



**Veterans & First Responders Memorial
At Fairfield Glade, TN**

2020 Annual Report & 2021 Status Report

Prepared By

**Philip C. Smith
Board Vice President
March 25, 2021**

The Veterans and First Responders Memorial at Fairfield Glade, TN.

2020 Annual Report

Overview

Background: The year 2020 marked the 2nd full operational year for the Veterans and First Responders Memorial at Fairfield Glade, TN. Established in late 2018 as a tax-exempt IRS approved non-profit corporation, the Veterans and First Responders Memorial (VFRM) board of directors and standing committee members have been highly active in laying the groundwork for the construction of this memorial in Fairfield Glade. This report will highlight the major 2020 activities and accomplishments of the VFRM and identify tasks laying ahead over the 2021-2022 period.

Operations: While 2020 presented several challenges due to the onslaught of the COVID19 pandemic, the VFRM board and committee members continued to focus on accomplishing the tasks needed to realize the goal of developing an appropriate and respectful memorial that will honor the men and women who have served or are serving in the military or as first responders. The tragedies and challenges of 2020 have demonstrated once again the important role these individuals have played in providing for our safety and wellness. Our focus continues to be on developing a memorial that will recognize and honor them for their service to our nation and to our communities. We have made significant progress in each of the following areas:

Administrative: We have continued to develop procedures and policies that will guide the development of the VFRM for several years into the future. These refinements included amending the bylaws to allow for staggered board member terms and a rotation of officers. We also developed numerous financial management policies that will help assure the integrity of our financial management, fundraising efforts, accountability standards, and transparency policies. Finally, we have incorporated Office 365 software into our internal administrative practices so it will be easier for our volunteer board and committee members to share information and access work products.

Site Location and Planning: In 2019 the Fairfield Glade Community Club (FGCC) board of directors designated land within what is currently known as Robin Hood Park as the site for the VFRM. Based upon that designation, the VFRM retained the services of Michael Versen and Associates, an experienced landscape architect who has done work for the FGCC in the past to help develop a conceptual plan for the VFRM. The design committee worked with the VFRM board with the adoption of a final plan. With this completed, the FGCC is now able to start work on the actual designation of the land to be set aside for the VFRM. This information will soon be included in the lease agreement between the FGCC and VFRM, which is expected to be final this operational year of 2021.

Fund Raising: The VFRM board established what has been referred to as a Super Committee to coordinate the development and implementation of a fundraising strategy to raise the funds

needed to build and maintain the VFRM. This committee is composed of VFRM board and committee members who are working together to develop marketing materials for fundraising and educate volunteers who will assist in our efforts to engage the public in providing information about the VFRM and sharing opportunities to help finance its development.

Budget and Expenses: A more detailed financial statement is included later in this report, but it is important to note that the operational costs for the VFRM for the first two years have been financed with personal funds primarily donated by VFRM board members. It is hoped that all the funds raised from the public will be used exclusively for the development, construction, and maintenance of the VFRM. Current and future fundraising expenses, marketing materials, professional fees and administrative costs will be either donated or paid for by VFRM board member contributions. The VFRM currently and does not project to have any employees.

Until the design work for the VFRM is completed and all the features have been identified, it will not be possible to develop a detailed budget. However, based upon the planning to date and the information provided by Michael Versen and Associates, the Board is estimating the costs for the Flag Plaza (Phase I) to be between \$350,000 and \$400,000. Some of these costs will come in the form of in-kind contributions from potential vendors.

Website Development: The primary means of communicating with the public and with supporters will be through the VFRM's website at: www.VeteransMemorialFG.com. The website is being voluntarily managed by Oliver Dossmann, a founding board member and the owner of an information technology services and website management company. The website eventually will be able process all orders for the engraved bricks included in the design, collect, and manage donations from supporters, provide regular updates on activities and progress to the public and be a source of corporate financial and administrative information for anyone who is interested. This website is critical to our overall communications strategy as well as being an important management and transparency tool.

