, the team mascot, visited troops at Shaw Air Force base in South Caroline on November 4th.

Chicago Bears

- Cornerback Charles Tillman was honored with the second annual *Salute to Service Award* in 2012. The NFL and USAA sponsor the Salute to Service Award; USAA contributes money to aid societies representing military branches.
- Defensive end Jared Allen received the fourth annual *Salute to Service Award* for his Homes 4 Wounded Warriors foundation, through which he makes homes accessible for veterans who return from war with debilitating injuries. Allen builds, purchases, or remodels homes to fit the new lifestyle a disabled military

member faces. Since the organization's inception in 2009, it has raised more than $3.5 million with the goal of donating 10 homes a year to wounded warriors.

- Defensive tackle Tommie Harris visited troops stationed at bases in Kyrgyzstan and Afghanistan on a USO tour in 2008.
- Last season, at their designated *Salute to Service* home game, a member of the Army's 82nd Airborne Division sang the National Anthem while 100 members from various branches of the military unfurled a large American flags. A soldier led the team onto the field while carrying and American Flag and military members were Honorary Captains. Halftime featured a re-enlistment ceremony and after, Bears partners Boeing and Chase created a video showcasing fan appreciation for the military community. Finally, a member of the military was recognized during the Bears/Boeing Military Salute in the third quarter.

Cincinnati Bengals

- Head coach Marvin Lewis went on the 2010 Coaches USO Tour, visiting troops in Germany and the Persian Gulf over the course of a week.
- Tackle Anthony Muños (former player) visited troops in the Middle East on a 2011 USO tour.
- Linebacker Dhani Jones visited bases in Afghanistan on a weeklong USO tour in 2012.
- Former player Vaughn Baker, who also played for the Kansas City Chiefs and the Green Bay Packers, served in the U.S. Army from 1988 to 1990.
- Last season, at their designated *Salute to Service* home game, the team recognized military servicemen and women during pre-game festivities and halftime. The U.S. Navy Honor Guard presented the colors prior to the game and 50 active duty military members and veterans unfurled a larger field flag during the National Anthem. The U.S. Marine Silent Drill Corps performed a sequence during halftime.

Cleveland Browns

- Linebacker D'Qwell Jackson went on a USO/NFL Handshake Tour in the Middle East in 2013.
- Center Alex Mack is participating in a USO tour this year, having previously done one in 2012.
- Offensive lineman Joe Thomas went on an eight-day, nine-base USO tour in Southwest Asia in 2010.
- On Veterans Day in 2014, the Browns welcomed servicemen and women, representing all military branches, as their guests to an exclusive closed practice viewing. After the practice, the team and coaches personally extended their gratitude to the individuals.
- Last season, at their designated *Salute to Service* home game, the Browns, through their "Hats off to our Heroes Honor Row," honored generations of

military representatives throughout the game. Military representatives led the team out of the tunnel. In celebration of the Browns "First and Ten" movement, a volunteer who supported military efforts was honored as the game's Coin Toss Captain. Throughout the month, the team encouraged volunteerism in support of military appreciation as part of the #give10 movement.

Dallas Cowboys

- Defensive coordinator Rod Marinelli served a one-year tour in Vietnam.
- Tight end Jason Witten went on an eight-day, nine-base USO tour in Southwest Asia in 2010.
- Former defensive tackle Chad Hennings graduated from the Air Force Academy in 1992.
- Last season, at their designated *Salute to Service* home game, the Cowboys hosted over 500 soldiers from local military bases who were on hand to participate in the day's activations, which included: a U.S. Air Force enlistment ceremony, joint Armed Forces color guard during a special presentation of the National Anthem, a pregame concert by the U.S. Air Force rock cover band on the plazas, tributes to veterans, video shout outs from troops stationed around the world, the presentation of a mortgage-free home to a veteran courtesy of the Military Warrior Support Foundation, a check presentation from the Bank of America to the Salvation Army's Veteran Outreach Program, and a halftime show featuring the U.S. Air Force Marching Band and 500 troops.

Denver Broncos

- Quarterback Peyton Manning took part in the 2013 USO tour in the Middle East, joining Vice Chairman of the Joint Chiefs of Staff Admiral James Winnefeld, Jr.
- Linebacker Von Miller and cornerback Champ Bailey (former player) visited troops on a 2013 USO tour, which visited bases in Afghanistan and Kyrgyzstan.
- Former linebacker Steve Russ, who is currently the Defensive Coordinator at the U.S. Air Force Academy, served in the Air Force from 1991 to 1997.
- Last season, at their designated *Salute to Service* home game, there was a USAA Challenge Coin for the coin toss and 22 soldiers lined the player introduction tunnel with American flags. The Broncos and USAA hosted a reception for 200 military guests before the game and the team honored a soldier who had recently returned from Afghanistan on his third deployment and his family as the "Military Family" of the game. During halftime, 25 members from each branch, including wounded veterans and their Freedom Service Dogs companions and the Colorado National Guard were honored while the Air Force Academy Stellar Brass played the service medleys for each branch. Finally, the Military Caravan tour visited a base in Colorado Springs at Schriever Air Force Base.

