

Veterans Memorial Project Advisory Committee Execution Plan

Committee formation → visioning → concept development → fundraising → approval → implementation

Phase 1 – Committee Formation (Months 1-2: JUN-JUL)

Purpose: Establish the committee and operating procedures.

Committee makeup (7):

- Veterans from different service branches:
- Gold Star family representative:
- Local VFW/American Legion representatives:
- Business community representative:
- Parks and Rec. representative:
- Historic preservation representative:
- Youth or Community-at-large representative (JROTC?):
- Architect/Engineer/Construction/Project Manager professional:

Deliverables:

- Committee appointments- Mayor
- Committee charter or Bylaws?
- Meeting calendar
- Public engagement plan

Explanation of:

- Open meetings & Meeting Minutes (Clerk guidance)
- Procurement (CM/David Allen Guidance)
- Conflict-of-interest and Clear authority lines (CW Curney)

Phase 2 – Vision and Public Input (Months 2-3: AUG-SEP)

Veterans Memorial Design Principles

The memorial should:

1. Honor all branches of the United States Armed Forces.
2. Be accessible to all visitors.
3. Promote reflection, remembrance, and education.
4. Be durable and maintainable.
5. Allow future enhancements.
6. Respect the historic character of downtown Jonesboro.
7. Incorporate opportunities for educational programming and community ceremonies.

Purpose: Determine what the memorial should represent and answer:

- What type of memorial?
 - Wall
 - Statue

- Monument garden
- Reflection plaza
- Walkway with engraved bricks
- Interactive memorial
- Trees
- Grass, flagged area at center
- Eternal flame element
- Who is being honored?
 - All veterans
 - Jonesboro veterans only
 - Fallen service members
 - No Specific wars/conflicts
- What is the desired size and budget?
- Service branch monuments?
- Flag court?
- POW/MIA recognition area?
- Gold Star family recognition?
- Will it include future expansion?
- What maintenance costs exist?

Committee tasks before finalizing a design:

- Hold community listening sessions
- Survey veterans and military families
- Engage local schools
- Meet with veteran organizations
- Gather examples from other municipalities, stories, photos, history
- Allow veterans to submit ideas

Deliverables:

- Veterans Memorial Vision Report based on this event: Veterans Memorial Visioning Workshop that answers- Who are we honoring? Why are we building this memorial? What should visitors experience?
- Memorial themes
- Preliminary design concepts
- Site recommendations/analysis within Lee Street Park

Phase 3 – Concept Design and Cost Analysis (3-4: SEP-OCT)

Purpose: Convert ideas into a realistic project.

Committee tasks:

- Work with landscape architects, memorial designers, and civil engineers
- Develop concept drawings
- Identify accessibility requirements
- Develop maintenance requirements
- Estimate project costs and create budget estimates

- Avoid over designing, we do not want this to become too expensive

Deliverables:

- Conceptual site plan
- Preliminary rendering
- Cost estimate
- Maintenance plan and long-term maintenance plan (Who cleans and repairs it?)

Specifically required:

- ADA compliance review
- Security and lighting review
- Landscaping plan
- Future expansion opportunities
- Drainage and utilities

Phase 4 – Fundraising and Grant Development (4: OCT)

We should use a combination of:

- Donations
- Sponsorships
- Grants
- Community fundraising
- In-kind contributions
- Tree fund- landscaping portion

Build a Funding Strategy

Most memorials succeed because they combine multiple smaller revenue streams.

- Estimated project cost
- Fundraising plan
- Grant strategy
- Sponsorship strategy

Recommended Funding Mix

Source	Target %
Sponsorships	30–40%
Grants	20–40%
Community Donations	10–20%
Engraved Brick Program	10–20%
City Contribution	10–20%
Fundraising Events	5–10%

A. Sponsorships (Possibly Our Largest Source)

This is where businesses or organizations donate larger amounts.

Potential Sponsors

- Local banks

- Healthcare groups
- Contractors
- Developers
- Veteran-owned businesses
- Civic organizations

Examples:

- Local chambers
- Rotary clubs
- Veteran organizations

Sponsorship Levels Example

Level	Amount	Recognition
Founding Patriot (Platinum)	\$25,000+	Major plaque/logo
Liberty (Gold)	\$10,000+	Monument recognition
Honor (Silver)	\$5,000+	Donor wall
Service (Bronze)	\$1,000+	Program recognition

*Digital donor registry

B. Grants

A grant is simply: Money from an organization for a specific purpose. We apply with:

- Project description
- Budget
- Timeline
- Community impact explanation

Do we need a grant writer?

Common Veterans Memorial Grant Sources

- **Government Grants-**
 - **Georgia Department of Veterans Service:** Potential veteran/community support programs.
 - **National Endowment for the Arts:** Sometimes supports public memorial art.
 - **Department of Veterans Affairs:** Limited direct memorial support, but sometimes partnerships exist.
- **Private Foundations-**
 - Examples:
 - Home Depot Foundation
 - Community foundations
 - Military family foundations
 - Corporate giving programs
 - Corporate foundations
 - Local businesses

- Large companies often have:
 - Corporate community grants
 - Veteran initiatives
 - Beautification funding

What Makes a Grant Application Strong

Grant reviewers want to see:

1. Community Impact

How will this help the community?

Example:

- Educational space
- Civic pride
- Veterans' recognition
- Tourism/event space

2. Community Support

Show:

- Public meetings
- Veteran involvement
- Letters of support
- Partnerships
- Add Success Metrics. Examples:
 - Number of veterans engaged
 - Number of public participants
 - Amount raised
 - Number of engraved bricks sold
 - Number of grants awarded
 - Annual attendance at ceremonies

3. Clear Budget

They want confidence that the project is realistic.

We need:

- Construction estimates
- Maintenance plan
- Timeline

4. Sustainability

Who maintains the memorial long-term?

C. Engraved Brick/Paver Campaign (Extremely Effective)

This is one of the easiest and most successful fundraising tools.

People buy:

- Memorial bricks and pavers
- Pavers
- Benches

- Flags
- Plaques

Examples:

- “In Honor of Sgt. John Smith”
- Family names
- Military branches

Typical Pricing

Item	Donation
Engraved Brick	\$100–250
Bench	\$2,500
Tree Sponsorship	\$1,000
Flagpole Sponsor	\$5,000

This also creates emotional community ownership.

D. Fundraising Events

Good Veterans Memorial Fundraisers:

- Veterans Day dinner
- Memorial Day ceremony
- 5K walk/run
- Golf tournament
- BBQ/community picnic
- Concert
- Flag ceremony

Partner with:

- Schools
- Churches
- Veteran groups
- Businesses

E. In-Kind Donations

This can save HUGE amounts of money and are often overlooked.

Examples:

- Concrete donated
- Landscaping donated
- Engineering donated
- Equipment uses donated
- Lighting donated
- Labor donated

Sometimes memorials cut costs by 25–40% this way.

Create a Realistic Budget Early

Even before final design, estimate categories:

Category	Estimated Cost
Design/Engineering	
Site Prep	
Concrete/Foundation	
Landscaping	
Lighting	
Monument/Statues	
Signage	
ADA Access	
Ceremony Space	
Contingency (15%)	

You do NOT want to launch fundraising without a rough goal.

Add a formal fundraising strategy including:

Deliverable:

- Fundraising Master Plan

Phase 5 – Final Memorial Recommendation (5- NOV)

Design Package

- Final rendering
- Site layout
- Materials specifications

Financial Package

- Total project cost
- Funds raised
- Funds pledged
- Remaining funding gap

Construction Package

- Phased construction schedule
- Procurement recommendations and approach
- Maintenance recommendations and strategy

Construction Package

- RFP (DBB): Requires 3

Phase 6 – City Approval and Implementation (5- NOV)

Mayor and Council review:

- Final design completion
- Permitting
- Construction
- Inspections
- Design approval
- Budget approval
- Procurement authorization

- Construction authorization
- Veterans Day Groundbreaking
- Memorial Day Ribbon Cutting

Suggested Immediate Next Steps

Within 30 Days

- Meet with veteran's organizations

Within 60 Days

- First committee meeting
- Mission statement adoption
- Community listening session

Within 90 Days

- Preliminary concept drawings
- Initial budget/fundraising targets
- Public presentation to Council

Documents possibly needed:

- Press release
- Fundraising policy
- Sponsorship package
- RFP for memorial design
- Meeting agenda templates

Annual Veterans Day Commitment

The completed memorial shall serve as the City's primary location for:

- Veterans Day ceremonies
- Memorial Day ceremonies
- Military appreciation events
- Educational programming & plaques
- Digital veteran registry
- Student essay programs
- Flag retirement ceremonies

This gives the memorial an ongoing civic purpose beyond construction.

Resources

- Melvin Smith, cmelvinsmith@gmail.com
- Dr. Anthony G. Cooper, agcooper9@yahoo.com
- Jennifer McGregor, Project Manager, PG Memorials, T: 866.647.2648 (Presentation)
- Tim Young, the City Manager for Locust Grove. 770-692-2319

- In the granite memorial industry, “turnkey” means we manage everything related to the monument itself. From design, drafting, material sourcing, manufacturing, laser etching, shipping, and installation. This ensures you have a complete, ready-to-unveil monument without having to manage any of the granite-related work. The concrete foundation, however, is always handled separately. This isn’t unique to us; for public monuments, it’s standard practice because the foundation must be engineered specifically for the site, in compliance with local codes, soil conditions, frost line, and permitting requirements. Often, while the site work and concrete foundation are being completed, your granite memorial is already in production. To move forward efficiently, we recommend the following steps: Finalize your design concept with us – This locks in the memorial’s dimensions and weight. These details are essential so your concrete foundation is engineered to support the granite’s size and weight. We provide documentation – Once your concept is finalized and we have a signed proposal, we’ll prepare all necessary drawings and specifications for your civil engineer to consider when preparing site drawings. A civil engineer prepares a foundation plan – This is then passed to a local contractor specializing in concrete work. Our team regularly works hand in hand with engineers and contractors, so we can assist with each step along the way. We’re also excited to hear your thoughts on the designs we sent over and look forward to your feedback. Kathy Sheldon, Administrative Coordinator, Picture This On Granite, Toll free: 1 (866) 647-2648

- The first steps would be to decide how the City would like to handle the process from a contractual standpoint - The City’s ordinance requires competitive bidding on all capital improvement projects that are not related to a contract. This would be a RFP (request for proposals) posted to the public following the City’s procurement procedures. An alternative would be to utilize a contract with us to provide on-call engineering services to the City and act as the City’s engineer. This would allow us to provide the City with a task order for the project serving as the proposal that would go before council. J. Brett Hanes, CBO, MCP, CFM - Director, Building Department & Development Services, Falcon Design Consultants, LLC, Cell: [REDACTED], Office: (770) 389-8666, Bhanes@fdc-llc.com

- Joe Couch, Joe.couch@georgiavfw.org