

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

VIRGINIA VETERANS SERVICES FOUNDATION

Policy for the Development and Maintenance of Plans, Procedures, and Policies

F4.1 Purpose

The purpose of this policy is to establish guidelines and policy for the development and maintenance of the planning, procedures, and policies of the Virginia Veterans Services Foundation (VSF).

F4.2 Application

The Chair of the VSF Board of Trustees (the trustees) with advice from the VSF Procedures and Policy Committee (P&PCom) and VSF Executive Director shall be responsible for the application of this policy.

F4.3 Interpretation

The VSF Trustees Chair (Board Chair), in consultation with the Secretary of Veterans and Defense Affairs shall be responsible for the interpretation of this policy.

F4.4 References

- A. Virginia Code (the Code) §2.2-230 states the agencies for which the Secretary of Veterans and Defense Affairs is responsible to the Governor. The Code §2.2-2000 et seq. establishes the Department of Veterans Services (DVS) and its divisions. The Code §2.2-2715 establishes VSF as an independent agency supporting the interests of veterans and their families and contributors through the Secretary of Veterans Services and the programs and services of DVS.
- B. Virginia Code §2.2-2103 states that, “Upon request, all agencies and political subdivisions of the Commonwealth shall assist any authority, board, commission, council or other collegial body established in this title in carrying out the respective duties for which each was created.”
- C. The VSF Board of Trustees Bylaws states that the P&PCom shall support the board’s responsibility for the conduct of business and operational direction, including planning, of the VSF organization. In support of procedures, the committee shall be responsible for the formulation of revisions to the:
 1. VSF charter;
 2. Board of Trustees Bylaws;
 3. Trustees’ general biennial schedule; and
 4. Goals and objectives of the VSF board and its committees, in coordination with those committees.
- D. The VSF Board of Trustees Bylaws also states that the P&PCom shall guide the operational direction of the VSF organization through development, documentation, and review of revisions to the VSF:
 1. Strategic Plan and subsidiary plans;
 2. VSF Policies, Joint VSF-DVS Policies, and other directives; and
 3. DVS-VSF Memorandum of Understanding.

F4.5 Policy

- A. VSF shall develop and maintain a strategic plan and subsidiary plans as required.
- B. VSF shall maintain the VSF Charter as set forth in the Code of Virginia and the Trustees Bylaws.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

- C. VSF shall develop Foundation and Joint Agency policies to provide direction and guidance for carrying out its required functions.
- D. VSF shall, in coordination with other state agencies affected by Foundation policies, ensure cooperative and effective concurrence on the content of its plans, procedures, and policies.
- E. The VSF P&PCom shall judge the merits of each proposal to originate, modify, or terminate VSF plans, procedures, policies, and related documents.

F4.6 Methodology

- A. Document preparation shall be guided by the Virginia Code Commission’s rules for drafting Code of Virginia legislation including using short titles and very limited use of acronyms and common terminology as contained in Appendix A – Virginia Code Commission List of Technical Changes. Technical Changes are designed to correct:
 - 1. Typographic errors;
 - 2. Incorrect grammar and punctuation;
 - 3. Erroneous or incorrect terminology;
 - 4. Name changes;
 - 5. Old documents that require alignment with the terms in Appendix A; and
 - 6. Other dated material that does not affect the intent of the passage being changed.
- B. The use of common terms for the Foundation and the Department in all documents shall be as follows:
 - 1. The Department – use DVS
 - 2. Commissioner of the Department – DVS Commissioner
 - 3. Commissioner of Veteran Services – DVS Commissioner
 - 4. Refer to the sub-units within DVS (Care Centers, Cemeteries, VVFS, etc.) as Divisions
 - 5. Refer to individual DVS programs (Homeless, V3, Transition, etc.) within DVS Divisions as Programs
 - 6. The Foundation – use VSF or Foundation
 - 7. Foundation Chairman – VSF Chair
 - 8. VSF Development Committee – VSF DevCom
 - 9. VSF Finance Committee – VSF FiCom
 - 10. VSF Procedures and Policies Committee – VSF P&PCom
- C. Definitions must be common to all of the main participants. A glossary of definitions for VSF and DVS purposes is at Appendix B.
- D. Documents shall conform to the Virginia Code Commission standard practice of lining out text to be changed and inserting new text bold italics underscored/underlined in italics. For ease of identification, changes will be in bold. Rationale for the changes will be presented separately. The “red line” convention provides both colored underlining and highlighting, and rationale in one document. While convenient, multiple changes get lost and it can become confusing. Therefore, the “red line” method will not be used.
- E. Policies shall not be reduced to the extent that they are not understood by readers who are not know or are unaccustomed to provisions of the Code of Virginia and other important documents

