

Overall Veteran Village Movement Plan

Controlled Successor Version v1.2

Veteran-founded • Veteran-governed • Veteran-led • Veteran-operated

Current through September 7, 2026



Working public-facing development document
Proposals and planning assumptions remain subject to the reviews identified throughout this Plan.

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1. Executive Summary

Purpose and Model

The Veteran Village Movement is a Veteran-founded, Veteran-governed, Veteran-led, and Veteran-operated movement being developed to help at-risk Veterans regain purpose before crisis through community, meaningful work, personal responsibility, practical support, and renewed service. The proposed model combines temporary residential stability, individualized development, Veteran community, vocational training, paid productive work, and genuine market-rate enterprises serving the public.

The Movement is not proposed merely as a homeless shelter, treatment institution, correctional program, or conventional housing development. It is intended as a disciplined reintegration community addressing the loss of purpose, belonging, structure, stability, and productive direction that can place a Veteran at risk before or during crisis.

Mission

The Veteran Village Movement helps at-risk Veterans regain purpose before crisis through community, meaningful work, personal responsibility, practical support, and renewed service.

Vision

A community where no Veteran is left to drift.

First Prototype

The proposed Claude Firth Veteran Village in Fort Davis, Texas, is being developed as the first prototype program of the intended permanent parent organization. The current residential planning baseline provides 30 tiny homes of approximately 400 square feet each, 30 beds and 30 participating Veteran residents, with one Veteran per residence. The concept also includes shared community facilities, vocational training, agriculture, paid work, and market-rate enterprises. Outreach will initially emphasize Texas, while eligibility is intended to remain available nationwide subject to admission criteria, capacity, program suitability, and the Village's ability to meet each applicant's needs safely.

Current Status — September 4, 2026

The Veteran Village Movement has been publicly presented in concept, and its foundational philosophy is published and publicly available as *The Veteran Village: A Philosophy of Reintegration*, Founder's Edition. The proposed Claude Firth Veteran Village in Fort Davis, Texas, is being developed as the first prototype program. The current controlled planning package includes the General/Master Prospectus v1.4, the Investor/Philanthropy Prospectus v2.2, financial workbook v1.7, and issued Appendices A–F. Preliminary concept planning has begun for a proposed approximately 18-acre family-owned site, while land-control arrangements remain under discussion and have not been finalized. The Veteran Village Movement Organizing Association is the planned temporary organizing vehicle; The Veteran Village Movement, Inc. remains the intended permanent Texas nonprofit parent corporation and has not been formed. No IRS tax-exemption determination, legally seated Board, binding land agreement, professional site design, permit, construction authorization, donation, pledge, grant award, capital commitment, or project funding presently exists.

Development Stage

The Veteran Village Movement remains in the formation and predevelopment-planning stage. Its published philosophy, current controlled prospectuses, financial workbook, issued supporting appendices, prototype concept, and Founder-approved planning framework provide the foundation for continued

organization. The temporary Organizing Association remains an organizing-stage vehicle, while formation of the intended permanent parent corporation, legally operative governance, land control, professional validation, fundraising, construction, staffing, and operations remain pending.

Current Planning Capitalization

Financial workbook v1.7 establishes a current capital-development planning requirement of \$21,300,000 and a separate initial operating reserve of \$1,000,000, for combined initial capitalization of \$22,300,000. These are current planning-baseline figures for development and early fundraising preparation; they are not contractor quotations, verified construction costs, final engineered estimates, guaranteed funding requirements, secured funds, or authority to spend.

The \$22,300,000 combined initial capitalization consists of the \$21,300,000 capital-development requirement plus the separate \$1,000,000 initial operating reserve. Component allowances, including the \$3,000,000 provisional solar, battery, and microgrid allowance, remain planning allowances subject to professional design, pricing, validation, and formal authorization.

Public Contact

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2. Origin of the Veteran Village Movement

Major Milestones

- **June 20, 2026:** The initial Claude Firth Veteran Village Prospectus was completed.
- **July 4, 2026:** *The Veteran Village: A Philosophy of Reintegration, Founder's Edition* was published.
- **July 14, 2026:** The project was presented to the Jeff Davis County Commissioners Court. The County Judge and commissioners present expressed general approval of the concept, but no formal written endorsement, funding commitment, or project authorization was issued.
- **August 8, 2026:** James Howard Sullivan received approval in principle from his mother and sisters to pursue the proposed family property in Fort Davis as the site of the first Veteran Village. No binding lease or land-control agreement has yet been executed.
- **August 15, 2026:** Prospectus v2.0 was completed and became the controlling working prospectus at that historical stage; it has since been superseded by the current General/Master Prospectus v1.4 and Investor/Philanthropy Prospectus v2.2.
- **September 3, 2026:** The synchronized planning package was issued, including General/Master Prospectus v1.6, Investor/Philanthropy Prospectus v2.4, financial workbook v1.7, and Appendices A–F. Completion of these planning documents did not constitute legal formation, funding, professional validation, construction authorization, or physical implementation.

Why the First Village Bears Claude Firth's Name

Claude Carson Firth was James Howard Sullivan's close friend and mentor. Claude took Sullivan under his wing when Sullivan was 24 years old, taught him a skilled trade, and showed him how to use that trade to build a successful civilian life. Claude was a U.S. Navy Veteran who served aboard the fleet oiler USS *Guadalupe* (AO-32) in the South Pacific during World War II, received ten battle stars, and attained the position of Master-at-Arms. The first Village carries his name because the guidance Claude gave

Sullivan—practical instruction, meaningful work, personal responsibility, and a path forward in civilian life—reflects what the Veteran Village Movement intends to provide for other Veterans.

Founder's Experience

James Howard Sullivan is a Veteran, Veteran Service Officer, American Legion leader, author, and Founder of the Veteran Village Movement. His military and civilian experiences, together with his work among Veterans, led him to recognize that homelessness and suicide are often preceded by a loss of purpose, belonging, structure, and meaningful responsibility. He developed the Veteran Village concept as a practical model for intervening before that decline becomes permanent by restoring purpose through community, productive work, personal responsibility, and service alongside other Veterans.

3. The Problem Being Addressed

Veteran Homelessness

HUD and VA counted **32,495 Veterans experiencing homelessness on a single night in January 2025**. Of those, **18,977 were sheltered and 13,518 were unsheltered**. Veteran homelessness has declined approximately **56 percent since 2010**, demonstrating that coordinated housing and support programs can work while also showing that more than 32,000 Veterans remain without stable housing. Point-in-Time counts are one-night estimates and may not capture every Veteran experiencing housing instability.

Source: VA Point-in-Time Count — <https://department.va.gov/homeless/point-in-time-pit-count/>

Veteran Suicide and Isolation

The VA reported **6,398 Veteran suicide deaths in 2023**, averaging approximately **17.5 deaths each day**. Sixty-one percent of the Veterans who died by suicide had not received VA health care during the preceding year. The VA also identifies social support, employment, stable housing, and community connection as important protective factors.

Approximately **4.4 million Veterans live in rural communities**, where poverty, geographic isolation, transportation distances, and shortages of health-care providers can make services more difficult to reach. VA research reports that rural Veterans face a suicide risk approximately **20 to 22 percent higher** than urban Veterans.

Sources: 2025 National Veteran Suicide Prevention Annual Report — <https://news.va.gov/145433/2025-national-veteran-suicide-prevention-report/>; VA Rural Veteran Research — https://www.hsrd.research.va.gov/publications/vets_perspectives/Jul-Aug25-Rural-Veterans-Thoughts-on-High-Suicide-Rates-in-Their-Communities.cfm

Veteran Employment

Veteran unemployment remains comparatively low overall. In 2025, the national Veteran unemployment rate was **3.5 percent**, while the Texas Veteran unemployment rate was **3.1 percent**. These figures show that the problem is not simply unemployment. Some Veterans still face difficulty finding work that provides stability, purpose, appropriate use of their abilities, and a successful path into civilian community life.

Source: U.S. Bureau of Labor Statistics — <https://www.bls.gov/news.release/vet.t06a.htm>

West Texas Workforce Needs

The Permian Basin workforce region, including Jeff Davis and surrounding counties, reported that leisure and hospitality employed approximately **25,625 workers**, while construction employed approximately **19,467 workers**. Together, those industries accounted for approximately **18.6 percent of regional employment** in the available regional plan.

The region's official 2025–2026 targeted-occupation list identifies continuing demand for:

- Carpenters, electricians, plumbers, HVAC technicians, construction managers, and construction supervisors;
- Maintenance workers, machinists, mechanics, equipment operators, and truck drivers;
- Nurses, emergency medical personnel, medical assistants, health technicians, and other medical workers;
- Elementary and preschool teachers;
- Food-preparation and serving supervisors; and
- Other skilled, technical, service, and general operational workers.

The proposed Village will not claim to solve the entire regional labor shortage. It will work to develop qualified, dependable workers who may contribute to construction, hospitality, food service, maintenance, health-support occupations, agriculture, mechanical trades, and other areas of demonstrated local need.

Sources: Permian Basin Workforce Development Plan — <https://workforcepb.org/wp-content/uploads/2023/07/Permian-Basin-2023-2024-Plan-Modification.pdf>; Targeted Occupations — <https://workforcepb.org/resources/targeted-occupation-list/>

Existing Programs and the Veteran Village Approach

Existing federal, state, and nonprofit programs perform essential work. HUD-VASH combines rental assistance with VA case management; Supportive Services for Veteran Families provides homelessness prevention and rapid rehousing; Grant and Per Diem supports transitional housing; and VA and Texas Veterans Commission programs provide employment assistance, mental-health services, benefits access, peer support, and referrals. These services have helped reduce Veteran homelessness substantially and should be treated as potential partners rather than competing programs.

The Veteran Village adds a different approach by concentrating on the period before instability becomes chronic homelessness or crisis. The proposed model combines temporary residential stability, Veteran community, purposeful daily structure, vocational training, paid work, personal responsibility, and market-rate enterprises serving the public. It is intended to complement existing housing, health-care, counseling, employment, and benefits programs.

Geographic Service Area

The Claude Firth Veteran Village will be located in Fort Davis, Texas, and will initially emphasize outreach and referrals throughout Texas. Eligibility will not be restricted by county, region, or state residency; Veterans from anywhere in the United States may be considered, subject to established admission criteria, capacity, program suitability, and the Village's ability to meet their needs.

Fort Davis was selected because it is the Founder's home, suitable family-owned land may become available there, and his family has lived and worked in the area for five generations. The first Village may also strengthen the West Texas workforce and demonstrate a model that could eventually be adapted elsewhere.

4. Philosophy of Reintegration

Restoring Purpose Before Crisis

The Veteran Village philosophy begins with a practical conviction: **a loss of purpose often begins long before visible crisis**. A Veteran may have housing, income, family, and outward stability while still feeling disconnected, unneeded, or without meaningful direction. If that condition continues, it may contribute to isolation, family breakdown, substance misuse, homelessness, suicide, or other serious consequences.

The Movement focuses on at-risk Veterans, including those who may not yet be homeless or in immediate crisis but who are losing the purpose, belonging, structure, and confidence that once helped organize their lives. The proposed Village will seek to intervene during that earlier period.

The phrase “**Before Homelessness Comes Hopelessness**” expresses one part of this principle. Homelessness is a serious concern, but it is often a visible symptom of deeper instability rather than the beginning of the problem. The central purpose is to help at-risk Veterans recover direction and stability before temporary struggles become permanent crises.

The Founder’s Experience

Development of the Veteran Village Movement gave James Howard Sullivan renewed direction and meaningful work at a time when he was neither homeless nor suicidal but later recognized that he had been living without a clear sense of purpose. That experience helped confirm that restoring purpose is not merely one part of the program; it is the central work of the Movement.

Veterans as Active Participants

The Village will treat Veterans as capable men and women rebuilding their lives—not as passive recipients of charity. Assistance will be paired with participation, expectations, opportunity, and responsibility. Housing provides stability, but housing alone will not define the program.

Veterans will be expected to participate actively in their individual development, Village life, meaningful work, education or training, and the surrounding community according to their abilities and circumstances.

From Philosophy to Operational Practice

- **Restore purpose:** Individual development plans connecting goals, work, responsibility, community, and renewed service.
- **Intervene before crisis:** Early referral and consideration before instability becomes chronic homelessness or another serious crisis.
- **Leave no Veteran behind:** Respectful outreach, dependable relationships, appropriate referrals, and continued concern when the Village cannot meet a need directly.
- **Provide meaningful work:** Vocational training, supervised experience, paid employment, and market-rate enterprises.
- **Remain Veteran-informed:** Veteran participation in governance, mentoring, program development, and Village life.
- **Address the whole person:** Coordination with health care, counseling, benefits, education, housing, transportation, and family support.
- **Respect dignity and ability:** Individualized expectations based on circumstances, strengths, and development needs.
- **Practice stewardship:** Transparent financial controls, independent oversight, lawful governance, and careful management of resources.

- **Build toward self-sufficiency:** Public-facing enterprises supporting wages, operating expenses, training, and sustainability.
- **Create a repeatable model:** Written policies, documented outcomes, adaptable systems, and lessons for future Villages.

These practices remain proposed and must be developed into formal admission standards, individual-development procedures, employment policies, safety requirements, partnerships, and measurable outcomes before operations begin.

Public-Plan Language and the Deeper Philosophy

This Plan presents the philosophy in practical, broadly accessible language. The deeper historical, psychological, spiritual, and theological treatment remains in *The Veteran Village: A Philosophy of Reintegration*. Those foundations inform the Movement's character, but admission, employment, assistance, and participation will not depend upon agreement with a particular religious or philosophical viewpoint.

5. Mission, Vision, and Guiding Principles

Mission Statement

The Veteran Village Movement helps at-risk Veterans regain purpose before crisis through community, meaningful work, personal responsibility, practical support, and renewed service.

Vision Statement

A community where no Veteran is left to drift.

Guiding Principles

1. **Restore purpose:** Regaining meaningful direction in life is central to Veteran reintegration.
2. **Intervene before crisis:** Assistance should begin before instability becomes homelessness, suicide, family breakdown, or another serious crisis.
3. **Leave no Veteran behind:** *Nemo Relinquatur*—no Veteran should be abandoned or treated as beyond restoration.
4. **Provide meaningful work:** Productive work develops ability, confidence, structure, economic independence, and renewed purpose.
5. **Remain Veteran-informed:** Veterans should have a meaningful role in leadership, mentoring, program development, and Village life.
6. **Address the whole person:** Reintegration involves work, housing, health, relationships, education, faith, responsibility, and community life.
7. **Respect dignity and individual ability:** Each Veteran should be treated as a capable person with strengths, experience, responsibilities, and potential.
8. **Practice responsible stewardship:** Land, money, equipment, donations, enterprises, and community trust must be managed carefully and transparently.
9. **Build toward self-sufficiency:** Village enterprises should provide genuine training, market-rate work, public value, and earned operating revenue.
10. **Create a model that can be repeated:** The Claude Firth Veteran Village should establish principles and practices that can be responsibly adapted in other communities.

Faith and Conscience

The Veteran Village Movement is faith-informed and recognizes that faith, conscience, spiritual life, and service can be important sources of hope, purpose, reconciliation, and strength. The Movement will not promote any religion, religious tradition, denomination, or particular expression of faith as part of its programs or as a condition of admission, employment, assistance, or participation.

Veterans of all faiths, as well as Veterans who do not claim a religious faith, will be treated with equal dignity and respect. Voluntary spiritual care and faith-based activities may be made available without coercion. The Movement will maintain appropriate separation between privately supported voluntary religious activities and programs supported by restricted public or grant funds.

6. Claude Firth Veteran Village as the First Prototype

Proposed Legal Operator

Claude Firth Veteran Village is intended initially to operate as the first prototype program of The Veteran Village Movement, Inc., the intended permanent Texas nonprofit parent corporation. The corporation is expected to pursue appropriate federal tax-exempt status, likely including an application under Section 501(c)(3), subject to formal formation, bylaws, Board action, required filings, attorney and CPA/tax review, and IRS determination. The corporation has not been formed, and federal tax-exempt status has not been granted.

The Veteran Village Movement Organizing Association is the planned temporary Texas unincorporated nonprofit organizing vehicle for preliminary formation work; it is not the permanent parent corporation and has no implied IRS determination. The final governing documents, ownership and operating relationships, and any later controlled subsidiary or affiliate structure will require appropriate legal, tax, and Board action. No subsidiary or affiliate structure is presently adopted.

