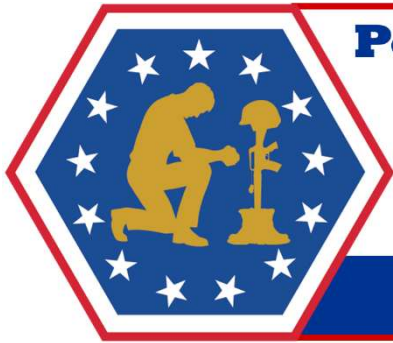




Post-9/11 U.S. Armed Forces Memorial

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REMEMBER ★ HONOR ★ INSPIRE

Patriot Park Foundation

Strategic Plan for 2026 – 2028

June 2026



PATRIOT PARK FOUNDATION

STRATEGIC PLAN FOR 2026-2028

1. Executive Summary

The Patriot Park Foundation exists to remember our fallen Post9/11 service members, to honor all Post-9/11 service members and their families, and inspire patriotism in all who visit. Since opening to the public in 2021, Patriot Park has experienced steady growth in visitation, donor engagement, and national visibility. Phase I development has established a powerful and emotionally impactful visitor experience centered on remembrance and education.

The next three years represent a critical transition from early operational success to longterm institutional sustainability and national recognition. This strategic plan outlines the Foundation's priorities for 2026–2028, focusing on:

1. Strengthening operations and visitor experience
2. Increasing national awareness and visitation
3. Expanding fundraising capacity and financial stability
4. Building partnerships and stakeholder support
5. Growing organizational infrastructure
6. Launching Phase II capital development
7. Leveraging milestone national anniversaries for engagement and visibility

This plan positions Patriot Park to evolve from a successful regional memorial site into a nationally recognized destination for remembrance, reflection, and education.

2. Mission Statement

The mission of the Patriot Park Foundation is to remember and honor our Post-9/11 United States Armed Forces service members and their families for their sacrifices to preserve and protect our freedom and inspire patriotism in all who visit.

3. Core Values

- Remember – Remember those who died in the Global War on Terrorism.
- Honor – Honor all those who served and their families.
- Inspire – Educate and engage visitors to strengthen appreciation of service and country.

4. Vision

To become a nationally recognized center of remembrance and learning that preserves the legacy of Post9/11 service and inspires generations to value service, sacrifice, and civic responsibility.

5. Strategic Context

Organizational Strengths

- Unique and meaningful location tied to national memory of 9/11
- Dedicated volunteer leadership and community support
- Established visitor experience with strong emotional impact
- Demonstrated fundraising capability and donor engagement
- Growing recognition and media visibility

Key Challenges

- Limited conversion of nearby memorial visitors into park visitors
- Need for major donor and corporate funding
- Seasonal visitation patterns
- Limited staffing capacity
- Longterm operational sustainability

Strategic Opportunity

With hundreds of thousands of annual regional visitors, upcoming national anniversaries, and growing public interest in remembrance and education, Patriot Park is positioned for substantial growth in national visibility and philanthropic support.

6. Strategic Priorities for 2026-2028

Priority 1 — Strengthen Operations and Visitor Experience

Ensure Phase I facilities remain high quality, accessible, and emotionally meaningful while improving infrastructure to support growth.

Objectives

- Maintain and enhance memorial displays and grounds
- Improve traffic flow, parking, and bus access
- Enhance interpretation, storytelling, and educational materials
- Improve visitor services and volunteer training

Measures of Success

- Positive visitor feedback
- Increased group and bus visits
- Reduced operational disruptions
- Expanded volunteer engagement

Priority 2 — Expand Awareness and Increase Visitation

Position Patriot Park as a mustvisit destination for regional and national travelers.

Objectives

- Implement targeted regional and national marketing campaigns
- Strengthen digital presence and tripplanning information
- Increase visibility through signage, partnerships, and tourism channels
- Develop structured educational and group visit programs

Measures of Success

- Annual visitor growth
- Increased digital engagement and website traffic
- Growth in school and organized group visits
- Higher awareness among regional tourism networks

Priority 3 — Strengthen Financial Sustainability

Build a diversified and scalable funding model capable of supporting operations and longterm development.

Objectives

- Expand individual donor base and recurring giving
- Develop relationships with major donors and corporate sponsors
- Implement professional fundraising strategy and messaging
- Prepare for national capital campaign

Measures of Success

- Annual revenue growth
- Number of major donors secured
- Increased recurring giving participation
- Successful launch of capital campaign planning and endowment

Priority 4 — Build Strategic Partnerships and Stakeholder Support

Strengthen relationships with organizations that share the Foundation’s mission and expand national credibility.

Objectives

- Secure endorsements from veteran, civic, and community organizations
- Build relationships with policymakers and institutional partners
- Recruit nationally recognized ambassadors and honorary advisors
- Increase collaboration with tourism, educational, and militaryaffiliated groups

Measures of Success

- Number of formal partnerships and endorsements
- Increased collaborative programming
- Expanded national visibility and recognition

Priority 5 — Grow Organizational Capacity

Develop leadership, governance, and operational systems required for longterm growth.

Objectives

- Prepare staffing model for future growth and sustainability
- Expand and diversify the Board of Directors
- Formalize volunteer programs and training systems
- Establish operating committees to support core functions

Measures of Success

- Expanded leadership participation
- Increased volunteer retention and training completion
- Improved operational efficiency

Priority 6 — Advance Phase II Development

Execute the next stage of capital expansion, including design and construction of a memorial wall and Inspiration Plaza and enhanced visitor experiences.

Objectives

- Complete conceptual design for Memorial Wall and Inspiration Plaza
- Conduct feasibility and cost analysis
- Develop construction plans and campaign strategy
- Launch national capital campaign

Measures of Success

- Completion of design and feasibility work
- Capital campaign execution
- Initial major donor commitments

Priority 7 — Leverage National Anniversaries for Engagement

Use major national commemorations to elevate awareness, participation, and support.

Objectives

- Host largescale commemorative events
- Expand public programming and national outreach
- Align campaigns with anniversary milestones
- Increase media coverage and national visibility

Measures of Success

- Event attendance and participation
- Media reach and public awareness
- Fundraising performance during anniversary initiatives

7. Implementation Roadmap

2026

- Expand marketing and awareness campaigns
- Improve visitor infrastructure
- Secure fundraising and marketing advisors
- Implement educational programming
- Complete Phase II conceptual design
- Prepare and launch national capital campaign
- Plan national anniversary commemorative events

2027

- Execute national capital campaign
- Expand partnerships and endorsements
- Implement major donor strategy
- Increase organizational staffing capacity
- Complete Phase II construction design

2028

- Complete Phase II construction

Performance Monitoring

Progress will be reviewed monthly using the following indicators:

- Visitor numbers and engagement metrics
- Fundraising totals and donor growth
- Partnership and endorsement development
- Volunteer and organizational capacity measures

- Capital campaign readiness milestones
- Annual review will evaluate outcomes and adjust strategy as needed.

8. **LongTerm Outlook**

By the end of 2028, Patriot Park Foundation intends to be positioned for national recognition, sustained growth in visitation and funding, the successful completion of Phase II development, and the beginning of Phase III design. The organization will have strengthened infrastructure, expanded partnerships, and the financial capacity required to preserve and share the legacy of the Post9/11 U.S. Armed Forces service members for generations to come.

9. **Commitment**

This strategic plan affirms the Foundation’s dedication to remembrance, education, and patriotism. Through disciplined growth, meaningful partnerships, and responsible stewardship, Patriot Park will continue to serve as a place of reflection, gratitude, and national memory.

10. **Contact Information and Social Media Links**

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