

Policies and Procedures Committee Meeting Minutes
Veterans Services Foundation Board
Electronic Meeting
March 8, 2021 at 1PM

The Veterans Services Foundation Board of Trustees Policies and Procedures Committee met electronically on March 8, 2021 at 1PM.

POLICIES AND PROCEDURES COMMITTEE MEMBERS PRESENT

- Dr. Jack Lanier, Committee Chairman
- Mr. Bruce Waxman
- Mr. John Lesinski, VSF Chairman

VSF MEMBERS PRESENT

- Ms. Paula Buckley
- Mr. Phillip Jones

VSF STAFF PRESENT

- Ms. Karla Boughey, Executive Director

DVS STAFF PRESENT

- Ms. Glendalynn Glover
- Ms. Jordan Stewart

GUESTS PRESENT

- Mr. Jack Hilgers

Materials Distributed and Edited

Attachment 1: Meeting Agenda

Attachment 2: November 16, 2020 P&P Committee Draft Minutes

Attachment 3: VSF Policy 4

Attachment 4: VSF Policy 3

Attachment 5: FY21 P&P Committee Plan

Opening Remarks

Dr. Lanier called the meeting to order at 1:00PM. After a roll call a quorum was determined. Dr. Lanier gave welcoming remarks and allowed those on the call to make opening remarks and introduce themselves. Mr. Hilgers gave a thorough overview of the history and creation of the Virginia Veterans Services Foundation and specifically the P&P Committee. Mr. Hilgers also identified and briefly summarized the eight policies for which the P & P Committee is responsible, along with the bylaws.

Approval of Agenda

Chair Lanier made an addition to the Agenda to include a review of VSF Policy F3: Planned Giving. Mr. Waxman moved to approve the agenda. Mr. Lesinski seconded the motion. A roll call vote was taken and the motion passed unanimously.

Approval of November 16, 2020 Draft Meeting Minutes

Mr. Waxman moved to approve the Draft Meeting Minutes from the November 16, 2020 meeting of the P&P Committee.

Unfinished Business

- A. Review FY21 P&P Committee Workplan (Attachment 5)** Dr. Lanier noted the committee members should read the workplan for the committee's responsibilities. Mr. Hilgers noted that it only covers four of VSF's policies. The rest of the policies will be reviewed according to their specific timelines.
- B. Review VSF Policy 4: Policy for the Development and Maintenance of Plans, Procedures, and Policies (Attachment 3).** Dr. Lanier noted the addition of three definitions, advisor, agent, and consultant. There will be a grammatical change in the definition of agent. There will be a change to Appendix C to maintain a consistent set of goals and objectives, the date will be removed, and yearly goals and objectives will be the responsibility of the Chair to introduce. Mr. Hilgers thoroughly explained the three definitions of advisor, agent, and consultant.
- C. Review VSF Policy 3: Planned Giving (Attachment 4)** Chair Lesinski asked if there would be a specific date added for the Attorney General's report in VSF Policy F3.11. Dr. Lanier clarified that the committee's action would be to endorse the AG's (Assistant Attorney General James M. Flaherty) November 12, 2020, report.

New Business

Dr. Lanier moved to put FY21 P&P Committee Workplan, VSF Policy 4, and VSF Policy 3 en bloc for voting. Mr. Waxman moved to approve FY21 P&P Committee Workplan, VSF Policy 4, and VSF Policy 3 en bloc. Mr. Lesinski seconded the motion. A roll call vote was taken and the motion passed unanimously.

Public Comment

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

Dr. Lanier asked for the Committee members to receive a comprehensive package to include the bylaws, work plan, and policies. Executive Director Boughey is compiling an orientation packet for new members of the Board. Dr. Lanier and Chair Lesinski thanked the committee members, VSF Executive Director, and all of the support team for putting the meeting together.

Adjournment

Dr. Lanier moved to adjourn the meeting. Mr. Lesinski seconded the motion and the meeting adjourned at 1:58.