Resident Capacity

The current residential planning baseline provides 30 tiny homes, approximately 400 square feet each, with one Veteran resident per residence and a total capacity of 30 beds and 30 residents. No spouse, partner, caregiver, child, dependent, family member, or other additional residential occupant is authorized by this baseline.

The Village will seek to respect and support healthy marriages and family relationships. Ordinary visitors and appropriate visitation are not prohibited by the one-Veteran-per-residence baseline. Possible off-site family-support resources, nearby housing resources, and partnerships may be explored, but family housing and shared-residence exceptions are not part of the current Village residential baseline and will not be promised. Residence will not guarantee employment.

Accessibility

Professional design will address accessible housing, facilities, enterprises, routes, bathrooms, entrances, parking, and reasonable accommodations required by applicable law and individual needs.

Program Duration

Individualized development plans will replace a universal residency period. A typical participation period is expected to be approximately **one to two years**, depending on goals, progress, health, employment,

education, and housing needs. Extensions may be considered for satisfactory progress in vocational, college, apprenticeship, or other long-term programs and for limited longer-term residency where circumstances and sustainability support it.

No Veteran will be promised permanent residency merely by entering the program. Admission, continuation, extensions, completion, transition, and any longer-term category will be governed by written policies, periodic review, capacity, financial sustainability, and applicable law.

Service Area and Referral Policy

Outreach will initially emphasize Texas, while eligibility remains nationwide. Referrals may eventually come from Veteran Service Officers, VA, the Texas Veterans Commission, American Legion posts, other Veteran organizations, providers, community organizations, families, and Veterans themselves. These relationships are proposed and must not be represented as formal partnerships until established.

Resident Participation in Admissions

Residents may have a limited, structured advisory role in welcoming and evaluating applicants. Final decisions remain with authorized staff or the governing organization. Procedures must protect confidentiality, fairness, safety, disability rights, and nondiscrimination; residents will not have an unrestricted veto.

Current Prototype Status — September 4, 2026

The prototype remains in the organizational-formation and professional-predevelopment stage. Family approval in principle has been received for development discussions concerning the proposed approximately 18-acre Fort Davis property, but no binding lease or other land-control agreement has been executed. The current controlled planning package consists of General/Master Prospectus v1.4, Investor/Philanthropy Prospectus v2.2, financial workbook v1.7, and Appendices A–F. Planning has addressed housing, facilities, enterprises, agriculture, energy, land, water management, eligibility, staffing, and implementation, but these planning accomplishments are not physical implementation.

No nonprofit operator has been formed, professional site-design work has not begun, permits have not been obtained, construction has not started, and no donations, grants, pledges, or construction funding have been received. This statement supplements the broader status statement in Section 1.

Concept Design and Professionally Validated Site Design

All current layouts, renderings, placements, infrastructure concepts, water-management ideas, cost assumptions, and phases are preliminary concept work. They are not architectural plans, engineering documents, surveys, drainage studies, environmental findings, construction drawings, permit applications, or guaranteed estimates.

Validation will require funded surveying, civil engineering, drainage and floodplain analysis, architecture, utility evaluation, environmental and geotechnical review, accessibility and life-safety analysis, permitting consultation, and updated costs. Licensed professionals and authorities may require substantial revisions.

Matters Reserved for Think Tank Development

- Any future shared-residence or household-exception policy, including eligibility and documentation requirements;
- Capacity, admissions, fair-housing, caregiving, utility, infrastructure, operational, and legal consequences of any future exception;
- Background review and confidentiality;
- Family-sized and off-site housing options;

- Policies concerning children and dependents;
- Off-site family-support resources and ordinary visitation practices;
- Accessibility and accommodation standards;
- Resident advisory participation in admissions; and
- Board approval and professional review required before any shared-residence exception is adopted.

7. Site Concept and Physical Layout

Current Site Concept

The current layout is a preliminary concept showing the proposed relationship among Veteran housing, the Command Center, vocational and retail enterprises, agriculture, renewable energy, roads, parking, walking areas, water management, and shared spaces.

Tiny homes and the Command Center are proposed in the northwestern portion of the property, solar generation along the northern boundary, agricultural areas east and southeast of the central draw, and pond, wetlands, trails, and water-management features near the Highway 118 culvert. These locations have not been validated by survey, engineering, architecture, floodplain analysis, environmental review, utility analysis, or governing authorities.

Professional Site Due Diligence

Required work includes:

1. Boundary and topographic survey.
2. Title, access, easement, ownership, restriction, and encumbrance review.
3. FEMA and floodplain determination.
4. Hydrology and hydraulics analysis.
5. Highway 118 culvert and drainage evaluation.
6. Geotechnical investigation.
7. Utility-capacity review.
8. Water-supply analysis.
9. Wastewater and water-reuse analysis.
10. Fire access and emergency-response review.
11. Road, parking, accessibility, and permitting analysis.
12. Retention of appropriately licensed Texas professionals.
13. An updated professionally supported site plan with validated locations, infrastructure, phases, and cost estimates.

Water Supply

An existing well previously served a small family assisted-living operation consisting of two five-bedroom houses connected by porches. It is not expected to have sufficient capacity for the proposed Village. Professional analysis must evaluate its condition, records, quality, production, legal status, and possible use. The Village will likely require one or more higher-capacity wells, storage, treatment, pressure systems, and emergency or supplemental supply.

The system may fall under Texas public-water-system requirements and will be subject to applicable TCEQ standards, plan review, testing, treatment, monitoring, storage, and operations.

Wastewater Treatment and Water Reuse

The Movement intends to pursue lawful on-site treatment and reuse. No final design, professional certification, permit, or approval exists. Design must address flows, capacity, approved reuse, potable/nonpotable separation, cross-connection protection, residuals and emergency disposal, monitoring, maintenance, operator requirements, backup procedures, and permitting.

Commercial waste from mechanical, woodworking, agricultural, food-service, and other operations must be evaluated separately. Oils, fuels, solvents, metal residue, grease, chemicals, and other inappropriate waste will not enter the domestic system unless permitted and pretreated.

Planned Solar, Battery, and Microgrid System

The current planning direction is a grid-connected, standalone-capable solar and battery microgrid serving the complete planned Village, with battery storage, islanding protection, switchgear and controls, critical-load management, emergency propane-generator integration, and the ability to purchase grid electricity when necessary. The minimum critical-load planning basis includes the 30 tiny homes; kitchen and mess-hall operations; essential Command Center/Event Center functions; the water well; wastewater reclamation; refrigeration and freezers; communications and security; and greenhouse/agriculture critical circuits. Laundry and other major or discretionary loads may be shed during an outage. Final load calculations, battery duration, generator capacity, equipment, and engineering have not been completed.

The 500 kW DC case is the leading comparison case, not a final selected size, design ceiling, engineered specification, or construction authorization. The 750 kW and 1 MW export cases remain evaluation scenarios. Annual energy balance, continuous solar/battery outage capability, and financial performance are related but distinct measures. The \$3,000,000 solar, battery, and microgrid amount in workbook v1.7 is a provisional planning allowance, not a quotation or verified cost. Interconnection, export, tariffs, demand and delivery charges, permits, utility requirements, and commercial arrangements require professional and commercial validation. No separate income-producing solar farm is included in the approved plan.

Accessibility and Validation

Accessibility is a controlling design objective. All current layouts, renderings, energy assumptions, phases, and cost figures remain preliminary concept work. Licensed professionals, utilities, insurers, and authorities may require substantial revisions.

Current Status — August 22, 2026

None of the professional studies or regulatory reviews identified in this section has been completed. Funding must be raised for surveying, engineering, architecture, investigation, water and wastewater planning, energy design, regulatory consultation, and an updated professionally supported site plan. The concept is not an engineered design, approval, permit, interconnection agreement, or authorization to construct.

8. Resident Population and Admissions Philosophy

Admissions Philosophy

The Village is intended for at-risk Veterans and other eligible military-service members who want to regain purpose, accept responsibility, participate in community life, and work toward personal and economic stability. Admission will involve individualized review rather than a single circumstance, diagnosis, discharge classification, or criminal-history category. The Village is not a hospital, inpatient treatment center, correctional facility, or substitute for institutional care.

Military-Service Eligibility

Eligibility may include service in an active component, federal Reserve, Army or Air National Guard, or an official state military or defense force such as the Texas State Guard. Comparable verified service from another state may be considered. Private militias, political organizations, and unofficial paramilitary groups will not qualify.

Service history and legal status will be verified. Village eligibility will not depend exclusively on eligibility for VA benefits. Discharge character and criminal history will be reviewed individually and will not automatically approve or disqualify an applicant.

Referrals

Referrals may come from Veterans, families, Veteran organizations, government agencies, healthcare providers, community organizations, faith communities, law-enforcement and judicial sources, and other appropriate parties nationwide. Each referral requires verification, screening, and review. When an applicant is not an appropriate fit, the Village will make every reasonable effort, subject to capacity and available resources, to connect that person with a better-equipped program.

Admissions Screening

Screening is expected to include service verification; criminal-history and registry checks; review of warrants, probation, parole, and restrictions; danger to self or others; medical, mental-health, disability, and substance-use needs; safe community-living ability; willingness to follow the Village Covenant; and the Village's ability to meet the applicant's needs.

Clinical evaluations will be performed only by qualified professionals. Final standards, documentation, consent, privacy, and authority remain for Think Tank development and legal and clinical review.

General Exclusions and Alternative Placement

The Village will not admit an applicant presenting a substantial and unmanageable danger, requiring institutional care beyond Village capabilities, or unwilling to participate constructively or follow the Covenant. Decisions should reflect present circumstances, documented risk, legal restrictions, and actual capability. Appropriate referral should be attempted when possible.

Sex-Offender History

Sex-offender history requires heightened individual review considering the offense, elapsed time, subsequent conduct, registration and supervision, residency and contact restrictions, risk to residents and the public, vulnerable persons, supervision capacity, and whether admission is safe, lawful, manageable, and in the applicant's interest. Admission will not be presumed. Final policy requires Think Tank development and qualified legal review.

Reserved Detailed Policies

Substance use, relapse, violence, active warrants, supervision, medications, medical and mental-health needs, emergency intervention, discipline, discharge, grievances, appeals, and readmission require Think Tank and professional development.

Length of Stay

Each resident will initially enter a one-year residency agreement including the Village Covenant. At each year's end, residency may be extended by mutual agreement based on circumstances, progress, continuing need, participation, capacity, and the Village's ability to provide support.

Residential Occupancy, Visitation, and Future Household Questions

The adopted planning baseline is 30 tiny homes, approximately 400 square feet each, providing 30 beds for 30 Veteran residents with one Veteran per residence. It does not authorize spouses, partners, caregivers, children, dependents, family members, or other additional residents. This occupancy baseline does not prohibit ordinary visitors or appropriate visitation. Any future shared-residence or household exception would require separate Founder and Board consideration, legal and fair-housing review, capacity and infrastructure analysis, admissions and eligibility standards, and appropriate clinical or caregiving review; no such exception is promised or presently adopted.

Service Animals and Accessibility

Qualified service animals will be accommodated according to law and policy. Professional design will incorporate wheelchair access and reasonable accommodation.

Legal and Professional Review

Before admissions begin, the complete framework must be reviewed for fair housing, disability accommodation, nondiscrimination, privacy, screening, records, service animals, clinical boundaries, insurance, agreements, and applicable law. These provisions are proposed philosophy, not a finalized or legally approved admissions policy.

9. Daily Life, Work, Responsibility, and Community

Proposed Community Life

The Village is intended to function as a healthy Veteran community or duty station rather than an institution. Daily life should combine personal responsibility, meaningful work or education, practical support, peer relationships, community participation, and progressive movement toward stability.

Preliminary Daily Rhythm

- **05:00 — First Call:** Personal preparation and beginning of the day.
- **06:00–07:30 — Morning Chow:** Breakfast and preparation for work, school, appointments, or training.
- **08:00 — Work, School, or Training:** Village employment, outside employment, education, vocational instruction, appointments, or an approved development activity.
- **11:30–12:30 — Lunch:** Midday meal period.
- **18:00–19:00 — Evening Chow:** Evening meal and community time.
- **Evenings and weekends:** Flexible time for family, study, worship or voluntary spiritual activity, recreation, mentoring, appointments, community service, and rest, subject to quiet hours and community standards.

The schedule is a planning framework, not a finalized operating policy. Individual accommodations may be required for disability, health, employment schedules, education, caregiving, religious observance, and other legitimate needs.

Responsibility and Participation

Residents will be expected to maintain their homes, respect shared spaces, participate constructively in Village life, follow the Village Covenant, and pursue the goals in their individualized development plans. Participation may include Village or outside employment, education, training, recovery support, health care, family responsibilities, mentoring, and community service.

Residents will not be used as unpaid or inexpensive labor in exchange for housing. Employment, training, volunteer activity, community responsibility, and ordinary housekeeping must be classified and documented appropriately.

Development Still Required

Before operations begin, the Think Tank and future governing organization must complete the resident agreement, Village Covenant, community standards, progressive-responsibility framework, mentorship system, case-management and counseling relationships, resident leadership or advisory structure, quiet-hours policy, daily and weekly schedules, and measurable progress standards. These systems require legal, clinical, employment, disability, insurance, privacy, and operational review.

10. Vocational Training and Market-Rate Enterprises

The Dual-Purpose Operating Model

Village enterprises are proposed to provide practical vocational training, supervised work experience, recognized skills, employment history, and a path toward economic independence while operating as genuine market-rate businesses serving public customers. Each business must meet ordinary standards for quality, reliability, customer service, licensing, safety, insurance, accounting, and financial performance.

Veterans employed by a Village enterprise will receive wages comparable to the local market for the work performed. Residents will not be treated as unpaid or inexpensive labor in exchange for housing or services. No enterprise has been launched, funded, licensed, staffed, or professionally validated.

Proposed Enterprises

Fine Woodworking, Cabinetry, and Furniture Production

Training and employment may include cabinetmaking, furniture, finish carpentry, finishing, tool safety, estimating, production, and customer service. The shop may serve homeowners, ranches, businesses, builders, and public organizations at competitive prices.

Small-Engine and Motorcycle Repair

Subject to licensing, insurance, equipment, and supervision, the shop may train and employ Veterans in diagnostics, maintenance, repair, service writing, inventory, and customer relations for motorcycles, lawn equipment, generators, pumps, chainsaws, and other equipment.

Machine-Shop and Fabrication Work

Training may include machining, welding, fabrication, measurement, equipment operation, blueprint reading, repair, and safety. Commercial work may include parts, brackets, gates, fixtures, and repairs for ranchers, contractors, businesses, property owners, and governments.

Construction, Homebuilding, Remodeling, and Repair

Properly trained Veterans may participate in constructing approved Village facilities under professional design, permits, inspection, insurance, and qualified supervision. This will not replace required licensed professionals. A capable crew may later provide public construction, remodeling, repair, and accessibility services.

Solar Installation and Related Services

Village energy development may provide supervised exposure to solar systems, batteries, maintenance, and energy efficiency. No representation is made that the Village or residents are currently licensed to design or install systems for the public. Any future service requires feasibility, credentials, licensing, insurance, and qualified supervision.

Property Maintenance

Equipment used for Village construction and grounds may eventually support public yard service, cleanup, brush clearing, landscaping, and minor maintenance, subject to market feasibility and safe procedures.

Farming, Gardening, and Greenhouse Production

Agriculture may provide experience in soil, planting, irrigation, greenhouse management, harvest, and equipment. Food may support the mess hall, with lawful surplus sales through appropriate markets. Capacity depends on water, soil, infrastructure, labor, demand, and professional guidance.

Village Mess Hall and Public Restaurant

The mess hall may train and employ Veterans in cooking, sanitation, inventory, purchasing, planning, serving, and management. A public restaurant may be considered only after separate feasibility, permitting, staffing, insurance, fire, health, employment, and occupancy review.

Building the Village, Workforce, and Income Stream

An initial construction cohort of approximately 6–10 Veterans may help build authorized Village facilities while gaining supervised skills and construction experience. The cohort is part of the implementation and training concept, not a substitute for architects, engineers, contractors, licensed trades, inspectors, permitting authorities, safety supervision, insurance, or other required professional services. Cohort membership does not automatically create permanent Village employment or residency.

Phased Enterprise Development

Launch order will depend on demand, startup cost, leadership, training value, regulation, revenue potential, and readiness. Enterprises need not open simultaneously and may be added, postponed, modified, or discontinued based on performance and mission alignment.