Detroit Lions

- Former linebacker Caleb Campbell is a lieutenant in the United States Army.
- Last season, at their designated *Salute to Service* home game, the Lions honored

wives and significant others of players, served the meal. Following this lunch, attendees watched a Texans practice and met players.

- At their designated *Salute to Service* home game, former Navy Seal and "Lone Survivor" Marcus Luttrell led the team out of the tunnel as the Home-field Advantage Captain. President George H.W. Bush was the coin toss captain and the U.S. Army Chorus sang the National Anthem while members of all military branches held the Texas flag. Challenger, the free-flying American bald eagle, soared through the air during the anthem and cheerleaders were dressed in their military finest. Finally, during halftime, Texans mascot TORO rappelled with members of the military from the rafters to the field.

Indianapolis Colts

- Quarterback Andrew Luck, tight end Dwayne Allen, and head coach Chuck Pagano joined Vice Chairman of the Joint Chiefs of Staff Admiral James Winnefeld, Jr. in the USO's Spring Troop Visit.
- Head coach Jim E. Mora traveled to the Persian Gulf on the NFL-USO Coaches Tour in 2011. He formerly coached the New Orleans Saints.
- Quarterback coach Clyde Christensen joined Vice Chairman of the Joint Chiefs of Staff Admiral James Winnefeld, Jr., on a USO tour in 2013.
- Baltimore Colts quarterback Johnny Unitas (former player) visited troops on the very first NFL-USO tour in 1966.
- Linebacker D'Qwell Jackson, who previously played for the Cleveland Browns, and former president Bill Polian visited troops in 2013 with the USO, touring bases in Afghanistan and Kyrgyzstan.
- The Baltimore Colts team visited the troops on a past USO tour (former team).
- Former player and current ESPN analyst Bill Polian traveled to the Middle East for the 2013 USO/NFL Tour
- Former wide receiver Mark Stock, who also played for the Pittsburgh Steelers and the Washington Redskins, served in the U.S. Army.
- Last season, at their designated *Salute to Service* home game, the Colts honored 100 family members of fallen soldiers as their 12th Man Fans of the Game. They also partnered with the American Red Cross to give fans the opportunity to sign holiday cards for servicemen and women through the Holiday Mail for Heroes program. During the National Anthem, more than 150 representatives from all branches of the military presented a full-field flag. The halftime performance featured a Horseshoe Pipes and Drums Military Salute.
- Leading up to the 2014 STS game, players and the team mascot, Blue, delivered care packages to veterans at the Richard L. Roudebush VA Medical Center.

Jacksonville Jaguars

- Last season, at their designated *Salute to Service* home game, military members held a full-field flag while a member performed the National Anthem, during which a joint active duty color guard and a veterans color guard stood on the field. There was a flyover at the end of the National Anthem. At halftime, there

was an induction ceremony and a military band performance while Wounded Warriors was recognized along with the Jaguar's usual Hometown Hero recognition and Veteran of the Game honor.

- On October 21, 2014, before the STS game, Roy Miller and Eric Kettani, who played for Navy, served free meals to members of the military at Chick-Fil-A.

Kansas City Chiefs

- Linebacker Donnie Edwards (former player), who also played for the San Diego Chargers, visited troops on a 2013 USO tour, which visited bases in Afghanistan and Kyrgyzstan.
- Guard Will Shields visited troops stationed at U.S. bases throughout the Persian Gulf on a USO tour in 2007.
- Former player Clyde Johnson served in the Marine Corps from 1988 until 1997.
- On Veterans Day in 2014, the Chiefs running back corps visited the National World War I Museum at Liberty Memorial to help honor local veterans.
- Last season, at their designated *Salute to Service* home game, the team recognized Brig. General Eric Wesley, the Deputy Commanding General for 1st Infantry Division out of Fort Riley, Kansas, as the Drum Honoree. The Joint Forces Color Guard presented the colors while the Air Force Singing Sergeants Quartet performed the National Anthem as a field-sized American flag was held by 100 representatives from each military branch. A local soldier led players onto the field during pregame introduction.
- On November 18, 2014, General Manager John Dorsey, along with defensive lineman Mike Devito and legends Bobby Bell, Deron Cherry, Len Dawson and Will Shields were joined by Chiefs cheerleaders at the chiefs annual goodwill visit to Whiteman Air Force Base.

