

2024

FAIRFIELD
Glade
Community Club

2024 Strategic Plan

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Executive Summary

Fairfield Glade is a thriving community recognized for its vibrant lifestyle and exceptional amenities. Situated on the Cumberland Plateau, it offers a moderate climate and is located within a day's drive of over half of the U.S. population. Fairfield Glade Community Club (FGCC) is dedicated to maintaining high standards in community management, amenities, and Member satisfaction, supported by a skilled and long-tenured Senior Management Team. FGCC has developed the 2024 Strategic Plan to chart a forward-focused vision that aligns with the community's Mission and Core Values. This plan aims to address the evolving needs and aspirations of FGCC Members, ensuring sustainable growth and enhanced community well-being. FGCC's strategic planning process involved extensive data collection and stakeholder engagement to ensure a deep understanding of the community's needs. This includes a comprehensive analysis of industry trends, competitive landscape, economic outlook, and Member opinions. Key needs identified include enhanced amenities, infrastructure improvements, financial stability, and robust governance.

The 2024 Strategic Plan outlines seven Strategic Imperatives:

1. **Governance/Management/Human Resources:** Establish clear roles and responsibilities, enhance succession planning, and improve staff development to create a collaborative and efficient organizational structure.
2. **Financial Stability:** Implement sound financial practices to ensure sufficient funding for operations, reserves, and new capital projects. This includes annual assessment adjustments and revenue enhancement strategies.
3. **Health & Safety:** Develop comprehensive emergency preparedness, healthcare provider collaboration, and public safety plans to ensure the well-being of all Members.
4. **Technology:** Upgrade technology infrastructure and software applications to improve Member services and operational efficiency.
5. **Infrastructure:** Maintain and improve community infrastructure to accommodate growth and enhance the living experience.
6. **Amenities:** Continuously monitor and expand amenities to meet Member demand and trends in dining, senior sports, and recreational activities.
7. **Land Use:** Collaborate with key stakeholders to align land use plans with community goals and enhance the overall attractiveness of Fairfield Glade.

The strategic plan provides a clear roadmap for sustainable growth and community improvement. Benefits include:

- Enhanced Member satisfaction through improved amenities and services.
- Financial stability ensuring long-term viability.
- Increased safety and preparedness for emergencies.
- Upgraded technology infrastructure for better service delivery.
- Well-maintained infrastructure to support growth and enhance quality of life.

Fairfield Glade's Strategic Plan is distinguished by its comprehensive approach, involving extensive stakeholder engagement and data-driven decision-making. The community's unique location, exceptional amenities, and strong governance structure set it apart from other similar communities. The strategic plan outlines a phased approach with specific milestones and annual updates to ensure continuous progress and alignment with evolving community needs. FGCC Members and stakeholders are encouraged to support the strategic plan, participate in its implementation, and contribute to the ongoing development of Fairfield Glade as a premier lifestyle community. For further details and to engage in this collaborative effort, please contact the FGCC Board of Directors.

Fairfield Glade Community Club 2024 Strategic Plan

The development of a strategic plan is an essential act of self-determination. It is a plan for the future that reflects the needs and vision of the Fairfield Glade Community Club (FGCC). The plan reaffirms the Mission and Core Values of the community, and it prioritizes strategies to achieve the community's Vision. The strategic plan ensures that key components of the Brand Position for FGCC are valid for continuing to attract guests. A strategic plan acts like a road map to identify the route to get where the community club wants to go. It also serves to attract new Members, helps to coordinate the work of the community club, and make its efforts more effective. It also allows the community club to be more accountable and transparent to its membership. The strategic planning process is beneficial for articulating a shared vision of the community club's Core Values, priorities, and activities. However, if it ends there, the community club will only realize a small fraction of the 'benefits that might accrue through full implementation of the strategic plan. To gain the full benefit, the strategic plan must be implemented to help guide the actions of the FGCC Board of Directors (BOD), the General Manager/Chief Operating Officer (GM/COO), the Senior Management Team (SMT), and the staff. This means it must remain integrated and deeply embedded into the annual planning, decision-making, and reporting by the Fairfield Glade Community Club. Likewise, it must also be continuously updated to reflect changing conditions and community needs. Finally, the plan needs to be well understood and supported by the community club Members.

Section 1: Strategic Plan Background Information

Private Club Associates (PCA) was engaged by the BOD on October 27, 2022, to assist in the development of a five- to ten-year Strategic Plan that would include, but not be limited to, collaborating with a newly formed Strategic Planning Committee (SPC), collecting all available data (including visits to like communities), interviews with relevant stakeholders, a membership survey, a SWOT Report, Member usage, club industry information, external factors, and PCA consultant observations. The BOD intended that the plan be done correctly, and the Directors set the end of 2023 as a reasonable deadline to complete the Strategic Plan.

Reasons for a Strategic Plan

1. It Creates One, Forward-Focused Vision. Strategy touches every Member, employee and stakeholder and serves as an actionable way to reach the community club's goals. One significant benefit of strategic planning is creating a single, forward-focused vision that can align the club and its stakeholders. By making everyone aware of the club's goals, how and why those goals were chosen, and what they can do to help reach them, we can create an increased sense of responsibility throughout the organization. This can also have trickle-down effects. For instance, if a manager is not clear on our organization's strategy or the reasoning used to craft it, they could make decisions on a team level that counteract its efforts. With one vision to unite around, everyone in the community club can act with a broader strategy in mind.

2. It Draws Attention to Biases and Flaws in Reasoning. The decisions we make come with inherent bias. Taking part in the strategic planning process forces us to examine and explain why we are making each decision and back it up with data, projections, or case studies, thus combatting our cognitive biases. Accordingly, if we are crafting a strategic plan for our community club and know which strategy we prefer, we must enlist others with differing views and opinions to help look for information that proves or

disproves the idea. Combating biases in strategic decision-making requires effort and dedication from all of us, and it can make our community club's strategy that much stronger.

3. It Enables Us to Track Progress Based on Strategic Goals Objectively. Having a strategic plan in place can enable us to track progress toward goals. When each department and team understands our community club's larger strategy, their progress can directly impact its success, creating a top-down approach to tracking key performance indicators (KPIs). KPIs can be determined at each organizational level by planning our club's strategy and defining its goals. These goals can then be extended to the overall enterprise and its departments, teams, and individuals. This ensures that every level of our community club is aligned and can positively impact our club's KPIs and performance. It is important to remember that even though our strategy might be far-reaching and structured, it must remain agile. A community club's strategy needs to evolve with the challenges and opportunities it encounters. We must be prepared to pivot our KPIs as goals shift and as we communicate the reasons for change to our club and its stakeholders.

4. It Enables Us to Focus Capital Investments to Achieve the Vision, Mission, and Brand Position. The strategic plan serves as a roadmap for current and future capital investments and, in conjunction with the Reserve Study, ensures that we make wise, future-focused investments in the community.

Foundational Issues

Data for this plan was elicited from key Fairfield Glade stakeholders (e.g., management and staff, affiliated organizations, local officials, etc.), individual Directors, Member discussion groups, the Membership Survey, the SPC, the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Report, the 2023 Reserve Study, and Private Club Associates consultants. Of note, the eight principal information sources were consistent in their observations of Fairfield Glade's current state.

The following foundational issues were identified as areas that must be successfully addressed in the short term for Fairfield Glade to move forward to achieve its stated Vision:

- **Governance** - The Board has exhibited excellent judgment and is commended for commissioning this Strategic Plan (intended to be updated at least every other year) and the Reserve Studyⁱ (intended to be updated every 3 to 5 years). These two processes have positioned the club to improve Fairfield Glade for the future.
- **Relationship with the Declarant** – The Declarant enjoys some control of and considerable influence over FG's future. The *Land Use Strategy* in *Strategic Imperative 7 – Land Use* addresses this and suggests the Board create an ongoing effort to determine the Developer's strategy here at Fairfield Glade and more tightly integrate it with Fairfield Glade's Strategic Plan.
- **Management**—To successfully achieve the targeted goals, there must be a collaborative relationship between the Board and the General Manager/COO.
- **Adequate Remedial and Growth Capital** - The Reserve Study conclusion says: "...the existing Reserve Fund with the current annual contribution rate is projected to be insufficient to fund the reasonably expected capital expenditures over the 30-year life of this study."ⁱ Gaining this knowledge allows the Board to plan for capital requirements and resulted in the creation of a 10-year Capital Plan, which was presented to the community on May 21, 2024.ⁱⁱ
- **A Culture that Embraces Change.** In the private sector or local government, agility will be the new requirement for organizations as we move into the next three decades. As W. Edwards Deming once stated, "It is not necessary to change. Survival is not mandatory." This is a great reminder that all

organizations are vulnerable if they fail to adapt to their changing environment. As we look to the future, the rate of change will be faster than ever, and culture will play a significant part in an organization's ability to sustain through such a period of rapid change.

