



Patriot Park Foundation

6150 Lincoln Highway

Stoystown, PA 15563

Strategic Plan for 2023 – 2024

December 2022



FIELD OF HEROES FLAG DISPLAY

Table of Contents

Introduction

Letter from the President	3
Patriot Park Foundation Board of Directors	4

Strategic Plan

Mission	5
Tenets/Goals	5
The Case for Support	5
Successes of PPF Over the Last Three Years	6
Objectives and Priorities for 2023 - 2024	7
Long-Term Goal	8
Contact and Social Media Links	8

Attachments

SWOT Analysis	9
2023-2024 Action Plan	10



Letter from the President

Dear Members of the Patriot Park community,

Over the past seven years as President of the Patriot Park Foundation (PPF), I have witnessed how a small group of dedicated volunteers took a vision, rolled up their sleeves, and - through hard work, creativity, and teamwork - shaped their dream into reality. The dream was to build a park located next to the entrance of Flight 93 National Memorial which would be dedicated to the men and women of the U.S. military who have sacrificed so much over the last 21 years.

Together, we made it happen. Our first full season is now in the books, and it was a resounding success. As our first 10,000 visitors entered the aspen-lined path to gaze upon 7,058 U.S. flags and read our storyboards, they were profoundly impressed and highly encouraging of our plans.

Along the way, it became clear that apart from those who served and the families who supported them, there is a knowledge gap in the general public, especially those born after 9/11. For example, many are not familiar with the term Global War on Terrorism (GWOT), or what the major battles or events were during the War. This is epitomized by the old military saying, "The Army went to war, America went to the mall."

One common denominator that we have discovered over the last few years is the power of the events of September 11, 2001. Alan Jackson's award-winning song, "Where Were You (When the World Stopped Turning)" asked an essential question for the beginning of the new millennium. For Americans alive on that awful day, the answer to "where they were" is extremely emotional and personal. In the song, Jackson remembers, "this from when I was young, faith, hope, and love are some good things He gave us, and the greatest is love."

To take it one step further, it is commonly accepted in our moral teachings that, "Greater love has no one than this, that one should lay down his life for his friends." To see the 7,058 flags waving at Patriot Park is to see the "greatest love" at a visceral level. They remind us that every service member took an oath to put their lives on the line for our freedoms. The flags and other displays also serve to motivate us to dare to go forth with completing Phase I and start planning Phase II of this noble endeavor.

We are greatly appreciative of all the supporters who have shared and supported the original vision. However, there is much to be done over the next two years. This plan provides a roadmap that will lead to a Patriot Park that we, and posterity, can be even more proud of.

Thank you for your continued support.

God bless America.

Randall Musser
President

Patriot Park Foundation (PPF) Board of Directors

Randall Musser P.E., P.L.S.	President	Founder, Musser Engineering, Inc., Retired
Robert E. Sembower	Vice President	Brigadier General, U.S. Army, Retired
Clair Gill	Treasurer	Major General, U.S. Army, Retired
Catherine Incardona	Secretary	Esquire, Retired
Robert Munhall		Colonel, U.S. Army, Retired
Travis Pheanis	.	Executive Director, National Ranger Association
Pat Terlingo		Somerset County Commissioner, Retired Superintendent of Schools, Retired
Kathy Walker		Gold Star Mother
G. Henry Cook		Chairman Emeritus, Somerset Trust
Duane Hart		Brigadier General, U.S. Air Force, Retired
David Berkey		President, Berkey Excavating Company, Inc
Donald Newman		Lt. U.S. Navy, Veteran
Mike Knapp		Lt Col, U.S. Army, Retired
William Szych		Lt Col, U.S. Air Force, Retired

1. Mission Statement

The mission of the Patriot Park Foundation is to honor our Global War on Terrorism (GWOT) Armed Forces and their families for their sacrifice to preserve and protect our freedom; to share with Patriot Park visitors, through stories and displays, the actions our military personnel so courageously carry out; and to raise awareness of their continued need for our support.

2. Tenets/Goals

- a. **Honor** – Honor those who gave the ultimate sacrifice as well as all veterans of the GWOT.
- b. **Inspire** – Inspire patriotism through stories and military displays.
- c. **Educate** – Educate visitors about the GWOT and sacrifices service personnel and their families have and continue to make.
- d. **Support** – Support the unique needs of the GWOT veterans and their families by partnering with other organizations that provide these types of support services.
- e. **Enhance** – Enhance the experience for the large number of people who visit the nearby Flight 93 National Memorial.

3. The Case for Support

- a. Patriot Park is in Somerset County, Pennsylvania. It is only 200 yards from the entrance of the Flight 93 National Memorial, one of the three locations (along with the World Trade Center and the Pentagon) that were attacked by terrorists on September 11, 2001. We serve the needs of veterans, their families, and all patriotic Americans who were deeply and forever affected by the attacks of 9/11 and the 21 years of what has been officially known as the Global War on Terrorism (GWOT).
- b. Patriot Park is a focal point that tells the story of those who fought (and continue to fight). The Park is a haven of 17 acres (all donated) to honor and recognize the sacrifices of the millions of service men and women who served their country in the aftermath of 9/11. Patriot Park provides special recognition for the 7,058 who made the ultimate sacrifice with their lives in the defense of our country. The Park also honors the families of service members for their sacrifices made in support of their loved ones as they served in hostile lands.
- c. The vision for Patriot Park is a grand one! But it is merited by the enormous sacrifices made by the more than 2 million military men and women who have served in harm's way to protect and preserve our freedom. Over 7000 brave souls have been lost. The time has come when this nation must recognize them and honor their sacrifice.
- d. Patriot Park, located beneath the sky where the first battle in the GWOT took place is the proper place to honor all the men and women who followed in the footsteps of the 40 brave passengers and crew members on board United Flight 93. The stories of our military need to be told, and this nation needs to hear them. Now is the time and Patriot Park is the place. Those who fought and died to protect our way of life did not ask the cost.
- e. Veterans and their families need to know their sacrifices since 9/11 have not been forgotten. New generations need to learn of those sacrifices and be instilled with these positive, patriotic values—love of country and the willingness to risk everything for our Nation.

Herein is our plan to be true to our tenets: to honor, to inspire, to educate, to support and to enhance. Before turning to those goals for 2023-2024 and beyond, it is important to record the substantial accomplishments of the recent past which could not have been made without our tremendous group of patriotic and energetic volunteers.

4. Successes of PPF Over Last Three Years

The Park was opened to the public in September, 2021. This year, 2022, was the first full season of operation of Patriot Park (May-November). Major accomplishments include:

1. Formed PA non-profit corporation
2. Registered as a PA non-profit
3. Received IRS 501c(3) approval
4. Received Families of Flight 93 endorsement
5. Established partnership with Community Foundation for the Alleghenies for fiscal oversight
6. Established functioning Board of Directors
7. Developed a site design and plans
8. Acquired an engineering estimate of construction costs
9. Built a website
10. Created a Facebook and Instagram presence
11. Cleared the site (2020)
12. Built entrance road and parking lot (2021)
13. Built walkways and storyboard plaza (2021)
14. Built the Field of Heroes flag display of 7,058 U.S. Flags (2021)
15. Built display of Service Branch Flags (2021)
16. Hosted the opening ceremony of Patriot Park with the Remembering the Fallen Tribute Towers (2021)
17. Added 5 additional storyboards (2022)
18. Rebuilt the Field of Heroes flag display (2022)
19. Added underground electrical system to the Park (2022)
20. Built gazebo on site (2022)
21. Created Remember the Fallen name display (2022)
22. Hosted a Memorial Day ceremony and Abbey Gate Fallen ceremony (2022)
23. Began a digital Newsletter (2022)
24. Increased contacts from 150 to approx. 1,000 (2022)
25. Hosted Veterans & Athletes (VAU) Fallen Heroes Memorial (7,000+ dog tags that create image of US flag) (2022)

26. Hired Auxilia as our donor management company
27. Received Gold rating on GuideStar (now called Candid)
28. Received print coverage in local and national press such as NY Times
29. Exceeded 2021 and 2022 fund drive goals including a major, Tourist Board grant

5. Objectives and Priorities for 2023 – 2024

a. CONTINUE OPERATION AND UPGRADES OF PHASE I

Patriot Park operated successfully throughout 2022 with the Field of Heroes Flag Display, 15 moving storyboards and the Names of the Fallen Display. The response from those who visited the site was very favorable. On-site donations yielded enough revenue to cover normal operating expenses such as mowing, insurance and brochures. Planned short-term improvements include a veteran suicide awareness exhibit, a GWOT timeline trail with interactive exhibits, some specific military unit displays and the addition of Blue Star active-duty exhibits. Operational improvements to the entrance road, parking lot and construction of a bus parking area are planned. Funding for these improvements will come from existing cash reserves and our semiannual fund drives.

b. INCREASE PARK VISITATION 4-FOLD OVER 2022

Based on a number of indicators, PPF volunteers estimate that approximately 10,000 people visited the Park in 2022. Visitors were from all over the United States and even included visitors from foreign countries. However, the potential pool of annual visitors is approximately 400,000 people based on the number of visitors to the Flight 93 National Memorial. It is very likely that most of those visitors to the Flight 93 National Memorial would also visit Patriot Park if they were aware of its existence and allocate some time prior to their arrival at the Flight 93 N.M. To that end, PPF will be increasing its outreach and advertising budget in 2023. The Foundation has been awarded a \$14,647.50 Tourism Grant, which will be used solely to raise awareness of travelers to the area of the existence and purpose of Patriot Park. On-line advertising improvements, billboards and rack card distribution throughout the state will help to accomplish this goal without the use of significant donor funds. Besides the advertising planned utilizing our grant fund, the PPF also plans to hire a professional marketing advisor to ensure all of our advertising is effective and on point.

c. INCREASE REVENUE 4-FOLD OVER 2022

During 2023 and 2024 PPF intends to continue semiannual business and individual fund drives, which were very successful in 2022. In addition, we expect visitor giving at the Park donation box, from on-line QR code donations, and mail in donations from our visitor guide soft ask to increase commensurate with increased visitation. We also are planning a special event fund raiser with a big-name speaker. Indications are that our Tourism Grant, which largely funds our advertising budget, will be approved in 2024 as well. However, to reach our \$200,000 annual target we need a few large corporate and foundation donors who are passionate about our mission. To that end we are currently interviewing professional fund-raising advisors to help us achieve our short-term goal and eventually guide a major capital campaign.

d. ENGAGE STAKEHOLDERS

For long-term success PPF needs endorsements from additional stakeholders such as GWOT veteran organizations, state and federal politicians, Gold Star family organizations, Blue Star family organizations,

civic clubs, and defense contractors. During the next two years PPF board members will continue to meet with and request endorsement and active participation from all these organizations. This process is not a costly task but does take significant human resources. Fortunately, PPF has a dedicated group of Board members and volunteers to assist with this task.

e. GROW THE ORGANIZATION

Currently PPF is an all-volunteer organization with a dedicated and active Board of Directors. We plan to expand the Board of Directors to 17 members, incorporating members from outside the local area. We have been successful in developing volunteers to help with park maintenance, visitor services, and exhibit development. Volunteers have ranged from school students planting flags and writing storyboards to 70+ year old Vietnam veterans clearing land and serving as an honor guard. We will continue to build these resources and expand our community involvement.