Miami Dolphins

- Punter Brandon Fields took part in the 2014 USO tour in the Middle East.
- Fullback Larry Csonka (former player) visited troops on a past USO tour.
- Former running back J.J. Johnson was in the U.S. Navy in 1995.
- Last year, in the lead-up to Veterans Day, the Dolphins engaged in several activities to show support for our troops: Eight cheerleaders and Dolphins Alumnus Lousaka Polite traveled to Southwest Asia for 15 days to visit troops; the Dolphins hosted female military members at their Style Lounge; the team made over a military family's home with Rooms to Go and rebuilt to homes for veterans with Rebuilding together; the Dolphins participated in the Pros vs. Joes event with troops in Afghanistan; team members made care packages to send to military members stationed overseas; and finally, the Miami Dolphins Women's Organization hosted a "spa day" for female servicewomen.
- Last season, at their designated *Salute to Service* home game, the Dolphins featured antique WWII and Vietnam War memorabilia in the stadium, including an original Huey and the Tank while military activations took place on all three plazas. Sgt. Corrin Campbell sang the National Anthem while 200 service

members and 200 veterans were recognized on the field. Finally, the Air Force Silent Drill Team and the Army's Golden Knights Parachute Team performed at halftime after a live salute from Afghanistan.

Minnesota Vikings

- Special Teams Coordinator Mike Priefer flew Navy helicopters in the Persian Gulf.
- Defensive end Jared Allen visited troops on a weeklong tour to U.S. military bases in the Persian Gulf on a 2009 USO tour.
- Head coach Brad Childress went on the 2010 Coaches USO Tour, visiting troops in Germany and the Persian Gulf over the course of a week.
- Head coach Leslie Frazier participated in the fourth annual USO/NFL Coaches Tour in the Middle East in 2012.
- Former fullback Chuck Evans, who also played for the Baltimore Ravens, served in the Marine Corps.
- Former defensive tackle Ray Yakavonis, who also played for the Kansas City Chiefs, served in the U.S. Army.
- Last season, at their designated *Salute to Service* home game, activities featured a Joint Services Color Guard, the display of a large U.S. flag on the field, Minnesota National Guard members lining the team tunnel for introductions player support messages, and soldier shout outs from overseas. The Vikings also honored Minnesota Football Coaches Association Hall of Fame member Lieutenant Stan Nelson, who was a U.S. Naval officer at the invasion of Normandy, along with a number of other Minnesota military service men and women.

New England Patriots

- Wide receiver Austin Collie (former player), who also played for the Indianapolis Colts, joined Vice Chairman of the Joint Chiefs of Staff Admiral James Winnefeld, Jr., on a USO tour in 2013.
- Tackle Matt Light (former player) visited troops in Greece and Afghanistan in 2013.
- As part of the 2005 NFL-USO Tour, former coach Larry Izzo participated in the grand opening of the Pat Tillman USO Center at Bagram Air Base in Afghanistan.
- Tight end Benjamin Watson visited troops stationed at U.S. bases throughout the Persian Gulf on a USO tour in 2007.
- Last season, at their designated *Salute to Service* home game, the Patriots featured various military tributes. Active duty military members and veterans from all five branches of service played parts in the pregame ceremonies, holding three 30 by 60 foot American flags during the National Anthem. At halftime, the U.S. Marine Corps Silent Drill Team performed and throughout the game, there were on-screen tributes to veterans who served in conflicts dating back to World War II.

New Orleans Saints

- Defensive tackle Akiem Hicks is participating in a USO tour this year.
- Tight end Jimmy Graham, who was drafted to the Seattle Seahawks in 2015, took part in the 2014 USO tour in the Middle East.
- Quarterback Drew Brees joined Commissioner Goodell on a USO tour of Iraq and Afghanistan in 2008. He has participated in 5 USO tours.
- Defensive end Bryce Fisher, a graduate of the Air Force Academy and currently a public affairs officer in the Washington Air National Guard, visited military personnel stationed in the Persian Gulf, the Balkans and Afghanistan on a USO tour in 2006.
- Tight end Billy Miller traveled to Djibouti for the 2013 USO tour.
- Former fullback Kyle Eckel, who also played for the New England Patriots and the Philadelphia Eagles, served in the U.S. Navy from 2001 to 2006.
- Former linebacker Derrick Rodgers, who also played for the Miami Dolphins, served the Air Force.
- Last season, at their designated *Salute to Service* home game, the Saints paid tribute to the Wounded Warrior Project during an on-field presentation during the pregame ceremony and honored a military Captain. Joint Color Guards presented the Colors prior to kickoff and 100 members (20 members from each military branch) held individual American flags during the singing of the National Anthem. The Victory Belles of the World War II Museum performed that National Anthem and led a halftime military tribute surrounded by local military veterans. Halftime also featured a Louisiana Joint Services Swear-in Ceremony. Military members and volunteers from the Louisiana Heroes project received tickets to the game and players participated in a Pros vs. Joes event at the team's facilities.
- In the week leading up to the STS game, players visited the Belle Chasse Naval Air Base.