**Veterans Services Foundation Board of Trustees
Procedures and Policies Committee Electronic Meeting**

March 8, 2021

1:00 PM

Jack Lanier, Committee Chairman

AGENDA

- I. Opening, Roll Call, Quorum Determination: *Jack Lanier, Committee Chair*
- II. Approval of Agenda: *Committee Chair*
- III. Approval of Minutes of November 16, 2020 P&P Com Meeting: *Committee Chair*
- IV. Unfinished Business
 - a. Review P&P Committee Work Plan 2021: *Committee Chair*
 - b. Review VSF Policy F4 - Policy for the Development and Maintenance of Plans, Procedures and Policies: *Committee Chair*
 - c. Other Unfinished Business: *Committee Chair*
 - d. Review VSF Policy F3- Planned Giving: *Committee Chair*
- V. New Business
 - a. Approve P&P Committee Work Plan 2021: *Committee Chair*
 - b. Approve VSF Policy F4 - Policy for the Development and Maintenance of Plans, Procedures and Policies: *Committee Chair*
 - c. Other New Business: *Committee Chair*
 - d. Approve VSF Policy F3- Planned Giving: *Committee Chair*
- VI. Public Comment
- VII. Adjournment

**Veterans Services Foundation Board of Trustees
Policies and Procedures Committee (P&PCom) Electronic Meeting
November 16, 2020 at 10AM**

AGENDA

- I. Opening, Roll Call, Quorum Determination
- II. Approval of Agenda- *Committee Chair, Jack Lanier*
- III. Approval of Minutes of October 27, 2020 P&PCom Meeting, *Committee Chair*
- IV. Unfinished Business
 - a. Review P&PCom Plan FY 2021 for Updates, *Committee Chair*
 - b. Review VSF Policy F1 with Changes, *Committee Chair*
 - c. Review VSF Policy F4 with Changes, *Committee Chair*
 - d. Review VSF-DVS Joint Policy J11; Appendix E, *Committee Chair*
 - e. Other Unfinished Business, *Committee Chair*
- V. New Business
 - a. Approve P&PCom Work Plan for FY2021 Updated, *Committee Chair*
 - b. Recommend Approval of Changes to VSF Policy F1, *Committee Chair*
 - c. Recommend Approval of Changes to VSF Policy F4, *Committee Chair*
 - d. Recommend Approval of VSF-DVS Joint Policy J11, Appendix E, *Committee Chair*
 - e. Other New Business, *Committee Chair*
- VI. Public Comment
- VII. Adjournment

Policy and Procedure Committee Meeting
Veterans Services Foundation Board
November 16 2020
10:00 a.m

A meeting of the Veterans Services Foundation Board of Trustees Policy and Procedure Committee Meeting was held on Tuesday, November 16, 2020 via zoom.

POLICY AND PROCEDURE COMMITTEE MEMBERS PRESENT

- Jack Lanier (*Committee Chair*)
- Bruce Waxman
- John D. Lesinski (*VSF Chair*)

VSF STAFF PRESENT

- Erin Green (*VSF Operation Manager*)

DVS REPRESENTATIVES PRESENT

- Jordan Stewart (*DVS Staff*)

GUESTS PRESENT

- Jack Hilgers, *awaiting Board reappointment*

Materials Distributed and Attached

- Meeting Agenda (*Attachment 1*)
- P&P Committee Plan FY21 (*Attachment 2*)
- VSF F1 Inter-Agency Relations Document (*Attachment 3*)
- VSF Policy F4 Plans, Procedures, and Policy Document (*Attachment 4*)
- VSF-DVS Joint Policy J11 Appendix E (*Attachment 5*)

Opening Remarks

Committee Chair, Dr. Lanier welcomed everyone and called the meeting to order at 10:00 a.m. A roll call vote was taken and a quorum was determined.

Approval of Minutes from October 27, 2020

Mr. Bruce Waxman moved to approve the draft meeting minutes from the October 27, 2020 Committee Meeting. Board Chair Lesinski seconded the motion. The draft meeting minutes are approved.

Unfinished Business

- A. Review P&P Committee Plan FY21 for updates (Attachment 2)** Board Chair Lesinski noted that the Committee has already accomplished tasks 3A& B and the Committee will be deferring changes to the Committee Goals and Objectives until the March meeting. Mr. Waxman noted he reviewed the plan and thinks it is a good plan for the Committee to work with.
- B. Review VSF Policy F1 and Changes (Attachment 3)** Jack Hilgers noted the changes were mostly technical in nature and include spelling, correctly listing the title of the Secretary of Veterans and Defense Affairs, listing Board Chair Lesinski's name on the MOU and Rider, and

attaching the allocation of the funds sheet from VSF to DVS be included in the document.

