

Virginia Veterans Services Foundation Board of Trustees Meeting

**Virginia War Memorial
621. S. Belvidere Street
Richmond, Virginia 23220**

**DRAFT Meeting Minutes
December 8, 2022**

A meeting of the Virginia Veterans Services Foundation (VSF) Board of Trustees was held on Thursday, December 8, 2022 at the Virginia War Memorial, 621 S. Belvidere Street, Richmond, Virginia 23220. The meeting was called to order at 10:58 AM.

Trustees Present

- Paula Buckley
- Allan Burke
- Mike Coleman (*VSF Finance Chair*)
- Paul Haughton (*VSF Board Chair*)
- Jack Lanier (*VSF Procedures and Policies Chair*)
- Tim Pillion
- Susan Riveland (*Designee of the Board of Veterans Services*)
- Jordan Stewart (*Designee of the Secretary of Veterans and Defense Affairs*)
- Laura Schmiegel (*VSF 2nd Vice Chair*)
- Bruce Waxman
- Denice Williams (*Joint Leadership Council Chair*)

Trustees Absent

- Kyle Craig
- John Esposito (*VSF Development Chair*)
- Phillip Jones
- Jarris Taylor
- Brad Williamson

VSF Staff Present

- Karla Boughey (*VSF Executive Director*)
- Katelyn Jordan (*VSF Coordinator*)

VSF Advisor:

- Leroy Gross

Office of the Attorney General:

- James Flaherty (*Assistant Attorney General*)

DVS Representatives Present

- Commissioner Daniel Gade
- Kim Barton (*DVS Deputy CFO/ VSF Treasurer*)
- Glendalynn Glover
- John Hall (*DVS Military Education and Workforce Initiatives Program Manager*)
- Sarah Moore
- Jayla Plymouth
- Griffin Ramsey

Materials Distributed and Attached

- Draft VSF Board of Trustees Meeting Agenda (Attachment 1)
- Treasurer's Report (Attachment 2)
- Commissioner's Report (Attachment 3)
- BVS Chair Report (Attachment 4)
- JLC Chair Report (Attachment 5)
- VSF Executive Director Report (Attachment 6)
- Finance Report (Attachment 7)
- VSF Edited ByLaws (Attachment 8)
- VSF Edited Policy 2- Administration and Operations (Attachment 9)
- VSF-DVS Edited Policy J14- Allocation and Expenditure (Attachment 10)

I. Opening and Pledge of Allegiance

VSF Chair Haughton welcomed everyone and called the meeting to order at 10:58 AM. DVS Commissioner Daniel Gade led the group in reciting the Pledge of Allegiance.

Ms. Buckley introduced special guest, VSF Advisor, Dr. Leroy Gross.

Dr. Gross expressed his appreciation of the Foundation and shared his enjoyment of serving as the VSF Advisor. He concluded by sharing "if we live long enough, we see some good things happen."

VSF Chair Haughton introduced new Board appointee, Mr. Tim Pillion.

Mr. Pillion shared his excitement to be with the Foundation.

VSF Chair Haughton introduced Mr. John Hall from the Veterans Education, Transition, and Employment Program (VETE) and thanked him for his work.

Mr. Hall described that he is the Manager for the Military Education and Workforce Initiatives Program.

II. Roll Call of Trustees and Quorum Determination

VSF Chair Haughton was advised a quorum was determined.

III. Approval of Agenda (Attachment 1)

The meeting agenda was previously sent to the Trustees electronically, and a printed copy was included in the Board Agenda Packets.

VSF Chair Haughton asked for a motion to approve the agenda as presented. P&P Chair Lanier **moved** to approve the agenda as presented and Ms. Schmiegel **seconded** the motion. There was no discussion, and the motion passed unanimously.

IV. Review and Approval of September 8, 2022 VSF Board of Trustees Meeting Minutes

VSF Chair Haughton stated that a copy of the September 8, 2022 meeting minutes were previously sent to the Trustees electronically and a printed copy was available for review.

VSF Chair Haughton asked for a motion to approve the minutes as presented. Finance Chair Coleman **moved** to approve the minutes as presented and P&P Chair Lanier **seconded** the motion. There was no discussion, and the motion passed unanimously.

V. Treasurer's Report (Attachment 2)

Ms. Kim Barton, DVS Deputy CFO and acting VSF Treasurer presented the FY23 First Quarter Financial Report. Total income for the FY23 First Quarter was \$100,521.84 Total expenditures for FY23 First Quarter were \$279,198.24.

See **Attachment 2** for additional details.

VSF Chair Haughton asked for a motion to adopt the FY23 First Quarter Report. P&P Chair Lanier **moved** its adoption and Finance Chair Coleman **seconded** the motion. There was no discussion, and the motion passed unanimously.

PRESENTATIONS

James Flaherty, Office of the Attorney General

Mr. James Flaherty with the Office of the Attorney General presented on FOIA to the Trustees. Mr. Flaherty reiterated that the presentation was not an opinion of the Attorney General, but an interpretation of FOIA.

P&P Chair Lanier asked about the role of VSF's Executive Committee in perspective of the full Board.

Mr. Flaherty responded that if the Executive Committee were acting on behalf of the Board, it would be a public meeting.

VSF Chair Haughton inquired as to whether Trustees were limited to joining Board meetings electronically only two times per year if they lived over 60 miles away.

Mr. Flaherty clarified that Trustees are only allowed to use an individual exception two times per year, but if a person lives over 60 miles away, there is no

limit to how many meetings they can join electronically, but to remember that there must be a physical quorum, and that their participation electronically will be noted in the minutes.

VSF Chair Haughton stated that the Board has done organized visits throughout the state of Virginia to various DVS service lines. He stated that there were more than two Board Members present for these visits, but that were for the purposes of fact finding and receiving additional information. Chair Haughton asked of Mr. Flaherty if this would constitute a public meeting under FOIA.

Mr. Flaherty responded that it would most likely not be a public meeting due to the purpose of fact-finding, however it would become a public meeting if the Board Members shared what VSF could do to support that specific service line. He continued to say that a good way to handle this is to only have two people present for these visits or, if there needed to be three, to take minutes.

Ms. Williams inquired about the chat feature and how this applies to FOIA.

Mr. Flaherty clarified that using the “chat feature” is synonymous to meeting in person. He reiterated that it is a compliance issue.

VSF Chair Haughton thanked Mr. Flaherty for his presentation. No further questions were posed.

REPORTS

A. Secretary of Veterans and Defense Affairs

VSF Chair Haughton stated that Assistant Secretary Jordan Stewart had to step-out but reiterated that Secretary Crenshaw is greatly appreciative of the work that the Foundation is doing.

B. Department of Veterans Services (DVS) (Attachment 3):

Commissioner Gade provided the DVS report to the Board (**Attachment 3**). The Commissioner expressed his excitement of the improved relationship between DVS and VSF. He mentioned the visits that VSF Chair Haughton has facilitated at various DVS Service Lines has been extremely productive. He encouraged Trustees whom had not yet been on a visit to attend, as the ability for Board Members to tell the DVS story is critical for donors to understand the work we do.

Commissioner Gade also elaborated on DVS’ work on veteran suicide prevention, to include the allocation of \$4 million out of \$5 million in funds allocated by the Virginia General Assembly to be used for suicide prevention grants in the community. He said to expect applications for these grants to be available in the spring.

VSF Chair Haughton inquired as to whether any of the grant will be going to behavioral health specialists.

Commissioner Gade clarified that there will be different grant categories, and that DVS will have great leeway in fund allocation. He mentioned that there will be a two-prong requirement for the measurement of success for the program.

VSF Chair Haughton inquired as to whether some of the funds could help to bridge the gap in terms of what VSF is able to support for behavioral health.

Commissioner Gade stated that it absolutely could be used for behavioral health, as long as it is for suicide prevention. He mentioned interest in the A.S.I.S.T Training Program. He stated that it was expensive, but he is looking to see the cost for opening this training up to VVFS staff. He reiterated that the funds could be used for internal programs.

VSF Chair Haughton reiterated that direct veteran services and veteran homeless prevention will be where the Foundation will see the greatest stress of funds.

Finance Chair Coleman inquired as to whether there will be grant writers for these programs.

Commissioner Gade clarified that there will be grant administrators.

Finance Chair Coleman shared that the application of grants would come to the Board, and asked if there were grants available to support veteran suicide prevention.

Commissioner Gade replied that DVS applies for competitive federal grants, such as the Gordon G. Fox grant. They are provided technical assistance, and letters of recommendations for their partners.

VSF Chair Haughton asked if there were further questions; none were posed. He thanked Commissioner Gade for his comments.

C. Board of Veterans Services (BVS) (Attachment 4):

Board of Veterans Services (BVS) Board Member Ms. Susan Riveland presented the BVS report on behalf of the Chair, Mr. Mike Dick. Ms. Riveland shared that BVS met on September 22, 2022 at the College of William and Mary. She shared that Chairman Michael Dick was appreciative of the work that VSF is doing to work more closely with direct BVS points of contact in key areas of concern. Ms. Riveland shared that the next BVS meeting will be on Friday, December 16, 2022 for the Board to learn more about Governor Youngkin's introduced budget.

Please see **Attachment 4** for the written BVS report provided to VSF.

D. Joint Leadership Council (JLC) (Attachment 5):

JLC Chair Denise Williams shared that the next JLC Board Meeting will be on December 15, 2022. Chair Williams shared that JLC currently has 6 Legislative Initiatives for the 2023 Virginia General Assembly. She directed the Board to visit their website (<https://www.dvs.virginia.gov/dvs/joint-leadership-council-veterans-service-organizations-2>) for additional information on these legislative priorities.

Chair Williams shared that there will be a JLC Day. She also noted that there are vacancies on the Board that they are hoping to fill soon.

Please see **Attachment 5** for the written JLC report provided to VSF.

VSF Chair Haughton thanked Chair Williams for her remarks and asked if there were any further questions. None were posed.

E. VSF Executive Director Briefing (Attachment 6):

ED Boughey reported that as of December 6, 2022 the Foundation has received \$436,098.93 with a total of 157 donations.

Finance Chair Coleman asked for clarification on how much the Foundation has raised.

ED Boughey repeated that from July 1- December 6, 2022 the Foundation raised \$436,098.93.

Finance Chair Coleman stated that this amount greatly differed from the October 2022 report.

VSF Chair Haughton reminded Coleman of the \$300,000 donation received in October.

ED Boughey inquired of Ms. Kim Barton that what she reported on was the September 2022 financials.

Ms. Barton replied yes.

ED Boughey continued by saying that the fundraising priorities of VSF needs to be VVSF and their needs. She clarified the recent \$300,000 donation is designated for the VVCC in Salem, Virginia, the Governor's salary was unrestricted funds that can be used to support VVFS.

ED Boughey reiterated that the list provided (**Attachment 6**) was just a starting point for the Board to think about their connections with corporate donors. She mentioned that

grants come with specific guidelines and often the requirement of a quarterly report. ED Boughey emphasized a personal/ direct contact and networking are critical. She said that for most corporate support, VSF is invited to apply for a grant. She reiterated that the Board is not limited to the businesses highlighted on **Attachment 6**, but that it was a starting point for Board Members to help provide direct connection, and encourage additional prospective donors.

Procedures and Policies Chair Lanier inquired whether ED Boughey's plan and request for help would be presented to the VSF Development Committee.

ED Boughey responded "yes" but that this list was just the beginning. She stated that she has shared the list with the Secretary's Office for them to have insight as to where VSF is targeting. She mentioned the vast contacts of Commissioner Gade, highlighting that it will take all members to help VSF raise the needed resources.

VSF Chair Haughton suggested that at the upcoming BVS and JLC meetings would be a good resource. He also inquired as to whether DVS had contact information, and if DVS could provide VSF with an introduction.

Commissioner Gade clarified that he would have to clear that request with legal, as well as see if DVS staff could devote any time to it.

Mr. James Flaherty stated that the OAG would also look into the legality of the above request by VSF Chair Haughton.

VSF Chair Haughton ordered a 5 minute recess for Board Members to get lunch.

F. VSF Chair Briefing:

VSF Chair Haughton began by stating VSF is doing well with fundraising, but the difficulty of having most of these funds be restricted. He continued to emphasize the importance of allocating funds as unrestricted, and encouraged each Board Members to provide the name of a major donor (\$1,000 or more).

VSF Chair Haughton shared the efforts of the Board since the last meeting in September 2022 to meet with VSF counterparts at DVS and become subject matter experts at various service lines. He called on Ms. Buckley, Mr. Burke, Mr. Waxman, and Mr. Coleman to share their various experiences at the respective DVS service line they visited.

G. VSF Development Committee Report

There was no report given by the VSF Development Committee.

H. VSF Finance Committee Report (Attachment 7)

Finance Chair Coleman began with “Donations and Expenditures for Veterans Services FY2019-FY2022” (**Attachment 7**). He shared that he wanted to highlight these numbers to due Ms. Buckley’s inquiry during the VSF tripartite committee meetings of Finance, Procedures and Policies, and Development on November 21, 2022 about where the Foundation stood regarding donations. He advised the Board to look at the document, and shared that years 2020-2021 were distorted due to COVID. He shared that this reinforces that VVFS is what VSF needs to continue its focus on. He elaborated on this to share that he excluded a million dollar donation the Foundation received because it distorts the numbers, as well as exclusion of the interest received.

I. VSF Procedures and Policies Committee Report

VSF Chair Haughton stated that the Board would look at Procedures and Policies Chair Lanier’s recommendations during New Business. There was no further report given by the VSF Procedures and Policies Committee.

VI. UNFINISHED BUSINESS

VSF Chair Haughton determined that there was no Unfinished Business for the Board to discuss.

VII. NEW BUSINESS

A. Approval of Finance Committee Recommendations

Finance Chair Coleman shared that VSF has received two financial requests. The Finance Committee recommends that the Board increase funds allocated to VVFS from \$350,000 to \$500,000 in support of Direct Veteran Services, Homeless Fund, and Mission Healthy Relationships. He continued to say that the Finance Committee also recommends that out of the funds allocated for direct veteran services, that up to \$5,000 of those funds be utilized for a pilot program to provide gas cards to veterans in the western region of Virginia. He closed by saying that Sitter Barfoot (SBVCC) has requested to program funds allocated for indigent needs to now be for other donations restricted.

VSF Chair Haughton inquired as to whether Mr. Coleman had checked on the legality of changing the allocation of indigent needs funds.

Finance Chair Coleman stated that he would check on this.

VSF Chair Haughton asked for a motion to increase the funds allocated to VVFS from \$350,000 to \$500,000. Procedures and Policies Chair Lanier **moved** to increase the funds as recommended by the Finance Committee, Mr. Pillion **seconded the motion**. The following discussion ensued:

Mr. Waxman shared that he first voiced this concern to the tripartite committee meeting earlier that morning, but that he had a concern about earmarking funds for the gas card program.

VSF Chair Haughton shared that the gas card request was a direct request from Brandi, and that the Board's role is to not develop programs, but to support them as they are needed. He concluded to say that the Board does not want to dictate how VVFS spends their funds, but that the Board had received it as a direct request.

Commissioner Gade inquired as to how VSF had received this request.

Finance Chair Coleman clarified that it was a request that VVFS had submitted through Ms. Tammy Davidson.

Commissioner Gade inquired as to when this request was made.

Finance Chair Coleman responded to say that it was some time ago, prior to November 21, 2022.

Commissioner Gade stated that he needed some additional information on the request, and did not have enough information at this time to make an informative opinion. He shared that the pilot for the gas cards was something that he knew DVS wanted to do, and that what had probably transpired is that VSF is enabling DVS to execute on their implementation of this. He shared that he was not worried in this case.

There was no further discussion, and the motion passed unanimously.

Finance Chair Coleman shared the second recommendation of the Finance Committee to reprogram \$6,787.84 of funds at SBVCC moving them from indigent needs to restricted donations, provided that the donor did not indicate their funds to go to indigent needs, and that VSF gets permission by DVS' CFO to do this.

Ms. Schmiegel **moved** the second recommendation of the Finance Committee as stated and the motion was **seconded** by Procedures and Policies Chair Lanier. There was no discussion, and the motion passed unanimously.

B. Approval of Procedures and Policies Committee Recommendations (*Attachments 8-10*)

Procedures and Policies Chair Lanier reiterated the requirement for VSF to review their governing documents and bylaws biennially. He stated that the Office of the Attorney General had provided a response to VSF Chair Haughton regarding the proposed changes to the documents from the tripartite committee meeting on November 21, 2022.

