

**Board of Veterans Services
Meeting Minutes
April 22, 2009**

A meeting of the Board of Veterans Services (BVS) was held on Wednesday, April 22, 2009 at the American Legion Building, 1708 Commonwealth Avenue, Richmond.

Members Present

- Dan Boyer
- Vince Burgess
- Mark Cole
- Kirk Cox
- Paris Davis
- Paul Galanti
- Thad Jones
- Samuel Metters
- Peyton Robertson
- Max Taylor
- Vivian Watts

Members Absent

- John Anderson
- John Edwards
- Pat Green
- Toddy Puller
- Al Sample
- Bettye Simmons
- Judson Stanley
- Frank Wickersham

Commonwealth of Virginia Officials Present

- Don Ferguson, Assistant Attorney General, Office of the Attorney General
- Bert Boyd, Chief Operating Officer, Department of Veterans Services
- Steven Combs, Director of Policy and Planning, DVS
- Dan Kemano, Cemeteries Director, DVS
- Judith Reid, IT Program Assistant, DVS
- Mike Rogers, Director of Finance and Administration, DVS
- Danielle Weaver, Administrative Assistant, DVS
- Cathy Wilson, Executive Director, Virginia Wounded Warrior Program, DVS
- Jack Hilgers, Executive Director, Veterans Services Foundation

Others Present

- Tim Bass, Owner of Bass' Emprise, LLC
- Margie Caplice, Tara Group Funding Corporation

Materials Distributed

- Agenda
- Department of Veterans Services Report
- Press Release – Virginia Wounded Warrior Program
- Automated Veterans Benefits Claims Process RFI Summary Sheet
- Fact sheet: Virginia Veterans Workforce Initial Action Plan
- Benefits Committee Report
- Care Centers Committee Report
- Cemeteries Committee Report
- Budget and Strategic Planning Committee Report
- Joint Leadership Council Report
- Veterans Services Foundation Report

Call to Order

The members and guests recited the pledge of allegiance to the American flag.

Roll Call and Quorum Determination

With 11 of 19 members present, a quorum was determined and Chairman Paul Galanti called the meeting to order at 11:00 a.m.

Approval of Agenda

Chairman Galanti proposed one change to the agenda – that the Veterans Services Foundation report be moved ahead of the Department of Veterans Services Report. Mr. Thad Jones made a **motion, seconded** by Delegate Kirk Cox, to adopt the revised agenda. The motion carried unanimously.

Approval of January 12, 2009 minutes

Chairman Galanti made a **motion, seconded** by Delegate Cox, to approve the minutes of the January 12, 2009 meeting as written. The motion carried unanimously.

Veterans Services Foundation Report

In Mr. Frank Wickersham's absence, Mr. Jack Hilgers delivered the report of the Veterans Services Foundation (VSF), included as *Attachment 1*.

Mr. Hilgers stated that the Foundation had signed a Memorandum of Understanding (MOU) with the Department of Veterans Services, and that he was continuing work on VSF policies and procedures. He noted that the next VSF meeting is scheduled for May 6, 2009. He concluded by saying that as of the March 4 VSF meeting the Foundation had raised \$78,000 in support of the Virginia Wounded Warrior Program (VWWP) and was working towards the goal of raising \$150,000 in FY09.

Department of Veterans Services Report

Commissioner Vince Burgess delivered the Department of Veterans Services report, included as *Attachment 2*.

Commissioner Burgess reviewed the State Budget and explained how the budget cuts have impacted DVS services. He noted that \$50,000 had been restored to the DVS budget to continue development of the Veterans Automated Claims System and that an additional \$100,000 had been added to the DVS budget for FY10 to allow further development. Commissioner Burgess thanked Chairman Galanti for all of his perseverance.

Mr. Steven Combs, DVS Director of Policy and Planning, reviewed the three agency bills. Mr. Combs pointed out that the bills passed unanimously.

Ms. Cathy Wilson, Executive Director of the VWWP, gave a brief update on the VWWP competitive grants process. She drew the Board members' attention to the news release included in the agenda packet, which details the breakdown of grant awards by region.

Delegate Cole asked Ms. Wilson if the grants would benefit Guardsmen and Reservists who had served in Iraq or Afghanistan. Ms. Wilson responded that the grants would indeed benefit these service members, but would also be used to serve veterans of past conflicts.

Ms. Wilson also noted that the VWWP grants could provide some assistance to homeless veterans. Delegate Cox explained that he has requested that the Joint Legislative Audit and Review Commission (JLARC) complete a study on homeless veterans in the Commonwealth, and that he expects approval of the request at the May JLARC meeting.