New York Giants

- Defensive end Osi Umenyiora joined Commissioner Goodell on a USO tour of Iraq and Afghanistan in 2008.
- Linebacker Danny Clark visited troops on a weeklong tour to U.S. military bases in the Persian Gulf on a 2009 USO tour.
- Coach Tom Coughlin participated in the inaugural USO NFL Coaches Tour in 2009 in the Middle East.
- Michael Strahan (former player) accompanied former NFL Commissioner Paul Tagliabue to Germany in 2006 to visit injured troops at Landstuhl Regional Medical Center.
- Assistant special teams coach and Army veteran Ben Kotwica participated in the fourth annual USO/NFL Coaches Tour in the Middle East in 2012. He was joined by former Jets coach Eric Mangini, who also coached the Cleveland Browns.
- Frank Gifford and Sam Huff (former players) visited troops on the very first NFL-USO tour in 1966.

- Quarterback coach Mike Sullivan served as an Army officer in the early 1990s and graduated from Ranger and Airborne schools.
- Last season, at their designated *Salute to Service* home game, the Giants hosted 30 Wounded Warriors from the Wounded Warriors Project. These veterans formed a gauntlet for the Giants players to run through as they were announced during player introductions. Military members representing all five branches assisted in the unfurling of the American flag during the pre-game ceremony and all five branches flew their flags on the field during halftime, during which two military bands performed.

New York Jets

- Owner Woody Johnson met with Marine Corporal Todd Nicely, who is a quadruple-amputee. After learning about the Stephen Siller Tunnel to Towers Foundation- Building for America's Bravest, Johnson and the Jets donated $1 million to the foundation. This donation provided enough to build two *smart homes* for catastrophically-injured service members. Mr. Johnson got personally involved to help other veterans who are triple- and quadruple-amputees.
- Former linebacker Chris Wing served in the U.S. Air Force.
- Last season, at their designated *Salute to Service* home game, high ranking officials and the Secretary of the Navy joined the team during the Jets Player Walk. Pregame field activities included a performance by the Navy Band and an on-field joint services enlistment/re-enlistment ceremony. All branches and veterans held the field flag During the National Anthem, which was performed by one female member from each branch. The West Point Band and Glee Club performed at halftime. In-game activities included a satellite kickoff from the USS Harry S. Truman with a game ball delivery from a soldier on-field and shout outs from around the globe.

Oakland Raiders

- Former head coach Jon Gruden, who also coached the Tampa Bay Buccaneers and is currently an ESPN commentator, participated in the inaugural USO NFL Coaches Tour in 2009 in the Middle East.
- Former running back Napoleon McCallum, who played for the Los Angeles Raiders, graduated from the U.S. Naval Academy.
- Last season, at their designated *Salute to Service* home game, the Raiders kicked of the game with a military enlistment followed by a live performance from the U.S. Navy Southwest Band. The musical set was accompanied by a parachute demonstration featuring former and active duty Navy Seals. A Full field American flag was unfurled during the performance of the National Anthem and the Raiders welcomed veterans from every war, including WWII. Throughout the game, military personnel were featured on the video screen and two Wounded Warrior were recognized for their service.

Philadelphia Eagles

- Head coach Andy Reid went on the 2010 Coaches USO Tour, visiting troops in Germany and the Persian Gulf over the course of a week.
- Safety Brian Dawkins (former player) accompanied former NFL Commissioner Paul Tagliabue to Germany in 2006 to visit injured troops at Landstuhl Regional Medical Center.
- Former wide receiver Chad Hall used to be an Air Force officer. He is currently a free agent.
- Former tight end Ron Leshinski graduated from Army in 1999.
- Last season, at their designated *Salute to Service* home game, the Eagles unveiled a temporary memorial seat in honor of fallen military heroes and left it open for the game. The Guest Services department honored all staff members who served in the military to coincide with an in-game feature thanking the staff. Navy Petty Officer General Wilson sang the National Anthem while 125 service members from all five branches of the military unfurled a full-field American flag. Challenger the Eagle was released from an upper level of the stadium and landed on the field as the National Anthem concluded. Members from each branch of the military led the players onto the field. Throughout the game, videos of Eagles players thanking military members for their service, along with six videos of military members cheering for the Eagles from their deployments were played. Halftime featured a performance by the Marine Corps Silent Drill Team.