Procedures and Policies Chair Lanier stated that the Procedures and Policies Committee recommends the approval of the recommendations of Jim Flaherty to VSF's ByLaws.

Mr. Burke **moved** the approval of VSF's ByLaws as suggested by Mr. Flaherty. The motion was **seconded** by Finance Chair Coleman.

VSF Chair Haughton wanted the record to reflect that there were edits made to the document. There was no further discussion, and the motion passed unanimously.

Procedures and Policies Chair Lanier stated that the Procedures and Policies Committee recommended the approval of all five VSF policies and 4 Joint VSF-DVS policies to be approved as a block.

Ms. Schmiegel **moved** the approval as stated by Procedures and Policies Chair Lanier. Mr. Pillion **seconded the motion**. It was clarified that this motion is for the consideration of the governing documents as a block.

VSF Chair Haughton asked for a motion to approve the governing documents now that they were before the Board in a block. Finance Chair Coleman **moved** the approval of the VSF governing documents as presented in a block. VSF 2nd Vice Chair Schmiegel **seconded** the motion. The following discussion ensued:

VSF Chair Haughton stated that per the VSF ByLaws, the Board has a requirement for review of all governing documents biennially. He shared that there were six or seven policies that did not have any edits.

Finance Chair Coleman clarified that in VSF-DVS Joint Policy 14 there was a deletion of the requirement to have 100% of donated funds to be spend on veteran services, and now up to 10% of those funds can be used for administrative purposes.

There was no further discussion, and the motion passed unanimously.

C. Approval of Assistant Chair of Development Appointment

VSF Chair Haughton thanked DVS Staff Sarah Moore, Kim Barton, Glendalynn Glover, Jayla Plymouth, VSF Coordinator, Katelyn Jordan, Griffin Ramsey, and the staff of the Virginia War Memorial for their assistance with today's meeting.

VSF Chair Haughton announced to the Board that previous Board Member Valerie Zimmerman had resigned from the Board, and it was now time for the Board to approve his appointment of Mr. Brad Williamson to be the Assistant Chair of the VSF Development Committee.

Finance Chair Coleman **moved** the approval of Mr. Williamson to be the Assistant Chair of Development, and Procedures and Policies Chair Lanier **seconded** the motion. There was no discussion, and the motion passed unanimously.

VIII. PUBLIC COMMENT

VSF Chair Haughton inquired as to whether there was any public comment. There was none.

IX. ADJOURNMENT

Mr. Waxman **moved** for the meeting of the Virginia Veterans Services Foundation Board of Trustees to now be adjourned. Finance Chair Coleman **seconded** the motion. There was no discussion, and the motion passed unanimously.

The next Board of Trustees Meeting will be held on March 16, 2023, location and time to be determined.

The meeting was adjourned at 12:57 PM.

The Virginia Veterans Services Foundation Board of Trustees Meeting

The Virginia War Memorial -- Veterans Hall
621 South Belvidere Street, Richmond, Virginia 23220

December 8, 2022

11:00 AM – 1:30 PM

Paul Haughton, Board Chairman

DRAFT

- I. **Opening and Pledge of Allegiance, Roll Call of Trustees, Quorum Determination, Introduction of Visitors, Approval of Agenda:** Paul Haughton, *Board Chair* (5 minutes)
- II. **Review and Approval of September 8, 2022 Meeting Minutes:** *Board Chair* (4 minutes)
- III. **Treasurer's Report:** *VSF Treasurer* (5 minutes)
 - a. FY 23 First Quarter Financial Report.
- IV. **Presentations:**
 - a. FOIA and Electronic Meeting Overview: James Flaherty, *Office of the Attorney General* (15 minutes)
- V. **Reports:** (75 minutes)
 - a. Secretary of Veterans and Defense Affairs Report (10 minutes)
 - b. Department of Veterans Services: Daniel Gade, *DVS Commissioner* (10 minutes)
 - c. Board of Veterans Services: Michael Dick, *Chair* (5 minutes)
 - d. Joint Leadership Council: Denice Williams, *Chair* (5 minutes)
 - e. VSF Executive Director: Karla Boughy (15 minutes)
 - f. VSF Board Chair Briefing: Paul Haughton (15 minutes)
 - g. VSF Development Committee Report: John Esposito, *Chair* (5 minutes)
 - h. VSF Finance Committee Report, Committee Recommendations: Mike Coleman, *Chair* (5 Minutes)
 - i. VSF Procedures and Policies Report, Committee Recommendations: Jack Lanier, *Chair* (5 minutes)
- V. **Unfinished Business:** (5 minutes)
 - a. Other Unfinished Business: *Board Chair* (5 minutes)
- VI. **New Business:** (30 minutes)
 - a. Approval of Development Committee Recommendations, if required: *Board Chair*
 - b. Approval of Finance Committee Recommendations, if required: *Board Chair*
 - c. Approval of Procedures and Policies Committee Recommendations: *Board Chair*
 - d. Other New Business: *Board Chair*
- VII. **Public Comment Period** (5 minutes)
- VIII. **Adjournment:** *Board Chair*

Next Board Meeting: March 16, 2023

Veterans Services Foundation
Statement of Assets
For the Month Ended September 30, 2022 (FM03)
FY 2023 Year-To-Date
(Unaudited)

Assets:

Cash held by State Treasurer	3,040,577.13
Total Assets	\$ 3,040,577.13

Fund Balances:

Restricted Fund Balances:

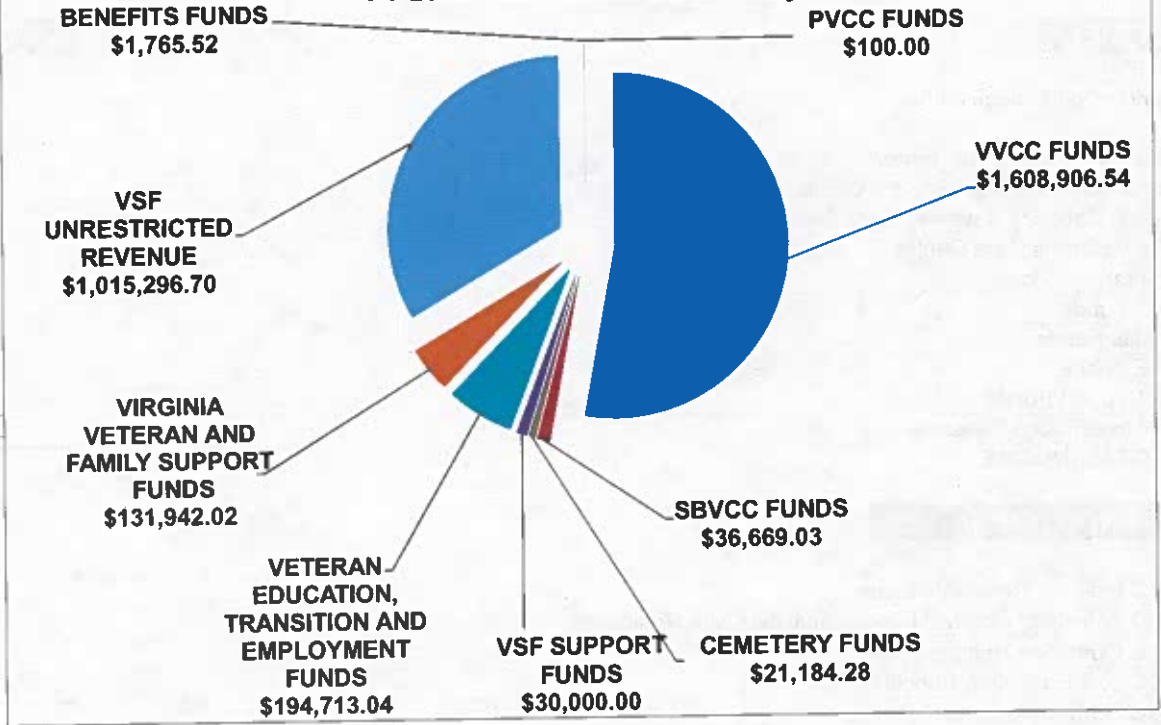
Restricted for VVCC Activities	1,608,906.54
Restricted for SBVCC Activities	36,669.03
Restricted for JCVCC Activities	-
Restricted for PVCC Activities	100.00
Restricted for Cemetery Funds	21,184.28
Restricted for VVFS Funds	131,942.02
Restricted for Benefits Funds	1,765.52
Restricted for VETE Funds	194,713.04
Restricted for VSF Support Funds	30,000.00
Total Restricted Fund Balances	2,025,280.43
VSF Unrestricted Revenue	1,015,296.70
Total Fund Balances	\$ 3,040,577.13

Notes:

- 1 All cash is held by the State Treasurer.
- 2 Restricted fund balances are donations given for a specific purpose, or are funds authorized by the Foundation for a specific expenditure purpose.
- 3 VSF Unrestricted Revenue Fund Balance represents the funds remaining from the VSF base funding.

ATTACHMENT 2 - TREASURER'S REPORT

**Veterans Services Foundation
Cash Balances
For the Month Ended September 30, 2022 (FM03)
FY 2023 Year-To-Date Preliminary**



1,608,906.54	VVCC
36,669.03	SBVCC
21,184.28	CEMETERIES
30,000.00	VSF SUPPORT
194,713.04	VETE
131,942.02	VVFS
1,015,296.70	VSF UNRESTRICTED REVENUE
1,765.52	BENEFITS
-	JCVCC
100.00	PVCC
3,040,577.13	

Veterans Services Foundation
Schedule of Receipts, Expenditures and Budget, by Activity
For the Month Ended September 30, 2022 (FM03)
FY 2023 Year-To-Date
(Unaudited)

Activity	Fund 09410	Expenditures		Fund 09410 Balance	FY 2023 Budget	FY 2023
	Balance July 1, 2022 Adjusted	Receipts YTD	YTD	September 30, 2022 YTD	YTD	Budget Balance YTD
Virginia Veterans Care Center:						
Indigent Resident Needs	33,126.19	-	-	33,126.19	3,000.00	3,000.00
Activities/Carnival Fund	11,980.19	350.00	-	12,330.19	5,000.00	5,000.00
Operation Holiday Spirit	116,698.62	-	-	116,698.62	12,500.00	12,500.00
Unit Projects & Functions	-	-	-	-	2,000.00	2,000.00
Other Donations Restricted	1,435,046.96	11,704.58	-	1,446,751.54	12,500.00	12,500.00
Total VVCC Funds	1,596,851.96	12,054.58	-	1,608,906.54	35,000.00	35,000.00
Sitter & Barfoot VCC:						
Indigent Resident Needs	6,787.54	-	-	6,787.54	2,000.00	2,000.00
Activities Fund	13,053.77	350.00	-	13,403.77	14,000.00	14,000.00
Other Donations Restricted	14,103.00	2,374.72	-	16,477.72	2,000.00	2,000.00
Total SBVCC Funds	33,944.31	2,724.72	-	36,669.03	18,000.00	18,000.00
Jones & Cabacoy VCC:						
Other Donations Restricted	-	-	-	-	-	-
Total JCVCC Funds	-	-	-	-	-	-
Puller VCC:						
Other Donations Restricted	-	100.00	-	100.00	-	-
Total PVCC Funds	-	100.00	-	100.00	-	-
Cemetery Funds:						
Va Veterans Cemeteries- Other Donations Restricted	591.71	-	-	591.71	-	-
Va Veterans Cemetery--Amelia	3,525.00	200.00	-	3,725.00	-	-
Memorial Cemetery--Suffolk	7,130.78	-	-	7,130.78	-	-
SW Va Veterans Cemetery--Dublin	9,736.79	-	-	9,736.79	-	-
Total Cemetery Support Funds	20,984.28	200.00	-	21,184.28	-	-
Virginia Veterans' and Family Support						
Direct Veterans Services	111,880.43	-	111,880.43	-	111,880.43	-
Homeless Veterans Fund	88,173.81	-	88,173.81	-	88,173.81	-
Operation Family Caregiver Grant	923.99	-	-	923.99	-	-
Other Donations Restricted	124,898.89	6,119.14	-	131,018.03	149,945.76	149,945.76
Total VVFS Funds	325,877.12	6,119.14	200,054.24	131,942.02	350,000.00	149,945.76
Benefits Funds:	1,765.52	-	-	1,765.52	-	-
Veteran Education, Transition and Employment						
V-3 Fund	188,184.41	-	39,750.00	148,434.41	90,000.00	50,250.00
Altra Grant	59,605.24	25,000.00	39,394.00	45,211.24	68,605.00	29,211.00
Women's Summit	1,067.39	-	-	1,067.39	1,067.39	1,067.39
VETE Other Donations Restricted	-	-	-	-	-	-
Total VETE Funds	248,857.04	25,000.00	79,144.00	194,713.04	159,672.39	80,528.39
VSF Support Funds:	30,000.00	-	-	30,000.00	233,827.61	233,827.61
VSF Unrestricted Revenue						
Appropriated Funds	170,074.58	-	-	170,074.58	-	-
Donor Funds	867,176.15	54,323.40	-	721,499.55	-	-
Interest	123,722.57	-	-	123,722.57	-	-
Total VSF Unrestricted Revenue	960,973.30	54,323.40	-	1,015,296.70	-	-
Grand Total All 09410 Funds	3,219,253.53	100,521.84	279,198.24	3,040,577.13	796,500.00	517,301.76
	BALANCE	CASH IN	CASH OUT	BALANCE		
Cash Transfers						
913 09410 Fund Balance	3,094,903.56	-	(150,336.30)	3,045,089.10		
912 09410 Fund Balance	124,349.97	150,336.30	-	(4,511.97)		
TOTAL CASH 09410 FUNDS	3,219,253.53			3,040,577.13		



COMMONWEALTH of VIRGINIA

Department of Veterans Services

Daniel M. Gade, PhD
Commissioner

Telephone: (804) 786-0220
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Virginia Department of Veterans Services (VDVS) Operations Update for the Veterans Services Foundation

The Commonwealth's Veterans Day Ceremony was held on November 11, 2022 at 11 a.m. at the Virginia War Memorial. Nielsen rating for the Commonwealth's Veterans Day ceremony included 71,000 viewers this year on TV alone. The ceremony out ranked all shows in its time slot among the major networks and pulled in an additional 11,000 plus viewers this year as compared to last year. The livestream of the ceremony on social media venues included another 13,000 viewers, bringing total reach to over 84,000.

The 2022 Virginia Veterans and Military Affairs Conference & V3 Awards Summit was held on September 14, marking the first in person event since 2019. The conference and summit brought together nearly 600 military, community, and business leaders to connect and discuss developing the Commonwealth's workforce and how to welcome and integrate veterans, Transitioning Service Members and military families into the workforce and business community.

VDVS Military Spouse Liaison Ms. Kayla LaFond held the first two military spouse roundtables in Northern Virginia on November 2. The morning roundtable was held both in-person and virtually in Prince William County, while the afternoon session was held only in-person on Fort Belvoir. The Liaison and the two Regional Military Spouse Liaisons (Northern and Central-Peninsula) provided insight to state legislation and VDVS resources available while listening to the concerns of the spouses regarding licensure reciprocity, equity for surviving spouses (Gold Star Families), community support, and childcare.

The Military Education & Workforce Initiative (MEWI) continues to partner with the Veterans Services Foundation, the Community College Workforce Alliance (CCWA), and the Altria Group to provide free certifications and credentialing opportunities to service members, veterans, and/or their spouses. Since January 1, 2022, 50 students have earned certifications/ credentials, all paid for through grant funding. On November 30, MEWI in partnership with the Virginia Military Survivors and Dependent Education Program (VMSDEP) began accepting applications from dependent students for 100 laptops which will be disbursed at upcoming VMSDEP open house events. These laptops will be issued to recipients of the VMSDEP program who are currently enrolled in Virginia's public universities and community colleges to assist them in their academic and employment endeavors.

ATTACHMENT 3- DVS REPORT

In addition to the existing Altria grant funding, the Altria Group awarded \$25,000 to continue the credentialing initiative through partnership with CCWA. In October 2022 a grant request in the amount of \$25,000 was approved by Newport News Shipbuilding (NNS) to replicate the MEWI workforce training and credentialing program in the Tidewater area. We are currently working with Karla Boughey, Executive Director, VFS to determine contacts with local community colleges and universities.

The Virginia Veteran and Family Support team will gain new leadership capacity in suicide prevention and housing and criminal justice services. The new Suicide Prevention Director and Housing and Criminal Justice Services Coordinator positions will start this month. VVFS program staff continue to expand in-person outreach and community training opportunities to reach Service Members, Veterans, and families in need of behavioral health, rehabilitative and supportive services. In August 2022, staff assisted 108 new clients compared to 91 new clients in August 2021. This was an 18% decrease from August 2022. The total number of clients (including new and existing clients) served was slightly lower in August 2022 (385) compared to July 2022 (387) but significantly higher than August 2021 (293). VVFS has seen an increase in complex cases particularly impacted by rising rents and inflation.

The state veterans cemeteries in Amelia, Dublin, and Suffolk will hold wreath-laying ceremonies on Saturday, 17 December. Lt. Governor Sears and Former Navy Lt. Jason Redman will be guest speakers in Suffolk; MG Tim Williams will be the guest speaker in Amelia, and; Commissioner Gade will be the guest speaker in Dublin. Information is posted on the DVS website and shared with DVS partners on the cemeteries webpage (<https://www.dvs.virginia.gov/cemeteries>) and in the DVS eNews.

Mirroring the health care industry at large, staffing continues to be a challenge at both care centers, with several vacancies in the nursing department (registered nurses, licensed practical nurses, and certified nursing assistants). Care centers positions are a mix of full-time and wage (hourly) state positions with competitive salaries/wages and excellent benefits. If you know of anyone looking for a nursing position caring for those who served us, please encourage them to visit the state jobs website at <http://jobs.virginia.gov/>. Other DVS positions are also advertised here.

Director of Research Development and Partnerships is working with the Office of Data Governance and Analytics (ODGA) to maintain a veterans contact list for the Commonwealth to integrate with services and develop a tracking method to identify veteran's needs.

Sincerely,



Daniel Gade, PhD.



COMMONWEALTH OF VIRGINIA BOARD OF VETERANS SERVICES

101 N. 14TH STREET, 17TH FL.
RICHMOND, VA 23219

*Michael Dick,
Chairman*
*Thurraya Kent,
Vice Chair*
Victor Angry
David Ashe
Delegate Jason Ballard
Carl Bedell
Senator John Bell
Joe R. Campa
Delegate Mike Cherry
Mario Flores
Delegate Buddy Fowler
Joyce Henderson
James P. Inman
Carlton Kent
John Lesinski
Senator Mamie Locke
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Murphy*
Kathy Owens
Senator Bryce Reeves
Susan Vervaet Riveland
Melissa Watts
Denice Williams
*Chair, Joint
Leadership Council of
Veterans Service
Organizations*
Paul Haughton
*Chair, Veterans
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Rick St. John
*Vice Chair, Virginia
War Memorial
Foundation*
Daniel M. Gade, PhD,
*Commissioner, Virginia
Department of
Veterans Services*

REPORT TO THE VETERANS SERVICES FOUNDATION DECEMBER 8, 2022

The Board of Veterans Services (BVS) met on September 22, 2022, at the College of William & Mary in Williamsburg, concurrent with the Virginia Military & Student Veteran Education Summit (discussed below).

Pursuant to the Code of Virginia, BVS adopted a policy for meetings held through electronic communication means in situations other than declared states of emergency. We will review and update our By-Laws at our next meeting on December 16, 2022, to incorporate the new policy.

The BVS also received information concerning legislative initiatives adopted by the Joint Leadership Council (JLC) of Veterans Service Organizations and requested that the JLC provide additional information about the initiatives at our December meeting.

The BVS greatly appreciates the Veterans Services Foundation initiative to work more closely with BVS Service Line Points of Contact to better identify and address areas of concern for veterans in Virginia. This increased collaboration has the potential to significantly improve the assessment of challenges facing veterans and the application of resources to such challenges.

As the 2022 Virginia Military & Student Veteran Education Summit (hosted by William & Mary and sponsored by DVS, the State Council of Higher Education for Virginia, and the Virginia Association of School Certifying Officials) was being conducted concurrently with our meeting in September, the Board was able to receive presentations on veterans' education issues from William & Mary, Northern Virginia Community College, ECPI, and Virginia Commonwealth University. The BVS also received welcoming remarks from William & Mary President Katherine Rowe.

Our next meeting is scheduled for December 16, 2022, at the Virginia War Memorial. We look forward to hearing details from the Governor's introduced budget and discussions from legislators as we gear up for the 2023 General Assembly Session.

We look forward to continuing work with the VSF to support Virginia's Veterans and their families.

Respectfully submitted,


Michael Dick
Chairman



COMMONWEALTH OF VIRGINIA
JOINT LEADERSHIP COUNCIL OF
VETERANS SERVICE ORGANIZATIONS

101 N. 14TH ST., 17TH FLOOR
RICHMOND VA 23219

Air Force Association
Air Force Sergeants Association
American Legion
AMVETS
Association of the United States Army
Disabled American Veterans
Fifth Baptist Church Veterans Ministry
Fleet Reserve Association
Legion of Valor of the U.S., Inc.
Marine Corps League
Military Officers Association of America
Military Order of the Purple Heart
Military Order of the World Wars
Navy Mutual Aid Association
Paralyzed Veterans of America
Reserve Organization of America
Roanoke Valley Veterans Council
Veterans of Foreign Wars
Vietnam Veterans of America
Virginia Army/Air National Guard Enlisted Association
Virginia National Guard Association
Women Marines Association
Wounded Warrior Project

**JOINT LEADERSHIP COUNCIL
REPORT TO THE VETERAN SERVICES FOUNDATION
December 8, 2022**

The Joint Leadership Council (JLC) submitted its Annual Report to the Commissioner of the Virginia Department of Veterans Services and the Chair of the Board of Veterans Services. We are proud to report that from the 2005 session to the 2022 session, the JLC put forward 126 legislative proposals with a 71% success rate for JLC initiatives signed into law.

During our upcoming meeting on December 15, the JLC will prioritize the six adopted legislative initiatives for the 2023 General Assembly Session. JLC members have been hard at work advocating for this year's initiatives with members of the General Assembly. The 2023 JLC legislative adopted priorities can be viewed on the JLC webpage: [Joint Leadership Council of Veterans Service Organizations - Virginia Department of Veterans Services](#) We continue to work details for the 2023 'JLC Day on the Hill' scheduled for January 13. The Governor's Office and the General Assembly have significantly supported the legislative and budget initiatives proposed by the JLC over the years. Every January, our members enjoy speaking with State Senators and Delegates about the merits of JLC-sponsored bills. The 2023 event will be planned as a virtual event, to allow more of the JLC members to attend, with one-on-one meetings also planned with legislators.

We will plan to brief the six adopted and prioritized JLC 2023 initiatives to the Board of Veterans Services during their meeting on December 16, 2022 and will continue to advocate for patrons and co-patrons.

It is my honor and privilege to serve as Chair and I remain committed to advocating for matters of concern on behalf of Virginia's Veterans.

Respectfully submitted,

Denice Williams
Chair

THE 23 ORGANIZATIONS OF THE JOINT LEADERSHIP COUNCIL HAVE MORE THAN 250,000 MEMBERS

ATTACHMENTS - JLC REPORT

	Board CONTACT
Prospective VSF Large Corporate Donors:	
GRANTS	
DONATIONS	
TARGET: Virginia-based companies that made the list of largest arms manufacturers and military service companies and Fortune magazine's 2022 Fortune 1000 list. <i>This will be an ongoing list that will continue to grow</i>	
List of the world's largest arms Manufacturers/military service companies	
#1 Lockheed Martin	
#2 Raytheon Technologies	
#3 Boeing	
#5 General Dynamics Corp.	
#6 BAE Systems	
#10 L3Harris Technologies	
#15 Huntington Ingalls Industries	
#16 Letdos Holdings Inc.	
#18 Honeywell	
#19 Booz Allen Hamilton Holding Corp.	
Virginia-based companies that made the 2022 Fortune magazine's annual Fortune 1000	
#94 General Dynamics Corp.	
#101 Northrop Grumman Corp. (rec'd \$5,000)	
#108 Capital One Financial Corp	
#137 Dollar Tree Stores Inc.	
#165 Altria Group, Inc. (rec'd \$25,000)	
#174 CarMax	
#522 CACI International Inc.	
#667 Maximus Inc.	
#915 ManTech International Corp.	
#947 NewMarket Corp.	

**Veterans Services Foundation
Statement of Assets
For the Month Ended October 31, 2022 (FM04)
FY 2023 Year-To-Date
(Unaudited)**

Assets:

Cash held by State Treasurer	3,019,331.68
Total Assets	<u>\$ 3,019,331.68</u>

Fund Balances:

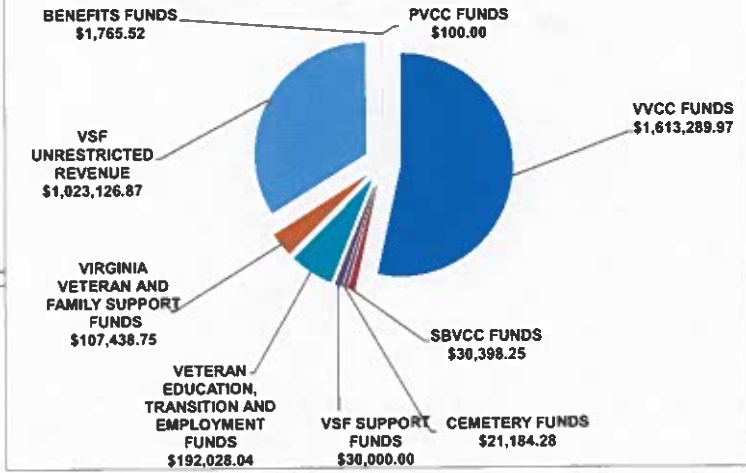
Restricted Fund Balances:	
Restricted for VVCC Activities	1,613,289.97
Restricted for SBVCC Activities	30,398.25
Restricted for JCVCC Activities	-
Restricted for PVCC Activities	100.00
Restricted for Cemetery Funds	21,184.28
Restricted for VVFS Funds	107,438.75
Restricted for Benefits Funds	1,765.52
Restricted for VETE Funds	192,028.04
Restricted for VSF Support Funds	30,000.00
Total Restricted Fund Balances	1,996,204.81
VSF Unrestricted Revenue	<u>1,023,126.87</u>
Total Fund Balances	<u>\$ 3,019,331.68</u>

Notes:

- 1 All cash is held by the State Treasurer.
- 2 Restricted fund balances are donations given for a specific purpose, or are funds authorized by the Foundation for a specific expenditure purpose.
- 3 VSF Unrestricted Revenue Fund Balance represents the funds remaining from the VSF base funding.

ATTACHMENT 7- FINANCE REPORT

**Veterans Services Foundation
Cash Balances
For the Month Ended October 31, 2022 (FM04)
FY 2023 Year-To-Date Preliminary**



VVCC	1613289.97
SBVCC	30398.25
CEMETER	21184.28
VSF SUPP	30000
VETE	192028.04
VVFS	107438.75
VSF UNRE	1023126.87
BENEFITS	1765.52
JVCC	0
PVCC	100

1,613,289.97	VVCC
30,398.25	SBVCC
21,184.28	CEMETERIES
30,000.00	VSF SUPPORT
192,028.04	VETE
107,438.75	VVFS
1,023,126.87	VSF UNRESTRICTED REVENUE
1,765.52	BENEFITS
-	JVCC
100.00	PVCC
3,019,331.88	

Veterans Services Foundation
Statement of Income, Expenditures and Changes in Funds Balances
For the Month Ended October 31, 2022 (FM04)
FY 2023 Year-To-Date
(Unaudited)

INCOME:

Y-T-D Actual

Restricted gifts received for:

Virginia Veterans Care Center	16,438.01
Sitter & Barfoot Veterans Care Center	2,724.72
Jones & Cabacoy Veterans Care Center	-
Puller Veterans Care Center	100.00
Cemetery Funds	200.00
WVFS Funds	8,344.03
Benefits Funds	-
VETE Funds	25,000.00
VSF Support Funds	-
VSF Unrestricted Revenue	62,153.57
TOTAL INCOME	114,960.33

EXPENDITURES:

WVCC Indigent Resident Needs	-
WVCC Activities/ Carnival Funds--Activities with Residents	-
WVCC Operation Holiday Spirit	-
WVCC Unit Projects & Functions	-
WVCC Other Donations Restricted	-
SBVCC Indigent Resident Needs	-
SBVCC Activities Funds	5,826.81
SBVCC Other Donations Restricted	443.97
JCVCC Other Donations Restricted	-
PVCC Other Donations Restricted	-
Va Veterans Cemeteries- Other Donations Restricted	-
Va Veterans Cemetery--Amelia	-
Va Veterans Cemetery--Suffolk	-
Va Veterans Cemetery--Dublin	-
WVFS Direct Veterans Services	120,500.14
WVFS Homeless Veterans Funds	106,282.26
WVFS Operation Family Caregiver Grant	-
Benefits Funds	-
VETE V-3 Fund	39,750.00
VETE Altria Grant	42,079.00
VETE Women's Summit Funds	-
VETE Other Donations Restricted	-
VSF Support Funds--Operating Expenditures and Web Site	-
VSF Unrestricted Revenue	-

TOTAL EXPENDITURES

314,882.18

Excess of Income over Expenditures

(199,921.85)

Beginning Fund Balances

3,219,253.53

Ending Fund Balances

3,019,331.68

NOTES:

1. The purpose of restricted gifts is detailed on the Schedule of Receipts, Expenditures and Budget.

Veterans Services Foundation
Schedule of Receipts, Expenditures and Budget, by Activity
For the Month Ended October 31, 2022 (FM04)
FY 2023 Year-To-Date
(Unaudited)

Activity	Fund 09410 Balance July 1, 2022 Adjusted	Receipts YTD	Expenditures YTD	Fund 09410 Balance October 31, 2022 YTD	FY 2023 Budget YTD	FY 2023 Budget Balance YTD
Virginia Veterans Care Center:						
Indigent Resident Needs	33,126.19	100.00	-	33,226.19	3,000.00	3,000.00
Activities/Carnival Fund	11,980.19	350.00	-	12,330.19	5,000.00	5,000.00
Operation Holiday Spirit	116,698.62	1,100.00	-	117,798.62	12,500.00	12,500.00
Unit Projects & Functions	-	-	-	-	2,000.00	2,000.00
Other Donations Restricted	1,435,046.96	14,888.01	-	1,449,934.97	12,500.00	12,500.00
Total VVCC Funds	1,596,851.96	16,438.01	-	1,613,289.97	35,000.00	35,000.00
Sitter & Barfoot VCC:						
Indigent Resident Needs	6,787.54	-	-	6,787.54	2,000.00	2,000.00
Activities Fund	13,053.77	350.00	5,826.81	7,576.96	14,000.00	8,173.19
Other Donations Restricted	14,103.00	2,374.72	443.97	16,033.75	2,000.00	1,556.03
Total SBVCC Funds	33,944.31	2,724.72	6,270.78	30,398.25	18,000.00	11,729.22
Jones & Cabacoy VCC:						
Other Donations Restricted	-	-	-	-	-	-
Total JCVCC Funds	-	-	-	-	-	-
Puller VCC:						
Other Donations Restricted	-	100.00	-	100.00	-	-
Total PVCC Funds	-	100.00	-	100.00	-	-
Cemetery Funds:						
Va Veterans Cemeteries- Other Donations Restricted	591.71	-	-	591.71	-	-
Va Veterans Cemetery--Amelia	3,525.00	200.00	-	3,725.00	-	-
Memorial Cemetery--Suffolk	7,130.78	-	-	7,130.78	-	-
SW Va Veterans Cemetery--Dublin	9,736.79	-	-	9,736.79	-	-
Total Cemetery Support Funds	20,984.28	200.00	-	21,184.28	-	-
Virginia Veterans' and Family Support						
Direct Veterans Services	120,500.14	-	120,500.14	-	120,500.14	-
Homeless Veterans Fund	106,282.26	-	106,282.26	-	106,282.26	-
Operation Family Caregiver Grant	923.99	-	-	923.99	-	-
Other Donations Restricted	98,170.73	8,344.03	-	106,514.76	123,217.60	123,217.60
Total VVFS Funds	325,877.12	8,344.03	226,782.40	107,438.75	350,000.00	123,217.60
Benefits Funds:	1,765.52	-	-	1,765.52	-	-
Veteran Education, Transition and Employment						
V-3 Fund	188,184.41	-	39,750.00	148,434.41	90,000.00	50,250.00
Altria Grant	59,605.24	25,000.00	42,079.00	42,526.24	68,605.00	26,526.00
Women's Summit	1,067.39	-	-	1,067.39	1,067.39	1,067.39
VETE Other Donations Restricted	-	-	-	-	-	-
Total VETE Funds	248,857.04	25,000.00	81,829.00	192,028.04	159,672.39	77,843.39
VSF Support Funds:	30,000.00	-	-	30,000.00	233,827.61	233,827.61
VSF Unrestricted Revenue						
Appropriated Funds	170,074.58	-	-	170,074.58	-	-
Donor Funds	667,176.15	56,048.46	-	723,224.61	-	-
Interest	123,722.57	6,105.11	-	129,827.68	-	-
Total VSF Unrestricted Revenue	960,973.30	62,153.57	-	1,023,126.87	-	-
Grand Total All 09410 Funds	3,219,253.53	114,960.33	314,882.18	3,019,331.68	796,500.00	481,617.82
	BALANCE	CASH IN	CASH OUT	BALANCE		
Cash Transfers						
913 09410 Fund Balance	3,094,903.56	-	(385,291.47)	2,824,415.09		
912 09410 Fund Balance	124,349.97	385,191.47	-	194,916.59		
TOTAL CASH 09410 FUNDS	3,219,253.53	385,191.47	(385,291.47)	3,019,331.68		

Donations and Expenditures for Veterans Services FY 2019-2022

Activity	2019	Receipts YTD		2022
		2020	2021	
Virginia Veterans Care Center:				
Indigent Resident Needs	\$ 5,095	\$ 1,200	\$ 3,000	\$ -
Activities/Carnival Fund	\$ 7,610	\$ 2,925	\$ 1,100	\$ 1,950
Operation Holiday Spirit	\$ 25,280	\$ 21,393	\$ 21,034	\$ 21,342
Other Donations Restricted	\$ 17,670	\$ 10,691	\$ 3,271	\$ 5,761
Total WVCC Funds	\$ 55,655	\$ 36,209	\$ 28,405	\$ 29,053
Sitter & Barfoot VCC:				
Indigent Resident Needs	\$ 200	\$ -	\$ 545	\$ -
Activities Fund	\$ 1,400	\$ 400	\$ 1,700	\$ 1,300
Other Donations Restricted	\$ 5,380	\$ 11,486	\$ 3,545	\$ 2,500
Total SBVCC Funds	\$ 6,980	\$ 11,886	\$ 5,790	\$ 3,800
Cemetery Funds:				
Other Donations Restricted	\$ 55	\$ -	\$ -	\$ 100
Va Veterans Cemetery--Amelia	\$ 570	\$ 5,308	\$ 760	\$ 7,250
Memorial Cemetery--Suffolk	\$ 11,205	\$ 100	\$ -	\$ 300
SW Va Veterans Cemetery--Dublin	\$ 75	\$ 150	\$ 12,150	\$ 500
Total Cemetery Support Funds	\$ 11,905	\$ 5,558	\$ 12,910	\$ 8,150
Virginia Veterans' and Family Support				
Direct Veterans Services	\$ -	\$ 384	\$ -	\$ -
Homeless Veterans Fund	\$ 185,050	\$ 135,000	\$ 35,000	\$ -
Operation Family Caregiver Grant	\$ -	\$ -	\$ -	\$ -
Other Donations Restricted	\$ 114,087	\$ 83,224	\$ 221,920	\$ 245,261
Total VVFS Funds	\$ 299,137	\$ 218,608	\$ 256,920	\$ 245,261
Benefits Funds:	\$ 650	\$ 170	\$ -	\$ 270
Veteran Education, Transition and Employment				
V-3 Fund	\$ 89,327	\$ 90,031	\$ -	\$ -
Altria Grant	\$ 100,000	\$ 100,000	\$ -	\$ -
Women's Summit	\$ -	\$ 20,000	\$ -	\$ 500
VETE Other Donations Restricted	\$ -	\$ -	\$ -	\$ -
Total VETE Funds	\$ 189,327	\$ 210,031	\$ -	\$ 500
VSF Support Funds:	\$ -	\$ 100	\$ -	\$ -
VSF Unrestricted Revenue				
Appropriated Funds	\$ -	\$ -	\$ -	\$ -
Donor Funds	\$ 41,339	\$ 135,580	\$ 129,753	\$ 259,174
Total VSF Unrestricted Revenue	\$ 41,339	\$ 135,580	\$ 129,753	\$ 259,174
Grand Total Contributions excludes Interest Expenditures	\$ 604,993	\$ 618,142	\$ 433,777	\$ 546,207
Contributions Less Expenditures	\$ (16,809)	\$ 258,973	\$ 98,905	\$ (238,185)



VIRGINIA VETERANS SERVICES FOUNDATION Board of Trustees BYLAWS

Article I – Authority, Purpose, and Procedures

1.1 Authority: Pursuant to Virginia Code § 2.2-2715, et seq., the Virginia Veterans Services Foundation (VSF) is a state agency of the Commonwealth. The Code reference, which is attached to these bylaws, forms the Charter or Constitution of VSF setting forth: (a) the name of the organization; (b) its purpose and mission; (c) membership; (d) meetings; (e) reporting requirements; (f) authority; and (g) financial requirements. VSF is under the Secretary of Veterans and Defense Affairs as set forth in § 2.2-230.

1.2 Purpose: These bylaws describe how the board of trustees exercises its governance through board: (a) officers; (b) administrative support; (c) meeting procedures; (d) committees; (e) protocol, governance, and communications; (f) bylaws review and amendment.

1.3 Procedures: All trustees' business procedures shall be conducted in accordance with the Code of Virginia, the VSF trustees' bylaws, and the current edition of Robert's Rules of Order Newly Revised, in order of descending precedence. VSF and its board of trustees operate on the Commonwealth fiscal year; July 1 through June 30, as do trustees' appointments. The board of trustees exercises its governance of the VSF organization through the administration and operational direction contained in the VSF policies.

Article II – Trustees and Other Board Participants

2.1 General Powers: Pursuant to Code of Virginia § 2.2-2715, as may hereafter be amended, the VSF is governed by a board of trustees who will be responsible for the administrative, fiscal and programmatic activities of VSF. The board shall comply with its enabling legislation and bylaws, and applicable federal and state laws and regulations in its: (a) use of public, private and charitable funds, including grant proceeds; (b) operation and management of the VSF; and (c) selection of an Executive Director and staff.

2.2 Duties:

(a) Respect and support the Code of Virginia, VSF trustees' bylaws, policies, and board decisions;
(b) Uphold the mission of VSF on behalf of all Virginia veterans and their families and, as required, examine, clarify, and re-define the VSF mission, goals, objectives, and priorities; (c) Further the goals and objectives of VSF to the best of their ability including:

- (1) Raise funds and other resources, including personal, to ensure funds are available to support programs and services for Virginia veterans and their families.
 - (2) Develop and ensure sound implementation of VSF budgets and allocations of funds and their expenditures so that VSF remains financially solvent.
 - (3) Provide financial oversight to ensure that the financial affairs of VSF are conducted in a responsible and transparent manner with due regard for fiduciary responsibilities to donors and the public.
- (d) Demonstrate due diligence and dedication in preparation and attendance at scheduled board and committee meetings, special events, and other activities on behalf of VSF; (e) ensure VSF's legal and ethical integrity and accountability; (f) oversee VSF's operations and make sure that the VSF staff and other related parties act legally; (g) assure compliance with the requirements of the Virginia Freedom of Information Act; (h) assure compliance with the provisions of the [Sstate and Llocal](#) Government Conflicts of Interest Act; (i) provide effective organizational planning and monitor implementation; (j) enhance VSF's public standing in the Virginia community; (k) select and assess the performance of the Executive Director; (l) assess VSF board and organizational performance to strengthen VSF's services and (m) exercise all responsibilities with care and skill in a reasonable and prudent manner.

2.3 Responsibilities:

- (a) The VSF board of trustees is a public entity and must behave with the utmost integrity and assure that VSF abides by the law. Trustees have as their first and foremost duty – fiduciary responsibility for the public good – the interests of the public at large and veterans in particular. Trustees must be independent and objective [arbitrators-advocates](#) of the public and veterans interests and ensure the integrity of the Veterans Services Fund.
- (b) Trustees shall inform themselves and consult with other governmental and charitable organizations to gain a broad understanding of the requirements of their position. Additionally, trustees shall obtain information that can be presented to the board for consideration to enhance VSF functioning and other related matters. Such information permits trustees to ensure the overall integrity of service to veterans and the public.

2.4 Non-trustee Board participants:

Principal VSF staff members, agents, and advisors may assist the board of trustees in the administration of the VSF. The VSF Executive Director, Secretary, and Treasurer serve as ex officio non-voting board staff.

Article III – Officers

3.1 Officers of the VSF:

The officers of the VSF shall consist of a Chairman (the Chair) and Vice Chairmen (Vice Chairs). Other officers, including assistant and subordinate officers, may from time to time be appointed by the board. Any two or more offices may be held by the same person. The functions of Secretary and Treasurer are performed by qualified personnel provided by the Department of Veterans Services in accordance with Code of Virginia § 2.2-2715.G.

3.2 Duties of the Chair:

The Chair shall: (a) preside over all meetings of the board unless absent; (b) have general supervision of the affairs of the board; and (c) shall perform all other such executive duties as are reasonably necessary or are properly required by the board. The Chair may appoint committee members from within the board of trustees as deemed necessary or appropriate to carry out the purposes of VVSF.

3.3 Duties of the First Vice Chair:

Upon the death, resignation, absence, or disability of the Chair, or upon the Chair's refusal to act, the Vice Chair shall perform the duties of the Chair only so long as the Chair is absent or disabled. In all other instances as determined by the board, the Vice Chair shall serve for the remainder of the Chair's term or until a substitute is elected by the board. In the event that an issue arises concerning whether or not the Vice Chair should assume or retain the duties of the Chair, the issue shall be decided by a majority vote of the board, excluding the Vice Chair.

3.4 Duties of the Second Vice Chair:

The Second Vice Chair shall act in the absence, for whatever reason, of the Chair and First Vice Chair under the same provisions of those set forth for the First Vice Chair.

3.5 Other duties as assigned:

When not performing the duties of the Chair, the Vice Chairs shall perform such duties as may be assigned by the Chair. The Chair and Vice Chairs shall continue to serve on the board committees to which they were assigned, but not as Committee Chairs or Vice Chairs.

3.6 Duties of the Secretary:

The Secretary shall (a) keep the minutes of the meetings of the board and its committees and be the custodian of the minutes and other such records of the board; (b) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; (c) post minutes of meetings to the Commonwealth Calendar and to the website of VSF in accordance with §2.2-3707.1 of the Code of Virginia; (d) be the VSF recording and corresponding Secretary including initiating or responding to correspondence of interest and required of VSF to include letters of acknowledgement and appreciation to all VSF donors; and (e) perform all duties incident to the office of secretary and such other duties as from time to time may be assigned by the Chair or by the board and its policies.

3.7 Duties of the Treasurer:

The Treasurer shall be the financial officer for the Board and shall (a) keep accurate, auditable records of:

- (1) Non-general Fund donations and grants received and expenditures made from the Fund; and
- (2) General Fund allocations for authorized expenditures; (b) submit a quarterly report to the board and the Commissioner of Veterans Services on VSFs funding levels and services; (c) keep VSF informed of DVS budgeting and financial activities; (d) assist the Auditor of Public Accounts with Foundation audits; and (e) perform such other duties as from time to time may be assigned by the Chair or by the board and its policies.

3.8 Term of service:

Elected officers shall serve a term of one year. Officers shall be eligible for reelection, not to exceed two years of consecutive service.

3.9 Elections:

Election of officers will be held every year during the regular fourth quarter (April – June) meeting. If a quorum is not present, elections will be held at the next meeting at which there is a quorum. Elections shall be by voice vote. Elections shall be decided by a majority of the votes cast. If a candidate fails to achieve a majority vote on the first ballot, the two candidates with the most votes will be voted on by a second ballot. Newly elected Chairs shall assume the responsibility of the position to which they were elected on 1 July of the year for which they are elected.

3.10 Nominations:

The Nominating Committee shall post a call for nominations for Chair and Vice Chairs from the board no later than 10 working days following the committee's first meeting. The VSF Executive Director may forward the call on behalf of the committee, if the Committee Chair so requests. Trustees of the board may nominate themselves for officer positions to the Chair of the Nominating Committee. Board trustees may be nominated regardless of time served or time remaining on the board, except that board trustees who are completing their last year of service of a four-year term shall not be eligible for nomination. Notwithstanding the foregoing, a trustee who is completing the last year of service may be nominated if, at the time of the nomination, the trustee has been reappointed for another four-year term. Ex officio trustees, who are chairmen of other boards, the Secretary, and Treasurer shall not be eligible to serve as Board Chair or Vice Chairs. The Nominating Committee should give priority to nominating trustees for office whose terms of appointment on the board do not expire simultaneously so the board will not be without a presiding officer.

3.11 Presentation of Nominations:

The Nominating Committee shall meet at least fifteen working days prior to the fourth quarter (April/ June) board meeting to determine the nominations to be presented to the board at that meeting. The recommendation of the nominating committee shall be distributed with the announcement of the fourth quarter meeting of the board. At the fourth quarter meeting, the Nominating Committee shall present candidates for each office for election at that meeting. Nominations from the floor may be made prior to such election.

3.12 Committee Vacancies:

In the event a trustee of the Nominating Committee cannot serve or becomes a candidate for an office for which the committee is selecting candidates, he shall resign from the committee immediately and the Board Chair shall immediately appoint a replacement.

3.13 Chair and Vice Chair Vacancies and Absences:

In the event of a vacancy in the Chair or Vice Chair positions, the board may: (a) in the case of vacancy in the position of Chair or Vice Chairs, have the next Vice Chair complete the unexpired term; or (b) elect a Nominating Committee and at the board's next meeting, elect officers to fill the vacant positions. In the event of the temporary absence of the Chair, First Vice Chair, and Second Vice Chair, the board shall select one of its non-ex officio trustees to preside.

Article IV – Administrative Support

4.1 Administrative and other services:

DVS is designated to provide VSF with administrative, staff, and other services in accordance with §2.2-2715.E.

4.2 Executive Director:

The board may hire a VSF Executive Director who shall serve as specified in §2.2-2715.1. In addition, the Executive Director shall have such powers, duties, and responsibilities as set forth in a job description approved by the board, or as may be assigned by the board from time to time.

4.3 Executive Director Selection:

If the board chooses to employ an Executive Director, selection shall be made from a group of eligible candidates recruited through the Virginia Department of Human Resources Management Policy 2.10 Hiring. The selection panel shall consist of at least four trustees, one of which shall be the Board Chair.

4.4 Executive Director Duties:

The Executive Director's duties shall include:

(a) supporting the efforts of VSF to seek, promote, and stimulate contributions to the Fund; (b) planning and implementing an effective capacity-building and development strategy consistent with the programs and mission emphasis of DVS; (c) establishing and maintaining productive on-going relationships with legislative and development entities at the municipal, regional, state, and national levels; (d) coordinating and sustaining state legislative and funding efforts in support of VSF; (e) supporting efforts to more effectively brand and market veterans' services; (f) performing the duties of the VSF Freedom of Information Act Officer in accordance with the Freedom of Information Act (FOIA); (g) managing VSF's finance (e.g., accountability) initiatives in collaboration with DVS' Director of Finance and DVS finance staff; (h) coordinating with DVS in its efforts to support VSF, including; (i) assisting the Procedures and Policy Committee in developing DVS and VSF policies and procedures related to mutual support of both agencies; (j) serving as the VSF liaison to DVS for coordination of development activities with public and private development-related organizations and other interested parties. (k) ensuring that the reports required of VSF are submitted including those required by §2.2-2715.B of the Code of Virginia; (l) implementing board of trustees VSF and joint VSF-DVS policies; (m) assuring continuity of VSF administration and operations; (n) promoting inter-agency relations and ensuring compliance with inter-agency agreements; (o) attending board of trustees and committee meetings; (p) ensuring expeditious qualification of new trustees in accordance with Title 49 of the Code of Virginia; (q) acting as the VSF point of contact for [the](#) Auditor of Public Accounts audits; and (r) performing such other duties as from time to time may be assigned by the Chair or by the board and its policies.

Article V – Meetings

5.1 Meetings:

The board shall meet at least quarterly, at a time and place determined by the trustees through the trustees' Chair. Additional meetings may be called by the Board Chair or at the request of at least four trustees. Board committees shall meet as required by the board of trustees or the committee chairs. The VSF Executive Director, Secretary, and Treasurer shall attend all board of trustees meetings. Meetings shall be conducted in accordance [with](#) ~~and~~ the provisions of the Virginia Freedom of Information Act (FOIA).

5.2 Quorum and Manner of Acting:

A majority of the voting trustees of the board who are serving shall constitute a quorum for the transaction of business. The act of a majority of the trustees present at any meeting at which a quorum is present shall be the act of the board. In the absence of a quorum, a majority of the trustees present

may adjourn the meeting until a quorum is attained or convene either a special or emergency meeting of the executive committee or other committees to consider the business at hand.

5.3 Meeting Procedures:

5.3-1 Meeting Notification:

Meetings, including work sessions, are assemblages of the committee trustees. No business shall be conducted unless a quorum of voting trustees is determined. All meetings, except as noted in 5.03.6 below, shall be open to the public and notice of the date, time, location, and purpose or agenda of the meeting shall be posted on the Commonwealth Calendar, on the VSF website, and in a prominent public location. The notice shall state whether public comment will be received. All board and committee meeting notifications shall comply with the provisions of FOIA.

5.3-2 Regular Meetings:

The VSF board shall meet at least four times each year on such dates and in such places as recommended by the Board Chair. Regular meetings shall be announced to the VSF board trustees, DVS staff, and the public at least 10 days prior to the day the regular meeting is to be convened.

5.3-3 Special Meetings:

Special board meetings may be called by the Board Chair, or committee meetings by the Committee Chairs, or by any three committee trustees at such dates, times, and places, with agenda, as may be specified in the call for such meeting in accordance with §2.2-3707 of the Code of Virginia, or as hereafter may be amended. For special meetings, a seven days' notice shall be given.

5.3-4 Emergency Meetings:

Emergency meetings may be called by giving reasonable notice to all trustees and the public whenever in the judgment of the Board or Committee Chair, in consultation with the VSF Executive Director and the Secretary of Veterans and Defense Affairs, there is an emergency as defined by §2.2-3701, Code of Virginia, or as hereafter may be amended. A quorum of voting trustees shall be sufficient to transact any business with respect to said emergency.

5.3-5 Conduct of Business:

The published agenda shall be followed, unless modified by a majority vote of trustees present. Votes on substantive matters shall be taken by a vote of all trustees present supporting, opposing, or abstaining from the matter. No proxies, secret, or written ballots are authorized in any board or committee meeting. In the event a meeting, or individual trustee participation, is being conducted through electronic communication means, as allowed by Board policy and statute, all votes shall be conducted by voice roll call. and votes cannot be taken by telephone or other electronic communication means. Minutes shall be recorded of board and committee meetings and shall be deemed public records and subject to the provisions of FOIA. A copy of the minutes of each board and committee meeting will be provided to the trustees and other interested parties no later than 10 working days after the conclusion of the meeting.

5.3-6 Closed Meetings:

The conduct of closed meetings shall be governed by the provisions of §§2.2-3711 & 2.2-3712 of the Code of Virginia, or as hereafter may be amended. ~~Closed meetings cannot be conducted electronically.~~

5.3-7 Electronic Meetings:

From time to time, it may be necessary to conduct meetings through electronic communication means or allow individual Trustee participation through electronic communication means. To accomplish this, the Board will follow its Electronic Meeting policy as adopted and the provisions of §§ 2.2-3708.2 & 2.2-3708.3 of the Code of Virginia, or as hereafter may be amended.

Article VI – Committees

6.1 VSF Committees:

Activities of the board of trustees shall be organized and coordinated through its committees. The committees of VSF board of trustees shall be the Executive Committee, three Standing Committees,

and a Special Committee for nominations. Other Ad Hoc committees and sub-committees may be established as required. Unless otherwise specifically provided by the board of trustees, recommendations of committees are advisory and must be ratified by the board. Trustees may serve on more than one committee and trustees may participate in the proceedings as voting members. All committee meetings shall be scheduled to permit broad participation and comply with the provisions of FOIA.

6.2 Executive Committee:

The executive committee shall consist of the current board Officers, Committee Chairs or Assistant Chairs, Secretary of Veterans and Defense Affairs, and Executive Director. The Executive Committee's central purpose is to assist the board function efficiently and effectively by reviewing matters presented to it by the standing, special, and ad hoc committees and providing its recommendations to the board for action. In addition, it is responsible for relations with affiliated boards and councils and other veterans organizations and shall recommend means by which the board can assess its effectiveness. The Executive Committee shall meet upon the call of the Board Chair and shall keep regular minutes of their proceedings to report to the board at its next regular meeting.

6.3 Standing Committees:

The Committee Chairs, Assistant Chairs, and trustees of the three standing committees shall be appointed by the Board Chair, after consultation with the parties involved. Ex officio trustees who are chairmen of other boards shall not be eligible for appointment as Committee Chairs. The appointments shall be approved by the board at the meeting at which the appointments are proposed by the Board Chair. A trustee may volunteer to serve on one or more committees. Each member of a committee shall serve until the end of the fiscal year in which he is appointed and shall be eligible for reappointment.

A quorum of each of the standing committees shall consist of a majority of trustees. The Board Chair, Vice Chairs, and ex officio board trustees are deemed committee members for all purposes, including a quorum. The agenda for each regular board of trustees meeting shall include a report by each standing committee to the board.

The standing committees are as follows:

6.3 1. Development:

The development committee supports the board's responsibility for:

(a) relations with affiliated foundations and organizations; (b) making recommendations to the board on matters and policies pertaining to VSF's seeking, promoting, and stimulating contributions and other sources of revenue for the Veterans Services Fund; (c) both community (including veterans and

military) and public (state-wide) relations; (d) VSF development policies; (e) such other business as may come before it; and (f) organizing fundraising programs, including capital campaigns.

6.03 2. Finance:

The finance committee supports the board's responsibilities for Veterans Services Fund administration, the budget process, accountability, and fiscal efficiency in general. The committee is responsible for: (a) making recommendations to the board on matters pertaining to Veterans Services Fund expenditures; (b) development and maintenance of VSF fiscal policies; (c) oversight of the fiscal accounts; (d) preparation of a biennial and annual budget and budget adjustments for presentation to the board of trustees for approval; (e) those aspects of performance budgeting pertaining to VSF; (f) contracts and the impact of the foregoing on the overall fiscal condition, mission, and purpose of VSF; and (g) such other business as may come before it.

The committee oversees the internal review function of procedures contained in Code of Virginia §2.2-2718.C and receives the annual report of the Auditor of Public Accounts.

6.03 3. Procedures and Policies:

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

(1) **In support of procedures**, the committee shall be responsible for the formulation of proposed revisions to the: (a) VSF charter; (b) board of trustees' bylaws; (c) trustees' general biennial schedule; and (d) goals and objectives of the VSF board and its committees, in coordination with those committees.

(2) **Regarding the operational direction** of the VSF organization, the committee shall develop, document, and review revisions to the: (e) Strategic Plan and subsidiary plans; (f) VSF Policies, Joint VSF-DVS Policies, and other directives; and (g) DVS-VSF Memorandum of Understanding.

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

6.04 Nominating Committee:

The Nominating Committee is a special committee responsible for nominating board trustees for Board Chair and Vice Chair positions. The board shall elect annually, at its regular March meeting of the board, a Nominating Committee of an odd number of not less than three or more than five voting trustees. Current board officers and ex officio trustees shall not serve on the committee. The committee shall meet at the same meeting during which it is created to elect its chair or as soon thereafter as possible. The Nominating Committee may be assisted in its duties by the VSF Executive Director, if the committee so desires. The Nominating Committee shall terminate upon presentation of nominations to the board of trustees.

6.05 Ad Hoc Committees:

The Board Chair may, or upon direction by the board shall, appoint a committee to address a specific issue or manage a project not otherwise under the responsibility of a standing committee. Any ad hoc committee shall terminate upon fulfilling its appointed task.

6.06 Subcommittees:

Committees may appoint subcommittees of not less than one board trustee from within their trustee memberships to consider such specific business as required, subject to board approval of such subcommittee's creation. Subcommittees shall abide by Article V of these bylaws and the requirements of FOIA.

6.07 Foundation Staff Participation:

The Executive Director, Secretary, or Treasurer shall participate in committee and sub-committee meetings as non-voting members, unless excused by the Committee or Sub-committee Chair.

6.08 Committee Reports:

The Committee Chair, Assistant Chair or a designated committee representative shall report the status of issues before it at each board meeting. Committee members may submit minority reports to the board of trustees.

Article VII – The Veterans Services Fund

7.01 The Fund:

The Fund is composed of revenues as stated in the Code of Virginia §2.2-2718, primarily to provide funding for DVS veterans programs and services. It also funds VSF operations to support veterans programs and services and is not an auxiliary or reserve fund for DVS or VSF.

7.02 Fund Allocations:

Allocation of funds for DVS programs' subsidiary funds from the Veterans Services Fund may only be authorized by the majority vote of trustees present at a meeting in which there is a quorum.

Article VIII – Protocol, Governance, and Communications

8.01 Protocol:

The board is the ultimate authority in VSF. Its authority to act is vested in the body (i.e., majority) of the board, not in committees or individual trustees, regardless of their position. Individual trustees are all equals among equals and both elected officers of the board and the Executive Director only have authority delegated by the board.

8.02 Governance:

In accordance with Roberts Rules of Order Newly Revised, the Board Chair is a facilitator who promotes efficient and effective board functioning that shall best contribute to the determination of proper policies, wise planning, intelligent and considerate observance of the rights of all concerned. The Board Chair's goal in the foregoing is to maintain the independence of the board so that it effectively contributes to the current and future enhancement of the mission of VSF.

8.03 Communication Authority:

The Board Chair is the board's only official spokesperson, particularly as the Chair serves as an ex officio trustee of the Board of Veterans Services (BVS) and the Joint Leadership Council (JLC) of Veterans Service Organizations. This is relevant in dealing with DVS, other agencies, and public sector organizations and individuals. The VSF Executive Director, trustees, and other interested parties support the Board Chair and must consult with the Board Chair and receive the Chair's consent before presenting VSF's position on an issue. In other cases, the Chair may appoint a Vice Chair or a board trustee or trustees to represent the board on particular occasions. On those occasions, specific instructions will be provided to those trustees. Trustees may speak as private citizens as long as they specify that they are presenting their personal views and are not speaking for the VSF board of trustees.

Article IX – Miscellaneous

9.01 Review, Adoption, and Amendment of Bylaws:

These bylaws shall be reviewed biennially and shall be adopted and amended by a two-thirds majority vote of all board trustees, excluding any vacant positions. Notice regarding matters related to the bylaws shall be given to all trustees 10 days prior to voting.

9.02 Procedure:

Except as otherwise provided by these bylaws, every attempt should be made to conduct meetings of the board in accordance with the current edition of Robert's Rules of Order Newly Revised.

9.03 Effective Date of Bylaws and Amendments:

These bylaws and any amendments shall become effective on November 8, 2018. All former bylaws of VSF will hereby be repealed on November 8, 2018. Amended on September 19, 2019, June 24, 2020, and effective July 1, 2020 [and amended effective December 8, 2022](#).

VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

VIRGINIA VETERANS SERVICES FOUNDATION

Foundation Administration and Operations Policy

F2.1 Purpose

This policy is established to set forth the administrative and operating procedures and technical requirements for the Virginia Veterans Services Foundation (VSF) and board of trustees requirements not contained in the trustees' bylaws. It also addresses VSF operations in support of the Virginia Department of Veterans Services (DVS), and to ensure that the administration and operations of VSF reflect the Commonwealth's and the Nation's honor and support for their veterans.

F2.2 Application

The VSF Executive Director, in conjunction with the Chair of the VSF board of trustees (Board Chair), is responsible for the application of this policy.

F2.3 Interpretation

The Board Chair, in conjunction with the Secretary of Veterans and Defense Affairs, is responsible for the interpretation of this policy.

F2.4 References

Administration of VSF is authorized under the Code of Virginia § 2.2-2715, et seq. The allocation and expenditure of funds shall be controlled by Code of Virginia §64.2-1100 et seq. Operation of VSF is subject to applicable state and federal laws and regulations, as well as policies and procedures established by the VSF trustees and the joint policies and procedures of VSF and DVS including the current DVS-VSF Memorandum of Understanding (MOU) set forth in VSF Policy 1, Appendix B.

F2.5 Overview

- A. Assigned Mission: VSF shall raise revenue from all sources, administer the Veterans Services Fund (the Fund), and provide funds for veterans' services and programs in Virginia.
- B. Mission Statement: Our Veterans served us, now it's our turn to serve them.
- C. VSF is a state philanthropic activity comprised of a governing board of trustees, supporting staff, donors, volunteers, and other interested parties.
- D. The Code of Virginia §2.2-2715.E. states that DVS shall provide administrative, staff, and other services to the VSF. These are contained in the DVS-VSF MOU. VSF responsibilities to DVS are contained in the MOU and the VSF policy on interagency relations.
- E. The Code of Virginia §2.2-2715.G. specifies that DVS shall provide qualified finance and development personnel to perform the duties of treasurer and secretary of VSF in accordance with VSF's directives.

F2.6 Policy

- A. VSF and DVS shall promote mutual support of each other and their activities in order to provide additional veterans services to eligible Virginia-domiciled veterans and their families in honor of veterans' service and sacrifice to the Commonwealth and the nation.
- B. All VSF Policies and VSF-DVS Joint Policies shall be reviewed at least every two years to ensure their currency and updated when required.

VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

- C. VSF shall adhere to the Donor's Bill of Rights contained in Appendix A and the Association of Fundraising Professional Code of Ethics in Appendix B.
- D. The VSF Finance Committee and VSF Executive Director shall oversee and ensure that monies in the Unrestricted Revenue and Support Funds are properly managed, allocated, and expended. [From Joint Policy 10 section J10.6]

F2.7 VSF Administrative and Operational Responsibilities

- A. The VSF Executive Director is responsible for the efficient and effective administration and operation of VSF and its Fund. The Executive Director also is responsible for supporting VSF's trustees and supervising other personnel (e.g., staff, volunteers, donors, etc.) who are involved in VSF operations.
- B. The Executive Director shall be assisted by the VSF Secretary and Treasurer.
- C. VSF public relations are coordinated by the VSF Executive Director with the DVS Director of Communications.
- D. The Executive Director is authorized to coordinate VSF administration and operations with DVS activities, including: DVS benefits services; care centers; cemeteries; veteran and family support; veterans' education, transition and employment; and other DVS veterans programs. The VSF Executive Director also is authorized to have direct liaison with the Chairmen of the Board of Veterans Services and the Joint Leadership Council of Veterans Service Organizations in consultation with the DVS Director of Policy and Planning.

F2.8 VSF Executive Director

- A. Executive Director Selection: The Executive Director shall be selected from a group of eligible candidates recruited through the Virginia Department of Human Resources Management Policy 2.10 – Hiring. The selection panel shall consist of at least four trustees, one of which shall be the Board Chair, and the Secretary of Veterans and Defense Affairs. Once selected by the VSF trustees panel, the Executive Director shall be hired in accordance with §2.2-2715.
- B. The VSF Executive Director reports to the Board Chair and is chief administrator of VSF. The Board Chair shall submit an evaluation of the Executive Director annually in October to the Secretary of Veterans and Defense Affairs.
- C. The Executive Director's duties are set forth in the trustees bylaws.

F2.9 Secretary

- A. The Secretary, shall be qualified in development and shall be appointed by the board of trustees. The incumbent may be assisted by such DVS staff as required. The Secretary to the Board shall perform those duties as designated by the board.
- B. The Secretary's duties are set forth in the trustees' bylaws.

F2.10 Treasurer

- A. The Treasurer shall be qualified in finance and appointed by the Board of Trustees. The incumbent may be assisted by such DVS staff as required. The Treasurer only shall perform those duties and have such powers as designated by the board.
- B. The Treasurer's duties are set forth in the trustees' bylaws.

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F2.11 Human Resources Management

By prior agreement with the Department of Human Resources Management (DHRM), VSF is supported by the DVS Human Resources staff and DHRM Policies pertain. The VSF trustees on August 10, 2017 approved the current DHRM leave policy for the Executive Director.

F2.12 Execution of Contracts

The board of trustees may, except as by law, authorize any trustee or agent to execute any contract or other instrument. Any such authority may be general or confined to specific instances.

F2.13 The Veterans Services Fund

- A. The Virginia Veterans Services Fund (the Fund), administered by VSF, is a special non-reverting trust fund on the books of the Commonwealth Comptroller.
- B. The accounts and records of VSF showing the receipt and disbursement of funds from whatever source derived shall be established by the Department of Accounts and Auditor of Public Accounts in a manner similar to other organizations. The Auditor of Public Accounts or his legally authorized representative shall annually audit the accounts of VSF, and the cost of such audit services shall be borne by VSF in accordance with §2.2-2717 of the Code of Virginia.
- C. The Fund operating structure shall allow for: (1) separate current and non-current funds for annual operations as set forth in the Appropriations Act; (2) reserves; (3) specific funds for stand-alone projects; and (4) endowments primarily to provide funding for veterans programs and services. The Fund accounting structure consists of subsidiary and sub-funds. Subsidiary funds are the primary subordinate funds of the Veterans Services Fund and pertain to the funds of each of DVS principal programs and both the VSF Unrestricted Revenue Fund and the VSF Support Fund. Sub-funds or sub-accounts exist within subsidiary funds and are financial accounts that support the activities/services of DVS programs and the VSF Unrestricted Revenue Fund. Details of the fund operating and accounting structure are contained in VSF-DVS Joint Policy 4.
- D. Allocation of funds for DVS program subsidiary funds from the Fund may only be authorized by the majority vote of trustees present at a meeting in which there is a quorum.
- E. Sub-fund adjustments of amounts less than \$10,000 within subsidiary accounts in the annual budget may be made by the VSF Executive Director in accordance with funding levels established by the current edition of the Appropriations Act and Department of Planning and Budget adjustments to those funding levels. Amounts above \$10,000 shall be referred to the VSF Finance Committee Chair and the Board Chair for action as set forth in section J2.13.D. Any changes shall be subject to review and subsequent approval by the trustees at the next quarterly board meeting.
- F. Reallocation of sub-fund amounts of \$10,000 or more shall be forwarded to the Board Chair for action as follows. Depending on the circumstances, the Board Chair may consider it or refer it to the VSF Finance Committee Chair. Alternatively, the Board Chair could refer it to a meeting of the Executive Committee or defer it until the next board meeting. In any case, all changes shall be subject to review and subsequent approval by the trustees at the next quarterly board meeting.
- G. The Fund shall be used solely for the purposes of carrying out the applicable provisions of §2.2-2715 et seq. The unrestricted portion of the Fund, except unrestricted donor funds, may be used for VSF expenses, subject to approval by the Board of Trustees. Allocations and expenditures of donated restricted funds shall be in accordance with the provisions of § 64.2-1100 et seq. of the

VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

Code of Virginia. Expenditures and disbursements from the Fund shall be made by the State Treasurer on warrant issued by the Comptroller upon written authorization of the VSF Executive Director and approval of the Board. The Fund is not an auxiliary or reserve fund for DVS or VSF.

- H. The Unrestricted Revenue Fund and the Foundation Support Fund are subsidiary funds of the Fund. The procedures to be followed when allocating and expending the financial assets of the Unrestricted Revenue Fund and the Foundation Support Fund are contained in Appendix C.

F2.14 Financial Procedures

- A. Expenditures for DVS activities approved by the trustees may be processed upon approval by the DVS program director that has responsibility for the activity.
- B. All requests for reimbursement of trustees actual expenses incurred while attending meetings of the trustees or performing other duties shall be approved by the VSF Executive Director.
- C. Expenditures for authorized VSF administration and operations shall require the pre-approval of the VSF Executive Director in accordance with the procedures contained in Appendix C.

F2.15 Reports

- A. The Code of Virginia requires that VSF shall submit a quarterly report to the DVS Commissioner on VSF's funding levels and services. This report and monthly reports are compiled with the assistance of the DVS Director of Finance and the DVS Finance Staff for the VSF trustees. These reports shall contain statements and schedules, as appropriate to identify the status of all monies deposited and expended in the Fund. Reports may be required more frequently by the trustees. These reports will form the basis of a Foundation annual report.
- B. The DVS monthly and quarterly reports consists of: an Asset Sheet; a Statement of Income, Expenditures, and Changes in Fund Balances; and a Schedule of Receipts, Expenditures and Budget by activity.
- C. To obtain VSF funding, VSF requires that DVS submit a report detailing DVS program requirements to form the annual budget.
- D. Reports on income and expenditures shall be submitted monthly, or as requested, to the DVS Commissioner, the trustees, or others for review. These reports shall include under- funded or unfunded needs, if any.
- E. VSF shall compile an annual report to the Secretary of Veterans and Defense Affairs, and the General Assembly in accordance with § 2.2-2715.B. This report will be published electronically by 30 November of each year. The annual report to the General Assembly shall be submitted for publication as a report document as provided in the procedures of the Division of Legislative Automated Systems for the processing of legislative documents and reports and shall be posted on the General Assembly's website.
- F. The quarterly and annual reports shall be available in the board of trustees meeting minutes posted on the VSF website

F2.16 Adoption and Amendment

This policy may be adopted and amended by a majority vote of the VSF Board of Trustees. Notice regarding such actions shall be given to all trustees at least ten (10) days prior to the vote being taken. Biennial review of this policy is the responsibility of the VSF Procedures and Policies Committee.

VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

On adoption, this policy supersedes VSF-DVS Joint Policies 2 (Foundation Operations) and 10 (Veterans Services Non-General Fund- Processing of Financial Requests).

F2.17 Policy Review Date

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

F2.18 Policy Effective Date

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

September 19, 2019

VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

VIRGINIA VETERANS SERVICES FOUNDATION

Foundation Administration and Operations Policy

Appendix A

The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organization's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

The Donor Bill of Rights was created by the Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits. It has been endorsed by numerous organizations. Association of Fundraising Professionals (AFP), all rights reserved.

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VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

VIRGINIA VETERANS SERVICES FOUNDATION

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Appendix B

Association of Fundraising Professionals (AFP) Code of Ethical Standards

AFP Code of Ethical Principles Adopted 1964

The Association of Fundraising Professionals (AFP) exists to foster the development and growth of fundraising professionals and the profession, to promote high ethical behavior in the fundraising profession and to preserve and enhance philanthropy and volunteerism.

Members of AFP are motivated by an inner drive to improve the quality of life through the causes they serve. They serve the ideal of philanthropy, are committed to the preservation and enhancement of volunteerism; and hold stewardship of these concepts as the overriding direction of their professional life. They recognize their responsibility to ensure that needed resources are vigorously and ethically sought and that the intent of the donor is honestly fulfilled.

To these ends, AFP members, both individual and business, embrace certain values that they strive to uphold in performing their responsibilities for generating philanthropic support. AFP business members strive to promote and protect the work and mission of their client organizations.

AFP members both individual and business aspire to:

- Practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust;
- Act according to the highest goals and visions of their organizations, professions, clients and consciences;
- Put philanthropic mission above personal gain;
- Inspire others through their own sense of dedication and high purpose;
- Improve their professional knowledge and skills, so that their performance will better serve others;
- Demonstrate concern for the interests and well-being of individuals affected by their actions;
- Value the privacy, freedom of choice and interests of all those affected by their actions;
- Foster cultural diversity and pluralistic values and treat all people with dignity and respect;
- Affirm, through personal giving, a commitment to philanthropy and its role in society;
- Adhere to the spirit as well as the letter of all applicable laws and regulations;
- Advocate within their organization's adherence to all applicable laws and regulations
- Avoid even the appearance of any criminal offense or professional misconduct;
- Bring credit to the fundraising profession by their public demeanor
- Encourage colleagues to embrace and practice these ethical principles and standards; and
- Be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy.

VSF Policy	VSF Administration & Operations Policy	Effective: 9-19-2019
VSF Policy No. 2		Reviewed:

ETHICAL STANDARDS

Adopted 1964; amended Oct. 2014

The Association of Fundraising Professionals believes that ethical behavior fosters the development and growth of fundraising professionals and the fundraising profession and enhances philanthropy and volunteerism. AFP Members recognize their responsibility to ethically generate or support ethical generation of philanthropic support. Violation of the standards may subject the member to disciplinary sanctions as provided in the AFP Ethics Enforcement Procedures. AFP members, both individual and business, agree to abide (and ensure, to the best of their ability, that all members of their staff abide) by the AFP standards.

PUBLIC TRUST, TRANSPARENCY & CONFLICTS OF INTEREST

Members shall:

1. not engage in activities that harm the members’ organizations, clients or profession or knowingly bring the profession into disrepute.
2. not engage in activities that conflict with their fiduciary, ethical and legal obligations to their organizations, clients or profession.
3. effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
4. not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the members or the members’ organizations.
5. comply with all applicable local, state, provincial and federal civil and criminal laws.
6. recognize their individual boundaries of professional competence.
7. present and supply products and/or services honestly and without misrepresentation.
8. establish the nature and purpose of any contractual relationship at the outset and be responsive and available to parties before, during and after any sale of materials and/or services.
9. never knowingly infringe the intellectual property rights of other parties.
10. protect the confidentiality of all privileged information relating to the provider/client relationships.
11. never disparage competitors untruthfully.

SOLICITATION & STEWARDSHIP OF PHILANTHROPIC FUNDS

Members shall:

12. ensure that all solicitation and communication materials are accurate and correctly reflect their organization’s mission and use of solicited funds.
13. ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
14. ensure that contributions are used in accordance with donors’ intentions.
15. ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
16. obtain explicit consent by donors before altering the conditions of financial transactions.

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TREATMENT OF CONFIDENTIAL & PROPRIETARY INFORMATION

Members shall:

17. not disclose privileged or confidential information to unauthorized parties.
18. adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client.
19. give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
20. when stating fundraising results, use accurate and consistent accounting methods that conform to the relevant guidelines adopted by the appropriate authority.

COMPENSATION, BONUSES & FINDER'S FEES

Members shall:

21. not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees.
22. be permitted to accept performance-based compensation, such as bonuses, only if such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
23. neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
24. not pay finder's fees, commissions or percentage compensation based on contributions.
25. meet the legal requirements for the disbursement of funds if they receive funds on behalf of a donor or client.

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VIRGINIA VETERANS SERVICES FOUNDATION

Foundation Administration and Operations Policy

Appendix C

Veterans Services Unrestricted Revenue Fund and Foundation Support Fund Processing of Financial Requests Procedures

1. Purpose

This policy sets forth the procedures to be followed when allocating and expending the financial assets of the Unrestricted Revenue Fund and the Foundation Support Fund.

2. Overview

- A. The Unrestricted Revenue Fund is a subsidiary fund of the Veterans Services Fund that includes such funds as was or may be appropriated by the General Assembly, unrestricted donations to VSF, and interest accrued to the fund. The Unrestricted Revenue Fund is an income fund and the only stable asset VSF has. The appropriated funds and interest are for supporting VSF administration and operations and serving as a reserve of funds for emergency purposes. ~~The VSF shall not use more than 10 percent of the Unrestricted Donor Fund each year for administrative purposes. The unrestricted donor funds shall only be used for supporting the needs of veterans and their families. Revenues from the Unrestricted Revenue Fund cannot directly be used to cover VSF or DVS expenses. These expenses are made from the Foundation Support Fund.~~
- B. The Foundation Support Fund was created as a subsidiary fund of the Veterans Services Fund to cover VSF administration and operating expenses. Its expenditures are limited by current editions of the Commonwealth Appropriation Act.
- C. The Unrestricted Revenue Fund, through the Foundation Support Fund, may advance funds to cover DVS programs until these expenditures are replaced with donations, by DVS funds, or through state appropriations.

3. Definitions

The definitions contained in VSF Policy 4 apply to this policy along with the following:

- A. **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.
- B. **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.~~
- C. **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.
- D. **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.

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- E. **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.
- F. **Foundation Operations:** They are the functions performed in support of the administration of the Foundation.
- G. **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.

4. Receive, Accept, and Record Financial Donations and Appropriations

The authorization and procedures to receive, accept, and record financial donations are contained in VSF-DVS Joint Policy 4 (13). The procedures for accepting and recording appropriated funds are contained in state financial regulations. Funds received for the Unrestricted Revenue Fund will be processed through the DVS Finance Office for the VSF.

5. Managing Unrestricted Revenue and Foundation Support Funds

The Unrestricted Revenue Fund and Foundation Support Fund shall be managed by the trustees and VSF Executive Director as follows:

- A. All balances in the Fund shall be maintained in an interest bearing account designated as the interest sub-fund of the Unrestricted Revenue Fund. Interest income generated by the Fund shall accrue to the VSF Unrestricted Revenue Fund, unless otherwise directed by the trustees or the current Commonwealth Appropriation Act.
- B. Upon completion of the activity for which Foundation Support Funds were used, the unspent portion of the appropriation for a specific activity shall remain in the Support Fund. However, the Support Fund shall not exceed the amount authorized by the Appropriation Act of the current year.
- C. At the end of each fiscal year, VSF trustees shall review account balances to determine the requirements for the coming year.
- D. The VSF Executive Director is responsible for directing and administering the Foundation Support Fund within authorized amounts. Expenditures for VSF operations are authorized by the Executive Director up to and including \$5,000. Amounts above \$5,000 shall be authorized by the Board of Trustees. The base budget allocation is contained in the current year Appropriation Act under "Dedicated Special Revenue". This amount may be increased with sufficient justification if funds are available upon approval of the Board of Trustees and the Department of Planning and Budget.
- E. The procedures to be followed by the Executive Director to adjust the Foundation Support Fund Budget shall be:
 - 1. Submit to the trustees for approval any requested changes to the approved operating budgets prior to implementation of any changes. Such changes must contain sufficient justification and funds must be available for the request that must be approved by the Department of Planning and Budget. Such supplemental requests will be submitted to VSF trustees so that they can be considered at its next quarterly meeting.
 - 2. Submit a quarterly report that summarizes allocated financial funding levels and services expenditures made from allocated funds to the trustees for their information and review. Additional reports may be requested on a more frequent basis.

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6. Procedures for DVS Requesting Foundation Support Funds for Additional Program Funding

- A. The Support Fund may be used to provide temporary emergency expenditures for DVS programs, but this is done with the understanding that such funds will be replaced. Requests for allocations of the Support Fund revenues shall be made by the DVS Commissioner in writing to the VSF Board Chair, with a copy to the VSF Executive Director, at least ten working days before the VSF Finance Committee is scheduled to meet. Requests shall include:
1. The amount requested;
 2. When the allocation would be needed;
 3. How the allocation will be used;
 4. Detailed justification for the allocation;
 5. Whether other funds are available for the request and their sources;
 6. Whether the requested allocation will be replaced, and if so, when;
 7. Other information as may be specified by the situation.
- B. Funds shall be allocated on a replaceable basis from DVS, when available.
- C. The VSF Trustees reserve the right to request additional information upon which an informed decision may be made.
- D. The Trustees decision will be included in the VSF Board of Trustees minutes.
- E. Final approval of the allocation must be received from the Department of Planning and Budget before the allocation of funds can be executed, if the amount required exceeds the authorized allocation in the current Appropriations Act.

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VIRGINIA VETERANS SERVICES FOUNDATION VIRGINIA DEPARTMENT OF VETERANS SERVICES

Veterans Services Fund Allocation and Expenditure Policy and Procedures

J14.1 Purpose

A. The purpose of this policy is to establish operating procedures for appropriating, allotting, allocating, and expending financial donations from the Veterans Services Fund (the Fund) through the Department of Veterans Services (DVS) Division Subsidiary Funds. The Subsidiary Funds are administered by the Veterans Services Foundation (VSF) Board of Trustees (the Trustees) through the VSF Executive Director in conjunction with the DVS Chief Financial Officer (CFO) and DVS Division Directors.

B. This joint policy is the last in a series of four policies that cover the VSF pursuit of supporting veterans and their families through cycles of fundraising, controlling in-kind donations, Veterans Services Fund management, and Veterans Services Fund allocations and expenditures. This policy sets forth the requirements for sustaining the continuing cycle from budgeting, allocation of resources, and expenditures. Expenditures usually result in additional funding needs that are to be met through fundraising.

C. This policy is to be used in conjunction with VSF-DVS Joint Policies J11 (Fundraising) covering solicitation and receipt of donor funds, J12 (Control of In-kind Donations) concerning non-financial donations, J13 (Veterans Services Fund Management) regarding recording, accounting, reporting donations, and generally managing financial donations made to the Fund.

J14.2 Application

The VSF Executive Director in conjunction with the DVS CFO and the DVS Division Directors are responsible for the application of this policy.

J14.3 Interpretation

The VSF Chair, in consultation with the DVS Commissioner, is responsible for the interpretation of this policy.

J14.4 Overview

A. The VSF charitable funding process begins with an assessment of the unmet needs of veterans and their families and available funds required to meet those needs. Those funds may be available from General and Non-general Funds and charitable donations set forth as Dedicated Special Revenue in the Appropriation Act. Shortfalls in General and most Non-general funds may be met with increased appropriations, if available, and donor contributions that may be on hand or need to be raised. The primary document for meeting needs is the budget, which is a primary policy document showing how the state and its agencies will prioritize and achieve its biennial and annual objectives. The budget is a contract between citizens, including donors, and state agencies showing how resources are raised and allotted for veterans' services. Good budgeting supports the pillars of governance: integrity, openness, participation, accountability, and planning to achieve objectives. Appropriation requests are based on

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the VSF and DVS budgeting process; a joint responsibility of VSF and DVS as set forth in this joint policy.

B. To achieve unfunded and unmet veterans' needs, VSF in conjunction with the DVS Divisions solicits and accepts donations to foster the aims of DVS programs and enhance operations beyond the scope of appropriated funds. In addition, donations can be solicited to support specific activities to foster community involvement and outreach. The allocation, and expenditure of donations shall be controlled by the Uniform Prudent Management of Funds Act, §64.2-1100 et seq., and the Donor's Bill of Rights paragraph assuring that donors' gifts will be used for the purposes for which they were given contained in Appendix A.

C. The VSF Board of Trustees serves a fiduciary responsibility to donors and a substantial source of funding to DVS to meet the needs of veterans not otherwise available for funding through the state budget or other sources. DVS serves as the VSF agent, in accordance with the Uniform Prudent Management of Funds Act, for the receipt, deposit, management, allocation, and expenditure of funds. The expenditure and disbursement authority is subject to approval or disapproval by the VSF Executive Director and the board of trustees based on the Code of Virginia. §2.2-2718.C.

J14.5 Policy

~~A. One hundred percent of all contributions made to VSF shall be used to provide direct support to Virginia veterans and their families in crisis or in need of assistance.~~

~~B.A.~~ VSF and DVS shall, in coordination with the DVS Division Directors, oversee and ensure that monies collected are properly expended unless they are held for nonrecurring expenses or emergencies.

~~C.B.~~ VSF and DVS shall jointly participate in the internal operating budget development process to provide timely information for authorized DVS requests and expenditures.

~~D.C.~~ VSF shall advise DVS, as necessary, during the state budget development process to help ensure that the Appropriation Act reflects the appropriation allotment (spending authority) needed to support expenditure of donated funds in support of DVS programs and services.

~~E.D.~~ DVS shall provide assistance to VSF in the development of budgetary documents.

~~F.E.~~ DVS shall provide financial management and accounting necessary to ensure compliance with disbursement requirements set forth by the State Department of Accounts, State Auditor of Public Accounts, and VSF-DVS Joint Policies in a manner that segregates VSF from DVS activities.

~~G.F.~~ VSF shall, as required, transfer funds to supplement funding for DVS programs and services.

~~H. Donations shall only be used for program expenses for direct services to veterans and their families that are not related to administrative or fundraising. For the VSF, these include emergency expenses associated with DVS programs' direct services. The Fund is not an auxiliary or reserve fund for DVS or VSF.~~

~~I.G.~~ VSF and DVS may delegate expenditure authority to the DVS Division Directors.

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J.H. To provide mutual DVS-VSF integrated controls, DVS shall provide to the VSF Executive Director for approval a monthly report, by the 20th day of the following month, containing a list of expenditures that are requested as reimbursements to VSF funds. The VSF Executive Director, within seven business days of receipt, shall approve or disapprove such expenses. If disapproved, the expenses shall be moved to an alternate source of DVS funding.

K.I. VSF and DVS shall ensure that subsidiary funds held for: (1) nonrecurring expenses shall not exceed the estimated cost of the nonrecurring expense; and (2) funds held for emergency purposes shall not exceed the total of three year's expenditures unless an exemption has been approved by the VSF Board of Trustees with the concurrence of the DVS Commissioner.

L.J. VSF and DVS shall strive to see that contingency funds that have not been used for over three years shall be transferred to the program sub-fund titled "Other Donations Restricted for use at _____ (the name of the program in question; e.g. cemeteries). If balances in the "Other Donations Restricted..." sub-fund continue to grow, then the Foundation may allocate such funds for use by other VSF or DVS programs – providing the funds were donated without a specific purpose designated. For those donations with a purpose designated, the contributions received will be used as specified 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 Virginia's veterans and their families. All DVS reallocations shall have the concurrence of the DVS Commissioner.

J14.6 Procedures

- A. All donations will be deposited in the appropriate Subsidiary Fund or Sub-fund of the Veterans Services Fund and shall be managed in accordance with §§ 2.2-2715 et seq. Code of Virginia, applicable sections of the current Virginia Appropriation Act, and Commonwealth of Virginia regulations. Descriptions of Subsidiary Funds and Sub-funds may be found in VSF-DVS Joint Policy J13 (Veterans Services Fund Management) paragraph J13.9.D.
- B. Allocation of funds for DVS program subsidiary funds from the Fund may only be authorized by the majority vote of trustees present at a meeting in which there is a quorum.
- C. Sub-fund adjustments of amounts less than \$10,000 within subsidiary accounts in the annual budget may be made by the VSF Executive Director in accordance with funding levels established by the current edition of the Appropriations Act and Department of Planning and Budget adjustments to those funding levels. Amounts above \$10,000 shall be referred to the VSF Finance Committee Chair and the Board Chair for action as set forth in VSF Policy section F2.13.D. Any changes shall be subject to review and subsequent approval by the trustees at the next quarterly board meeting.
- D. Reallocation of sub-fund amounts of \$10,000 or more shall be forwarded to the Board Chair for action as follows. Depending on the circumstances, the Board Chair may consider it or refer it to the VSF Finance Committee Chair. Alternatively, the Board Chair could refer it to a meeting of the Executive Committee or defer it until the next board meeting. In any case, all changes shall be subject to review and subsequent approval by the trustees at the next quarterly board meeting.
- E. Expenditures for DVS activities approved by the trustees may be processed upon approval

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by the DVS division director that has responsibility for the activity.

F. DVS Division Directors shall submit an annual budget request through the DVS Commissioner to VSF. Anticipated donations are furnished by the VSF. This normally is submitted on an annual basis at the request of the VSF Executive Director or DVS CFO. Budget requests shall outline expected donations and expenditures for the up-coming fiscal year for each of the established subsidiary and sub-funds.

G. Donors expect that their contributions will be used as they have specified in a prompt and timely manner by VSF and DVS programs and services. If donations are not so used, then VSF, DVS, and the Commonwealth can be exposed to criticism because they hold the public trust, which cannot be violated.

H. Additionally, when there are excesses of donated funds, an inconsistency is created between requested income and expenses that directly carries over to appropriated funds for DVS and its programs. This inconsistency can cause DVS general funding to be lost when general fund budget reductions occur.

I. There are two possible exceptions to prompt and timely expenditure of subsidiary funds: (1) donations that are held for nonrecurring expenses such as construction, technology, and others that transcend one year's operations; and (2) those funds held for contingency purposes because revenues in any one given year may not be sufficient to fund recurring annual expenses.

J14.7 Budgeting Considerations

- A. The appropriation, allotment, and allocation process includes approval of priorities, establishing measurement metrics, measuring program performance, and obtaining quantitative and qualitative results. These results are used to assess each program's ability to meet specified objectives that contribute to established DVS and VSF goals as calculated by each programs' to use resources effectively. The information developed is used to determine how resources will be allocated in the biennium budget process for distribution of donated revenue. This is called Performance Budgeting or Performance Based Budgeting and is described in greater detail in Appendix B.
- B. The budget is the VSF central policy document which is supported by financial administration documents such as the current VSF-DVS Joint Policies. The VSF budget is a contract between VSF and DVS showing resources raised, on hand, and allocated for delivery of veterans programs and services. In the case of VSF, the budget is to provide supplemental funding for DVS programs and services. VSF funds are not to be used to supplant other general and non-general revenue accrued to DVS. VSF must have a comprehensive understanding of DVS general and non-general fund revenues and their uses for each DVS program, plus similar revenues devoted to other agencies that compliment DVS programs (e.g., homelessness abatement by the Department of Housing and Community Services). These are required so that VSF can design and implement a comprehensive, accurate, and reliable budget.
- C. Budgets should be managed within clear, credible, and predictable limits for fiscal policy. A sound fiscal policy is one that avoids build-up of large, unsustainable debts or excess revenue and that uses favorable income flows to build up resilience and buffers against more difficult

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times. Sound fiscal policy is enhanced through clear and verifiable fiscal rules or policy objectives.

- D. The VSF-DVS budget should be closely aligned with the medium-term spending priorities. The annual financial goals set boundaries for the main categories of spending for the year. A mid-term expenditure analysis is an important tool to determine not only where VSF currently is, but whether it will meet its annual financial goals. The analysis should be grounded on realistic forecasts for baseline expenditures based on past experience, of which ample data exists both in VSF and DVS. The budget should be flexible to ensure that expenditure boundaries are respected. This is with the understanding that there may be a need to revisit or realign financial goals and priorities to take account of unforeseen developments. A regular process for reviewing existing expenditures exists in the Expenditure Guidelines (Section J14.10), but it must be supplemented by regular monthly analysis of expenditures made to ensure budgetary expectations and managed in line with assets available and anticipated.
- E. DVS and VSF budget documents and data must be open, transparent, (i.e., understandable) and widely distributed. This is required to keep on top of budget goals. Detailed monthly reports, including income and expense schedules, currently produced by DVS in conjunction with VSF should be available and widely distributed to promote timely and effective decision making, accountability, and oversight. More VSF and DVS participants need to be actively involved.
- F. Budgetary options should be realistically debatable by all participants. The process is detailed in Section J14.9. DVS Program leadership needs to be involved in discussions about budgetary policy options because they best know their priorities, funding requirements, difficult trade-offs, and goals to maximize the finite resources available.
- G. Budgets and their periodic updates should present a comprehensive, accurate, and reliable account of finances. They should account correctly and comprehensively all revenues and expenditures and the full financial costs and benefits of budget decisions. The benefits of budget decisions can be made available through periodic briefings by DVS program managers.
- H. Budget execution should be actively planned, managed, and continuously monitored. There should be some limited flexibility to reallocate funds throughout the year in the interests of effective management consistent with the broad purpose of the allocation, within the restrictions placed by donors.
- I. Performance evaluation and value for revenue should be integral to the budget process. VSF and DVS must understand not just what is being spent, but what is being accomplished on behalf of donors, veterans, and the Commonwealth. That is, what veterans services are being delivered and under what standards of quality and levels of efficiency. This requires detailed reports on specific outcomes by the DVS Division Director and the VSF Board of Trustees. Performance Budgeting as required by DPB would meet this requirement.
- J. Longer-term sustainability and other fiscal risks should be identified, assessed, and managed prudently. This promotes stability in providing resources.
- K. To maintain sustainability, avoid depletion of assets, and focus on immediate needs while planning for the future, a reserve fund is essential. The reserve fund contains the sum of

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funds on hand less the funds allocated for the current annual budget. The result is the amount of unallocated restricted funds from donors to support each designated DVS Program which are not part of the current annual Appropriations Act allocations, but available for expenditure on approval from DPB. For DVS divisions and programs, the reserve for subsidiary funds may be found in the subordinate accounts titled "Other Donations Restricted". At least 100% of the annual budget must remain in the reserve account for contingency purposes. The remainder may be available for investment for endowment purposes. Should the funds available in the reserve account be less than the amount in the current budget, expenses for the following year will have to be reduced by a comparable amount.

- L. Budgeting must consider the types of funds available for use. VSF non-general dedicated special funds are divided into two broad categories; restricted and unrestricted.
 - 1. Restricted funds are further subdivided into: (a) funds for general purposes such as those donated to VSF for veterans services purposes; (b) funds for specific programs such as those for the Virginia Veterans Care Center; and (c) funds for specific projects such as those designated for indigent care, events for veterans, homeless relief, Virginia Values Veterans (V3) for veterans employment. Priorities for budgeting for veterans' services are placed on these funds in inverse order.
 - 2. Unrestricted funds are divided into: (a) appropriated funds that were allotted to VSF for its operations and emergency support of veterans' services; and (b) interest received on the Veterans Services Fund that may be used for the same purposes as specified in the appropriated funds category.
- M. The integrity and quality of budgetary forecasts, fiscal plans, and budgetary implementation are promoted through rigorous quality assurance and independent audits. Both the internal and external financial control systems should have a role in quality assurance for cost effectiveness and performance accountability. There is a need for structured, institutional processes to provide scrutiny of all aspects of the budgeting system as previously described. This should extend beyond audits performed by the Virginia Auditor of Public Accounts.
- N. Additional information on the process and its timing is at Appendix C.

J14.8 Appropriating, Allotting, and Allocating Financial Donations

A. Appropriations are the legal spending authority for state agencies to incur expenditures. These appropriations are regulated through the use of allotments within the Appropriation Act and related legislation. VSF and DVS shall not expend funds against any appropriation until they have received an allotment of funds from the appropriation and have sufficient cash prior to any expenditure. DVS divisions cannot expend funds against any VSF dedicated special revenue allotment until they have received an allocation of funds from the allotment by VSF. Administrative responsibility for managing the process of appropriating and allotting funds rests with the Department of Planning and Budget (DPB) and administrative responsibility for managing allocations and expenditures of VSF funds resides with VSF. Unexpended VSF and DVS operating balances of VSF non-general dedicated special revenue funds shall be reestablished in accordance with the Code of Virginia and the Appropriation Act.

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- B. The following procedures assume that donated funds are on hand to be spent. If funds are not available, they cannot be allocated or spent. The exception to the allocation process occurs when a new program is introduced and a fundraising goal is set in the Appropriations Act. There are no exceptions to spending funds that are not available.
- C. The formal budgeting, appropriation, allotment, and allocation process, which cannot be abridged, follows:
1. DVS divisions determine a need for funds during the current year for the next FY;
 2. DVS Commissioner approve/modify/disapprove the need;
 3. VSF Trustees approve/modify/disapprove the need and recommend a fund appropriation;
 4. VSF Treasurer forwards the appropriation request to DPB for analysis and approval/modification/ disapproval;
 5. Governor includes the requested appropriation in the proposed annual budget for the next FY;
 6. The General Assembly approves/modifies/disapproves the appropriation;
 7. The Governor approves/modifies/disapproves the appropriation;
 8. If approved by the General Assembly and Governor, the appropriation allotment is placed in the annual Appropriations Act;
 9. VSF makes the allotted funds available to DVS as an allocation by subsidiary fund for expenditure after July 1 of the next FY;
 10. VSF publishes expenditure policy and monitors expenditures on a monthly basis to ensure they are in accordance with the donor's wishes and published policy.
- D. Budget adjustments during the fiscal year are made through the following process:
If the DVS division needs additional funds, they forward that need request with justification to DVS as follows:
1. DVS Commissioner approves/modifies/disapproves the request;
 2. VSF Trustees approve/modify/disapprove the need and recommend a fund reallocation;
 3. VSF Treasurer forwards the funding request to DPB for analysis and approval/modification/disapproval, if the allocation exceeds the funds allotted to VSF by the Appropriation Act;
 4. DPB approves/modifies/disapproves the request;
 5. VSF makes the allocated funds available to DVS for expenditure before the end of the FY;
 6. VSF monitors expenditures on a monthly basis to ensure they are in accordance with donor's wishes and published policy.
- E. Every biennial and annual budget appropriation request or midyear increases to the annual allotment must be approved by the VSF Trustees before DPB will take any action on the request.

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Each DVS Division shall develop a team to direct and administer its Subsidiary Fund, including budgeting, allocation of funds, and expenditures, for the support of eligible recipients. Such direction and administration will be in accordance with this policy and the direction of the VSF Board of Trustees. Teams shall be headed by the DVS Division Director and include such Division personnel as required by the Division Director. The Teams shall include the DVS CFO and VSF Executive Director or their designated representatives for budget formulation. The duties of the Team shall be as follows:

- A. Request input and recommendations from DVS, the Board of Veterans Services, the Joint Leadership Council of Veterans Service Organizations, and other interested veterans and veterans support groups regarding potential needs and activities for the coming fiscal year or as needs arise.
- B. Review recommendations to ensure they are within the scope of the intent of the DVS and the VSF. No later than mid-April, the team shall develop an annual working budget for the coming fiscal year.
 1. The requested budget shall be based on detailed reports containing specific outcomes provided to the DVS Division Director and the VSF Board of Trustees.
 2. The requested budget shall not exceed the cash balance available to each DVS division, but may be increased by an estimate of expected donations for the year by program and decreased by the requested cash balance budget.
 3. The estimate shall be made based on VSF projections of income for the year and revising as the year unfolds and income and expenditure balances are clearer.

This procedure would allow DVS to submit its budget requests in a range from bare minimum supplemental support needed to a higher amount based on estimated successful fundraising goals and should provide better budgeting and accounting procedures. The goal is to maximize VSF's fundraising capacity and resources to ensure those veterans' needs, not otherwise supportable from other sources, are provided from private contributions.

- C. Follow written criteria provided in this Joint Policy for Subsidiary and Sub-fund Fund expenditures, subject to the approval of the DVS Commissioner and the VSF Executive Secretary. See Section J14.10.
- D. Through the DVS Commissioner, submit the budget to the VSF Executive Director for Trustees review and approval.
- E. Through the DVS Commissioner, submit for approval any requested changes to the approved budget prior to implementation to the VSF Executive Director. Such changes must contain sufficient justification and funds must be available for the request to be approved by DPB. Such supplemental requests will be submitted through DVS Commissioner to the Foundation so that they can be considered at its next quarterly Board meeting.
- F. Retention of excess funds.
 1. VSF and DVS activities shall justify their need to retain excess funds exceeding three year's expenditures by submitting an annual spending plan that details excess fund use.
 2. The spending plans will be due with the annual FY budget submissions.

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3. If a question exists regarding the propriety of a fund overage, it shall be referred to the VSF Executive Director and the DVS CFO for mutual resolution among VSF, DVS, and the program involved.
4. In addition to the annual spending plan, other reports on expenditures may be requested as required by the DVS Commissioner, the VSF Trustees or others for review. Expenditure reports also shall include underfunded or unfunded needs, if any.
5. Financial records shall be maintained according to the State Comptroller's guidance and shall be audited by the Auditor of Public Accounts.

J14.10 Expenditure Guidelines for Donated Funds

- A. The following are the basic guidelines for funding from the Foundation with the exception of special circumstances that will require the approval of the Board of Trustees:
 - All donations will honor donor restrictions as to purpose.
 - VSF will adopt a budget for each activity based on requests from DVS divisions or programs and enter into funding agreements with each respective division or program.
 - The Board will adopt the annual budget in advance of receiving donations restricted to each activity and it is anticipated that the adopted budget may be revised from time to time to reflect needed funding and available funds.
 - To fulfill the Board's reporting responsibility to the General Assembly and discharge its fiduciary duties to donors, recipients of funding from the Foundation are requested to continue the monthly accounting for all transactions for each activity fund.
 - All expenditures of donated funds will be attributed to the Foundation. In the case where major donors (\$10,000 and above) are involved, they also will be identified as a funding source.
 - Guidelines for expenditures will be incorporated into each allocation of funds and will include the following general guidelines:
 - All expenditures of Foundation funds are required by Virginia statute to be approved by the Executive Director of the Foundation.
 - Documentation shall be maintained on each expenditure in such a detail and manner to promote approval and support internal and APA audit requirements.
 - Foundation funds cannot by statute revert to the General Fund nor shall Foundation funds be used to supplant agency funds otherwise available from other sources.
- B. **Care Centers** – Sitter and Barfoot Veterans Care Center (SBVCC), Richmond; Virginia Veterans Care Center (VVCC), Roanoke:
 - Indigent Resident Needs: Residents who do not have resources to pay for needed items;
 - Activities Fund: Resident outings, entertainment, mission enhancing events for the benefit of residents and Carnivals for the VVCC ;
 - Other Donations Restricted: Items needed for residents that are not included in the other named funds and are not covered by health care providers or other available funding sources.
 - Operation Holiday Spirit for VVCC: Items for the residents provided by the Holiday Giving program;
 - Unit Projects and Functions: Unit projects and unit special events for the residents;

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- **Other Donations Restricted:** Items needed for residents that are not included in the other named funds and are not covered by health care providers or other available funding sources.

C. Cemeteries – Albert G. Horton, Jr. Memorial Veterans Cemetery, Suffolk; Southwest Veterans Cemetery, Dublin; Virginia Veterans Cemetery, Dublin:

- **Grounds Beautification:** Purchase flowers or trees that are not covered by other funding sources to beautify the cemetery grounds;
- Other projects approved by the VSF Board of Trustees.

D. Virginia Veteran and Family Support (VVFS)

- Resources to address the immediate needs of eligible veterans and their families
- Resources for veterans and families to aid in recovery and to recognize, identify and address needs
- Emergency financial assistance for behavioral health, rehabilitative health and housing
- Workshops/Retreats for the benefit of Veterans and their families

VVFS Homeless Program. The purpose of the fund is to preclude or end but not sustain homelessness among veterans and their families. The fund provides emergency financial assistance furnished by donors to veterans and their qualifying family members to fill gaps between the immediate need for shelter and the time that appropriate local, state, federal or charitable agencies require to be able to provide a sustainable solution.

- Eligible expenses include: deposits, rent, utility deposit, rental arrears/debts, utility arrears, bridge housing, emergency hotel payments, furnishings, other one time only expenses.
- Emergency financial assistance may be provided as a last resort after requests from other sources are exhausted. Approved requests will be limited to funding totaling \$1,500 over a two-year period for a veteran in need of emergency housing assistance. The VVFS Director may consider exceptions to this policy on a case-by-case basis. The VVFS Director in coordination with the VSF Executive Director shall consider exceptions that exceed \$3,000 to this policy. Cash advances of funds are not authorized.

E. Benefits

- Resources to raise awareness of eligibility and locations of Benefit offices;
- Direct services to assist veterans in meeting the criteria for approval of their claim submitted to the VA;
- Items for Benefits offices that support veterans.

F. Veteran Education, Transition and Employment (VETE)

Virginia Values Veterans (V3)

- Resources to raise awareness among the business community to recruit companies to participate in the V3 program.
- Workshops/Retreats for the benefit of transiting veterans and their families.
- Develop curriculum related to the transition of service member and the recruitment, hiring and retention of veterans.
- Resources to promote Education, Transition and Entrepreneurship opportunities for transiting veterans and their families.

Altria Grant and other grants

- Guidelines are specific to each grant

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Women's Summit

- Resources for the event specific to the donor intent

Other Donations Restricted

- Resources needed to promote the mission of VETE when other funding is not available

G. Not covered in funding requests:

- Any expenditures eligible for funding from sources such as the state budget or other agency sources;
- Paid staff positions;
- Fundraising events;
- Sponsorships;
- Endowments or capital campaigns;
- Postage, postal services;
- Office Supplies;
- Printing;
- Employee travel expenses and overnight accommodations;
- Employee events/parties;
- Guest speakers;
- Training of DVS employees;
- Equipment or items costing over \$5,000 will need approval of the Board of Trustees before purchase;
- Maintenance of facilities and grounds.

H. The VSF Board of Trustees understands that all expenses are not the same, and there may be exceptions to the above list. The DVS Commissioner and division directors are encouraged to make a request to the Board in special circumstances. Consideration for requests may be discussed with the Foundation Executive Director. All requests for funding of special circumstances and equipment costs over \$5,000 that will require approval of the Board of Trustees shall be submitted in writing by the DVS Commissioner to the Foundation Executive Director not later than ten working days before a Board of Trustees meeting for consideration by the trustees Finance Committee and the Board.

J14.11 Procedures for Expending Donated Funds

A. Expenditure requests, regardless of the purpose, shall be submitted to the DVS Division Director.

B. The Division Director shall evaluate the request to ensure it meets the following criteria:

1. Funds are available for the purchase or expenditure, and the expense conforms to the intent of the designated donation, the Expenditure Guidelines in Section J14.10, and the approved budget. Deviations from the approved budget shall be approved by the Trustees.
2. The expense is reasonable and practical.
3. The expense is timely.
4. The expenditure does not conflict or overlap with other requests or expenditures.

C. After approval by the Division Director, the purchase/expenditure will be made in accordance with Commonwealth of Virginia regulations. Purchases of goods and services that are received by the purchasing agency are controlled by the state procurement manual. Direct

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veterans assistance expenditures are considered benevolent gifts provided to veterans and their families.

D. If a question exists regarding the propriety of a purchase or veterans direct assistance expenditure, it shall be referred to the VSF Executive Director and the DVS CFO.

E. In addition to the Funding Levels and Services Report, other reports on expenditures shall be submitted monthly, or as requested, to the DVS Commissioner, the trustees or others for review. Expenditure reports also shall include underfunded or unfunded needs, if any.

F. Financial records shall be maintained according to the State Comptroller and shall be subject to audit by the Auditor of Public Account.

G. VSF and DVS activities shall justify their need to retain excess funds by submitting an annual spending plan that details excess fund use.

H. The spending plans will be due with the annual FY budget submissions.

I. If a question exists regarding the propriety of a fund overage, it shall be referred to the VSF Executive Director and the DVS CFO for mutual resolution among VSF, DVS, and the program involved.

J14.12 Reimbursement for DVS Expenditures

A. VSF has the authority to delegate certain functions to agents, such as DVS, but retains the duty to monitor how donor funds are expended as governed by *Code of Virginia* § 64.2-1103.A. 3. and B. Therefore, as an economy measure, VSF has delegated the management of funds and their expenditures for DVS programs to the DVS Finance Office as a VSF agent, but retains the duty to monitor accounting and fund transactions. In particular, expenditures are controlled by VSF through the VSF Funding Guidelines approved by the Board of Trustees and the Secretary of Veterans and Defense Affairs and monitored by the Foundation Executive Director.

B. VSF reimburses funds expended by DVS based upon a "Request for Reimbursement" for expenditures after they have been made. The Request for Reimbursement shall be provided by DVS accompanied by complete documentation needed to fully support the request.

C. The Request for Reimbursement procedure requires DVS Division's adherence to the Expenditure Guidelines contained in Section J14.10. In areas where no Expenditure Guidelines exist, DVS must inquire of VSF regarding the propriety of the expenditure before expending the funds or risk not being reimbursed. VVFS emergency situations can be accommodated by VSF transferring a onetime sum of cash as working capital to DVS, but DVS would still be at risk of not receiving specific reimbursement for any one or a part of a transfer request.

J14.13 Adoption and Amendment

A. This policy may be adopted and amended by a majority vote of the VSF Board of Trustees after consultation with the Commissioner of Veterans Services. Notice regarding such actions shall be given to the Commissioner and Board members at least ten (10) days prior to the vote.

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- B. Biennial review of this policy is the responsibility of the VSF Finance Committee in conjunction with the DSV Commissioner.
- C. This policy replaces in total VSF/DVS Joint Policy J6, J7, J8, and J9 all last reviewed on 11/9/2016.

J14.14 Policy Effective Date

The effective date of the policy, or policy revision, shall be ~~July 1, 2020~~ December 8, 2022 or the date the VSF Trustees and the DVS Commissioner ratify the policy whichever is later.

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VIRGINIA VETERANS SERVICES FOUNDATION VIRGINIA DEPARTMENT OF VETERANS SERVICES

Appendix A The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the not-for-profit organizations and causes they are asked to support, we declare that all donors have these rights:

- I. To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- II. To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
- III. To have access to the organization's most recent financial statements.
- IV. To be assured their gifts will be used for the purposes for which they were given.
- V. To receive appropriate acknowledgement and recognition.
- VI. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- VII. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
- VIII. To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- IX. To have the opportunity for their names to be deleted from mailing lists that an organization may intend to share.
- X. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

The Donor Bill of Rights was created by the Association of Fundraising Professionals (AFP), the Association for Healthcare Philanthropy (AHP), the Council for Advancement and Support of Education (CASE), and the Giving Institute: Leading Consultants to Non-Profits. It has been endorsed by numerous organizations. Association of Fundraising Professionals (AFP), all rights reserved. Reprinted with permission from the Association of Fundraising Professionals March 5, 2019.

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VIRGINIA VETERANS SERVICES FOUNDATION VIRGINIA DEPARTMENT OF VETERANS SERVICES

Performance Budgeting

Appendix B

The objective is to make the budget more effective by focusing on results of resources allocated to DVS programs that VSF supports. The basic principle of performance budgeting is accountability; measuring how well each respective project was implemented. Also by assessing how effectively the funds budgeted/allocated to the DVS project were used.

Performance based budgeting supports decision making by establishing a purpose, setting measurable objectives, and providing flexibility to achieve the desired outcome. Performance may be judged by a program's ability to certain objectives that contribute to establish goals within the constraints of the resources (or inputs) allocated. By linking inputs to program outcomes and not process outputs, accountability can be measured. A resource allocation decision can be made by determining which projects achieve the greatest outcomes by focusing on results.

The VSF Performance Budgeting Initiative process would be as follows:

- 1) At the DVS Commissioner level, project funding requirements would be scrubbed/reviewed, prioritized and recommendations prepared for presentation to the VSF for fund allocation.
- 2) The DVS recommendations would include prioritization and performance measures that can be used by the VSF to measure the results or effectiveness of the use of the funds allocated from the VSF.
- 3) Before the third quarter VSF meeting of each fiscal year, DVS would provide a detailed review that would precede the development and subsequent approval by VSF for allocating funds to DVS for expenditure the next fiscal year.
- 4) This review would address both prioritization and performance. The DVS and or its supported activity would be asked to answer a few basic questions. These would include:
 - a. What is the activity that requires additional funding?
 - b. What and why is the current funding insufficient?
 - c. What is its priority in comparison to the other requirements submitted by the DVS?
 - d. In the event the program is currently receiving additional VSF funding, how has it performed, based on performance metrics approved by VSF?
 - e. Should a program not be on track to obligate the budgeted VSF funding, is there a shortfall in requirements, or a failure to execute the level of activity associated with the budget?
- 5) VSF Trustees validate the need and recommend a fund allocation annually at the May meeting.

The key to this initiative is approving priorities, establishing measurement metrics, and measuring program performance using both quantitative and qualitative methods. This approach will provide information to make better choices, better decisions and in turn provide greater value.

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Appendix C

Procedures for Requests for Funds

Introduction. The VSF biennial schedule by fiscal year for VSF operations and requesting funds for budgeting purposes is attached to this Appendix. The following procedures are provided for planning and may be used as the situation dictates for requesting funds for veterans services. The procedures are divided into requests for restricted funds and unrestricted funds.

Normal Budget Request Procedures for Restricted Funds.

Restricted funds are funds that have been donated for a particular purpose or program. They are placed in trust in the Veterans Services Fund. DVS provides requests to VSF through the annual budgeting process with updates through the year as the evolving situation requires. The initial budget approval process for both the biennium budget and adjustments for the following year takes about three months to complete in the spring of each year.

The process starts in about March with a request to DVS divisions for information about the requested allocations of funds for the current, the next year, or the next biennium. The request may be initiated either by the VSF Executive Director or the DVS CFO or by mutual agreement. The request must contain: (1) the prior year's budget, as adjusted; and (2) the base spending authority authorized by the current Appropriation Act. Written justification must accompany requests that exceed the base spending authority or are either urgent or unusual. DVS divisions may submit requests for expenditures they need or desire that exceed their spending authority or involve insufficient funds with written justification for the request.

The budget requests for the biennial or adjustments for the next year should be due to the DVS Commissioner by late April or early May so that the Commissioner's staff can review the requests and ask for additional information, if necessary. The budget requests must be received by VSF staff at least four weeks before the June Board of Trustees meeting for evaluation.

The budget requests are provided to the VSF Finance Committee Chair at least three weeks before the June Board meeting. The Chair may share them with the Finance Committee members for review prior to the Finance Committee meeting regarding the request's appropriateness, completeness, and funding availability from the restricted funds available. If additional information is needed, it is requested from DVDS through the VSF Executive Director. The budget request should be complete by the Finance Committee meeting for final consideration and a recommendation for approval by the Board of Trustees.

Should the DVS budget request require additional fundraising, the Finance Committee Chair shall share the request for funds with the VSF Development Committee Chair for consideration and recommendations. The review by the two committees may be abridged if no issues are foreseen by the committee chairs.

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The Finance and Development Committee recommendations are presented to the Board of Trustees for approval. If there are differences between the two committees' recommendations, they must be resolved at the Board meeting or tabled until the next meeting. Requests for updates/adjustments are handled with the same procedure on a quarterly basis each September, December, March, and June.

Special Budget Request Procedures for Unrestricted Funds.

Re request procedure follows the process and timelines as those set forth under "Normal Budget Request Procedures for Restricted Funds" without quarterly consideration of adjustments. Greater scrutiny is placed on the need for the funds, how the funds will be used, and the ability of the requestor to replace the funds. Regular reports are required regarding the use of funds and their replacement by the requestor.

Attachments:

- VSF Biennial Fiscal Year Schedule, Even Numbered Fiscal Year
- VSF Biennial Fiscal Year Schedule, Odd Numbered Fiscal Year

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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/Assistant 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

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
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

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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

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
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

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