- C. Review VSF Policy F4 with Changes (Attachment 4)** The Committee agreed that everyone was comfortable with the changes, as they were technical in nature. The Committee reviewed the advisement from the Office of the Attorney General, noting the Foundation's Planned Giving Policy is in compliance with the Code of Virginia.
- D. Review VSF-DVS Joint Policy J11: Appendix E (Attachment 5)** Mr. Bruce Waxman asked questions regarding the specificity concerning opening mail by DVS staff in the policy. Committee Chair Jack Lanier noted the specificity was included in this policy to clarify the roles and responsibilities for those from VSF and DVS that work together to process the donations.
- E. Unfinished Business**

New Business

Committee Chair Jack Lanier asked if the Committee would like to approve the new business en bloc. The block new business A-D. Mr. Bruce Waxman moved to approve the new business en bloc. Board Chair Lesinski seconded the motion. New Business A-D was approved en bloc.

- A. Approval of P&P Committee Work Plan FY21**
- B. Recommend Approval of changes to VSF Policy F1**
- C. Recommend Approval of changes to VSF Policy F4**
- D. Recommend Approval of VSF-DVS Joint Policy J11 Appendix E**
- E. Other New Business:** The Committee shared their appreciation for each other and everyone's hard work. They also shared their well wishes for Executive Director Boughey.

Public Comment

Chair asked if there were any public comments. There were none.

Adjournment

Mr. Bruce Waxman moved to adjourn the meeting. Board Chair Lesinski seconded the motion. The meeting adjourned at 10:35am.

Procedures and Policies Committee Work Plan 2021 DRAFT

11-16-2020

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 include:

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, Procedures, and Policies – Requires Review and updating to include Technical Changes, additions to the Glossary of VSF Terms, and the Biennial Schedule. **The updating of the Annual Goals and Objectives will be deferred to the March 2021 meeting; and**

Update Appendix E of VSF-DVS Joint Policy J11.

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

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.

VSF Policy #F4 on Planning, Procedures, and Policies Appendix on VSF Board Goals and Objectives for 2021-2022.

d. By June, 2021 board meeting include:

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 functions Karla Boughey, and others would be included as required.

c. Edited drafts would be returned to Jack Lanier for corrections and re-review by the participants. This function would continue until a consensus is reached, at which time the drafts would be distributed to the other board members for review and comment.

d. When required, the finalized draft documents would be sent to the OAG Representative for review to ensure they conform with the Code of Virginia and then distributed to board members for approval.

Approved by the Committee:

VSI Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

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 Defense Affairs 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.
- 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."

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

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

- 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.

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2010
VSF Policy Number 1		Reviewed: 12-10-2020

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 activities 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

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: December 10, 2020.

F1.12 Policy Effective Date

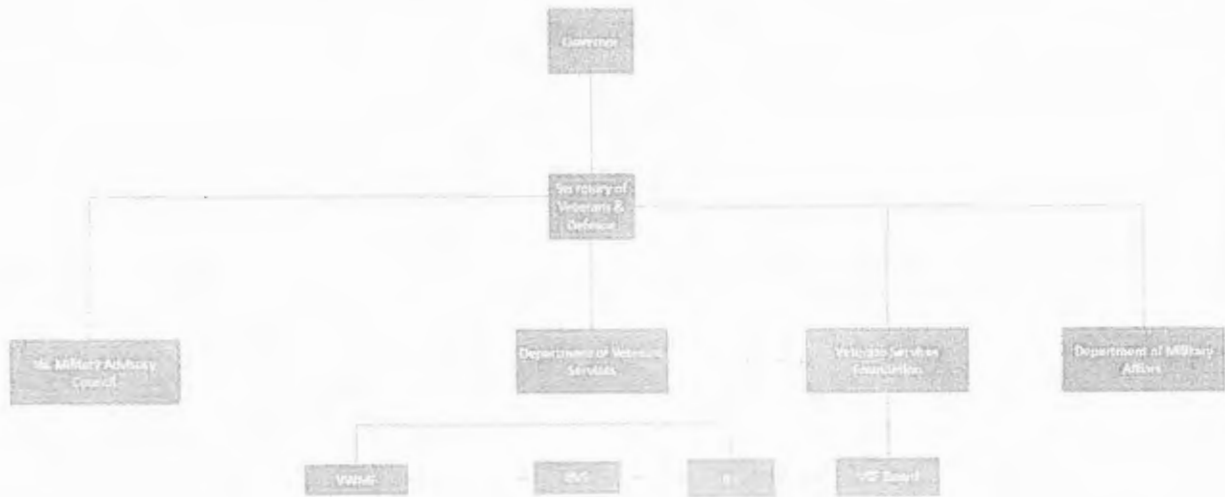
The effective date of the policy, or policy revision, shall be the date the VSF Trustees ratify the policy.

