

**Policies and Procedures Committee Meeting Minutes
Veterans Services Foundation Board
Electronic Meeting
October 27, 2020 10AM**

The Veterans Services Foundation Board of Trustees Policies and Procedures Committee met electronically on October 27, 2020 at 10AM.

POLICIES AND PROCEDURES COMMITTEE MEMBERS PRESENT

- Dr. Jack Lanier, Committee Chairman
- Mr. Bruce Waxman

VSF STAFF PRESENT

- Ms. Karla Boughey, Executive Director

DVS STAFF PRESENT

- Ms. Jordan Stewart

GUESTS PRESENT

- Mr. Jack Hilgers, awaiting Board reappointment

Materials Distributed and Edited

Attachment 1: Meeting Agenda

Attachment 2: VSF Board of Trustees Policies and Procedures Committee Requirements

Attachment 3: VSF Policy 4

Attachment 4: VSF Policy 3

Attachment 5: VSF Policy 1

Attachment 6: VSF Policy J11 Appendix E

Attachment 7: Signed DVS/VSF MOU and Rider

Attachment 8: FY21 P&P Committee Plan

Opening Remarks

Dr. Lanier called the meeting to order at 10:02. After a roll call a quorum was determined. Dr. Lanier gave welcoming remarks.

Approval of Agenda

Dr. Lanier moved to approve the agenda. Mr. Waxman seconded the motion. A roll call vote was taken and the motion passed unanimously.

Unfinished Business

A. Introduction and orientation of new committee member

Dr. Lanier welcomed Mr. Waxman to the Committee and gave him the opportunity to introduce himself.

B. Review VSF Board of Trustees Policies and Procedures Committee Requirements

Dr. Lanier briefly reviewed the role of the Policies and Procedure Committee requirements.

C. Review VSF Policy 4 changes needed

Dr. Lanier asked Mr. Hilgers to explain the necessary changes to VSF Policy F4, to include; a Review Date added in the Review box in the top right corner of all pages; a policy review date entered on page 5; in Appendix B – Glossary of Terms the following four definitions added: “Benefits” on page 7 from VSF Policy F3; “Grants” on page 8 from VSF-DVS Joint Policy J13; “Life Insurance” on pages 8-9 from VSF Policy F3; “Retirement Plan” on page 9 from VSF Policy F3 In appendix D – VSF Biennial FY Schedule: add “Review and Approve DVS-VSF MOU Rider” on page 15; add “Review and Approve DVS-VSF MOU and Rider” on page 16.

D. Review signed DVS/VSF MOU and Rider

Mr. Hilgers noted that the updated DVS/VSF MOU and Rider has been signed and will need to be included in VSF Policy 1. VSF Policy 1 also requires a change in the organizational chart, to include the addition of the Department of Military Affairs.

E. Review VSF Policy 3: Planned Giving

Ms. Boughy noted the one change necessary to VSF Policy F3: Planned Giving included changing the name of “Virginia Wounded Warrior Program” to the “Virginia Veterans Services Foundation”. Mr. Hilgers also noted that he previously communicated with the Office of the Attorney General to ensure this policy was compliant with the policies laid out in the Code of Virginia.

F. Review VSF Policy J11 Appendix E

Dr. Lanier and Mr. Hilgers explained the one change necessary to VSF Policy J11 Appendix E to include the exclusion of the “VSF Executive Assistant”.

G. Review FY21 P&P Committee Plan

Jordan Stewart distributed the FY21 P&P Committee Plan per the Committee’s request. Dr. Lanier and Mr. Hilgers briefly discussed the outlined plan.

New Business

The Committee determined that another meeting needs to be conducted to handle new business. An electronic meeting is scheduled for Monday, November 16, 2020 at 10AM.

Public Comment

Dr. Lanier asked if there were comments from the public. There were none.

Adjournment

Mr. Waxman moved to adjourn the meeting. Dr. Lanier seconded the motion and the meeting adjourned at 11:09 AM.

**Veterans Services Foundation Board of Trustees
Policies and Procedures Committee Electronic Meeting
October 27, 2020 at 10AM**

AGENDA

- I. Opening, Roll Call, Quorum Determination

- II. Approval of Agenda- *Committee Chair, Jack Lanier*

- III. Unfinished Business
 - a. Introduction and Orientation of new committee members, *Committee Chair*
 - b. Review VSF Board of Trustees Procedures and Policy Committee Requirements, *Committee Chair*
 - c. Review VSF Policy 4 to be presented to the Board, *Committee Chair*
 - d. Review signed DVS/VSF MOU, *Committee Chair*
 - e. Review VSF Policy 3; Planned Giving, *Committee Chair*
 - f. Review VSF Policy J, Appendix E, *Committee Chair*
 - g. Review FY 21 P&P Committee Plan to be presented to the Board, *Committee Chair*

- IV. New Business
 - a. Recommend Approval of DVS/VSF MOU, *Committee Chair*
 - b. Recommend Approval of VSF Policy 3; Planned Giving, *Committee Chair*
 - c. Recommend Approval of VSF Policy J, Appendix E, *Committee Chair*
 - d. Recommend Approval of FY 21 P&P Committee Plan, *Committee Chair*

- V. Public Comment

- VI. Adjournment

VSF Board of Trustees Procedures and Policy Committee Requirements

From the Trustee's Bylaws:

6.3.3 **Procedures and Policies**: The procedures and policies committee shall support the board's responsibility for the conduct of business and operational direction, including planning, of the VSF organization.

(a) In support of procedures, the committee shall be responsible for the formulation of proposed revisions to the:

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.

(b) Regarding the operational direction of the VSF organization, the committee shall develop, document, and review revisions to the:

(1) Strategic Plan and subsidiary plans;

(2) VSF Policies, Joint VSF-DVS Policies, and other directives; and

(3) DVS-VSF Memorandum of Understanding.

(c) The committee also shall be responsible for such other business as may come before it.

For additional information, see VSF Policy F4 (Plans, Procedures, and Policies) and the current annual Procedures and Policies Committee (P&PCom) Plan.

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VIRGINIA VETERANS SERVICES FOUNDATION

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

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.

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

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F4.6 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 results in issue-driven planning (i.e., political decision making). VSF has found itself involved in issue-driven

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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.

F4.7 Procedures

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. 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.

F4.8 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).

F4.9 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 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 FiCom shall be included. Drafts of joint policies shall be submitted through the DVS leadership structure as required.

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- 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. The finalized drafts 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.

F4.10 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.

F4.11 Policy Review Date

The policy review date is the date the policy was reviewed without revisions made. Reviewed: *December 10, 2020*

F4.12 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

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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 Code, "'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"
 - Delete "or herself"

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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.

Bequests: *These are 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

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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.

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: *Grants are a form 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: *These policies are contracts 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:*

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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.***

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: *A retirement plan is a financial arrangement 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.

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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.

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.

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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.

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: 12-10-2020

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

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.

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: 12-10-2020

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.

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: 12-10-2020

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

September

Board Chair to prepare Executive Director Annual Evaluation, due in October

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

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 (Location)***

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

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: 12-10-2020

Fourth Quarter (June) meeting second week of the month (Location)***

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.

**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 (August-September) meeting first or 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

Board Chair appoint Committee Chairs/Assistant Chairs

Approve Non-general Fund allocations

Approve Legislative Initiatives, if required in August

Approve Committee Chair/Vice Chair appointments

September

Board Chair to prepare Executive Director Annual Evaluation, due in October

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

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

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: 12-10-2020

Third Quarter (March) meeting last week of month (Location)

- 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 (Location)

- Review current FY Goals and Objectives as a baseline for next FY Goals and Objectives
- Review and Approve both the DVS-VSF MOU and The Rider***
- 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

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

VIRGINIA VETERANS SERVICES FOUNDATION
Veterans Services Fund – Planned Giving
Policy and Procedures

F3.0 Notice

This policy is not legal advice. Potential donors should contact their attorneys to obtain advice relating to planned gifts.

F3.1 Purpose

- A. The Virginia Veterans Services Foundation (VSF or Foundation) seeks to offer planned gift opportunities to donors by establishing a Planned Giving Program. To that end, this policy is established to recognize that VSF understands its primary responsibility is to the donors and VSF shall always remain cognizant of the donor’s needs and desires. Recognizing this, VSF only will be able to accept distributions that are lump-sum payments because VSF is not organized or staffed to process and track installment payments under certain types of participatory life insurance programs, annuity distributions, or other similar agreements.
- B. Planning and coordination are essential to successful planned giving and to avoid duplication in approaching potential donors in the name of the VSF and the Virginia Department of Veterans Services (DVS). To preserve the credibility of VSF and DVS among their financial supporters and the public, as well as to optimize resources, this policy will govern all private planned giving requests made on behalf of VSF and DVS and/or activities related to these two agencies and groups affiliated therewith.
- C. To implement this policy, a Planned Giving Sub-committee of the VSF Development Committee is a board of trustees’ special subcommittee under the Development Committee. It shall be formed, when required, to supervise the Planned Gift Program and make appropriate recommendations. The Subcommittee shall be chaired by the Assistant Chair of the Development Committee and contain an odd number of members not to exceed five Appointed by the Chair of the Development Committee in consultation with the Committee Assistant Chair. Development Committee advisors also may participate and assistance may be sought from the Office of the Attorney General.

F3.2 References

This policy is made in accordance with *Code of Virginia* §§ 2.2-2715 et seq. and 64.2-1100 et seq., DVS-VSF Memorandum of Understanding, and VSF Bylaws. Additionally, the National Association of Charitable Gift Planners guidelines for planned giving/gift planning (www.pppnet.org) shall be followed as they apply to the VSF and its organizational and operational capabilities.

F3.3 Application

The Executive Director of VSF or his designee shall be responsible for the application of this policy.

F3.4 Interpretation

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

The Chairman of the Board of Trustees of VSF (the Trustees), with the assistance of the VSF Planned Giving Sub-committee, is responsible for the interpretation of this policy.

F3.5 Planned Giving Program

Broadly defined, a planned gift is one which is planned for during the donor’s lifetime but whose principle benefits do not accrue to the VSF until some future date.

