



Membership for a Museum You May Only Go to Once

9/11
MEMORIAL
& MUSEUM



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- ❖ Created as a **direct mail donor** program in 2007, supporting the capital project of building the Memorial (2011) and Museum (2014).

Inaugurated **membership** offers in 2013, **onsite** posts added when Museum opened in 2014

- ❖ Continued to grow every year and as of 2019 consisted of 20,000 dues paying members totaling \$1.5M
- ❖ Members support annually via member dues and additional contributions, participate in commemoration events, attend public programs, are volunteers, docents and are one of our key communities that advocates, supports, and amplifies our mission.

BUT

- ❖ The program as designed in 2013 doesn't fit our **audience** visitation patterns, lists **benefits** that have no perceived or actual value, never materialized or otherwise don't exist.
- ❖ Current labels and space between levels create barriers to entry and don't encourage **retention** and **upgrades**

INDIVIDUAL \$74

- Free, unlimited yearly admission to the Museum for one adult at least 18 years old*
 - Two complimentary one-time Museum passes for guests accompanied by a member*
 - Access to express members-only Museum admissions line
 - Access to members-only reservation phone line
 - Complimentary audio guides for members at the Membership Desk
 - Members-only event invitations and newsletters
 - Discounted tickets to select public programs
 - 9/11 Memorial Museum exclusive membership gift
 - 20% discount with first in-store purchase at the Museum Store, 10% thereafter in-store, online and at the Café
 - Members-only discounts and offers at local restaurants, shops, and parking garages
- Within the limits prescribed by law, \$74 is tax deductible*

DUAL \$108

- All of the benefits of Individual membership for two adults at least 18 years old
 - A total of four complimentary one-time Museum passes for guests when accompanied by a member*
- Within the limits prescribed by law, \$108 is tax deductible*

FAMILY \$250

- All of the benefits of Dual membership and up to four children (under the age of 18), *plus:*
 - Priority invitations to family-friendly programming
- Within the limits prescribed by law, \$250 is tax deductible*

VISIONARY \$500

(Suggested 21-45 years of age)

- All of the benefits of Dual membership, *plus:*
- Invitations to young professional networking events
- Invitation to members-only previews, tours and other special events

Within the limits prescribed by law, \$400 is tax deductible

CONTRIBUTOR \$1,000

- All of the benefits of Family membership, *plus:*
 - Recognition on website
 - Invitation to members-only previews, tours and other special events
 - A total of six complimentary one-time Museum passes for guests when accompanied by a member*
 - One free curator-led Contributor's tour of the Museum per year, based on availability
 - Exclusive offers for special Contributor discounts, events, and priority access throughout the year
- Within the limits prescribed by law, \$870 is tax deductible*

PATRON'S CIRCLE \$2,000

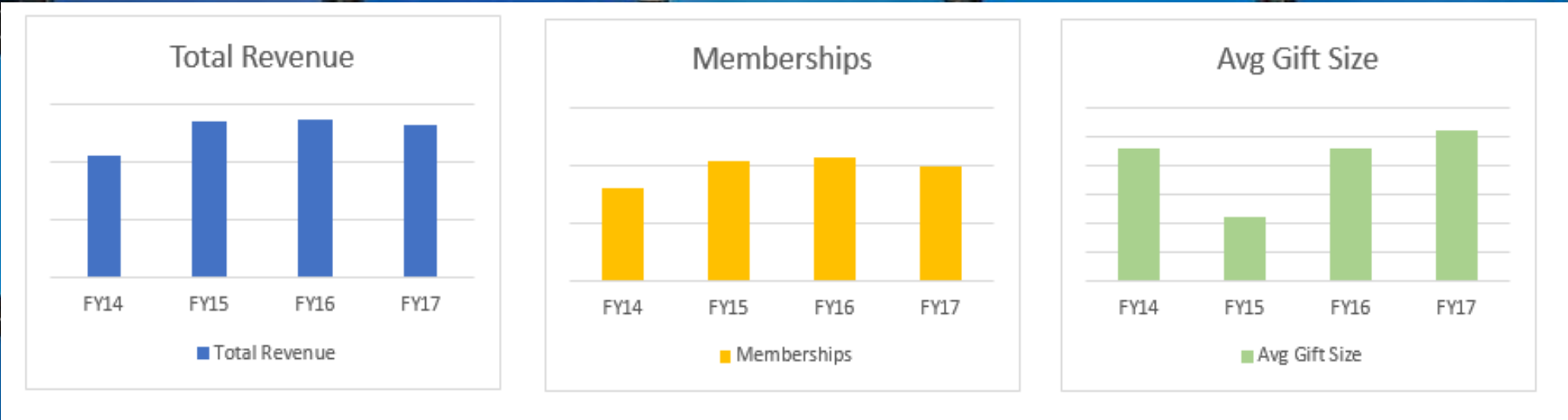
- All of the benefits of Contributor membership, *plus:*
 - Anytime access to the Museum for two adults (cardholder plus guest); reservations recommended but not required**
 - A total of eight complimentary one-time Museum passes for guests when accompanied by a member*
 - One free curator-led Patron's Circle tour of the Museum per year, based on availability
 - Invitation to Member Appreciation Reception
 - Listing in the 9/11 Memorial Annual Report
 - Exclusive offers for special Patron's Circle discounts, events, and priority access throughout the year
- Within the limits prescribed by law, \$1,840 is tax deductible*