September 19, 2019

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

Appendix A

Virginia Veterans Affairs Organization



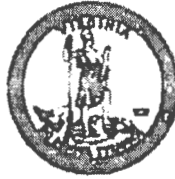
Lines of Authority

Lines of direct support

Lines of coordination/cooperation

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JIC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

Appendix B



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

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, ILC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

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

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSI	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

John D. Lesinski,
Chairman, VSF

10/21/2020

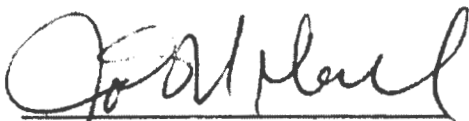
Board of Trustees, as ratified by the Board on September 17, 2020

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSI	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

Annual Rider to DVS-VSF MOU

September 17, 2020

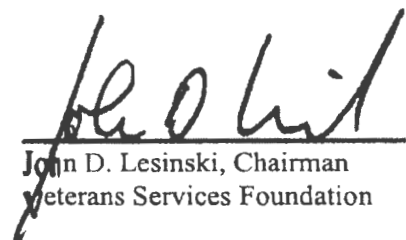
1. The Memorandum of Understanding (MOU) between the Department of Veterans Services (DVS) and the Veterans Services Foundation (VSF) augments the provisions of the Code of Virginia §2.2-2000 et seq., §2.2-2715 et seq. This Rider to the MOU section 2.C supplements the Appropriation Act allotment of \$160,000.00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

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

VSF Inter-agency Policy	Inter-Agency Relations Between DVS, BVS, JLC and VSF	Effective: 9-19-2019
VSF Policy Number 1		Reviewed: 12-10-2020

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

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.

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

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.

Technical Changes are designed to correct:

1. **Typographic errors;**
2. **Incorrect grammar and punctuation;**
3. **Erroneous or incorrect terminology;**
4. **Name changes;**
5. **Old documents that require alignment with the terms in Appendix A; and**
6. **Other dated material that does not affect the intent of the passage being changed.**

Technical Changes should have P&PCom approval but do not have to be approved by the Board of Trustees.

- 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.

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2010
VSF Policy Number 4		Reviewed: 12-10-2020

- D. Documents shall conform to the Virginia Code Commission standard practice of lining out text to be changed and inserting new text in ***bold italics*** **underscored/underlined**. 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.

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 approached 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.

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

- 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 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

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

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

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.
- C. Edited drafts would be returned to the drafter for corrections and re-review by the participants. This would continue until a consensus is reached, at which time the drafts would be distributed to the other board members for comment until a consensus is reached. If appropriate, simultaneous distribution may be used.
- D. *Steps A, B, and C, in the preceding sub-sections to this section that pertain to prior development and staffing should be conducted before the P&PCom meeting at which the changes are to be considered.*
- E. The finalized drafts, *if required as stated in section F4.7.A,* would be sent to the OAG Representative for review to ensure they are in conformity with the Code of Virginia and then distributed to board members for approval *at least ten days before the next VSF Board meeting at which they are to be approved.*

F4.10 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**

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

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

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 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"

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 B

Glossary of Terms for VSF Policies

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

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

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

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

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

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

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

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

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

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

Divisions of DVS: See Principal Subordinate Programs of DVS.

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

Endowment Fund: Means an institutional (i.e., VSF) fund or part thereof that is not wholly expendable by the institution on a current basis. The term does not include assets (usually restricted funds) that an institution

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

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

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

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

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

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

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

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

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

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

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

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.

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 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 Policies, Bylaws, and MOU Rider**

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

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

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

DRAFT

Veterans Services Fund – Acceptance of Financial Donations

Appendix E

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

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 Executive Assistant (EA) or the HQ's Receptionist who has the authority to receive and open such mail.
 - b. Mail received by the Commissioner's office addressed for Benefits and other DVS service lines 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 and sent electronically to the VSF Executive Director, VSF Executive Assistant and the appropriate Finance staff.
 1. **Receipt of cash donations is covered in VSF-DVS Joint Policy J11, section J11.11. Should cash be accepted, it shall not be scanned for any reason.**
 2. Checks or money orders shall be stamped with the deposit stamp bearing the date of receipt, placed in an envelope with the ~~individuals'~~ **donor's** name and date on it and given to the Senior Financial Analyst or his designee for deposit preparation. If no Finance staff is in the office, the EA or HQ Receptionist shall place the funds in the Finance lock box.
 - c. The deposit is given to a Finance staff employee to prepare a deposit slip and a designated Finance staff employee takes the deposit to the bank.