F3.6 Policy

- A. VSF shall, in coordination with DVS, oversee and ensure that the establishment of planned giving priorities and oversight of planned giving rests with the VSF Trustees. The Trustees’ Development Committee, under the Trustees Bylaws, is responsible for making recommendations regarding fundraising and organizing fundraising programs, which includes planned giving. The Trustees have designated the VSF Executive Director as having oversight of private fundraising activities. The VSF Executive Director shall assist the Development Committee’s Planned Giving Sub-committee plan, organize, and conduct programs to implement the Planned Giving Program.
- B. VSF may, in coordination with DVS, accept gifts in the following forms:
 - 1. Bequests that do not include real estate or personal property such as artwork, jewelry, antiques, clothing, etc;
 - 2. Whole life insurance policies where the VSF is named as:
 - a. Owner and beneficiary of 100% of the policy or contract and the policy or contract is equal to or greater than \$10,000.00; or
 - b. Partial beneficiary of the policy or contract and the policy or contract is equal to or greater than \$10,000.00.
 - 3. Retirement plan beneficiary designations where the VSF is named the beneficiary and the distribution is in the form of a lump-sum payment.
 - 4. Other forms of gifts may be considered for acceptance on a case-by-case basis.
- C. VSF reserves the right to refuse any planned gift or enter into any planned gift arrangement that is not in the Foundation’s best interest. VSF shall not accept the following:
 - 1. Current, Deferred, and Commercial Charitable gift annuities;
 - 2. Pooled Income Fund Gifts and Charitable Remainder Trusts;
 - 3. Term Life Insurance;
 - 4. Charitable Funds Managed by Others and Charitable Lend Trusts; and
 - 5. Retained Life Estates.
- D. Prospective donors are to obtain and be represented by their own legal counsel for review of the gift and the advisability of the gift in light of the donor’s overall estate plan. VSF and DVS staff members shall not give legal advice to donors or act as an executor of an estate that has an obligation to the Foundation.
- E. VSF and DVS staff shall only inform, serve, and otherwise assist donors, but never pressure or unduly persuade perspective donors. The staff shall encourage donors to discuss proposed gifts with their advisors.

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

- F. VSF and DVS staff shall only inform, serve, and otherwise assist donors, but never pressure or unduly persuade prospective donors. The staff shall encourage donors to discuss proposed gifts with their advisors.
- G. If a donor or prospective donor requests, all information obtained from or about that donor will be kept in confidence. This information is specifically excluded from the records disclosure requirement of the Virginia Freedom of Information Act (*Code of Virginia* § 2.2-3705.7.28 or as hereafter may be amended). Additionally, no public announcement will be released or published without written permission of the donor.
- H. The VSF Development Committee’s Planned Gift Subcommittee shall judge the merits of each planned gift offered and approve the receipt of the gifts that are considered appropriate for VSF acceptance.
- I. Acceptance and distribution of unrestricted gifts to VSF shall be at the discretion of the Board of Trustees as determined by the provisions contained in the *Code of Virginia*. Acceptance and distribution of restricted gifts shall be as designated by the donor. However, if the purpose of the donation has been met or no longer exists, the remaining funds may be used at the discretion of the VSF Board of Trustees to provide other support to veterans and their families.

F3.7 Definitions

The most common forms of estate provisions are bequests, life insurance beneficiary designations and retirement plan beneficiary designations. The following definitions apply:

- A. **Bequests** are 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.
- B. **Life Insurance** policies are contracts 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 Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

- C. **Retirement Plans.** A retirement plan is a financial arrangement 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.

F3.8 Planned Giving Responsibilities and Procedures

- A. **Overview.** VSF shall conduct planned giving in a manner that does not conflict with VSF or DVS policies. Donors should be encouraged to leave outright gifts to VSF in their wills or living trust agreements.

B. **Responsibilities.**

1. **Planned Gift Subcommittee.** The VSF Development Committee’s Planned Gift Subcommittee shall, *when activated*, supervise the Planned Gift Program and make appropriate recommendations as required. The Subcommittee also shall evaluate proposed gifts, which do not clearly fall within the scope of this policy, but merit consideration and further clarification. Determination of which proposals warrant review by the Subcommittee shall be made at the discretion of the VSF Executive Director.
2. **VSF Executive Director.** The Executive Director shall:
 - a. Be responsible for the proper negotiation, administration, and closure of all planned gifts made to VSF. All DVS staff made aware of any planned giving arrangement shall provide such information to the VSF Executive Director. The Executive Director shall keep appropriate DVS staff informed of the status of the Planned Gift Program and specific gifts.
 - b. Maintain a record of information about known bequest donors and the provisions of the bequest.
 - c. Be responsible for recording life insurance information including: the name of the donor, name of the insured, insured’s date of birth, date of gift, face value of the policy, type of policy, cash surrender value, timing and amount of premium payments, name and address of the insurance company, and account number of the policy.
 - d. Recommend the procedures to follow and administer once a bequest gift has been realized or matured for the timely distribution of funds for approval by the Planned Gift Subcommittee.
 - e. Recommend the acceptance and distribution of unrestricted gifts to VSF for approval by the Planned Gift Subcommittee. The Subcommittee shall forward such recommendations through the Development Committee for Board of Trustees approval.
 - f. Ensure that acceptance and distribution of restricted gifts shall be as designated by the donor.

C. **Procedures.**

1. **Background.**

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

- a. Planned giving gifts are realized as the result of the death of the donor (estate gifts). Because of the magnitude of these gifts and the fact that gifts of this nature are revocable, it is important to solicit and steward this type of gift during the donor’s lifetime. It is equally important from a fiscal standpoint to follow through to assure timely collection of the proceeds on the death of a donor.
 - b. In planned giving, the owner retains complete control over the distribution of the assets during their lifetime. Although a donor may tell VSF that they have included VSF as a beneficiary in their estate planning, it likely will be sometime before VSF actually receives the gift. These gifts do not become irrevocable until the death of the donor. To secure the stream of revenue for the future, VSF should:
 - (1) Solicit gifts of estate provisions through wills and beneficiary designations during the donor’s lifetime;
 - (2) Determine the donor’s interest regarding the use of the gift when it is received by VSF;
 - (3) Keep VSF and DVS connected to the donor through regular communications and stewardship activities; and
 - (4) Monitor and become involved in the process of estate settlement as necessary so VSF can receive the benefits of the gift in a timely manner.
 - c. Life insurance gifts may take many years to realize, and the cost of administration and premium payments can be time-consuming and expensive for VSF. It is imperative that policies are in place to assure that the value of the gift outweighs the possible expense and liability.
2. **Procedures.** The following procedures apply to the processing of all deferred/planned gifts.
- a. **Bequests.** When making a will, the donor should obtain the assistance of an attorney. If a donor indicates that they intends to name VSF as a beneficiary, VSF requests that the donor notify VSF by completing the Declaration of Intent attached as Appendix A.
 - (1) If a donor notifies the VSF that they have provided for the Foundation in their estate plan, encourage the donor to provide VSF with a copy of the documentation. This may be a copy of the will (or the relevant codicil), the retirement plan designation, or other such documents.
 - (2) If the donor is willing, request the donor sign a Declaration of Intent so that VSF can recognize the donor for their total commitment to VSF.
 - (3) The Declaration of Intent shall state the amount the donor intends to contribute.
 - b. **Insurance.**
 - (1) All policy information will be maintained by the office of the Executive Director.
 - (2) If an individual names VSF both owner and beneficiary of a policy, it is an irrevocable gift. If the donor intends to claim a charitable deduction of \$5,000 or more, he/she will be required to obtain a qualified appraisal to substantiate the value of the property. The donor's deduction will

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

generally be the lesser of cash surrender value or the premiums paid to date on the policy.

- (3) In order for the gift of insurance to be complete, the donor will need to deliver the original policy and/or a fully executed owner and beneficiary designation form to the office of the VSF Executive Director.
- (4) Policies where VSF is not named as both owner and beneficiary such as an individual whole life insurance policy where a donor names VSF as beneficiary, but retains all incidents of ownership, are not completed gifts. These gifts will be treated in the same manner as will provisions, retirement plan designations, and other gifts over which the donor retains control during their lifetime.
- (5) Paid-up Life insurance policy gifts are valued, for VSF accounting purposes, at the policy's replacement cost (the cost to purchase a replacement policy). If the policy is partially paid, the value of the gift for VSF accounting purposes is the policy's cash surrender value. For IRS purposes, the donor's charitable income tax deduction is limited to the cash surrender value or the net premiums paid on the policy – whichever is less.

c. **Retirement Plans.** In order to accomplish such a donation, the donor should execute a Beneficiary Designation form with their plan administrator to name VSF as a beneficiary of the plan and a Declaration of Intent form (Appendix A) indicating that they intend to make charitable contributions to VSF.

d. **Valuation of realized bequests and insurance.** They will be received at face value and acknowledged as such to the estate executor or insuring company. Acknowledgements to the deceased's next of kin will be determined by the estate executor.

F3.9 Reporting Planned Giving Status and Results

The Executive Director shall submit a quarterly report to the Foundation Board. The report shall include a complete list of all planned gifts managed by VSF. It also will include a list of all gifts received.

F3.10 Adoption and Amendment

This policy may be adopted and amended by a majority vote of the VSF Board of Trustees. 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 VSF Development Committee's responsibility.

On adoption, this policy supersedes VSF-DVS Joint Policy 11.

F3.11 Policy Review Date

The date the policy is reviewed is the date the policy was reviewed without revisions made.

F3.12 Policy Effective Date

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

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

12/12/2019

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

VIRGINIA VETERANS SERVICES FOUNDATION
Veterans Services Fund – Planned Giving
Appendix A
PLANNED GIVING

Notice. This appendix is for informational purposes and is not legal advice. The Virginia Veterans Services Foundation (VSF) cannot provide legal or financial advice. We urge the donor to meet with a legal or financial professional to determine the appropriate way to give and the best language to use when making a bequest.

Introduction. VSF offers several opportunities for donors to help Virginia’s veterans and their families. One way is through charitable bequests, which allow donors to direct that portions of their assets be used to benefit philanthropic institutions following the donor’s death. Bequests made through wills or living trusts play an important role in securing the future of VSF programs. These commitments also enable individuals to make gifts that may not have been possible during their lifetimes.

Requirements

1. The donor must provide the VSF with documentation that evidences the commitment. This would include a copy of the will provision, a copy of a beneficiary designation, a codicil, and financial documentation of the value of the future provisions.
2. The gift is to be placed in the VSF Veterans Services Fund from which a spending portion shall be used to support Virginia Department of Veterans Services (DVS) programs and services as detailed in the current VSF brochure and listed on the Commitment Card on the next page.
3. If specified by the donor, the spending portion will be directed to support the DVS programs and services so designated. However, if the purpose of the donation has been met or no longer exists, the remaining funds may be used at the discretion of the VSF Board of Trustees to provide other support to Virginia’s veterans and their families. Unspecified gifts shall be spent as determined by the VSF Trustees.
4. Simple bequest language for a will, codicil, or establishing a trust follows.

Wording for documentation for bequests can take several forms:

1. Specific Bequest: gives the Foundation a specific amount of money or piece of property; e.g., “I give, devise, and bequeath to the Virginia Veterans Services Foundation (Federal Tax ID#: 46-2744762), Richmond, VA 23219, the sum of \$...(or shares of ...stock) to be used at the discretion of the Board of Trustees (or for a designated purpose such as the Virginia Veteran and Family Support program (VVFS), the Sitter & Barfoot Veterans Care Center, the Virginia Veterans Care Center, or any of the Veterans Cemeteries in Amelia (Richmond), Dublin (Southeast Virginia), or Suffolk (Hampton Roads)).”
2. Residual Bequest: designates all or a portion of whatever remains after all debts, taxes, and expenses have been paid; e.g., “I give, devise, and bequeath to the Veterans Services Foundation (Federal Tax ID#: 46-2744762), Richmond, VA 23219, all the rest, residue, and remainder of my estate, to be used at the discretion of the Board of Trustee (or for a designated purpose as listed above).”

