



GLOBAL WAR ON TERRORISM

MEMORIAL FOUNDATION.



2023
ANNUAL

REPORT

HONOR



HEAL



EMPOWER



UNITE

MESSAGE FROM OUR LEADERSHIP



"[THE MEMORIAL] WILL
DECLARE TO THE WORLD
THAT AMERICANS HAVE
NOT FORGOTTEN THOSE
WHO HAVE FOUGHT."

MICHAEL "ROD" RODRÍGUEZ
PRESIDENT AND CEO

LOOKING BACK at 2023, the Global War on Terrorism Memorial Foundation has much to celebrate as we continue to work towards our goal of building the first inclusive Memorial in honor of those who have answered the Nation's call to service in the Global War on Terrorism over the last two decades.

In April 2023, the Foundation reached a critical milestone – securing a prime 4-acre site adjacent to the Lincoln Memorial and the Vietnam Memorial. Since then, the Foundation staff and board have worked tirelessly to gather input from across the country as we move into the design phase.

Although it was a year of growth and accomplishment, our work is far from over. We invite you to join us in our mission while we celebrate all that we achieved in 2023.



**THEODORE
"TED" C. SKOKOS**
CHAIRMAN OF THE
BOARD OF DIRECTORS

DEAR FOUNDATION FAMILY,

Thank you for taking time to read our 2023 Annual Report. Your support for and investment in our work is the foundation of all that we do. We hope we have made you proud and honored your trust in us over the past year.

The National Global War on Terrorism (GWOT) Memorial will not just be a place for all Americans to honor, heal, be empowered, and unite. It will declare to the world that Americans have not forgotten those who have fought.

The Foundation's work throughout 2023 moved us closer toward seeing this testament to American service and heroism come to life. Having secured a site on the National Mall for the Memorial, the Foundation has now moved into the design phase of the federally mandated, 24-step process for building a Memorial.

In keeping with our commitment to build the most comprehensive and inclusive war memorial in history, last fall we conducted our "Help Design History" campaign. This nationwide survey was designed to give those with personal experiences in the Global War on Terrorism a voice in the Memorial's design. Now our mission is to translate that feedback into telling the timeless stories of those involved in this multi-generational war, which still continues today.

Additionally, we took the important step of launching our "Answering the Call" capital campaign to raise \$110 million to build and sustain the Memorial.

In order to capture the wide diversity of experiences in the GWOT—whether uniformed or non-uniformed—the Foundation has also established a Design Advisory Council (DAC). The DAC is a body consisting of Gold Star family members, veterans, active-duty service members, and additional stakeholders, who will educate and advise our design team.

We firmly believe that this approach, which has never been done before in designing a national war memorial, will ensure that the Memorial's design properly reflects the diversity of experiences, service, and sacrifices in the GWOT, thereby telling the story of the countless everyday Americans who stepped forward to serve us all.

2023 was an exciting year of progress, but we're only midway through our journey. We'll continue to press on, for the sake of the countless Americans who have bravely stepped forward to serve us all. It's not just my humble privilege to lead this work—it's the core mission of my life.

Gracias and Godspeed,



**MICHAEL "ROD"
RODRÍGUEZ**
PRESIDENT AND CEO

ABOUT US



THE GLOBAL WAR ON TERRORISM (GWOT) MEMORIAL FOUNDATION

is the nonprofit organization designated by Congress to plan, fund, and build the National GWOT Memorial on the National Mall in Washington, D.C.

OUR MISSION is to build a National Memorial honoring all the uniformed and non-uniformed personnel who have served and continue to do so in the Global War on Terrorism, as well as the family members and civilians who have supported them throughout the conflict.

OUR VISION for the Memorial is for it to be an inclusive and reverent space for all who have served and sacrificed in the GWOT. We also aim to recognize the ongoing nature of the war. The Memorial will:

★ **HONOR** // Salute all who served in this conflict: service members, civilians, and their families.

★ **HEAL** // Provide a focal point for healing and reflection on a complex, multigenerational conflict.

★ **EMPOWER** // Engage and educate civilian and military communities to build mutual understanding.

★ **UNITE** // Foster and sustain the sense of patriotism that brought all Americans together in the wake of 9/11 and catalyze support for those continuing to serve.

2023 YEAR IN REVIEW

SECURING A PLACE *of HONOR* *on the NATIONAL MALL*

The Foundation made significant progress on the Memorial's development in 2023.

