

**Feasibility and Planning Study
Final Report**



**Vietnam War Museum of America
Garden Grove, CA**

July 1, 2014

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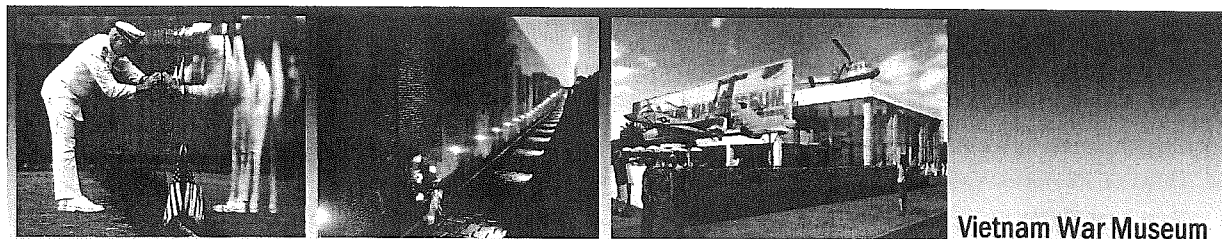


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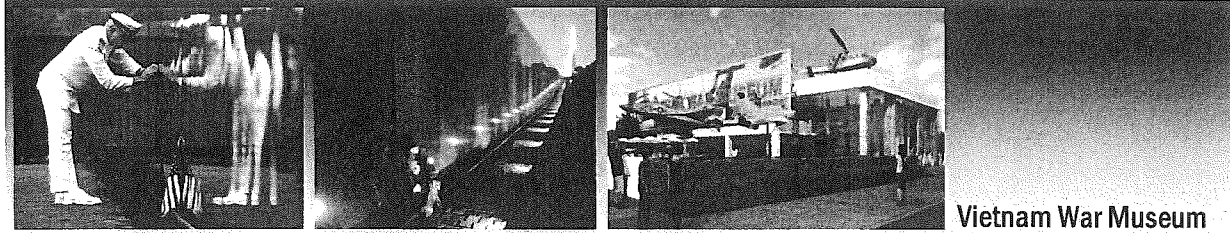
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Acknowledgments

CCS is pleased to present this Feasibility and Planning Study Final Report to the Vietnam War Museum of America Foundation (Foundation).

We would like to express our sincere appreciation for the cooperation and support received throughout the planning study process from Mayor Bruce Broadwater, Kimberly Huy, Elaine Ma'ae, Aissa Bugarin, and the Foundation's Board of Directors.

We would also like to thank the 24 individuals who participated in strategic conversations during the study. The time, advice, and feedback of these individuals were so important to our understanding of the readiness and capacity of the Vietnam War Museum of America Foundation to undertake a major campaign and to make recommendations that will be helpful to the Foundation for current and future fundraising success.

The following is a list of individuals with whom CCS met during the study.

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Every effort has been made to ensure accurate spelling of all names listed above and throughout this report. CCS apologizes for any errors herein.

CCS Study Team

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Introduction

CCS was retained in February 2014 to conduct a comprehensive feasibility and planning study to help evaluate the Foundation's readiness and capacity to undertake and succeed in a proposed \$28 million campaign designed to fund the construction and initial operations of a first-of-its-kind, educational Vietnam War Museum in Garden Grove, CA.

The study was designed with several key objectives in mind, including:

- Assessing and understanding perceptions about general and specific aspects of the Museum and Foundation
- Informing participants about the Foundation's plans (educating key supporters and community leaders about the needs and plans and beginning to develop a sense of ownership for the campaign among potential donors)
- Determining reactions and gathering advice concerning the campaign to build the Museum
- Testing a financial objective of \$28 million
- Identifying, educating, and cultivating potential leaders and major donors
- Testing the willingness of participants to lead, serve, solicit others, open new doors, and provide financial support
- Identifying potential issues and obstacles to success
- Collecting feedback to be used in crafting a compelling and persuasive case for support
- Providing the Vietnam War Museum of America Foundation with recommendations to help achieve success
- Furnishing the Foundation with the essential elements of a fundraising plan

Study preparation included the development of the following study tools:

- Next-steps memorandum communicating roles and responsibilities, materials needed, a schedule of activities, and next steps;
- Preliminary list of approximately 70 individuals invited to participate in strategic conversations;
- Interview request letter and preliminary case prospectus sent to those individuals targeted for personal interviews;
- Suggested phone script for scheduling interviews;

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- Sample table of gifts to illustrate the likely giving levels required to reach a \$28 million campaign goal;
- Discussion guide for CCS to use with personal interviews; and
- Thank-you letter template.

Following the completion of the study tools and materials, CCS:

- Conducted 24 interviews with Board members, donors, veterans, community leaders, foundations, staff, and special friends
- Evaluated campaign readiness and capacity by collecting and analyzing data, materials, lists, reports and practices
- Conducted comparative research on other successful startup museums across the nation

In mid-April, CCS met with a Committee of the Board to present an interim report containing preliminary findings and recommendations. At the conclusion of our strategic conversations and collection of electronic survey results, this final report was prepared.



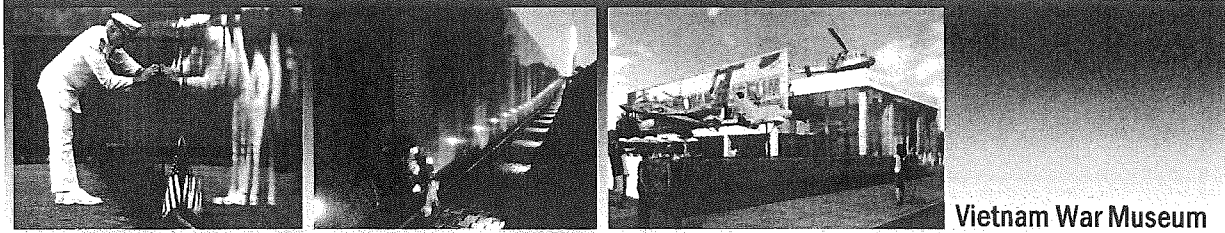
Elements of a Successful Development Program

An analysis of successful development programs clearly indicates that they share key elements in common. These elements provide us with a paradigm against which we can measure the activities of the Foundation:

1. The organization must be regarded as crucial to the interests of its supporters and to the broader community.
2. The organization presents a case for support that is strong and compelling.
3. The organization must be viewed as soundly managed and a good steward of philanthropic dollars.
4. The leadership of the organization must be highly regarded and viewed as both providing vision and articulating it in a compelling fashion.
5. Leadership is deeply engaged in seeking support and building new relationships within the community.
6. A significant base of major donors is willing and able to support the organization led by its Board of Directors which provides a significant level of base support.
7. Board, leadership staff, and volunteers play a strategic role in a culture of philanthropy that can support increased program development and new initiatives.
8. Staff is effective at program management and fundraising and turnover is limited. Longevity facilitates proper relationship development with donors, prospects, and leaders.
9. A sound development operational plan provides sufficient resources to manage the development program over a multi-year basis.
10. The development program is multi-faceted and seeks support from a number of diverse and growing opportunities.

The degree to which these factors are in place over a continuous period of time is highly predictive of long-term philanthropic success.

x



Findings

Strategic Conversation Results with Representative Comments

1. What is your primary relationship with the Vietnam War Museum of America?			
Responses	Count	%	Percentage of total respondents
Staff	2	8.3%	
Board member	11	45.8%	
Donor	1	4.2%	
Volunteer	2	8.3%	
Corporate/foundation rep	2	8.3%	
Special friend	3	12.5%	
Other	3	12.5%	

Percentages added may exceed 100 since a participant may select more than one answer for this question.

2. How long have you been affiliated with the Vietnam War Museum?			
Responses	Count	%	Percentage of total respondents
Less than 1 year	8	34.8%	
1 - 2 years	1	4.3%	
3 - 5 years	14	60.9%	

3. What is your overall perception of the Vietnam War Museum?			
Responses	Count	%	Percentage of total respondents
Very Positive	12	50.0%	
Positive	10	41.7%	
Mixed	1	4.2%	
Negative	0	0%	
Unsure	1	4.2%	





8. Have you been satisfied with your involvement as a donor or volunteer?			
Responses	Count	%	Percentage of total respondents
Yes	8	57.1%	
No	0	0%	
N/A	6	42.9%	

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4. How would you evaluate the following?					
	Excellent	Good	Fair	Poor	Unsure
(a) Board leadership	[0] 0%	[3] 25.0%	[5] 41.7%	[2] 16.7%	[2] 16.7%
(b) Staff	[0] 0%	[1] 20.0%	[0] 0%	[1] 20.0%	[3] 60.0%
(c) Strategic planning	[0] 0%	[0] 0%	[0] 0%	[1] 33.3%	[2] 66.7%
(d) Community engagement	[0] 0%	[2] 50.0%	[1] 25.0%	[0] 0%	[1] 25.0%
(e) Fundraising	[0] 0%	[0] 0%	[3] 33.3%	[4] 44.4%	[2] 22.2%
(f) Donor relations	[0] 0%	[0] 0%	[1] 33.3%	[0] 0%	[2] 66.7%
(g) Marketing/communications	[0] 0%	[1] 25.0%	[0] 0%	[2] 50.0%	[1] 25.0%

Representative Comments:




- *"The Foundation is driven by passion to create an educational Vietnam War Museum."*
- *"Each Board member brings something different to the table. The will is there, but the Board needs direction."*
- *"I think the Museum is a great concept. The vision is great."*
- *"There is a lack of staffing to do all the work that is necessary."*
- *"This Museum will be the first comprehensive educational Vietnam War Museum ... in the U.S., period."*
- *"There is a lack of awareness. Not enough people know about the Museum."*
- *"We want to recognize the veterans who served. The Museum will install patriotism."*
- *"I love it, but there needs to be a structure in place. This won't be completed anytime soon if they keep doing what they're doing."*

5. What are the Vietnam War Museum's greatest strengths?			
Responses	Count	%	Percentage of total respondents
Vietnamese community	12	50.0%	
Site location	9	37.5%	
City of Garden Grove	6	25.0%	
Mayor Broadwater	5	20.8%	

Percentages added may exceed 100 since a participant may indicate more than one answer for this question.



Representative Comments:

- *"Mayor Bruce Broadwater is a strength to this effort."*
- *"The City of Garden Grove has a lot of resources to help with this project."*
- *"We have the municipal tools of a city."*
- *"It will be the first of its kind on the west coast. The goal is have the Vietnamese perspective that is not included in any other Vietnam War museums."*
- *"Vietnamese people are passionate about this; they will show up in masses."*
- *"The fact that it is close in proximity to both Disneyland and Little Saigon make the location one of a kind."*





6. What are some of the Vietnam War Museum's challenges?			
Responses	Count	%	Percentage of total respondents
Finances	7	29.2%	
Vietnamese buy-in	6	25.0%	
Lack of awareness	4	16.7%	







Representative Comments:

- *"There needs to be a compensated staff member who is fully responsible for the Foundation."*
- *"There is a lack of leadership, structure, goals, and deadlines."*
- *"We obviously are challenged by the lack the funding"*
- *"There might be a misinterpretation of the City's role in the project."*
- *"We do not have the tools to be successful."*
- *"There is not significant capacity in the Garden Grove/Westminster community."*
- *"There are possible political issues, specifically from the Vietnamese community members. There are factions within, so you need to make sure you have the right people involved and have the Vietnamese buy-in."*

9. Have you had an opportunity to read the Museum's preliminary case prospectus?			
Responses	Count	%	Percentage of total respondents
Yes	16	69.6%	
No	7	30.4%	
Maybe	0	0%	




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10. What if your overall reaction to the Foundation's proposed museum?			
Responses	Count	%	Percentage of total respondents
Very Positive	12	50.0%	
Positive	9	37.5%	
Mixed	2	8.3%	
Negative	0	0%	
Unsure	1	4.2%	

11. How supportive are you personally of the following proposed individual campaign initiatives?					
	Very Supportive	Supportive	Mixed	Not Supportive	Unsure
(a) Construction of the Museum	[5] 62.5% 	[3] 37.5% 	[0] 0%	[0] 0%	[0] 0%
(b) Exhibit support	[4] 50.0% 	[4] 50.0% 	[0] 0%	[0] 0%	[0] 0%
(c) First three years operating support	[4] 50.0% 	[4] 50.0% 	[0] 0%	[0] 0%	[0] 0%

Representative Comments:

- *"I think that if the initial \$17 million is raised, the remaining funding will be easier. People will see that there is a physical space and that this is really happening"*
- *"We could explore potential phases, but I'm afraid of getting stuck like the Mineral Wells museum."*
- *"You have to consider the operational support. Operations is very challenging."*

13. Do you believe the Museum has the capacity and likely interest at this time to support a campaign to fully fund the \$28 million in needs being discussed?			
Responses	Count	%	Percentage of total respondents
Yes	7	30.4%	
No	1	4.3%	
Unsure	15	65.2%	

Representative Comments:

- *"I believe that we can raise \$1 million to \$3 million locally; the rest will have to come from government grants and corporate support."*
- *"There are veterans in significant roles at large companies, but how do we reach them?"*
- *"I believe it's possible to raise the money, but only if we have corporate support."*
- *"Between military connections, Vietnamese and the City resources, I believe this is possible."*
- *"I do not believe that there are any individuals in this community that can make gifts at the top levels (of the gift table)."*

15. Do you believe now is the right time for the Foundation to move forward with the campaign?			
Responses	Count	%	Percentage of total respondents
Yes	15	88.2%	
No	0	0%	
Unsure	2	11.8%	

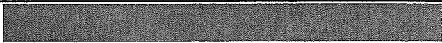

Representative Comments:




- *"We need to do this before we lose more veterans."*
- *"Now is the time to go! We're cooking with gas."*
- *"I think that we're behind in creating a museum. We're missing great opportunities with veterans. They need to be a part of this while they're still alive."*
- *"It won't help to wait. The time is now."*
- *"Real estate indicators are positive."*
- *"Many WWII veterans are dying today, but what most don't realize is that many Vietnam veterans are dying at an earlier age due to Agent Orange and Post-Traumatic Stress Disorder."*





18. Where does the Museum rank as a philanthropic priority for you?			
Responses	Count	%	Percentage of total respondents
Highest	2	10.5%	
High	6	31.6%	
Middle	8	42.1%	
Low	1	5.3%	
Unsure	0	0%	
N/A	2	10.5%	

19. With regard to your own potential involvement in a campaign for the Vietnam War Museum, would you be willing to assist the campaign in the following ways?			
	Yes	No	Maybe
(a) Give	[9] 39.1% 	[4] 17.4% 	[10] 43.5%
(b) Serve in a leadership role	[7] 35.0% 	[5] 25.0% 	[8] 40.0%
(c) Solicit a few gifts	[8] 42.1% 	[3] 15.8% 	[8] 42.1%
(d) Open doors to other prospects	[10] 62.5% 	[1] 6.3% 	[5] 31.3%
(e) Host a reception	[3] 23.1% 	[5] 38.5% 	[5] 38.5%
(f) Serve on a campaign committee	[12] 60.0% 	[1] 5.0% 	[7] 35.0%

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21. When considering a philanthropic gift, what is most important to you?		
Responses	%	Percentage of total respondents
Project/Case	80.0%	
Impact of gift	20.0%	
Person who is asking	0%	
Recognition	0%	

22. Considering your overall philanthropy, compared to last year, are you likely to give:		
Responses	%	Percentage of total respondents
More	14.3%	
About the same	71.4%	
Less	14.3%	
Unsure	0%	

23. How do your feelings about the economy compare with your feelings a year ago?			
Responses	Count	%	Percentage of total respondents
More Positive	57.1%		
About the same	14.3%		
More Negative	14.3%		
Unsure	14.3%		



Additional Findings and Evaluation

We offer the following findings and observations from the feasibility and planning study process. These observations, combined with the statistical responses, have informed our recommendations and proposed plan for the Foundation.

Opinions about Vietnam War Museum of America Foundation

The majority of participants have an extremely high opinion of the Vietnam War Museum of America Foundation (91.7% *very positive* or *positive*; 4.2% *mixed*; and 4.2% *unsure*). Most respondents are very eager to have a museum that honors the men and women who served and gave their lives. Given the many misinterpretations of the war, how soldiers were treated after returning from the war, and the oppression experienced by Vietnamese, all respondents believed that it is long overdue for the Vietnam War to be recognized in this way.

Most consistently, we heard about the following perceived strengths of VWMAF: Mayor Bruce Broadwater's leadership, secured site's proximity to Disneyland, first-of-its-kind museum, the local Vietnamese population, and proximity to Little Saigon.

While the vision for this museum is perceived as important and necessary, the capacity of the Foundation to mount the fundraising required to realize that vision is debatable. The Foundation, while respected, is recognized as a startup with little staff support and limited fundraising experience (especially in major and leadership gifts), and this is not typically the case for organizations seeking \$28 million. Perceived challenges faced by the Foundation include: philanthropic support and funding, philanthropic competition, community awareness, a lack of Vietnamese buy-in, lack of staffing, the size and capacity of the Board of Directors, and fears about the significant costs to maintain and run the Museum once constructed.

The Board of Directors and Volunteers

The Foundation has a Board of Directors comprised of eight members. The Board, according to study participants, is passionate, but small in size and inconsistent in participation. The Board was recruited to help guide the vision of the Museum and bring the project to fruition. The Board

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President, Mayor Bruce Broadwater, is highly respected by interview participants, and his leadership and involvement is seen as an asset in this museum project.

The Board of Directors is mission-minded and strong in terms of advocacy, but lacks the financial capacity and connection to philanthropists. The Board currently does not have any expectations for giving or getting money. While nearly all Board members interviewed expressed support for moving forward with the campaign and a willingness to give time, not all members expressed a willingness to make a gift or pledge to the campaign. The potential of not having 100% financial participation (even at a symbolic level) is problematic since many investors, especially foundations, will refuse to give if not 100% of leadership is onboard financially.

None of the Board members indicated a five-year pledge higher than \$10,000. For most campaigns, especially in the arts and education space, the Board will provide one-third to half of the campaign fundraising goal. There are very few examples of successful campaigns of this type where Boards gave less than 10% of the goal. At \$28 million, 10% would represent Board giving to the campaign of \$2,800,000. Given the current Board size and levels of participation, this is not a possibility. The small board size is a contributing factor. Small boards are not advantageous to campaigns as larger Boards would have the size and perhaps increased capacity to give more as a percentage of the goal.

There is an additional group of individuals who serve as honorary board members; however, their roles and involvement are limited to lending their names and helping when appropriate. There is little expectation that they will be in a position to give generously during a campaign.

Given the Board's size, current level of support (\$13,270 cumulatively), and anticipated level of support and engagement in the campaign, it is highly unlikely that VWMAF would be positioned to succeed in a \$28 million campaign.

Foundation Staff

The Vietnam War Museum of America Foundation is staffed by three City of Garden Grove staff members and a student intern, all of whom serve in a part-time basis. The Foundation is still very much in startup mode without full-time staff members dedicated solely to the Foundation and paid by the Foundation.

Other than Board Members, most interviewees were not familiar with the staffing arrangement or lack thereof. For those familiar with the City staff members, the city staffers and volunteer were seen as great assets and given high marks. The biggest challenges that insiders and CCS acknowledge are bandwidth and experience in running a fundraising organization. Given pre-existing City responsibilities and furloughs, there is not enough capacity among the existing staff to accomplish the work needed to move the Foundation forward. There is not the experience in fundraising required to develop programs beyond the handful of events and activities currently pursued. These factors contribute to the limited capacity of the organization to raise annual dollars and certainly future campaign dollars.

For the Foundation to see substantial growth in current and future philanthropic revenues, CCS is certain that the Foundation will need to make an investment in permanent Foundation staff, which would start with an Executive Director.

Fundraising Results

Fundraising has been relatively steady without dramatic increases in revenue since the Foundation was formed in 2011. The Foundation raised nearly \$52,000 in 2013. The Foundation database totals approximately 200 constituents. Out of those 200 constituents, 40 individuals and businesses have donated to the Foundation, with the largest single gift to date being \$6,500 (not including City of Garden Grove support). Foundation fundraising activities currently consist of special events, including the Moving Wall, Annual Speaker Series, and VWMAF Golf Tournament.

Type	2011	2012	2013
Cumulative Giving	\$47,187	\$31,110	\$51,717

Areas of fundraising clearly need to be developed and grown over time, including annual Board giving campaigns, existing and new special events, annual appeals, a traditional annual fund through direct mail and electronic giving, foundation and corporate support, and major and planned giving. These new programs will take time to develop but will also require a substantially larger or more philanthropically-focused Board as well as dedicated staff.

A \$28 million campaign represents approximately 500 times any amount that has been raised in any year previously. Though campaigns for startup organizations like the 9/11 Memorial Museum have the opportunity to raise high multiples of annual support, the typical experience is for organizations to raise five to ten times what it might raise through annual fundraising in a given year. The Foundation could achieve much higher multiples of annual fundraising than five to ten times, but nothing close to 500 times from private sources. Of the \$28 million needed, the hope is that the Foundation would receive significant government support, thus lessening the need for private philanthropy to make up the difference.

Case

The majority of interviewees responded positively to the Preliminary Case Prospectus. The priorities outlined were positively received with 87.5% registering a *very positive* or *positive* response to the plans. Although there were some *mixed* reactions (8.3%), no one was completely negative. Further, 88.2% of respondents felt that the time was right to move forward with a campaign, which is another encouraging sign that a museum is desired.

The concept and vision of the Vietnam War Museum is clearly well-supported with many people feeling very passionate about the need for a place to tell the unbiased story of the Vietnam War and to recognize those who served, lost their lives, and lived in the aftermath of the war. Some

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interviewees expressed an interest in knowing more specifically what content would be included in the Museum, as that will provide them with a clearer grasp of the Museum.

As a result of CCS' discussions with stakeholders, the following factors need to be addressed when putting together the final case for support for the Museum:

- Communicate a big and bold vision (e.g., first, West coast, educational Vietnam War Museum; honor the Allies who served and lost their lives).
- Clearly link the success of the Museum to patriotism, education, legacy, and honor.
- Address the *"What's in it for me?"* question for prospective donors (e.g., develop clear recognition menus such as giving levels, naming opportunities, etc.; opportunity to honor the legacy of those who served and lost their lives, etc.).
- Create urgency and answer the question, *"Why now and not later?"* The 40-year anniversary, for example, is a great way to capture urgency. Sensitivity and appropriateness should be considered.
- Quantify the measurable impact of success (e.g., establishing milestones).
- Clearly explain the exhibits so there is transparency and understanding of the content presented in the Museum. This will be one of the most important elements to support from the Vietnamese community and many other groups.
- Tell stories that feature veterans and Vietnamese and the reasons why they feel donors' support of VWMAF is so vital.
- Honor Vietnam War veterans. This will be a place to remember those who gave their lives serving our country.
- Honor Vietnamese immigrants and families. The Vietnamese people endured many difficulties and they came to the *land of opportunity* to make a new life. For many Vietnamese, they only have access to the communist perspectives. This museum represents an opportunity to learn the truths of the war.
- Vietnam War needs to be told from different perspective than the media presented.
- The Museum will install patriotism.
- Address and/or better understand key challenges (Telling the story that is honoring all allies — American, Vietnamese, etc.).
- Address the relationship between the City of Garden Grove and the Foundation.

Leadership

CCS places a very high priority on the identification and availability of strong leadership to the success of campaign fundraising. For a startup museum to gain attention locally, regionally, nationally, and even internationally, the availability and recruitment of respected, passionate, and generous leadership will be very important. Through the study, CCS looked for leadership among the Board and from the stakeholders interviewed. There is willingness to volunteer from some of those interviewed in continued fundraising efforts to raise money for the Museum (60.0%), but the group is not nearly large enough and would not have the necessary capacity and reach to meet a \$28 million campaign goal.

The table below records the number of individuals that indicated a willingness to be involved in the Foundation’s fundraising efforts among the 24 individuals interviewed.

	Lead?	Serve?	Solicit?	Host?	Open?
Yes	7	12	8	3	10
Maybe	8	0	8	5	0

Interview participants identified 29 individuals as potential leaders. The full list of identified leadership prospects will be provided confidentially to the Foundation under separate cover.

CCS interviewed eight of the 29 individuals recommended for leadership. The chart below reveals how those eight would consider being involved in a campaign.

	Yes	No	Maybe	No Answer
Lead	3	3	2	0
Solicit	3	1	4	0
Open	4	1	3	0
Host	1	3	2	2
Serve	4	1	3	0

As the chart above suggests, three interview participants expressed interest in serving in a leadership role while two more might consider serving in a leadership role. This is a great place to start.

The greatest concerns are that there are not enough potential leaders and not enough reach and prominence in philanthropic terms among the existing group identified to bring the awareness and credibility that this project deserves. For a campaign like the one envisioned, CCS would anticipate the need for a Campaign Steering Committee of 25 to 50 individuals, and this seems unlikely at this point in time.

The Foundation has a strong case and vision, but leadership is an area where it is most challenged. We recognize that a great deal of energy needs to be applied to identification and recruitment of new individuals to the Board and any campaign that is mounted to support the Museum.

Prospects

The Vietnam War Museum of America Foundation is a *high* or the *highest* philanthropic priority for 42.1% of those interviewed. This is comparatively average against results from similar studies. However, the breadth and depth of the donor base is small and shallow. The challenge CCS found in securing interviews for the study is an indicator of the lack of relationships the Foundation has with existing and potential donors and is highly indicative of the challenges the Foundation would face in mounting a significant fundraising campaign.

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Thirty-nine percent (39.1%) of study respondents expressed a willingness to make a gift to a campaign and another 43.5% said a gift was a possibility. These are comparatively low against results from similar studies and suggests the potential difficulty in securing support during a campaign. Four people interviewed said that they would not be financially capable of making a gift and if they did, it would not be significant.

Ten interviewees were further able to provide an estimated level of giving. These indicated gifts totaled \$39,000 on the low end and \$59,000 on the high end. These indicated gifts are also very low relative to comparable studies. The distribution of those gift indications is found below.

Self-Indicated Gift Range	# Indications
\$12,500 - \$25,000	1
\$10,000	1
\$6,000 - \$12,000	1
\$1,000 - \$5,999	4
< \$1,000	3

The average gift size is approximately \$3,900 to \$5,900, which is significantly lower than it should be for an organization studying the feasibility of a \$28 million fundraising goal.

During the course of study interviews, 39 potential prospects were suggested as capable of providing gifts of \$25,000 or more. CCS will provide this list of suggested high-capacity prospective donors confidentially under separate cover. Many of these prospective donors were cited multiple times. The distribution of those suggested giving levels is found below.

Suggested Giving Level	Prospects Identified at Level
\$1,000,000+	12
\$500,000+	7
\$250,000+	4
\$100,000+	10
\$50,000+	6

CCS interviewed two of the recommended 39 potential major donor prospects. Both respondents said they would consider making a gift but did not offer an amount. CCS understood from these conversations that their gifts will be dependent on how the vision for the Museum unfolds and how the exhibits themselves are presented.

The lack of a more significant number of interviews with recommended prospects, who presumably have the greatest capacity, is a challenge. Again, this suggests that relationships are weak to non-existent with those most capable of making a significant impact on the \$28 million goal and suggests that substantial cultivation and education will be required before many requests can be made for support at the most significant levels. Unfortunately, this cultivation and education takes time and could result in significant delays in actual gaining commitments toward the Museum project.

Given these indications and the assumed remaining potential, it would not be appropriate for CCS to recommend the feasibility of a \$28 million goal. CCS did not find sufficient six- or seven-figure gift support to justify a campaign goal this high. From CCS' research, study interviews, and analysis, the Foundation should focus its efforts on a smaller, more manageable, and affordable list of strategic priorities to gain traction and build the capacity of the organization to raise more significant dollars.

Strategic Plan

The Vietnam War Museum of America Foundation has yet to complete a formal strategic plan for the organization as a whole. The lack of this over-arching strategic plan limits the ability of the organization to adequately plan and prepare for its future, especially related to its fundraising needs and opportunities. The Foundation would be advised to create a formal strategic plan to guide the Foundation for the next ten to fifteen years. We would advise this plan to map out the steps required for a phased, step-by-step approach to the completing the Museum.

Review of Aspirant Peer Museums

The review and analysis of several peer and aspirant peer museum projects revealed the following four themes:

- The process to raise money for, and launch, a new museum takes significant time. In many cases, the efforts lasted nearly a decade or longer.
- Many projects started with a demonstration site of the museum, which was later expanded.
- Dedicated and influential leaders are essential. All projects have influential board members and individuals that bring considerable attention and credibility to the project.
- Investment in fundraising precedes the return. The museums that have found the greatest success have invested considerably in staff and resources to accomplish all that is necessary to create and then operate a museum.

9/11 Memorial Museum, New York, NY

Project costs: \$530M

Raised: \$380M privately

Campaign duration: 2002 - 2008 (7 years)

Largest gift: \$25M from the Starr Foundation (100 gifts at \$1M+)

Total # gifts: 400 gifts at \$10k+; 1000s of gifts at lower levels

Staffing: 60

Expenses: \$3,000,000

Feasibility Study, Recommendations, and Plan

Museum of Mathematics (MoMath), New York, NY

Charter from New York State of Education

Project costs: \$15M

Raised: \$22M

Campaign duration: 4 years

Largest gift: \$2M grant from Google

Total # gifts: 300

Opened: Dec 2012

Board of Directors: 50 members

Honorary Board: 10 members

Salaries/Benefits: \$67,951 (1st yr); \$523,949 (2nd yr)

Lamay – America's Car Museum, Tacoma, WA

Project costs: \$60M

Raised: \$58M privately

Campaign duration: 10 years

Largest gift: \$2M

Total # gifts: N/A

Opened: 2012

Project Size: 165,000 sq. ft.

Board of Directors: 33 members

Salaries/Benefits: \$112,334 (1st yr); \$199,587 (2nd yr)

The Academy Museum of Motion Pictures, Los Angeles, CA

Project costs: \$300M

Raised: \$150M privately (to date)

Campaign duration: 2012 – present

Largest gift: \$25M

Total # gifts: Approximately 500

Campaign Leadership: Bob Iger, Annette Bening, Tom Hanks

Project Size: 300,000 sq. ft.

Opened: projected early 2017

Staffing: N/A

Expenses: N/A

The Education Center at The Wall, Washington, D.C.

Headed by National Park Service & Vietnam Veterans Memorial Fund

Project costs: \$85M

Raised: \$50M+

Campaign duration: 2005 – present

Largest gift: \$10M from Time Warner Foundation; 15 gifts at \$500k+

Total # gifts:

Project size: 35,000 sq. ft.

Campaign leadership: Gen. Colin Powell, Gen. Barry McCaffrey, Tom Selleck

Groundbreaking: Estimated 2016

Board of Directors: 52 members

Staffing: 20-30

Expenses: N/A

National Vietnam War Museum, Mineral Wells, TX

Project costs: \$25M

Raised: \$1M (funded 3 gardens, 2 parking lots, and Visitor Center)

Campaign duration: 1999 – present

Largest gift:

Total # gifts:

Project Size: 50,000 sq. ft.

Board of Directors: 13 members

Board of Visitors: 14 members

Staffing: No employed staff

Expenses: \$350,000

National World War II Museum (formerly D-Day Museum), New Orleans, LA

Project costs: \$15M

Raised: \$16 privately

Campaign duration: 1992 – 2000

Largest gift: \$1M - \$2M

Total # gifts: N/A

Campaign leadership: Stephen Ambrose, Tom Hanks, Steven Spielberg

Opened: June 6, 2000

Staffing: N/A

Expenses: N/A

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National World War II Museum (Expansion Campaign), New Orleans, LA

Project costs: \$320M

Raised: \$201M

Campaign duration: 2005 – present

Largest gift: \$20M from Department of Defense; \$15M from Boeing

Total # gifts:

Expected Completion: 2016

Project Size: 300,000 sq. ft.

Board of Trustees: 55+ members

Staffing: N/A

Expenses: \$10,000,000



Recommendations

CCS offers the following recommendations to the Vietnam War Museum of America Foundation based on the findings and evaluation completed through the feasibility and planning study process.

1. The Foundation should undertake a long-range strategic planning process that would assist the Foundation in establishing realistic financial and project-related goals (including budgets and timelines) and corresponding budgets that can inform and drive decisions related to staffing, Museum construction and phasing, Museum exhibits, ongoing operational costs, membership and attendance expectations, marketing and partnership opportunities, and more. Consider using the services of an expert in Museum planning to assist the Foundation through this strategic planning process. Key to this process is helping the Foundation to develop the mission and vision of the Museum and the content of the exhibits of the Museum. Many elements of the war, including the timeline, statistics, and Vietnamese perspectives should be finalized. This will allow the Foundation to move forward with creating the Case for Support and other collateral pieces. The Foundation should engage the services of an experienced Museum planning expert to help guide this process.

2. CCS does not believe that the Foundation is positioned to succeed in a \$28 million campaign and would not advise the Foundation to launch any campaign at this time. The fundraising capacity of the Foundation, given current staffing levels, volunteer support, donor base, and project details currently available, is very low. CCS believes the Foundation would have difficulty in raising much more than \$1 million in private support currently (not including any government support that might be realized). CCS understands that Foundation leadership would like to move more quickly than other startup museums (namely the National Vietnam War Museum in Mineral Wells, TX). But until the Foundation considers and applies the recommendations offered through this study, fundraising for the Foundation from private sources will continue to be extremely long, difficult, and generate less than desired. For this reason, CCS must caution that your vision, as was the case with many of the greatest museums we know, is a ten- to fifteen-year vision, and not likely something achievable within the next few years.

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3. We believe that significant government funding should be pursued as this appears to be the strongest possibility for securing the seed capital needed to get the Museum off the ground. Significant government funding would have the effect of motivating more significant private funding as prospective donors would see the possibility of a strong public-private partnership.
4. The Foundation needs full-time, dedicated staff. While the City staffers and intern are absolutely fantastic, the Foundation does not currently have the bandwidth or experience to move Museum planning or fundraising forward. CCS recommends hiring an Executive Director (See Exhibit A) for the Foundation responsible for fundraising, Board development, strategic planning and more. At the appropriate time, the Foundation should add a full-time administrative support position to manage the clerical and office duties and to support the activities of the Executive Director and the Board. The third position the Foundation should consider adding is the Museum Director, who should be hired as early in the process as possible to lend expertise and advice in creating and executing the vision of the Museum, create awareness for the Museum, and be a driver for fundraising as well. Eventually the Foundation will be in a position to bring on professional development (fundraising) staff but this is not anticipated until annual recurring revenue is sufficient to justify the added investment. It could be that the Foundation considers hiring one position a year for the next four years. Please see the Exhibits section that follows for further details.
5. We believe the Board is too small currently and not sufficiently philanthropic (in terms of giving, securing support, and connecting to the community) to achieve the fundraising requirements of the proposed Museum project. CCS recommends that the Board of Directors significantly increase in size (number of members) and would suggest that over the next four or five years, the Board should grow to 40 to 50 members. This can be accomplished if the Foundation is led by a strong Foundation Executive Director and governed by a strong Executive Committee. This allows the majority of Board members to focus their attention not on operations but governance, fundraising, and advocacy. CCS believes the newer Board members recruited should be willing and capable of giving \$2,500 annually plus the potential for a special capital gift for the Museum project. CCS would also suggest that Board members be expected to secure another \$2,500 annually, which translates to a minimum of \$5,000 in annual support per Board member. This translates into a minimum of \$200,000 a year with 40 Board members and \$250,000 a year with 50 members. This is annually recurring income and would go a long way toward supporting the salaries of those key Foundation positions that will be so important to drive additional fundraising efforts forward. The bylaws of the Foundation would likely need to be modified to allow for increased Board membership with effective management by an Executive Committee.
6. Before additional Board members are identified and recruited for the purpose of enlarging the Board, CCS recommends that the Foundation focus on the following important activities related to Board membership:
 - ... Create clear expectations for Board membership. (See Exhibits)
 - ... Establish a Nominating Committee of the Board with top performing Board members to drive the recruitment process of future Board members and develop a specific Board member nomination process. (See Exhibits)

- Specific annual recruitment goals for new Board members should be established to ensure adequate numbers of future Board members and to ensure adequate financial support.
 - Establish a 12-month calendar for the Board of Directors that includes Board meetings and community events.
 - Focus meeting agendas on development related results, activities, and needs.
 - Recruit future Board members based on their ability and willingness to give financially, network, and be an advocate for the Museum. The Foundation should develop a matrix of Board member characteristics to inform the best recruitment of potential Board members based on specific needs of the Board. (See Exhibits section for sample Board matrix).
 - Establish a group of five to seven individuals to serve as the Board Executive Committee, most of whom would hold the appropriate leadership positions on the Board (e.g., Chair, Vice Chair, Treasurer, etc.).
7. Given the need to hire full-time Foundation staff and drive increased philanthropic revenue, the Foundation will need to develop a sustainable annual giving and major gifts program. Specifically, the Foundation will to consider pursuing all of the following:
- Establish annual fundraising goals with tables of gifts required to achieve annual fundraising goals. (See Exhibits)
 - Conduct an annual Board giving campaign with defined financial goals.
 - Establish appropriate budgets required to generate the targeted financial revenue goals. (See Exhibits)
 - Schedule and conduct targeted direct mail appeals, electronic giving campaigns, and signature fundraising events (Golf Tournament, gala, etc.) designed to retain and acquire donors.
 - Develop a prospect list of a sufficient number of individual, foundation, and corporate major gifts prospects and properly cultivate, solicit, and steward those prospects and donors.
8. One of the highest priorities of the Foundation should be the growth of the Foundation's database. The Foundation is currently hampered by the small size of its database. The database currently has approximately 700 contacts, but the Foundation needs tens of thousands of contacts from which it can generate more significant awareness and support. CCS recommends the following strategies to capture contact information:
- Providing an opportunity for individuals to sign up on the website to receive updates
 - Utilizing Prospect Generator to identify potential prospective donors that would have an interest in the veterans affairs and the Vietnam War specifically
 - Adding the contacts of friends and colleagues of Board members and other friends
9. The preliminary case prospectus used for the feasibility and planning study is seen as strong, has been well-received, and addresses many areas of interest for donors, veterans, their families, and the broader community. However, prospective donors, especially at the higher giving levels, will require additional detail. Messaging will need to be tailored to specific

Feasibility Study, Recommendations, and Plan

audiences (e.g., corporate sponsors, veterans, local Vietnamese-Americans, etc.). The level of detail required is not currently available. The organization's strategic planning and Museum plan must be completed before the case for support can be properly developed. It is valuable for organizations to be able to express their vision and goals as stemming from a well-conceived and well-designed strategic plan. CCS recommends that a volunteer committee or task force be assembled to offer additional suggestions to enhance the case.

10. Along with the development of the Foundation and Museum's Case for Support is the creation of marketing and communications tools and materials. Included in these materials are an updated website, videos, brochures, letterhead, presentation decks, redesigned logo, and much more. CCS recommends that the Foundation engage the expertise of a marketing and communications firm to help design a communications plan, to help write the Case for Support, and to help create all of the collateral materials required to support fundraising efforts.



Exhibits

Suggested Executive Director Job Description

The Vietnam War Museum of America Foundation is searching for an Executive Director. The Executive Director, a newly created position, will maintain responsibility for the development and implementation of a comprehensive fundraising program to provide the financial resources necessary to support the organization's mission.

The successful candidate will have demonstrated initiative, creativity, and leadership in developing and implementing successful fundraising programs, enlisting five-, six-, and seven-figure gifts from individual, corporate, and foundation sources over a period of at least five years. Candidates will have shown exceptional management and communications skills (both written and verbal), as well as the ability to work collaboratively in the Foundation and Museum administrative community. Candidates will also have strong proven abilities in the primary areas of responsibility including: fundraising and development, marketing and public relations, financial management, event planning, administration and management, and team building with staff and Board members as well as with the community. Candidates must have interpersonal skills to work harmoniously and effectively with Foundation leaders, community leaders, donors, volunteers, and staff.

Job Description: Executive Director

Subject to the general policies and expressed goals of the Vietnam War Museum of America Foundation, and under the direct supervision of the Board President, the Executive Director of the Vietnam War Museum of America Foundation (VWMAF) is responsible for the day-to-day operation of the Foundation including its administration and management, financial operations, fundraising, marketing, and public relations.

Reporting Relationship: Reports to the President of the VWMAF Board of Directors

Administration and Management:

- Oversee the operation and business of VWMAF
- Serve as staff member to the Board of Directors
- Develop and maintain a program for efficient staffing
- Maintain a spirit of teamwork with staff and Board of Directors
- Supervise policies/procedures and implement changes as needed

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- Work collaboratively with staff to best utilize strengths of the individuals
- Keep the Board informed of the business of VWMAF
- Assist in identification and recruitment of new Board members
- Assist in the orientation of new Board members
- Maintain appropriate office space for VWMAF operations

Financial:

- Develop the annual budget in consultation with the Board of Directors
- Maintain budget controls
- Ensure a balanced budget for VWMAF operations
- Oversee prudent handling of short-term investment funds in consultation with the Board of Directors

Fundraising and Development:

- Work closely with the VWMAF Board of Directors
- Develop and implement a comprehensive development plan for the organization, including plans for annual giving, foundation and corporate support, and individual major and planned gifts
- Establish and drive performance metrics
- Raise funds to build Vietnam War Museum
- Lead the Board in creating a climate that encourages donors who, in turn, encourage others to give
- Supervise the maintenance of gift records and production of gifting reports
- Maintain positive donor relations including timely acknowledgement of gifts
- Partner with the Board in the development of short- and long-range plans and goals

Marketing and Public Relations

- Represent VWMAF in a positive light to the community at large
- Seek out and create opportunities to represent VWMAF in the community both in writing and by speaking to community groups
- Have a presence at VWMAF functions
- Supervise a news release system to obtain media coverage
- Ensure that VWMAF has an appropriate presence on social/new and traditional media
- Prepare (with staff) marketing materials including the VWMAF newsletter

And all other duties as assigned by the President of the Board.

Authority:

- To hire personnel as provided within the approved VWMAF budget
- To supervise, discipline, replace, or dismiss personnel
- To make expenditures in accordance with the approved budget
- Discretion to approve non-budgeted expense up to \$500 per purchase without approval of the Board of Directors

This is an exempt position.

Employment is subject to the policies of the VWMAF Personnel Handbook and the Bylaws of VWMAF.

Qualifications:

- Bachelor's degree or equivalent experience;
- Minimum five years related employment experience in non-profit fundraising and development
- Superb written and verbal communications skills
- Demonstrated ability to work independently and as part of a team
- Good technology skills including familiarity with social and new media

Salary and benefits:

Salary commensurate with qualifications and experience. Benefits include _____; _____ vacation and personal time off. Relocation assistance, if needed, is negotiable.

Desirable:

Knowledge of Orange County and Southern California community; knowledge of _____ or other fundraising software.

Special condition of employment:

Some evenings and weekends.

Note: This position is not responsible for the day-to-day operations of the future museum.

Please submit letter of application including an explanation of your interest in the position, resume, salary history and requirements to:

Email: _____

Subject line: VWMAF Executive Director

Or by mail to:

Elaine Ma'ae

Vietnam War Museum of America Foundation

Address

City, State Zip

For further information regarding the Vietnam War Museum of America Foundation, please see vnwma.com

Proposed Foundation Staffing



Qualifications and Responsibilities of Board Members

- A personal commitment to the mission and values of the Foundation.
- The ability to commit time to attend no less than 50% of Board and Committee meetings and other Foundation-sponsored events.
- Possess talents and abilities that are needed by the Board to advance the mission of the Foundation.
- The ability to represent the broad diversity of Orange County communities.
- The ability to participate in friend and fund development for the Foundation.
- Free of any conflict of interest.
- Ability to constructively participate in Board deliberations and activities.
- Give, or cause to have given \$5,000 annually and participate in capital campaigns.
- Make a campaign gift commensurate with capability.
- Consider the Foundation in an estate plan.

Recommended Board Nomination Process

1. Candidates identified by:
 - ... Electronic screening
 - ... Supervisor staff
 - ... Board members
 - ... Staff
2. Profiles prepared for each candidate
3. Candidates screened by matrix criteria
4. Nominating Committee meets to review candidates according to criteria and Board job description
5. Cultivation strategy prepared for top candidates
6. Strategy executed
 - ... Meeting with CEO/Board Chair
 - ... Invitation to events
 - ... Targeted activity
 - ... Create opportunities for the candidates to meet selected nominating committee members prior to bringing the name forward for approval
7. Invitation meeting
 - ... Present Job description/requirements specifically reviewed
8. Follow up for decision
9. Request information from candidate
 - ... Prospective Board Member Questionnaire
 - ... Agreement to meet expectations
10. Prepare for presentation to the Board
11. Present to Board for election

Sample Board Matrix

Name	Age				Sex		Residence				Wealth			Diversity					Business Affiliation							Political Party			Others								
	40s	50s	60s	70s+	Male	Female	Orange County	Los Angeles	Other SoCal	Outside SoCal	Family Wealth	Earned Wealth	\$10k Annual Donor	Fdn Major Gift Donor	African American/Black	Asian/Pacific Islander	Caucasian/White	Hispanic	Other	Community Leader	Finance	Govt/Politics	Law	Business	Healthcare	PR/Marketing	Real Estate/Dev.	Technology	Other	Republican	Democrat	Other	Veteran	Education	Staff		

Suggested Revenue Projections (Three Years)

Donation Type	Year 1	Year 2	Year 3
Individual Major Gifts (\$1,000+)	\$50,000	\$100,000	\$150,000
Special Events	\$30,000	\$70,000	\$80,000
Board Gifts	\$10,000	\$40,000	\$60,000
Foundations	\$50,000	\$75,000	\$90,000
Corporations	\$20,000	\$25,000	\$40,000
Direct Mail/ Electronic/Newsletter Gifts	\$15,000	\$20,000	\$40,000
Planned Gifts	\$0	\$0	\$0
Total:	\$175,000	\$330,000	\$460,000

Suggested Tables of Gifts to Achieve Annual Goals (3 Years)

Table of Gifts - \$175,000

Gift Level	Number of Gifts	Number of Prospects	Total Amount \$	Cumulative Total \$
\$25,000	1	3	\$25,000	\$25,000
\$15,000	2	6	\$30,000	\$55,000
\$10,000	3	9	\$30,000	\$85,000
\$5,000	6	18	\$30,000	\$115,000
\$2,500	10	30	\$25,000	\$140,000
\$1,000	20	60	\$20,000	\$160,000
Below \$1,000	Many	Many	\$15,000	\$175,000
Totals	42+		\$175,000	

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Table of Gifts - \$330,000

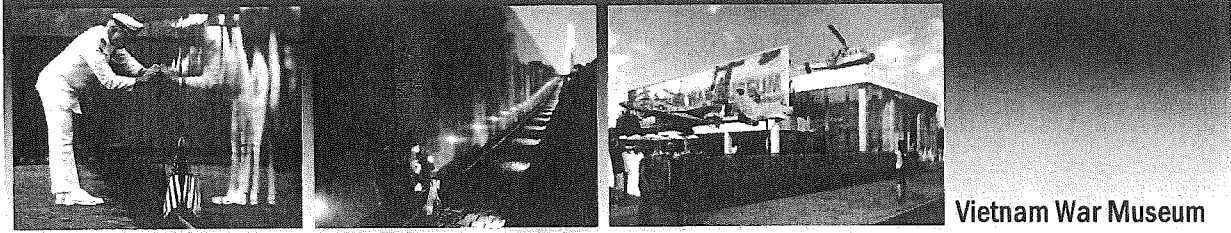
Gift Level	Number of Gifts	Number of Prospects	Total Amount \$	Cumulative Total \$
\$50,000	1	3	\$50,000	\$50,000
\$25,000	2	6	\$50,000	\$100,000
\$15,000	3	9	\$45,000	\$145,000
\$10,000	4	12	\$40,000	\$185,000
\$5,000	9	27	\$45,000	\$230,000
\$2,500	16	48	\$40,000	\$270,000
\$1,000	20	60	\$20,000	\$290,000
Below \$1,000	Many	Many	\$40,000	\$330,000
Totals	55+		\$330,000	

Table of Gifts - \$460,000

Gift Level	Number of Gifts	Number of Prospects	Total Amount \$	Cumulative Total \$
\$100,000	1	3	\$100,000	\$100,000
\$50,000	1	3	\$50,000	\$150,000
\$25,000	2	6	\$50,000	\$200,000
\$15,000	3	9	\$45,000	\$245,000
\$10,000	6	18	\$60,000	\$305,000
\$5,000	10	30	\$50,000	\$355,000
\$2,500	16	48	\$40,000	\$395,000
\$1,000	25	75	\$25,000	\$420,000
Below \$1,000	Many	Many	\$40,000	\$460,000
Totals	64+		\$460,000	

Suggested Budget Projections

Budget Expense	FY 2014-15	FY 2015-16	FY 2016-17
Executive Director	\$100,000	\$105,000	\$110,000
Administrative Assistant	\$0	\$40,000	\$45,000
Museum Director	\$0	\$0	\$110,000
Museum Consultant (Strategic Planning and Guidance)	\$50,000	\$100,000	\$100,000
Communications and Marketing Consultant	\$0	\$50,000	\$50,000
Website Design, Updates and Additional Capabilities	\$5,000	\$5,000	\$6,000
Planned Giving Materials	\$0	\$2,000	\$2,000
Marketing Materials	\$5,000	\$5,000	\$7,000
Donor Development Activities (Meeting Costs, Postage, Shipping, Etc.)	\$5,000	\$8,000	\$10,000
Special Events	\$10,000	\$15,000	\$20,000
Total Budget	\$175,000	\$330,000	\$460,000



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Interview Request Letter

March 24, 2014

Addressee
Address
City, State Zip

Dear [First Name],

The Vietnam War Museum of America Foundation is taking steps to honor the millions of American and South Vietnamese veterans and civilians who served during the Vietnam War through an educational museum in Garden Grove, California. The museum will be dedicated to telling the real, complex, heart-breaking and ultimately courageous stories of a misunderstood war in a misunderstood time in a Purple Heart City and home to the largest Vietnamese community outside of Vietnam.

Commissioned by our Board, a committee of community leaders is currently assessing the Vietnam War Museum's potential for a \$28 million fundraising initiative designed to build a 17,000 square foot museum. Visitors to the Vietnam War Museum will emerge with a greater understanding of the causes, events, and consequences of the Vietnam War. This will translate into both immediate and lifelong expressions of interest in this period of American and world history, and a greater respect for those of us who served in this conflict.

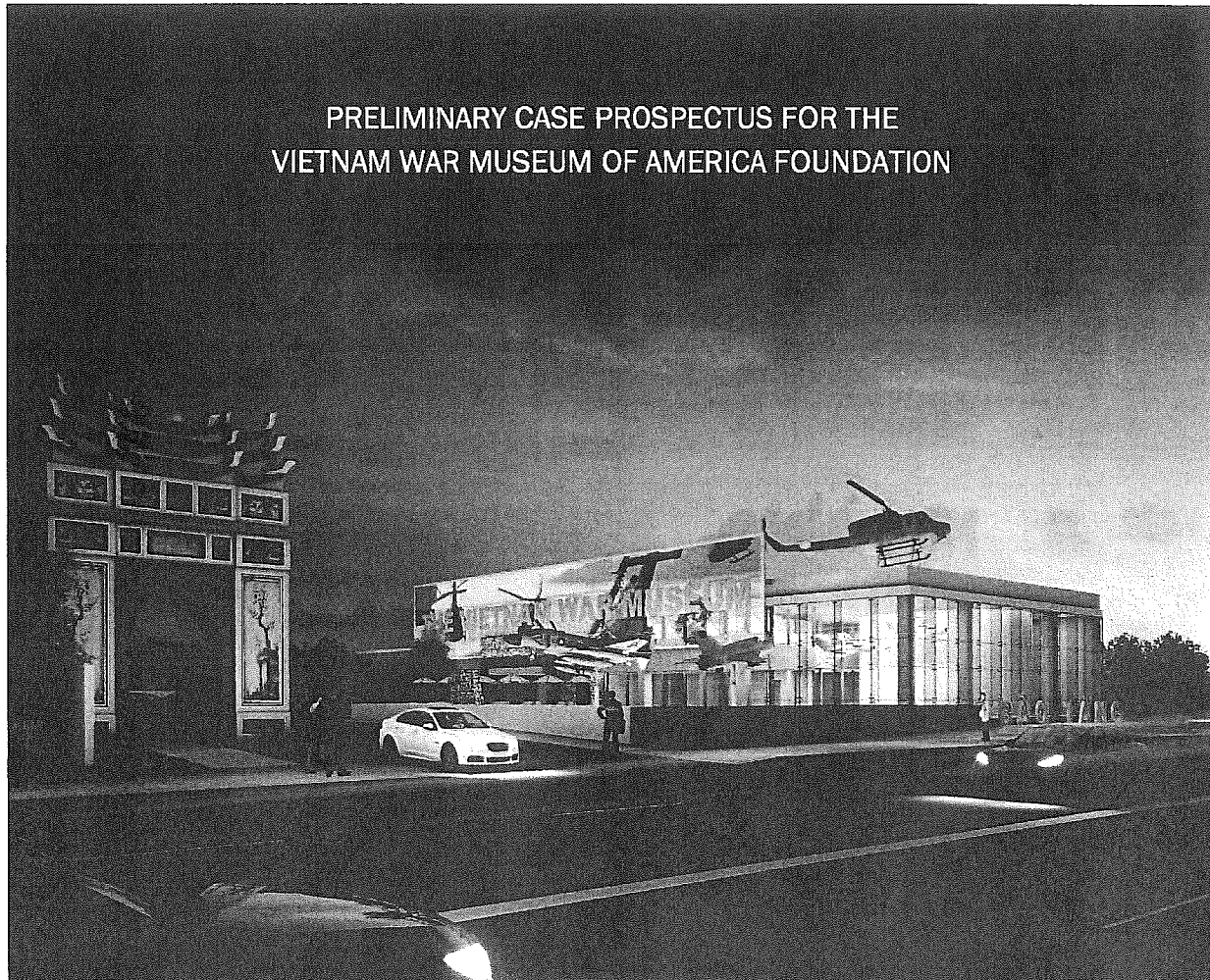
Given the significance of this effort, the Vietnam War Museum of America Foundation is conducting a strategic planning study and has retained the services of CCS, a highly respected international fundraising consulting firm, to help us refine our priorities and design a successful plan. Through this process we seek important feedback and advice from friends and community leaders like you. We would greatly appreciate your perspective on our plans through a 45-minute, private conversation with a representative from CCS.

Enclosed you will find additional background information about the Vietnam War Museum's plans. A member of the Foundation will be in touch with you shortly to schedule an interview appointment at your convenience. Thank you in advance for your cooperation and your candid and thoughtful advice.

Sincerely,

Mayor Bruce Broadwater
President, Vietnam War Museum of America Foundation

Preliminary Case Prospectus



PRELIMINARY CASE PROSPECTUS FOR THE
VIETNAM WAR MUSEUM OF AMERICA FOUNDATION

9,087,000 U.S. Servicemen & Servicewomen

58,220 American Deaths **2,000,000** Estimated Vietnamese Deaths

50,000 Vietnam Veterans in Orange County **150,000** US Military Veterans in Orange County

183,776 Vietnamese-Americans in Orange County

*Based on National Archives Reports in March 2014
**Approximate numbers

Preliminary Case Prospectus

The Vietnam War Museum of America: Fostering an Understanding of a Misunderstood War in a Misunderstood Time

"No event in American history is more misunderstood than the Vietnam War. It was misrepresented then, and it is misremembered now." – Richard Nixon

For many Americans, Vietnamese, and others, the war in Vietnam was the defining event in their lives. The war was an extremely confusing conflict, one in which nothing much was clear. In the U.S., political and military leaders, G.I.s, anti-war protesters, and pro-war patriots all struggled to wrap their heads around all that was at stake. Vietnamese refugees, forced to leave their homeland, immigrated to America to escape totalitarian government and to make new lives for themselves, not without significant challenges of naturalization. For nearly 40 years, the conflict, those who served in the war, those who immigrated to America, and the repercussions, have been misunderstood and misrepresented.

With so many misconceptions and misinformation of the Vietnam War, the Vietnam War Museum of America strives to detail a historic representation of the Vietnam War and give visitors an opportunity to gain a better understanding of the Vietnam War era. The Museum will provide an opportunity to educate and reflect knowledgeably on the many other aspects of the era while recognizing the brave men and women who served. Visitors will emerge with a greater understanding of the causes, events, and consequences of the Vietnam War.

The Vietnam War Museum of America Foundation: Mission and Vision

The Vietnam War Museum of America's mission is to *tell the real, complex, heart-breaking and ultimately courageous stories of a misunderstood war in a misunderstood time*. Inspired by the impressive National World War II Museum, a group of visionary leaders headed by Mayor Bruce A. Broadwater began dedicating efforts to honor those who lost their lives in the Vietnam War through an educational Vietnam War Museum in Garden Grove, California. As a Purple Heart City and home to the largest Vietnamese community outside of Vietnam, Garden Grove is the ideal home for this West Coast venue.

With the support of the Garden Grove City Council and the backing of the community, the Vietnam War Museum of America Foundation (501(c)(3)) was created to develop and sustain a museum that will promote an understanding of the Vietnam War and recognize the millions of U.S. and South Vietnamese veterans and civilians who lived through the conflict. We intend for future generations to remember the service and sacrifice that was made to obtain freedom from communism. The Foundation was created with the goal to promote the understanding and education of the history, role, and contributions of the Vietnamese people throughout the war.

The Need: A Place to Tell Our Stories

"Now is the time to leave a legacy for future generations regarding the Vietnam War and the sacrifices made that have led to our diverse community and country." – Mayor Bruce A. Broadwater

The Vietnam Veterans Memorial in Washington D.C. as well as many other memorials, including the Vietnam War Memorial at Sid Goldstein Freedom Park in Westminster, CA, have been established to recognize those who sacrificed their lives during the Vietnam War. These memorials have done much to help the healing process, but they do not provide an opportunity to educate and tell the stories from the Vietnam War. It is crucial to have a

Feasibility and Planning Study

Vietnam War Museum of America Foundation

place that not only memorializes those who gave their lives, but also offers an educational environment where people from all over the world can come to remember, experience and understand.

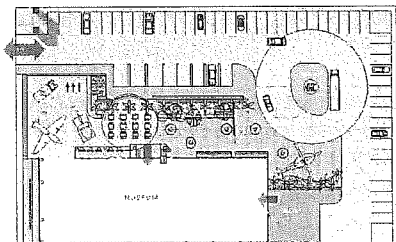
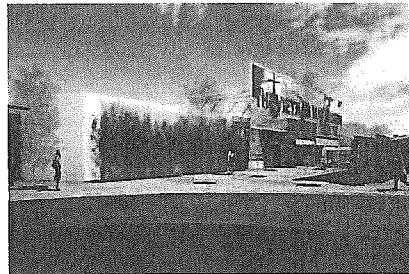
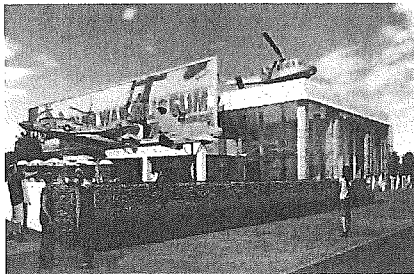
Orange County's connection to the Vietnam War is strong. Garden Grove is home to thousands of refugees processed at Camp Pendleton and immigrants that came to the U.S. after the war to escape the communist regime and make a new life for their selves and their families. It has since become the oldest, largest and most prominent Little Saigon in the United States, making it the ideal site for the Vietnam War Museum of America.

In 2010, Pro Forma Advisors evaluated and provided conceptual planning services in support of the Vietnam War Museum. Research and analysis was conducted of the available markets, competition, and attendance and economic characteristics of comparable museum facilities. The consensus is that there is a unique opportunity to create a major museum with local, national and perhaps even international appeal in Garden Grove.

The Vision and Plans for the Museum

"A museum would include not just the U.S. perspective. An unbiased museum should also include the perspectives of the allies and the South Vietnamese. It must include the aftermath and the reasons why the Vietnamese are in the U.S." – Quang X. Pham, Retired Marine Corps and author of Sense of Duty

In January 2013, the Foundation's Board of Advisors finalized future concepts for the Museum. The Vietnam War Museum of America will tell the unbiased story of the servicemen and servicewomen who served there; the civilian contractors who supported their efforts; the Vietnamese people, their culture and history; and those on the home front, both those who supported and those who protested the war.



Museum Facts

- 17,000 square feet
- Harbor Blvd, in proximity to the Disneyland® Resort
- Doors could open by 2018

While still in the conceptual phases, the future Vietnam War Museum will offer several important themed exhibits, areas dedicated to cultural and historical aspects of Vietnam and the

Vietnam War, an exterior reflective garden, visitors' area and a food and beverage area.

March - April 2014

Feasibility Study, Recommendations, and Plan

Prospective Museum Exhibits

Prejudice to War	The Vietnam War (1954 to 1975)	War Exhibits	The War's End	Refugees & Immigrants
<ul style="list-style-type: none">• Multi-screen show as main presentation• Discover the "perfect storm" of events that led the U.S. to become involved in the Vietnam War.• Basic misunderstandings that would persist through the war are born here.	<ul style="list-style-type: none">• "Heart and soul" of the museum.• Journey through immersive environments, show spaces and exhibit galleries to experience the war.• Chronological journey with opportunities for memorable experiences.	<ul style="list-style-type: none">• Evolution of War (exhibit): Discover the new kind of war.• Technology of War (exhibit): New challenges to traditional military-tactics• The Home Front (exhibit): Life and events in US during the war• Doctors, Nurses & Medics (exhibit): Dedicated to the heroes who cared for the wounded and dying	<ul style="list-style-type: none">• Chronicles the end of the War, and the catastrophic consequences of the war for South Vietnamese who were unable to escape.	<ul style="list-style-type: none">• Exhibits, including panels, and artifact cases would tell the story of the refugees and immigrants that came to the US after the war.• The Boat People who first stayed in refugee camps and then came to the US and the Little Saigon community in Orange County would be highlighted.

The museum would truly be an important place not only for anyone who lived through and served in the Vietnam War, but for younger generations and generations to come. This turbulent period influenced events in much of the world that still affect those who lived through the era, subsequent generations and governments around the globe. This project has potential to become one of the most widely recognized facilities interpreting the Vietnam War era. We must do everything we can to pay tribute to those who lost their lives, and served and endured such an important time of our nation's history.

Planning for the Future

The Foundation has made plans to renovate an existing site, which will significantly reduce capital costs in contrast to constructing a building from the ground up. Designed by LPA architects, the costs to renovate the proposed site into a museum are estimated to be \$17 million. The primary museum exhibits will cost an additional \$3 million. The Vietnam War Museum of America Foundation has also conducted research on estimated operational costs for its first three years, which will total approximately \$8 million. The total estimated cost to build, open and operate the museum is \$28 million.

We believe this investment is appropriate and necessary for its educational value to people young and old, for the economic benefits that could result from tourism and our local community members, for the understanding of the war it will create, and for the opportunity to honor the legacy of those that gave their lives to protect the freedoms and ideals that this country embodies.

The Vietnam War Museum of America Foundation recognizes that proper planning is a key to its ultimate success. This includes an understanding of the philanthropic capacity that exists to support the museum. To this end, the Foundation and its Board of Directors are exploring the potential of a special \$28 million fundraising campaign to create the very first and most comprehensive Vietnam War Museum in the United States.

Vietnam War Museum of America Foundation

www.vnwma.com

Elaine Ma'ae - 714.741.5291 or elainem@ci.garden-grove.ca.us

Feasibility Study, Recommendations, and Plan

1. What is your primary relationship with the Vietnam War Museum of America?

- | | |
|------------------------------------|--|
| <input type="radio"/> Staff | <input type="radio"/> Corporate/Foundation Rep |
| <input type="radio"/> Board Member | <input type="radio"/> Public Official |
| <input type="radio"/> Donor | <input type="radio"/> Special Friend |
| <input type="radio"/> Volunteer | <input type="radio"/> Other |

2. How long have you been affiliated with Vietnam War Museum?

- Less than 1 year 1 – 2 years 3+ years

3. What is your overall perception of the Vietnam War Museum of America Foundation?

- Very positive Positive Mixed Negative Unsure
-
-
-

4. How would you evaluate the following?

	Excellent	Good	Fair	Poor	Unsure
Board Leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic Planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Community Engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fundraising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Donor Relations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing / Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. What are the Vietnam War Museum's greatest strengths?

1	
2	
3	

6. What are some of the Vietnam War Museum's challenges?

1	
2	
3	

7. Who are the individuals you most admire/respect in the organization?

8. Have you been satisfied with your involvement as a donor or volunteer?

Yes No N/A

9. Have you had an opportunity to read the Museum's preliminary case prospectus?

Yes No

Feasibility Study, Recommendations, and Plan

10. What is your overall reaction to the Foundation's proposed Museum?

Very positive Positive Mixed Negative Unsure

11. How supportive are you personally of the following proposed individual campaign initiatives?

	Very Supportive	Supportive	Mixed	Not Supportive	Unsure
Construction of the Museum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exhibit Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
First 3 Years Operating Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Are there any ideas not included in the museum plans that you believe should be added?

13. a. Do you believe the Museum has the capacity and likely interest at this time to support a campaign to fully fund the \$28 million in needs being discussed?

Yes No Unsure

b. If not, what amount is a more realistic? \$ _____

14. What circumstances might affect the success of this campaign (positively or negatively)?

1.	_____
2.	_____
3.	_____

15. Do you believe now is the right time for the Foundation to move forward with the campaign?

Yes No Unsure

16. Knowing how important it is to have the right volunteer leadership team in place for a successful campaign, who would you recommend serve in a leadership capacity in the campaign?

Feasibility Study, Recommendations, and Plan

17. (While reviewing the preliminary campaign gifts table) Who are the individuals, corporations, or organizations that come to mind as prospects at these levels?

\$1,000,000 +	1.
	2.
	3.
\$500,000 +	1.
	2.
	3.
\$100,000 +	1.
	2.
	3.
\$50,000 +	1.
	2.
	3.
\$25,000 +	1.
	2.
	3.

18. Where does the Museum rank as a philanthropic priority for you?

Highest High Medium Low N/A

19. With regard to your own potential involvement in a campaign for the Vietnam War Museum, would you be willing to assist the campaign in the following ways:

	Yes	No	Maybe
Give?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serve in a leadership role?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solicit a few gifts?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Open doors to other prospects?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Host a reception?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Serve on a campaign committee?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Without making a commitment at this time, is there a giving category listed on the chart that you might consider if making a pledge over a five-year period?

21. When considering a philanthropic gift, what is most important to you?

- Project / Case
- Impact of Gift
- Person who is asking
- Recognition

22. Considering your overall philanthropy this year, compared to last year – are you likely to give?

- More Same Less Unsure

23. How do your feelings about the economy compare with your feelings a year ago?

- More Positive Same More Negative Unsure

24. Of the following six philanthropic motivations, would you please indicate which corresponds with your personal reason to give, considering your overall philanthropy? (Check all that apply)

- You were asked to contribute
- There is a perceived/real benefit of the impact of the gift
- Your religious or moral obligation encourages giving
- You feel something is owed to the community
- Your belief in that those who have the ability should give to those who are less fortunate
- You will receive an income tax deduction

25. What didn't we cover that you feel would be important to know or consider as the Vietnam War Museum continues this planning process?

INTERVIEWER'S COMMENTS:

Table of Gifts

**VIETNAM WAR MUSEUM OF AMERICA FOUNDATION
SAMPLE GIFT TABLE - \$28 MILLION CAMPAIGN**

Gift Level	# Prospects Needed	# Gifts Needed	Providing	Cumulative Total
\$5,000,000	3	1	\$5,000,000	\$5,000,000
\$2,500,000	6	2	\$5,000,000	\$10,000,000
\$1,000,000	12	4	\$4,000,000	\$14,000,000
\$500,000	24	8	\$4,000,000	\$18,000,000
\$250,000	48	16	\$4,000,000	\$22,000,000
\$100,000	60	20	\$2,000,000	\$24,000,000
\$50,000	90	30	\$1,500,000	\$25,500,000
\$25,000	120	40	\$1,000,000	\$26,500,000
Below \$25,000	Many	Many	\$1,500,000	\$28,000,000
	363+	121+	\$28,000,000	\$28,000,000