- d. The Commissioner and HQ Receptionist have de facto authority to open mail and receive checks in the absence of the EA.
 - e. The Executive Director of VSF also is authorized to receive and open mail addressed to VSF as is the VSF Executive Assistant.
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 EA and the VSF 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 appropriate Finance staff employee or the EA or the HQ Receptionist for preparation for deposit as stated in paragraph 3.c, above.
 6. 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.
 7. Copies of deposit receipts shall be sent to the VSF Executive Director or Executive Assistant. Receipts received by other parties shall immediately be forward ~~them~~ to the VSF Executive Director.
 8. 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, except in extreme conditions in order to maintain the integrity of the deposit process.
 9. Other DVS service lines, such as the Veterans Care Centers and the Cemeteries, shall immediately forward all donations in their original envelopes to DVS Headquarters and they shall be process in accordance with paragraphs 3.b and c, above.

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: 3-25-2021

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.

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: 3-25-2021

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&P Com shall judge the merits of each proposal to originate, modify, or terminate VSF plans, procedures, policies, and related documents.

F4.6 Methodology

- A. Document preparation shall be guided by the Virginia Code Commission’s rules for drafting Code of Virginia legislation including using short titles and very limited use of acronyms and common terminology as contained in Appendix A – Virginia Code Commission List of Technical Changes. Technical Changes are designed to correct:
 - 1. Typographic errors;
 - 2. Incorrect grammar and punctuation;
 - 3. Erroneous or incorrect terminology;
 - 4. Name changes;
 - 5. Old documents that require alignment with the terms in Appendix A; and
 - 6. Other dated material that does not affect the intent of the passage being changed.

Technical Changes should have P&PCom approval but do not have to be approved by the Board of Trustees.

- 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.

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: 3-25-2021

- D. Documents shall conform to the Virginia Code Commission standard practice of lining out text to be changed and inserting new text in bold_italics underscored/underlined. 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.

F4.7 Planning

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

A. Strategic Planning.

1. Strategic planning is used by an organization, the VSF in this case, to determine: (1) where it is going over the long range (usually five or more years), (2) how it’s going to get there, and (3) how it will know if and when it achieved what it had set out to accomplish. Strategic planning focuses on the entire organization. It will result in decisions that ensure the foundation’s ability to successfully respond to changes in the environment.
2. Strategic planning is not just plan development. It is a process designed to link planning and implementation and management on an ongoing basis. Strategic planning is part of a cycle that evolves into strategic management and continues into strategic planning revisions and actions by management to continue to manage strategically. Far more important than the strategic plan document is the strategic planning process itself. There is no perfect plan, but an effective organization cannot be without one.
3. A strategy is a pattern of purposes, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it does and why it does it. Strategy is about means and the attainment of ends, not the specification of ends. But some specification of ends is necessary to give planning some direction. Ends specification usually is a statement of future conditions toward which planning effort is devoted.
4. In the strategic planning process, thinking, acting, and learning are most important. There are many approaches to developing a strategic plan. Most contain are ten steps (or occasions for dialog and discussion) that are usually taken, with reassessment and revision conducted throughout: It is an iterative process and its basic steps follow.
 - a. Initiate the process and identify stakeholders.
 - b. Identify foundation mandates.
 - c. Clarify foundation’s vision, mission, values, and goals and objectives.

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: 7-25-2021

- 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 planning. One of the crucial features of issue-driven planning is that goals do not have to be agreed upon to proceed through the planning steps. All that is needed is an agreement on a strategy that will address the issue (e.g., outreach, fundraising) and further the interests of VSF and its primary key stakeholders (e.g., the Governor, Legislators, DVS Commissioner, Donors).
 6. Strategic planning is an ongoing process that must be periodically updated to keep it current. The VSF strategic plan or its supporting plans are not a part of this policy. They shall be reviewed biennially by the P&PCom.
- B. Other subsidiary plans meet VSF short term requirements by setting annual goals and objectives. See Appendix C for annual goals and objectives tied to the VSF strategic plan.