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

and may need greater explanation. Policies basically are manuals for both direction and education of the reader.

F4.7 Planning

Planning is the most basic of organization functions and involved selecting from alternative courses of action. Planning involves the setting of goals, objectives, and tasks and a means of reaching them. Planning does not take place in a vacuum and must consider the individuals involved (i.e., stakeholders), requirements of higher authority, and the nature of the internal and external environment in which organization operates.

A. Strategic Planning.

1. Strategic planning is used by an organization, the VSF in this case, to determine: (1) where it is going over the long range (usually five or more years), (2) how it's going to get there, and (3) how it will know if and when it achieved what it had set out to accomplish. Strategic planning focuses on the entire organization. It will result in decisions that ensure the foundation's ability to successfully respond to changes in the environment.
2. Strategic planning is not just plan development. It is a process designed to link planning and implementation and management on an ongoing basis. Strategic planning is part of a cycle that evolves into strategic management and continues into strategic planning revisions and actions by management to continue to manage strategically. Far more important than the strategic plan document is the strategic planning process itself. There is no perfect plan, but an effective organization cannot be without one.
3. A strategy is a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does and why it does it. Strategy is about means and the attainment of ends, not the specification of ends. But some specification of ends is necessary to give planning some direction. Ends specification usually is a statement of future conditions toward which planning effort is devoted.
4. In the strategic planning process, thinking, acting, and learning are most important. There are many approaches to developing a strategic plan. Most contain are ten steps (or occasions for dialog and discussion) that are usually taken, with reassessment and revision conducted throughout: It is an iterative process and its basic steps follow.
 - a. Initiate the process and identify stakeholders.
 - b. Identify foundation mandates.
 - c. Clarify foundation's vision, mission, values, and goals and objectives.
 - d. Asses the external environments to identify strengths, weaknesses, opportunities, and challenges/threats (SWOT).
 - e. Identify the strategic issue(s) facing the foundation.
 - f. Formulate strategies to manage the issues.
 - g. Review and adopt the strategic plan or plans.
 - h. Evaluate the original foundation mission, vision, etc.
 - i. Develop an effective implementation process.
 - j. Reassess strategies and the strategic planning process.
5. As a practical matter, strategic planning rarely starts with the first step. Instead, people sense that something is wrong with the current situation and they want to know what to do. This

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

results in issue-driven planning (i.e., political decision making). VSF has found itself involved in issue-driven planning. One of the crucial features of issue-driven planning is that goals do not have to be agreed upon to proceed through the planning steps. All that is needed is an agreement on a strategy that will address the issue (e.g., outreach, fundraising) and further the interests of VSF and its primary key stakeholders (e.g., the Governor, Legislators, DVS Commissioner, Donors).

6. Strategic planning is an ongoing process that must be periodically updated to keep it current. The VSF strategic plan or its supporting plans are not a part of this policy. They shall be reviewed biennially by the P&PCom.

B. Other subsidiary plans meet VSF short term requirements by setting annual goals and objectives.

See Appendix C for annual goals and objectives tied to the VSF strategic plan.