Pittsburgh Steelers

- Quarterback Terry Bradshaw (former player) visited troops on a past USO tour.
- Wide receiver Lynn Swann (former player) visited troops on a past USO tour.
- Former coach Bill Cowher, who is now a TV personality, participated in the inaugural USO/NFL Coaches Tour in 2009 in the Middle East. He participated in a second USO/NFL Coaches Tour in 2012.
- Running back Merril Hoge (former player) visited troops in the Middle East on a 2011 USO tour.
- Guard David DeCastro joined Vice Chairman of the Joint Chiefs of Staff Admiral James Winnefeld, Jr. in the USO's 2015 Spring Troop Visit.
- Last season, at their designated *Salute to Service* home game, the team honored a veteran from every war including World War II, Korea, Vietnam, Iraq and Afghanistan during pregame ceremonies. The soldiers stood with the players during the National Anthem. Members of the Air National Guard 28th Infantry band performed at the game and a Joint Services Color Guard presented our nation's colors. The team also hosted the American Red Cross Holiday Mail for Heroes programs where fans signed cards for service members, veterans and military families.

Saint Louis Rams

- Linebacker Davin Joseph, who previously played for the Tampa Bay Buccaneers, visited troops on a 2013 USO tour, which visited bases in Afghanistan and Kyrgyzstan.
- Linebacker Will Witherspoon visited troops on a weeklong tour to U.S. military bases in the Persian Gulf on a 2009 USO tour.
- Last season, at their designated *Salute to Service* home game, the Rams, partnered with Boeing, provided 1,000 tickets to the USO of Missouri. Retired U.S. Navy Officer Generald Wilson performed the National Anthem and during halftime, there was a special military Pass in Review. The Rams also continued their traditional in-game Soldier Solute in which they recognize a representative from the Wounded Warrior Project on the field at every home game and have partnered with the American Red Cross on the Holiday Mail for Heroes Effort. Chris Long served as the honorary chair of the initiative and was featured on cards that were signed by fans.
- Before the STS game, the Rams continued their annual tradition of hosting military members for a private viewing of a closed practice.

San Diego Chargers

- Defensive end Luis Castillo visited troops stationed at bases in Kyrgyzstan and Afghanistan on a USO tour in 2008.
- Linebacker Takeo Spikes visited bases in Afghanistan on a weeklong USO tour in 2012.
- Former wide receiver Phil McConkey, who also played for the New York Giants, the Green Bay Packers, and the Phoenix Cardinals, served in the Navy from 1975 to 1984.
- Last season, at their designated *Salute to Service* home game, Ex-Navy Seals parachuted into the stadium before a special performance by the 3rd Marine Air Wing Band from MCAS Miramar. Two USAA Salute to Service Moments took place and Color Guards from all five military branches presented the colors during a special military flyover. Following the National Anthem, which was performed by Airmen First Class Michelle Doolittle of the USAF, Honorary Captain General Kevin Liams will participate in the coin toss that features a specially designed coin by USAA. During halftime, the Chargers showed a video of their visit to Camp Pendleton, highlighting members of the Amphibious Assault School Battalion, followed by a special Wounded Warriors presentation and salute. USAA also hosted a 100 person tailgate for current and former military members.

San Francisco 49ers

- Tight end Vernon Davis went on an eight-day, nine-base USO tour in Southwest Asia in 2010.
- Former linebacker Matt Millen visited troops in the Middle East on a 2011 USO

tour. He also played for the Oakland/Los Angeles Raiders and the Washington Redskins.

- Last season, at their designated *Salute to Service* home game, the 49ers hosted 80 individuals affiliated with various military branches through Homes for Our Troops, Operation Care & Comfort and Defender's Lodge. The military personnel unfurled a full-field American flag before the National Anthem, which was sung by country artist and former U.S. Army Ranger Keni Thomas, who fought in the Battle of Mogadishu. The 49ers Fog Horn tradition featured retired sergeant, 3-time member of Team USA Paralympian Sled Hockey, 2-time gold medalist and winner of the 2014 ESPYS inaugural Pat Tillman Award, Josh Sweeney. During the game, honorary ceremonies took place for Homes for Our Troops recipient Carlos Garcia and the Pat Tillman Foundation Scholarship recipient Marine Captain Michael Christman. Halftime included a special performance by the U.S. Army Silent Drill Team.

Seattle Seahawks

- Franco Harris (former player), who also played for the Pittsburgh Steelers, visited troops on a past USO tour.
- Offensive tackle Max Starks visited military personnel stationed in the Persian Gulf, the Balkans, and Afghanistan on a USO tour in 2006.
- Last season, at their designated *Salute to Service* home game, the Seahawks hosted a gate drive in partnership with Cell Phones for Soldiers Inc. to collect gently used cell phones. LT Aaron B. Clancy of the Washington National Guard led the team out of the tunnel and full-field American flag was unfurled during the National Anthem. Captain Scott Smiley, a life-long Seahawks fan who lost his eyesight in Iraq while on active duty, raised the "12" Flag. The team launched the "Heroes of 12" program during a halftime ceremony that included six camouflaged seats that are now designated for local military members for each home game.

Tampa Bay Buccaneers

- Linebacker Vincent Jackson, who previously played for the San Diego Chargers, visited troops on a past USO tour, which visited bases in Afghanistan, the United Arab Emirates, and Dijibouti. Jackson, who was raised in a military family, was a finalist for the fourth annual *Salute to Service Award*.
- Linebacker Shelton Quarles visited troops stationed at U.S. bases throughout the Persian Gulf on a USO tour in 2007.
- Guard Davin Joseph went on a USO/NFL Handshake Tour in the Middle East in 2013.
- Last season, at their designated *Salute to Service* home game, the Buccaneers presented a $25,000 donation to USO Central Florida before the game along with a pregame tailgate for 90 members of USSOCOM. The U.S. Army Chorus Quartet performed the National Anthem while a large American flag was waved by 50 USAA employees. USAF Colonel Daniel H. Tulley, Commander, 6th Air

Mobility Wing at MacDill Air Force Base, was the honorary coin toss captain and used a specially designed coin from USAA. U.S. Coast Guard aircraft flew over the stadium and the USSOCOM Para-Commandos jump team performed. More than 200 military members and their families enjoyed the game from exclusive end zone seats as part of the Front Row Fans Program. Halftime featured a special military tribute performance by the Florida A&M University Marching Band.

Tennessee Titans

- Fullback Ahmard Hall served as a Marine in Kosovo and Afghanistan and is currently serving in the Air National Guard.
- Former head coach Jeff Fisher participated in the inaugural USO NFL Coaches Tour in 2009 in the Middle East.
- Offensive tackle Will Svitek is participating in a USO tour this year.
- Late owner K.S. "Bud" Adams, a World War II veteran, was the first recipient of the now annual *Salute to Service Award*.
- Former defensive lineman Bryce Fisher, who also played for the Buffalo Bills, the St. Louis Rams, and the Seattle Seahawks, served in the Air Force from 1995 to 2001 and has served in the Air National Guard since 2001.
- Last season, at their designated *Salute to Service* home game, the team featured a tribute to Titans season ticket holders from each major conflict who were introduced and recognized in a special halftime ceremony. During the game, the team honored U.S. Marine veteran Corporal Jeremy Voels, who was wounded in combat. He was presented with an honorary game ball on the field.

Washington Redskins

- Special teams coordinator Ben Kotwica, a West Point graduate, served in the Army during Operation Iraqi Freedom, flying Apache helicopters.
- Linebacker Robert McCune (former player), who also played for the Miami Dolphins, Baltimore Ravens, Cleveland Browns, served three years in the U.S. National Guard, spending six months each in Kuwait and Korea.
- Wide receiver Pierre Garcon took part in the 2014 USO tour in the Middle East.
- Linebacker Chris Draft (former player) who also played for the Chicago Bears, San Francisco 49ers, Atlanta Falcons, Carolina Panthers, St. Louis Rams, and Buffalo Bills, visited troops on a 2013 USO tour, which visited bases in Afghanistan and Kyrgyzstan.
- Defensive end Howie Long (former player), who also played for the Oakland Raiders, visited troops on a past USO tour.
- Former running back Eric Metcalf, who also played for the Atlanta Falcons, Arizona Cardinals, Cleveland Browns, Green Bay Packers, and San Diego Chargers, visited troops in the Middle East as part of a weeklong USO Entertainment tour in 2013.
- Before last season's STS game, the Washington Redskins Charitable Foundation hosted the 2nd annual Salute to Play 60 Military Challenge with over 400 military children and their families. Redskins Salute, the official military appreciation club

of the Washington Redskins, also joined forces with USO-Metro's Turkey for Troops Telethon.

- Last season, at their designated *Salute to Service* home game, the Redskins honored more than 50 guests from local military units. Two days before the game, the USAA and Redskins Salute hosted their inaugural Military Combine, allowing military members to test their football skills with a number of combine activities, including the 40-yard dash, vertical jump and bench press.

MEMORANDUM

To: **Chief Executives**
Club Presidents
Club Marketing
Club Sponsorship
Club Counsel
Club Community Relations
Club Public Relations

From: [redacted]

Date: **July 2, 2015**

Subject: **Military Sports Marketing and Advertising Contracts**

The National Football League and each of your clubs takes great pride in our support of our Armed Forces. This support takes place both at home and abroad, with NFL players and coaches traveling overseas to salute troops, as well as with team recognition of our servicemen and women at events and games, as well as through the year-round Salute to Service campaign.

Due to recent events questioning sponsorship contracts between the military and sports leagues, the Secretary of Defense has directed the Secretary of each of the Military Departments to review all current sports marketing and advertising contracts to determine if there are areas where additional oversight and controls are warranted. This is a broad mandate that extends to any such arrangement; it is not limited to the NFL or NFL member clubs.

Apart from the efforts made directly to support and honor our Armed Forces, the NFL and the military also have a long history of partnering together in community outreach efforts. It is crucial that community relations activities not be confused with recruiting and advertising activities for the military, since the resulting public perception could damage both the military and NFL brand, and undercut the effectiveness of our collective community outreach work. Therefore, the NFL and the military must carefully ensure that paid advertising is separate from community outreach or other appreciation programs that honor members of the military and their families.

The need to ensure a clear separation between advertising, on the one hand, and community relations/military appreciation, on the other hand, was the subject of the directive

sent by the Secretary of Defense in a memo clarifying the guidelines applicable to all sport marketing and advertising contracts. The key points of the Secretary's memo were as follows:

- The Military Department should not pay an outside party (such as NFL Clubs) to conduct a military appreciation event or any activity that could be construed as a military appreciation activity. Traditional military appreciation activities include, but are not limited to, color guards, flag unfurling, "stand and be recognized moments," etc.

- Recruitment advertisements and marketing agreements are not to be used for such community relations events. Recruitment advertisements are permissible provided they distinctly focus on attracting candidates for military service.

- Recruiting and advertising efforts include activities where it is clear that a Military Service has paid for the opportunity to reach recruiting audiences, such as broadcast commercials and print advertisement.

In keeping with the directive of the Secretary of Defense, the League and its 32 clubs will ensure that there has been a careful and appropriate separation of paid advertising from outreach. It remains of vital importance that the NFL and military continue to work together to connect with the American public, and for the NFL and our 32 teams to have opportunities to show our genuine support to our troops and their families. Our staff will be pleased to work with your organizations to assist in reviewing agreements and event plans, and otherwise helping ensure that the appropriate separation of activities is maintained.

Please communicate this memo to all appropriate members of your organization. If you have any questions please contact [redacted] at [redacted] or by phone at [redacted]

[redacted]

NATIONAL FOOTBALL LEAGUE

ROGER GOODELL
Commissioner

November 2, 2015

The Honorable John McCain
218 Russell Senate Office Building
Washington, D.C. 20610

The Honorable Jeff Flake
413 Russell Senate Office Building
Washington, D.C. 20510

Dear Senators McCain and Flake,

The National Football League deeply values the dedication and sacrifice of the men and women who serve our country. For many decades, at home and abroad, the league and our individual clubs have offered respect, appreciation, and support to the U.S. military and our veterans. These efforts range from NFL players and executives traveling on USO goodwill tours, to highlighting military service during Super Bowl and Pro Bowl games, to the league's annual Salute to Service events, through which we have raised millions of dollars for our three non-profit military appreciation partners: the Pat Tillman Foundation, the USO, and the Wounded Warrior Project.

The military has also separately engaged individual NFL clubs to promote recruitment efforts, using multiple platforms to maximize the reach of their message, such as ads placed in game programs and on scoreboards or recruitment kiosks in our stadiums. These efforts are intended to be separate and apart from the NFL's longstanding recognition of the service members and their families who have dedicated their lives to serving this great country.

Earlier this year, you shared with us concerns that these two distinct types of activities have not been kept separate. We strongly oppose the use of recruitment funds for anything other than their proper purpose. As you know, on July 2, 2015, the NFL issued guidance to each of its 32 clubs to make clear that any on-field recognition, community events, or other activities that are not specifically in the form of recruitment or advertising should never be included in contracts or otherwise performed for payment. I have attached a copy of this guidance for your reference.

More recently, you have indicated that you remain concerned about inappropriate use of Department of Defense recruiting dollars. With respect to more specific claims around recruitment funds being used for tribute activities, we are conducting an audit of all contracts between our clubs and the military service branches or state National Guard units. If we find that inappropriate payments were made, they will be refunded in full. We will share the results of this review with you.

345 Park Avenue, New York, New York 10154 139 (212) 450-2000 Fax (212) 681-7574

We look forward to working with you to resolve this issue. Our relationship with the National Guard, the various branches of the military, our veterans, and the families of our service men and women is of deep importance to the league. We embrace our opportunity to honor their service, and we are committed to the principle that this honor should never be a commercial transaction. We will take the necessary steps to ensure that all entities within the NFL meet this standard.

Please call me if you have questions about how the league is addressing this matter. I look forward to maintaining an ongoing discussion with you and working together to protect and enhance our efforts to honor those who provide military service to our nation.

Sincerely,

ROGER GOODELL

Attachment

ROGER GOODELL
Commissioner

APPENDIX D
TEAM OWNER STATEMENTS

A LETTER FROM BLANK ON MILITARY PARTNERSHIPS[i]

Posted May 13, 2015

By Staff

Atlanta Falcons Owner and Chairman Arthur Blank responds to reports regarding National Guard sponsorships with the Falcons

The following is a letter written by Falcons Owner and Chairman Arthur Blank to fans:

I'm sure many of you have read various news accounts regarding the National Guard's marketing partnership with a number of NFL teams, including the Falcons, and other sports entities. Unfortunately, many of the stories failed to accurately present the business relationships between the two groups, and we want to make sure you have the facts to alleviate any concerns you may have.

Our marketing and sponsorship agreement with the National Guard is designed to fulfill their objectives of increasing awareness and aiding in recruiting efforts, which has become more important in an all-volunteer service environment. This is no different than any other sponsorship agreement in that it is structured to fit a business need.

Our agreement with the National Guard during the 2014 season included advertising on the Falcons website and in the Atlanta Falcons Playbook, which is distributed to fans on game day; signage in the Georgia Dome; LED and backlit messaging on Falcons game days; activation at Falcons Landing on game days; and participation in a number of other game program activities.

As explained by National Guard spokesman Rick Breitenfeldt in a recent story on ESPN.com, their spending with teams in all sports on year-round advertising and marketing programs is a way to reach important audiences.

"We have hundreds of [sponsorship agreements] with teams, including minor league baseball and at high schools," he said. "We have found that spending in sports to help us recruit in our 18-24 demographic works out for us."

Separate and apart from this business arrangement, the Falcons have long supported the Armed Services, including the National Guard, in a variety of ways as part of our community outreach and philanthropic activities. These include, among other things:

- Military base visits by coaches and players
- Fishing trips with soldiers injured in the line of duty
- Game day Flag Crew participation by various members of the Armed Forces
- Falcons players joint appearances with military personnel at school assemblies and other locations
- Military holiday parties hosted by Falcons players
- Attendance by military personnel at Falcons Training Camp, and just this year at a recent OTA practice

[i] http://www.atlantafalcons.com/news/article-1/A-Letter-From-Blank-On-Military-Partnerships/af2880c9-05f9-4a83-9d4c-33f6045143ca

- Ticket purchases and donations by Falcons players to military personnel

Our commitment to the community is an important part of our responsibilities as this city and state's professional football team. It also extends beyond that to the work our family foundation is doing in Atlanta's Historic Westside Neighborhoods adjacent to the new Atlanta stadium to create a safer, healthier and more prosperous environment for its residents. In addition, our foundation is in the second year of a three-year $350,000 grant to the Congressional Medal of Honor Foundation to work with the Georgia State Board of Education to deliver a Character Development Program to more than 140,000 Georgia middle and high school students annually in partnership with the Georgia National Guard and other businesses and foundations.

It is regretful that the good works of our NFL league office and teams were overlooked in the news stories of the last few days, and I hope this letter aids in painting a more accurate portrayal. We remain steadfast in our desire to be good citizens and proud supporters of our community, including our support of the important work of our Armed Forces.

- Arthur Blank

Statement on Misleading Reports Regarding Jets and NJ National Guard[ii]

Posted May 13, 2015

The New York Jets hold in the highest esteem the service and sacrifice of the brave men and women in the armed forces, and our longstanding ties to all branches of the U.S. Military are among our most important relationships. Unfortunately, the recent media coverage of our contract with the New Jersey National Guard has unfairly cast doubt on the sincerity of these relationships. The media coverage was based on misrepresentations and blatant factual errors.

The facts are that from 2011-2014 the New Jersey National Guard (and, to clarify, no other Military branch) had an advertising and promotional contract with the Jets. The National Guard approached us, seeking our promotional assets to reach their target audience. The National Guard, and the U.S. Military in general, spend millions annually to maintain an all-volunteer force. As a National Guard spokesman recently confirmed, his organization has found it effective to use some of its budget with the Jets, the NFL, and other sports properties. Our understanding is that this arrangement was similar in content to other sports advertising expenditures made by the National Guard.

Over the years the Jets have consistently supported all branches of the armed forces – with no strings attached. Since 2000 (well before our relationship with the New Jersey National Guard), we have recognized the armed forces at our annual Military Appreciation Day. We have also proudly made substantial donations to military causes, including a recent $1 million donation to Building for America's Bravest, a program that builds homes for catastrophically injured soldiers. We are privileged to be able to express our gratitude to U.S. Military personnel in this way, and proud of how these efforts have been embraced by our fans.

It is for this reason that we take such exception to the shameful manner in which our contract with the National Guard (which has since expired) has been distorted. Going forward, we will pay closer attention to ensuring that any arrangement we have with a government entity is clearly identified. However, the suggestion by critics that our long track record of honoring military service was improperly motivated is patently offensive. It may also unfairly place some of our fans in the unfortunate position of questioning our intentions any time they see a military presence at a Jets home game or event.

We are proud that our support of the armed forces is unwavering and will continue in the future. We hope that our critics will show similar support.

[ii] http://www.newyorkjets.com/news/article-9/Statement-on-Misleading-Reports-Regarding-Jets-and-NJ-National-Guard/a031b626-576d-4e04-810b-cd9135abdb81