F4.8 Procedures

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

F4.9 Policies

- A. The VSF Chair, VSF Committees, and the VSF Executive Director may make recommendations for VSF policies. The foregoing entities along with the DVS Commissioner, and DVS program directors, and DVS staff may make recommendations for joint VSF-DVS related policies.
- B. Foundation policies shall be differentiated from joint agency policies by the designation of F and a

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: 3-25-2021

single digit number (e.g., F1. Interagency relations). Joint policies shall be identified by the letter J followed by a double digit number (e.g., J11, VSF-DVS Fundraising).

F4.10 Application

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

- A. The drafter shall take the lead in collecting relevant information and consolidating various plans, procedures, policies, and attendant attachments. The drafter should have institutional knowledge and know the key individuals who shall be concerned with carrying out the directive created and 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.
- C. Edited drafts would be returned to the drafter for corrections and re-review by the participants. This would continue until a consensus is reached, at which time the drafts would be distributed to the other board members for comment until a consensus is reached. If appropriate, simultaneous distribution may be used.
- D. Steps A, B, and C, in the preceding sub-sections to this section that pertain to prior development and staffing should be conducted before the P&PCom meeting at which the changes are to be considered.
- E. The finalized drafts, if required as stated in section F4.7.A, would be sent to the OAG Representative for review to ensure they are in conformity with the Code of Virginia and then distributed to board members for approval at least ten days before the next VSF Board meeting at which they are to be approved.

F4.11 Adoption and Amendment

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

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

F4.12 Policy Review Date

The policy review date is the date the policy was reviewed without revisions made. Reviewed: ~~December 10, 2020~~ *March 25, 2021*.

F4.13 Policy Effective Date

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

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: 3-25-2021

December 12, 2019

VSE Plans Procedures, Policies	VSE Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSE Policy Number 4		Reviewed: 3-25-2021

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"

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: 3-25-2021

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.

Advisor: *An individual with particular knowledge or experience appointed by the VSF Executive Director who is responsible to the Executive Director for tasks assigned in support of VSF.*

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.

Agent: *An individual appointed by the VSF Executive Director, with the concurrence of the board of trustees, to represent VSF and carryout tasks on behalf of VSF. An agent who is employed by another agency, must ~~that that~~ receive agency's permission to represent VSF.*

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

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

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

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

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

Consultant: *An individual recognized by VSF and the board of trustees as a source of information to be provided on request.*

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: 3-25-2021

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

Divisions of DVS: See Principal Subordinate Programs of DVS.

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

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

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

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

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

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

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

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

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

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

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

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: 3-25-2021

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

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

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

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

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

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

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

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

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

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

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

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: 3-25-2021

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

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

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

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

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

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

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

VSF Plans Procedures, Policies	VSF Policy for the Development and Maintenance of Plans, Procedures, and Policies	Effective: 12-12-2019
VSF Policy Number 4		Reviewed: 3-25-2021

Appendix C

VSF Strategic Planning 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.~~

a. 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.

b. 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: 3-25-2021

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: 3-25-2021

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.

Objective: 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: Ensure at least a biennial review of 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: 3-25-2021

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

- 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

- Approve 1st Quarter current FY Financial Statement
- Approve current FY Non-general Fund budget adjustments, if any
- Approve review of VSF-DVS Policies, if needed
- Approve Bylaws and MOU changes, if any

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

During mid-March

- Request from DVS Budget Adjustments for current FY due mid-April
- Request Budget from DVS input for next FY due mid-April
- Request from DVS next biennial Non-general Fund budget requirements (i.e., in 2019 request for FY2021-22)

Third Quarter (March) meeting last week of the month

- Approve 2nd Quarter current FY Financial Statement
- Approve current FY budget adjustments, if any
- Approve review of VSF-DVS Policies, if needed
- Elect a nominating committee

April

Nominating Committee put out call for candidates for officers' positions

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: 3-25-2021

Fourth Quarter (June) meeting second week of the month

- Review current FY Goals and Objectives as a baseline for next FY Goals and Objectives
- Review and Approve Rider to the DVS-VSF MOU
- Approve 3rd Quarter FY17 Financial Statement
- Approve budget adjustments, if any
- Consider and approve next Biennial Budget starting in next odd numbered FY (See above example)
- Approve next FY schedule of dates and locations of Board meetings
- Elect officers for next FY

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

**Depending on DPB Schedule for budget

***In odd numbered years review all VSF Policies, Bylaws, and MOU Rider

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

- 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

- 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: 3-25-2021

Third Quarter (March) meeting last week of month

- Approve 2nd Quarter current FY Financial Statement
- Approve current FY budget adjustments, if any
- Approve review of VSF-DVS Policies, if needed
- Confirm dates and locations of next FY Board meetings
- Elect a nominating committee

April

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

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

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

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

VSF Policy Planned Giving	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.