Resident Choice and Wider Veteran Community

Residents will not be required to work in a particular enterprise. Education, outside employment, health, disability, experience, and goals will inform individual plans. Qualified nonresident Veterans may eventually work, train, or mentor. Spouses and other community members may be considered under applicable Veteran-first employment policies and ordinary qualifications.

Feasibility, Licensing, and Startup Requirements

Before launch, each enterprise requires documented analysis of demand, competition, offerings, pricing, sales, supervision, training, facilities, equipment, licensing, insurance, safety, payroll, working capital, expenses, revenue, break-even, cash flow, and compatibility with the charitable mission. Separate startup budgets and equipment schedules must identify facilities, tools, vehicles, materials, technology, fees, insurance, payroll, maintenance reserves, and working capital.

Wages, Classification, Safety, and Employment Separation

Every worker must be classified lawfully. Employee, contractor, trainee, apprentice, volunteer, and resident classifications are not interchangeable. Housing, food, training, or services will not improperly replace wages. Payroll taxes, overtime, records, benefits, unemployment, workers' compensation, safety, qualified supervision, protective equipment, incident reporting, inspections, and insurance must be addressed before hiring.

Residency and employment will be governed by separate agreements and decisions. Loss of employment will not automatically end housing, and discharge from residency will not automatically decide employment unless continued employment is impossible, unsafe, unlawful, or inconsistent with policy.

Training Partnerships, Performance, and Accountability

The Village may pursue formal relationships with colleges, technical schools, apprenticeships, trade associations, workforce agencies, Veteran programs, manufacturers, credentialing organizations, contractors, and employers. No partnership may be represented as established without confirmation.

Each enterprise will be evaluated through Veteran training, credentials, retention, customer satisfaction, safety, quality, revenue, expenses, cash flow, and progress toward viability. Revenue first supports legitimate business expenses. Any surplus remains within the organization for the mission, subject to nonprofit, tax, governance, donor-restriction, and unrelated-business-income rules.

Current Development Status

The model is conceptual. Detailed feasibility studies, budgets, licensing matrices, operating manuals, partnerships, entity decisions, staffing, classifications, insurance, safety systems, and financial projections remain for Think Tank and professional development.

11. Self-Sustaining Operating Model

Purpose of the Model

The Village is intended to become increasingly self-sustaining through charitable support, vocational development, market-rate enterprises, resident responsibility, and earned revenue. It is not expected to be self-sustaining immediately. Donations, grants, sponsorships, and lawful funding may be needed during formation, construction, and early operations.

The objective is to reduce dependence on unrestricted donations merely to remain open without sacrificing safety, training quality, fair wages, compliance, or financial discipline.

Living-Wage Policy

The proposed initial minimum wage is **\$12.50 per hour**, equivalent to \$100 for an eight-hour day. Rates would increase with skill, experience, responsibility, credentials, and prevailing compensation. The minimum will be reviewed against law, West Texas labor conditions, living costs, and enterprise capacity. Housing, food, training, or services will not improperly replace wages. Final scales require Think Tank, professional, and board review.

Enterprise Development from Training

Enterprises will grow from corresponding vocational shops as qualified personnel, supervision, equipment, licensing, insurance, and dependable capacity develop. Grant funding may be pursued for eligible training and workforce costs, but no funding will be represented as available or committed until confirmed.

Under professional design, permitting, contracting, licensing, insurance, safety, and supervision, an initial construction cohort of approximately 6–10 Veterans may help build the Village and gain documented experience. A later construction enterprise may be evaluated separately for outside work once licensed, insured, equipped, staffed, and supervised. Founder experience supports investigation of market demand but does not replace feasibility analysis or create guaranteed employment, credentials, or contractor status.

Consolidated Operating Pro Forma

The Village will maintain a consolidated pro forma covering at least five full operating years and distinguishing earned revenue, room and board, contributions, grants, direct enterprise costs, residential and program costs, wages and payroll, overhead, insurance, professional services, maintenance, working capital, reserves, debt, capital expenditures, and annual surplus or deficit. Capital contributions for facilities and equipment will not be treated as recurring operating revenue.

No final pro forma has been completed. Reliable projections require verified enterprise, staffing, occupancy, wage, utility, insurance, professional-fee, and operating assumptions.

Enterprise Profitability and Break-Even

Each enterprise will report sales revenue less materials and direct costs, wages and payroll, and allocated overhead to determine operating surplus or loss. Mission-supporting activity may operate at a planned deficit when Veteran outcomes justify the cost and the consolidated model supports it.

Each enterprise should demonstrate a credible path to operating break-even within **three full operating years** beginning on its formally approved commercial start date. Break-even means recurring earned revenue covers direct costs and a fairly allocated share of overhead. This is a planning target, not a guarantee.

Consolidated Self-Sufficiency

The combined Village will work toward operational self-sufficiency within **five full operating years**, beginning when residential operations open and the board determines the Village has entered full operations. Formation, predevelopment, fundraising, and construction do not count as full operating years.

Operational self-sufficiency means recurring earned revenue pays ordinary ongoing costs, including wages, housing, food, utilities, transportation, insurance, professional services, training, support, administration, maintenance, replacement, working capital, and reserves. It means the Village does not depend on unrestricted donations merely to remain open. It does not prevent continued philanthropy for construction, expansion, scholarships, specialized programs, equipment, innovation, or additional Villages.

Shared Overhead and Related Entities

Direct expenses will be charged to the activity causing them. Shared costs may be allocated through headcount, payroll, staff time, square footage, equipment use, mileage, utilities, revenue, or documented administrative effort. Each enterprise will have an identifiable cost center. Methods must be documented, consistent, and professionally reviewed.

A separate commercial subsidiary may be appropriate for substantial liability, unrelated activity, extensive public business, outside investment, tax-exemption risk, or needed operational separation. No subsidiary structure has been selected or formed. Each enterprise requires unrelated-business-income and tax review by qualified counsel and a CPA.

Working Capital and Reserves

Each enterprise should begin commercial operation with at least **three months of projected direct operating expenses** in working capital, separate from restricted funds unavailable for general operations.

The Village will pursue a two-tier consolidated reserve policy:

1. Build and maintain unrestricted reserves equal to at least six months of recurring consolidated operating expenses.
2. After reaching six months, build toward one full year of recurring consolidated operating expenses.

Separate replacement, vehicle, maintenance, and emergency reserves may also be established. Restricted funds will not be counted as unrestricted reserves.

Current Development Status

No consolidated pro forma, enterprise projection, subsidiary structure, grant commitment, or final accounting system has been completed or approved. The wage floor, break-even periods, working-capital levels, reserve targets, and self-sufficiency definition are proposed planning policies subject to professional review and future board approval.

12. Governance and Entity Structure

Current Formation Status

Current Status — September 4, 2026: The Veteran Village Movement remains in formation. The Veteran Village Movement Organizing Association is the planned temporary Texas unincorporated nonprofit organizing vehicle. The intended permanent parent, The Veteran Village Movement, Inc., has not been legally formed. No certificate of formation, EIN, adopted bylaws, organizational resolutions, federal tax-exemption application, Texas tax-exemption application, or IRS determination has been completed for the intended corporation.

James Howard Sullivan, Walter “Rusty” Herman, Joe T. Russell Jr., and Martin E. Finney are proposed organizing members of the temporary Organizing Association, subject to consent and completion of organizing documents. They may also be prospective candidates for later corporate governance roles, but proposed organizing membership does not appoint, elect, or seat anyone as a director of a corporation that has not been formed.

Intended Permanent Parent and Prototype Program

The intended permanent parent is:

The Veteran Village Movement, Inc.

The Veteran Village Movement, Inc. is intended to be formed as a Texas nonprofit corporation and to pursue appropriate federal tax-exempt status, likely including application under Section 501(c)(3), subject to legal-name availability, filing, bylaws, Board action, attorney and CPA/tax review, required applications, and IRS determination. Formation and tax-exempt recognition have not occurred.

Claude Firth Veteran Village is intended initially to operate as the first prototype program of The Veteran Village Movement, Inc., not as a separately incorporated entity. A later controlled subsidiary or affiliate may be considered if justified and formally approved; no such structure is presently adopted.

Certificate of Formation

A certificate of formation has not yet been prepared or filed.

The proposed certificate should be developed with qualified legal and tax guidance and should address:

- The corporation’s legal name;
- Charitable and educational purposes;
- Veteran reintegration, vocational training, housing support, and related activities;
- Registered agent and registered office;
- Initial governance structure;
- Limitations on private benefit and political activity;
- Distribution of assets upon dissolution; and
- Provisions necessary to support the intended federal tax-exemption application.

Filing the certificate will create the Texas nonprofit corporation. It will not, by itself, establish federal or Texas tax exemption.

Employer Identification Number

No EIN has been obtained.

After the Texas nonprofit corporation is legally formed, an authorized representative will apply to the Internal Revenue Service for an EIN. The EIN will be used for banking, payroll, tax filings, grant applications, contracts, and other official organizational purposes.

No individual's Social Security number or unrelated organization's EIN will be represented as the EIN of Veteran Village Movement, Inc.

Bylaws

No bylaws have been formally adopted.

The proposed bylaws should address:

- Board composition, qualifications, appointment or election, terms, removal, and vacancies;
- Officers and their responsibilities;
- Meetings, notice, quorum, voting, and remote participation;
- Committees and advisory bodies;
- Founder and continuity roles;
- Conflicts of interest and related-party transactions;
- Compensation review;
- Financial authority and contract approval;
- Indemnification;
- Records and document access;
- Amendment procedures; and
- Dissolution and organizational continuity.

The bylaws will be developed through the formation process, reviewed by qualified counsel, and adopted by the initial legal board.

Initial Board Resolutions

After formation, the initial legal directors should hold an organizational meeting and consider resolutions to:

- Adopt the bylaws;
- Elect officers;
- Confirm the registered agent and principal office;
- Establish the fiscal year;
- Authorize organizational bank accounts;
- Establish authorized signers and payment controls;
- Adopt conflict-of-interest and financial-control policies;
- Approve record keeping and document-retention procedures;
- Authorize development and submission of Form 1023;
- Approve the accounting system;
- Address Founder compensation and expense reimbursement;
- Establish procedures for reviewing family land arrangements and other related-party transactions;
- Authorize appropriate insurance applications;
- Ratify approved formation expenses and preliminary actions; and
- Authorize additional actions necessary to organize the corporation.

No such resolutions have yet been adopted.

IRS Exemption Strategy

The proposed organization intends to seek recognition as a charitable organization under Section 501(c)(3) of the Internal Revenue Code.

Because the proposed model includes residential services, vocational training, multiple market-rate enterprises, substantial capital development, related-party land considerations, and potentially significant earned revenue, the organization should prepare the full IRS Form 1023 rather than assume eligibility for the streamlined Form 1023-EZ.

Recommended responsibilities are:

- A nonprofit attorney reviews the certificate of formation, bylaws, charitable purposes, governance, land arrangements, and enterprise structure.
- A qualified CPA develops or reviews financial projections, compensation, accounting treatment, and tax considerations.
- A designated formation team assembles the narrative, budgets, policies, and supporting documents.
- The legal board formally reviews and authorizes the application.
- An authorized officer submits the application after formation and issuance of the EIN.

No federal tax-exemption application has been submitted, and no IRS determination has been received. The organization will not represent that it possesses federal tax-exempt status until that status has been formally confirmed.

After federal recognition, the organization should apply for applicable Texas franchise-tax, sales-tax, and other exemptions. Nonprofit formation and federal recognition do not automatically establish every available state or local exemption.

Accounting System

No final accounting platform or chart of accounts has been adopted.

The future accounting system should use an accrual-based structure capable of tracking:

- Residential and reintegration programs;
- Each enterprise as a separate class, department, or cost center;
- Restricted and unrestricted funds;
- Grants and donor restrictions;
- Capital construction;
- Payroll and resident payments;
- Related-party transactions;
- Equipment and fixed assets;
- Working capital;
- Operating and replacement reserves; and
- Consolidated organizational performance.

If a commercial enterprise is later placed in a separate legal entity, that entity will maintain appropriate separate records while providing the information necessary for consolidated reporting.

The final accounting platform and procedures will be selected with assistance from the organization's CPA or qualified nonprofit accountant.

Financial-Control Matrix

The financial-control matrix should establish:

- Who may approve expenses;
- Who may sign contracts;
- Spending and contracting limits;
- Authorized bank signers;

- Dual authorization for major payments;
- Separation of authorization, payment, bookkeeping, and reconciliation when practical;
- Monthly bank and account reconciliation;
- Regular financial reporting to the board;
- Budget approval and amendment procedures;
- Restricted-fund and grant-compliance responsibilities;
- Conflict-of-interest and related-party review;
- Payroll approval;
- Expense reimbursement;
- Credit-card and electronic-payment controls;
- Asset and inventory controls;
- Document retention; and
- Independent financial review or audit requirements.

No final financial-control matrix has been adopted. It will be developed through the Think Tank and formation process and approved by the future governing board.

Insurance and Indemnification

No comprehensive organizational insurance program has been obtained.

Before activities expand, the organization should obtain professional review of its need for:

- Directors-and-officers liability;
- Commercial general liability;
- Property and builder's-risk coverage;
- Commercial vehicle and equipment coverage;
- Workers' compensation or other legally appropriate occupational-injury coverage;
- Professional and clinical liability;
- Employment-practices liability;
- Volunteer liability;
- Cybersecurity and privacy coverage;
- Abuse or misconduct coverage; and
- Umbrella or excess liability.

The bylaws should include legally reviewed indemnification provisions for directors and officers.

Indemnification language and insurance serve related purposes but do not replace one another.

Coverage will be obtained in phases as the corporation forms, personnel are engaged, land control is established, construction begins, residents are admitted, and enterprises become operational.

Fiscal-Sponsor Status

No fiscal-sponsor arrangement currently exists. The Veteran Village Movement is not presently pursuing a fiscal sponsor.

The Veteran Village Movement may evaluate fiscal sponsorship as a temporary formation-stage funding option if circumstances change, but no organization will be identified as a fiscal sponsor until a written agreement has been approved and executed.

No existing nonprofit organization is presently authorized to receive, administer, or acknowledge tax-deductible contributions on behalf of the Veteran Village Movement.

Unless and until Veteran Village Movement, Inc. receives tax-exempt recognition or enters into a properly approved written fiscal-sponsorship agreement, funds provided directly to Founder James Howard Sullivan will be identified as personal organizing support and will not be represented as tax-deductible charitable contributions.

Current Governance Priority

The immediate governance priority is to establish the temporary Organizing Association for limited organizing work and then form a properly organized and accountable Texas nonprofit corporation as the permanent parent.

The recommended sequence is:

1. Complete and adopt the governing agreement for The Veteran Village Movement Organizing Association, confirm proposed organizing members, and establish only the authority and controls appropriate to its temporary organizing purpose.
2. Confirm the intended corporation's legal-name availability, registered agent, and registered office.
3. Prepare and file the certificate of formation for The Veteran Village Movement, Inc.
4. Obtain the corporation's EIN.
5. Finalize, elect or appoint, and obtain written acceptance from the initial legal directors in accordance with law and the governing documents.
6. Adopt bylaws and organizational resolutions, including the nine-seat Board planning framework and Treasurer qualifications.
7. Establish banking, accounting, outside professional support, and financial controls.
8. Obtain initial insurance coverage.
9. Prepare and submit the full Form 1023.
10. Apply for applicable Texas tax exemptions.
11. Continue developing governance, land-control, funding, and operating policies.

These steps describe the Founder-approved planning sequence. They are not completed actions, filed documents, a legally seated Board, adopted bylaws, professional approvals, or confirmed tax-exempt status.

Veteran Governance Requirement

The proposed bylaws will restrict voting-director eligibility to verified Veterans. The exact service-verification standard, records procedure, director certification, challenge process, and removal provisions will be developed with legal counsel before the initial directors are formally seated.

Veteran status may be verified through a DD Form 214 or other official service record, appropriate Department of Veterans Affairs identification, current membership in a recognized Veteran service organization whose applicable membership category is restricted to eligible Veterans, or other reliable documentation approved under the bylaws. A DD Form 214 will not be the exclusive method of verification.

Auxiliary, associate, family, supporter, social, or honorary membership will not establish Veteran status. Verification records will be handled confidentially. These provisions remain proposed; no bylaws have been adopted.

13. Founder Role and Leadership Continuity

Current Status

The leadership roles described in this section represent the proposed governance and continuity structure for Veteran Village Movement, Inc.