Research

A wide variety of sources were used in the gathering of data for this Strategic Plan, beginning with an external market scan:

Industry Trends

- There is a much greater focus on technology-based solutions: mobile apps, data analytic tools, virtual events, and digital communications systems (email, text messages, websites, and resident portals). In addition, enhancing cybersecurity and strengthening data security are among HOAs, POAs, and association management businesses' top challenges and priorities.^{iii,iv}
- Changing long-term meteorological trends have created a greater focus on disaster preparedness, maintenance safety, and reserve funding.
- Associations are experiencing higher expenses and slower completion times: 91% of community associations say they are seeing unexpected expenses due to rising costs and inflation.^{v,vi}

Competitive Landscape

- Fairfield Glade is one of only two Tennessee communities recognized by "Where to Retire" magazine's *50 Best Master-Planned Communities in the U.S.*^{vii}
- The key competitors in our market are Tellico Village and other "Retire Tennessee" communities: Wind River is beautiful, but more limited with amenities, and it is significantly more expensive than Fairfield Glade; Jasper Highlands is beautiful, but it is mountain living with much more limited amenities in comparison (e.g., no golf). Tellico Village has monthly assessments that are more than twice those of FGCC ("less than \$160.00 per month" in 2023), and their only advantage appears to be deep water (wakes are not permitted on Fairfield Glade's lakes).
- Principal competition for the retirement market includes communities located in states with mild weather, low taxes, and low cost of living. Fairfield Glade's mild climate is an attractive alternative to the extreme weather in Florida, Texas, Arizona, and Nevada; its relatively low tax burden compares very favorably to California, the Upper Midwest, and the Northeast.

Macro-Economic Outlook

- Inflation is falling but is not completely back to the target level. Goldman Sachs economists forecast that the Federal Reserve will begin reducing its benchmark interest rate in the last half of 2024^{viii}.
- Long-term interest rates remain high, and the Fed is likely to remain cautious as there are still signs that inflation may remain stickier than anticipated. According to Fannie Mae, "We forecast a modest drift upward in existing home sales over our forecast horizon...we continue to expect a solid pace of new home construction over the next two years as buyers look to new homes due to the limited existing home supply."^{ix}
- Geopolitics continues to create new challenges for US policymakers. U.S. allies are asking the country to provide weapons, ammunition, and financing, which will challenge the budget process. Supply shocks—particularly oil price shocks—might also derail the US economy.^x

Population Growth

- According to the US Census Bureau, 90 of Tennessee's 95 counties recorded population growth in 2023, up from 2022 (81 counties) and 2021 (72 counties). Tennessee ranked fourth in the nation for the percentage of counties with population growth, and growth in rural counties has outpaced urban counties each year this decade.^{xi}
- Net domestic migration (i.e., the difference between the number of people moving into and out of a county from other domestic locations, including other Tennessee counties and other states) was the predominant source of population gains in 88 of the 90 counties that saw a population increase in 2023^{xii}.
- According to the US Census American Community Survey, 78.5% of Fairfield Glade's estimated 2022 population is over the age of 59.^{xiii} The Median Age has risen from 65.7 in 2000 to 69.7 in 2022.^{xiii}
- Fairfield Glade has historical U.S. Census-verified growth rates more than twice that of Crossville and Cumberland County, and three times the growth rate of Tennessee (see Table 1 - Selected Population Data 2000-2034).

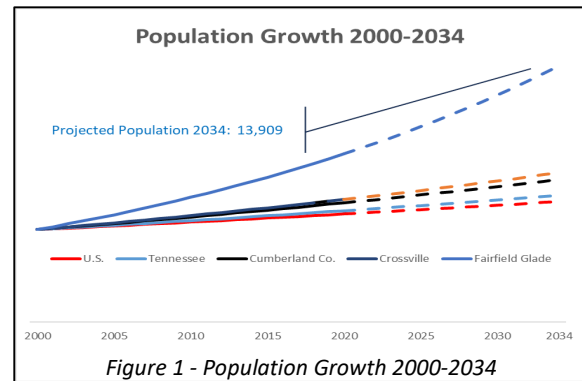


Table 1 - Selected Population Data 2000-2034

Description	United States	State of Tennessee	Cumberland County	City of Crossville	Fairfield Glade
Total Population - 2000	281,421,906	5,689,283	46,802	8,981	4,885
Total Population - 2010	308,745,538	6,346,105	56,053	10,795	6,989
Total Population - 2020	331,449,520	6,910,786	61,145	12,032	9,152
Population Compound Annual Growth Rate, 2000-2020	0.78%	0.93%	1.28%	1.40%	3.03%
Projected Population 2025	344,616,702	7,238,346	65,163	12,900	10,628
Projected Population 2030	358,306,964	7,581,431	69,446	13,830	12,341
Projected Population 2034	369,649,728	7,867,572	73,073	14,622	13,909
Total Population Growth, 2000-2020	17.8%	21.5%	30.6%	34.4%	87.3%
Total Population Growth, 2021-2034	11.5%	13.8%	19.5%	21.5%	52.0%

- Population growth has the *most significant impact* of any external force influencing Fairfield Glade's future, and close, continuous monitoring will be required to anticipate and accommodate future needs.

The SPC also consulted numerous published sources of information regarding the FGCC, including:

Previous Strategic Plans (2012, 2018-2019)

The SPC reviewed previous FGCC strategic plans, including the 2012 FGCC Strategic Plan, the 2018 FGCC Strategic Plan, and the 2019 FGCC Strategic Plan and its 2020 update. The principal focus of these plans was Land Use, Community Design, Community Infrastructure, Ecology and the Environment,

Governance, Public Works Services, Public Safety, and Amenities to create a Vibrant Lifestyle, and Finance.^{xiv}

Community Club Surveys

The SPC reviewed previous FGCC surveys, including the 2018 Strategic Direction Survey, 2019 Food and Beverage Survey, 2018 FGCC Focus Groups Report, and the 2017 FGCC Concert Park and Village Center Survey.^{xiv} In concert with PCA, the SPC conducted the 2023 Strategic Survey; key membership concerns (in no particular order) in that survey were Food and Beverage, Governance & Management, Walking/Biking Trails, Healthcare and Wellness, Meeting Spaces, and Fire Protection.^{xv}

Site Visits

Key SPC members and PCA toured similar communities (Tellico Village and Fripp Island) and held in-depth discussions regarding opportunities and challenges with community leadership/management and SPC counterparts.

S.W.O.T. Analysis

A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis is a strategic planning technique that provides assessment tools that identify core strengths, weaknesses, opportunities, and threats, leading to fact-based analysis, fresh perspectives, and new ideas. The S.W.O.T. Analysis pulls information from internal sources (community club strengths and weaknesses) and external forces that may have uncontrollable impacts on decisions (opportunities and threats). Analysis works best when diverse groups or voices within an organization are free to provide realistic data points rather than prescribed messaging. Following is a *summary* of the S.W.O.T. Analysis conducted by the committee:

❖ *Strengths:*

- Fairfield Glade is located within a day's drive of more than half of the country's population; it enjoys the natural mild climate and natural beauty of the Cumberland Plateau in one of the counties with the lowest per-capita tax burdens in the United States.
- Amenities: Golf is the most prominent FG amenity – design, condition, recognition– and generates a positive cash flow. Stonehenge Restaurant serves diners in a scenic physical location. A newly renovated and expanded Racquet Center enjoys increased participation in pickleball and tennis, an on-line reservation system, and improving cash flow. There is strong demand for boat slips at FG marinas. The Center, conveniently located with adequate size and capacity, has multiple potential revenue streams.
- The FGCC currently has no debt; the Wastewater Treatment System has no debt and will complete a successful 10-year capital improvement plan within current inflation-adjusted funding levels.
- The FGCC BOD has strongly adhered to the Core Values overwhelmingly approved by the Members and has prudently engaged outside expertise to address the most complex challenges facing the community (e.g., architectural firms, reserve study consultants, etc.); the FGCC has a Senior Management Team (SMT) that is long in tenure and deep in expertise.

❖ **Weaknesses:**

- Amenities: The Golf Amenity has no on-line reservation system. The Food & Beverage Program has only one full-service restaurant and has suffered from inconsistent quality and poor financial performance. There is little space available to expand the number of boat slips at FGCC marinas. There are insufficient gathering places for Members and guests to enjoy social activities. Growth of the community, coupled with increasing demand from visitors and timeshare guests, increases compression across all amenities; at some point demand for these amenities will exceed current capacity. The Center kitchen is insufficient to meet current needs, and the facility has a negative cash flow.
- Over the last seven years, FGCC expense growth has modestly outpaced revenue growth, but inflationary pressures, population growth, and pandemic-related deferred expenses since 2020 have increased this expense/revenue gap in the last few years. Current capital reserves are not sufficient to meet projected remedial and growth capital needs (a shortcoming mitigated by the recently presented 10-Year Capital Plan). The maintenance and repair burden of 87 buildings, roads, bridges, and dams is complex and significant.
- Training programs for senior leadership (i.e., BOD, GM, SMT, Committees) are insufficient or absent.
- There is a persistent perception that the BOD lacks transparency.
- Absent a written responsibility matrix, BOD activities are a mix of tactical (day-to-day) and strategic, with too much focus on tactical.

❖ **Opportunities:**

- There is a potential for increasing bottom line cash flow through a strategy of minimizing costs to existing Members and shifting the major burden of the sourcing of new funds on home purchasers and non-Member user fees.
- The new Golf Performance Center will increase revenues, establish competitive advantage, and create greater interest among destination golfers.
- The enhancement of existing Food & Beverage venues (e.g., clubhouse and marina snack bars) and the addition of a new venue at Druid Hills, coupled with improvement of product/service quality and financial performance are all designed to significantly enhance the Member and visitor experience.
- Implementing a formal Performance Management System across the entire FGCC organization and tied to both tactical and strategic S.M.A.R.T. goals ^{xvi} will drive greater accountability, identify high performers, enhance merit and discretionary compensation programs, and improve overall organizational performance and teamwork.
- Re-imagine the best and highest use of the Center to better meet the needs of the community and provide potential revenue improvement; expand the Marketing program to increase amenity and real estate revenue to include a national market; take advantage of the Flat Rock development to boost niche visitor volume.

❖ **Threats:**

- Limited availability of qualified job applicants in the area will continue to be challenging as vacancies occur in the FGCC team. In addition, FGCC competes for labor with a growing list of attractive employers (e.g., Buc-ee's, new restaurants, Flatrock Motorsports). These elements impact all departments within FGCC and have a detrimental effect on the quality of service provided.
- Long-term meteorological trends, coupled with human adaptation to rising temperatures, will negatively influence the demand for and supply of water. A rise in wildfire activity may increase air quality-related health risks and increase the risk of infrastructure and property damage.
- Decreasing Member scoring of the overall direction of Fairfield Glade (Net Promoter Score) and of the quality of the Member Experience will diminish Fairfield Glade's reputation.
- Like many rural communities, Fairfield Glade has limited shopping, restaurants, and entertainment venues in close proximity. Relatively low median incomes and public-school performance ratings make the area less attractive to potential homeowners and employees.

Interviews

3rd Party Interviews

Members of the SPC met with key (non-FGCC) stakeholder organizations to solicit their input and long-term plans. These included the Fairfield Glade Fire Department, Fairfield Glade Resident Services, Cumberland Medical Center (Covenant Health), the Good Samaritan Society at Fairfield Glade, several local realtors, the Declarant and Glade Homes, Zurich Homes, Wyndham Resorts, several key golf packagers, the Crossville-Cumberland County Chamber of Commerce, members of Crossville and Cumberland County government, and members of Cumberland County Schools leadership.

SMT Interviews

The SPC interviewed and solicited inputs from key FGCC staff members, including the General Manager, the Interim General Manager, the Director of Golf, the Director of Racquet Sports, the Director of Community Maintenance/Marinas, the director of Sewer Systems, the Chief of Police, and the Directors of Finance, Marketing, and Human Resources.

BOD Member Interviews

PCA conducted candid, in-depth interviews with each member of the FGCC BOD, collating their observations of Fairfield Glade and the role of a Director and the Board.

Member Focus Groups

PCA and the SPC conducted interviews of several demographically chosen (e.g., newcomers, long-term residents, older Members, younger Members, etc.), collating a broad overview of the outlook, the needs and wants, and the major concerns of various Member groups.

Section 2: Business, Vision, Mission, and Brand Positioning Statement

The Community Club's Business (why we exist) communicates the emotional "driver" of being part of an idea that will benefit the world. This is a very inspirational concept, and it should be beneficial in attracting the talent required to accomplish the Mission. The Vision (what we aim to achieve) is very straightforward and clarifies the business goal. Because the Vision is measurable, attainable, and single-minded, the Community Club can monitor and communicate its progress, which can be highly motivating. The Mission (how we plan to achieve the Vision) outlines the aspirational depiction of the key Member and guest benefits and differentiating initiatives. Combining these three statements tells a clear, complete, and compelling story – each working together. This framework gives team members more freedom. When the entire team is aligned with the Business, Vision, and Mission, management can rely on people doing the right thing without an extensive set of controls. The clarity of direction is firmly established, yet individual creativity and innovation can be achieved and rewarded.

Our Business

Fairfield Glade is in the Business of building and maintaining a thriving community.

Our Vision

Fairfield Glade will be recognized as one of the best vibrant and growing Lifestyle Communities in the United States.

Our Mission

Our Mission is to provide Members and guests with an enjoyable and secure environment with a wide variety of high-quality resort-style amenities and facilities. We will responsibly manage our natural resources and ensure financial stability. We will also foster an active social and recreational experience while delivering on our core value promises and building a strong sense of community.

Our Brand Position

Fairfield Glade provides adults and families with an active and serene living environment surrounded by extraordinary natural beauty and welcoming Members. This community with its moderate climate is located on the Cumberland Plateau, the highest point between the Rockies and the Great Smoky Mountains. It is conveniently located within a day's drive of more than half of the country's population. Fairfield Glade is the choice for those who seek a high-quality lifestyle community because of its wide variety of resort-style amenities and activities, including five championship golf courses recognized as among Tennessee's best, eleven lakes, two marinas, indoor and outdoor pools, a racquet center with multiple indoor and outdoor tennis and pickleball courts, fitness center, stables, 26 plus miles of walking/hiking trails, and over 100 social clubs.

Section 3: The FGCC Core Values

The 2018 Strategic Direction Survey identified ten Core Values that should govern all present and future actions directly related to the governance of Fairfield Glade. Our Core Values are those beliefs and ideals that we hold dear, that we will not compromise, and that define who we are and what is most important to us. The SPC reviewed these Core Values in consultation with the BOD and the various interviewed constituencies previously described. The Committee unanimously recommended, and the BOD approved a modification to Core Value 9, placing community relations in the forefront. These ten Core Values, including this revision, have been incorporated into this 2024 Strategic Plan:

Core Value 1 - Providing a safe and secure environment for our members and guests.

The foundation of a comfortable lifestyle is having the confidence that we live in a safe and secure community. That assurance is central to our ability to relax and enjoy our lives here — with our family, friends, and neighbors. We strive to have the community-wide security needed to protect us and our property from harm, creating an environment that helps us to be free of worry for our safety, and that of our visitors.

Core Value 2 - Maintaining a friendly, caring, and respectful atmosphere.

Our interactions with others begin with the friendliness we all appreciate. We are a caring community of neighbors and friends, with an appreciation for the personal value each of us embodies. Our respect for all is evidenced by our civility and courtesy, which is the hallmark of the manner in which we all strive to be treated.

Core Value 3 - Maintaining honesty, integrity, and transparency in everything we do.

Honesty is the bedrock of our way of life. We will not compromise our integrity in any way, for any reason. Our decisions and actions will always be governed by our commitment to openness and transparency — assuring that the trust that may be given us is rewarded with the honesty expected.

Core Value 4 - Providing a variety of high-quality amenities and services which reflect the interests of our current/prospective members and guests.

We appreciate the value of quality amenities and services to our lifestyle. And we understand that a balance must be maintained to reflect the interests of both our current members, as well as those who will join us in the future. We also acknowledge the value our guests bring to our community and strive to have amenities and services that satisfy their desires in ways that are compatible with our current and future members.

Core Value 5 - Maintaining community standards to safeguard property values.

We have an unwavering commitment to maintaining our community standards, assuring that our common areas and amenities are always in excellent condition. We understand that the key to safeguarding our property values is to keep our community well-maintained and competitive with other similar communities.

Core Value 6 - Managing our natural environment by promoting and preserving our forest ecosystem on developed, undeveloped and common areas.