VSF Planned Giving Policy	Veterans Service Fund – Planned Giving	Effective: 12/12/2019
VSF Policy 3		Revised:

3. Contingent Bequest: takes place only under certain conditions; e.g., ‘In the event my spouse does not survive me, I give, devise, and bequeath to the Virginia Veterans Services Foundation (Federal ID#: 46-2744762), Richmond, VA 23219, the sum of (or the residue and remainder of my estate), to be used at the discretion of the Board of Trustees (or for a designated purpose as listed above).”

Please allow the Foundation to thank you by completing the following Declaration of Intent.

I expect my gift will amount to US \$ _____

My Benefactor commitment to the Virginia Veterans Services Foundation will be in the form of:

Will/Bequest _____ Outright Gift _____ Other (please specify) _____

I designate that the spending portion of my gift will be applied to:

- Foundation Unrestricted Fund _____
- Virginia Wounded Warrior Program _____
- Sitter & Barfoot Veterans Care Center _____
- Virginia Veterans Care Center _____
- Puller Veterans Care Center _____
- James & Cabacoy Veterans Care Center _____
- Virginia Veterans Cemeteries _____
- Virginia Values Veterans (V3) Program _____
- Other _____

Should no designation be specified, the Trustees will use it for unrestricted veterans programs and activities.

Name _____ Date of Birth* _____

Address _____ Date _____

Telephone _____ E-mail _____

**Date of birth is used to discriminate donors in place of a SSN or other personal or financial information.*

Please return this to the Virginia Veterans Services Foundation, 101 North 14th Street, 17th Floor, Richmond, Virginia 23219

The Foundation (Federal ID#: 46-2744762) is a tax exempt state agency under section 170 (c) (1) of the Internal Revenue Code and section 2.2-2719 of the Code of Virginia for state and local taxes.

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed:

VIRGINIA VETERANS SERVICES FOUNDATION
Inter-Agency Relations between the Veterans Services Foundation
and the Department of Veterans Services including the
Board of Veterans Services and the
Joint Leadership Council of Veterans Service Organizations Policy
Short Title – Inter-Agency Relations

F1.1 Purpose

The purpose of this policy is to establish guidelines and policy for coordination between the Virginia Veterans Services Foundation (VSF) and the Virginia Department of Veterans Services (DVS) including the Board of Veterans Services (BVS) and the Joint Leadership Council of Veterans Service Organizations (JLC).

F1.2 Application

The Chair of the VSF Board of Trustees (the trustees) with advice from the VSF Executive Director, DVS Commissioner, and Chairmen of BVS and JLC or their designees shall be responsible for the application of this policy.

F1.3 Interpretation

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

F1.4 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 DVS and its divisions. The Code §2.2-2452 and §2.2-2681 establishes BVS and JLC respectively as a policy board and advisory council to DVS. 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. A chart at Appendix A displays these government activities and their relationships. The Virginia War Memorial Foundation (VWMF) Board is in Appendix A, but is under the supervision of the DVS Commissioner and is included under exceptions to this policy in section F1.9.
- B. Virginia Code §2.2-2001.A authorizes DVS to establish, operate, administer and maintain offices and programs related to services for veterans of the armed forces of the United States and their Virginia-domiciled spouses, orphans and dependents. The DVS Commissioner heads DVS and is supported by, and supports, the BVS, the JLC, and the VSF.
- C. Virginia Code §2.2-2715.B. provides for VSF to (i) administer the Veterans Services Fund (the Fund), (ii) provide funding for veterans services and programs through the Fund, and (iii) raise revenue from all sources to support the Fund.
- D. The Memorandum of Understanding (*MOU*) between VSF and DVS (*see Appendix B*) sets forth the relationships between the two agencies and provides the basis for this policy. VSF and DVS are mutually supporting agencies.

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- E. Virginia Code §2.2-2715.C. specifies that the Secretary of Veterans and Defense Affairs and the Chairmen of BVS and JLC serve as ex officio voting trustees of the board of trustees of VSF.
- F. 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."

F1.5 Overview of VSF and DVS

- A. VSF is responsible for providing direct mutual support to DVS.
- B. Direct mutual support means VSF specifically supports DVS and is authorized to answer directly to DVS' request for assistance. Additionally, DVS provides direct mutual support to VSF in support of both agencies' common goal of providing services to veterans and their families, because of each agency's: (1) assigned tasks; (2) position relative to each other; (3) common goals; and (4) inherent capabilities.
- C. Mutual support is a form of partnership to accomplish a common goal and means that each counterpart has a degree of authority over the other in actions that have mutual effects and that mutual costs and benefits are shared as equitably as possible. The mutual relationship exists between DVS and VSF because each agency was established to provide effective and efficient services. Each collects, uses, and preserves resources for current and future contingencies and maintains financial accountability and integrity through separate independent operations. The relationship is built on mutual respect for the different purpose or mission, authority, and responsibility of the two agencies and their common goal. The elements of that mutual support are contained in a DVS-VSF MOU and supporting Joint VSF-DVS Policies.
- D. In the context of the DVS and VSF relationship, the DVS Commissioner or VSF Executive Director, who receives assistance from each other's agency or capabilities, is responsible for ensuring the supported agency understands the assistance required.

F1.6 Overview of BVS and JLC

- A. BVS is a policy board that advises the DVS Commissioner on veteran issues, delivery of services, plans, projects and policies and procedures. BVS also makes recommendations to DVS and VSF regarding gifts, grants and other resources from public and private entities in support of services to veterans.
- B. JLC is an advisory council that advises the General Assembly and the DVS Commissioner on support for veteran services and programs and addressing veteran issues (i.e., needs) not currently provided.

F1.7 Policy

- A. It is the policy of VSF and DVS to ensure cooperative and efficient inter-relationships between VSF, DVS, BVS, and JLC.
- B. VSF shall entertain only funding requests from BVS and JLC that have been reviewed and approved by DVS and the Secretary of Veterans and Defense Affairs.

F1.8 Procedures

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed:

- A. Detailed procedures for VSF and DVS are contained in VSF-DVS Joint Policies 11 through 14
- B. In most cases, the procedure for commencing interactions between DVS, BVS, JLC and VSF is for JLC to identify an unmet need. The need then would be passed to BVS for its insight and recommendations on best practices, management and performance requirements, non-profit operations and other considerations. BVS then would validate the requirement and pass its recommendation to DVS for consideration. DVS may consider internal resources or external resources, including VSF resources, to address the unmet need.
- C. When BVS identifies a need, it would be passed to JLC for validation. If validated, it then would be passed to DVS and the Secretary of Veterans and Defense Affairs for consideration, in consultation with BVS. DVS may consider internal resources or external resources, including VSF resources, to address the need.
- D. DVS needs typically should be passed to BVS for vetting and recommendations, and then passed to JLC, VSF, or another agency, as appropriate.

F1.9 Exceptions

- A. Exceptions to this policy shall be determined by VSF in consultation with DVS and the Secretary of Veterans and Defense Affairs. BVS, JLC and other activity(ies) involved, if any, may be consulted by DVS.
- B. JLC under Code of Virginia §2.2-2682.C "...may apply for funds from VSF to enable it to better carry out its objectives. JLC shall not impose unreasonable burdens or costs in connection with requests of agencies." Applications shall be made through the DVS Commissioner and the Secretary of Veterans and Defense Affairs, without the necessary involvement of BVS as the Commissioner may determine.
- C. BVS under Code of Virginia §2.2-2454.9."Provide recommendations to the Department of Veterans Services and the Veterans Services Foundation ... regarding gift, grants, and other resources from public and private entities and organizations to support veteran services."
- D. The Virginia War Memorial is a Division of DVS (§2.2-2001.3). A not-for-profit 501 (c) (3) organization, the Virginia War Memorial Foundation, supports the Virginia War Memorial's financial needs beyond those provided by the General Assembly and the Governor. The Virginia War Memorial Foundation is under the supervision of the DVS Commissioner ((§2.2-2001.3.F). Neither the Virginia War Memorial nor the Virginia War Memorial Foundation are supported by VSF.
- E. Joint VSF and DVS relations with other entities, including the Virginia War Memorial Foundation Board of Trustees, shall be governed by the mutual interests of both parties.

F1.10 Adoption and Amendment

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed:

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 Procedures and Policy Committee.

On adoption, this policy supersedes DVS Administration Policy 34 and VSF-DVS Joint Policy 1.

F1.11 Policy Review Date

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

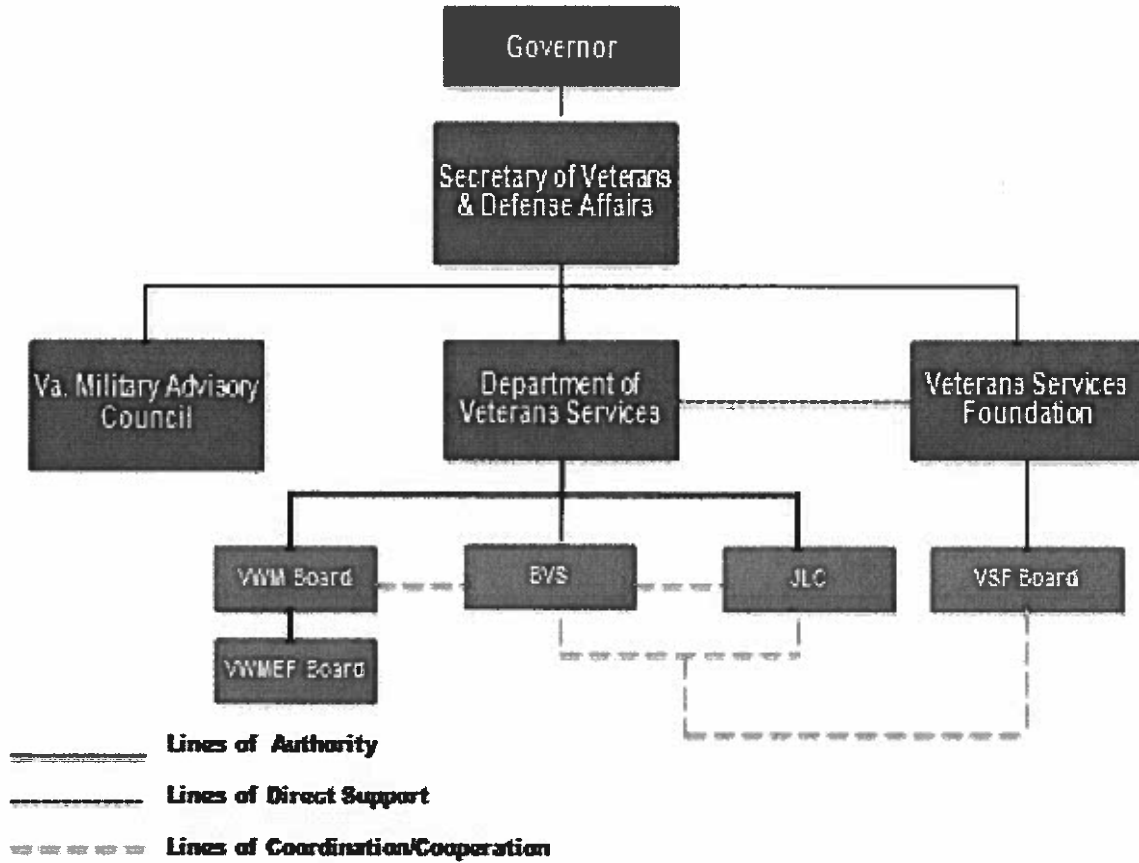
F1.12 Policy Effective Date

The effective date of the policy, or policy revision, shall be the date the VSF Trustees ratify the policy. September 19, 2019

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VSF Policy Number 1		Reviewed:

Appendix A

Virginia Veterans Affairs Organization

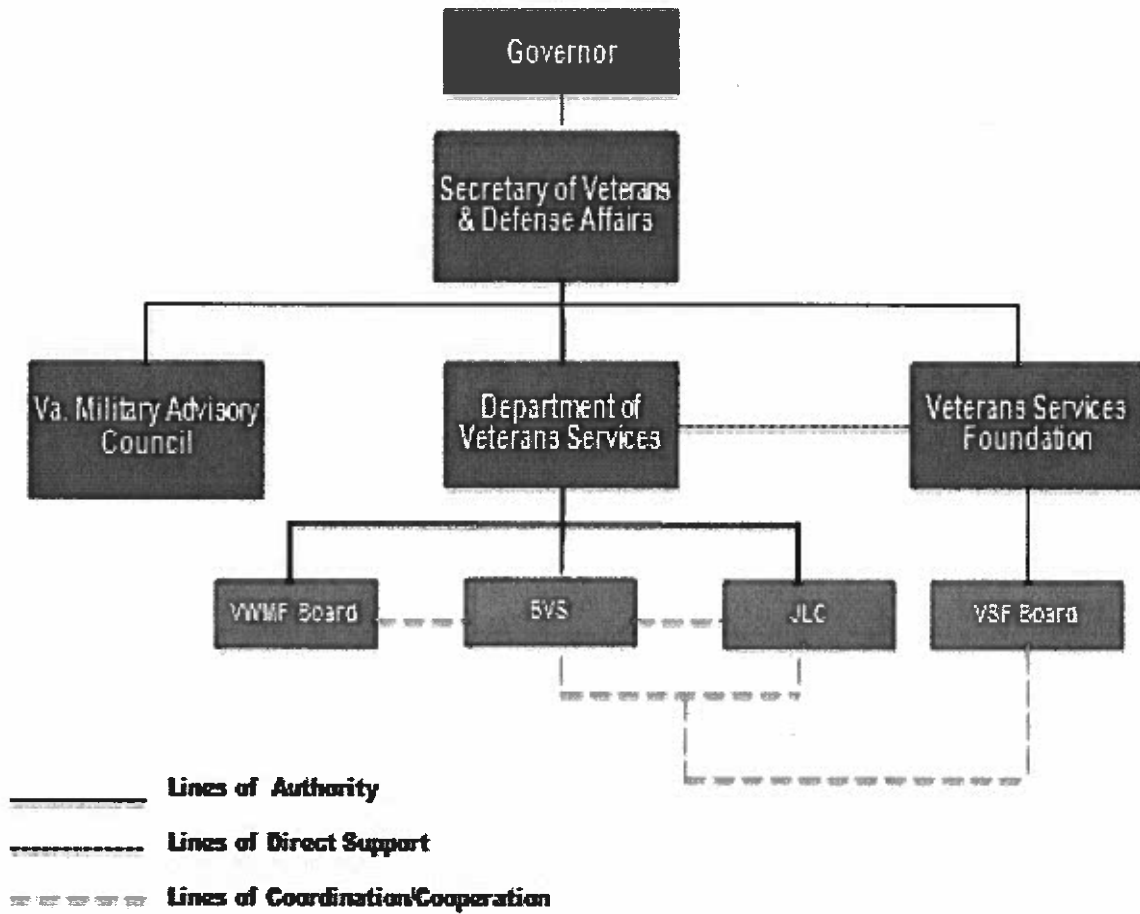


Effective until January 1, 2020

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed:

Appendix A

Virginia Veterans Affairs Organization



Effective January 1, 2020

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed:

Appendix B

***Department of Veterans Services
and
Veterans Services Foundation
Board of Trustees***

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is between the Department of Veterans Services (DVS or the Department) and the Veterans Services Foundation (VSF) that augments the provisions of the Code of Virginia §2.2-2000 et seq., 2.2-2715 et seq., and the Appropriation Act to provide for the mutual support on both agencies' common goal of furnishing services to Commonwealth veterans and their families. This MOU recognizes that:

1. DVS must have a clear understanding of VSF's support requirements in order to provide effective financial management and administrative support within available resources; and
2. VSF must have a clear understanding of the level of support that DVS can provide with available resources; and,
3. DVS and VSF will work together to achieve the purposes for which VSF was created. Therefore:
 - A. Within VSF capabilities and support from DVS appropriations, VSF agrees to provide continuing support to DVS as follows:
 - 1) As required, conduct fundraising planning and execution to seek, promote, and stimulate contributions to support DVS programs and services.
 - 2) Provide Fund administration oversight to ensure internal controls are effective.
 - 3) Participate with DVS in the internal operating budget development process in order to provide timely information for authorized Department requests and expenditures in accordance with joint VSF-DVS policies.
 - 4) Advise DVS, as necessary, during the state development process to help ensure that the Appropriations Act reflects the appropriation (spending authority) needed to support expenditure of donated funds in support of DVS programs and services.
 - 5) In conjunction with DVS, establish and maintain joint policies supporting administration of the Veterans Services Fund (the Fund), transfer of funding to

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed:

DVS, VSF Funding Guidelines, fundraising, and other joint policies to facilitate the purposes of this MOU.

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VSF Policy Number 1		Reviewed:

- 6) Promote DVS programs and services in all VSF activities.
- 7) Reimburse DVS for the Auditor of Public Accounts annual audits (*Code of Virginia § 2.2-2717*).
- 8) Transfer funds to supplement funding for DVS programs and services in accordance with jointly agreed VSF Funding Guidelines, fund balances, and approved budgets.
- 9) Request technical and other assistance from DVS in a timely manner.

B. Within DVS capabilities under amount appropriated for VSF support, DVS agrees to provide continuing support to VSF as follows:

- 1) Provide a staff member to act as VSF's agent for administration and act as the liaison between DVS and VSF.
- 2) Assist with supporting VSF public relations, marketing, and fundraising programs.
- 3) Provide financial management and accounting necessary to ensure compliance with receipt, accounting, and disbursement requirements set forth by the State Department of Accounts and the State Auditor of Public Accounts, and joint VSF-DVS policies in a manner that segregates VSF from DVS activities.
- 4) Provide assistance with the development of budgetary documents.
- 5) Provide monthly financial and quarterly detailed statements to VSF for internal and external use, including the preparation of the VSF quarterly financial report (*Code of Virginia § 2.2-2715.A*).
- 6) Provide staff to assist with agendas, logistics, transcription of minutes, and other necessary activities to support VSF Board and Committee meetings (*Code of Virginia § 2.2-3700 et seq.* — the Virginia Freedom of Information Act).
- 7) Assist with the preparation of joint policies and procedures to support VSF Fund administration, Funding Guidelines, fundraising, and accountability.
- 8) Provide technical assistance regarding contracting initiatives and grants.
- 9) Provide space for VSF meetings and staff members.
- 10) Provide funding for and process trustees' claims for travel, other actual expenses, and incidental expenses of VSF Board and Committee meetings.

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VSF Policy Number 1		Reviewed:

C. Mutual DVS VSF activities shall:

- 1) Appoint staff members to monitor, coordinate, and expedite the terms and conditions of this MOU.
- 2) Keep each other informed of initiatives and activities, including those involving the executive and legislative branches of state government, and coordinate as appropriate.
- 3) Coordinate all support for fundraising activities with the other agency.
- 4) Maintain their websites in a manner that is mutually supporting.
- 5) Provide mutual DVS-VSF integrated controls in conjunction with the fiduciary responsibilities and purposes of VSF and DVS by exchanging a series of monthly reports in mutually agreeable formats by the 20th day of the following month, which will be reviewed and accepted by the receiving agency within seven business days of receipt.
 - a) The VSF Executive Director shall provide a listing of all donations received to the DVS Director of Finance.
 - b) The DVS Director of Finance shall provide a list of expenses that have been charged to VSF funds to the VSF Executive Director for approval. If expenses are disapproved, the expenses would be moved to an alternate source of DVS funding. The DVS Director of Finance shall notify the appropriate DVS Director that the expenditure has been disapproved by the VSF.
 - c) The VSF Executive Director shall provide to DVS a donation pipeline report, which DVS will review and provide additional information about potential donors or events.
- 6) Participate in a biennial review of this MOU and revise it as necessary.

This agreement amplifies requirements contained in the *Code of Virginia*, and as such, may be changed or eliminated as or when the *Code of Virginia* so directs.

/s/ John Newby II
John L. Newby, II, Commissioner
Department of Veterans Services

6/12/19
Date

/s/ Francis A. Finelli
Francis A. Finelli, Chairman
Veterans Services Foundation
Board of Trustees
as ratified by the Board on: 6/13/2019

6/13/19
Date

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

**VIRGINIA VETERANS SERVICES FOUNDATION
VIRGINIA DEPARTMENT OF VETERANS SERVICES
Veterans Services Fund – Fundraising
Policy and Procedures
DRAFT**

J11.1 Purpose

- A. Planning and coordination are essential to successful fundraising and to avoid duplication in approaching potential donors in the name of the Virginia Veterans Services Foundation (VSF) and the Virginia Department of Veterans Services (DVS). *For the purposes of this policy, the term “fundraising” includes solicitation and acceptance of donated funds.*
- B. To preserve the credibility and integrity of VSF and DVS among their financial supporters and the public, as well as to optimize resources and protect respective DVS marks/logos/brands, this policy will serve to govern all private fundraising made on behalf or in support of VSF and DVS and/or activities belonging to these two agencies and groups affiliated therewith.
- C. To promote maximum effectiveness and avoid duplication of effort, conflict of events, and dilution of effectiveness, all fundraising sponsors are required to receive prior approval of their initiatives from the VSF Executive Director and a member of DVS responsible for the DVS *division or* program being supported.
- D. *This joint policy is the first in a series of four policies that cover the VSF pursuit of supporting veterans and their families through cycles of fundraising, controlling in-kind donations, Veterans Services Fund management, and Veterans Services Fund allocations and expenditures. The latter policy sets forth the requirements for sustaining the continuing cycle from budgeting, allocation of resources and expenditures found in VSF-DVS Joint Policy J14 with fundraising based on assessments of fund balances and future needs through budget development.*

J11.2 References

This policy is ~~made~~ in accordance with the Code of Virginia §§ 2.2-2715 et seq, *the current edition of the Appropriation Act*, the DVS-VSF Memorandum of Understanding, and the VSF Bylaws.

J11.3 Application

The VSF Executive Director and the DVS Commissioner, *with the assistance of the DVS Chief Financial Officer (CFO)*, or their designee(s) shall be responsible for the application of this policy.

J11.4 Interpretation

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VSF-DVS Joint Policy Number 11		Revised:

The Chairman of the Board of Trustees of the VSF (~~the Trustees~~ **VSF Chair**), with the assistance of the **Secretary of Veterans and Defense Affairs and the DVS Commissioner of Veterans Services**, ~~is are~~ responsible for the interpretation of this policy.

J11.5 Policy Organization

The policies on fundraising are organized into three separate policies. This policy covers financial donations. In-kind donations of goods and property are contained in VSF-DVS Joint Policy 12. Planned Giving of financial and in-kind resources is in VSF Policy F3.

J11.6 General Policy

- A. VSF fiduciary responsibilities are contained in the *Code of Virginia*, thus all revenue solicited and accepted shall be in the name of the Foundation and payable to the Veterans Services Fund and deposited into the Fund. To comply with the *Code of Virginia*, all fundraising and other solicitation relating to the Fund shall be solely in the name of the Veterans Services Foundation which will be responsible for all donor relations and compliance with U.S. Internal Revenue service requirements as a charitable foundation. **[From introduction to VSF Funding Guidelines approved December 19, 2019.]**
- B. The VSF board of trustees serves a fiduciary responsibility to donors and a substantial source of funding to DVS to meet the needs of veterans not otherwise available for funding through the state budget or other sources. DVS serves as the VSF agent, in accordance with the Uniform Prudent Management of Funds Act, for the receipt, deposit, management, allocation, and expenditure of funds *in accordance with the Code of Virginia. §2.2-2718.* **[From introduction to VSF Funding Guidelines approved December 19, 2019.]**
- C. *In accordance with § 4-2.01 of the Appropriation Act, “No state agency shall solicit or accept any donation, gift, grant, or contract without the written approval of the Governor except under written guidelines issued by the Governor which provide for the solicitation and acceptance of non-general funds....”*
- D. *Prior approval of the Governor is not required for the Secretary of Veterans and Defense Affairs and VSF. Both have authorization in the Code of Virginia and approval by the Governor. Fundraising by DVS shall be done on behalf of VSF.*
- E. *Commonwealth employees are authorized to solicit gifts, financial and in-kind, from private sources and gifts from other state agencies on behalf of the Secretary of Veterans and Defense Affairs and VSF. However, state policy prohibits individual state employees from soliciting gifts from other individual state employees.*
- F. *Sponsorships are not considered gifts or donations if given and received in return for a measurable tangible benefit including actively promoting the sponsor or the sponsor’s product. One-time advertising, event participation, or signage where the sponsor does not receive a tangible benefit, aside from display of the sponsor’s identification, may be considered a donation. Sponsorships may be received by VSF for support of a DVS program or service.*

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G. VSF reserves the right to refuse donations [From Policy J3.5.E.] *and sponsorships.*

J11.7 Inter-agency Fundraising Policy

- A. VSF and DVS shall coordinate all fundraising activities with the other agency and promote each agencies programs and services. **[From DVS-VSF MOU.]**
- B. *In coordination with DVS*, VSF shall conduct fundraising planning and execution to seek, promote, and stimulate contributions to support DVS’ programs and services *and raise awareness about those programs and veteran issues across the Commonwealth.* **[From DVS-VSF MOU as modified by DVS in April 2020.]**
- C. VSF, in coordination with DVS, shall oversee and ensure that the establishment of fundraising priorities and oversight of private fundraising rests with the VSF Trustees. The Trustees’ Development Committee, ~~under the Trustees Bylaws, is responsible for making~~ *shall make* recommendations regarding fundraising and organizing fundraising programs. The Trustees have ~~designated~~ *delegated* the VSF Executive Director ~~as having~~ oversight *authority* of private fundraising activities. The VSF Executive Director shall assist the Development Committee plan, organize, and conduct programs to obtain private gift support.
- D. ~~All plans for~~ DVS *shall coordinate all plans for* fundraising activities involving the solicitation of funds or in-kind material ~~shall be coordinated~~ through the VSF Executive Director on behalf of the VSF Trustees’ Development Committee and the DVS Commissioner or their designees. These plans ~~must~~ *shall* be approved by the VSF Executive Director on behalf of the VSF Trustees’ Development Committee. The Commissioner or his ~~her~~ designee shall be regularly updated on all approved plans. Exceptions ~~to this policy~~ for approval of recurring events may be granted by the Commissioner or his ~~her~~ designee in consultation with the VSF Executive Director.
- E. DVS shall assist VSF with public relations, marketing, and fundraising programs, within DVS capabilities, and VSF and DVS shall maintain their web sites in a mutually supporting manner. **[From DVS-VSF MOU.]**
- F. DVS, in coordination with VSF, shall allow DVS ~~activities~~ *divisions* (i.e., care centers, cemeteries, etc.) to accept unsolicited donations on behalf of VSF to be deposited in the Veterans Services Fund (the Fund) as set forth in ~~VSF-DVS Joint Policy #4— Processing of Financial Donations. Section J11.11 of this policy.~~
- G. *DVS Divisions and programs having policies relating to fundraising shall conform to this Joint Policy.*
- H. All non-DVS activities, persons, and groups wishing to raise private fund gifts for DVS veterans programs or services shall be required to receive prior VSF approval before ~~engaging in~~ planning or conducting such activities to preserve the credibility and

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integrity of VSF, DVS, ~~and~~ the activity sponsors, ~~among their financial supporters as well as~~ *and* the public ~~and to~~ optimize resources. Exceptions ~~to this policy~~ for approval of non-DVS events may be granted by the VSF Executive Director.

- I. DVS and VSF trustees, employees, affiliated agency personnel, or volunteers shall not accept cash donations or serve as collection agents at any fundraising event conducted on behalf of VSF, DVS, or DVS programs by other activities, organizations, or individuals. *See section 11.11 for exceptions to this policy.*
- J. DVS and VSF trustees, employees, affiliated agency personnel, or volunteers shall not accept honorariums or other pay for services they provide as employees of the Commonwealth, however, such honorariums or pay for services may be made to the VSF as donations for use in the DVS program of the donor’s choice.
- K. To provide mutual DVS-VSF integrated controls, the VSF Executive Director shall provide to the DVS CFO monthly reports, by the 20th day of the following month, containing (1) a listing of all donations received during the month, and (2) a donation pipeline report and additional information about potential donors or events for DVS review. [From DVS-VSF MOU.]

**J11.8 ~~Authorization to Conduct Fundraising~~
Financial Fundraising Authorization**

- A. *The* VSF Executive Director ~~must shall~~ approve all persons or groups wishing to raise private fund gifts for veterans programs or services provided by DVS ~~or~~, VSF ~~non-general unrestricted revenue~~ or support funds, or other authorized veterans programs or services. All of these private fundraising efforts shall adhere to VSF approved policies and guidelines.
- B. No individual, group, or DVS activity shall solicit funds in the name of or on behalf of VSF or DVS unless they have organized and coordinated such activities with the VSF Executive Director on behalf of the VSF ~~Trustees’~~ Development Committee. Such coordination shall begin before making formal contact with a funding source or sources. This coordination shall continue until the specific fundraising event or series of events are concluded. Once an event is concluded, it shall not be used to initiate another fundraising effort without pursuing approval of all interested parties set forth in the foregoing.

**J11.9 ~~Fundraising Authorization Procedures~~
Financial Fundraising Procedures**

- A. VSF shall coordinate all of its fundraising activities with the DVS Commissioner and/or his/~~her~~ designee(s).

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

- B. All DVS requests to plan and execute fundraising activities in support of any DVS activity shall be presented to the DVS Commissioner ~~through the DVS Director of Development~~ for DVS activities.
1. Each request shall include sufficient detail to adequately define the scope of the initiative. Appendix A contains a brief outline of a typical request. Appendix B contains additional information that may be requested.
 2. For currently approved, on-going DVS fundraising activities, latitude shall be considered in applying this requirement.
 3. If the DVS Commissioner favorably endorses the request, it shall be forwarded to the VSF Executive Director for approval on behalf of the VSF ~~Trustees~~² Development Committee.
- C. All other persons or groups wishing to raise private fund gifts for DVS veterans programs or services shall designate a sponsor who shall submit a request to plan and execute activities for VSF approval before engaging in ~~planning or conducting~~ such activities.
1. The request shall contain sufficient detail to adequately define the scope of the initiative. Appendix A can be used as an outline for a typical request. A completed Appendix B may be required as circumstances dictate.
 2. Requests shall be submitted for individual events or multiple events that are related.
 3. Requests shall contain acknowledgement that the event sponsor generating multiple donations from many individuals shall meet the stewardship requirement of acknowledging the individual gifts with receipts ~~or~~ *and* thank-you letters. *See section J11.12.C of this policy for details on receipts and thank-you letters.*
 4. Requests shall be submitted to the VSF Executive Director who shall follow the procedures contained in the preceding paragraphs for approval to promote maximum effectiveness and avoid duplication of effort, conflict of events, dilution of effectiveness, and maintain the integrity of DVS programs and services.
- D. Approved fundraising requests shall be expeditiously provided to the requestor. The approval, if appropriate, shall contain additional guidance for the conduct of the initiative and/or restrictions that may apply. Most fundraising events conducted by non-state government organizations or individuals will require a “Letter of Agreement” or LOA from the VSF Executive Director. Letters of Agreement shall conform to Office of the Attorney General requirements and guidance. An example of such a letter is at Appendix C. *This letter may be altered in the first paragraph for donations that are intended for a restricted purpose such as the Virginia Veteran and Family Support Program.*
- E. Donors wishing to give unsolicited gifts in support of VSF or DVS and its programs and services shall be referred to the VSF Executive Director.

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VSF-DVS Joint Policy Number 11		Revised:

J11.10 Reporting Fundraising Results

~~Upon completion of the fundraising event or initiative, w~~ When required, the sponsor shall complete and submit a report to the VSF Executive Director detailing the results achieved *upon completion of the fundraising event or initiative*. An outline of such a report is contained at Appendix D. DVS activities shall submit the report ~~through the DVS Director of Development~~ to the DVS Commissioner and VSF Executive Director.

J11.11 Authorization to Receive Financial Donations Procedures for Accepting *Financial Donations*

~~Trustees or DVS employees accepting donations on behalf of the Fund shall follow the procedures contained in VSF-DVS Joint Policy 4—Processing of Financial Donations, VSF-DVS Joint Policy 5—In-Kind Donations and VSF-DVS Joint Policy 11—Planned Giving.~~

[From Policy J4.7.]

Financial donations normally take the form of: (1) cash; (2) bank check or money order; or (3) bank card transaction via an on-line donation via the VSF Website. *Acceptance of cash donations is prohibited, but occasions arise when their receipt may be unavoidable, such as receiving cash in the mail. Such occasions may be permitted with the prior approval of the Executive Director according to the circumstances involved.* ~~Cash and~~ Bank checks/money orders may be received in person or by mail with mail being the primary means of receipt for most donations. This policy primarily covers cash and bank checks/money orders received in person or by mail. *On-line donations are received directly by the VSF Executive Director.* ~~Acceptance of cash donations is prohibited, but occasions arise when their receipt may be unavoidable, such as receiving cash in the mail. Such exceptions may be permitted by the VSF Chairman or Executive Director according to the circumstances involved.~~

- A. Any Trustee. *the VSF Executive Director, and designated VSF staff* may accept a financial donation, on behalf of the Fund.
- B. Designated employees of DVS also may accept financial donations on behalf of the Fund. The DVS Commissioner and DVS *division and* program directors/administrators shall designate in writing the principal DVS employees who may accept donations on behalf of VSF, subject to the approval of the VSF Chair or Executive Director in the absence of the Chair. As a practical matter, it is understood that any DVS employee may actually accept a donation, but they shall be instructed to immediately give the donation to the designated principal DVS employee in their program.
- C. Each DVS *division and* program with offices external to the Office of the Commissioner (the Office) receiving contributions shall establish and follow a policy for acceptance of financial donations similar to the one contained in Appendix ~~B~~ E for the Office. This applies to activities such as the Benefits field offices, Care Centers, Cemeteries, Virginia Veteran and Family Support program, *and other* field offices. Policies shall be approved by the DVS ~~program division~~ Director and DVS CFO. A copy of program policy shall be filed with the DVS CFO.

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VSF-DVS Joint Policy Number 11		Revised:

- D. ~~Should contributions be received by the Office for Benefits field offices, Care Centers, Cemeteries, and Virginia Veteran and Family Support program field offices, the Office shall follow the procedures contained in Appendix B.~~ A copy of the donation by check or money order shall be scanned and sent electronically to designated representatives identified by the **program division** Directors for their records. Cash donations shall not be scanned. ~~Program Directors shall be responsible for receipts/thank you letters as described in this policy.~~

J11.12 ~~Procedures for Accepting Financial Donations~~ *Financial Donations Receipt Procedures*

[From Policy J4.8.]

- A. *Individual Trustees, VSF Executive Director, and designated VSF staff or DVS employees accepting a financial donation on behalf of the Fund shall take the following steps:*
1. Thank the donor for the generous gift and give the donor their personal business card.
 2. Coordinate with the donor or fundraising event sponsor so that they know that **any check or money order presented must be made out to the “Virginia Veterans Services Foundation”** with a notation in the “For” section of the check regarding the purpose of the contribution.
 3. Should the purpose of the donation appear to have unforeseen consequences, such as requiring ongoing expenditures, the recipient shall contact either the DVS CFO or the VSF Executive Director to determine if it should be accepted.
 4. ~~If cash contributions must be received, ensure that the source and purpose of the donation is recorded and a receipt provided. A thank you letter should follow, but in the case of cash contributions of any amount a written receipt shall be provided at the time the donation is received.~~
 4. Complete VSF-DVS Financial Donation Receipt (see Appendix F) acknowledging receipt of the donation. ~~For cash donations a Financial Donation Receipt is required when receiving the donation. For check or money order contributions, a thank you letter with an Internal Revenue Code entry (see paragraph J4.9.E.3 of this policy) can suffice.~~ Forward one copy of the receipt ~~or thank you letter (if used as a receipt)~~ to the DVS Commissioner’s Office electronically for VSF/DVS records, retain one for local records, and provide one to the donor.
 5. On the same day received, forward the check, along with the donor’s name, address, and instructions regarding the disposition and use of the donation to the Office of the DVS Commissioner.

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
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[Paragraphs C, D, and E below are from the Financial Procedures for VSF as of July 1, 2017 distributed by the VSF Executive Director and the DVS CFO, with minor editorial changes.]

B. Financial contributions received by the Office of the DVS Commissioner, *including DVS divisions located in the DVS Headquarters, shall adhere to these procedures:*

1. Donation Envelopes will be stamped with the date received. *If there is no envelope, a blank sheet shall be attached for the date stamp.*
2. The donation check/money order and all related documentation shall be scanned by a designated DVS employee.
3. The scanned copy of the donation check/money order and related documentation will be sent electronically to the VSF Executive Director and designated DVS representatives.
4. Information from the scanned check/money order and all related documentation shall be keyed into CARDINAL by the designated Office of the DVS Commissioner financial representative.
5. All VSF bank deposits will be made by the Office of the DVS Commissioner's staff on the day received or next banking day in accordance with CAPP topic 20205.
6. *A personal thank-you call to the donor shall be made for donations of \$1,000 or over on receipt of the donation by the VSF staff.*
7. All acknowledgement letters shall be sent from VSF and kept on file in the VSF office for audit purposes.
8. *DVS Division Directors are welcomed and encouraged to send personal thank you letters.*

C. *Financial Contributions received by Benefits, Care Centers, Cemeteries, VVFS, and other DVS activities external to the DVS Headquarters shall adhere to these procedures:*

1. *Direct all donors to send/deliver all donations to:
Veterans Services Foundation
101 North 14th Street, 17th Floor
Richmond, Virginia 23219*

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

2. Ensure all donors make checks/money orders to the “Veterans Services Foundation” and designate the donation’s intended purpose in the “memo” section of the check/money order.
3. Should donations be delivered by the U.S. Postal Service, stamp the envelope with the date received and forwarded the envelope to the Office of the DVS Commissioner for deposit the same business day or no later than the next business day.
4. *On receipt by the Office of the DVS Commissioner, designated DVS and VSF personnel shall carry out steps set forth in section J11.12.B, above.*
5. *DVS Division Directors not in DVS Headquarters are welcomed and encouraged to send personal thank you letters.*

D. On-line Donations

1. All on-line donations shall be received through the VSF website.
2. Notification of the on-line donation is emailed to the VSF Executive Director.
3. Donation information electronically shall be sent to designated DVS finance representatives.
4. A designated DVS financial representative shall key the relevant donation information into CARDINAL.
5. An acknowledgement letter shall be sent from VSF and kept on file in the VSF office for audit purposes.
6. DVS Division Directors are welcomed and encouraged to send personal thank you letters.

E. Thank-you Letters [From Policy J4.9.E]

1. Thank-you letters must be prepared for all contributions. In the case of fundraising events where multiple donors are involved, individual thank-you letters shall be sent to donors by the event sponsors. DVS activities, ~~except VVFS~~, that prepare thank-you letters, shall retain a copy and made them available at the request of the VSF Executive Director or the DVS Director of Finance.
2. The VSF Executive Director and DVS activity staff responsible for preparing thank-you letters shall ensure that a thank-you letter is sent to the donor within 10 working days of the donation’s deposit.
3. The Internal Revenue Code requires that donations of \$250.00 and over be acknowledged in a receipt or thank-you letter with the following statement: “No

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
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goods or services were provided to you in return for your donation. Therefore the full amount of your contribution is tax-deductible to the extent allowed by law.” If goods and services were provided, they must be deducted from the amount of the contribution received and so noted in the statement. The statement contained Appendix C regarding section 170 (c) (1) shall be used in all thank-you letters regardless of the amount received.

4. *Normally, thank-you letters only require a single letter to the donor that also acts as a receipt. Consideration may be given to consolidating a number of donations in a thank-you letter covering regular, periodic donations over a specific period (e.g., who make donations once a week or month). Donations in Honor or in Memory of someone usually require a second or more letters to relatives or next of kin.*

J11.13 Financial and Other Donations Processing and Expenditure Procedures

See VSF-DVS Joint Policies J12 (Control of In-kind Donations), J13 (Veterans Services Fund Management), and J14 (Veterans Services Fund Allocation and Expenditure).

J11.14 Adoption and Amendment

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

On adoption, this policy supersedes VSF-DVS Joint Policy 3 revised on March 22, 2017.

F11.15 Policy Review Date

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

J11.16 Policy Effective Date

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

Date of Original Policy TBD

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

VIRGINIA VETERANS SERVICES FOUNDATION
Veterans Services Fund – Fundraising Request
Appendix A

REQUEST TO CONDUCT FUNDRAISING ACTIVITIES
PLEASE PROVIDE ALL OF THE FOLLOWING INFORMATION TO
THE VIRGINIA VETERANS SERVICES FOUNDATION

101 North 14th Street
17th Floor
Richmond Virginia, 23219

1. **Type of Event and Event Name/Title:**

2. **Name of the Sponsoring Organization and Mailing Address:**
Name: _____
Address: _____
City: _____ ZIP: _____
3. **Sponsoring Organization’s Authority (e.g., incorporated in Virginia, 501 (c) (3) organization, etc.):**

4. **Date and Time of the Event:**

5. **Location of the Event (Facility Name and Street Address):**
Name: _____
Address: _____
City: _____ ZIP: _____
6. **Point of Contact for Event:**
Name: _____
Address: _____
City: _____ ZIP: _____
Phone: _____ Cell Number: _____
Email Address: _____
7. **Is the Event open to the public?** _____

8. **Website(s) on which Event will be posted:**

9. **What percent or amount of the net proceeds, less expenses, will be donated?**

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
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10. Support from the Department of Veterans Services expected:

11. DVS Contact Person: _____

12. Other Information Considered Appropriate:

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VIRGINIA VETERANS SERVICES FOUNDATION
Veterans Services Fund – Fundraising Request
Appendix B

REQUEST TO CONDUCT FUNDRAISING ACTIVITIES

Requests to conduct fundraising activities shall contain the following elements.

1. Identity and authority (e.g., 501 (c) (3), registered in Virginia, etc.) of the fundraising organization.
2. Purpose of the fundraising activity to be conducted.
3. Timelines involved including the start and end dates.
4. Capabilities and limitations of the fundraising organization.
5. Number and identity of volunteers.
6. Identification of donor groups for targeting the fundraising effort.
7. List the fundraising methods to be employed.
8. Specify the public relations program and advertising/marketing plan associated with the fundraising effort.
9. Provide an estimate of fundraising costs detailed by function*.
10. Provide an estimate of expected revenue to include milestones to achieve objectives.
11. Specify the support required from state agencies.
12. Procedures for assuring accountability of funds collected.
13. Procedures for assuring donor satisfaction.
14. Implementation agenda.