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

F3.3 Application

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

F3.4 Interpretation

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. Requests 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.

VSF Policy Planned Giving	Veterans Service Fund - Planned Giving	Effective: 12.12.2019
VSF Policy 3		Revised:

- 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.
- F. 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.
- G. 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.
- H. 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:

VSF Policy Planned Giving	Veterans Service Fund - Planned Giving	Effective: 12.12.2019
VSF Policy 3		Revised:

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.

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.

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

- f. Ensure that acceptance and distribution of restricted gifts shall be as designated by the donor.

C. **Procedures.**

1. Background.

- 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.*

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

- (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 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

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

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.

Reviewed by the Office of the Attorney General and endorsed by the Procedures and Policies Committee on March 8, 2021.

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.

12/12/2019

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

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

VIRGINIA VETERANS SERVICES FOUNDATION
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)).”

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

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).”

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:

- | | |
|--|--|
| <input type="checkbox"/> Foundation Unrestricted Fund _____ | <input type="checkbox"/> Virginia Wounded Warrior Program _____ |
| <input type="checkbox"/> Sitter & Barfoot Veterans Care Center _____ | <input type="checkbox"/> Virginia Veterans Care Center _____ |
| <input type="checkbox"/> Puller Veterans Care Center _____ | <input type="checkbox"/> James & Cabacoy Veterans Care Center _____ |
| <input type="checkbox"/> Virginia Veterans Cemeteries _____ | <input type="checkbox"/> Virginia Values Veterans (V3) Program _____ |
| <input type="checkbox"/> | |
| <input type="checkbox"/> 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.

Procedures and Policies Committee Work Plan 2021 DRAFT

03-04-2021

The purpose of the Procedures and Policies Committee (P&P Com) 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&P Com is responsible for the following Policies during FY21:

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, but not carried forward by SV&DA)

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

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 (Done);

VSF Policy #F4 on Planning, Procedures, and Policies – Requires Review and updating to include Technical Changes, additions to the Glossary of VSF Terms, and the Biennial Schedule. (Done) *The updating of the Annual Goals and Objectives deferred to the March 2021 meeting; and*

Review and update Appendix E of VSF-DVS Joint Policy J11 (Done).

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

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 – *Review by OAG completed (date) with no changes recommended and further review by P&P Com optional. Review date to be entered in the document which is to be reported in the P&P Com Chair's report to the VSF Board, but does not have to be brought before the VSF Board of Trustees for approval.*

VSF Policy #F4 on Planning, Procedures, and Policies Appendix on VSF Board Goals and Objectives for 2021-2022.

Possible Policy Changes to Joint Policy J-14 proposed by VSF Executive Secretary but must be agreed to by DVS CFO and Commissioner.

d. By June, 2021 board meeting include:

1) Update VSF trustees bylaws to be effective July 1, 2021 as a result of 2021 changes to the Code of Virginia;

- 1) Complete the VSF Strategic Plan to put it in the required "Virginia Preforms" format.
- 2) Review and update DVS-VSF MOU Rider, 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 functions, Karla Boughey and others would be included as required.

c. Edited drafts would be returned to Jack Lanier for corrections and further review by the participants. This function would continue until a consensus is reached, at which time the drafts would be distributed to the other board members for review and comment.

d. When required, the finalized draft documents would be sent to the OAG Representative for review to ensure they conform to the Code of Virginia and then distributed to board members for approval.

e. All P&PCom meetings that deal with substantive changes to the MOU and Rider, Bylaws, and Policies need to take place at least ten days before the VSF Board meeting at which they are to be approved. This does not apply to technical changes which only require approval of the P&PCom.

f. At the VSF Board of Trustees quarterly meeting during his report to the Board, the Committee Chair reports P&PCom actions taken and recommendations for VSF Board approval of updated documents. Under New Business, the Committee Chair makes a motion to approve the modified documents.

Approved by the Committee: