



VIRGINIA WAR MEMORIAL  
FOUNDATION

# Moving Forward with Purpose

OUR LONG-RANGE PLAN





**W**e are pleased to share our long-range plan and the key objectives that will define our work for the next few years. It is your support and interest that enable us to plan from a position of strength.

Even in this challenging COVID environment, our supporters have rallied around our efforts to preserve the stories of Virginia veterans who made the ultimate sacrifice, to honor the service of all veterans and active duty military, and to inspire love of country through education.

The Virginia War Memorial Foundation embarked on this long-range planning process just as the hard lessons of the Pandemic were becoming most clear to nonprofits across the country.

Chief among those lessons is this:

The Mission comes first. Our strategic objectives in this plan create stronger connections to Veterans and all active duty and reserve military. We will invest in technology and marketing across all platforms to deliver programs far beyond the confines of our building. That investment will achieve greater engagement of young people at all levels and greater diversity in all the communities we serve. We will participate in partnerships with like-minded organizations to make the highest and best use of limited resources.

In short, we will invest and align all our resources, financial and intellectual, to advance the important work of the Virginia War Memorial and the sustainability of the Virginia War Memorial Foundation. Together, we are stewards of the nation's leading state war memorial.

## OUR MISSION

We support the Virginia War Memorial in its efforts to preserve the stories of veterans who made the ultimate sacrifice, to honor all veterans and active-duty military, and to inspire love of country through education.



## OUR VISION

A global audience will recognize the valor and sacrifice of Virginia's military veterans in the pursuit of liberty, democracy, justice, and peace for all.



## GOAL 1

**The Virginia War Memorial Foundation (VWMF) will invest and align resources to advance the work of the Virginia War Memorial and to achieve financial sustainability of the VWMF.**

**A. Staff Resources:** Be competitive in the marketplace for salaries, benefits, opportunities for professional development, and personal growth in order to recruit and retain leading professionals.

**B. Board Resources:** Recruit and engage Board members from diverse backgrounds who can make contributions of time, talent, experience, expertise, and financial gifts.

**C. Financial Resources:** Engage and expand the donor base and the audience by working toward goals of statewide outreach, meaningful collaborations, and a robust marketing plan.

***Memorial and Foundation working together:***

- Ensure that Memorial programs, exhibitions, technology and capital needs are prioritized for short and long term funding from private sources.
- The VWMF and the VWM will make all programs true to mission, vision, and in compliance with the guiding principles of the VWMF.

**D. Prepare for transfer of the Carillon to the Memorial**

***Needed from the Memorial to Ensure Success:***

- Provide updates on state plans for Carillon restoration and transfer to the VWM
- Plan programming in advance of the transfer so that VWMF has maximum time to raise private money for events, programs, and displays.





## GOAL 2

The VWMF will invest in technology and marketing across all media platforms to create greater awareness of the Memorial.

Outreach efforts to establish new partnerships and collaborations will provide maximum accessibility to programs and mission awareness.

A. Establish a physical presence beyond Richmond

B. Strengthen online presence

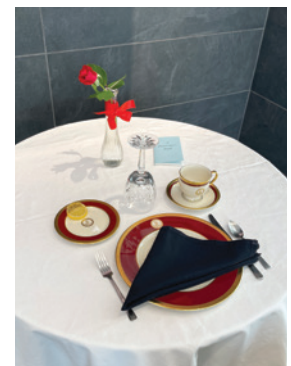
C. Bolster Cities and Counties Initiative

D. Protect and enhance our reputation for excellent programs, financial stewardship, national significance, and uniqueness of mission

E. Work with Richmond Region Tourism to make the Top 10 list for Richmond landmarks, national memorials, etc.

### *Foundation and Memorial Working Together*

- Brainstorm potential programs for wide interest and potential for attracting private funding.
- Establish communication procedures to be sure that all collateral promotional messages are on mission.
- Identify objectives for programs to increase understanding as to why a program is necessary.





### GOAL 3

The VWMF will pursue collaborations and partnerships to increase awareness and promote the mission.

#### *The Foundation and Memorial working together*

- Leverage existing collaborations to be more advantageous to the Memorial and the Foundation.
- Pursue new partnerships as a team.

### GOAL 4

The VWMF will strengthen its public/private partnership with the state.

#### *Foundation and Memorial Working together*

- Ensure consistency of message.
- Share access to communication products such as newsletters, press releases, invitations, etc.
- Provide staff support at events — whether Memorial or Foundation generated.





## GOAL 5

### **The VWMF will create strong connections to veterans.**

- Recruit veterans as volunteers.
- Develop Veterans Creative Center.
- Outreach to Veterans Care Centers and VA hospitals.
- Build on oral history programs and make oral histories more accessible to researchers.
- Promote commemorations as a way for the public to honor veterans.
- Pursue livestreams to care centers.
- Credentialing procedures for including other veterans organizations under the Mighty Pen Project umbrella.

#### ***What is needed from the Memorial to ensure success?***

- Confirm offerings with sufficient lead-time for Foundation to pursue most advantageous promotion and private funding.
- Provide vision for collections-based exhibitions.





## Statement of Values and Guiding Principles

### Historical Accuracy

We strive to meet the strictest standards of historical accuracy for the individuals memorialized in the Shrine of Memory. Similarly, we are responsive to emerging information and continually update our records to reflect current research and scholarship in all our programming.

### Transparency

We employ transparency and integrity in every action and decision. We strive to be compliant with nonprofit best practices for financial transactions, gift stewardship, and accounting principles.

### Accessibility

We work hard to make our facilities and grounds barrier-free. We maintain generous public operating hours, offer educational programs free of charge, and provide content-rich programs online as well as onsite.

### Diversity

We welcome all visitors equally. We respect the rights of every individual and believe that diversity and inclusivity make us stronger.

### Patriotism

We value patriotism and love of country. Our mission to honor the service and sacrifice of veterans is best served when we join in their pursuit of liberty, democracy, justice, and peace for all.

APPROVED APRIL 20, 2022