One of our most valuable assets is our natural environment: i.e., native hardwood forest, clear lakes and streams, stunning vistas, and miles of hiking and walking trails. A quiet and serene world separated from the hustle and bustle that most of us have grown up in. It is one of the elements that attracted us here and which entices new members to our community. We are committed to preserving this priceless environment

for our enjoyment as well as that of our guests and future members.

Core Value 7 - Maintaining a physically, socially, and intellectually vibrant lifestyle for our members.

In the midst of our natural environment we maintain a thriving "people environment" such as the following: sports facilities and hiking trails to challenge our bodies, events and excursions to enhance our socialization, educational endeavors to challenge our minds, and an ever-expanding, ever-changing mix of activities that add value to our lives, and assures a vibrant lifestyle for us now - and in the future.

Core Value 8 - Maintaining sound financial management for stability and future investment.

Just as we manage our own personal finances to adequately provide for our future needs, we expect our Board and Management to be good stewards of our community's finances. The long-term financial health of Fairfield Glade is central to our commitment to many other core values such as the following: a safe and secure environment, a robust amenities and services package, high community standards, and a vibrant lifestyle. Our commitment to honesty and transparency helps assure that our financial future will continue to be sound and stable.

Core Value 9 - Maintaining strong, mutually beneficial, and positive relationships with our surrounding communities, including the local governments.

Sometimes we may forget that even though we seem to live in a world removed, we are actually quite dependent upon the county and state for important services and funding. In addition, we are interdependent with the communities that surround us, sharing challenges and opportunities and learning from one another. We are committed to forging and maintaining strong ties to these critical entities. Healthy relationships help assure that we receive our fair share of resources and benefits, as we contribute our fair share to the common cause.

Core Value 10 - Acting in the best long-term interests of our community as a whole.

One of the most valuable assets we enjoy in Fairfield Glade is our diversity: we come here from all over the nation, and the world. We have worked in many different professions and industries. We have many different interests and passions. But in the end, we are all neighbors in this great community. We are committed to assuring that our governance decisions are in the best interests of our community as a whole, and that our actions are focused on the long-term stability of Fairfield Glade.

Section 4: Strategic Imperatives

Just as our Vision provides an aspirational description of "What we want to become," and the Mission and Core Values describe "Who we are" and "What we value," the Strategic Imperatives set forth the "How we will get there" to accomplish the Mission and achieve the Vision. Based on the information obtained from multiple sources of data and community inputs, the SPC has created a forward-looking document that outlines several key imperatives that will guide FGCC into the next decade. Annual updates to these imperatives will provide a sharper focus to the plan over time.

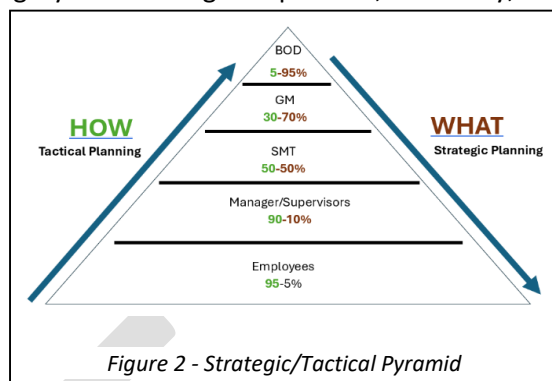
Strategic Imperative 1 – Governance/Management/Human Resources

According to the 2023 FGCC Community Survey, two of the top 5 Member concerns are Governance and Management.^{xv} Survey comments (and almost all the interviews by the SPC described above) cited the focus by the BOD on operational issues as a remedial opportunity. In addition, the most important component of the FGCC operating model is our workforce. They manufacture and deliver the services we

provide, and they represent our largest single cost category. Increasing competence, efficiency, and teamwork within our labor pool will enhance positive outcomes across all our strategic objectives.

Strategic Goal:

The Board of Directors, as FGCC's governing body, will be responsible for setting the organization's goals, direction, limitations, and accountability frameworks. Management will be responsible for allocating resources and overseeing the organization's day-to-day operations.



Strategic Objectives:

- Create, publish, and continuously maintain a Responsibility Matrix that defines clear lines of authority, tasks and respective responsibilities for the BOD, Management, Staff, Committees and Members. The mix of tactical vs. strategic focus of the BOD and the FGCC workforce will be as set forth in Figure 2 - Strategic/Tactical Pyramid.
- Develop and continuously maintain a Succession Plan for the BOD, the FGCC Leadership Team, and each FGCC standing committee. The Succession Plan should include the processes for identifying, selecting, cultivating, and educating prospective successors for the Board, Leadership Team, or committee.
- Investigate alternative governance models (i.e., self-governance vs. professional POA management company) and publish findings.
- Establish a "Nominating/Leadership Development" Committee to actively recruit talent within the community for committee membership and eventual Board of Directors membership, as well as providing vetted nominees for the Board of Directors. The annual turnover of directors, while important, results in frequent changes in team dynamics. A structured approach to director recruiting, nomination, and on-boarding can ensure qualified individuals are prepared for board positions. Consider expanding the required qualifications for BOD election candidates.
- Evaluate committee structure (including number of committees and areas covered) to address changing demographics and desired amenities as noted in surveys; review areas of responsibility to determine whether a committee should be Member-run or if FGCC should employ outside experts teamed with Members; evaluate whether committees should report to the BOD, the GM/COO, or to the SMT; communicate findings to FGCC membership.

Strategic Recommendation 1:

Several of the Strategic Imperatives within this Plan imply a need for enculturation (e.g., organizational change, hospitality culture) or education (e.g., new software, new job responsibilities). A FGCC staff function is recommended to focus on educational content creation/management/delivery to create or procure and deliver courseware for areas such as Leadership Development (e.g. BOD Orientation, Committee Orientation, Skills for Managers/Supervisors), Staff Development (e.g., New Employee Orientation, Hospitality, Cybersecurity Awareness, Community Software Applications, Job Skills), and Community Development (e.g., POA Finance; FGCC History; FGCC 3rd Party Relationships & Partnerships; Covenants & Restrictions, Bylaws, Policies, and Rules; New Member Orientation;

Cybersecurity Awareness). Wherever possible, course content should be delivered via on-line courseware.

Strategic Goal:

Fairfield Glade will mitigate workforce challenges by becoming the Best Place to Work in Cumberland County and one of the Best Places to Work in Tennessee (such as models developed by independent 3rd party assessors such as Best Companies Group, Glassdoor, etc.).

Strategic Objectives:

- Achieve an Employee Engagement (employee engagement is “the emotional commitment the employee has to the organization and its goals”^{xvii}) Score of 70 or higher (e.g., on a 5-point scale where 5 is the highest possible positive score, 70 would be a score of 3.5 or higher); Employee Engagement Scores will be a metric considered in leadership performance evaluations.
- Fully implement a “pay-for-performance” process which ties merit compensation increases and discretionary bonuses for all employees to the achievement of S.M.A.R.T. individual and team goals; establish “Master” S.M.A.R.T. goals for FGCC which are shared with membership and are tied to individual and team goals.
- Develop a Member/employee engagement program with the goal of improving employee retention and Member appreciation of staff contributions to the success of Fairfield Glade.
- Individual performance evaluations will be prepared by the immediate supervisor and reviewed/endorsed by the immediate supervisor’s leader. Performance rankings in the highest and lowest performance categories will be reviewed with the general Manager/COO prior to delivery.

Strategic Imperative 2 – Financial Stability

Financial stability is a basic attribute of any organization. Maintaining and improving the financial stability of a growing community/community club, such as Fairfield Glade, is imperative for the current and future success of the organization. Financial targets that reflect the needs of current residents and guests as well as future property owners must be established to achieve positive operational financial performance and comfortable financial reserves for long term asset replacement and new investment. Both day-to-day operational goals and capital management for future needs require financial discipline and structural planning. The Fairfield Glade Community Club will be a financially viable and stable organization with a strong financial position. Financial plans and strategies will reflect the Mission and Core Values of the organization.

Strategic Goal:

Fairfield Glade will be operated in a manner that creates revenues adequately (1) funding operations to assure the defined (Vision/Brand Position) quality levels are reached and continuously improved; (2) overcoming identified reserve account deficits; and (3) funding desired/required new capital projects. The BOD will use generally accepted accounting processes and use feedback and timely information provided by the General Manager, committees, membership surveys, the Declarant, and Wyndham to make sound financial decisions to build a thriving community with the annual operating budget and long-term capital planning. Cost improvement, revenue enhancement, and budgetary adherence will be important attributes of the FGCC corporate culture.

Strategic Objectives:

- The Board of Director will evaluate the Annual Assessments annually based on the FGCC inflation rate.^{xviii}
- The BOD will increase non-Assessment Revenue by aligning non-Member Amenity Fees to competitive regional market rates.
- The FGCC Capital Reserve Account funding plan will maintain a threshold funding target of at least 54% of the total of all projected foreseeable capital requirements.
- Individual and team performance goals and compensation will be tied to Annual Budget adherence/discipline.
- The 2023 Reserve Study will be updated by an independent 3rd party in 2027 and every 3-5 years thereafter.

Strategic Recommendation 1:

The Strategic Objectives for Financial Stability stated herein should be refined as necessary and codified as a Fairfield Glade Community Club Policy and published/updated routinely following existing processes for Policy publication, including membership review.

Strategic Imperative 3 – Health & Safety

Health and Safety are among the most significant concerns of community club Members, and Emergency Preparedness is one of the most prominent issues facing all community associations nationwide^{iv}. Tennessee's unique geographical location exposes the state and its citizens to severe weather and other threats. The State of Tennessee has developed the Tennessee Hazard Mitigation Plan that identifies several natural and man-made hazards of prime concern for the foundation of long-term disaster planning and strategy. In addition, the FGCC also faces potential man-made threats from active shooters and cyber-attacks. Developing strategies to mitigate health and safety concerns and planning for comprehensive responses to major events are the focus of this Strategic Imperative.

Strategic Goal:

To measurably improve the quantity and quality of healthcare available to Fairfield Glade residents and visitors.

Strategic Objectives:

- Working with Cumberland Medical Center/Covenant Health, explore and support incentive strategies for medical staff to practice at the CMC Medical Arts Complex at Fairfield Glade; jointly investigate Telehealth,^{xix} Community Healthcare Worker (CHW)^{xx} and Community Paramedicine^{xxi} service delivery models and cooperate in efforts to improve the healthcare workforce in Cumberland County.^{xxii}
- Determine a mechanism for FGCC Members to recommend and provide feedback regarding area health care providers.

Strategic Recommendation 1:

Through thoughtful, targeted and appropriate partnerships, both formal and informal, Fairfield Glade should collaborate with and encourage Good Samaritan, Cumberland Medical Center, and the local healthcare community to develop new models of care, enhance existing services, develop new services,

assist in the recruitment of medical personnel, anticipate and accommodate community growth, and introduce direct-to-patient technologies and higher standards of elder care.

Strategic Goal:

Fairfield Glade will be widely recognized throughout the state of Tennessee as a model community for emergency preparedness and public safety that contributes to an environment where; the vast majority of our Members, employees, visitors, and guests will feel safe and secure in Fairfield Glade.

Strategic Objectives:

- Meet with public safety officials, private companies, and the public to increase understanding of and coordinate emergency response plans^{xxiii}; coordinate emergency response plans with public safety officials, private companies, and the public and develop plans to share resources and equipment within and across communities to assist in responding to an emergency.
- Define and pursue enhanced relationships with and among the Fairfield Glade Fire Department, the Fairfield Glade Police Department, Cumberland County Emergency Medical Services, and other relevant agencies that more closely integrate and align with the public safety needs of the Fairfield Glade community. Review emergency plans of individual organizations, such as medical facilities and fire departments, to ensure their adequacy and compatibility with FGCC plans; review local emergency operations plans and seek revisions of them, as necessary.
- Ensure appropriate emergency response training and facilities are available for staff, volunteers, other responders, and FGCC Members. Effectively communicate emergency response plans to minimize risk to people and property. Establish a mechanism for preparing FGCC-specific damage assessments following emergency events.
- Apply for grants applicable to funding for emergency management planning, responses, and recovery, and report on the use of funds allocated; where grants are not available to 501(c)(4) social welfare organizations, assist local emergency management agencies in securing grants beneficial to the FGCC.
- Provide the necessary support to maintain and, as necessary, requalify the Fairfield Glade Police Department for Commission on Accreditation for Law Enforcement Agencies (CALEA) and Tennessee Law Enforcement Accreditation (TELEA) accreditations.
- Whenever possible, advocate that road/highway improvements give consideration to the guidelines set forth in the Handbook for Designing Roadways for the Aging Population^{xxiv} published by the U.S. Department of Transportation Federal Highway Administration.
- Drivers operating vehicles above posted speed limits represent a hazard to themselves and to other road users. The Fairfield Glade Police Department will employ speed management techniques that focus on high-risk drivers (e.g., the “Slow Down Tennessee” program from the Tennessee Highway Safety Office).

Strategic Recommendation 2:

Significantly increase the FGCC team’s focus on Emergency Management and implement necessary standards and procedures enabling Fairfield Glade to be recognized as a statewide leader in risk mitigation and community emergency preparedness.

Strategic Goal:

Support and encourage 3rd party fire protection providers (i.e., Fairfield Glade Fire Department, Cumberland County Fire Department) in their efforts to enhance Member confidence in fire protection services provided to Fairfield Glade residents.

Strategic Objectives:

- Encourage and support the 3rd party fire protection providers serving Fairfield Glade in their efforts to achieve accreditation by the Commission on Fire Accreditation International® (CFAI).^{xxv}
- Cooperate with the 3rd party fire protection providers in the creation of a Community Risk Reduction (CRR) Program, beginning with a Community Risk Assessment (CRA). Encourage and support the Fairfield Glade Fire Department in the pursuit of CFAI accreditation.
- FGCC will facilitate periodic communications to Fairfield Glade membership from the fire department, FGPD, Cumberland County EMS, and other relevant cooperating emergency management organizations to provide current events and other topics of interest such as current performance, staffing levels, and service improvement strategies.

Strategic Recommendation 3:

Continue to coordinate efforts with Cumberland County Emergency Medical Services to enhance the level of service provided to Fairfield Glade residents.

Strategic Objectives:

- Support and encourage Cumberland County EMS to explore alternative service models that provide rapid response initial medical services to enhance Member confidence in the level of emergency medical services provided to Fairfield Glade residents.
- Encourage and support Cumberland County EMS as they explore recruitment and retention alternatives and incentives to enhance and stabilize their staffing levels.

Strategic Imperative 4 – Technology

Technological advancement is a key component of the Member/guest experience in Fairfield Glade, and a significant factor in ensuring operational success across all services and amenities. According to the 2020 Decennial Census, 95.6% of Fairfield Glade households have access to a computer,^{xxvi} slightly higher than the national average. The continued emergence of self-service applications across all types of activities requires FGCC to embrace current technology to provide enhanced services to our Members and guests. This Strategic Imperative will drive greater efficiency, lower operating costs, and enhance the Member/guest experience:

Strategic Goal:

Enhance Fairfield Glade's technology infrastructure and software applications to ensure system stability and security and drive the development or procurement of software applications to enhance the services available to Members, guests, and operations.

Strategic Objectives:

- Maintain and support a Technical Infrastructure that can accommodate population growth and increased capability for remote work.

- Ensure availability of reliable high-speed Internet to all developed areas, and to areas of future new development.
- Implement minimum standards for periodic computing technology refresh, increasing the supportability of the computing resources and streamlining the acquisition and deployment of new equipment and the proper removal and recycling of the old equipment.
- Continuously evaluate Software trends and applications to enhance Member/guest experience.
- Self Service Member Portal: Implement self-service applications available for amenities (tee times, meeting room reservations, food service orders, racquet center reservations) and Member account transactions.
- Enhance the FGCC Member website to clearly organize Member information (e.g., policies, hours of operation, FAQ) and Member account information.
- Enhance the public FGCC website to include references to the FGCC's Mission, Vision, and Core Values, social media links, and consistent marketing messaging.

Strategic Recommendation 1:

Create a 3- to 5-year Technology Plan to address capacity, security, automation, infrastructure, network, and process and communication needs. Consider a Technology Gap Analysis to determine hardware and software needs, addressing emerging trends in software applications, network stability, cybersecurity measures, and system capacity needs. Consider establishing a Technology Policy setting forth the FGCC standards concerning the adoption and use of technology and innovation as a means to reduce cost and enhance Member service. Consider engaging a 3rd party with deep current-technology expertise and POA/HOA/private club knowledge to lead this effort.

Strategic Recommendation 2:

Prioritize future projects among different populations (Members, guests, operations) in alignment with the FGCC Vision and Strategic Imperatives. Use Member acceptance/preference data to focus and drive new application development.

Strategic Imperative 5 – Infrastructure

Looking across the country and the globe we see that the cities and regions that are thriving are those investing in critical infrastructure such as roads, sidewalks, parks and recreation, water, energy, and communications that connect people and goods to economic and social opportunity. At the same time, we know that a poorly designed infrastructure program can inhibit the shared prosperity, economic growth, and community development that we all seek. This Strategic Imperative addresses the maintenance, improvement, and development of Fairfield Glade's roads and bridges, dams and lakes, facilities, greenspaces, utilities, and environment.

Strategic Goal:

Maintain and improve Fairfield Glade's infrastructure to the same high-quality level as our best kept, best operated, and continually improving amenity (i.e., our golf courses) to ensure that all Members and guests of Fairfield Glade are serviced at that elevated level as Fairfield Glade grows. Provide for the future growth of this vital community infrastructure to support current and projected future developments. Ensure current and future operations and development conforms to established FGCC, local, state, federal, and industry regulations and guidelines and meets best master-planned community standards.

Strategic Objectives:

- Continuously monitor Fairfield Glade's population growth measured against infrastructure capacity; determine how to accommodate that future growth through demand management, infrastructure expansion/improvement, and combinations thereof.
- As existing facilities are improved and as new facilities are built, add community meeting spaces as appropriate to accommodate our growing population's needs.
- The Administration building(s) will be improved/replaced/renovated to have a warm and inviting entrance and waiting area equipped with high-quality furniture and décor so as to provide Members and guests with comfort and privacy when interacting with FGCC Administration.
- Continue to maintain and improve community infrastructure to support projected growth and enhancement over the next five to ten years.
- Continue to augment, as necessary, available Cumberland County funding for road repairs, repaving, and improvements in order to maintain high standards; where appropriate, upgrade paved surfaces from chip-and-seal to asphalt. Seek opportunities to provide paved-surface bike lanes in support of hard-surface biking sports.
- Ensure that needed wastewater systems, as well as lake and dam improvements, continue to be fully and correctly reflected and updated in the long-term capital plan; ensure wastewater capacity anticipates growing demand.
- Work with electric, water, Internet, cable, and gas utility providers and local governmental officials to ensure that Fairfield Glade Community Club's growth projections align with theirs and that plans for future growth and improvement are in place.
- Ensure that plans to attain current and future compliance with (and certification thereof) state, federal and industry regulations and guidelines regarding the operation and maintenance of lakes, dams and wastewater systems are in place.
- Investigate, develop, and publish plans for the renovation and repurposing of The Center facility to enhance public meeting spaces, indoor amenities.
- Develop and maintain consistent community design guidelines for residential and Fairfield Glade Community Club buildings using cost effective "green" building standards; develop and maintain guidelines for non-FGCC commercial buildings in a manner that will encourage the commercial owners to accept and follow these guidelines.
- Develop landscaping guidelines that maintain and enhance the natural beauty of our forested ecosystem; continue to maintain guidelines for residential and commercial lighting.

Strategic Recommendation 1:

Determine Fairfield Glade's optimum growth trajectory and how the infrastructure can continuously accommodate that growth while enhancing overall quality through demand management, expansion, improvement, third-party negotiations (e.g., utility providers, governmental entities, etc.), and combinations thereof.

Strategic Imperative 6 – Amenities

According to the Fairfield Glade Community Club Charter, the purpose of the FGCC is “To construct, maintain and operate recreational facilities.”^{xxvii} Further, community surveys over the last decade have consistently shown that about 90% of our Members want our amenities to be above average; about two-thirds prefer amenities that are “among the top tier” or “equal to the area’s best.”^{xiv} The “2024 Sports, Fitness, and Leisure Activities Topline Participation Report,” issued annually by the Sports & Fitness Industry Association (SFIA) indicates that nearly 80% of all Americans 6 years and older participated in at least one sports or fitness activity in 2023.^{xxviii} The recreational aspects of the area and quality of amenities are a key part of the purchase decision and directly support the vibrant lifestyle community Vision. This Strategic Imperative addresses our Amenities:

Strategic Goal:

- Match amenity capacity to demand by continuously monitoring usage trends, external trends (e.g., growth and evolution of golf, pickleball), and community population trends; continuously monitor senior sports trends to identify additional amenity needs; expand capacity and capability as needed to accommodate anticipated demand.

Strategic Objectives (Pickleball):

- While additional Pickleball courts are in the current Capital Plan, they may not be sufficient to accommodate current demand and anticipated growth; the Racquet Sports Committee should closely monitor usage and population growth/demographics to anticipate possible further expansion in 5-10 years.
- The Racquet Sports Committee, in collaboration with the local pickleball community, will pursue additional regional/national tournament opportunities: Crossville is the “Golf Capital of Tennessee,” and there is no reason that it cannot also be the “Pickleball Capital of Tennessee.”

Strategic Objectives (Golf):

- Improve and maintain our existing golf courses (complete all repairs required by the capital plan)
- Be on the leading edge of technology with performance center and online booking tools.
- Evaluate our environmental position and act as required to reduce FGCC’s carbon footprint.
- Evaluate the potential for “Executive” style or all-weather alternatives to address changing demographics.

Strategic Objectives (Lakes/Marinas):

- Investigate the construction of a new lake that will accommodate a third marina/beach with boat slips and publish findings.

Strategic Objectives (Pools):

- Continue to evaluate pool capacity based on usage and population growth data.
- Renovate and update all three existing pools.

Strategic Objectives (Walking/Biking Trails):

- Evaluate the potential to widen roads or install walkways proximate to blind curves to ensure the safety of walkers and bicyclers (within reasonable economic constraints).
- Select undeveloped grass "roads" throughout the Fairfield Glade and designate them as off-road cycling trails. The development of this objective should be in consultation with the Fairfield Glade cycling club.
- In consultation with the Fairfield Glade Cycling Club, add additional "Watch for Cyclists" signs along high-traffic roads.
- Consider the creation of paved walkways across all dams to separate pedestrian traffic from vehicular traffic along these narrow crossings (within reasonable economic constraints).

Strategic Objectives (Food & Beverage):

- Provide two distinct full-service dining venues. The first one, Stonehenge, will offer a sophisticated and formal dining experience with an upscale menu. The second venue, Druid Hills, will cater to a more casual dining setting aimed at golfers and visitors seeking a relaxed atmosphere. Projected population growth and amenity utilization may require a third venue in the early 2030's.
- Enhance the satellite food and beverage outlets at each Clubhouse and Marina to provide additional hours and services to support seasonal volume and provide the opportunity for Members and guests to have food and beverage service without leaving the amenity.
- To alleviate overcrowding in the clubhouses on peak days, consider adding a beverage cart offering substantial snacks and beverages.
- Investigate an online booking tool to be able to "see" where diners' volume is heaviest so that golfers can choose the different venues for convenience.
- Investigate the creation of space and incentives to attract private restaurants to Fairfield Glade.

Strategic Objectives (New Amenities):

- Create a Business Center with co-working space and IT and Tech bar (with dedicated staff to assist residents and guests with technology issues). In addition, it would offer services such as printing, faxing, and complimentary workstation access.
- Enhanced Spa/wellness center with 24-hour access.
- Add facilities geared for entertainment for children.
- Create facilities to support a variety of hobbies.
- Consider expanded racquet sports offerings (e.g., Table Tennis, Badminton, Pádel).
- Create an outdoor gathering area, "The Lawn," to offer a space for residents to gather and play games such as croquet and lawn bowl with pavilions, fire pits, and grills.

Strategic Recommendation 1:

The General Manager will formulate, obtain approval for, and execute a plan to elevate or maintain the quality service levels of the Fairfield Glade Amenity Portfolio to the high standards of quality set by generally recognized industry experts and trade associations. A critical component of the success and

reputation of Fairfield Glade is a sincere culture of hospitality, and the Amenities staff will take the lead in this effort.

Strategic Imperative 7 – Land Use

Much of Fairfield Glade's character is created by our visible land use patterns. This Strategic Imperative focuses on the use of open spaces, FGCC-owned lots, recreational parks, scenic areas, and roadside landscaping initiatives to enhance the desirability of living in Fairfield Glade.

Strategic Goal:

The Fairfield Glade SPC, Wyndham Vacation Resorts, and FGH Land Tennessee (the Declarant) will interact to ensure that all party's strategic plans support Fairfield Glade's Core Values and long-term objectives.

Strategic Objectives:

- Common area land owned by the Fairfield Glade Community Club will be used to encourage growth, enhance the resident/visitor living experience, maintain natural beauty, and improve property values.
- Lots owned by the Fairfield Glade Community Club will be used to encourage growth and enhance the living experience while reducing lot density and maintaining the natural beauty.
- To ensure that lots owned by FGH Land Tennessee are aligned with our strategic plans, we should strongly encourage FGH Land Tennessee to align its strategic plan to the community club's and that the two parties continuously work together to keep their plans aligned.
- To ensure that lots owned by Wyndham Vacation Resorts are aligned with our strategic plans, we should strongly encourage Wyndham Vacation Resorts to align its strategic plan to the community club's and that the two parties continuously work together to keep their plans aligned.

Strategic Recommendation 1:

Pursue the development of a comprehensive Fairfield Glade Community Master Plan with community stakeholders, including participation from Community Club membership, the Declarant, Wyndham Resorts, and Cumberland County. The comprehensive Fairfield Glade Community Master Plan should consider land use for parks/greenspace areas as the community's residential footprint expands, as well as land use plans for property owned by FGCC, the Declarant, Wyndham, and Cumberland County, as appropriate.

Strategic Recommendation 2:

Consider the creation of an ad hoc Commercial Development Committee that includes participation by Members of the Community Club, the Declarant, Wyndham representatives, and local government officials. The Commercial Development Committee will work on the creation of a comprehensive Commercial Development Strategy that would be consistent with the Community Club Strategic Plan and the Fairfield Glade Community Master Plan. The Commercial Development Strategy should consider the expansion of public-private ventures that include the following activities:

- Encourage the development of a new Village Center complex.
- Evaluate opportunities to attract additional businesses.
- Pursue opportunities to ensure continuing quality Internet service to Fairfield Glade and
- Collaborate with Cumberland County and the Chamber of Commerce to explore and implement alternatives to attract and retain a qualified workforce.

Section 5: Strategic Plan Ownership, Maintenance, and Reporting

This Strategic Plan is a plan for a future that reflects the needs and vision of the Fairfield Glade Community Club. It reaffirms the Mission of the community, and it identifies the strategies to reconfirm the Core Values to maintain while working towards achieving the community's Vision. It ensures that key components of the brand position for FGCC are valid for continuing to attract guests, and it acts like a road map to identify the route to get where the community club wants to go – the vision for a better future. As an important reminder to stay true to the FGCC's Core Values, it allows the community club to be more accountable and transparent to its membership. This Strategic Plan is also a "living document," meant to be continuously updated so that it remains reflective of the aspirations of our ever-changing membership; it belongs to the membership of the Fairfield Glade Community Club.

Strategic Planning Committee Next Steps:

The SPC will begin a transition into a more active and visible advisory committee role for the FGCC BOD, accountable to that Board and through it to the membership and constituency of the Fairfield Glade Community Club. The committee will review the SPC Charter ^{xiv} in January of each year, reviewing all charter language to assure the document remains current, ensuring that the SPC remains in compliance with the charter, and recommending any suggested changes to the Board of Directors. The SPC will meet no less than quarterly (more frequently if project and task completion require) and will focus on:

1. Research:

- Annually assess conditions for critical success factors and update the Community Club strengths, weaknesses, opportunities, and threats (SWOT Report).
- Continuously review and update the economic outlook, industry trends, the competitive landscape, and Fairfield Glade's growth trajectory.
- Upon request by the Chief Operating Officer or the BOD, collect, analyze, and present data relevant to the accomplishment of the FGCC Mission.
- Consult annually with affiliated organizations ^{xxix} to ensure that each organization's strategic plans are complementary to the Fairfield Glade Community Club Strategic Plan.

2. Review and Report:

- In May of each year (prior to budget development), report to the BOD any recommended Strategic Plan updates and changes, as emerging industry trends, new data, new needs, and new conditions are identified from SPC research, other similar communities, and input from FGCC membership and key stakeholders; in consultation with the Chief Operating Officer and Senior Management Team, assist in quantifying resources required to achieve strategic objectives; confirm metrics to measure strategy progress; and make appropriate recommendations to the COO/BOD.
- Review and report progress on the Strategic Initiative objectives and report progress to the BOD (quarterly) and FGCC membership (as directed).

- Annually review and recommend revision (as necessary) the Foundational Issues, including strategies & objectives addressing data driven community needs, consistent with the community club's Vision, Mission, and Brand Position Statements, Core Values, Bylaws, and Covenants & Restrictions.
- Periodically conduct interviews with community leaders and key stakeholders who have an impact on community development.
- Annually review facility-use data analysis and forecasting; include the Senior Management Team in the facility reviews for project feedback and potential projects.
- Periodically facilitate discussion group meetings with community club Members.
- At least bi-annually, revise, obtain approval, publish, and present an updated FGCC Strategic Plan.

Appendix A – A Brief History of Fairfield Glade

1969—1979 — 8300 acres of Plateau land were purchased, covenants were established on May 1st, 1970, and Fairfield Glade was now official. Ninety mobile homes are installed as visitor units. Virginia Gilbert, a retired schoolteacher becomes the first permanent resident. The first nine holes of Druid opened in 1971. St. George Marina was constructed in 1972 and the second nine at Druid was finished. The first sewer treatment plant was built — 200,000 gal/day. Over the next several years a clubhouse, pool and tennis courts were added, Wilshire condominiums were built, 1800 acres in Dorchester area was purchased. Also, during this decade, 142 LST Condos were built, RHA was formed, Pomeroy dam completed, various clubs and churches were established. The Lodge was built, Malvern Dam built and over the next several years Dorchester Golf Course was constructed. There are now approximately 1000 residents.

1980—1990 — Kirkstone Dam, Dartmoor Dam and the construction of Stonehenge Golf Course are completed. This period also saw the start of the Heatherhurst Golf complex, twenty-seven holes completed. Many town homes and timeshare facilities were constructed, Dorchester swimming pool and tennis courts, new stables, construction of Preston Woods Estates and Volunteer Electric Cooperative Substation installed. Sewer Plant expands to 400,000 gal/day.

1991—2000 — More building of town homes, timeshares, pro shops, and marina updates. Water lines and sewer lines installed. Tennis Center purchased from FCI. Docks and piers installed at Dartmoor and St George Marinas, walking paths installed, renovations of Community Club facilities and the final nine holes at Heatherhurst were completed. Resident population at this time numbered 4,855 in 3,118 housing units. In 1997 all the daily operations of the community were turned over to the Members and new Organizational Documents were approved by the Members. In 2000, the Tennessee Department of Tourism named Crossville/Cumberland County as the “Golf Capital of Tennessee”. The 2000 Decennial Census recorded Fairfield Glade’s population as 4,885, with about 2,500 housing units.

2001—2011 — Major expenditures were incurred with the sewer expansion, the purchase of Stonehenge Golf Course, the Community Center construction and golf course irrigation systems installed at Druid and Stonehenge. Extensive dam work was completed, and the North and South Fire Stations were constructed. Cumberland Medical Center Wellness Center constructed, Nottingham Villas constructed and North Ridge, Hickory Ridge and The Bluffs neighborhoods were developed. The new building for The Art Guild at Fairfield Glade was completed. In 2011 the Good Samaritan Society Continuing Care Facility was opened and continues to expand. The 2010 Decennial Census notes that there are approximately 4,110 housing units in the Glade with a population of 6,261.

2012—2015 — The first Strategic Plan was developed, and strategic tasks focused on upgrading amenities and infrastructure. A new drip disposal field was installed near the wastewater plant, a kitchen and restrooms were added to the St. George Mariana pavilion, new pool cabanas and pavilions were constructed at the Dorchester and Druid Hills pools, a new irrigation system and cart paths were installed at Dorchester golf course and the new Dorchester clubhouse opened in August 2015.

2016—2018 — In 2016 the Fireside Lounge at Druid Hills was renovated. In 2017 we added a covered porch to the rear of the Stonehenge Clubhouse and renovated the Stonehenge bunkers with the Better Billy Bunker System. Also, 8 new outdoor pickleball courts were installed at the Racquet Center since pickleball is the fastest growing sport among seniors and in Fairfield Glade. Tom Anderson, former Chief Real Estate Officer for Wyndham, became the new developer in 2017 by buying most of the undeveloped land owned by Wyndham Vacation Resorts, the developed lots in the northeast section of the community and the commercial land near Mirror Lake, including the Wyndham Guest Check-in building. This is a significant positive for Fairfield Glade as Mr. Anderson wants to work with Fairfield Glade Community Club to revitalize the commercial area near Mirror Lake and the Community and

Conference Center. The widening of Peavine Rd from Firetower Rd. to Catoosa Blvd also started in 2017, with an estimated completion date of November 2020, the year of our 50th anniversary. In 2018 Fairfield Glade Community Club purchased the Discovery Center from the First Baptist Church of Fairfield Glade and converted it to the new Police Department Building.

2019—2023 — In 2019, a new Turf Care Facility was completed at Stonehenge, and work began on interior renovations at the Stonehenge Clubhouse. In Fairfield Glade North, Chestnut Ridge Block 1 was developed for home sales. 2020 marked Fairfield Glade's 50th Anniversary as a Community, but planned celebrations were forestalled by the disruption of the COVID-19 pandemic early in the year. The 2020 Decennial Census recorded a Fairfield Glade population of 9,152 residing in 5,560 housing units. Phase I of the Stonehenge Clubhouse interior renovations was completed, and work began on the renovations of the kitchen, Pro Shop, and bathrooms, completed the following year. Also completed in 2021 were an entertainment pavilion with walking paths and a dance floor at Mirror Lake (A.K.A. "The Grove"), construction of new parking lots and updating of the two pavilions and restrooms at Robinhood Park, construction of an outside restroom at Dartmoor Marina, and the interior and exterior renovations of the Racquet Sports Facility. The widening of Peavine Road that began in 2017 was completed, and the planning process for the new Druid Hills Clubhouse facility commenced. In 2022, the Marina Dock Expansion project was completed, including 20 additional slips at Dartmoor Marina and 9 additional slips at St. George Marina. The following year, construction of new restrooms at The Grove was completed, and renovations began of facilities at St. George Marina. The BOD approved the land transfer agreement between the Declarant and the FGCC for the parcels known as the Fire Department and the Druid Hills Driving Range. FGCC transferred the Fire Department property to the Declarant and Tom Anderson will transfer the Druid Hills Driving Range and Golf Maintenance parcel to the Club. Construction was begun on the new Driving Range and Putting Course at Druid Hills as the planning process for a new Druid Hills Clubhouse facility continued.^{xxx}

Appendix B – Acknowledgements

The importance of volunteerism cannot be overstated. It builds social bonds, gives Members a sense of involvement, and makes our community club a vibrant and thriving place to live. Volunteerism is the foundation for building a sense of community. Community clubs would have a hard time existing without volunteers; they are the lifeblood of any community. Successful community clubs—those where Members are united by common goals and interests—are created by a broad base of active volunteers. This volunteer base brings essential diversity to the association through their unique viewpoints, opinions, ideas, talents, and contributions. This Fairfield Glade Community Club 2024 Strategic Plan could not have been completed and published without the tireless efforts of the following volunteers:

Strategic Planning Committee

Philip Riley, Chairperson
Bruce Klockars, Vice Chairperson
Sue Eppler, Secretary
Jessica Speaker
David Urban
Kathy Hageny
Scott Hartema, BOD Liaison

FGCC Board of Directors

Greg Jones, President
Scott Hartema, Vice President
Bruce Horn, Treasurer
Barbara Storer, Secretary, Timeshare Director
Bruce Cox, Director At Large
Ken Flierl, Director At Large
Ellen Anderson, Developer Director

Private Club Associates (PCA) provided a unique blend of considerable knowledge and experience to this project. Their industry knowledge and expert outside perspective significantly contributed to the successful completion of this Strategic Plan:

Private Club Associates

Ted Robinson
Tim Dunlap
Stephen Paris (1951-2023)

Endnotes

- i Hart Property Advisors. "Reserve Study with Site Visit." Revised Draft submitted May 22, 2023.
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- xii Biernacka-Lievstro, J., & Fall, A. (2024, May 7). Population growth in most states lags Long-Term trends. The Pew Charitable Trusts. https://www.pewtrusts.org/en/research-and-analysis/articles/2024/05/07/population-growth-in-most-states-lags-long-term-trends?pop_hbar_data_picker=g&pop_hbar_regions=1&pop_tile_states=tn
- xiii <https://data.census.gov/table/ACSST5Y2022.S0101?t=Age%20and%20Sex&g=160XX00US4724980>
- xiv Login - Fairfield Glade Community Club. (n.d.-c). <https://nsmembers.fairfieldglade.cc/group/pages/strategic-planning-committee>
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- xvi SMART goals were outlined back in 1981 by George T. Doran, who noticed that many business goals were too diffuse to have a meaningful impact. He wrote about how goals are not amorphous and inarticulate but measurable and must be achieved if the organization wants to move forward. SMART goals are well-defined goals that follow a specific structure to support the goal-setter's achievement. Each element helps set you up for success, following the letters in the SMART goals acronym. The "SMART" in a SMART goal stands for Specific, Measurable, Achievable, Relevant, and Timely.
- xvii Kruse, Kevin. "What Is Employee Engagement." Forbes, 25 June 2015, www.forbes.com/sites/kevinkruse/2012/06/22/employee-engagement-what-and-why/. Accessed 27 June 2024. Kruse is the author of the bestselling book, Employee Engagement 2.0.
- xviii The Consumer Price Index (CPI) published by the U.S. Bureau of Labor Statistics is a commonly used measure of inflation that may not be an accurate measure of inflationary factors impacting Fairfield Glade. For example, some CPI components (e.g. childcare, housing) may not be useful in estimating our future costs. Other components may be underrepresented: more than 60% of non-labor costs for a golf course are related to petroleum prices (gasoline, fertilizer, etc.); food represents more than 40% of restaurant operating cost. In addition, the BLS CPI calculations consider only price fluctuations in *urban* settings, and we live in a rural area. The Director of Finance will annually determine and publish an inflation index for Fairfield Glade that accurately reflects the inflationary factors impacting our budget in proportion to our cost structures.
- xix Rural Health Information Hub. "Telehealth and Health Information Technology in Rural Healthcare." Updated 4/12/2024. <https://www.ruralhealthinfo.org/topics/telehealth-health-it>. Accessed June 27, 2024.
- xx Rural Health Information Hub. "Community Health Workers in Rural Settings." (n.d.). <https://www.ruralhealthinfo.org/topics/community-health-workers>. Accessed June 27, 2024.
- xxi Rural Health Information Hub. "Rural Community Paramedicine Toolkit." 7/16/2020. <https://www.ruralhealthinfo.org/toolkits/community-paramedicine>. Accessed June 27, 2024.

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xxiii Fairfield Glade Neighborhood Watch, Fairfield Glade Fire Department, Fairfield Glade Police Department, Fairfield Glade Council of Churches, Crossville Police Department, Crossville Fire Department, Crossville/Cumberland County Emergency Management Agency, Cumberland County Sheriff's Department, Cumberland County Emergency Medical Services, Cumberland County Rescue Squad, Cumberland County Emergency Communications District, Cumberland County Fire Department, Cumberland Medical Center, Tennessee Highway Patrol, Tennessee Wildlife Resources Agency, Tennessee Division of Forestry, Tennessee Emergency Management Agency, Federal Emergency Management Agency, Volunteer Electric Cooperative, Middle Tennessee Natural Gas Utility District, Crab Orchard Utility District, regional Internet providers (Comcast, Frontier, Lohman, et.al.), East Tennessee Voluntary Organizations Active in Disaster (ET-VOAD), and the American Red Cross.

xxiv Handbook for Designing Roadways for the Aging Population. (2014). U.S. Department of Transportation, Federal Highway Administration. Retrieved June 20, 2024, from https://highways.dot.gov/sites/fhwa.dot.gov/files/2022-06/aging_driver_handbook_2014_final%20.pdf

xxv Center for Public Safety Excellence. "Commission on Fire Accreditation International® (CFAI) Accreditation Overview." Updated 7/24/2023. <https://www.cpse.org/accreditation/accreditation>. Accessed May 10, 2024.

xxvi <https://data.census.gov/table?t=Telephone,%20Computer,%20and%20Internet%20Access&g=160XX00US4724980&y=2022>

xxvii <https://nsmembers.fairfieldglade.cc/documents/20124/171203/Charter.pdf/>

xxviii Popke, M. "A Record Number of Americans Participated in Sports, Fitness Activities in 2023". Sports Destination Management. <https://www.sportsdestinations.com/sports/all-sports/record-number-americans-participated-sports-33929>. March 16, 2024.

xxix Fairfield Glade Fire Department, Fairfield Glade Resident Services, Cumberland Medical Center (Covenant Health), the Good Samaritan Society at Fairfield Glade, local realtors, the Declarant and Glade Homes, Zurich Homes, Wyndham Resorts, key golf packagers, the Crossville-Cumberland County Chamber of Commerce, members of Crossville and Cumberland County government, and members of Cumberland County Schools leadership.

xxx "A Brief History of Fairfield Glade" is compiled from the book "Fairfield Glade History", by Thomas Martin (through 2011), data from the U.S. Census Bureau, and from information in "Glade Timeline 1980 to Present Day" supplied by the Fairfield Glade Community Club.