After securing essential approvals from The National Capital Memorial Advisory Commission (NCMAC), the Commission of Fine Arts (CFA), and the National Capital Planning Commission (NCPC), the official location for the Memorial was announced on April 17, 2023.

The Memorial will sit within the Reserve of the National Mall at 23rd Street NW, Constitution Avenue NW, and Henry Bacon Drive NW. It will be only the fourth war memorial built within the Reserve joining the Vietnam, Korea, and World War II Memorials. The devotion of precious space within the Reserve to the Memorial attests to the GWOT's importance in American history, and the magnitude of the service and sacrifice.

Our generous supporters have made this achievement possible and helped us progress to the **Design Approval phase** (steps 13-19) of the 24-step Memorial construction process initiated with the Foundation's creation in 2015. »



SCAN THE QR CODE to view all
24 Steps for Establishing the Memorial

DESIGN APPROVAL PHASE

13 After site approval by NCPC and CFA, and comment by State Historic Preservation Officer (SHPO), the design process begins.

14 Memorial sponsor selects (1) a designer, or (2) a coordinator for design competition if a competition is to be held.

15 Memorial sponsor selects preferred design concept and meets with National Park Service (NPS) or General Services Administration (GSA) to discuss issues that design may present. After possible refinements, sponsor submits the design concept and accompanying environmental assessment to NPS or GSA for approval.

16 NPS or GSA reviews design concept and, upon concurrence, submits it to NCPC, CFA, and SHPO.

17 Memorial sponsor, in close coordination with NPS or GSA, refines the design concept on the basis of agency comments and submits preliminary design to the landholding agency who, upon approval, submits it to NCPC, CFA, and SHPO.

18 Memorial sponsor, in close coordination with NPS or GSA, refines preliminary design on the basis of agency comments and submits final design to NPS or GSA who, upon approval, submits it to NCPC, CFA, and SHPO.

19 Memorial design team completes final drawings and specifications in close coordination with NPS or GSA.

HELP DESIGN HISTORY

NUCOR

In a momentous display of support for the Memorial, Nucor Corporation announced a generous contribution of \$2.5 million – the largest single gift in the Foundation's history. This donation includes steel that may be a part of the construction of the Memorial on the National Mall, embodying the strength and resilience of all those who have served and sacrificed in the GWOT.

We deeply appreciate Leon J. Topalian, Chairman, President and CEO of Nucor Corporation and the entire Nucor team for their unwavering support of our mission as we honor all those who have given so much in the name of liberty, security, and freedom.

"We are honored to show our gratitude and respect to the brave men and women of our country who have served in the Global War on Terrorism and their families. We are grateful to the Global War on Terrorism Memorial Foundation and our friends in the For Country Caucus for their inclusive vision and the opportunity to play a role in this effort. We hope this brings greater awareness and support to this admirable project."

LEON J. TOPALIAN

CHAIR, PRESIDENT & CHIEF EXECUTIVE OFFICER
OF NUCOR CORPORATION; GWOT MEMORIAL
FOUNDATION BOARD MEMBER

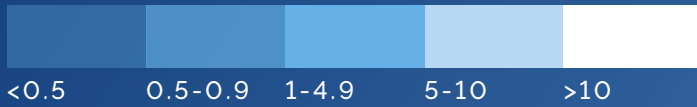
A SURVEY OF ALL AMERICANS

Although the site for the National GWOT Memorial has been selected, the design has not. Consistent with our commitment that the Memorial be a sacred space for all Americans, not just veterans, the Foundation decided to gather input from every member of the public interested in providing it. This decision will help ensure that the Memorial articulates the experiences of various groups impacted by the GWOT, whether uniformed personnel, non-uniformed personnel, their loved ones, or civilians.

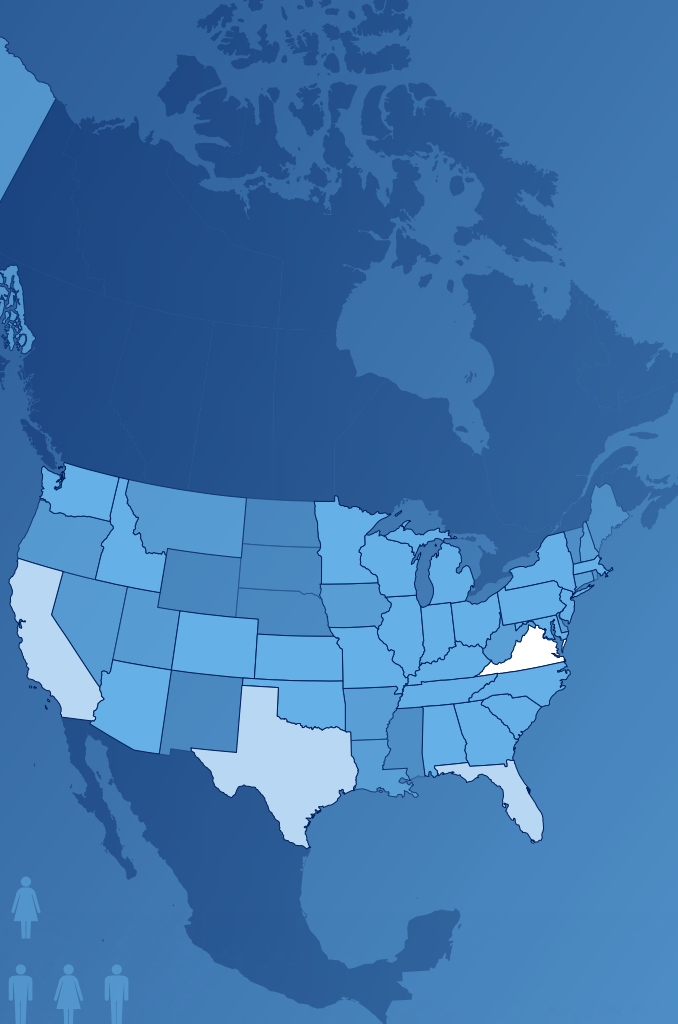
On September 26, the Foundation proudly launched a first-of-its-kind public input campaign, "Help Design History." This campaign gave the public the opportunity to answer survey questions regarding the ideal design for the Memorial. The original campaign ran for 22 days (September 26 to October 17), representing 22 years of America's ongoing fight against terrorism since September 11, 2001. It was then extended beyond the initial end date in order to maximize the amount of input collected.

To give those with personal experience with the GWOT a voice in the Memorial's design, Americans had the opportunity to provide their thoughts, inspiration, and dreams for the Memorial that will honor all those impacted by the Global War on Terrorism – including uniformed and non-uniformed military personnel, civilians, their families, and everyday men and women who have sacrificed to protect our freedom.

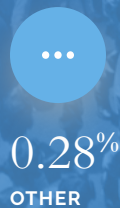
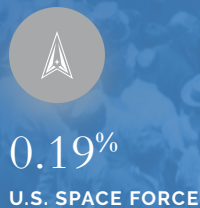
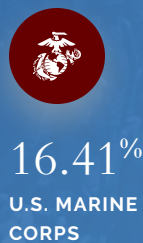
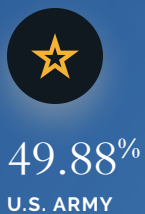
PERCENTAGE of RESPONDENTS:



People from all 50 states joined us to #HelpDesignHistory and over 60% of survey respondents indicated that they have *directly served* in the Global War on Terrorism in some capacity.



Members of *every branch of the military* and veterans of *every war since WWII* participated in the #HelpDesignHistory campaign.



THE DESIGN ADVISORY COUNCIL

Brian Worth

Brian Worth organized a ruck event, inspiring over 205 contributions totaling over \$40,000 to benefit the Foundation. Ruck events are a powerful way to build camaraderie and raise awareness about the sacrifices of our uniformed and non-uniformed service members who have participated in this multi-generational conflict. We are incredibly thankful for Brian's leadership and for all those who choose to walk alongside us as we pursue our mission to Honor, Heal, Empower, and Unite.

"Rucks really do bring people together, bridging the gap between civilians and the military, helping us understand each other more."

BRIAN WORTH
VP OF FEDERAL AFFAIRS, CLEAR

You can learn more about hosting your own ruck at [GWOTMF.org/rucks](https://www.gwotmf.org/rucks)

To shape an inclusive Memorial, the Foundation announced the creation of the Design Advisory Council (DAC), a body consisting of Gold Star family members, veterans, active-duty service members, and additional stakeholders to help educate and advise leads of the project team on the Memorial's design.

Building upon the survey, these individuals will help breathe life into the design of the Memorial through their voices and stories, their incredibly unique and diverse perspectives, and their personal involvement to ensure that the Memorial reflects the experiences of all who have served and sacrificed in this ongoing conflict.



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Jacob R. Rodríguez
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Keith “Wally” Walawender
CHIEF SPECIAL WARFARE OPERATOR,
SEAL (U.S. NAVY, RETIRED)
GWOT VETERAN

“WE LOOK FORWARD TO THE DAY WHEN AMERICANS WILL WALK DOWN THE NATIONAL MALL TO OUR MEMORIAL AND IMAGINE THE EXPERIENCES WE HAVE HAD. IN DOING SO, WE WILL REUNITE VETERANS WITH THE SOCIETY THAT THEY SERVED AND TAKE OUR FINAL STEPS HOME TOGETHER.”



ELLIOT ACKERMAN & JENNIFER BALLOU
CO-CHAIRS OF THE DESIGN ADVISORY COMMITTEE


ANSWERING THE CALL CAPITAL CAMPAIGN

Investing in the Global War on Terrorism National Memorial is a historic and once-in-a-lifetime opportunity to honor all who have served and paid the ultimate price to defend our principles and freedoms.

In Q4 2023, we took the important step of launching our Answering the Call Capital Campaign to raise \$110 million to build and sustain the Memorial.



 **\$100M TO BUILD**
For Memorial design and construction

 **\$10M TO SUSTAIN**
For National Park Service (NPS) trust

“NOW I ASK YOU TO JOIN ME IN HONORING THESE COURAGEOUS SERVICE MEMBERS AND THEIR SACRIFICES BY SUPPORTING THE NATIONAL GWOT MEMORIAL.”



KENNETH A. HERSH
VICE-CHAIRMAN, GLOBAL WAR ON TERRORISM MEMORIAL FOUNDATION; PRESIDENT & CEO, GEORGE W. BUSH PRESIDENTIAL CENTER

The Foundation is aggressively pursuing a 2027 dedication of this historic Memorial. To the right are the two **campaign phases**:

 **Q4 2023** **Q4 2024**
LAYING THE CORNERSTONE
\$0-\$40M

 **Q1 2025** **Q4 2025**
COMPLETE AND SUSTAIN
\$41-\$110M

FUNDING THE MEMORIAL

A FINANCIAL UPDATE



By law, no federal funding will be used to construct the Memorial, so we depend on contributions from our supporters. Throughout 2023, we received many generous donations of all sizes, for which we are supremely grateful.



\$2,780,581 raised in contributions, including individual donations, corporate giving and foundation grants*

INTERESTED IN INVESTING IN OUR MISSION?

Contact our Vice President of Development, Wyatt Smith, at wsmith@gwotmf.org.



DONOR STORIES

Baker Distributing Company

We couldn't be more thankful to Baker Distributing Company for holding the "Baker Salutes Vets" raffle this year. This fundraiser not only provided essential funding to help construct the Memorial but also served as a valuable platform to raise public awareness about our mission and vision. Their commitment to honoring the military community is truly appreciated.

*For additional detail, please visit gwotmemorialfoundation.org/financials.

GIVING CIRCLE DONORS

The Global War on Terrorism Memorial Foundation is incredibly grateful to its supporters who are members of a giving society as of December 31, 2023.

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Marshall Carter	Bill Nelson	Veterans of Foreign Wars Post 9808
Stephanie Carter	Billy Oorbeek	VFW Southern Conference #1064
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SEVEN; CIVILIAN AIDE TO SECRETARY OF
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Ganpat “Gunner” V. Wagh

(FBI, RETIRED) GWOT VETERAN

Jonathan Wiens

GWOT VETERAN

For more information about our team,
please visit our [website](#).

DONOR STORIES



MISSION BBQ

MISSION BBQ, our leading contributor since the Foundation's inception, continues to be a vital partner of the Foundation, committed to honoring those who serve our country. A member of our Servant Leadership Council, Mission BBQ and its co-founders Bill Kraus (a GWOTMF Board Member) and Stephen “Newt” Newton, continue to raise awareness for our Memorial through ongoing initiatives, including inviting us to speak at new restaurant openings across the country where all proceeds from each American Heroes Cup purchase directly benefit the Foundation.



**GLOBAL WAR ON TERRORISM
MEMORIAL FOUNDATION**

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1300 Pennsylvania Ave. NW
Suite 700
Washington, DC 20004



GWOTMF.ORG

Tax EIN: 47-3700489

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