The requestor acknowledges that the event sponsor generating multiple donations from many individuals shall meet the stewardship requirement of acknowledging the individual gifts with receipts or thank-you letters. (This requirement may be waived by mutual agreement between the event sponsor and the Foundation Executive Director.)

*See Appendix D (Report of Fundraising Activities) to VSF-DVS Joint Policy Number 3 for details by function.

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

VIRGINIA VETERANS SERVICES FOUNDATION
Veterans Services Fund – Fundraising Request
Appendix C

EXAMPLE OF A STANDARD LETTER OF AGREEMENT (LOA)

VSF LETTERHEAD
DATE

Business Name
Business Address
City, State, Zip

Re: Third-Party Host Fundraising Event Agreement for <date> Event

Dear _____:

Thank you for your interest in hosting an independent third-party fundraising event on <date> at <event location> to benefit the Virginia Veterans Services Foundation (VVSF). Events such as yours are important in the VVSF's efforts to raise funds and public awareness of our programs supporting Virginia veterans and their families. The following guidelines apply to events hosted by third parties to benefit the VVSF.

1. VVSF is an entity of the Commonwealth of Virginia and the owner of certain Marks, including the VVSF logo. The VVSF grants a non-exclusive license to Business/Group Name's to use the Marks in connection with the Event. The term of the license granted hereunder shall be from the date VVSF approves Business/Group Name's proposed Event until the conclusion of the Event; provided, however, that VVSF has the right to terminate the license if it determines, in its reasonable discretion, that the Event is or will likely be injurious to the Marks.

2. Any use of the Marks is subject to the prior written approval of VVSF. Accordingly, Business/Group Name agrees to submit to VVSF for approval all printed materials, publicity releases and advertising relating to the Event that mentions VVSF or contains the Marks prior to the production, distribution, broadcast, or publication thereof. Before publishing such materials, please send an electronic copy of all materials to your VVSF contact.

3. Business/Group Name understands and agrees that the Marks may not be altered in any way, nor may they be sublicensed to any other person, and may not be used in connection with any telemarketing or door-to-door solicitations.

4. In accordance with standards adopted by the BBB Wise Giving Alliance, Business/Group Name agrees that any solicitations relating to the Event must specify at the point of solicitation, and in a manner acceptable to VVSF: (a) that VVSF is the benefiting organization; (b) the actual or anticipated portion of the purchase price that will benefit VVSF; (c) the duration of the Event; and (d) any maximum or guaranteed minimum contribution amount.

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

5. To avoid inadvertently jeopardizing existing relationships between VVSF and its donors, **Business/Group Name** agrees to receive approval from VVSF before soliciting corporations, businesses, celebrities, sports teams, or individuals for cash or in-kind donations relating to the Event.

6. **Business/Group Name** represents to VVSF that: (a) it will comply with all applicable laws during the planning, promotion and conduct of the Event; (b) all necessary insurance, licenses and permits will be obtained and will be in force through the conclusion of the Event; (c) the Event will result in no cost or expense to VVSF whatsoever, unless expressly agreed in writing to the contrary; and (d) it will indemnify and hold VVSF harmless from any and all claims of any kind or nature whatsoever arising out of, or in any way related to, the Event.

7. Nothing in this document shall be construed to authorize **Business/Group Name**, or any of its employees or representatives, to act as an agent of VVSF. Thus, for example, **Business/Group Name** may not open a bank account in VVSF’s name, nor may it endorse or attempt to negotiate any checks made payable to VVSF, all of which must be promptly forwarded to VVSF for processing. (**Business/Group Name**) agrees to forward the final net proceeds of the event to the VVSF within 30 days of the event’s conclusion. Upon receipt of the proceeds, the VVSF will provide **Business/Group Name** with a written acknowledgment confirming the donation. If **Business/Group Name** desires to present an in-person check donation, please contact the undersigned to schedule such presentation.

8. Donations to the VVSF are typically tax deductible; however, you should consult your tax advisor regarding deductibility. Any individual donors who make a donation directly to the VVSF will receive an official acknowledgement from the VVSF.

Please confirm your agreement of the above terms between (**Business/Group Name**) and the Virginia Veterans Services Foundation by having an authorized representative sign this letter where indicated below, and return to the Foundation.

Signature: _____

Printed Name: _____

Title: _____

Date: _____

Acknowledged and agreed on behalf of the Virginia Veterans Services Foundation:

Signature: _____

Name: *Name of VSF Executive Director*

Title: Virginia Veterans Services Foundation Executive Director

Date: _____

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

Virginia Veterans Services Foundation

Report of Fundraising Activities

Appendix D

FUNDRAISING ACTIVITIES CONDUCTED BY ORGANIZATIONS ON BEHALF OF THE VIRGINIA VETERANS SERVICES FUND

The report of fundraising activities shall be sent to the Virginia Veterans Services Foundation, 900 E. Main St, 6th Floor, West Wing, Richmond VA 23219 (Attn: VSF Executive Director) and shall include, as appropriate:

INCOME

Total Revenues Raised and Received

Total of Pledged Revenues Not Yet Received

Total Value of In-Kind Donations by Type:

- Advertising (by type of media)
- Beverages
- Catering
- Mailing
- Printing
- Professional Services
- Rental Space
- Travel & Lodging
- Other (List and Itemize)

EXPENSES

Total Expenses

Expenses by Category:

- Advertising (by type of media)
- Beverages
- Catering
- Mailing
- Printing
- Professional Services
- Rental Space
- Travel & Lodging
- Other (List and Itemize)

In-Kind Expenses (Should Equal In-Kind Income)

Fundraiser's Commission and its basis/rationale

Sponsoring Organization's portion of the income and its basis/rationale

Please attach:

- A list of financial donors, their contact info, amount of contribution, date received, and if receipt and thank you letter has been sent
- A list of in-kind donors, their contact info, amount of contribution, date received, and if receipt and thank you letter has been sent
- A list of pledged donations by donor, contact info, amount of contribution, and expected date receipt of pledged revenues

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

**VIRGINIA VETERANS SERVICES FOUNDATION (VSF)
VIRGINIA DEPARTMENT OF VETERANS SERVICES (DVS)**

**Veterans Services Fund – Acceptance of Financial Donations
Appendix E**

**PROCEDURES FOR HANDLING DONATIONS RECEIVED AT THE OFFICE OF THE
DVS COMMISSIONER**

**[THIS DOCUMENT NEEDS UPDATEING BY THE DVS CHIEF FINANCIAL
OFFICER (CFO) IN CONJUNCTION WITH THE VSF EXECUTICE DIRECTOR.]**

1. The purpose of this procedure is to ensure proper action is taken on issues involving VSF and donations thereto, as agreed between the DVS Commissioner and his staff.
2. The address to which donations (whether check, money order, cash, or other negotiable instrument, hereafter, referred to as checks) to VSF should be sent is the VSF office; however, donations may be received by the DVS Commissioner’s office in Richmond.
3. The person initially receiving mail shall date stamp each piece before distributing it to the recipients as follows:
 - a. Mail received by the Commissioner’s office addressed to VSF or the VSF Executive Director shall be delivered to the Commissioner’s Confidential Assistant (CA) who has the authority to receive and open such mail.
 - b. Mail received by the Commissioner’s office addressed for Benefits and other DVS activities shall be delivered to the responsible agents designated to open mail. Such mail shall be opened expeditiously and donation checks with supporting documents including the envelope immediately shall be copied for the agency records and the check immediately delivered to the CA or Virginia Veteran and Family Support program (VVFS) Executive Assistant for delivery for deposit. **Cash donations shall not be scanned for any reason.**
 - c. Mail received in the Commissioner’s office addressed to the Virginia Veteran and Family Support program (VVFS) shall be delivered to the VVFS Executive Assistant who has authority to receive and open such mail.
 - d. The Commissioner and VVFS Executive Assistant have de facto authority to open mail and receive checks in the absence of the CA.
 - e. The Director of VVSF also is authorized to receive and open mail addressed to VVSF in the absence of the VVSF Executive Assistant.

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

4. All checks received at the Commissioner’s office shall be deposit stamped by the authorized recipient. Where possible, **any checks received should be transmitted on the same day as received, but no later than the next business day.** Deposit stamps shall be held by the CA and the VVFS Executive Assistant.
5. Any financial donations received by other parties in the Commissioner’s office or supported by it (e.g., VSF Trustees) shall be immediately given to the CA or the VVFS Executive Assistant for deposit.
6. Donations shall be scanned and sent electronically to the:
 - a. Designated DVS Financial Analyst
 - b. VSF Executive Director or Executive Assistant
7. Papers accompanying the donation funds will be sent to VSF Executive Director or the VSF Executive Assistant and those electronically scanned and sent will contain all accompanying papers including the envelope in which they were delivered.
8. Copies of deposit receipts shall be sent to the VSF Executive Director or Executive Assistant. Receipts received by other parties shall immediately forward them to the VSF Executive Director.
9. The DVS CFO shall not directly be involved with Foundation mail or donations because he or she is in a supervisory capacity over administration, funds, and accountability.
10. Other DVS activities, such as the Virginia and Sitter & Barfoot Veterans Care Centers and the Cemeteries, shall ensure that similar policies and procedures are in place and implemented at each activity.

VSF-DVS Joint Inter-agency Policy	Veterans Service Fund – Fundraising	Effective: TBD
VSF-DVS Joint Policy Number 11		Revised:

**VIRGINIA VETERANS SERVICES FOUNDATION (VSF)
VIRGINIA DEPARTMENT OF VETERANS SERVICES (DVS)**

**Financial Donation Receipt
Appendix F**

It is the policy of the Veterans Services Foundation that contributions will be accepted as designated by the donor, however, if the purpose of the donation has been met by other means the Foundation reserves the option to use unsolicited donations at the discretion of the Foundation Board of Trustees.

Date	
<i>Name Individual / Group</i>	
<i>Group Contact / Title</i>	
<i>Street Address</i>	
<i>City, State, Zip</i>	
<i>Phone Number</i>	
<i>E-Mail Address</i>	
Above to be completed by Donor (Please Print)	

Donation	
<i>Funds</i>	<i>Amount(s)</i>
<i>Restricted/Use</i>	
Above to be completed by VSF or Program or Activity Representative	

The donation to the Veterans Services Fund is tax exempt under section 170 (c) (1) of the Internal Revenue Code to the extent authorized for federal taxes and tax exempt from Virginia state and local taxes in accordance with section 2.2-2719 of the Code of Virginia. The Foundation did not provide any goods or services in return for this donation.