Our goal, however, is to be in a position to hire an Executive Director to help move Patriot Park into Phase II construction. We believe, as we continue to develop our presence in the nation and the important purposes for which the Park was created are achieved, the funding to continue growth and expansion will follow. At the end of 2024 we plan to be able to kick off a major national capital campaign which will raise funding for Phase II construction and endow operation. No fees are proposed at this time but could be utilized to fund operation of the Education Center/Museum portion of the Park, not unlike other privately and publicly operated Museums. Also, because Patriot Park is located inside the legislative boundary of the Flight 93 National Memorial, operation of the Park by the National Park Service is a future possibility.

f. BEGIN DESIGN OF PHASE II

The Board of Directors has decided to proceed with construction of a Visitor/Education Center as the primary Phase II element. Phase II will also include additional parking. The current Phase I elements, such as the Field of Heroes Flag Display and other elements provide a very moving outdoor experience for visitors to the Park. 2022 demonstrated that the Phase I elements can be operated during the primary tourism season and during the months when visitation to Flight 93 N.M. is at its highest levels.

An indoor facility is a next logical step as the Park matures into a year-round destination. It will contain exhibits that would be impossible for an outdoor setting. It will provide a place for the nation to honor all GWOT veterans and their families, forever remember those who gave the ultimate sacrifice, and to educate the non-military population about the unique demands and rewards of military service. The building will also provide space for operational needs such as park offices and maintenance facilities. Funding for Phase II will be through a national capital campaign that will raise funds for construction and endow operation.

6. Long-term Goal

Three years from now, in 2026, the nation will observe the 25th anniversary of the attacks of 9/11. We will also be celebrating the 250th birthday of the USA. With these events in mind, the Board of Directors has set a goal to open elements of Phase II during that year including the aggressive goal of opening, or at least breaking ground, for a first-class Visitor Center/Education Building. This will take substantial human and financial resources to accomplish, but the Board looks forward to the challenges of such a project and feels that the American public will enthusiastically support it.

The Gold Star Memorial Plaza has been slated as Phase III by the PPF Board of Directors. After Phase II is completed PPF will have a year-round facility and the assets will be in place to construct and operate the Gold Star Memorial Plaza while continuing operation of the Park.

7. Contact Information and Social Media Links

Patriot Park Foundation

6150 Lincoln Highway

Stoystown, PA 15563

Facebook: @patriotparkfoundation

Instagram: @patriotpark_foundation

Website: www.patriotparkfoundation.org

Email: patriotparkfoundation@gmail.com

Randy Musser, PPF President; Phone 814-233-0351

Patriot Park SWOT Analysis

<p><u>Strengths</u></p> <ul style="list-style-type: none"> - Location near Flight 93 National Memorial - Sufficient acreage to support long term plans for Patriot Park - Heavy traffic flow on the main road outside Patriot Park - Committed and dedicated Board of Directors - Support from District Superintendent (S. Clark) at Flight 93 National Memorial - Donations have supported Phase I projects - Support from local community and local politicians - Support from local brewery next door - Special events at Patriot Park have been meaningful and well received - Powerful (worthy) purpose - Strong vision of founding members - Connection with 9/11 - Positive feedback - Patriotic area ("America's County") - On Trail of Fallen Heroes and National 9/11 Trail - Diversity of people involved - Power of individual stories 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> - Minimal overflow of visitors from the Flight 93 National Memorial - Have not been able to increase staffing for the Patriot Park organization to support current and long-term needs - Have not found a large corporate or individual donor - Signage and entrance do not appear to be drawing visitors to Patriot Park - Significant funding needed to complete Phase I and plan for follow on phases - Board is it/Lack of help/Could use help - Connection with young veterans is missing - Need professional pitch - Park is seasonal - Overuse of inside lingo (e.g., GWOT)
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> - Assistance from Flight 93 Park Rangers and Ambassadors to promote Patriot Park - Partnership with additional like-minded organizations such as the Tunnel to Towers, etc. - Develop relationships with Corporate Donors - Improve the signage and entrance (curb appeal) to Patriot Park - Congressional and State legislative support - Select the next Phase of the Patriot Park design to attract more visitors - Increased advertising/marketing/social media presence to attract more visitors - Need paid staff - Identify people that have the gifts needed - 2026 – 25th Anniversary of 9/11 and 250th of USA - Education on insider lingo - Find other ways to bring in Flight 93 visitors - Telling the stories of the wins - Digital/Tech Solutions - Reach out to universities with universities with ROTC/Veterans groups/Veterans Financial Aid workers 	<p><u>Threats</u></p> <ul style="list-style-type: none"> - Apathy – the GWOT is no longer front-page news so there could be less interest in visiting Patriot Park - GWOT National Memorial in Washington, D.C. and other groups could view Patriot Park as competition (can also be viewed as an opportunity for meaningful partnerships) - Inflation with our economy so people not as apt to make donations at this time - Other worthwhile organizations are also competing for donations - Narrative of unending/unwinnable wars - GWOT – clandestine operations

2023 - 2024 Action Plan	
1. Continue Operation and Upgrades of Phase I	
1.1	Find Improved Flags
1.2	Improve Entrance (use millings)
1.3	Host Fundraising Event for Stakeholder Org (Concert)
1.4	Revamp Storyboards
1.5	Build Storyboard Trail (GWOT Timeline)
1.6	Build Kneeler
1.7	GWOT Veteran Suicide and PTSD Awareness Exhibit
1.8	Hire Executive Director or Executive Assistant
1.9	Revise Entrance Signs
1.10	Add Flowers and Mulch to Park
1.11	Create 55th Brigade Combat Team Exhibit
1.12	Improve Existing Building
1.13	Add Military Equipment Display
1.14	Build Bus Parking Area
1.15	Recruit More Volunteers
1.16	Improve Displays Under Gazebo
1.17	Create a "Patriot Park Day"
1.18	Add a Weather-Resistant Board at Entrance
1.19	Sell Flag Holders with Gold Star Emblem and Install

2. Increase Park Visitation Four-Fold Over 2022	
2.1	Improve Digital Connection to Flight 93 National Memorial
2.2	Revise Entrance Sign (also 1.9 above)
2.3	Improve Entrance (also 1.2 above)
2.4	Billboards
2.5	Line Up Tour Buses to Stop at Patriot Park
2.6	Host Fund Raising Event for Stakeholder Org (also 1.3 above)
2.7	Hire a Marketing Firm and/or Intern
2.8	Improve Social Media Presence
2.9	TV and Radio Public Service Announcements as a Non-Profit

3. Increase Revenue Four-Fold Over 2022
--

3.1 Hire Fund-Raising Advisor

3.2 Develop Fundraising Plan

3.3 Build Partnerships with Other Foundations

3.4 Use Brewery for Fundraising Event

3.5 Develop Elevator Pitch (also 3.4)

3.6 Secure Six Major Donor Sources (\$10,000 or greater)
--

3.7 Secure Prominent GWOT Veteran Endorsement (also 3.5 above)
--

3.8 Develop Monthly Giving Donors

3.9 Recruit More Volunteers (also 1.17 above)

3.10 Make and Sell Plaques from Discarded Flags

4. Engage Stakeholders

4.1 Send Out Letters Requesting Support

4.2 Host Fundraising Event for Stakeholder Org (also 1.3, 2.6)
--

4.3 Meet with PA Armed Forces Committee

4.4 Develop Elevator Pitch

4.5 Secure Prominent GWOT Veteran Endorsement

4.6 Hire a Marketing Firm and/or Intern (also 2.7)
--

4.7 Work with OAR Foundation on Walking Path Storyboards
--

5 . Grow Organization

5.1 Recruit More Volunteers (also 1.17 and 5.9 above)

5.2 Develop Operating Committees

5.3 Increase Board to 17 Members

5.4 Hold Semi-Annual Whiteboard Meetings
--

5.5 Obtain State and Federal Legislative Endorsement for Patriot Park

6. Begin Design of Phase II

6.1 Select Phase II Elements

6.2 Develop Phase II Conceptual Plans

6.3 Feasibility Study

6.4 Pitch Phase II to Major Donors