**Reservations required for member and all guests, based on availability. All guests must be accompanied by a member to enter the Museum.*

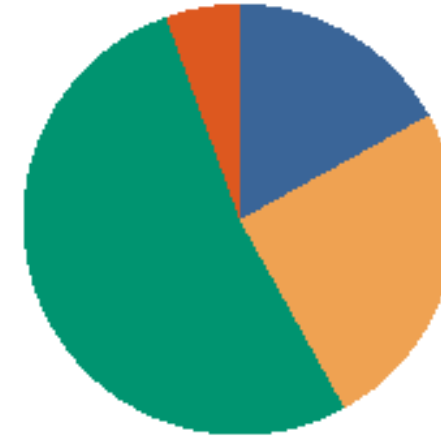
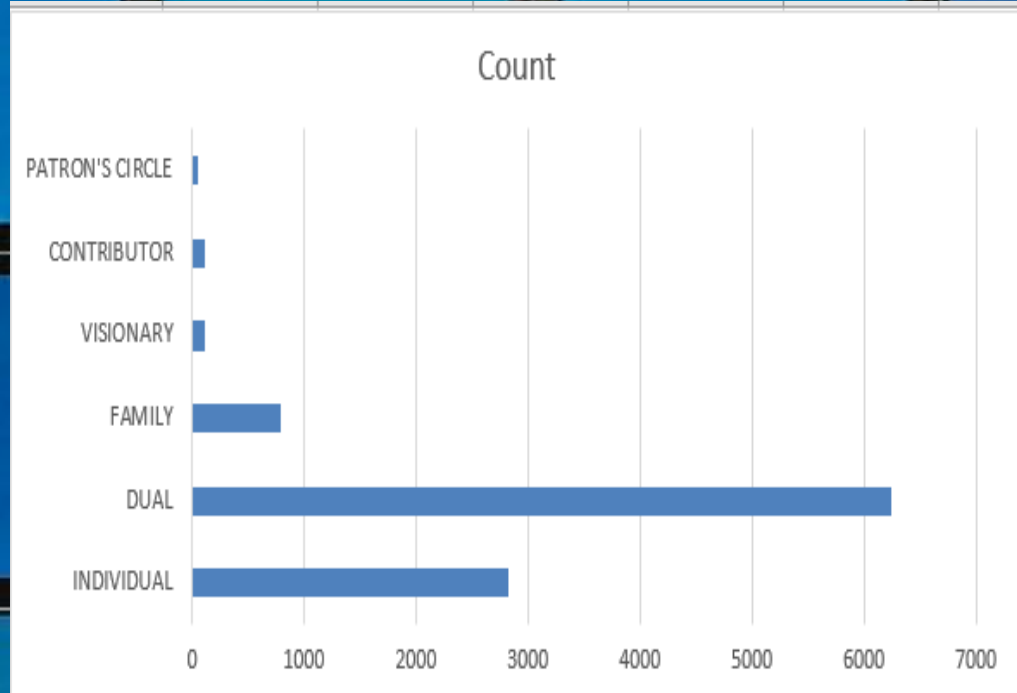
***During Museum operating hours.*

Member benefits subject to change without notice.

History of Membership Program



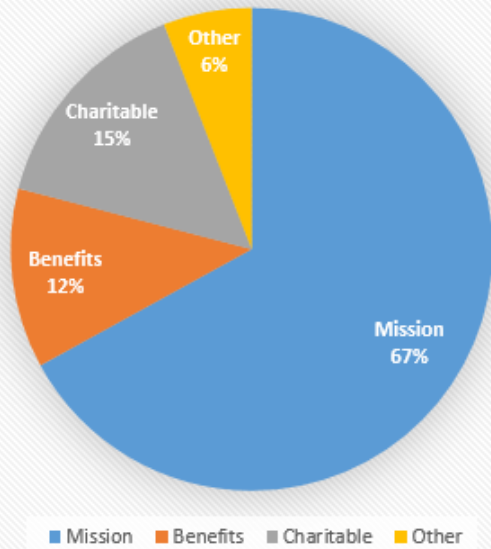
Methodology: Data Collection— *the canaries in the coal mine*



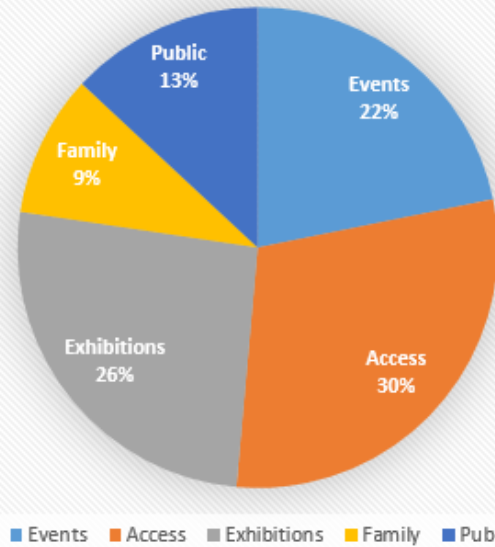
NYC	18.9%
Tri-State	25.1%
Other Domestic	52.3%
International	5.6%
Total:	100.0%

Methodology: Data Collection

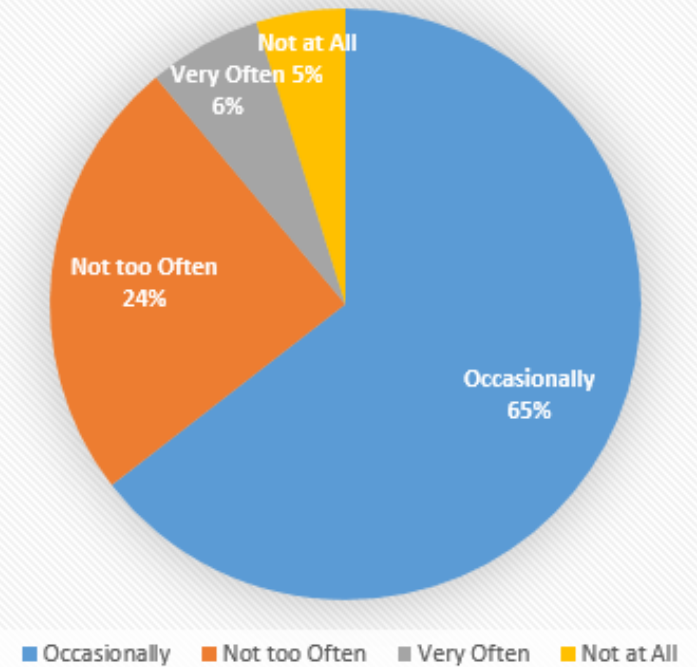
1. Please check which of the following best represents what motivated you to become a member of the 9/11 Memorial & Museum



3. As a member, what additional features and/or services would you like to see at the 9/11 Memorial & Museum?



5. How often do you visit the Museum?



Methodology: Email Survey

9/11 Memorial & Museum

2019 Dues Increase - Comparable Institutions Dues Pricing Study

		Individual	Dual	Family or similar
NYC	NS11MM	74	108	250
	Metropolitan Museum of Art	100	200	600
	American Museum of Natural History	n/a	115	250
	Whitney Museum of Art	90	140	300
	Guggenheim Museum	85	140	300
	New York Botanic Garden	85	110	275
	WCS/Bronx Zoo	105	190	260
MISSION	WWII Museum	50	90	250
	US Holocaust Museum		99	499
NATIONAL PEERS	Seattle Art Museum	79	99	250
	High Museum of Art	75	110	170
	LACMA	60	110	250
	The Field Museum	95	95	175
	Museum of Fine Arts, Boston	75	115	275
	Art Institute of Chicago	105	150	200
	Philadelphia Museum of Art	75	125	250

Methodology: Dues Benchmarking



9/11 Memorial & Museum											
	2,830	6,240	794	114	111	56	count as of 12/31/17 = 10,145				
	\$209,420	\$673,920	\$198,500	\$57,000	\$111,000	\$112,000	total estimated dues as of 12/31/17: \$1,361,840.00				
	INDIVIDUAL	DUAL	FAMILY	VISIONARY	CONTRIBUTOR	PATRON'S CIRCLE	NOTES	FMV - Tax deductibility			
Inaugural Price	\$63	\$90	\$225	\$450	\$900	\$1,800	date?				
Opening Price	\$70	\$100	\$250	\$500	\$1,000	\$2,000	date?				
Increase	\$\$	\$\$	\$\$	\$\$	\$\$	\$\$					
Current Price	\$74	\$108	\$250	\$500	\$1,000	\$2,000	Jan - May 2015				
Increase	\$\$	\$\$	\$\$	\$\$	\$\$	\$\$					
Goods and Services	\$0	\$0	\$0	\$100	\$130	\$160	2015 here				
2017 Tax Deductible Amount	\$74	\$108	\$250	\$400	\$870	\$1,840					
BENEFITS								2013	2015	2019	assessment
Free, unlimited yearly admission to Museum	1	2	2A/4C	2	2A/4C	2A/4C		N/A	\$0.00	\$0.00	incalculable, disregard
Complimentary admission guest passes (when accompanied by a Member)	2	4	4	4	6	8		N/A	\$0.00	\$26.00	disregard if dues < \$75/pp
Access to express members-only Museum admission line	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Access to members-only Museum reservation phone line	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Complimentary audio guides at the Member Desk	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Members only event invitations and newsletters	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Discounted tickets to select public programs	✓	✓	✓	✓	✓	✓		\$15/pp	\$15/pp	\$0.00	not offered/not promised
9/11 Memorial Museum exclusive membership gift	✓	✓	✓	✓	✓	✓		\$0.00	\$0.00	\$0.00	token
Discounts in Museum Store, 20% first time, 10% every day thereafter	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Discounts in online store, 10%	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Discounts in café, 10%	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Members only discounts and offers at local restaurants, shops and parking	✓	✓	✓	✓	✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Priority invitations to family-friendly programming			✓		✓	✓		N/A	\$0.00	\$0.00	incalculable, disregard
Invitations to young professional networking events				✓				N/A	\$50/pp	\$0.00	not offered/not promised
Invitations to members-only previews, tours and other special events				✓	✓	✓		N/A	\$0.00	\$0.00	no FMV, only members
Recognition on the website					✓	✓		\$0.00	\$0.00	\$0.00	incalculable, disregard
Free curator-led tour of the Museum					✓	✓		N/A	\$0.00	\$0.00	no FMV, only members
Exclusive offers, discounts, events and priority access					✓	✓		\$0.00	\$0.00	\$0.00	no FMV, only members
Invitation for Member Appreciation Reception						✓		N/A			can disregard if < \$10.70/
Listing in the Annual Report						✓		\$0.00	\$0.00	\$0.00	incalculable, disregard

Methodology - Tax Deductibility Review



OPPORTUNITY:

Small tweaks to already successful program can

- optimize **acquisition** both onsite and via direct response channels
- increase opportunities for additional visits to Museum that encourage **engagement** and **retention** year over year
- leverage our Museum **offerings** (tours, retail, café, etc)
- corrects long-standing **tax deductibility** assessment that were created before the Museum opened

STRATEGY:

Relaunch and rebrand membership and benefits structure to




- Rename membership levels
- create two tiers of membership (Access and Engagement)
- Increase pricing where needed to alleviate compression
- Add, remove and realign benefits
- Add President's Circle level to build bridge to Major Giving program
- Rebrand marketing materials to evoke feeling of member community

Strategy



Inspiration

OLD	
Individual	\$74
Dual	\$108
Family	\$250
Visionary	\$500
Contributor	\$1,000
Patron's Circle	\$2,000

NEW				
<u>MEMBERS</u>				
Member	\$75	+ \$1		Good
Member Plus	\$125	+ \$17		Better
Member Premium	\$250	--		Best
<u>BENEFACTORS</u>				
Visionary	\$500	--	Events, recognition, peek-behind-the-curtain programs, opportunities and tours	
Contributor	\$1,000	--		
Patron	\$2,500	+ \$500		
Presidents Circle	\$5,000	+ \$5,000		

Strategy: Membership by Level (New and Old) as of May 2019

9/11 Memorial & Museum

INDIVIDUAL	DUAL	FAMILY	VISIONARY	CONTRIBUTOR	PATRON'S CIRCLE	
3,200	7,000	800	86	91	44	estimated count as of 12/31/18 = 11,221
\$236,800	\$756,000	\$200,000	\$43,000	\$91,000	\$88,000	total estimated dues as of 12/31/18: \$1,414,800.00

	MEMBER	MEMBER PLUS	MEMBER PREMIUM	VISIONARY CIRCLE				
				SUPPORTER	CONTRIBUTOR	PATRON	BENEFACTOR	
2019 Goods and Services	\$52	\$52	\$52	\$104	\$156	\$208		
2019 Tax Deductible Amount (assessed)	\$75	\$120	\$146	\$396	\$844	\$1,792		
2019 Price Proposed	\$75	\$125	\$250	\$500	\$1,000	\$2,500	\$5,000	
2019 Total Estimated Count	3,262	7,704	857	86	91	44	10	
2019 Total Estimated Dues	\$243,019	\$878,256	\$214,250	\$43,000	\$91,000	\$110,000	\$50,000	
% incr dues amount	2%	16%	0%	0%	0%	25%	n/a	
% incr count	15%	23%	8%	-25%	-18%	-22%	n/a	
% incr revenue	16%	30%	8%	-25%	-18%	-2%	n/a	

BENEFITS	2013	2015	2019	assessment
Free, unlimited yearly admission to Museum	1	2	2AJ4C 6	2 6
Complimentary admission guest passes (when accompanied by a Member)	2	4	6	4 6
Complimentary admission guest passes (anytime use, no Member needed)	✓	✓	✓	4 8
Access to express members-only Museum admission line	✓	✓	✓	unlimited
Access to members-only Museum reservation phone line	✓	✓	✓	unlimited
Complimentary audio guides at the Member Desk	✓	✓	✓	unlimited
Members only event invitations and newsletters	✓	✓	✓	unlimited
Discounted tickets to select public programs	✓	✓	✓	unlimited
9/11 Memorial Museum exclusive membership gift	✓	✓	✓	unlimited
Discounts in Museum Store, 20% first time, 10% every day thereafter	✓	✓	✓	unlimited
Discounts in online store, 10%	✓	✓	✓	unlimited
Discounts in café, 10%	✓	✓	✓	unlimited
Members only discounts and offers at local restaurants, shops and parking	✓	✓	✓	unlimited
Priority invitations to family-friendly programming	✓	✓	✓	unlimited
Complimentary SK registration upon request	✓	✓	✓	unlimited
Access to VIP reservations and ticketing to public programs	✓	✓	✓	unlimited
Reciprocity to select national cultural attractions	✓	✓	✓	unlimited
Invitations to young professional networking events	✓	✓	✓	unlimited
Invitations to members-only previews, tours and other special events	✓	✓	✓	unlimited
Recognition on the website	✓	✓	✓	unlimited
Free staff-led tour of the Museum	✓	✓	✓	unlimited
Free curator-led tour of the Museum	✓	✓	✓	unlimited
Exclusive offers, discounts, events and priority access	✓	✓	✓	unlimited
Invitation for Member Appreciation Reception	✓	✓	✓	unlimited
Listing in the Annual Report	✓	✓	✓	unlimited
Complimentary seat at the annual benefit dinner	✓	✓	✓	unlimited
Invitation to annual Presidents reception and	✓	✓	✓	unlimited

Tax Deductibility Review part 2





MEMBERS

enjoy an exclusive array of benefits all year round. Join today at the level that's right for you to gain immediate access to all the Museum has to offer.

Aside from the individual benefits that come with each level, **all members receive:**

- Complimentary, expedited admission to the 9/11 Memorial Museum and all special exhibitions for one year
- Children 6 and under are free every day
- Members only reservation phone line
- Complimentary audio guides
- Members only event invitations and e-communications
- Pre-registration and discounted tickets to public programs
- An annual commemorative gift from the 9/11 Memorial & Museum
- 20% discount with first in-store purchase at the Museum Store and Café, 10% thereafter
- Members only discounts and offers at local restaurants, shops, and parking garages

MEMBER \$75

- Free, expedited admission to the Museum for one adult for one year
- Complimentary audio guide for one adult
- Two complimentary one-time Museum passes for guests accompanied by a member
\$75 is tax deductible to the extent allowable by law

MEMBER PLUS \$125

- Free, expedited admission to the Museum for two adults for one year
- Complimentary audio guides for two adults
- Four complimentary one-time Museum passes for guests when accompanied by a member
\$125 is tax deductible to the extent allowable by law

MEMBER PREMIUM \$250 **BEST VALUE!**

- Free, expedited admission to the Museum for four adults or children for one year
- Complimentary audio guides for you and your guests for every visit, subject to availability*
- Four complimentary one-time Museum passes for guests when accompanied by a member
- A special guided tour of the Museum for up to four people upon request*
\$86 is tax deductible to the extent allowable by law

All guided tours and experiences require advance registration subject to availability and are redeemable one time within a year of membership.

For Member, Member Plus and Member Premium: Guests must be accompanied by a current Museum member.

* - newly added benefits

BENEFACTORS

VISIONARY \$500

All Premium membership benefits, *plus:*

- For emerging professionals; a complimentary invitation to regular events, such as the annual Visionary Circle Dessert & Cordials and the Curator Inside Look & Reception*
- A special guided tour of the Memorial plaza for up to four people upon request
- A special Benefactors gift
- Two Museum any-time admission passes for your friends and family (member need not be present)*
\$368 is tax deductible to the extent allowable by law

CONTRIBUTOR \$1,000

All Visionary membership benefits, *plus:*

- Complimentary group reservation for four to an Early Access tour of the Museum upon request*
- Listing in the Annual Report*
- Four Museum any-time admission passes for your friends and family (member need not be present)*
\$652 is tax deductible to the extent allowable by law

PATRON \$2,500

All Contributor membership benefits, *plus:*

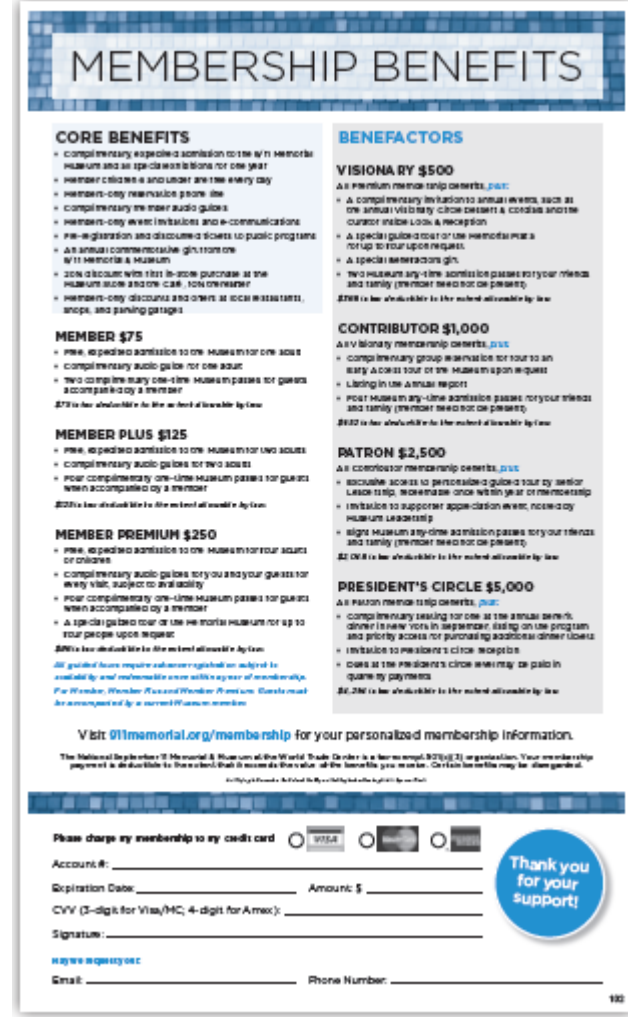
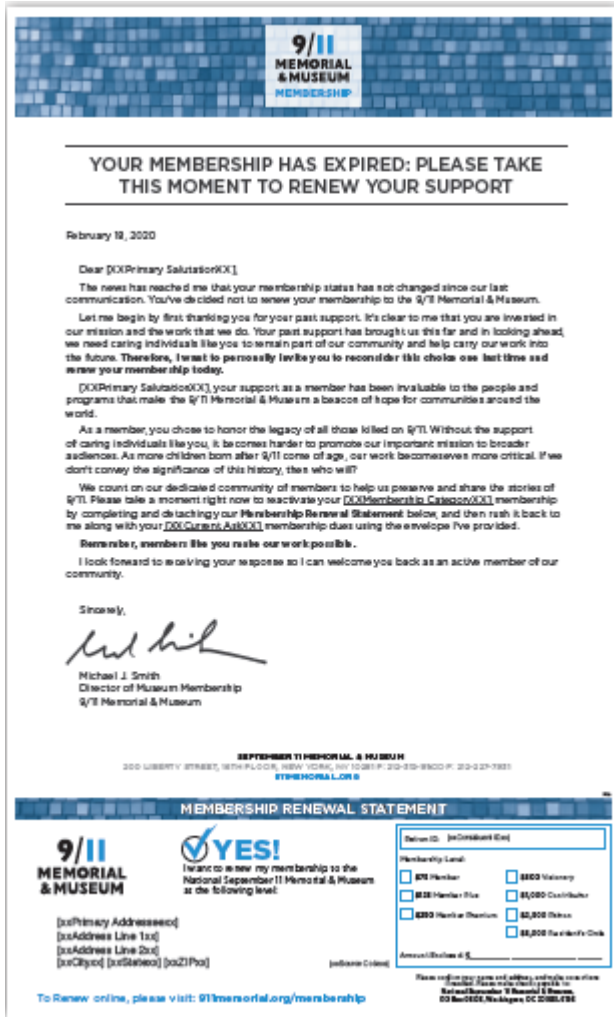
- Exclusive access to personalized guided tour by Museum Senior Leadership, redeemable once within year of membership
- Invitation to supporter appreciation event hosted by Museum Leadership
- Eight Museum any-time admission passes for your friends and family (member need not be present)*
\$2,048 is tax deductible to the extent allowable by law

PRESIDENT'S CIRCLE \$5,000

All Patron membership benefits, *plus:*

- Complimentary seating for one at the annual benefit dinner in New York in September, listing on the program and priority access for purchasing additional dinner tickets*
- Invitation to President's Circle reception*
- Dues at the President's Circle level may be paid in quarterly payments*
\$4,294 is tax deductible to the extent allowable by law

New Membership Branding as of May 2019



Direct Mail Renewal Redesign





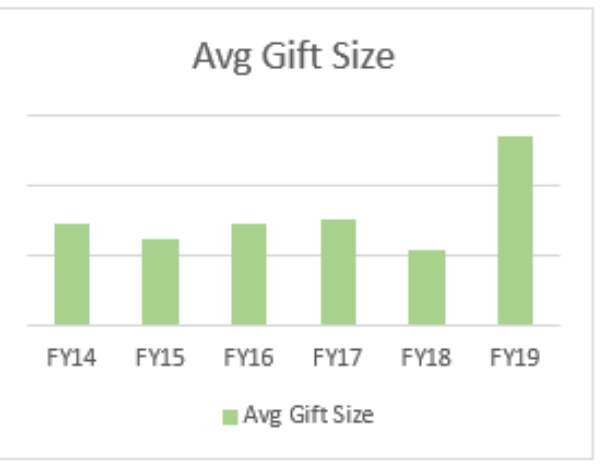
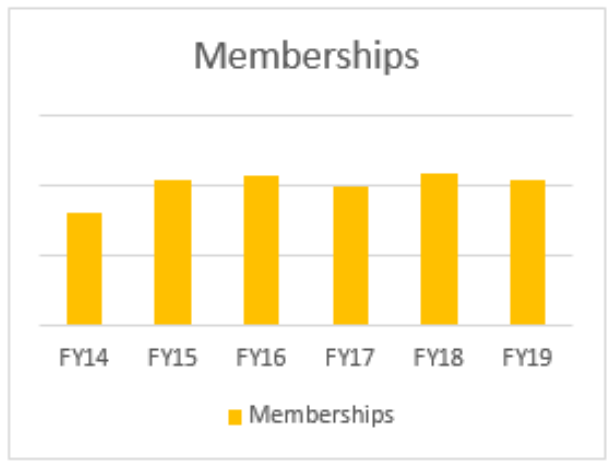
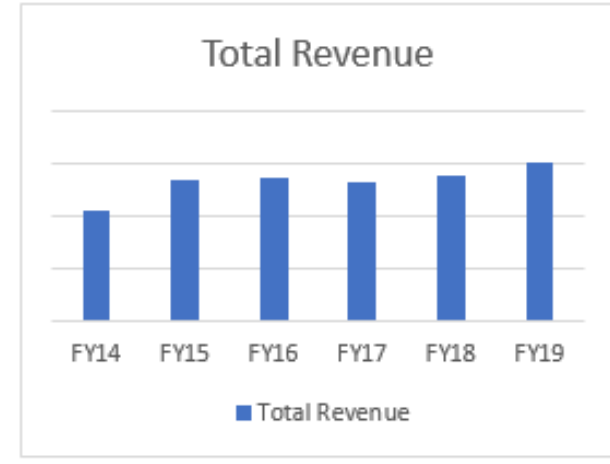
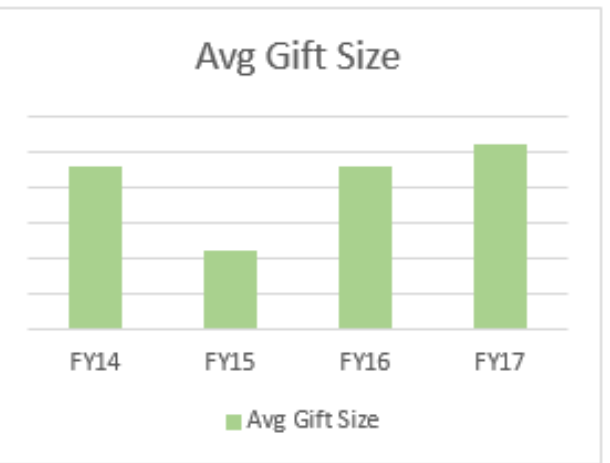
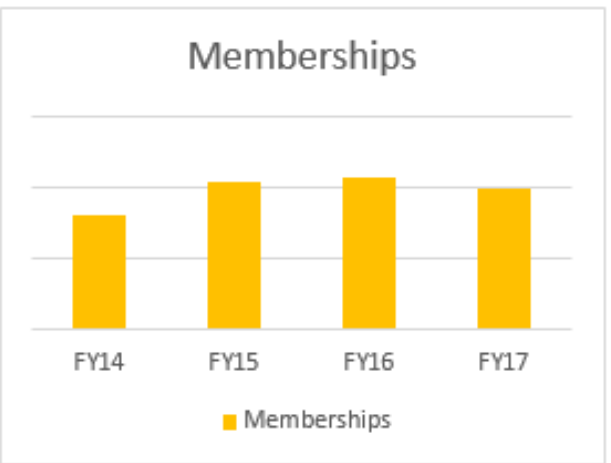
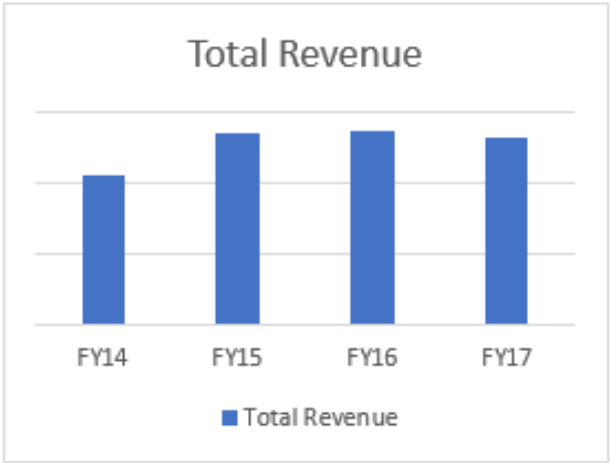
Onsite Signage and Membership Cards

MEMBERSHIP

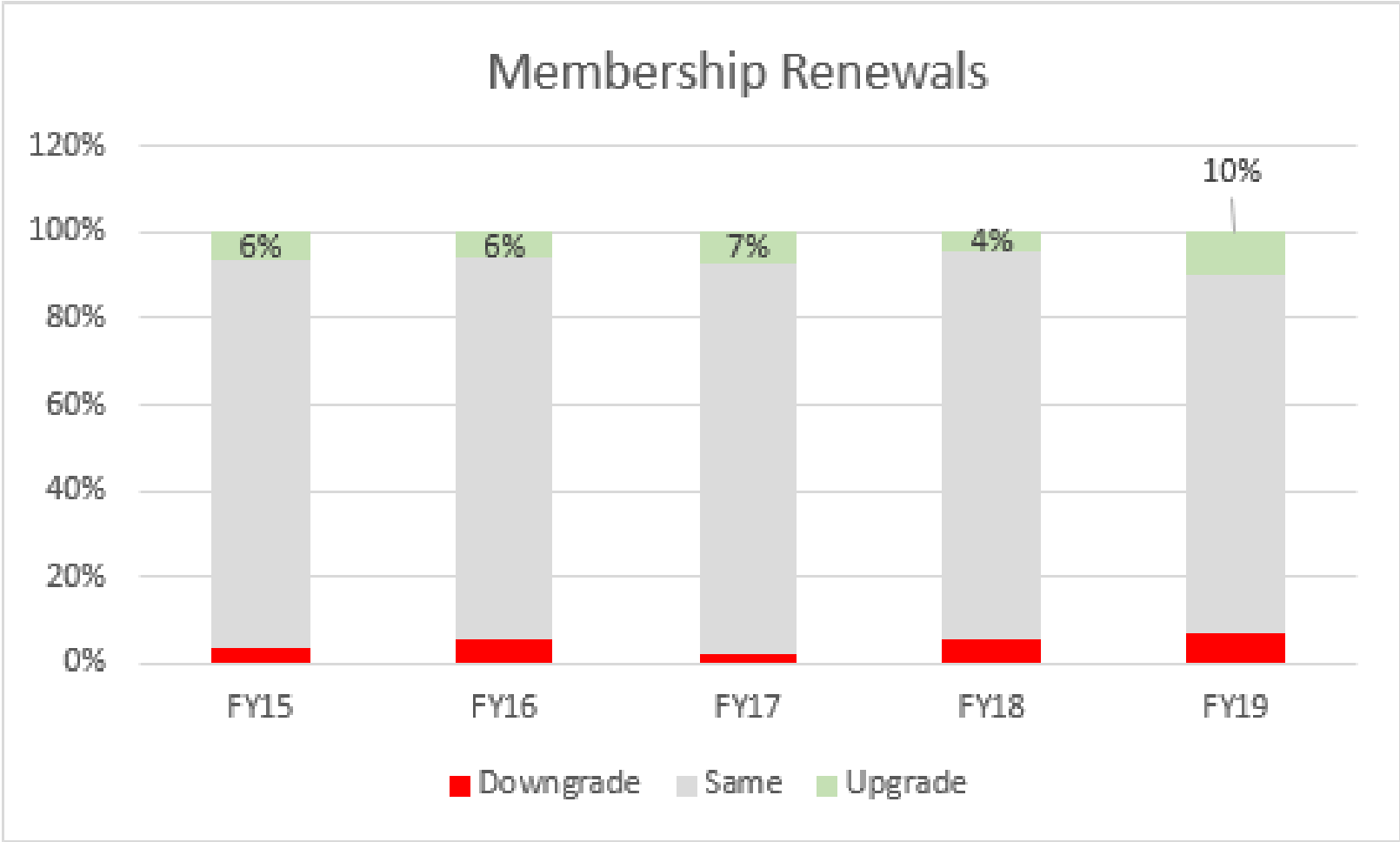


Simplified Onsite Sales Tools based on **Good, Better, Best** Structure





Results



Membership Renewal Results




Confronting COVID – Our Unwavering Purpose

- ❖ Museum closed for 6 months, reopened on 9/11 to Family members and 9/12 to the general public with special hours for Museum members
- ❖ Senior Leadership already primed with information about the lifetime value of Museum members, so open to creative ideas to maintain engagement and retention of members, open to contactless payment options onsite (no staff)
- ❖ Restructured benefits included free Memorial and Museum tours, and invitations to public programs, salon-style behind-the-scenes events, so when all of these became virtual it was foregone conclusion that Members would have access first or for free.
- ❖ Restructured renewal series logic already moved low likelihood onsite joins into Annual Fund prospect pool, so direct mail renewal ROI is at all time high
- ❖ Museum members were already primed with mission-based messaging in renewals beginning in May of 2019, so when we lit gasoline on that fire for our emergency fund, they responded positively. Renewals took a nosedive in March and April 2020, but since May (1 year since relaunch) they have bounced back and our response rates and ROI are at an all time high.

**SUPPORT OUR MISSION BY
BECOMING A MEMBER
TODAY**

Our desk is closed but you can still join today by taking advantage of our new contactless registration service.

Text **"MEMBER"** to **(202) 858-1233**
or **scan the QR code** below

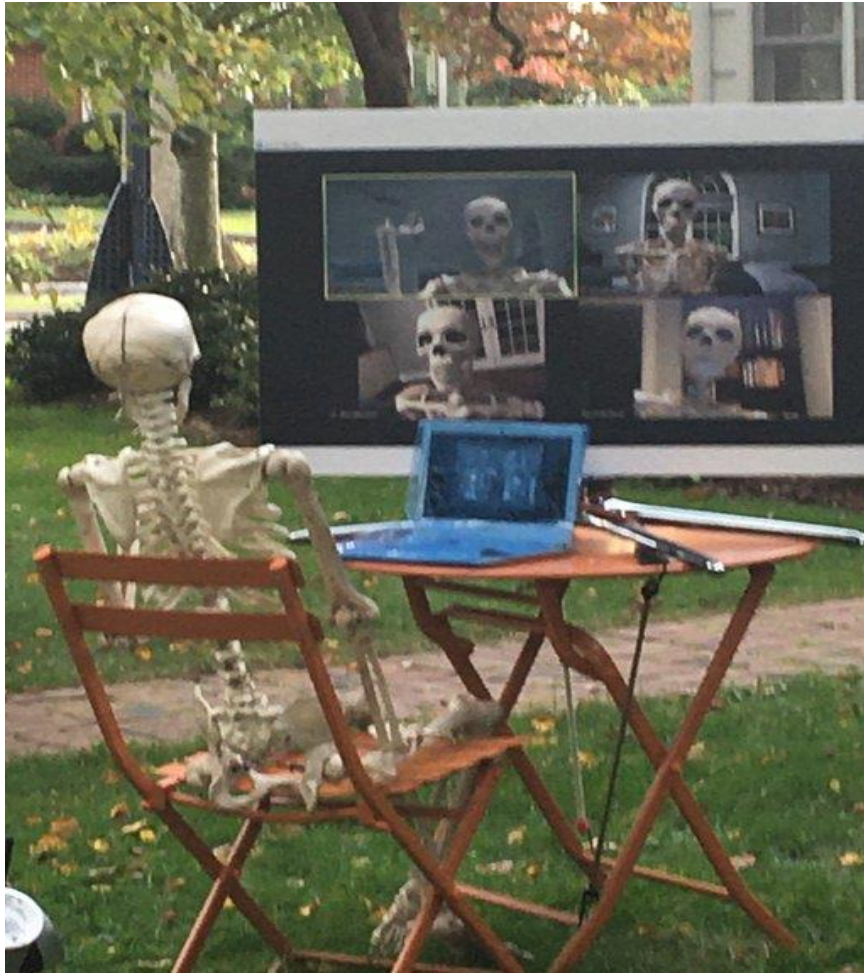


Join today and your admission will be applied to your purchase. A Membership Associate will contact you within 24 hours to complete your transaction.

Thank you.
Your support helps sustain this sacred site.

**9/11
MEMORIAL
& MUSEUM**

2020 – COVID19 Closure



American Museum Membership Conference

2020
virtual

session has ended

don't forget to complete your session survey