F4.8 Procedures

- A. All trustees’ business procedures shall be conducted in accordance with the Code of Virginia, the VSF trustees’ bylaws, and the current edition of Robert's Rules of Order Newly Revised, in order of descending precedence. The Code of Virginia provides the basic charter and procedures for the Foundation and its governing board. The board of trustee’s bylaws amplifies the authority contained in the charter and specifies the governing board’s procedures. Any proposed changes to the Code of Virginia or the trustees’ bylaws must be reviewed by the Office of the Attorney General.
- B. VSF and its board of trustees operate on the Commonwealth fiscal year; July 1 through June 30, as do trustees’ appointments. Critical to VSF procedures is scheduling to meet requirements of higher authority and accomplish functions for which VSF is responsible. Appendix D contains the VSF Biennial Fiscal Year Schedule. The board of trustees exercises its governance of the VSF organization through the administration and operational direction contained in the VSF policies.

F4.9 Policies

- A. The VSF Chair, VSF Committees, and the VSF Executive Director may make recommendations for VSF policies. The foregoing entities along with the DVS Commissioner, and DVS program directors, and DVS staff may make recommendations for joint VSF-DVS related policies.
- B. Foundation policies shall be differentiated from joint agency policies by the designation of F and a single digit number (e.g., F1. Interagency relations). Joint policies shall be identified by the letter J followed by a double digit number (e.g., J11, VSF-DVS Fundraising).

F4.10 Application

The provisions of this policy shall apply to new plans, procedures, policies, and their revisions. Electronic submissions shall be used along with electronic concurrence of the drafts and submitted to the VSF Trustees meeting at which the draft is to be considered.

- A. The drafter shall take the lead in collecting relevant information and consolidating various plans, procedures, policies, and attendant attachments. The drafter should have institutional knowledge and know the key individuals who shall be concerned with carrying out the directive created and

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

should consult with the DVS director(s) whose program area is affected by the recommendation, as necessary.

- B. Draft documents shall be provided electronically to the P&PCom Chair and committee members and the VSF Executive Director, including informal members (e.g., Board Chair), for review and editing. As appropriate in dealing with the development, financial, and administrative aspects, the Chairs of DevCom or FinCom shall be included. Drafts of joint policies shall be submitted through the DVS leadership structure as required.
- C. Edited drafts would be returned to the drafter for corrections and re-review by the participants. This would continue until a consensus is reached, at which time the drafts would be distributed to the other board members for comment until a consensus is reached. If appropriate, simultaneous distribution may be used.
- D. Steps A, B, and C, in the preceding sub-sections to this section that pertain to prior development and staffing should be conducted before the P&PCom meeting at which the changes are to be considered.
- E. The finalized drafts, if required as stated in section F4.7.A, would be sent to the OAG Representative for review to ensure they are in conformity with the Code of Virginia and then distributed to board members for approval at least ten days before the next VSF Board meeting at which they are to be approved.

F4.11 Adoption and Amendment

This policy may be adopted and amended by a majority vote of the VSF Board of Trustees after consultation with the Secretary of Veterans and Defense Affairs and advice of the DVS Commissioner. Notice regarding such actions shall be given to all Trustees at least ten (10) days prior to the vote being taken. Biennial review of this policy is the responsibility of the VSF P&PCom.

On adoption, this policy supersedes VSF Policy 1 of May 6, 2009 revised on August 3, 2016.

F4.12 Policy Review Date

The policy review date is the date the policy was reviewed without revisions made. Reviewed: 12.08.2022.

F4.13 Policy Effective Date

The effective date of the policy, or policy revision, shall be the date the VSF Trustees ratify the policy.

December 12, 2019

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Appendix A

Virginia Code Commission List of Technical Changes

- Striking out the words/phrases: "thereof," "the same," "therein," "herein," "wherein," "thereto," "whereby," "thereafter," "therefrom," "hereof," "hereunder, "thereunder" and replacing such words with clearer, more explanatory language.
- Striking plural words used after identical singular words on the basis of § 1-227, which states that throughout the Code any word used in the singular includes the plural.
- Replacing the phrase "county, city, or town" with the word "locality" on the basis of § 1-221, which states that throughout the Cod, "'locality' means a county, city, or town."
- Replacing the word "must" with the word "shall" as necessary.
- Replacing the phrase "shall be" with the word "is" or "does" as necessary.
- Replacement of the phrase "shall have the authority to" with the word "may."
- Spelling out the numbers one through nine.
- Using numerals for the numbers 10 or more, except when the numbers begins a sentence or subdivision.
- Replacing the word "which" with the word "that" as necessary.
- Replacing the phrase "deed or will" with the term "written instrument" to account for all types of written instruments that are used to convey gifts of personal property. (Chapter 1)
- Replacement of the phrase "husband and wife" with "spouse" or "spouses" for consistency.
- Replacing the phrase "admitted to record" with the word "recorded."
- Replacing the word "attorney's" with the word "attorney" when referring to "attorney fees."
- Replacing the word "Virginia" with the phrase "the Commonwealth," and striking the words "of Virginia" after the word "Commonwealth."
- Except when otherwise required for context, draft in accordance with the rule of construction set forth in Va. Code § 1-216 that provides a word used in the masculine includes the feminine and neuter.
 - Delete "or she"
 - Delete "or her"

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

- Delete "or herself"

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Appendix B

Glossary of Terms for VSF Policies

Administrative Expenses: These are what VSF or a DVS program spends on overhead, administrative staff and associated costs, and organizational meetings. For VSF operations, these expenses, which include staff, travel, and other administrative expenses, fall under the Foundation Support Fund.

Account: As used by VSF, a financial account (i.e., a record of financial transactions showing receipts and expenditures for a given period) is maintained for each of the principal subordinate programs of DVS.

Activity: It is a function (i.e., a set of operations including special services, projects, events, etc.) that a DVS principal subordinate program performs and has a purpose recognized for authorization of use of VSF funds.

Agency: This is the administrative unit of state government, including any department, institution, commission, board, council, authority, or other body. VSF and DVS are state agencies that report to the Secretary of Veterans and Defense Affairs. The Board of Veterans Services and the Joint Leadership Council of Veterans Service Organizations also are considered state agencies, however, they report to the Commissioner of DVS.

Bequest: This is a written statement in a donor's will directing that specific assets, or a percentage of the estate, shall be transferred to a charity at the donor's death. Bequests can take many forms and are completely controlled by the donor until his or her death. Types of bequests can include:

1. Specific bequests can be made for a specific dollar amount.
2. Residual bequests provide for the distribution of assets remaining after payment of all debts, expenses, and specific bequests.
3. Contingent bequests provide for distribution of assets if certain conditions or circumstances exist at the time of death.

Business Units of DVS: See Principal Subordinate Programs of DVS.

Charitable Purpose: Means the promotion of a governmental purpose for the public good which is beneficial to the community.

Contingency: This is a planned situation where a VSF or DVS program need exists for funds that are not appropriated from the current Appropriations Act or approved by the Department of Planning and Budget.

Designated Special Funds: A term used in the Appropriations Act to identify donor funds and grants and the allocation there of for authorized expenditures.

Divisions of DVS: See Principal Subordinate Programs of DVS.

Emergency: This is an unplanned situation where a VSF or DVS urgent need exists for funds that are not appropriated from the current Appropriations Act or approved by the Department of Planning and Budget.

Endowment Fund: Means an institutional (i.e., VSF) fund or part thereof that is not wholly expendable by the institution on a current basis. The term does not include assets (usually restricted funds) that an institution designates as an institutional fund. The funds may be unrestricted or restricted. If restricted, their principal usually cannot be spent at all, and only a specified percent of the interest they earn can be spent per year. There may be restrictions on how the interest can be spent.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Fiscal Year (FY): From 1 July through 30 June of the next year defines the state Fiscal Year.

Foundation Operations: They are the functions performed in support of the administration of the Foundation.

Fund: The “Fund” is the Veterans Services Fund, which includes subsidiary funds for each of the DVS principal subordinate divisions or programs.

Fund Allocations and Expenditures: Is concerned with appropriating, allocating, and expending financial donations from the Veterans Services Fund.

Fund Management: Includes recording, responding, accounting, and reporting donations, primarily in the Veterans Services Fund but also in state general and non-general funding for veterans and their families.

Fundraising: Begins with planning (including assessing needs and funding sources), soliciting, raising, receiving, and accepting funds or other in-kind gifts and ends with their being deposited in the Veterans Services Fund or turnover to VSF and a receipt issued to the donor.

Fundraising Expenses: These are what the VSF spends to raise money. Fundraising expenses can include campaign printing, publicity, outreach, mailing, travel, and staffing and costs incurred in soliciting donations, memberships, and grants. For the VSF, these expenses fall under the Foundation Support Fund.

Grants: These are forms of financial aid based on need which does not have to be repaid, but requires a service to be rendered by the recipient. Grants are contractual agreements to provide services on receipt of non-repayable funds or products disbursed or given by one party, called the grant maker, to a recipient that often is a nonprofit entity such as VSF. Normally to receive a grant, some form of proposal or application is required. In other cases a grant may be offered based on the conditions specified by the grant maker. Grant funds are restricted for use as the grant maker specifies and may not be used for other purposes. Grant acceptance, compliance, and reporting requirements vary depending upon the type of grant and funding source.

Institution: A government subdivision, agency, or instrumentality to the extent that it holds funds exclusively for charitable purposes; i.e., VSF.

Institutional Fund or Reserve Fund: Means a fund (subsidiary fund usually a restricted fund) held by an institution (VSF) exclusively for charitable purposes. It does not include Program-related Assets.

Life Insurance Policy: This is a contract with an insurance company. In exchange for premiums (payments), the insurance company provides a lump-sum payment, known as a death benefit, to beneficiaries in the event of the insured’s death. Donors may give an existing policy, either fully paid or partially paid, or a new policy. The proposed gift to a charity is accomplished by naming the charity as a beneficiary of the policy on the beneficiary designation form. Insurance policies that are accepted by VSF may take the following forms:

1. An existing paid-up policy where the Virginia Veterans Services Foundation is named the owner and beneficiary.
2. An existing paid-up policy where VSF is designated as a co-beneficiary to share the proceeds with another beneficiary.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Principal Subordinate Programs of DVS: Include Cemetery Operations, Sitter & Barfoot Veterans Care Center, Virginia Veterans Care Center, and the Virginia Veteran and Family Support Program, and others that may be developed and affected by VSF operations.

Program: An operational term for a principal subordinate division of DVS or other state agency programs.

Program Expenses: These are what the Foundation annually allocates primarily to the DVS programs and direct services to veterans and their families. For the VSF, these include emergency expenses associated with DVS programs, if they don't fall under Administrative Expenses.

Program-related assets or Annual Fund: Assets (subsidiary and sub-funds usually restricted) which are held by an institution (VSF) primarily to accomplish a charitable purpose of the institution (VSF) and DVS and not primarily for investment.

Report: This is a written response to a request for information and may include financial schedules and statements or other data.

Restricted Funds: This is a reserve of money that can only be used for specific purposes. Restricted funds provide reassurance to donors that their contributions will be used in a manner they have chosen. When a donor gives money to VSF, they may specify that it be temporarily restricted to be used for a certain purpose, or permanently restricted so that the donation acts as principal on which interest can be earned and only the interest can be spent.

Retirement Plans: These are financial arrangements designed to replace employment income upon retirement. These plans may be set up by employers, insurance companies, trade unions, the government, or other institutions. When a participant in a retirement plan passes away, the benefits to which the participant would have been entitled are paid to the participant's designated beneficiary in a form provided by the terms of the plan (i.e., lump-sum or annuity). VSF shall accept only lump-sum payments.

Schedule: A schedule contains financial information, usually at a more detailed level than the following definition of "statement." An example is the Schedule of Receipts, Expenditures, and Budget that contains financial information on DVS Programs and their activities.

Service: This is an operational term for DVS principal subordinate programs' activities performed in support of a specific DVS program.

Specific Fund: Means those restricted funds specified for a specific requirement that DVS is pursuing that are (1) not part of DVS programs' Annual Funds; (2) may involve more than one DVS program; and/or (3) include other state agencies.

Statement: A statement refers to a financial statement. Current statements include a Balance Sheet, and a Statement of Revenues and Expenditures. Other financial statements may be defined, as the needs of the users change.

Sub-fund: This term is used to denote financial accounts that support the activities/ services of DVS programs. These also are called sub-accounts for accounting purposes.

Subsidiary Fund: These are the principle subordinate funds of the Veterans Services Fund and pertain to the funds of each of DVS principal programs.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Unrestricted Funds: These funds may come from state appropriations or donations that are available for VSF to use for any purpose. Unrestricted funds usually are used for operating expenses of VSF or to a particular project that VSF picks. Only the state executive and legislative branches or the donor can determine if an appropriation or donation is restricted or not. The designation is made by legislation or a letter from the donor or through explicit agreement with VSF. Exceptions could be when donors are asked to give to a capital campaign, a building fund, or a relief fund.

Unrestricted Donor Fund: This is a sub-fund of the Unrestricted Revenue Fund and consists of donations made to the Foundation for direct support of veterans and their families. This fund shall not be used for administrative or fundraising expenses.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Appendix C

VSF Goals and Objectives for FY2019-2020

1. VSF Board of Trustees Responsibilities:

a. Goal: Build an organizational structure to provide additional VSF staff support needed, beyond the single full-time staff person currently involved, which would support the components of efficient and effective performance.

Objective(s): Support the Board Secretary and Treasurer and their resources and, in conjunction with DVS, develop other staff requirements for DVS and VSF to support mission accomplishment.

Strategic Goals: Veterans Services Fund Stability, Internal Processes, Results.

b. Goal: Support DVS implementation of the performance budgeting process.

Objective: Work with DVS staff to develop a performance budgeting system that: (1) focuses on results and accomplishments; (2) is a simple approach once expectations and measurements are defined; and (3) promotes equitable allocation of resources to those institutions that meet performance criteria. The end product should ensure “better” choices are made and review how well the respective choice was implemented and the respective funds were used.

Strategic Goals: Performance Budgeting, Community Building, Customer/Donor Satisfaction, Veterans’ Satisfaction with VSF, and Customer/Donor Retention, Results.

c. Goal: Initiate and implement a VSF consumer relations management system also known as a pipeline system to improve revenue streams.

Objective: Assist VSF to stay connected to customers, streamline processes, and improve revenue.

Strategic Goals: Fund Growth and Stability, Community Building, Customer and Veterans’ Satisfaction, Market Growth, Customer/Donor Retention, Internal Processes, Results.

2. VSF Development Committee Responsibilities:

a. Goal: Organize seeking, promoting, and stimulating contributions for the Fund to initiate funding for the unmet needs of DVS programs giving high priority to fundraising for improving the services to veterans in Virginia.

Objective(s): Maintain an agenda of unmet funding needs. Determine what elements of fundraising program will best assist VVFS including Homeless Veterans, V3 employment and transition, Care Centers, Cemeteries, and Benefits. Maintain an agenda of fundraising events, corporate outreach and individual contribution plans, a capability to respond to ad hoc opportunities, and coordination with DVS staff.

Strategic Goals: Community Building, Market Growth.

b. Goal: Build partnerships with VSOs, corporations, and individuals by creating methods of getting commitments for other potential supporters/donors to contribute and be recognized for their support.

Objective(s): Establish targeted sponsored activities to which sponsors can attach their identification (name or logo/brand) to build a core of annual activities that will sustain sponsors who can identify with veterans’ sacrifices. In each instance, the activity should be able to be budgeted and that budget becomes the benchmark to attract funds. Establish rewards within the supported programs and for individual and organizational donors to attract additional funds.

Strategic Goals: Community Building, Market Growth, Customer/Donor Retention.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

c. Goal: Enhance the image of VSF through imaging/branding of its fundraising programs as a conduit for addressing unmet veterans’ needs among stakeholders and the community at large.

Objective(s): Coordinate through DVS communications office on communications efforts. Coordinate with VVFS communications program. Maintain and refine the VSF web site. Develop additional forms of donor recognition and identify donors. Develop specific recognition programs that give donors a sense of pride and ownership. Be clear on relationships with all stakeholders, including DVS staff.

Strategic Goals: Community Building, Customer/Donor Satisfaction, Veterans Satisfaction, Customer/Donor Retention.

3. VSF Finance Committee Responsibilities:

a. Goal: Continue to refine and develop financial reports so they adhere to requisite accounting practices and procedures, define available revenue and needs for expenditures in order to determine cash flow requirements.

Objective(s): Produce financial reports that can be easily understood by Trustees, DVS staff, donors, potential donors, and other stakeholders and ensure they are disseminated to the stakeholders. Ensure statements are backed up with sufficient information on revenues and expenses, both for transparency and budget planning.

Strategic Goals: Customer/Donor Satisfaction, Veterans Satisfaction, Customer/Donor Retention, Internal Processes.

b. Goal: Develop and implement a plan for effective use, growth and maintenance of a sustainable Fund endowment.

Objective: Maintain an endowment level that will support operational and contingency needs from revenues.

Strategic Goals: Veterans Services Fund Maintenance, Fund Stability, Internal Processes.

c. Goal: Continue to ensure Fund integrity.

Objective(s): Allocate fundraising income and expenses to insure a maximum percentage of revenues go to support veterans and their families. Produce quarterly and annual public reports that characterize the use of funds by VSF.

Strategic Goals: Customer/Donor Satisfaction, Veterans Satisfaction, Customer/Donor Retention, Internal Processes.

d. Goal: Assist DVS program managers in developing realistic budgets for use of VSF funds.

Objective: Participate, as requested by program managers, in annual and more frequently, if needed, FY budget development and interim reviews.

Strategic Goals: Performance Budgeting, Fund Stability, Internal Processes.

e. Goal: Provide quarterly briefings on VSF finances that provide a better understanding of the issues involved to interested stakeholders.

Objective: Work with the DVS staff, at least quarterly, to ensure the Board of Trustees, DVS staff, and other stakeholders remain current on Foundation finances.

Strategic Goals: Customer/Donor Satisfaction, Veterans Satisfaction, Customer/Donor Retention.

f. Goal: Monitor data developed by DVS managers for uses of VSF funds in a manner that assures public accountability and supports fundraising efforts on a quarterly basis.

Objective: Work with DVS staff continuously to monitor effectiveness of services provided using VSF contributed funds.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Strategic Goals: Performance Budgeting, Customer/Donor Satisfaction, Veterans Satisfaction, Internal.

4. VSF Procedures and Policy Committee Responsibilities:

a. Goal: Continually review the VSF charter in the Code of Virginia and ensure that it supports the validity and integrity of the VSF board of trustees and the VSF organizational goals and objectives in support of the Commonwealth’s veterans and their families in partnership with DVS.

Objectives: Ensure the VSF trustees’ bylaws and the DVS-VSF Memorandum of Understanding promote the VSF mission and cooperative functioning of both VSF and DVS.

Strategic Goals: Internal Processes, Results.

b. Goal: Conduct long, mid, and short-range planning to maintain VSF focus on its mission, goals, objectives, and actions to effectively accomplish assigned tasks.

Objectives: Maintain the: (1) VSF Strategic Plan; (2) subsidiary plans along with the VSF annual goals and objectives of the board and its committees in coordination with those committees; (3) the trustees’ biennial schedule; and (4) respond to other requirements placed upon it..

Strategic Goals: Internal Processes, Results.

c. Goal: In conjunction with the trustees’ committees, clarify existing VSF Policies and VSF-DVS Joint Policies on at least a biennial basis or more often, if needed, and institute other policies as needed for the effective administration of the Fund by VSF and DVS.

Objective(s): Ensure the at least a biennial review of (1) VSF policies pertaining to internal operations and agency relationships and VSF-DVS Joint Policies relating to fundraising, administration of donor funds, and allocations and expenditures of donor funds meet the requirements for which they were established.

Strategic Goals: Customer/Donor Satisfaction, Veterans Satisfaction, Internal Processes, Results.

d. Goal: Maintain continuity of VSF operations.

Objective: Examine and advise the Board of Trustees on any issues for which new or revised policy guidance is necessary.

Strategic Goals: Internal Processes, Results.

NOTE: The numbers and letters before each section and subsection do not indicate priorities.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Appendix D

VSF Biennial Fiscal Year (FY) Schedule*

Odd Numbered FY

July 1 (Starts in even numbered calendar year; e.g., July 1, 2020-June 30, 2021 for FY21)

Board Officers assume duties

First Quarter (September) meeting second week of month** (Location)

Receive APA audit report, if available

Consider and approve Goals and Objectives for current FY

Approve 4th Quarter prior FY Financial Statement and Annual Report to Governor and General Assembly

Approve review of VSF-DVS Policies, as required

Board Chair appoint Committee Chairs/Assistant Chairs

Approve next FY General and Non-general Funding Budget adjustments, if required

Approve Committee Chair/Assistant Chair appointments

Approve tentative meeting dates and locations

Second Quarter (December) meeting second week of month***

Approve 1st Quarter current FY Financial Statement

Approve current FY Non-general Fund budget adjustments, if any

Approve review of VSF-DVS Policies, if needed

Approve Bylaws and MOU changes, if any

January Wednesday second week Legislature convenes for 46 day session ending end of second week

March

During mid-March

Request from DVS Budget Adjustments for current FY due mid-April

Request Budget from DVS input for next FY due mid-April

Request from DVS next biennial Non-general Fund budget requirements (i.e., in 2019 request for FY2021-22)

Third Quarter (March) meeting last week of the month***

Approve 2nd Quarter current FY Financial Statement

Approve current FY budget adjustments, if any

Approve review of VSF-DVS Policies, if needed

Elect a nominating committee

April Nominating Committee put out call for candidates for officers' positions

Fourth Quarter (June) meeting second week of the month

Review current FY Goals and Objectives as a baseline for next FY Goals and Objectives

Review and approve Rider to the DVS-VSF MOU

Approve 3rd Quarter FY17 Financial Statement

Approve budget adjustments, if any

Consider and approve next Biennial Budget starting in next odd numbered FY (See above example)

Approve next FY schedule of dates and locations of Board meetings

Elect officers for next FY

*At all meetings, as appropriate, receive VVFS, V3, and other DVS activity updates.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 12.08.2022

Depending on DPB Schedule for budget *In odd numbered years review all VSF-DVS Policies, Bylaws, and MOU

VSF Biennial Fiscal Year (FY) Schedule*

Even Numbered FY

July 1 (Starts in odd numbered calendar year; e.g., July 1, 2019-June 30, 2020 for FY20)

Board Officers assume duties

First Quarter (September) meeting first or second week of month**

Receive APA audit report, if available

Consider and approve Goals and Objectives for current FY

Approve 4th Quarter prior FY Financial Statement and Annual Report to Governor and General Assembly

Board Chair appoint Committee Chairs/Assistant Chairs

Approve Non-general Fund allocations

Approve Legislative Initiatives, if required

Approve Committee Chair/Vice Chair appointments

Second Quarter (December) meeting first or second week of month

Approve 1st Quarter current FY Financial Statement

Approve current FY budget adjustments, if any

January Wednesday second week Legislature convenes for 60 day session ending end of fourth week in March

During mid-March

Request Budget Adjustments for current FY due mid-April

Request Budget input/adjustments for next FY due mid-April

Third Quarter (March) meeting last week of month

Approve 2nd Quarter current FY Financial Statement

Approve current FY budget adjustments, if any

Approve review of VSF-DVS Policies, if needed

Confirm dates and locations of next FY Board meetings

Elect a nominating committee

April Nominating Committee put out call for candidates for officers' positions

Fourth Quarter (June) meeting first or second week of the month

Review current FY Goals and Objectives as a baseline for next FY Goals and Objectives

Review and approve Rider to the DVS-VSF MOU

Approve 3rd Quarter current FY Financial Statement

Approve budget adjustments, if any

Consider current biennial FY Budget adjustments (As will be required for the coming odd year GA Session)

Elect officers for next FY

**At all meetings, as appropriate, receive VVFS, V3, and other DVS activity updates.*

***Depending on DPB Schedule for budget*

****In even numbered years review all VSF-DVS Joint Policies, Bylaws, MOU and MOU Rider*