Because the corporation has not yet been legally formed, no director, officer, committee, employment arrangement, reserved board seat, compensation agreement, or intellectual-property license described here has been formally adopted or executed.

These provisions remain subject to incorporation, governing-document development, independent board action, and review by qualified Texas nonprofit counsel.

Founder and Executive Chairman

James Howard Sullivan is the Founder of the Veteran Village Movement and the principal author of its original philosophy, proposed operating model, and first prototype concept.

His proposed title is:

Founder and Executive Chairman

The proposed responsibilities of the Founder and Executive Chairman include:

- Preserving and articulating the Movement’s philosophy, covenant, and long-term direction;
- Chairing meetings of the governing board;
- Leading strategic development, public representation, fundraising, and responsible expansion;
- Coordinating with Martin Finney, Joe T. Russell Jr., and Walter “Rusty” Herman on matters affecting the Movement’s ethos, Veteran relationships, financial discipline, governance, and continuity;
- Supervising executive leadership when authorized by the board;
- Developing relationships with Veterans, donors, advisors, civic leaders, and partner organizations; and
- Helping ensure that future Veteran Villages remain faithful to the founding mission.

The Founder intends to remain actively involved as a director and Executive Chairman for as long as he remains willing and capable of serving and continues to fulfill the duties and covenant of the Movement.

His continued service will remain subject to the bylaws, fiduciary obligations, conflict-of-interest safeguards, defined incapacity provisions, and legally reviewed removal procedures.

Leadership Principle and Removal for Cause

The leadership principle **“Loyalty Above All Except Honor”** expresses the expectation that leaders will remain loyal to the mission, one another, the Veterans being served, and the Village Covenant without placing personal loyalty above ethical, or honorable conduct.

The principle will guide leadership conduct but will not replace applicable law, fiduciary duties, the bylaws, or adopted governance policies.

Removal of the Founder or another continuity director should require defined cause, which may include:

- A material breach of the Village Covenant;
- Serious fiduciary misconduct;
- Misuse of organizational funds or property;
- Conduct materially damaging the organization or the Veterans it serves;
- Persistent failure to perform assigned duties;
- Disqualifying conflicts of interest;
- Legal disqualification;

- Incapacity under an adopted procedure; or
- Other grounds established in the bylaws.

The removal process should provide reasonable notice, documentation, an opportunity to respond, review by disinterested directors, and formal board action under the bylaws.

Collective Board Authority

The governing board will exercise its authority collectively. The Executive Chairman will lead the board but will not replace its collective fiduciary responsibility.

The future Executive Director, Chief Executive Officer, or equivalent operating leader will report to the board. Employees will report through an established executive-management structure rather than separately to individual directors.

The board may delegate specific authority to officers, executives, committees, and advisors through written policies and resolutions. No individual director or advisory group will exercise authority beyond that granted by the governing documents or board.

Founder and Leadership Continuity Committee

A Founder and Leadership Continuity Committee is proposed to advise the board on the Movement's founding philosophy, Village Covenant, Veteran relationships, strategic direction, leadership succession, and long-term continuity.

Its initial members are proposed to be:

- James Howard Sullivan;
- Martin E Finney;
- Joe T. Russell Jr.; and
- Walter "Rusty" Herman.

The committee will not supersede the governing board. Its authority, voting procedures, membership, responsibilities, and limits will be defined in the bylaws, committee charter, or formal board resolutions.

Martin E Finney

Martin Finney's proposed titles are:

Continuity Director, Senior Veteran Advisor, and Sergeant at Arms

His proposed responsibilities include:

- Maintaining relationships with Veterans and Veteran organizations;
- Advising the Founder and board on Veteran culture and resident concerns;
- Helping preserve the philosophy, ethos, and Village Covenant;
- Encouraging order, accountability, and respectful conduct during official meetings and events;
- Supporting conflict prevention and leadership continuity;
- Assisting with outreach to Veterans and prospective Village leaders; and
- Reporting serious covenant or mission concerns through established procedures.

The title "Sergeant at Arms" will not grant independent law-enforcement, disciplinary, employment, or resident-removal authority. Those matters will remain subject to written policy, executive management, due process, and board oversight.

Joe T. Russell Jr.

Joe T. Russell Jr.'s proposed titles are:

Prospective Initial Director and Senior Strategic Advisor

Joe is a U.S. Marine Corps Vietnam Veteran and an experienced businessman recognized by the Founder for his practical judgment, fiscal responsibility, debt discipline, and long record of sustaining his family ranch and business.

His proposed responsibilities include:

- Advising the Founder, Martin Finney, and governing board;
- Providing practical business and financial guidance;
- Encouraging disciplined budgeting, debt management, and long-range planning;
- Participating in governance and major strategic decisions;
- Assisting with leadership-continuity planning; and
- Helping evaluate major financial, operational, and organizational commitments.

If lawfully selected and seated as a director after formation, Joe's fiduciary duties will be owed to The Veteran Village Movement, Inc. and its charitable mission, even while he serves as a trusted personal advisor to the Founder and Martin Finney.

Walter "Rusty" Herman

Walter "Rusty" Herman's proposed titles are:

Prospective Initial Director and Senior Legal Advisor

Rusty is a practicing attorney, former federal prosecutor in the U.S. Attorney's Office in Houston, and U.S. Army Veteran. He believes in the Veteran Village Movement and has agreed to provide initial legal assistance with nonprofit formation on a pro bono basis.

His proposed responsibilities include:

- Advising on the formation of the Texas nonprofit corporation;
- Reviewing the certificate of formation, bylaws, initial resolutions, and governance policies;
- Advising on fiduciary duties, conflicts of interest, compensation, reserved continuity seats, and related-party matters;
- Advising on the Founder intellectual-property license;
- Serving on the Founder and Leadership Continuity Committee;
- Providing senior legal guidance during formation; and
- Assisting with the transition to qualified successor legal counsel.

Rusty is expected to continue serving in this capacity until successor counsel is selected, subject to his willingness and professional capacity, resignation, incapacity, conflicts of interest, professional obligations, governing documents, and future board authority.

His legal role should be governed by a written engagement defining the client, scope of representation, pro bono status, confidentiality, attorney-client privilege, conflicts of interest, recusal requirements, document ownership, and transition to successor counsel.

After formation, organizational counsel will represent Veteran Village Movement, Inc., not any Founder, director, officer, or advisor personally unless a separate representation arrangement is established.

Reserved Continuity Seats

The proposed bylaws are intended to reserve continuity seats for James Howard Sullivan and Martin Finney while they remain willing, capable, qualified, and faithful to their responsibilities.

These seats are intended to preserve the philosophy, ethos, and continuity of the Veteran Village Movement. They will not be inheritable and will not make either individual immune from fiduciary duties, conflicts-of-interest requirements, incapacity procedures, or removal for defined cause.

The certificate of formation, bylaws, and related policies must address:

- Appointment and continuation of the reserved seats;
- Voting rights;
- Resignation;
- Incapacity;
- Material covenant breach;
- Fiduciary misconduct;
- Conflicts of interest;
- Removal for cause;
- Vacancy procedures; and
- Final termination of the reserved-seat arrangement.

The legality and tax-exemption implications of the reserved seats will receive final review from qualified Texas nonprofit counsel before adoption.

Succession and Incapacity

No position, board seat, title, employment arrangement, or governing authority will be inheritable.

The proposed succession structure will include:

- A board-approved pool of qualified leadership-continuity candidates;
- Written qualifications for directors, officers, executives, and continuity positions;
- An interim chair or executive leader during incapacity or transition;
- Objective procedures for determining incapacity;
- Documented transfer of authority and organizational records;
- Protection of intellectual-property licensing and operational continuity; and
- Formal board action to fill vacancies under the bylaws.

Family relationship, friendship, military service, or prior association alone will not create entitlement to a leadership position. Successors must demonstrate commitment to the mission, Village Covenant, fiduciary responsibility, practical competence, and lawful governance.

Founder Intellectual Property

Intellectual property created and owned personally by James Howard Sullivan—including his writings, philosophy, manuscripts, and other identified Founder materials—will remain his personal property.

Veteran Village Movement, Inc. will receive its rights to use Founder intellectual property through a written license.

The license is intended to be:

- Broad enough to operate and promote the Veteran Village Movement;
- Long-term or perpetual;
- Royalty-free unless a different arrangement is independently reviewed and approved;
- Effective during the Founder's incapacity and after his death;
- Available for appropriate use by lawful successor Village entities;
- Sufficient to support fundraising, training, publication, replication, and operation; and
- Protected against sudden withdrawal that would prevent the organization from fulfilling its charitable mission.

The parties should prepare an inventory identifying the intellectual property covered by the license, including names, written materials, philosophy, curriculum, trademarks, seals, artwork, prospectuses, operational materials, and other Founder-created assets.

Any future royalty, licensing payment, purchase, or transfer involving the Founder will require conflict-of-interest review, recusal, independent evaluation, and approval by disinterested directors.

Intellectual property created later by employees, contractors, volunteers, or the organization will be governed by written work-for-hire, assignment, and licensing agreements.

Ownership of Equipment and Organizational Property

Equipment, vehicles, tools, furnishings, technology, facilities, and other property purchased or donated for organizational use will belong to Veteran Village Movement, Inc. or the appropriate Village legal entity.

Organizational property will not belong personally to any Founder, director, officer, employee, resident, advisor, or donor unless a written agreement clearly establishes a lawful loan, lease, license, or other ownership arrangement.

Property records, donor restrictions, titles, serial numbers, maintenance responsibilities, and disposition authority will be documented through the accounting and asset-control systems.

Founder Compensation

The proposed initial compensation target for Founder James Howard Sullivan is:

- **\$2,500 per month;**
- Documented mileage for authorized Veteran Village business travel; and
- Authorized per diem for necessary Veteran Village business travel.

This is a planning target rather than an automatic, lifetime, or self-executing entitlement.

Compensation will be paid for documented executive and organizational services—not merely for holding a board seat. It will depend upon organizational formation, available funds, actual duties, time commitment, independent comparability review, and approval by disinterested directors.

Martin E Finney Compensation

The same initial compensation target is proposed for Martin E Finney when his actual responsibilities, time commitment, qualifications, and the organization's financial resources support that amount.

His compensation will require a separate position description, separate comparability review, recusal, and independent approval. Equal compensation will not arise automatically from his continuity seat or relationship with the Founder.

Compensation Comparability Process

Compensation for the Founder, Martin E Finney, or any other director, officer, or key employee will require:

- A written position description;
- Documentation of actual services and expected time commitment;
- Comparable compensation information from similar organizations or positions;
- Consideration of the organization's financial capacity;
- Review and approval by disinterested directors;
- Recusal of the individual receiving compensation;
- Contemporaneous documentation in board minutes;
- Proper payroll or contractor classification;
- Reimbursement only for documented and authorized expenses; and

- Periodic review and adjustment.

Board service and compensated employment will be treated as separate roles. Compensation arrangements must remain reasonable, defensible, and consistent with the organization's charitable purpose.

Current Development Status

The Founder role, leadership committee, individual titles, continuity seats, succession structure, intellectual-property license, compensation arrangements, and legal-advisor engagement have been developed as proposed governance policies.

They have not yet been incorporated into filed formation documents, adopted bylaws, signed contracts, board resolutions, employment agreements, or intellectual-property instruments.

The final structure remains subject to the formation of Veteran Village Movement, Inc., independent board action, professional legal and tax review, and continuing compliance with the organization's charitable responsibilities.

Founder as Guardian of the Ethos

James Howard Sullivan is the Founder, Executive Chairman, and guardian of the founding ethos of the Veteran Village Movement. His role is not to replace the attorneys, CPAs, architects, engineers, clinicians, business managers, or operations professionals whose expertise will be required to build and operate the Movement responsibly.

His continuing responsibility is to preserve the Movement's founding purpose and ensure that its development remains grounded in honor, accountability, consequence, responsibility, respect, meaningful work, and service to Veterans.

The Veteran Village Movement is not intended to become a top-heavy charity, an impersonal bureaucratic program, or a channel through which administration consumes the mission. Its legal, financial, business, and governance structures are intended to protect the founding vision, discipline the use of money, document decisions, prevent corruption and private misuse, and keep the work centered on Veterans.

The Founder's role as guardian of the ethos is strategic, cultural, and mission-centered. It does not replace the collective legal authority of the board, the professional responsibilities of licensed advisors, or the adopted governing documents. The Founder will work through those structures to protect the mission rather than stand outside them.

14. Board, Advisors, and Think Tank

Current Status

The Veteran Village Movement, Inc. has not yet been legally formed, and no directors are legally seated. The following nine-seat structure is a Founder-approved governance planning framework, not an operative Board until formation, governing documents, lawful selection, written acceptances, and formal seating occur.

Proposed Nine-Member Board

- **James Howard Sullivan — Founder, Continuity Director, and Executive Chairman.**
- **Martin E Finney — Continuity Director, Senior Veteran Advisor, and Sergeant at Arms.**
- **Joe T. Russell Jr. — Regular Skills-Based Director and Senior Strategic Advisor.**
- **Walter “Rusty” Herman — Regular Skills-Based Director and Senior Legal Advisor.**
- The Sergeant Major / Village Manager, First Sergeant / Property and Logistics Manager, and Padre / Chaplain-LPC are three distinct senior CFVV operational offices intended to be occupied by three separate qualified Veterans before resident operations. While CFVV operates as a program within the parent Veteran Village Movement organization, the individuals serving in these offices are intended to serve as voting members of the parent governing Board within three of the existing seven Veteran Board seats. Four additional Veteran-seat positions remain to be filled through the applicable governance and lawful seating process. Joe T. Russell Jr. and Walter “Rusty” Herman remain prospective candidates for two of those four positions; the remaining Board competencies include the Treasurer qualification.

The planned parent Board has nine seats: seven Veteran Board seats and two Founder-continuity seats held by James Howard Sullivan and Martin E. Finney. The Founder-continuity seats are included within nine, not added beyond nine. The three designated CFVV office-linked positions, the Treasurer, Joe T. Russell Jr., Walter “Rusty” Herman, and every other voting Veteran director must fit within the existing seven Veteran Board seats; the office-linked positions do not create additional seats or expand the nine-seat parent Board.

This is Founder-approved organizational planning direction, not present legal seating solely by virtue of a job title. Implementation remains subject to formation, governing documents and bylaws, lawful Board action, fiduciary obligations, conflict-of-interest and recusal safeguards, nonprofit law, and nonprofit counsel review. Board participation does not itself create or expand admissions, discharge, disciplinary appellate, clinical, independent financial, employment, supervisory, emergency, or other operational authority.

Operational reporting relationships remain unchanged: the First Sergeant / Property and Logistics Manager reports through the Sergeant Major / Village Manager, and the Padre / Chaplain-LPC reports administratively through the Sergeant Major while retaining required professional, clinical, ethical, privacy, and confidentiality independence.

If CFVV later receives a separate governing structure, the office-linked Board positions are intended to transition to the CFVV governing Board. Resulting parent-Board vacancies will be filled through the parent organization’s governance process. An individual CFVV officer may separately continue or serve concurrently on the parent Board only if permitted and authorized under the future organizational structure, governing documents, Board action, fiduciary and conflict-of-interest requirements, recusal safeguards, nonprofit law, and counsel review.

The board, advisors, and Think Tank will work with the Founder as guardian of the ethos while retaining their respective governing, fiduciary, professional, and advisory responsibilities.

Skills Matrix

1. Veteran leadership, reintegration, and peer support.
2. Business management and organizational development.
3. Nonprofit governance and regulatory compliance.
4. Law and legal risk management.
5. Accounting, finance, audit, internal controls, and Treasurer oversight.
6. Fundraising, grant development, and donor relations.
7. Workforce development, vocational education, and credentialing.
8. Behavioral health, case management, recovery, and crisis intervention.
9. Construction, engineering, architecture, and land development.
10. Agriculture, water, energy, and environmental systems.
11. Insurance, workplace safety, and enterprise risk management.
12. Government, civic, and community relations.

One director may cover several skill categories, but one individual occupies no more than one Board seat. Needed expertise may also be supplied by advisors, staff, contractors, and outside professionals. A non-Veteran will not receive a voting seat merely for professional expertise. A vacant voting seat remains vacant until a qualified Veteran is lawfully selected and seated.

Recruitment and Vetting

The initial Founder and Leadership Continuity Committee is planned to consist of James Howard Sullivan, Martin E Finney, Joe T. Russell Jr., and Walter “Rusty” Herman. The process will identify Board needs, receive candidate information, verify credentials and military service, conduct references and authorized background review, collect conflict disclosures, interview candidates, recommend candidates, obtain formal Board approval after formation, and complete written acceptance and orientation. The legally constituted Board will retain final authority.

Board Expectations

Directors are expected to serve in good faith in the Movement’s best interests; support the mission, vision, principles, and Covenant; exercise independent judgment; prepare for and attend meetings; participate in committees and the Think Tank; oversee finances, programs, risks, and executives; protect confidentiality; disclose conflicts and recuse when appropriate; participate in fundraising and community relationships; avoid unauthorized promises, contracts, expenditures, and commitments; complete governance training and assignments; maintain professional conduct; and undergo periodic evaluation. Senior operational leaders serving as directors remain subject to the same fiduciary, conflict, and recusal duties.

Terms and Performance Review

Regular directors are expected to serve staggered three-year terms and may be considered for reelection based on continued commitment, attendance, performance, needed expertise, and the best interests of the Veteran Village Movement. No fixed lifetime limit on consecutive terms is proposed at this stage.

Three-year checkpoints require affirmative reelection while permitting effective directors to continue. Review will consider attendance, preparation, participation, completed responsibilities, conduct, Covenant observance, conflict compliance, fundraising, expertise, judgment, willingness to serve, and changing board needs.

Attendance, Removal, and Conflicts

Preliminary recommendations include at least 75 percent attendance; remote participation through Zoom or a comparable platform; board review after three consecutive unexcused absences; written notice and opportunity to respond before removal for cause; removal for cause by two-thirds of disinterested directors; annual and event-specific disclosures; appropriate recusal; and documentation in minutes.

A conflict disclosure is a written disclosure of personal, family, financial, employment, business, property, compensation, intellectual-property, or organizational interests that could influence or reasonably appear to influence judgment. Disclosure does not establish wrongdoing; it permits disinterested directors to determine safeguards or recusal.

These are Founder-approved planning recommendations subject to formal formation, bylaws, lawful Board action, counsel review, and adoption. The Treasurer must be a Veteran and is intended to be a voting director within the seven Veteran Board seats. The Treasurer must possess demonstrated financial literacy, integrity, fiduciary competence, and ability to oversee nonprofit financial controls and accountability. CPA licensure or professional accounting credentials are preferred, not mandatory. The Treasurer provides governance oversight and is not automatically the bookkeeper, accountant, CPA, auditor, payroll processor, or financial adviser; appropriate staff and outside professional support must be obtained where needed.

Directors, Advisors, and Think Tank

Directors are voting governing officials with fiduciary responsibilities. Advisors provide expertise but do not vote, count toward quorum, bind the organization, or exercise board authority merely by serving as advisors. The Think Tank is a structured planning and policy-development body and does not replace the board.

Board members may participate fully in Think Tank discussion. Matters requiring approval must be formally presented, deliberated, voted upon, and entered in minutes. To “bind the organization” means making a promise, signing an agreement, committing money, hiring someone, authorizing work, approving a partnership, or otherwise creating or appearing to create a legal, financial, or operational commitment.

Civilian advisors may submit information, participate in authorized work, and address the board, subject to confidentiality, conflict, role, and intellectual-property agreements. They may not function as hidden or shadow directors.

Written Acceptance and Confidential Roster

Every proposed director must complete a separate **Board Service and Acceptance Statement** before public identification as confirmed. Development and execution belong on the formation checklist.

The confidential roster will use: prospective candidate; under preliminary review; formally invited; accepted pending formation; formally elected and seated; advisor or Think Tank participant; and inactive, declined, or withdrawn. Only individuals granting permission and written acceptance may be publicly identified as confirmed. Contact information, vetting, conflicts, references, and evaluations remain confidential.

Matters Reserved for Development

Final terms, renewal, attendance, remote meetings, removal, conflicts, continuity, evaluation, committee authority, acceptance documents, and confidential records remain subject to Think Tank development, board approval, legal review, and formal adoption.

15. Land-Control Plan

Current Status

- The proposed Claude Firth Veteran Village is intended for approximately 18 acres of family-owned property in Fort Davis, Texas.
- The family has approved use of the property in principle.
- Veteran Village Movement, Inc. has not yet been formed.
- No binding lease, option, purchase agreement, donation, or other land-control instrument has been executed.
- Ownership documentation, title evidence, survey, legal description, and written consent from all necessary landowners are not yet available for project use.
- Do not represent that the Movement currently owns, leases, or controls the property.

Ownership

The current understanding is that the property is owned by James Howard Sullivan's mother, brother, and three sisters. Ownership, ownership shares, and signing authority must be verified through title documentation.

James Howard Sullivan has never held an ownership interest in the property and will receive no rent or other lease proceeds. No other current director or officer is known to hold an ownership or financial interest in the property.

Proposed Lease Structure

- A paid, long-term ground lease.
- Proposed term: 99 years.
- The family retains ownership of the underlying land.
- Veteran Village Movement, Inc. receives the long-term right to develop and operate the Village.
- Any purchaser, heir, trust, estate, transferee, or future owner must take the property subject to the recorded lease.
- The Movement may not mortgage, pledge, or otherwise encumber the family's underlying land.
- No lender or mortgage financing is currently proposed or represented.

Proposed Rent

- Preliminary family-discussion range: \$6,000 to \$12,000 annually.
- This range is subject to independent valuation, family negotiation, and disinterested board approval.
- Graduated startup payments are proposed.
- The Movement will ask the family to waive rent until the Village opens.

"Rent will begin when the Village first opens for resident occupancy or on another deadline negotiated in the lease, whichever occurs first, unless the landowners approve an extension in writing."

Include predetermined percentage increases at stated intervals and a broader rent and operating-cost review after 25 years.

Make clear that the 25-year review may address rent, insurance, taxes, maintenance, inflation, compliance, and other defined economic matters, but it may not reopen the Movement's fundamental right to remain for the full 99-year term.

The final adjustment method may use percentage increases, inflation measurements, updated appraisal information, or a reasonable combination.

Do not represent the preliminary figures as an appraisal, formal offer, accepted rent, or confirmed fair rental value.

Expenses

The Movement is expected to bear the expenses allocated to it under the final lease, including rent, property taxes or tax reimbursements, insurance, utilities, maintenance, repairs, development, construction, permitting, professional services, and Village operating expenses.

Conditions Before Execution

- Formation of Veteran Village Movement, Inc.
- Verification of every legal owner and authorized signer.
- Review of title documentation.
- Agreement on boundaries and legal description.
- Written consent of all necessary landowners.
- Independent rental-value analysis.
- Real-estate, nonprofit, and tax review.
- Disclosure of family and related-party interests.
- Approval by the disinterested directors.
- Formal board authorization of the Movement's signatories.

If the identified family members own the property individually, each owner is expected to sign. If an interest is held through a trust, estate, company, power of attorney, or similar arrangement, the person with documented authority will sign in the appropriate capacity.

On the Movement side, the lease will be signed by the Executive Chairman and another officer designated by board resolution, or by other signatories formally authorized by the board. A title alone will not create signing authority.

Conditions Before Construction

- Boundary and topographic survey.
- Final legal description.
- Title, easement, restriction, access, mineral, and water-right review.
- Environmental and site-development due diligence.
- Floodplain, hydrology, drainage, culvert, and geotechnical review.
- Water, wastewater, and utility feasibility.
- Fire-access and emergency-response review.
- Road, parking, accessibility, and permitting analysis.
- Required insurance.
- Sufficient funding for the authorized phase.
- Governmental, professional, and grantor approvals.
- Execution and recording of the lease or memorandum of lease.

Clearly state that these items have not yet been completed.

Related-Party Safeguards

The family relationship must be disclosed because James Howard Sullivan is the Founder and Executive Chairman and the proposed lease involves property owned by his immediate family.

James may present the proposal, advocate for the Village, and participate in negotiations, but he will not legally represent both sides. The family may select its own representatives and legal counsel. Movement counsel will represent the Movement.

James will abstain from the final board vote approving the lease. Any other interested director must disclose the interest and recuse when appropriate. Independent valuation, disclosures, recusals, deliberations, and approval must be documented in the board minutes.

Construction Authority

After family approval of the authorized Village use and the professionally validated master site plan, the Movement may construct, replace, expand, modify, and maintain facilities without returning to every landowner for approval of each individual improvement, provided the work:

- Remains within the leased boundary and authorized purpose.
- Complies with law, permits, insurance, and professional standards.
- Does not mortgage or encumber the underlying land.
- Does not materially expand beyond the approved use.
- Does not unreasonably damage adjoining family property.
- Complies with the lease.

Authorized Uses

“The authorized use will include Veteran housing, reintegration, education, vocational training, agriculture, food service, construction, maintenance, retail, and other lawful income-generating enterprises supporting the Movement’s charitable mission.”

The resident laundromat and similar internal facilities are not proposed as public commercial businesses.

Subleasing

The Movement may not sublease the land or transfer possessory control to an outside commercial operator.

Resident housing agreements, employee housing arrangements, service-provider access, program partnerships, and ordinary contracts supporting Village operations will not constitute prohibited subleases when they do not transfer legal control of the property.

Improvements

Distinguish among:

1. The underlying family-owned land.
2. Permanent land improvements.
3. Permanently affixed buildings.
4. Removable trade fixtures and specialized systems.
5. Movable Village-owned property.

All equipment purchased by or for the Movement will be owned by the Movement unless a grant, donation, or purchase agreement provides otherwise. This includes commercial kitchen equipment, laundromat equipment, vehicles, tools, shop equipment, furniture, computers, inventory, and machinery.

Modular buildings, greenhouses, solar equipment, battery systems, specialized utilities, and trade fixtures must be classified in the lease or an approved improvement schedule.

Expiration, Default, and Removal

At the natural expiration of the full 99-year term, permanent buildings and land improvements are expected to remain with the property without payment by the landowners, subject to the final negotiated lease.

Movable Village property may be removed during the period established in the lease. The Movement bears removal expenses and must repair material damage caused by removal.

If termination results from a material uncured Village default, permanent improvements may be forfeited to the landowners. The landowners will not be required to purchase Village buildings or equipment following Village default or dissolution.

The lease must provide written notice and a reasonable opportunity to cure defaults. Exact periods remain subject to negotiation and legal review.

Personal disagreements, changes in family relationships, leadership changes, sales, inheritance, or differences of opinion will not independently justify termination.

Improper Landowner Termination

The landowners and their successors must honor the lease for its full term.

If a landowner improperly terminates the lease or materially interferes with the Movement's possession, the Movement may be entitled to continued possession, compensation, relocation expenses, damages, or other remedies established by the lease and applicable law.

"For purposes of compensation following an improper landowner termination or material interference with the lease, the unamortized value of permanent Village-funded improvements will be determined under a valuation method established in the lease. The method may consider documented original cost, the improvement's agreed useful life, elapsed time, depreciation, condition, grant restrictions, insurance proceeds, and an independent appraisal when appropriate."

Successor Organization

If Veteran Village Movement, Inc. can no longer operate the Village, it may transfer the lease and approved facilities to another qualified Veteran-serving nonprofit, subject to reasonable landowner approval.

"Landowner approval may not be unreasonably withheld or delayed."

Casualty and Dissolution

Insurance proceeds should ordinarily be used to repair or rebuild after fire, flood, storm, or another major casualty. The final lease will address insurance proceeds, rebuilding responsibilities, interruption, rent adjustments, restoration, and situations in which rebuilding is legally or financially impractical.

Following dissolution, movable charitable assets will be handled according to creditor rights, grant restrictions, governing documents, and nonprofit law. They may be sold to satisfy lawful obligations or transferred to another qualifying charitable organization.

Permanent improvements will be handled according to the lease. The family will not be obligated to purchase Village buildings or equipment.

Final Review

The final transaction requires:

- Independent rental-value analysis.
- Texas real-estate review.
- Nonprofit legal review.
- CPA or tax review.
- Full related-party disclosure.
- Approval by the disinterested directors.
- Documentation in the board minutes.

Family negotiation, Think Tank consideration, title and survey work, independent valuation, professional review, and formal disinterested-board approval remain pending.

16. Startup Funding and Early Operating Support

Current Funding Status

- The Veteran Village Movement Organizing Association is the planned temporary organizing vehicle but has not yet completed all organizing, financial-control, and legal-readiness steps required to receive project funds.
- No organizational bank account currently exists.
- No personal gifts, project contributions, pledges, grants, reimbursements, sales proceeds, or donated property have been received.
- A capital campaign is being prepared but has not been publicly launched.
- The preliminary entity-controlled early operating target is **\$20,000 to \$30,000**.
- This is an organizational funding target, not a target for personal gifts to James Howard Sullivan.

Formation-Stage Personal Gifts

Before an appropriate organizational structure is legally prepared to receive project funds, James Howard Sullivan may accept genuinely unrestricted personal gifts.

An unrestricted personal gift means:

- The giver expects no service, product, repayment, or other benefit.
- The giver does not control how the money is spent.
- James makes no promise to use it for the Veteran Village.
- It is not advertised as a Veteran Village contribution.
- It is not represented as tax-deductible.
- It is not counted toward the Movement's fundraising total.
- It is not later entered into organizational records as though the organization received it.

James may independently decide to use personal funds for formation work, but that remains his personal decision.

Formation-Stage Personal-Support Disclosure: *Veteran Village Movement, Inc. has not yet been formed and has not received recognition as a tax-exempt charitable organization. Any payment made directly to James Howard Sullivan is received by him personally and is not a contribution to an existing nonprofit corporation. No representation is made that such a payment is tax-deductible. Personal support will not be represented as a restricted charitable contribution, deposited into an organizational account, or acknowledged with a charitable-contribution receipt. Contributors should consult their own tax advisors.*

A private log will record the giver, date, amount, payment method, and accompanying communication. Personal gifts will remain separate from future organizational donor and accounting records.

Restricted Project Funds Before an Organization Is Prepared to Receive Them

James Howard Sullivan will not personally accept, deposit, hold, or safeguard money restricted for the Veteran Village Movement or future Village operations.

Anyone wishing to provide restricted project support before the appropriate organizational structure is ready will be asked to retain the money and return after official payment instructions are available.

No pledge, IOU, conditional promise, or nonbinding expression of future financial support will be requested or recorded.

If someone insists upon transferring restricted project funds immediately, the payment will be declined unless advance attorney and CPA guidance establishes a lawful, independently administered arrangement.

Planned Temporary Organizing Association

The Veteran Village Movement Organizing Association is the current planned temporary Texas unincorporated nonprofit organizing vehicle for preliminary formation purposes. It is not the permanent parent corporation and will not be represented as federally tax exempt or authorized to issue charitable-contribution receipts absent proper authority.

The temporary Organizing Association is intended to administer only authorized organizing services, expenses, records, contracts, and early organizational matters within its adopted authority and controls. It will not undertake a major capital campaign, accept restricted construction gifts, or enter land-control agreements unless separately authorized after legal and tax review and establishment of the required capacity. The intended permanent parent remains The Veteran Village Movement, Inc.; Claude Firth Veteran Village is initially planned as its prototype program.

Before receiving or soliciting any funds it is legally and organizationally permitted to accept, the Organizing Association must have:

- A written governing agreement.
- Identified members and decision-making authority.
- An EIN.
- Defined contracting and signing authority.
- An account in the association's name.
- Appropriate accounting and financial controls.
- Conflict-of-interest safeguards.
- Procedures for restricted and unrestricted funds.
- Attorney and CPA review.
- Compliance with applicable Texas Veteran-organization solicitation, registration, bonding, disclosure, and reporting requirements.

If The Veteran Village Movement, Inc. is later formed, it may assume approved assets, records, contracts, and liabilities of the Organizing Association only through formal Board action, professional consent when required, and written transfer or assumption documents.

Until the interim association is properly established and legally prepared to receive funds, the formation-stage personal-support rules remain controlling.

Transition to Entity-Controlled Funding

The transition will be event-based rather than tied to an arbitrary calendar date.

Project fundraising and receipt of funds will transition to organizational control after the applicable structure has:

- Been lawfully established.
- Obtained an EIN.
- Adopted governing and financial-control policies.
- Designated authorized decision-makers and signatories.
- Opened an account in its legal name.
- Established accounting and donor-record systems.
- Completed applicable Texas Veteran-solicitation requirements.
- Received appropriate legal and tax guidance.

After transition:

- Project funds will be payable directly to the organization.
- Funds will enter the organizational account.
- Project funds will not pass through the Founder's personal accounts or custody.
- Governing leadership will control the budget and spending.
- Donor restrictions will be recorded and honored.
- Acknowledgments will reflect the organization's actual legal and IRS status.

Early Operating Budget

The preliminary **\$20,000 to \$30,000** budget should include:

1. Texas organizational formation and filings.
2. Legal and nonprofit-compliance review.
3. Accounting, bookkeeping, payroll, and tax setup.
4. Texas Veteran-solicitation registration, bonding, disclosures, and reporting.
5. Banking and payment processing.
6. Insurance and risk review.
7. Website, email, domain, and basic technology.
8. Printing, postage, copying, and presentation materials.
9. Authorized mileage, lodging, meals, per diem, and travel.
10. Community presentations and funding-development meetings.
11. Prospectus, plan, and organizational-document preparation.
12. Authorized appraisal, title, survey, and preliminary professional work.
13. Grant research and application expenses.
14. Office supplies and records management.
15. Founder compensation as a disclosed budget requirement.
16. Reasonable contingency.

Each category should identify the approved amount, responsible person, funding source, restrictions, expenditures, balance, and supporting documentation.

Spending Priorities

The following order will apply:

1. Formation.

2. Legal and regulatory compliance.
3. Accounting, banking, payroll, and financial controls.
4. Insurance and risk requirements.
5. Necessary operating and professional expenses.
6. Authorized travel and out-of-pocket expenses.
7. Founder compensation when responsibly supportable.

Founder compensation will not take priority over essential formation and compliance expenses.

Expense Approval and Financial Controls

- Approval of the budget by the appropriate governing body.
- No individual approves payment to himself or herself.
- Disinterested approval of Founder compensation and reimbursements.
- Additional authorization for out-of-budget spending.
- Board or delegated approval of material contracts.
- Two approvals above a future established threshold.
- Avoidance of cash transactions when reasonably possible.
- Receipts and documented business purpose for reimbursements.
- Separation of personal and organizational funds.
- Prompt reporting of emergency expenditures.
- Final thresholds established through the financial-control matrix.

Recordkeeping and Reporting

- Account in the organization's legal name.
- Accounting system and chart of accounts.
- Separate accounting for restricted funds.
- Donor register.
- Receipts, invoices, contracts, and approvals.
- Reimbursement and travel records.
- Mileage logs.
- Monthly bank reconciliation.
- Monthly internal startup statements.
- Quarterly governing-body reports.
- Required annual filings.
- Document-retention policy.
- Controlled banking, donor, payroll, and accounting access.

Personal gifts received by James will not be entered as organizational contributions.

Donor-Acknowledgment Language

Three distinct acknowledgment forms will be maintained:

Personal support before formation

Thank you for your personal support of James Howard Sullivan during the formation-stage development of the Veteran Village Movement. Veteran Village Movement, Inc. has not yet been formed or recognized as a tax-exempt charitable organization. This payment was made to James

Howard Sullivan personally. It is not being acknowledged as a charitable contribution, and no representation is made regarding tax deductibility.

Organizational contribution while exemption remains pending or unconfirmed

Thank you for your contribution of \$_____ received on _____ by [legal name of organization]. The organization's federal tax-exemption status is currently pending or has not yet been confirmed. No representation is made in this acknowledgment that the contribution is tax-deductible. No goods or services were provided in exchange for this contribution.

Contribution after charitable status is confirmed

Thank you for your contribution of \$_____ received on _____ by Veteran Village Movement, Inc. No goods or services were provided in exchange for this contribution.

If goods or services are provided, acknowledgments will describe them and provide a good-faith estimate of value when required.

Texas Fundraising Compliance

Before public solicitation begins, the applicable Veteran Village organizational structure will obtain legal review of the Texas Veterans Solicitation Act and complete all applicable registration, bonding, disclosure, and reporting requirements. Registration will not be represented as state approval or endorsement.

Founder Compensation

Founder compensation is a defined formation-stage budget requirement. The preliminary budget will include compensation for James Howard Sullivan at a planning rate of \$2,500 per month, together with applicable payroll costs and reimbursement of authorized mileage, lodging, meals, per diem, and other necessary Veteran Village business-travel expenses. The initial \$20,000 to \$30,000 target will include a planning allowance for up to three months of Founder compensation, totaling \$7,500, plus applicable payroll costs and authorized expenses. Founder compensation will not take priority over essential formation, professional, regulatory, accounting, insurance, and financial-control expenses. Compensation will commence only after the applicable organization has been established, sufficient unrestricted funds are available, services and responsibilities are documented, proper payroll and tax procedures exist, and the arrangement has been independently approved by disinterested decision-makers. James Howard Sullivan will not participate in the vote approving his compensation.

Until those conditions are satisfied, Founder compensation is a disclosed budget requirement—not accrued debt or presently payable salary.

Unpaid and Deferred Founder Compensation

Unpaid formation-stage service will not automatically become organizational debt.

A prospective deferred-compensation arrangement may later be adopted, but it must:

- Be authorized in writing before compensation accrues.
- Establish a definite starting date.
- State a maximum amount.
- Define payment conditions.
- Address funding availability.
- Receive attorney and CPA review.
- Receive disinterested approval.

- Be properly recorded.

No retroactive salary obligation is implied.

Travel and Road Expenses

Necessary authorized business travel is separate from salary. The expense policy should require advance authorization when reasonably possible, documented business purpose, mileage records, receipts, an approved mileage and per diem schedule, timely submission, and independent approval of Founder reimbursements.

Use “donors, grantmakers, sponsors, and funding partners” rather than “investors” unless counsel approves a genuine investment arrangement.

Deferred Professional Services

During formation and early development, attorneys, CPAs, architects, engineers, appraisers, consultants, and other professionals may provide services pro bono, at reduced rates, or through written deferred-payment agreements. Necessary professional work does not automatically have to wait until Veteran Village Movement, Inc. is formed. A properly established interim Texas unincorporated nonprofit association may engage professionals and administer written deferred obligations in its own name, subject to legal and tax review. Each engagement must identify the present client, scope, fee or rate, maximum obligation, expenses, deliverables, payment trigger, work-product ownership, termination rights, and consequences if funding or incorporation does not occur. No organizer, member, officer, or representative will personally guarantee a professional obligation unless that responsibility is knowingly accepted through a separate written agreement. Deferred professional fees will be recorded and disclosed when evaluating available funds and reporting the organization’s financial position. Pro bono or donated professional services will be documented separately from cash contributions and will not be represented to the professional as automatically tax-deductible.

If the corporation is later formed, it may assume an interim obligation only through proper board approval, professional consent when required, and written documentation.

Attorney and CPA Review

Professional review will address:

- Personal gift versus taxable income.
- Gift-tax responsibility.
- Preformation expenses.
- Reimbursement and accountable-plan treatment.
- Compensation classification.
- Payroll and self-employment consequences.
- Mileage, lodging, meals, and per diem.
- Founder compensation.
- Deferred compensation.
- Deferred professional fees.
- Interim-association accounting.
- Restricted-fund, trust, custodial, and solicitation obligations.

Remaining Matters

Formation, governing-body approval, attorney and CPA review, and adopted policies remain pending. The Organizing Association has not completed the readiness steps needed for project fundraising; the intended permanent corporation, organizational bank account, public campaign, compensation, deferred agreements, registrations, and financial systems have not been established, funded, or approved.

17. Capital Funding and Development Campaign

Current Status

- The capital campaign is being prepared but has not been publicly launched.
- No donations, pledges, grants, or construction funding have been received.
- No final capital budget has been professionally validated.
- Financial workbook v1.7 establishes a current capital-development planning requirement of \$21,300,000, a separate \$1,000,000 initial operating reserve, and combined initial capitalization of \$22,300,000. These figures are planning baselines, not guaranteed construction costs, contractor quotations, secured funds, or confirmed final requirements.
- Capital estimates are controlled for current planning by Veteran_Village_Monthly_Cost_Production_Fixed_v1.7_Solar_Microgrid_Update.xlsx and remain subject to independent professional validation as planning advances.

Updated Capital Budget

The capital budget will be developed in phases and will address:

- organizational formation, legal, accounting, insurance, and campaign expenses;
- land control and site due diligence;
- surveying, engineering, architecture, environmental review, and permitting;
- roads, drainage, fire access, parking, and accessibility;
- water, hybrid wastewater reclamation, utilities, communications, and the grid-connected, standalone-capable solar, battery, and microgrid system, including its \$3,000,000 provisional planning allowance;
- the 30 Veteran residences included in the current planning baseline;
- community, administrative, educational, dining, and wellness facilities;
- vocational shops and market-rate enterprise facilities;
- furniture, fixtures, vehicles, tools, technology, and equipment;
- construction contingencies and escalation;
- the separate \$1,000,000 initial operating reserve and other approved working-capital or reserve requirements; and
- project administration and campaign costs.

Every published estimate must be identified according to its actual level of development: conceptual, preliminary, professionally validated, bid-based, or contract-based.

Sources and Uses

Require a sources-and-uses schedule connecting every anticipated funding source to its authorized purpose. Potential sources may include individual contributions, foundation and government grants,

corporate support, workforce-development funding, donated goods and professional services, earned revenue, and other lawful sources.

The schedule must distinguish:

- cash received;
- awarded grants;
- binding commitments;
- conditional awards;
- pending applications;
- identified prospects; and
- planning assumptions.

Prospective funding must not be represented as received or committed. Restricted funds must be used only for their documented purposes.

Campaign Phases

1. **Campaign Readiness** — Organizational formation, governance, financial controls, land-control planning, professional due diligence, campaign materials, and preliminary cost validation.
2. **Predevelopment Funding** — Surveys, title and easement review, architecture, engineering, environmental and infrastructure analysis, permitting preparation, legal services, and related professional work.
3. **Core Site and Residential Development** — Essential infrastructure, initial Veteran housing, shared facilities, accessibility improvements, and systems required to open the first operational phase safely.
4. **Vocational and Enterprise Development** — Training shops and selected market-rate enterprises launched according to feasibility, workforce demand, licensing requirements, and operating readiness.
5. **Expansion and Reserves** — Later facilities, justified capacity expansion, working capital, and operating reserves.

State that construction will be authorized only in adequately funded phases.

Gift Levels and Naming Opportunities

Gift levels will be established after the capital budget receives sufficient professional support. They may recognize leadership, major, supporting, and community gifts without granting ownership, governance authority, operational control, or resident-selection authority.

A board-approved naming policy must address:

- minimum contribution requirements;
- duration of recognition;
- payment requirements;
- donor suitability and reputational review;
- modification or removal of named assets;
- donor misconduct;
- anonymous gifts;
- memorial or honorary naming; and
- the Movement's authority to decline or discontinue recognition.

Make clear that the name **Claude Firth Veteran Village** is foundational and honors Claude Carson Firth's example of mentorship, vocational development, and civilian reintegration. It is not an ordinary campaign naming opportunity.

Grant Calendar and Foundation Prospects

Appendix F provides the current Source Notes and Grant Calendar planning framework for tracking deadlines, eligibility, responsible personnel, requested amounts, matching requirements, reporting duties, awards, and renewals. No listed opportunity is represented as applied for, awarded, or guaranteed unless separately documented.

Potential foundation and grant prospects may align with Veteran services, workforce development, housing, education, rural development, behavioral health, agriculture, renewable energy, and community development.

The issued Appendix F is a completed planning document; it is not evidence of application, interest, endorsement, award, commitment, or receipt of funds.

Case for Support

The Claude Firth Veteran Village is intended to help at-risk Veterans regain purpose, stability, responsibility, useful work, and community. It is proposed as more than housing. Its model combines a stable place to live with mentorship, accountability, vocational development, meaningful employment, peer community, and a practical path toward greater independence.

Capital support would establish both physical facilities and lasting operational capacity. The Village is not expected to become self-sustaining immediately. Its enterprises will be developed in stages and evaluated individually for feasibility and a credible path toward break-even.

Pledges and Restricted Gifts

- No pledges or restricted gifts have been received.
- The Founder will not personally accept pledges or funds restricted for the future organization.
- No pledge or restricted-gift agreement will be used until an organization legally capable of accepting and administering the commitment exists and proper financial controls have been adopted.
- Material pledges and restricted gifts will require written agreements, appropriate recordkeeping, legal and accounting review, and board approval.
- Conditional pledges will be identified as conditional and will not be reported as cash received.
- Restricted-gift agreements must address the gift's purpose, payment terms, conditions, reporting, unused funds, amendments, naming terms, and circumstances in which the original purpose becomes impossible, impracticable, unlawful, or inconsistent with the mission.

Donor Recognition and Privacy

Develop board-approved policies providing that:

- recognition may be public, limited, or anonymous;
- donor information and contribution amounts will not be publicly disclosed without permission unless legally required;
- donor information will not be sold or used for unrelated purposes;
- access to donor records will be limited to authorized personnel; and
- contributions will not be represented as endorsements beyond the donor's documented intent.

Contingency and Escalation

Require separate allowances for:

- design development;
- construction contingency;
- price escalation;

- permitting changes;
- unforeseen site conditions;
- supply disruptions; and
- other reasonable project risks.

These assumptions must be established with qualified professional guidance and updated as the design, construction schedule, bidding environment, and market conditions develop.

Independent Professional Cost Validation

The present site and facility concepts have not been professionally validated.

Before launching a construction campaign based on a final capital amount, the budget must be reviewed by appropriately qualified professionals. Depending on the cost category, these may include a Texas-licensed architect, professional engineer, contractor, cost estimator, renewable-energy specialist, water and wastewater professional, insurance advisor, attorney, and CPA.

Validation must address quantities, labor, materials, equipment, infrastructure, professional fees, permitting, insurance, contingency, escalation, working capital, and project sequencing. Estimates will be updated at defined design milestones and before major commitments are authorized.

Remaining Work

The following remain in development:

- professionally supported capital budget;
- detailed sources-and-uses schedule;
- final campaign gift levels;
- naming, donor-recognition, and donor-privacy policies;
- pledge and restricted-gift agreements;
- confidential grant calendar and foundation prospect list;
- final campaign case for support;
- documented contingency and escalation assumptions; and
- independent professional cost validation.

Until this work is completed, all capital figures, campaign phases, and funding targets must be presented as planning assumptions rather than confirmed costs or secured funding.

Detailed budget workbooks, grant calendars, prospect lists, gift-agreement templates, professional estimates, donor records, and cultivation notes will remain in appropriate confidential working files or appendices rather than the public-facing narrative.

18. Implementation Phases

Current Status and Authority

The Movement remains in formation and professional predevelopment. The philosophy is published, and the current controlled planning package includes General/Master Prospectus v1.4, Investor/Philanthropy Prospectus v2.2, financial workbook v1.7, and Appendices A–F. Founder-approved planning decisions exist for capitalization, residential capacity, energy resilience, organization, governance, staffing, and implementation concepts, but no permanent corporation, binding land control, validated design, permit, construction authorization, grant, pledge, capital commitment, or project funding exists. Planning completion is not physical or legal implementation.

Preparation may overlap, but no major obligation may be undertaken before the applicable decision gate. The governing board holds final phase-advance authority; the Founder and Executive Chairman coordinates development; licensed professionals control licensed judgment; and the Think Tank develops recommendations without taking official board action. Each phase requires an approved scope, responsibility, budget, dependencies, milestones, risks, contingencies, gate checklist, and documented board decision.

Phase 1 — Formation and Organizational Readiness

Phase 1 includes completion and limited operation of The Veteran Village Movement Organizing Association; formation of The Veteran Village Movement, Inc.; EIN, bylaws, resolutions, conflicts policy, and Treasurer provisions; lawful seating and written acceptance of directors; accounting, banking, controls, records, and outside professional support; tax-exemption strategy; insurance and risk preparation; compensation and expense policies; campaign-readiness documents; grant calendar and prospects; and organization of the Think Tank and professional advisory structure.

The preliminary early organizational operating target is **\$20,000 to \$30,000**, a planning target rather than secured funding.

Decision gate: Legal and governance readiness, functioning financial controls, assigned tax-exemption responsibility, initial insurance review, preliminary Phase 2 budget, and formal authorization for professional predevelopment.

Phase 2 — Land Control and Professional Predevelopment

Phase 2 includes title, ownership, legal description, easements, access, minerals, water, and restrictions; negotiation and execution of a legally reviewed long-term lease; survey; floodplain, hydrology, drainage, culvert, and geotechnical work; water, wastewater, utilities, communications, energy, fire access, roads, parking, accessibility, and emergency response; architecture, engineering, environmental, insurance, and permitting review; professional site planning; preliminary construction documents and sequencing; enterprise feasibility; operating, staffing, admissions, and service systems; professionally supported capital budgeting; sources and uses; and Phase 3 plans.

The Phase 2 budget will be developed from estimates, proposals, quotes, and professional work. Numbers will be classified **Estimated, Quoted, Verified, or Needs Review**. Completion does not authorize construction.

Phase 3 — Capital Campaign and Phased Construction

Phase 3A — Campaign Readiness and Fundraising

Complete the case for support, gift levels, naming and donor policies, grants and foundations, restricted-gift controls, cost updates, and sources-and-uses tracking. Requested, anticipated, conditional, or pending funding must not be represented as received or committed.

Phase 3B — Site Infrastructure

Authorized work may include preparation, drainage, roads, parking, emergency access, accessibility, water, hybrid wastewater reclamation, utilities, communications, and the grid-connected, standalone-capable solar, battery, and microgrid system with emergency propane backup. The \$3,000,000 amount is a provisional planning allowance; system sizes and export cases remain subject to final engineering, utility review, permitting, commercial validation, and formal authorization.

Phase 3C — Core Village Construction

Authorized work may include the Command Center, which generally precedes or supports subsequent tiny-home construction under the current planning sequence; shared facilities; 30 tiny homes of approximately 400 square feet each; food service; administration; education; community space; accessibility; furnishings; and equipment. Professional planning may authorize overlapping or different sequencing.

Founding Construction Cohort and Phased Early Occupancy

An initial Founding Construction Cohort of approximately 6–10 Veterans may participate under qualified supervision in constructing approved facilities. Participants may receive wages, vocational development, safety training, supervision, and documented experience consistent with the controlling financial model and approved employment arrangements. The range is a planning concept, not a guaranteed headcount, permanent staffing level, contractor commitment, final schedule, or claim that the cohort can perform all construction. Required architects, engineers, contractors, licensed trades, inspectors, vendors, utility coordination, permitting, code compliance, insurance, and safety supervision remain applicable.

As homes are completed, a cohort member may become a resident only after independently satisfying eligibility, admissions, capacity, and occupancy requirements. Each unit and occupied site portion must pass a documented occupancy gate addressing safe and sanitary conditions, utilities, emergency access, insurance, inspections or approvals, and separation from active hazards. Employment, cohort participation, and residency remain separate; housing does not replace wages.

Phase 3D — Vocational and Enterprise Facilities

Shops and enterprises will be developed according to funding, feasibility, demand, licensing, staffing, management, and readiness. They are not expected to launch simultaneously.

Phase 3 Budget

Financial workbook v1.7 establishes \$21,300,000 for capital development plus a separate \$1,000,000 initial operating reserve, for combined initial capitalization of \$22,300,000. These are provisional planning figures, not guaranteed or professionally validated costs, secured funding, contractor quotations, or spending authorization. The budget includes approved component allowances, professional and soft costs, contingencies, equipment, project administration, and reserves and remains subject to professional validation and formal phase authorization.

Construction Decision Gates

Each package requires separate board authorization, professionally reviewed plans, permits, land rights, approved budget, sufficient committed funding, contingency, reviewed contracts, insurance, safety, and responsible supervision. One package does not authorize later packages.

Phase 4 — Operational Readiness, Opening, and Initial Operations

Phase 4 is the transition from controlled construction-stage occupancy to broader admissions and regular operations, not necessarily the first presence of Veterans. Members of the Founding Construction Cohort may be among the first applicants, but cohort participation does not guarantee admission, residency, permanent employment, credentials, or post-construction work.

Before broader intake, the Village requires approved housing, inspections and licenses, insurance, adopted admissions and resident policies, trained staff and providers, payroll and financial controls, food, transportation, maintenance and emergency procedures, referral and case-management relationships, agreements and Covenant, tested utilities and life safety, performance measures, operating funds, and board-approved readiness.

Before approving construction-stage occupancy or broader intake, the board will determine that sufficient operating funds are available for the Veterans and period authorized based on a documented budget, commitments, revenue, reserves, and ability to provide housing, food, utilities, staffing, insurance, transportation, safety, and support. The Movement will work toward six-month and ultimately one-year consolidated reserves, while the board determines the minimum for each controlled stage.

Admissions will grow gradually according to completed capacity and demonstrated readiness. Residences will not be filled merely to meet occupancy or revenue targets. The Village will not be represented as self-sustaining at opening.

Phase 5 — Evaluation, Stabilization, and Replication

Evaluation will address Veteran stability, purpose, responsibility, participation, housing retention, transitions, education, credentials, employment, safety, grievances, incidents, readmissions, feedback, enterprises, revenue and support, staffing, budget and reserves, compliance, and fidelity to mission and ethos. Privacy and dignity will be protected, and shortcomings and corrective actions reported honestly.

Each enterprise should show a credible path to break-even within three full operating years from its approved start. The combined Village should work toward operating self-sufficiency within five full operating years and reserves of six months, then one year. Prior reference to a seven-year profitability goal is superseded. Self-sufficiency means recurring earned revenue covers recurring operating costs; it is not profit.

The board will decide when replication planning may begin. No fixed waiting period applies. Research may begin earlier, but no additional Village may be represented as approved, funded, or in development without separate authorization. Replication must not destabilize the prototype, and every location requires separate feasibility, land control, professional planning, governance, funding, and authorization.

Advance, Modification, and Pause Standards

A phase advances only when gates are documented and the board finds the next commitment legally authorized, reasonably funded, professionally supportable, operationally responsible, and mission-consistent. Conditional advance requires remaining matters to be identified, assigned, funded, and completed before affected work.

The project will be modified or paused for inadequate land control, unresolved feasibility, insufficient funding, material escalation, exhausted contingency, missing permits or authority, unsafe conditions, insufficient staffing, unreliable controls, incompatible restrictions, unresolved conflicts, inability to meet resident needs, noncompliance, or material mission departure. A pause is a management safeguard, not automatic failure.

Budget Variance and Emergency Authority

Each package will have a board-approved budget, contingency, and management authority. Unless another threshold is set, cumulative variance exceeding 10 percent requires renewed review before further commitments. Regardless of percentage, review is required for material effects on scope, contingency, unfunded obligations, reserved funds, safety, accessibility, insurance, permits, restrictions, schedule, or ability to complete.

Emergency expenditures necessary to protect life, property, or the project may be permitted under a future written emergency-authority policy, followed by documentation and board review. No such policy has yet been adopted.

Phase Reporting

Management will maintain a phase report showing authorized scope, milestones, responsibilities, dependencies, decisions, budget, commitments, expenditures, remaining funds, schedule, risks, contingency, approvals, and next gate. Public reports must distinguish completed action, current work, proposals, pending approval, requested funding, committed funding, and future intent.

19. Risk, Compliance, and Safeguards

Risk-Management Purpose and Current Status

Risk management is a continuing governance and operating responsibility intended to protect Veterans, employees, visitors, charitable assets, donors, landowners, the public, and the Movement. No complete compliance system, insurance program, safeguarding policy, or operating risk register has been adopted. The following framework establishes required development work without representing professional approval.

Principal Risk Categories

- Legal formation, tax exemption, charitable solicitation, and governance;
- Personal support versus charitable funding and donor restrictions;
- Related-party land transactions and Founder or family compensation;
- Board independence, conflicts, records, and financial controls;
- Employment classification, wages, resident labor, workers' compensation, and workplace safety;
- Enterprise licensing, taxation, unrelated business income, customers, and products;
- Admissions, fair housing, disability, nondiscrimination, privacy, and clinical boundaries;
- Suicide, self-harm, violence, substance use, medical emergencies, and resident safeguarding;
- Construction, floodplain, environmental, utilities, land use, fire, and accessibility;
- Insurance, professional liability, vehicles, property, cyber risk, and business interruption;
- Public claims, endorsements, partnerships, fundraising, communications, and reputation;
- Financial sustainability, reserves, mission drift, continuity, and replication.

Enterprise Risk Register and Ownership

Management will maintain a risk register identifying each risk, affected parties and assets, likelihood, impact, controls, responsible owner, warning indicators, response, insurance, review date, and board-reporting status. Risk ownership must be assigned to a responsible director, executive, manager, or qualified professional; assignment does not eliminate board oversight or professional duties.

Compliance Calendar

A controlled calendar must track entity filings, tax returns, charitable solicitation, permits, licenses, contracts, insurance renewals, employment and payroll, safety training, inspections, resident-policy reviews, restricted funds, grant reporting, records retention, cybersecurity, vehicle and equipment maintenance, and professional certifications.

Insurance Matrix

Before activity begins, qualified professionals must assess general, property, construction, builder's risk, vehicle, workers' compensation, employer, professional, directors and officers, employment-practices, cyber, abuse and molestation, crime and fidelity, product, liquor if applicable, environmental, equipment, business-interruption, and umbrella coverage. Insurance does not replace safe operations or legal compliance.

Resident Safeguarding and Crisis Response

Before admission, adopted policies must address screening, boundaries, abuse, exploitation, harassment, violence, suicide and self-harm, substance use, medical emergencies, missing residents, emergency removal, grievances, retaliation, service animals, disability, privacy, mandated reporting, and coordination with emergency and professional services. The Village is not a hospital or substitute for emergency or institutional care.

Confidential Reporting and Nonretaliation

The Movement will develop confidential named reporting channels for good-faith concerns. Reports should not be anonymous by design, although confidentiality will be protected to the extent lawful and practical. Procedures must address intake, documentation, conflicts, investigation, interim protections, findings, corrective action, appeal or reconsideration, nonretaliation, and board reporting.

Data Privacy and Cybersecurity

Policies must govern collection, access, storage, transmission, retention, destruction, consent, releases, photographs, health and service information, donor and employee data, background checks, devices, passwords, backups, vendor access, incident response, and breach notification. Collection should be limited to legitimate need.

Firearms, Weapons, and Professional Safety

Detailed weapons policy remains for Think Tank, legal, insurance, safety, and board review. It must account for Texas and federal law, resident and employee safety, storage, prohibited persons, visitors, vehicles, enterprises, emergencies, and enforcement.

A licensed civilian or Veteran professional may stop work within assigned scope when work is reasonably believed unsafe, unlawful, or inconsistent with approved requirements. Concerns must be documented and reported with recommended correction. Veteran management may seek a second opinion but may not override law or independent judgment required by licensure.

Public Claims and Opposition Response

Communications must distinguish concept, current work, pending validation, requested funding, commitments, and approvals. Attendance, discussion, encouragement, or favorable comment is not formal endorsement. Opposition will be answered factually and respectfully, without partisan retaliation or exaggeration. Material errors will be corrected promptly, and crises handled only by authorized spokespersons under a future crisis-communications plan.

Review, Corrective Action, and After-Action Learning

Material incidents, near misses, grievances, compliance failures, insurance claims, data events, and emergency actions require documentation, prompt reporting, corrective action, and appropriate board and professional review. After-action review should identify facts, contributing causes, effective responses, failures, responsibilities, improvements, deadlines, and follow-up while protecting privacy and legal privilege.

Remaining Development

The formal risk register, compliance calendar, insurance matrix, crisis-communications plan, safeguarding policies, data and records rules, confidential-reporting process, weapons policy, opposition-response protocol, risk ownership assignments, emergency authority, and after-action procedures remain for Think Tank development, professional review, board approval, and formal adoption.

20. Public Messaging and Outreach

Current Status

The Movement has been publicly presented in concept; its philosophy is published; the current controlled planning package includes General/Master Prospectus v1.4, Investor/Philanthropy Prospectus v2.2, financial workbook v1.7, and Appendices A–F; and Claude Firth Veteran Village is the proposed first prototype program. The Movement remains in formation. No permanent corporation, binding land agreement, validated design, permit, construction authorization, capital commitment, grant, pledge, or construction funding exists. The capital campaign has not been publicly launched.

Communications must distinguish completed action, current development, proposals, matters awaiting validation, requested funding, confirmed commitments, and future intentions.

Public-Communications Policy and Spokesperson

Communications will be accurate, practical, respectful, understandable, mission-centered, privacy-protective, nonpartisan, and clear about legal, financial, land, design, and construction status. Official materials will use approved names and status language; capitalize Veteran and Veterans; label preliminary figures; avoid presenting anticipated funding as received; avoid overstating support; use images, quotes, logos, testimonials, endorsements, and partners only with permission; correct material errors; and refer professional questions appropriately.

Only authorized representatives may issue official statements, announce partnerships, confirm funding, approve media releases, or speak during a crisis. **James Howard Sullivan, Founder and Executive Chairman**, is the proposed primary spokesperson. The board may designate alternatives. Others may express personal views but not present them as Movement positions without authority.

Controlling Public Message

Mission: The Veteran Village Movement helps at-risk Veterans regain purpose before crisis through community, meaningful work, personal responsibility, practical support, and renewed service.

Vision: A community where no Veteran is left to drift.

The Movement is not proposed merely as a homeless shelter, treatment institution, correctional program, or conventional housing development. It is a disciplined reintegration community addressing loss of purpose, belonging, stability, and productive direction before or during crisis.

Approved One-Paragraph Description

The Veteran Village Movement is developing a practical reintegration model to help at-risk Veterans regain purpose before crisis through community, meaningful work, personal responsibility, practical support, and renewed service. The proposed Claude Firth Veteran Village in Fort Davis, Texas, will serve as the first prototype program, with a current residential planning baseline of 30 approximately 400-square-foot tiny homes, 30 beds, and one Veteran per residence, together with vocational training, paid

productive work, and genuine market-rate enterprises serving the public. Outreach will initially emphasize Texas, while eligibility is intended to remain open to qualified Veterans nationwide through individualized admissions. The Movement remains in formation: its controlled planning package is complete for the present stage, but no permanent nonprofit corporation, binding land agreement, professionally validated site design, permit, construction authorization, capital commitment, or project funding currently exists. Qualified professionals, Veterans, community leaders, and responsible supporters are invited to help review, strengthen, and advance the plan.

Approved One-Page Description

The Veteran Village Movement is being developed to help at-risk Veterans regain purpose before crisis. Serious instability often begins before homelessness, suicide, family breakdown, substance misuse, or another visible crisis. A Veteran may still have housing or income while losing belonging, structure, responsibility, and meaningful direction.

The proposed Claude Firth Veteran Village in Fort Davis is the first prototype program. Its current residential planning baseline provides 30 tiny homes of approximately 400 square feet each, 30 beds, and one Veteran per residence, together with shared facilities, vocational training, productive employment, agriculture, and market-rate enterprises. Veterans will be capable participants rather than passive recipients. Admissions and development plans will be individualized. Employees will receive wages; housing and support will not improperly replace earned compensation.

Outreach will initially emphasize Texas while intended eligibility remains nationwide. Vocational shops may grow into market-rate businesses only as supervision, equipment, licensing, insurance, personnel, and capacity are established. The Village will move gradually toward operating self-sufficiency, but donations and grants may be required during development and early operations.

The Movement remains in formation. Its current controlled planning package is complete for the present stage, but the permanent corporation, binding land agreement, professionally validated design, permits, construction authorization, capital commitments, grants, pledges, and construction funding do not yet exist. The current call is for qualified Veterans, prospective directors, attorneys, CPAs, architects, engineers, builders, grant writers, insurers, workforce and clinical advisors, business mentors, civic leaders, and responsible supporters willing to improve and advance the plan.

Approved Five-Minute Description

The Veteran Village Movement begins with a practical observation: crisis often starts long before it becomes visible. Its mission is to help at-risk Veterans regain purpose before crisis through community, meaningful work, personal responsibility, practical support, and renewed service.

The proposed Claude Firth Veteran Village in Fort Davis is the first prototype program. The current residential planning baseline includes 30 tiny homes of approximately 400 square feet each, 30 beds, and one Veteran per residence, together with shared facilities, vocational training, paid employment, agriculture, and public-serving market-rate enterprises. It honors Claude Carson Firth, the Navy Veteran and mentor who taught Founder James Howard Sullivan a skilled trade and showed him how work, responsibility, and guidance could provide a civilian path forward.

The Village will complement rather than replace hospitals, treatment programs, counseling, government services, or existing Veteran programs. Residents will participate according to individualized plans. Enterprises will be real businesses, not practice shops or uncompensated labor. Texas is the initial outreach priority while eligibility is intended nationwide.

The long-term goal is increasing operating self-sufficiency, but it is not immediate or guaranteed. The Movement remains in formation. Its philosophy is published and the current controlled planning package includes General/Master Prospectus v1.4, Investor/Philanthropy Prospectus v2.2, financial workbook v1.7, and Appendices A–F. No permanent corporation, binding land control, validated design, permit,

construction authorization, capital commitment, grant, pledge, or construction funding exists. The current planning basis is \$21,300,000 for capital development plus a separate \$1,000,000 initial operating reserve, for \$22,300,000 combined initial capitalization; these are planning figures, not validated costs, guaranteed requirements, secured funds, or money raised.

This is not about managing homelessness after hope has already been lost. It is about helping at-risk Veterans regain purpose before crisis takes everything else.

A community where no Veteran is left to drift.

Speaker Kit, Media Kit, and Website

A controlled speaker kit will include approved descriptions, dated status, mission and principles, biographies, Claude Firth background, FAQs, approved figures, presentation materials, book description, call to action, contact, terminology, authorized visuals, endorsement rules, prohibited claims, and version date. A media kit will include corresponding background, status, biographies, press images, conceptual images, contact, quotes, releases, FAQs, and use instructions.

The official website is **VeteranVillage.org**. Initial content should address the message, problem, mission and principles, prototype, reintegration, enterprises, status and phases, leadership and Think Tank, book and prospectus, FAQs, verified milestones, contact, call to action, and privacy, accessibility, terms, and donation disclosures. No charitable donation button or tax-deductibility promise will appear before a legally and administratively capable organization exists.

Public Contact and Current Call to Action

James Howard Sullivan Telephone: 432-386-2724 **Email:** info@theveteranvillage.org **Website:** VeteranVillage.org

Formation-stage outreach focuses on qualified board and Think Tank candidates; professional advisors; Veteran service, education, workforce, and clinical specialists; business mentors; foundation and civic introductions; community discussion; appropriate in-kind professional help; and serious plan reviewers. Project-restricted money will not be publicly requested before proper capacity exists. Prospective supporters should retain control until funds can be received properly. Personal payments to the Founder are not tax-deductible charitable contributions.

Names, Visual Identity, Endorsements, and Version Control

Approved names are The Veteran Village Movement Organizing Association for the planned temporary organizing vehicle; The Veteran Village Movement, Inc. for the intended permanent parent corporation only after formation and approval; Claude Firth Veteran Village for the prototype program; and The Veteran Village: A Philosophy of Reintegration, Founder's Edition. The Movement has established seals, logos, artwork, and visual identity; only authorized versions may be used. Site images must state Conceptual—Subject to Professional Review and Approval.

No person or organization may be described as an endorser, sponsor, partner, funder, advisor, or participant without authority. The Commissioners Court event is a public presentation, not formal County endorsement. Partner logos and quotations require permission. Identifiable resident or participant images require written consent and privacy review. Materials require approval and revision dates, and superseded versions should be withdrawn and archived.

Remaining Work

Formal adoption of communications policy; formatted communication sheets; speaker and media kits; website or landing page; post-formation donor call; name, seal, logo, endorsement, and partner rules; intellectual-property review; photo releases; updated photographs; visual-asset library; and approval and version-control procedures remain under development.

21. Replication Model for Other Communities

Controlling Principle and Current Status

The Movement will be Veteran-founded, Veteran-governed, Veteran-led, and Veteran-operated. Every voting director, officer, executive, manager, department head, supervisor, and organizational leader will be a verified Veteran. Every reasonable effort will fill other positions with qualified Veterans. Civilian service is used only when necessary and no qualified Veteran is reasonably available; civilian personnel receive no governing or general personnel-management authority over Veterans. A nonprofit has no private owners, so it will not be described as Veteran-owned. “Veterans helping Veterans” may be used publicly.

The Claude Firth Veteran Village is intended as the first working prototype. No additional Village, state coordinating body, affiliate, chapter, group exemption, accreditation, licensing structure, or national operating network exists. Replication is future intent. The central board will determine when prototype performance justifies development. No fixed waiting period applies; preliminary research does not authorize another Village.

Replicable Model and Local Adaptation

Replicable elements include philosophy, mission, principles, reintegration, individualized admissions, housing and community, responsibility, mentorship, work, education, service, dual-purpose enterprises, governance and financial safeguards, employment-residency separation, dignity and grievance standards, public messaging and brand controls, training and SOPs, quality review, outcomes, and the functional purpose of a complete Village.

Locations need not reproduce the Fort Davis layout, Command Center placement, building count, enterprises, or design. Each adapts through professional feasibility to geography, climate, land, law, infrastructure, water, energy, community, workforce, and Veteran population.

Chartered Veteran Village Model

Each local Veteran Village will ordinarily be a separately organized, Veteran-governed entity operating under a charter issued by the Veteran Village Movement. Local Veteran boards and management govern ordinary operations and finances. The central Movement establishes minimum standards, protects mission and intellectual property, reviews development, trains, assists, monitors, and exercises reserved powers when needed. Oversight preserves quality and accountability rather than micromanaging daily operations.

Legal documents may use affiliate, subordinate, controlled organization, member organization, or another counsel-selected term. “Chartered Veteran Village” does not predetermine tax classification.

Each Village will ordinarily organize under state law; maintain an exclusively Veteran board, EIN, accounts, insurance, licenses, and tax status; control local employees; raise and administer local funds; contract locally; comply with standards; participate in training and quality review; report required information; and use protected identity only by written authority.

Central Reserved Powers and Local Participation

Expected reserved powers include authorization; charter issuance, renewal, suspension, and termination; governing documents; local director and initial executive appointment or removal; requiring management replacement; identity and intellectual property; land and major capital plans; debt; mission changes; merger, dissolution, or asset transfer; minimum standards; quality and corrective action; material intervention; and emergency protection.

Central authority does not extend to routine purchases, schedules, menus, maintenance, ordinary hiring, or daily operations absent material failure or emergency. Reserved matters will ordinarily be developed with local Veteran boards. Central decisions may approve, condition, return, or disapprove with written concerns and an opportunity to revise, except where emergency, material failure, law, or mission incompatibility requires faster action.

Development Levels and Committee

Proposed levels are **Exploratory Community**, **Provisional Development Partner**, **Chartered Veteran Village in Development**, **Authorized Operating Chartered Veteran Village**, and **Continued Charter Authorization**. Exploratory status does not authorize fundraising, land acquisition, or identity use. Provisional authority is limited. Development status does not authorize admissions. Operations require all legal, professional, financial, housing, staffing, insurance, safety, and program gates. Continued authorization requires reporting, review, correction, and renewal.

A proposed Replication and Affiliate Development Committee may review inquiries and leadership, coordinate feasibility, review plans, arrange assistance, monitor milestones, review reports, coordinate correction, and recommend board action. Final charter approval and major intervention remain with the full board unless expressly delegated.

State Coordinating Organizations and National Expansion

The naming pattern is **Veteran Village Movement of [State]**. State bodies may be authorized when scale or distance justifies coordination. They may support local knowledge, leadership, fundraising, training, reporting, and quality under delegated authority but may not alter mission, authorize Villages, sublicense identity, change central standards, or bind the central Movement without written authority.

Developing states may receive temporary help from qualified central Veterans. Non-Veteran professionals may advise but not vote. Every voting state director is a verified Veteran. Temporary central help is not permanent local leadership.

The Veteran Village Movement is a Texas-founded national movement intended to serve Veterans throughout the United States. After incorporation, Veteran Village Movement, Inc. is proposed as the Texas nonprofit central organization for chartered Villages. Texas is the initial base, but no state sequence is required. Each proposal is evaluated by need, leadership, land, relationships, feasibility, funding, regulation, and oversight capacity.

Minimum Standards, SOPs, Training, and Quality Review

Minimum standards will cover mission fidelity; Veteran governance; formation; financial controls and restricted funds; land; professional planning, construction and occupancy; insurance; admissions; resident agreements; fair housing, accessibility, nondiscrimination, dignity, privacy, grievances, confidential reporting, emergency and weapons procedures; staffing and background review; wages and safety; residency-employment separation; enterprise feasibility; food, sanitation, transportation, utilities; records and cyber response; outcomes; messaging and brand; reserves; and corrective action.

The prototype will develop and test SOPs, policies, training, reporting, construction lessons, enterprise systems, safeguards, controls, and quality methods. Local additions may address law and conditions but may not reduce essential dignity, safeguarding, governance, financial, employment, safety, privacy, nondiscrimination, outcome, mission, or identity protections.

Central assistance may address philosophy, governance, finance, admissions, safeguarding, privacy, crisis response, enterprises, employment, safety, outcomes, brand, community, templates, feasibility, budgets, fundraising, grants, and peer learning. It does not replace locally required licensed advice.

Use **chartered**, **authorized**, and **quality reviewed**, not accredited unless a genuine accreditation system later exists. Review may include documents, finances, visits, interviews, incidents, grievances,

compliance, outcomes, correction, monitoring, and renewal. Status may be compliant, improvement recommended, corrective action required, probationary, suspended, or terminated.

Brand, Intellectual Property, Intervention, and Reporting

Names, seals, artwork, writing, standards, and training require written authorization. James Howard Sullivan's personally owned intellectual property requires a license allowing central use and defined sublicensing. Agreements must address marks, ownership, use, quality, derivative works, domains, fundraising, merchandise, local materials, duration, suspension, termination, and protection of residents and donors. Local names should ordinarily use **[Honored Veteran's Name] Veteran Village, a Chartered Village of the Veteran Village Movement** after verification and approval.

Subject to law and agreements, the central board may replace local directors, require management replacement, appoint temporary oversight, suspend admissions, construction, fundraising or brand use, impose controls, or terminate a charter. Except for immediate threats, intervention requires notice, deficiencies, corrective requirements, deadlines, response opportunity, follow-up, and reconsideration.

Proposed reporting begins monthly during construction or correction, quarterly during provisional development and the first two operating years, semiannually after stabilization, annually comprehensively, and immediately for critical events. Common data will address referrals, admissions, occupancy, progress, stability, employment, education, wages, transitions, grievances, incidents, discharges, staffing, enterprises, support, costs, reserves, compliance, and impact without manipulating results.

Funding Coordination, Veteran-First Employment, and Professionals

Each Village ordinarily controls local funds and obligations. The central Movement may assist with national relationships, foundations, donors, grants, campaigns, professional resources, board-approved grants or loans, shared services, purchasing, insurance, and emergencies. Established personal donor relationships ordinarily remain locally led, with coordination to prevent conflicting solicitations and protect privacy. Shared campaigns require written allocation and reporting. Future board-approved central dues or charges may be reduced, deferred, or waived; no formula exists.

All voting leaders and personnel managers are verified Veterans. Non-Veteran employment is a documented last-resort exception when necessary, no qualified Veteran is reasonably available, vacancy materially impairs operations, and policy approval is obtained. Such service will ordinarily be temporary or subject to Veteran succession. The Movement will make every reasonable effort to retain Veteran professionals and Veteran-owned or led firms. Civilian professionals may be retained when needed without transferring governance.

Licensed civilian or Veteran professionals may stop work within assigned scope for reasonable safety, legal, or approved-requirement concerns, with documentation and corrective recommendations. Veteran management may seek a second opinion but may not override law or independent licensed judgment.

A non-Veteran spouse or committed partner has no automatic employment right, may not supervise Veterans or displace a qualified Veteran, but should receive reasonable help identifying suitable community employment, education, training, transportation, childcare support, business opportunities, and workforce resources.

Expansion Criteria and Remaining Work

Expansion requires review of prototype performance, Veteran safety and outcomes, financial records and self-sufficiency progress, leadership, central capacity, need, local leadership, land, feasibility, workforce, capital and operating funds, regulation, insurance, risk to existing Villages, mission and brand, and resource diversion.

Final national and state structure, charters, governing documents, development criteria, reserved powers, standards manual, IP agreements, naming policy, committee charter, training, SOPs, technical assistance, quality review, reporting, donor data, affiliate finance, dues, intervention, Veteran verification, Veteran-first employment, and full professional review remain to be developed and adopted.

22. Appendices and Source Materials

Purpose and Current Controlled Package

The appendices and source system identify current controlled documents, preserve supporting materials, distinguish completed planning work from proposals and implementation, support professional review, and maintain development history. The current package must be updated whenever a controlling document changes.

Materials are classified as controlling documents, primary working documents, active development drafts, supporting materials, concepts, or nonbinding legal working documents. Older drafts remain historical or superseded unless specifically redesignated. Inclusion does not create legal approval, validation, funding, endorsement, land control, regulatory authorization, or permission to construct or operate.

Controlling and Primary Working Documents

- Overall_Veteran_Village_Movement_Plan_v1.2_2026-09-07.docx — current controlled successor to v1.1.
- Claude Firth Veteran Village General/Master Prospectus v1.6 and CFVV Investor/Philanthropy Prospectus v2.4 — current controlled prospectuses with distinct document purposes.
- The-Veteran-Village-Print.pdf — controlling published version of *The Veteran Village: A Philosophy of Reintegration, Founder's Edition*, published July 4, 2026.
- The-Veteran-Village-Print.docx — editable book source, not the controlling public version.

This v1.2 successor preserves Overall_Veteran_Village_Movement_Plan_v1.1_2026-09-04.docx as the superseded archival version.

Controlling Financial Workbook

- Veteran_Village_Monthly_Cost_Production_Fixed_v1.7_Solar_Microgrid_Update.xlsx — current controlling financial authority.
- The workbook establishes a \$21,300,000 capital-development requirement, a separate \$1,000,000 initial operating reserve, and \$22,300,000 combined initial capitalization, including a \$3,000,000 provisional solar, battery, and microgrid planning allowance.

These are current planning-baseline figures and component allowances. They have not received final architectural, engineering, contractor, or independent professional cost validation and are not secured funding or authority to spend.

Land-Control Working Documents

- 99_year_lease_Veteran_Village_1.pages
- 99_year_lease_Veteran_Village_1.docx

These are nonbinding lease-planning and discussion materials. No executed lease, option, memorandum, or other completed land-control agreement exists.

Site Concepts and Property Materials

- VV_land_photo.png

- VV_command_center_homes.png
- clauder_firth_village_artist_rendition.png

The renderings illustrate the proposed concept only. They are not surveys, construction drawings, validated site plans, engineering approvals, permits, or construction authorization. Public renderings should state **Conceptual—Subject to Professional Review and Approval**.

Official and Public Visual Assets

- VV_Shield_1.png — official Veteran Village seal artwork.
- VV-Cover-1.pdf — cover artwork.
- James_Howard_Sullivan_2026BW.png — approved Founder photograph.
- clauder_firth.png — approved Claude Firth photograph.
- QR-VV-folder.jpg — QR-code image; destination must be verified before every public use.

Master Reference Index Cross-References

The following controlled cross-references identify where the listed subjects are addressed in this Plan:

- **VV-PLAN-001 — Claude Firth Veteran Village Development and Implementation Phases** — Section 18.
- **VV-PLAN-002 — Texas Ranch Journal Facing Pages — Be the One / Veteran Village** — Section 20.
- **VV-GOV-001 — Founder Compensation, Family Land, and Independent Board Review** — Sections 12, 13, 15, and 16.
- **VV-BUS-001 — Build the Village, Build the Workforce, Build the Income Stream** — Sections 10, 11, and 18.
- **VV-BUS-002 — The Dual-Purpose Vocational Training and Market-Rate Enterprise Model** — Sections 10 and 11.

These cross-references are navigation aids; the controlling documents and approved provisions remain authoritative for their respective subjects.

Current Issued Supporting Appendices

- **Appendix A — Hybrid Wastewater Reclamation System**
- **Appendix B — Solar and Battery Resilience**
- **Appendix C — Command Structure and Staffing Detail**
- **Appendix D — Eligibility, Admissions, and Referral Protocol**
- **Appendix E — Financial Workbook Supporting Guide, used with financial workbook v1.7**
- **Appendix F — Source Notes and Grant Calendar**

Appendices A–F are issued controlled planning documents. Their completion does not constitute construction, professional validation, legal formation, funding, adoption of every operational policy, or physical implementation. Additional supporting documents may be developed without reusing or extending the former Appendix A–N structure unless separately authorized.

Continuing Maintenance

The inventory must be updated when the Plan, prospectuses, workbook, entity status, governance, land control, professional work, permits, funding, public materials, visual assets, or formal bookmarks change. Updates should be synchronized across the controlled package, supporting appendices, Master Reference Index, public communications, and document-control register. Section 22 is current for this proposed v1.1 successor and remains subject to Founder acceptance.