Memorial Design

Plan Overview: The VFRM board of directors has contracted with Michel Versen, a Knoxville based landscape architect who has done extensive work with the FGCC. He was asked to provide a conceptual plan and an artist rendering of the VFRM. He did so by working with the VFRM's design and construction committee and members of the VFRM board of directors. The VFRM board chose this firm because of his experience in designing other memorials; honoring veterans, having successful commercial experience, professional qualifications, and his knowledge of Fairfield Glade and the surrounding area.

The plan as approved by the VFRM board is divided into three primary elements. The Flag Plaza, the Memorial Garden, and lastly, the Patriots Pavilion. Of these three components, the Flag Plaza design is closest to being finalized and will be the first part of the VFRM to be completed. The plans for the Memorial Garden and the Patriots Pavilion as of this date are not

currently definitive and will be subject to future actions by the VFRM board and the FGCC board of directors.

Flag Plaza: The design for this segment is illustrated in Attachment 1. It features three circular patios connected by walkways. Each circle will hold flag displays. The first will be the three flags of the United States of America, the State of Tennessee, and Fairfield Glade. The United States flag will be higher than any of the others. Below it on the same flagpole will be the POW/MIA flag. The center circle has been designated to host seven military flags representing the United States Army, the United States Marine Corps, the United States Navy, the United States Air Force, the United States Coast Guard, the National Guard, and the United States Space Force. And the third connecting circle will hold flags representing law enforcement, firefighters, and emergency medical personnel.

A key part of the Flag Plaza will be the hard surface circular patios and walkways. These will be used to house the engraved bricks that will show the names, service branches and years of service for the military veterans and first responders being honored. Once the VFRM board selects a vendor for these engraved bricks, they will be ordered through the VFRM website. A donation will be required for each engraved brick, but in some cases that donation will be waived. Orders will not be taken for the engraved bricks until construction starts on the Flag Plaza.

As indicated earlier the website will be an important part of the VFRM. The goal is to have an interactive feature on it that will allow for the names of individuals whose service is being honored to be recognized on the website. By selecting that name, the website visitor will be taken to the location of the engraved brick in the display and will also be directed to a “Legacy Wall”. This will link the user to a brief biographical document that will inform the visitor about the veteran or first responder. This will be a document that each person will have the option of submitting following specific guidelines and will be prepared by the person purchasing the engraved brick. Details still need to be worked out on these features, but this is in the design plan.

Memorial Garden: The second phase of the VFRM will be an area adjacent to the Flag Plaza that will display special features that recognize major events and groups. It will have walkways, landscaping, and benches. The VFRM board and the design committee will finalize this design once the Flag Plaza construction begins. A separate fundraising drive will also be launched to raise resources for the Memorial Garden.

Patriots Pavilion: The third phase of the VFRM involves the construction of a pavilion that can be used to host community events and special programs throughout the year. Many of the details need to be worked out for this part of the proposed plan but if it is finally adopted it will involve a collaborative effort between the VFRM and the FGCC.

Site Designation: While there is a general working agreement on the location of the VFRM, the final designation of the land to be set aside needs to be finalized with the FGCC. There are no

unresolved items preventing the agreement from being executed. It is only a matter of the identification of the exact location of the land to be designated. This is an architectural matter which will be decided in the Spring of 2021.

Fundraising Plans and Policies

Responsibility: Rather than establish a separate fundraising committee, the VFRM board has formed a super committee which will plan and oversee all the fundraising activities. This committee has representation from the VFRM board and the standing committees. While this group of volunteers will take the lead in raising financial support, it is expected that each VFRM board and committee member will help in this effort.

Groups Targeted: The plan is based upon different categories of giving. Within each category there will be different levels of donor recognition. These include:

- Business and corporate supporters,
- Professional groups and associations,
- Civic and fraternal organizations,
- Foundations and,
- Individual Contributors.

Donor Recognition: All donors will receive some form of recognition, depending upon the category and level of giving. Specific details about the plans for recognizing donors have not yet been fully developed by the VFRM board. However, the following characteristics will apply:

- All donors will be recognized on the VFRM's website unless they choose to remain anonymous.
- There will be different categories of donor recognition based upon the level of giving.
- Permanent on-site donor recognition will be included as a part of the VFRM at Robin Hood Park. This will involve the placement of raised bronze plaques with donor names (personal or business) by category of giving. Recognized categorical giving will require a higher level of giving.

Payments: The finance committee has implemented a payment system which will provide for

- Donations that can be given over a period of time. For example, a business pledging \$10,000 could pay this over a two-year period.
- Accepting online donation able to accommodate installment payments credit towards the fulfillment of pledges.
- Accepting checks and cash payments.

Financial Management

The finance committee, in addition to implementing the previously noted payment system, has established several policies and procedures that will help assure the financial integrity of the corporation and provide for accountability to the VFRM board of directors and members of the public who put their trust in those responsible for managing the finances. To date, this committee, which is composed of experienced financial managers and executives has;

- Adopted a financial software system (APLOS) which is specifically designed to serve nonprofit organizations. For example, this system will:
 - automatically generate receipts for donations,
 - credit donations to the proper accounts and deposit in the VFRM bank account,
 - enable all authorized VFRM board members to examine accounts when needed.
- Established procedures that will assure the active financial oversight by the VFRM board of directors giving the VFRM board final approval authority on all major expenditures, the issuance of all complete bids for work to be performed, and for approving sole source contractual work and purchases.
- Established procedures to file all state and federal tax and financial reports as required by the State of Tennessee and the Internal Revenue Service.
- Participated in all meetings associated with the work of the super committee.

Marketing and Outreach

The marketing and outreach committee has also been active in preparation for the launch of the fundraising program and in the development of a communications strategy. The work of this committee has included:

- Working towards developing an overall marketing program targeted at identifying potential financial supporters.
- Developing a communications program that will keep Cumberland County and Fairfield Glade residents informed of our activities and our progress,
- Acquiring appropriate marketing and promotional materials to be used in fundraising. This includes rack cards that will be displayed in local businesses and nonprofit/civic organizations, press releases, challenge coins given to certain donors, and signage to be used for different events and purposes.
- Working with the super committee to develop training and orientation materials for volunteers.
- Identifying potential donors and helping plan to contact possible supporters.
- Researching the vendors capable of supplying the engraved bricks for the VFRM and making recommendations on the selection of an appropriate vendor. This includes developing standards for the engraved bricks and the management of their installation when that time is determined. This will also include the ongoing management of the engraved brick program.

2021 Priorities and Schedule

As we start our third year as a nonprofit organization, we are ready to enter the most important phases of our operation which will involve reaching out to the Fairfield glade and Cumberland County communities to inform the public about the plans for the VFRM, solicit their comments and ideas, and raise the needed financial support. As we go into 2021 and prepare for 2022, the predominant priorities for this two-year period will be to:

<u>Priority/Activity</u>	<u>Dates</u>
Launch Fundraising Program	April 2021
Finalize Plan for Land Needed at Robin Hood Park	May 2021
Enter Lease Agreement with FGCC	June 2021
Finalize Design Elements/Special Features-Flag Plaza (Phase I)	June 2021
Finalize Architectural Plans for Flag Plaza	July 2023
Reach 50 Percent (\$200,000) of Fundraising Goal	August 2021
Issue Request for Proposals (Construction)	August/September 2021
Evaluate Proposals, Negotiate, Award Construction Contracts	October/November 2021
Groundbreaking/Dedication	Veterans Day 2021

Summary

The VFRM board of directors, committee leaders and committee members have all worked diligently to get to the point where the VFRM is close to becoming a reality. FGCC has been a committed partner in this process making it possible to reach this point in our development. If we can continue this spirit of cooperation and collaboration, engage community leaders in our efforts, and stay focused on our goals, 2021 will be a phenomenally successful year, and 2022 should show evidence of all this hard work by our team of volunteers. Our ultimate success however will depend on our ability to raise the needed financial resources to accomplish our dream. We are very encouraged by the responses we have received to date and look forward to this year of community engagement. Our veterans and first responders have earned our respect and we will have this opportunity to permanently express our appreciation for their sacrifices and commitment to our safety and wellness.

Attachment I
2020 Financial Report

Treasurer: At the January 2021 VFRM meeting, the board appointed Dana Kendall as the Treasurer for the one-year term beginning January 1, 2021. This appointment was made in compliance with the amended bylaws the VFRM board adopted in December 2020 establishing a two-year rotation for all board officers. Our founding Treasurer, Denise Dickinson, finished her two-year term in December during which time she overseen the establishment of many of the VFRM financial policies and practices that will govern us well into the future.

Overview: The FY 2021 VFRM board treasurer reports that:

- For the year beginning January 1, 2020 the VFRM had a starting balance of \$11,088.27 and an ending balance on December 31, 2020 of \$13,202.30.
- For the Fiscal Year, the VFRM incurred a total of \$2,627.00 in operational and architectural design expenses.
- During the same period, \$4,741.03 in total contributions were accepted into the organization for a net increase of \$2,114.03 for the Fiscal Year.
- Expectations for Fiscal Year 2021 are for dramatic increases in donations as the VFRM will formally launch its fundraising campaign in April. These funds will then be used to finance the construction of the Flag Plaza (Phase I).

2020 Activities and Accomplishments: During this operating year due to the restricted confines of the pandemic, a limited number of tasks were accomplished for the year. However, several significant tasks were accomplished, including:

- Obtained VFRM board approval for four (4) operating financial policies consisting of Cash Receipts Policy (F-300); Purchasing Policy (F-301); Reimbursement of Expense Policy (F-302); and Fixed Asset Policy (F-303).
- Committee approved the purchase of financial management software (APLOS) to be used for all financial transactions and reporting.
- Developed, submitted, and received a \$250.00 grant from VEC electrical to support the operational program.
- Developed, and VFRM board approved the financial committee charter and VFRM treasurer job description.
- Developed standard donor letter, pledge card, and talking points paper for fund raising super committee to use in their fund-raising efforts.
- Prepared and submitted all appropriate reports to the Internal Revenue Service and the State of Tennessee in compliance with state and federal laws and regulations governing tax exempt nonprofit corporations.

Priorities: For the 2021 Fiscal Year the Financial Management Committee will be:

- Participating as a real time user for implementing the donor and pledge management system within the financial management software (APLOS) to ensure tracking and accountability of all donations and pledges to the organization.
- Continuing to pursue the development of financial policies and procedures that will be applicable for the solicitation of charitable donations and expenditure of funds.
- Providing oversight for development and submission of grant applications as part of the organizations fundraising program.
- Working with the super committee to ensure that fundraising efforts have internal standards in place to providing for the transparent control of financial resources.
- Overseeing the filing of all required reports to the Internal Revenue Service and the State of Tennessee as mandated by Federal and State laws and regulations.

Attachment II

The Veterans and First Responders Memorial of Fairfield Glade, Tennessee Founding Board of Directors

Colonel Anthony A. Moreno, USA (RET), Past President and Board Member

Anthony (Tony) Moreno was commissioned as an Infantry Second Lieutenant upon completion of his BS in Political Science at the University of Hawaii in October 1966. After a series of early assignments in Korea and Hawaii, he went to Viet Nam in December 1969 where he commanded A Company 2nd Battalion 12th Infantry in the 25th Infantry Division and later became the Battalion Operation Officer. Following Viet Nam, he served in series of assignments in the United States and Germany culminating in 1984 with command of the 1st Battalion 30th Infantry in the 3rd Mechanized Infantry Division in Schienfurt, Germany. Following a tour of duty as a Plans Officer on the Army Staff in Washington D.C., during which he was a member of the planning team for the Panama invasion, he assumed command of the 2nd Brigade in the 1st Mechanized Infantry Division in Fort Riley Kansas. In 1990, he deployed his Brigade to Southwest Asia for Desert Storm. Moreno's Brigade breached the Iraqi defense as the Division and VII Corps main effort, attacked 300 kilometers across Iraq into northern Kuwait, capturing Safwan and hosting the cease fire negotiations. After leaving command, he became the senior writer for the Commander in Chief of Combined Forces Command in Korea. Followed his tour in Korea, Moreno became the Deputy Director for Strategy and Policy Directorate in J-5 on the Joint Staff in Washington D.C. During this period, he served as the Senior Map Negotiator at the Bosnian Peace Talks in Dayton, Ohio. Moreno retired from the Army as a Colonel in 1996. In addition to his education at the University of Hawaii, Moreno is a graduate of the University of Michigan Crisis Management Program and completed a Fellowship with the Foreign Service Institute with an MS in International Relations. He is also a graduate of Airborne and Ranger schools, Command and General Staff College and the Army War College. Moreno's military awards include six decorations for valor, three awards of the Legion of Merit, the Defense Distinguished Service Medal, and the Purple Heart.

Chief Michael D. Williams, President:

Since June of 2015, Mike William has served as the Chief of the Fairfield Glade Police Department. Prior to this appointment, he was the Director of Police Services for the Tennessee Highway Patrol Protective Services Division. This was preceded by eight years of service in the United States Marine Corps. Chief Williams holds a Bachelor of Science in Criminal Justice from Liberty University and is a graduate of the prestigious Northwestern School of Police Staff and Command. He also holds many training instructors' certificates as well as receiving a proclamation from the State House of Representatives for his dedication to serving his community. Chief William is a member of several local and statewide professional and civic organizations.

Philip C. Smith, Vice President and Project Manager:

An Iowa native, Phil earned his BA and MA degrees from the University of Northern Iowa located in Cedar Falls, Iowa, and did additional graduate work in public administration at Drake University in Des Moines, Iowa. During a thirty-plus-year career with the State of Iowa he held several senior executive level positions culminating with his thirteen-year tenure as the Director of the Iowa Office of State Federal Relations in Washington, D.C. Since 1999, through his consulting business, he has served as a state government affairs and public policy advisor to a wide variety of health care and technology related companies as well as educational institutions and national nonprofit organizations. He has lived in Fairfield Glade, TN since 2009 where he has served as a volunteer in various organizations including his current service as the Chair of the Fairfield Glade Community Club Strategic Planning Committee and as a member of the FGCC Government Affairs Committee.

Denise Dickinson, Past Treasurer and Board Member:

A Massachusetts native, Denise served 6 years in the United States Navy as a Navy Corpsman and is a Vietnam Era Veteran. She earned her BA and MAcc degrees from the University of Tennessee at Chattanooga and holds an active CPA license in Tennessee. During her thirty-plus year career in accounting she has worked in profit and non-profit organizations, as well as public and private industries. She has taught accounting, finance, and tax as an adjunct professor at the University of Tennessee and the University of Phoenix and held various positions on the boards of professional organizations. Denise has lived in Fairfield Glade, TN since 2017 and is currently the Director of Finance of Fairfield Glade Community Club.

Colonel Eugene (Gene) Pino, USMC (RET), Board Member:

Gene was raised in Las Vegas, New Mexico, earned his BA Degree at Kinesiology, Whitworth College in Spokane, Washington, and his MA Degree in Strategic Planning, at the Naval War College. He enlisted in the United States Marine Corps in 1969 serving as an aviation electrician and drill instructor. He was commissioned into the Officer Corps in 1976 serving as a ground combat artillery officer. He commanded Marines at the company, battalion, and regimental level and served as the Director of Training and Readiness NORAD and U.S. Northern Command retiring as a Colonel in 2004. He then served in the DOD Civilian Senior Executive Service from 2004-2010 retiring to Fairfield Glade in 2010 where he currently is serving on several volunteer boards, committees, and ministries at Fairfield Glade Community Church and volunteering at local USMC Veteran's groups.

Colonel Alan Joseph, USAF (RET), Board Member:

Alan grew up and attended school in central Illinois. He graduated from Eastern Illinois University in 1971 with a B.S, in Math. He entered the United States Air Force and was commissioned a Second Lieutenant in April 1972. He immediately went to Undergraduate Helicopter Pilot Training and received his wings in 1973. He flew helicopters (H-53 Super Jolly Green Giant) in Southeast Asia and Hawaii. He transitioned to fixed wing aircraft and flew the C-5 Galaxy and C-9 Nightingale off and on for the next 20 years with assignments in Delaware, Oklahoma, Hawaii, and Illinois. During this time, he earned his master's degree in systems management from the University of Southern California. He has commanded at the squadron and group level and retired from the Air Force as a vice wing commander with the rank of Colonel in 2000. During his 29 years in the Air Force, he accumulated 5400 flight hours, lived in 17 different assignments, and had visited 42 countries worldwide. He moved to Fairfield Glade in 2015.

Oliver Dossmann, Board Member:

A native of Paris, France, Oliver Dossmann was naturalized as a US Citizen in 2002. He attended Moody Bible Institute in Chicago and later Union University in Jackson, Tennessee where he earned a Bachelor of Science in Computer Science (1995) and a Master's in Business Administration - MBA (1997). Oliver owns Dossmann Tech, a technology company that focuses on IT support services and website designs. He is an active resident of Fairfield Glade, Tennessee having served on the Strategic Planning Committee for three years, two of those years as Chairperson. He is involved in several local non-profit organizations. He is the founder of Mission to Missionaries, a non-profit organization that operates a retreat center for missionaries.

Captain Dana Kendall, USAF (RET), Secretary-Treasurer

Dana enlisted in the United States Air Force in 1975 and was trained as a Financial Specialist. While serving in several assignments he was promoted to Technical Sergeant and he attended college part time while earning his bachelor's degree in Accounting from Franklin University. In 1987 he earned his Commission as a 2nd Lieutenant and was assigned to the Air Force Audit Agency Headquarters as an Audit Manager at Wright Patterson AFB Ohio. During this period, he traveled extensively to many Air Force bases around the world along with additionally earning his MBA degree from Central Michigan University. In 1990, as a 1st Lieutenant he was sent to Cairo, Egypt in support of Desert Storm. When he returned, he was promoted to Captain and assigned to the 123rd Airlift Wing in Louisville, KY where he served as the Assistant U.S, Property and Fiscal Officer until retiring from the military in 1997, Following his military service he served as the Financial Director for McCracken County Schools in Paducah, KY until 2007 while earning a Ph.D. in Business Administration from Kennedy Western University. He then served as Regional Supervisory Auditor for the Department of Veterans Affairs in Nashville, TN, and Cincinnati, OH until retiring to Fairfield Glade, TN in 2018.

Everett L. Bolin, Jr., Board Member

Everett is a native of Cumberland County Tennessee, having lived here most of his life except when serving in the United States Army for four years after enlisting in 1966 and for a brief period while working in Cookeville, TN. When in the Army, Everett was assigned to the Army Security Agency where he began as a communications expert working on communications equipment repair, earning a top security crypto clearance. After leaving the Army in 1970, Everett started a 30-year career with General Telephone initialing using his technical skills in helping maintain equipment and then earning a variety of promotions to management positions. He retired as the manager of Cumberland and Warren counties so he could care for his parents. He then was asked to take the position of General Manager of the Crab Orchard Utility District where he continues to serve in this capacity. Everett has a long history of community involvement and volunteer service. He currently serves as the Chair of the Cumberland County 911 Board, the Vice Chair of the Cumberland County Solid Waste Board, Treasurer of the Cumberland County Fair Board, various committees of the Cumberland County Chamber of Commerce. He also served as the Chair of the Cumberland County Republican Party for many years.

Attachment III

VFRM Leadership Contact Information

Board of Directors

<u>Name</u>	<u>Position</u>	<u>Contact Information</u>
Mike Williams	President	mwilliams@vfrmemorial.com
Phil Smith	Vice President	psmith@vfrmemorial.com
Dana Kendall	Secretary/Treasurer	dkendall@vfrmemorial.com
Tony Moreno	Member/Past President	tmoreno@vfrmemorial.com
Denise Dickinson	Member/Past treasurer	ddickinson@vfrmemorial.com
Everett Bolin	Member	ebolin@vfrmemorial.com
Alan Joseph	Member	ajoseph@vfrmemorial.com
Gene Pino	Member	gpino@vfrmemorial.com
Oliver Dossmann	Member	odossmann@vfrmemorial.com
Ken Flierl	FGCC Board Liaison	ken@gladeboard.com

Financial Management Committee

<u>Name</u>	<u>Position</u>	<u>Contact Information</u>
Eric Ritzman	Co-Chair	eritzman@vfrmemorial.com
Colleen Mall	Co-Chair	cmall@vfrmemorial.com
Linda Frazier	Member	lfrazier@vfrmemorial.com
Phil Riley	Member	priley@vfrmemorial.com
Dana Kendall	Board Liaison	dkendall@vfrmemorial.com
Denise Dickinson	Board Liaison	ddickinson@vfrmemorial.com
Everett Bolin	Board Liaison	ebolin@vfrmemorial.com

Design and Construction Committee

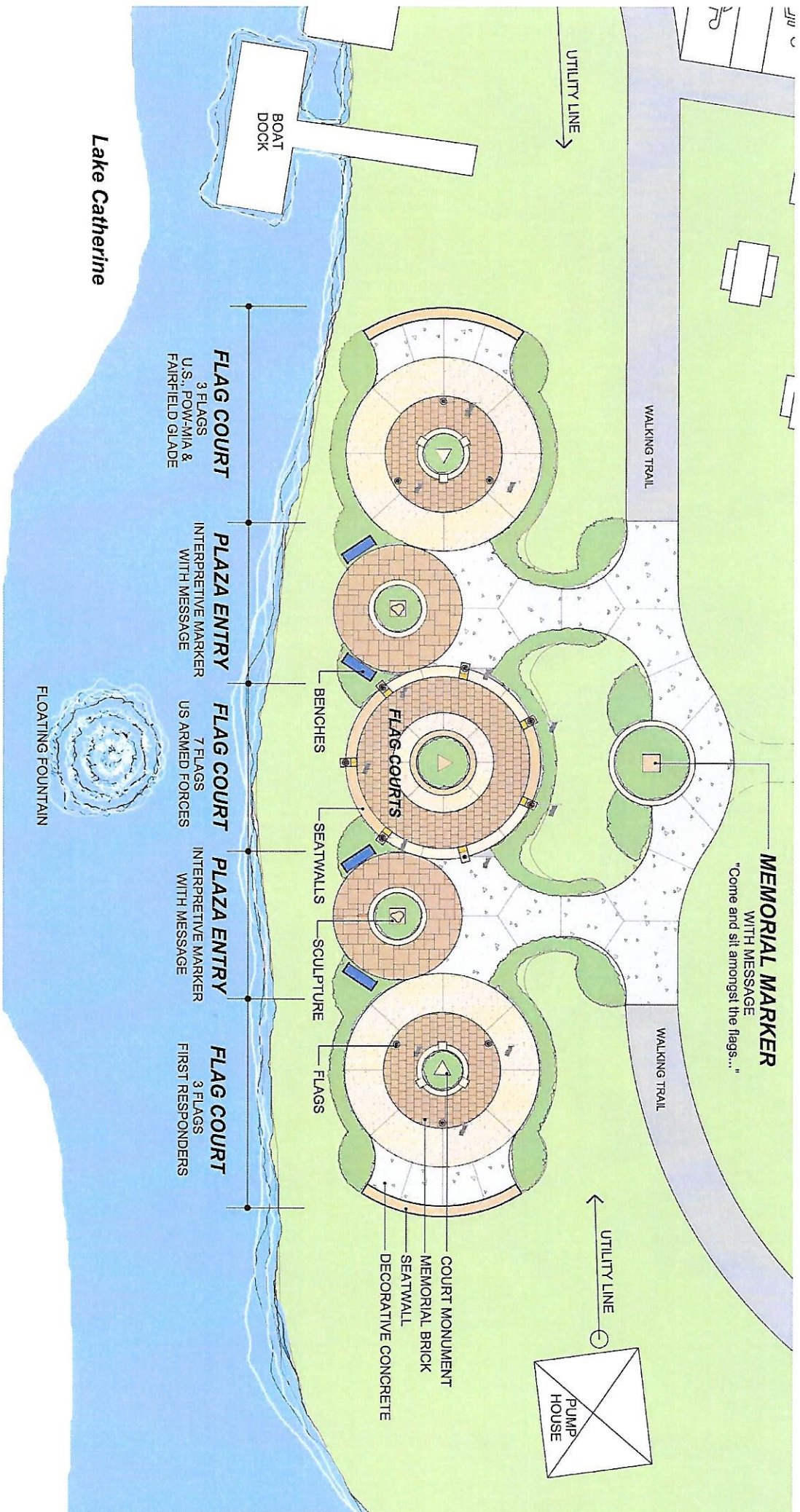
<u>Name</u>	<u>Position</u>	<u>Contact Information</u>
Rick Leonard	Chair	rleonard@vfrmemorial.com
Steve Thomas	Member	sthomas@vfrmemorial.com
Michael Sprenger	Member	msprenger@vfrmemorial.com
Kate Self	Member	kself@vfrmemorial.com
Gene Pino	Board Liaison	gpino@vfrmemorial.com
Mike Williams	Board Liaison	mwilliams@vfrmemorial.com

Marketing and Outreach Committee

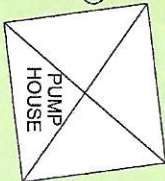
<u>Name</u>	<u>Position</u>	<u>Contact Information</u>
Abby Julian	Co-Chair	ajulian@vfrmemoial.com
Judy Moore	Co-Chair	jmoore@vfrmemoial.com
Patricia (Trish) Pfulg	Member	ppflug@vfrmemoial.com
Alan Joseph	Board liaison	ajoseph@vfrmemoial.com
Oliver Dossmann	Board Liaison	odossmann@vfrmemoial.com

Attachment IV
VFRM Flag Plaza Conceptual Plan
(Following Pages)





MEMORIAL MARKER
 WITH MESSAGE
 "Come and sit amongst the flags..."



UTILITY LINE

WALKING TRAIL

WALKING TRAIL

UTILITY LINE

BOAT DOCK

Lake Catherine

FLAG COURT
 3 FLAGS
 U.S. POW-MIA &
 FAIRFIELD GLADE

PLAZA ENTRY
 INTERPRETIVE MARKER
 WITH MESSAGE

FLAG COURT
 7 FLAGS
 US ARMED FORCES

PLAZA ENTRY
 INTERPRETIVE MARKER
 WITH MESSAGE

FLAG COURT
 3 FLAGS
 FIRST RESPONDERS

COURT MONUMENT
 MEMORIAL BRICK
 SEATWALL
 DECORATIVE CONCRETE

BENCHES

SEATWALLS

SCULPTURE

FLAGS

FLOATING FOUNTAIN