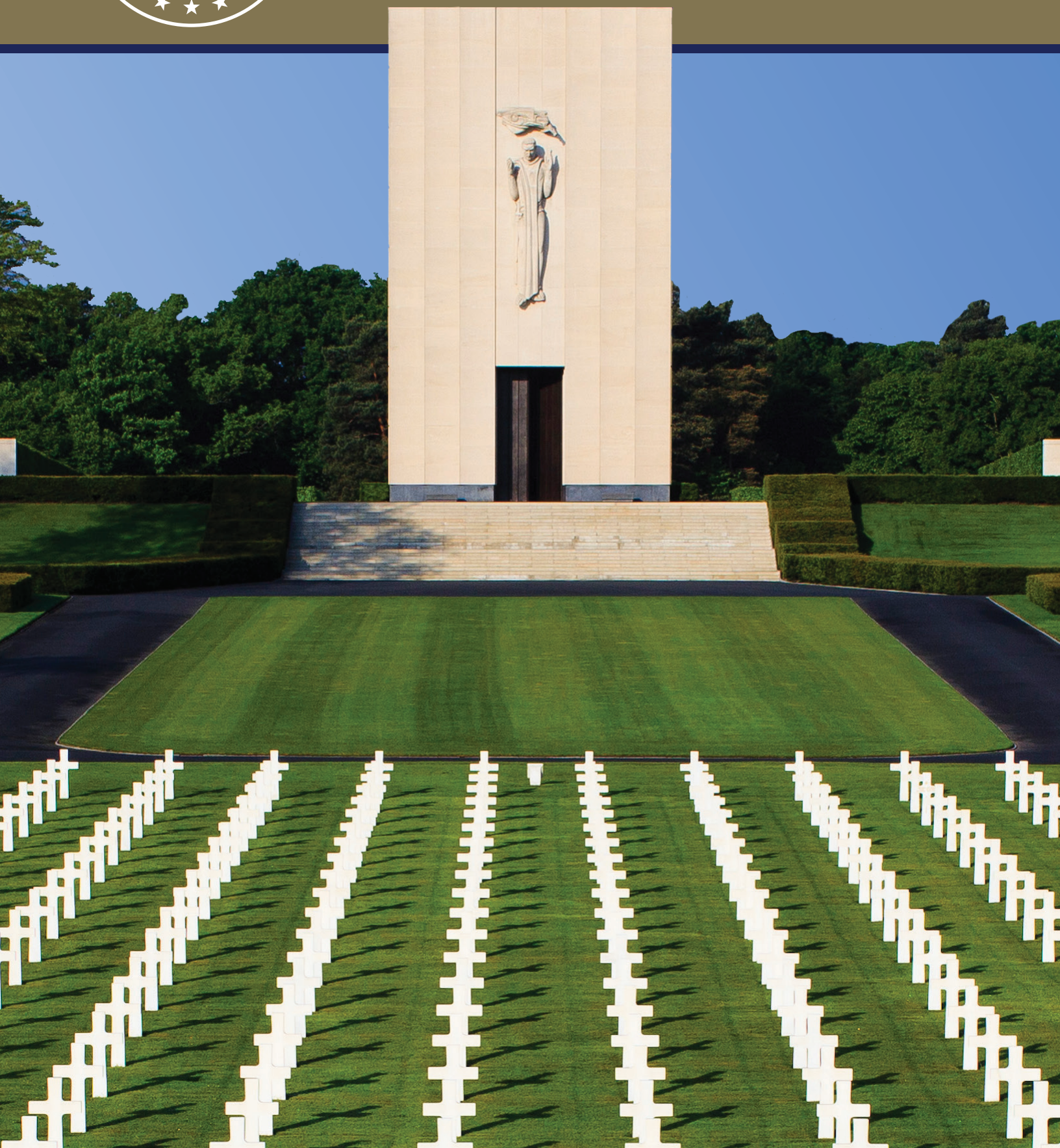




STRATEGIC PLAN

2026 - 2030





Introduction

The American Battle Monuments Commission's (ABMC) Fiscal Year 2026-2030 Strategic Plan is focused on how best to accomplish ABMC's sacred mission and ensure advancement of and alignment with ABMC's strategic objectives. This framework is intended as a tool for ABMC's Board of Commissioners and its Secretary to steer agency priorities and allocate resources in an agile, results-driven manner.

Organization

ABMC administers, operates, and maintains 26 permanent American military cemeteries, 31 federal memorials, monuments, and markers, and eight nonfederal memorials. Three memorials are in the United States. The remaining memorials and all ABMC cemeteries are in 17 foreign countries. The Commission's World War I, World War II, and Mexico City cemeteries are closed to future burials except for the remains of U.S. war dead discovered in World War I and II battle areas. In addition to grave sites, the World War I and II cemeteries, together with three of the memorials on U.S. soil, commemorate by name on Tablets of the Missing those U.S. service members who were missing in action or lost or buried at sea during World War I and II and the Korean and Vietnam Wars.

ABMC's operations, facilities and maintenance projects, education and outreach efforts, public affairs, and supporting functions, such as information technology programs, budget, finance, human resources, and contracting, are managed by a multidisciplinary team working together in a cohesive manner.

Mission

ABMC, the preeminent guardian of America's commemorative military cemeteries and memorials worldwide, honors the achievements of the U.S. armed forces by preserving their legacy of service and by seeking new and innovative ways of educating the public on the nature of sacrifice.

Vision

ABMC is the premier agency for commemorating and venerating American military service, sacrifice, and achievements, fulfilling the promise of General of the Armies John J. Pershing that "Time will not dim the glory of their deeds."

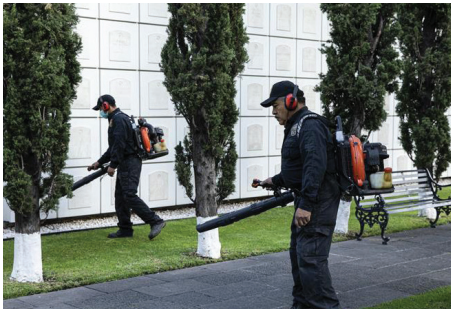
Values

- **Honor:** We memorialize and commemorate the service of America's armed forces.
- **Respect:** We extol the unique value and individual sacrifice of each service member.
- **Excellence:** We dedicate ourselves to being the preeminent standard of excellence for maintaining America's military cemeteries and memorials.
- **Stewardship:** We are responsible guardians of the sacred mission entrusted to our care.
- **Commitment:** We are dedicated to professional service to our nation, our allies and partners, our communities, and our workforce.



Strategic Goals

1. ABMC will remain the nation's preeminent standard of excellence for the care and maintenance of America's overseas military cemeteries, monuments, and memorials with a continual focus of honoring the service and sacrifice of America's armed forces.
2. ABMC will identify innovative methods for educational outreach to expand recognition of the service and sacrifice of America's armed forces.
3. ABMC will foster connections and opportunities through partner agencies and non-governmental organizations that enhance a broader appreciation for the service and sacrifice of America's armed forces with national and international audiences.
4. ABMC will align its business operations, including governance, people, systems, processes, and technology to support the cross-cutting delivery of its mission.



Strategic Objectives

1. ABMC will remain the nation's preeminent standard of excellence for the care and maintenance of America's overseas military cemeteries, monuments, and memorials with a continual focus of honoring the service and sacrifice of America's armed forces.

1.1 ABMC commemorative cemeteries and federal memorials are maintained and preserved to an exceptional standard commensurate with the sacrifices they honor.

ABMC validates the respect given to those who have served in its armed forces through exemplary design, maintenance, upkeep, and preservation of cemeteries, monuments, and markers. ABMC's commemorative mission is accomplished by ensuring that military cemeteries and memorials are places that people feel a strong desire to visit. These historic sites attract visitors in large part due to their aesthetic quality and the meticulous attention to detail that goes into the maintenance of the structures and horticultural features.

1.2 ABMC will manifest its core mission by seeking opportunities to restore, preserve, and/or establish commemorative monuments and memorials in the U.S. and overseas.

In addition to restoring and preserving its commemorative monuments and memorials, ABMC will continue to identify opportunities to plan and construct memorials for several post-Korean War significant events within the limits of its resources. ABMC will be vigilant in assessing the values and desires of the American people to memorialize the service of its armed forces while facing the challenges inherent in erecting memorials in foreign countries where Americans have served.





2. ABMC will identify innovative methods for educational outreach to expand recognition of the service and sacrifice of America's armed forces.

2.1 ABMC will explore innovative education, interpretive, and visitor access methods as a means of ensuring the continued relevance of ABMC's commemorative efforts.

To fulfill our commemorative mission, we will continue to develop quality interpretive and educational products that highlight the significance of service and personal sacrifice and facilitate development of personal relevance and broader understanding. We will continue to develop and expand educational programs that underpin our interpretive efforts and help educators with lesson planning for learners of all ages, including non-traditional learners. ABMC will conduct qualitative visitor use studies to help identify key audiences and produce tailored materials and strategies to reach those audiences, and explore new technology that can bridge the gap to provide more robust offerings.

2.2 ABMC will work with inter-agency and public partners to expand awareness and outreach of service-related honor and sacrifice of America's armed forces.

Fostering in-person and digital collaborations are central to growing awareness of ABMC's mission. ABMC will actively pursue new and existing opportunities for engaging new audiences through partner opportunities and promotion of services and outreach activities.

2.3 ABMC will maintain state of the art visitor centers that inform, preserve, and honor the sacrifices and service of the American armed forces in an array of multi-sensory formats.

ABMC's ten visitor centers around the world provide guests context and provide moments to reflect more deeply on the historic relevance of its sites and the nature of the sacrifices made by those we honor. With continued updates and refurbishments, these facilities remain an important tool in our interpretive engagement mission.



3. ABMC will foster connections and opportunities through partner agencies and non-governmental organizations that enhance a broader appreciation for the service and sacrifice of America's armed forces with national and international audiences.

3.1 Through partnerships with organizations and non-governmental organizations, such as the American Battle Monuments Foundation, ABMC will develop history-based, innovative outreach programs that combine advanced information sharing techniques with novel approaches to educational programs.



To build and sustain deep connections with an ever-changing audience, ABMC engages in deliberate and targeted outreach to its visitors and partners. By increasing public engagement, educational, and interpretive opportunities both in-person and in digital formats alongside partner groups, ABMC broadens its reach across geographic and generational barriers.

3.2 ABMC will take deliberate action to reach Americans at home and those traveling or living abroad to inform them of the service and sacrifice of America's armed forces by expanding outreach efforts with patriotic organizations, travel-related services, the media, and academic and educational entities.

ABMC will pursue opportunities to engage with the American public at home and abroad, encouraging exploration of familial ties to our fallen. These connections have often served as a catalyst for visitation to our sites and foster a deeper understanding of the service and sacrifice represented at our cemeteries and memorials. Additionally, ABMC will pursue partnerships that bolster awareness and tourism, particularly for the large population of Americans traveling or living overseas.



"Interpretation helps audiences feel and think differently. It does not provide answers, it poses questions. It does not teach, it offers opportunities. Interpretation does not educate, it provokes increasingly sophisticated appreciation, understanding and a more generous perspective toward the multiple meanings of a given place. Interpretation does not tell people how it is, it reveals personal significance."

David Larsen, Meaningful Interpretation

4. ABMC will align its business operations, including governance, people, systems, processes, and technology, to support the cross-cutting delivery of its mission.

4.1 ABMC will actively seek out and embrace innovative approaches that help ABMC overcome the challenges associated with geographic separation and foster genuine professional collaboration, embracing "One ABMC, One Mission."

ABMC employees are part of a dedicated team with a strong devotion to our sacred mission. Both at home and overseas, ABMC is a highly selective employer of choice. We will continue to nurture ABMC's operational ethos by creating opportunities for cross-functional collaboration, advancement, and multicultural contributions to our mission.



“Time will not dim the glory of their deeds.”

GENERAL OF THE ARMIES JOHN J. PERSHING



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