Foundation/Program/Activity Representative

Date

Title



COMMONWEALTH of VIRGINIA

*Department of Veterans Services
and
Veterans Services Foundation
Board of Trustees*

MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding (MOU) is between the Department of Veterans Services (DVS) and the Veterans Services Foundation (VSF) that augments the provisions of the Code of Virginia §2.2-2000 et seq., §2.2-2715 et seq., and the Appropriation Act with both agencies functioning as partners to provide for their shared mission to support Virginia's veterans and their families. This MOU recognizes that the DVS – VSF team must have clear and transparent communications and mutual understanding of requirements for resourcing programs and services in order to provide effective support to enable the expansion of support for the veteran community. Therefore:

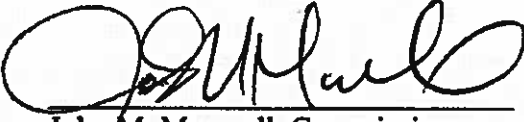
1. DVS and VSF shall participate in a united front to develop and fund programs that support Virginia veterans and their families; therefore, both agencies shall work together to:
 - a. Build relationships between VSF and DVS personnel, in general and on a functional and regional basis.
 - b. Conduct fundraising planning and execution to seek, promote, track, and stimulate contributions to support veterans' programs and services, and raise awareness about those programs and veterans issues across the Commonwealth, while targeting those veterans programs that can benefit most from VSF support.
 - c. Appoint staff members to monitor, coordinate, and expedite the terms and conditions of this MOU and act as agency agents for administration and act as liaison between DVS and VSF.
 - d. Keep each other informed of initiatives and activities, including those involving the executive and legislative branches of state government, which relate to our shared objective, and coordinate as appropriate.
 - e. Establish and maintain joint policies supporting administration of the Veterans Services Fund (the Fund), transfer of supplemental funding to DVS, VSF Funding Guidelines, fundraising, and other joint policies to facilitate the purposes of this MOU.
 - f. Pursue the goal to make Virginia the most veteran-friendly state in the nation.
 - d. Participate in a biennial review of this MOU and revise it as necessary.

2. VSF raises funds and awareness in support of DVS programs and services across the Commonwealth and provides continuing support to DVS as follows:
 - a. Transfer funds to supplement funding for DVS programs and services in accordance with jointly agreed VSF Funding Guidelines, fund balances, and approved budgets.
 - b. Reimburse DVS for the Auditor of Public Accounts (APA) annual audits (*Code of Virginia* § 2.2-2717), unless APA waives the cost of VSF audits.
 - c. Reimburse DVS periodically on a mutually agreed upon basis for personnel costs incurred in supporting the VSF with administration, accounting, Fiscal Officer oversight, procurement, payroll, year-end financial reporting, DPB Budgeting/PB system entry, technical assistance, communications & public relations, marketing, human resources, and information technology. *See attached Rider for details.*

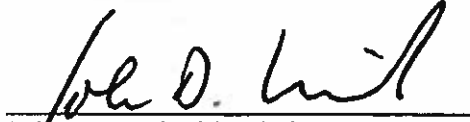
3. DVS serves the veterans community and provides administrative and operational expertise to VSF in support of its fundraising and community awareness responsibilities as follows:
 - a. Furnish personnel and financial support, within DVS capabilities, to assist with VSF administration, accounting, technical assistance, public relations, marketing, and fundraising programs. VSF administration includes assisting with agendas, logistics (e.g., space for VSF meetings and staff members), transcription of minutes, and other necessary activities to support all VSF Board and Committee meetings and staff activities.
 - b. Provide substantive input on DVS and veteran population requirements and priorities to guide VSF fundraising.
 - c. Provide technical assistance regarding contracting initiatives and grants.

4. This Memorandum of Understanding shall be reviewed periodically but not less than biennially.

This agreement amplifies requirements contained in the *Code of Virginia*, and as such, may be changed or eliminated as or when the *Code of Virginia* so directs.


 John M. Maxwell, Commissioner
 Department of Veterans Services

10/21/2020
 Date


 John D. Lesinski, Chairman
 Veterans Services Foundation

10/21/2020
 Date

Board of Trustees, as ratified by the Board on September 17, 2020

**Annual Rider to DVS-VSF MOU
September 17, 2020**

1. The Memorandum of Understanding (MOU) between the Department of Veterans Services (DVS) and the Veterans Services Foundation (VSF) augments the provisions of the Code of Virginia §2.2-2000 et seq., §2.2-2715 et seq. This Rider to the MOU section 2.C supplements the Appropriation Act allotment of \$160,000.00 to VSF for services provided to the Foundation by DVS.

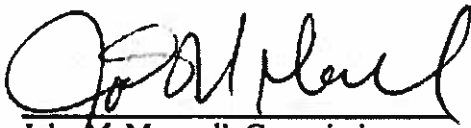
2. This Rider is based on the premise that the DVS – VSF team must strive to maximize return on the allotment to resource services for effective mutual support. Both agencies recognize that the \$160,000.00 is a reasonable amount for current required services and that the allotment is a set amount and will not increase with personnel and other services costs appropriated to agencies to cover increased expenditures placed upon the agency. The VSF Executive Director and the DVS Chief Financial Officer will review this amount periodically and at least annually to ensure it remains a reasonable amount.

3. The allocation of funds for FY21 is set forth in the attachment (VSF to DVS General Fund Allocation for FY21) based on the following criteria:


- A. The amounts allocated to personnel for their services are based on the hourly median salary for the position without fringe benefits, unless an individual is employed more than 72.5% of the time in VSF business.
- B. The cost of equipment, supplies, and other support shall be based on a share of the charges incurred by DVS as assessed by other supporting state agencies (e.g., VITA, DGS, DOA) and state rates for travel and lodging.
- C. The allocation of funds for mutual marketing, outreach, public relations, and fundraising is needed to raise awareness and VSF funds for DVS programs across the Commonwealth, while targeting those veterans programs that can benefit most from VSF support.

4. VSF shall reimburse DVS semiannually in July and January in the amount of \$70,000.00 for each six month period and use the residual of \$20,000.00 during May-June for reconciliation of costs.

5. This Rider and the attached Annual Allocation of Funds shall be reviewed annually during the May-June period for the next fiscal year and approved by both VSF and DVS at the VSF June quarterly meeting.


John M. Maxwell, Commissioner
Department of Veterans Services

10/21/2020
Date


John D. Lesinski, Chairman
Veterans Services Foundation

10/21/2020
Date

Board of Trustees, as ratified by the Board on September 17, 2020

VSF to DVS General Fund Allocation

7/1/20

For FY2021

As of 9/1/2020

	DVS FY20 Est %HrsPerYr	DVS-VSF FY20 Est For FY21	NOTES AND RECOMMENDATIONS
Full time employee = 2080 hours per year P-14 Employee = 1508 hours per year			Without Fringe Benefits
Hours Per Year %'s are close approximations			
DVS Support			
DVS Full Time P-14			
Max. 29 HpW Jordan Stewart	100%	1508	34,090.60
DVS Administration			
Admin/Receptionist Glendalynn Blover	5%	104	2,240.35
Executive Admin Kendra Ellison	2%	42	1,318.18
DVS Communications			
Communications Director Tina Pariett-Calhoun	5%	104	4,713.93
Asst. Communications Director Job	5%	104	3,646.26
DVS HR			
HR Personnel Lisa Cates	2%	42	1,951.00
DVS Finance			
DVS CFO	15%	312	19,171.14
Syreeta Thomas, Income and Expenditure Tracking	50%	1040	35,935.00
Deborah Ramsey, Handling donations AR & AP in CARDINAL	15%	226	10,780.50
Asst. Finance Mgmt, P-14 Judy Ried Deposits & Verification	15%	226	4,725.00
Billy Denton, Purchasing	2%	42	1,448.00
Maria Bryant VSF Payroll	2%	42	1,437.40
DVS IT			
IT Personnel	2%	42	2,040.44
Equipment, Supplies, Support (Share of VITA Charges Incl.)			
VITA Equipment		4,859.04	3 computers, 3 emails, 3 desk phones, 2 cell phones, 1 lap top
Office Supplies/Support		3,000.00	
Rent		3,654.84	229 sqft @ \$15.96 GSA Rent Rate
PB, CARDINAL and PMIS Charges		100.00	
Trustees Meeting Travel and Lodging per Year		\$ 11,000.00	The amount covers all trustees involved based on meetings in Richmond. U.S. GSA 2019 mileage rate is 0.58 per mile, but may increase to 0.60 in 12/2020. Includes lunches at the meeting and a one night stay for two trustees from SW Virginia. DVS personnel costs are included.
Direct Targeted Marketing, Donor Contact, Awareness and Fundraising in collaboration with DVS Communications		13,888.32	DVS-VSF Marketing, Outreach, Public Relations; incl. Website coordinaton, VSO Solicitation, Veterans' Lists, etc.
MAX TOTALS		\$ 160,000.00	

Procedures and Policies Committee Plan 2021 DRAFT

9-17-2020

The purpose of the Procedures and Policies Committee (P&PCom) Plan is to develop and review the Veterans Services Foundation (VSF) bylaws, policies, and other related documents

1. Introduction. This plan supports the requirements of VSF Policy F4 – Policy for the Development and Maintenance of Plans, Procedures, and Policies.

2. VSF and VSF-DVS Joint Policies. The P&PCom is responsible for the following Policies:

VSF Policy 1 (Inter-agency Relations));

VSF Policy 2 (Foundation Administration and Operations);

VSF Policy 3 (Planned Giving);

VSF Policy 4 (Plans, Procedures, and Policies)

3. Priorities. Consider the following priorities, recognizing that certain documents must be approved before others can be pursued:

a. By September 17, 2020 Board meeting:

- 1) DVS-VSF MOU – updated with Rider (Done)
- 2) Potential Code of Virginia Changes (Done)

b. By December 10, 2020 board meeting, blocks of VSF Policies:

VSF Policy #F1 on Inter-agency Relations – Requires review and replacement of Attachment #1 with a current chart that includes the Department of Military Affairs and current DVS-VSF MOU;

VSF Policy #F4 on Planning and Development – Requires Review and updating of the Glossary of VSF Terms, Annual Goals and Objectives, and the Biennial Schedule Appendices;

And Update Appendix E of VSF-DVS Joint Policy J11.

c. By March, 2021 board meeting, blocks of VSF Policies:

VSF Policy #F2 on VSF Administration and Operations – Requires review and consideration of including the new VSF FTE position;

VSF Policy #F3 on Planned Giving – Requires review by Committee and OAG.

d. By June, 2021 board meeting:

- 1) Update VSF trustees bylaws to be effective July 1, 2021 as a result of 2021 changes to the Code of Virginia;
- 2) Complete the VSF Strategic Plan to put it the required “Virginia Preforms” format.
- 3) Review and update DVS-VSF MOU Rider, if required.

4. Application.

a. Jack Lanier has the lead in collecting relevant information and consolidating various policies and attendant attachments.

b. Draft documents would be provided to committee members, including informal members, John Lesinski, Walter Stosch, Paul Haughton for review and editing. As appropriate in dealing with the development and administrative aspects Karla Boughey, and others as required would be included.

c. Edited drafts would be returned to Jack Lanier 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.

d. When required, the finalized drafts 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.

Approved by the Committee: