



February 12, 2020

Ken Flierl, President
Fairfield Glade Community Club
7827 Peavine Road
Fairfield Glade, TN 38558

Dear Ken:

On behalf of the Board of Directors for the Veterans and First Responders Memorial at Fairfield Glade, it is my pleasure to send you our 2019 Annual Report detailing our accomplishments for the first year of operation and identifying the Memorial's major priorities for 2020.

When you review the attached report you will see that we had a very productive year. Our focus was primarily targeted at building the organizational foundation to support the development of the Memorial and sustain it into the future. In doing so we incorporated as a Tennessee nonprofit charitable corporation, applied for and received approval from the IRS as a tax exempt organization under Section 501(c)(3) of the IRS Code, recruited several volunteers to assist with the numerous efforts needed to meet with success, and secured an agreement with the Fairfield Glade Community Club Board of Directors to lease land adjacent to the Robin Hood Park for the location of the Memorial. In addition, we were able to raise the needed funds to cover initial start-up and developmental costs.

This year we intend to finalize the design of the Memorial which will be built in phases and initiate a formal fundraising drive after determining a reasonable estimate of the initial costs. We will be seeking sponsorships from local businesses and civic organization as well as individuals. We will also accept donations in order to place the names of veterans and first responders who wish to incorporate personalized engraved bricks into the grounds of the Memorial.

We are very pleased with the support we have received from the Community Club, the residents who live here and in Cumberland County, as well as visitors to our wonderful area. Thank you.

Sincerely

Philip C. Smith
Board Secretary

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

2019 Annual Report

**Prepared By
Philip C. Smith
Board Secretary
February 12, 2020**

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The Veterans and First Responders Memorial at Fairfield Glade, TN

2019 Annual Report

Overview

Background: Fairfield Glade as a community and as a community club has consistently recognized the importance of veterans and first responders and thanked them for their service in a variety of ways. However, we have never set aside a location to build a memorial to recognize and thank them for their service. Veterans and first responders have been an important part of our community for 50 years.

In recognition of their service and our support for veterans and first responders, a small group of interested residents formed a nonprofit corporation which has been recognized by the State of Tennessee as "The Veterans and First Responders Memorial at Fairfield Glade, TN". The stated purpose of this organization is to build and maintain a memorial to recognize the service of military veterans and first responders to our communities, states and nation. The Charter was granted on December 12, 2018.

The following weeks were then spent preparing an application to the IRS for recognition as a tax exempt charitable organization under the provisions of Chapter 501(c)(3) of the United States Internal Revenue Service Code. This application detailed several organizational details such as the bylaws, corporate Board of Directors' bios, fund raising strategies, financial management practices and conflict of interest policies. The application was submitted to the IRS on February 4, 2019. A letter of approval was issued by the IRS on May 31, 2019 making the corporation eligible for tax deductible charitable gifts. (A copy of the application as approved along with the IRS tax exempt letter of approval is available for public review at: <https://www.veteransmemorialfg.com/>).

Purposes: As outlined in the application (Article 1 of the Bylaws) to the Internal Revenue Service, there are four primary purposes for the nonprofit organization. These are to:

- Plan, develop, finance, construct, manage, and maintain a memorial in Fairfield Glade, TN to recognize and honor the veterans and active duty members of the six military branches of the United States of America and to also honor and recognize those individuals who have served or are serving as first responders in our communities providing for the safety, health, and general well being of our citizens;
- To seek out opportunities to educate and inform the general public about the sacrifices veterans and first responders have made in order to protect our freedoms and way of life;
- To participate in activities with other county and state organizations that will promote the appropriate recognition of veterans and first responders to the general public; and

- To create awareness by boys and girls and young men and women of the important role our veterans and first responders play in protecting our nation from both internal and external threats to our safety and general well being

Organization: The Board of Directors has spent a considerable amount of the first year setting up an organizational structure which will support the development and management of the Memorials. Three Standing Committees have been established. These include the following:

- Financial Management which will oversee the fund raising efforts as well as the fiscal management of the corporate resources. Committee membership has not been finalized yet. Transparency, integrity and accountability will be built into the entire fiscal operation. All financial transactions will be made public on a regular basis;
- Facility Design and Maintenance which will work on the initial design of the memorials and then oversee the construction and maintenance. It is hoped that the FGCC will provide technical support in the most appropriate ways to accomplish this work;
- Marketing and Outreach which will be involved in developing and managing the website (www.veteransmemorialFG), communicating with veterans and veterans groups about the memorial, and marketing the engraved bricks which will be a part of the fundraising efforts.

Charters for each committee have been developed and approved by the Board of Directors. These are similar to the charters used by the Fairfield Glade Board of Directors to authorize the various clubs functioning under the authority of the community club. Each member of the Veterans and First Responders Memorial serves as a liaison to one of the committees.

Accountability: While the Veterans and First Responders Memorial is an independent nonprofit organization, a close working relationship with the Fairfield Glade Community Club is built into the organization of the Veterans Memorial. Denise Dickinson, who is the Finance Director for the community club is the Treasurer of the memorial. Mike Williams, the FG Chief of Police is the Vice President for the Board of Directors. And Ken Flierl, President of the FGCC Board of Directors serves as the liaison from the FGCC Board to the Veterans Memorial Board of Directors. Close coordination with the FGCC and accountability is built into the organizational structure.

Board of Directors: Simply stated, accountability begins with the Board of Directors. The Bylaws allow for up to nine individuals to serve on the Board with the requirement that the majority of the membership be either veterans or first responders. The founding Board members (See attached Bios) are all experienced managers who have enjoyed successful military, public safety and civilian careers. They have all signed a statement agreeing to the Memorials Conflict of Interest policy which is a part of the application to the Internal Revenue Service for tax exempt status. No stipends, salaries or any other form of compensation is given to Board members other than reimbursement for approved expenses.

Designated Location

With the organizational structure in place, the Board began working with the Fairfield Glade Community Club on the designation of an appropriate location to build the memorials. The goal of the board was to build it in an area easily accessible to the public, highly visible to visitors and guests and on land that was under the control of the Community Club.

While a number of possible sites were explored, the Fairfield Glade Board of Directors at their August 22, 2019 meeting passed a resolution designating land that is adjacent to Robin Hood Park as the future site of the Memorials. This was made possible by the donation of land owned by Wyndham to the Community Club. Approximately two acres of the seven acre donated tract of land will be set aside for the construction of the Memorials. It is anticipated that the land will be leased to the Veteran's Board for an extended period of time. This lease transaction should be completed in the early months of 2020.

Memorial Design

The Design Committee has been investigating various possibilities for the design of the memorials, but it is all very preliminary at this point. However, now that the land has been identified for the site, the Board will be authorizing the retention of a qualified landscape design firm to work with the Design Committee and the Board to develop design options for the organization to consider. In doing so, it is anticipated that the Memorial will incorporate the following features:

- Separate areas recognizing Veterans and First Responders, connected with a walkway;
- Areas where flags can be displayed;
- Appropriate areas where engraved bricks and/or tiles can be installed which will be placed in honor of those who have served;
- Space where major donors will be appropriately recognized;
- Landscape features that can be used in conjunction with a targeted fundraising strategy;
- Areas where special recognition can be given to specific events and organizations;
- Walkways throughout the Memorial grounds that will lend themselves to reflection;
- Incremental phased in design elements so that over a period of time it can grow as funds and events allow.

The Board of Directors believes that the design and construction of this Memorial should not be rushed and that the Memorial will be an ongoing effort that will be one of quality that will properly recognize the important positions veterans and first responders have accepted in our nation. In this sense, it will be a living Memorial.

Budget

The Veteran's Board of Directors did not develop a formal budget for 2019 as its expenses have been very limited and sufficient funds were donated to cover the start up costs for the period. As the attached Financial Report shows about \$1,700 was approved by the Board to spend on operational costs while \$13,100 has been raised privately during the Calendar Year.

There will be a budget adopted by the Board of Directors once some reliable estimates are made for the construction of the initial phases of the Memorial. The Board has sufficient funds on hand to cover the fees for a landscape architect and to pay for some limited marketing costs.

All expenditures have been and will continue to be approved by the Board and will be restricted to start up planning and operational costs. Expenses will be reported every month. No funds will be used for personnel costs.

Fundraising Strategy

The Board of Directors has not formally launched a fundraising program yet, as it is waiting until all the financial management practices are in place, a reasonable estimate of expenses is possible and a design is adopted that can be used to showcase the proposed Memorial with its many features. When it is announced it will include provisions for:

- Accepting donations for engraved bricks and tiles with the names of Veterans, active military and First Responders to be incorporated into the landscape features;
- Collecting donations from business, corporate and civic organizations for sponsorships;
- Individual contributions and gifts.

2020 Schedule

The Board of Directors hopes to be able to meet the following milestones during the 2020 Calendar Year:

Date	Activity
February	Select Landscape Architect for Development of Site Plan and Drawings
April	Adopt Tentative Conceptual Plan and Drawings for Memorials Adopt Budget with Fundraising Goals Establish Fundraising Committee
May	Initiate Formal Fundraising Drive Conduct Special Memorial Day Event Adopt Phase I Construction Plan
June	Accept Bids and Select Contractor for Phase I
July	Groundbreaking of Memorial July 4 th Holiday

August- October	Construction
November	Veterans Day Special Events and Dedication

Standing Committee Reports

Financial Management Committee:

Responsibilities: As noted earlier, one of the most serious responsibilities of the Board of Directors is to provide for the financial oversight and management of the private donations that will be needed in order to build and maintain the memorials. To assist the Board in this effort, a Financial Management Committee has been appointed by the Board of Directors. This Committee has the responsibility for:

- Developing an annual operating budget;
- Monitoring expenditures for adherence to the Board approved budget;
- Work with the Board to set long-range financial goals and appropriate fundraising strategies to achieve these goals;
- Develop useful and understandable financial reporting formats;
- Educate the Board members so that they understand the implications of these reports as they relate to their responsibilities for oversight and reporting;
- Create financial policies that help ensure that the assets of the organization are protected;
- Ensure that approved financial policies and procedures are being followed and that they are in compliance with standard accounting practices including the acceptance of small cash donations at special events.

2019 Activities and Accomplishments: During its initial operating year, the Committee undertook a number of tasks that involved:

- Establishing qualifications for Committee membership and recruiting members to serve on this Committee;
- Drafted a Committee Charter that was adopted by the Board of Directors;
- Created Donor forms and began work on a list of potential contributors;
- Established reporting formats for expense reimbursements, purchase order forms and approval procedures and oversight procedures for the issuances of checks to cover expenses;
- Helped define the role of the Board Liaison to the Financial Management Committee

2020 Priorities: For the 2020 Calendar Year the Committee will be:

- Review, acquire and implement the use of financial management software to be used by the organization for all financial transactions;
- Develop a complete set of financial policies and procedures that will be applied to governing both the solicitation of charitable donations and the expenditure of funds for authorized purposes;
- Finalize the cash receipt process;
- Oversee the preparation and filing of all required reports to the Internal Revenue Service and the State of Tennessee as mandated by the Internal Revenue Service and the State of Tennessee;
- Provide oversight for developing and submitting grant applications as a part of the organizations fundraising program;
- Continue work on the development of the Committee's 2020 action plan including the Board's plan to establish a comprehensive fundraising strategy to privately finance the development of the Memorials.

Marketing and Outreach Committee: The primary purpose of the Marketing and Outreach Committee is to develop an outreach program to our community focused on informing and educating individuals and groups who are members of the military, military veterans, first responders, business and civic organizations, community residents, visitors, and students about the plans for the memorial. It will also assist in the fundraising efforts of the Board of Directors once that program is fully activated. This Committee will:

- Build and manage the website for the organization;
- Arrange for presentations to interested groups and individuals who are interested in the work of the organization and/or wish to provide support towards its development;
- Will assist the Board identify vendors to supply goods and services to the organization and to provide engraved bricks or stones to be used in the design of the memorials;
- Assist in the preparation of marketing and public information materials such as brochures, slide presentations, and meeting materials;
- Plan and manage special events to highlight the work of the organization and promote the Memorials and raise financial support;
- And when needed help the Board prepare information to be released to the public and media outlets.

2019 Activities and Accomplishments: During the first year of operation this Committee:

- Developed a working website (www.VeteransMemorialFG.com);
- Prepared a Committee Charter which was adopted by the Board;
- Took the lead role in preparing for the Veterans and First Responders Memorial at Fairfield Glade participation in the Fairfield Glade Community Club Veterans Day Dinner at the Community Conference Center on November 11. This included the development

of a display and promotional materials for the dinner and provided volunteer staffing for the display (materials can be used for future events as well);

- In conjunction with the other standing committees began work on the development of an inventory of groups and individuals who are likely to help support the Memorial's development going into the future;
- Helped set up a system for tracking donations and acknowledging donor support;
- Worked with the Financial Management Committee to develop appropriate financial protocols to manage expenses.

2020 Priorities: This Committee will be taking on some significant challenges during the coming year. It hopes to undertake the following activities:

- Build out the website so it can be used effectively as the primary vehicle to communicate information to the community about the Memorials. The goal will be to provide information on a wide range of activities beginning with giving the public access to all the relevant financial and progress reports prepared by the organization. The website will be used to issues press releases, show updates on design and construction plans, and collect contact information from individuals who wish to support the organization and receive updates;
- Develop a routine for keeping the community updated on the progress of the Memorials including the planning for special events;
- Explore the various options available to maintain a public information system;
- Work with the other standing committees and the Board to improve internal communications, assist in fundraising activities and prepare for special presentations and events;
- Recruit other individuals to serve on the standing committees to help fulfill the mission of the Veterans and First Responders Memorial at Fairfield Glade.

Memorial Design and Construction Committee: The purpose of this Committee is to research and collect information related to the design, materials, construction and continuous maintenance of the Memorials recognizing the service of the Veterans of the Armed Services as well as each of those organizations known and referred to as First Responders. This Committee serves as the primary advisory body to the Board of Directors on matters of design, construction and construction budgeting, timelines and perpetual maintenance. Recommendations requiring Board action will be made in writing.

2019 Activities and Accomplishments: This Committee was also very active during its inaugural year, undertaking the following:

- In conjunction with the Board, drafted a Committee Charter for review and adoption by the Board;
- Recruited and selected Committee members to assist with the tasks ahead;
- Volunteered and visited five Veteran Memorials in TN and in other States;

- Did considerable research on several other memorials serving similar interests in throughout the USA in order to start developing conceptual possibilities for Fairfield Glade;
- Obtained background on landscape architects experienced in the design of these types of memorials;
- Worked with the Board on the development of preliminary conceptual designs, standards and key elements for inclusion in the memorials.

2020 Priorities: This Committee will be tasked with several very important activities during the 2020 period, including:

- Working closely with the Community Club to finalize the exact site location for the proposed memorials so that they are in a central location;
- Help identify a landscape architect to work with the Board on both the site location and the overall design for the memorials;
- Oversee the preparation of conceptual drawings and architectural plans for the Memorials. The conceptual plans will be used to help with the marketing, community outreach and fundraising efforts and architectural plans will be suitable for use in the bidding and construction process;
- Help manage the bidding process and obtain estimated costs for construction and maintenance;
- At the appropriate time review and recommend contractors to the Board of Directors.

Summary

While much needs to be done before the Veterans and First Responders Memorial at Fairfield Glade becomes a reality, 2019 was a year where much progress was made. The organizational structure is nearly in place and will provide the foundation for its ongoing success for many years into the future. It will be a place where our communities can help celebrate the sacrifices so many veterans and first responders have made or are making in order to provide for our health and well being.

However, in order to reach this point in the future, we need to work hard to develop the community support required to realize our goals. Organizational and individual support for our efforts will be critical. The volunteers who are engaged with the Memorial now are committed to seeing this effort succeed, and we look forward to this continued partnership with our friends and neighbors as we move forward.

Attachment I: Leadership Team 2020

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

Colonel Anthony A. Moreno, USA (RET), President

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, Vice 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 instructor 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, Secretary 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, Treasurer:

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) Peno, 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 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 Masters 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 a number of local non-profit organizations. He is the founder of Mission to Missionaries, a non-profit organization that operates a retreat center for missionaries.

Committee Membership (January 2020)

Memorial Design and Construction Committee

Frederick Wong *	fgwongtn@gmail.com	(931) 210-8006
Norman Brinsley**	huxianlj@gmail.com	(931) 202-2338
Steve Thomas	Stomas23@yahoo.com	(309) 824-6340
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Gene Pino***	pinoeg@comcast.net	(931) 287-0056
Mike Williams***	mwilliams@fairfieldglade.cc	(931) 484-3785

*Chairperson

** Secretary

***Board Liaisons

Marketing and Outreach Committee

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Marty Smith **	msmith683@frontiernet.net	(513) 805-2711
Jerry Allard	ttime4269@gmail.com	(931) 948-3499
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Oliver Dossmann***	oliver@edenridge.org	(731) 695-1206

*Chairperson

**Vice Chairman

*** Board Liaisons

Financial Management Committee

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Colleen Mall*	ckmcf@yahoo.com	(931) 484-4948
Eric Ritzman	eric.ritzman@cumberlandtn911.org	(931) 510-0273
Everett Bolin	ebolin@craborchardutility.com	(931) 265-4491
Denise Dickinson***	justmedmd@yahoo.com	(423) 255-6329
Philip Smith***	smith.philip.c@gmail.com	(202) 669-3539

*Co Chairs

*** Board Liaisons