Commissioner Burgess stated that the Sitter & Barfoot Veterans Care Center is at full capacity, and added that DVS had learned some significant lessons from the opening and operation of the Care Center. He said that these hard-won lessons needed to be kept in mind in the opening future care centers in the Commonwealth. Mr. Mike Rogers, DVS Director of Finance and Administration, reviewed the lessons in more detail. Mr. Rogers then explained that the SBVCC's day-to-day financial situation was improving, but that there was still a shortage of working capital. He added that this shortage means that SBVCC is not currently meeting state prompt pay guidelines. He noted that he expects the situation to improve by the end of 2009.

Mr. Jones asked Mr. Rogers about his letter to Secretary John Marshall dated April 21, noting that the fourth sentence reads "And the lack of available cash at SBVCC will also require close

management to sustain their operations.” Mr. Jones asked if the lack of cash on hand meant that something will fall through the cracks. Mr. Rogers answered that there was no issue with patient care, it was just that SBVCC was paying its bills late, when cash was available. Chairman Galanti reviewed the actions/milestones involved with opening SBVCC, and with Mr. Rogers assistance explained the process of collecting and processing bills.

Mr. Combs briefly discussed two potential sources of funds available under the American Recovery and Reinvestment Act (ARRA) – additional funds for the State Home Grants Program and the Byrne Memorial Justice Assistance Grant Program. He noted that ARRA included an additional \$150 million for the State Homes Grants Program, bringing total funding to \$325 million. Mr. Combs said that the Department had been contacted by the U.S. Department of Veterans Affairs (USDVA) and that the additional funds would allow the renovations of the Virginia Veterans Care Center (VVCC) to be funded in FFY09, and that there was the potential that the SBVCC Addition and the Hampton Roads Veterans Care Center could be funded earlier than anticipated.

Mr. Combs stated that the 2008 General Assembly had authorized a \$1 million Treasury Loan for the design of the Southwest Virginia Veterans Cemetery, and that that loan was now in place. He said that USDVA has set a goal that the cemetery will be open before September 30, 2010, and that DVS was working hard to meet that goal. He added that in order to meet the September 30, 2010 goal, funding will be needed in late FY10 in order to bring on key cemetery staff on board six months prior to opening. This is necessary in order to give them the minimum level of training in cemetery operations.

Mr. Jones asked about Senator Mark Warner’s “Veterans Corps” bill and whether DVS would participate in the “Veterans Corps.” Mr. Combs answered that DVS would research the initiative and look for ways to participate.

Commissioner Burgess announced that the portraits of Colonel Van Barfoot and Colonel Carl Sitter will be unveiled in a ceremony on May 6, 2009 at 2:00 p.m. at SBVCC. He stated that invitations have been sent out and that Board members should have received one by now. Commissioner Burgess noted that the portraits were paid for with donations from the Veterans Services Foundation, VSOs, individuals, and from members of the Board of Veterans Services. He thanked the Board for their support of the portrait project.

Mr. Rogers reviewed the APA Audit of DVS for the fiscal year ending June 30, 2008. Twenty-two audit points were received in FY07 and only three audit points in FY08. Mr. Rogers assured the members that these points will not be repeated next year. Mr. Rogers also noted that construction of the Virginia War Memorial’s Galanti Education Center was moving forward.

The Board paused from 12:01 p.m. to 12:15 p.m. for lunch.

Commissioner Burgess next introduced Mr. Tim Bass of Bass’ Emprise, LLC. Mr. Bass in turn introduced Ms. Margie Caplice of Tara Group Funding Corporation.

Mr. Bass delivered presentations on the Automated Veterans Benefits Claims Process RFI,

included as Attachment 3, and the Virginia Veterans Workforce Initial Action Plan, included as Attachment 4.

Standing Committee Reports

Benefits Committee

In the absence of Benefits Committee Chairman Al Sample, Mr. Max Taylor delivered the report of the Benefits Committee, included as Attachment 5.

Care Centers Committee

Mr. Jones delivered the report of the Care Centers Committee, included as Attachment 6.

Cemeteries Committee

In the absence of Cemeteries Committee Chairman Pat Green, Mr. Dan Kemano, DVS Cemeteries Director, delivered the report of the Cemetery Committee, included as Attachment 7.

The Board took a break between 1:16 p.m. and 1:21 p.m. while the CD was changed.

Budget and Strategic Planning Committee

Mr. Sam Metters delivered the report of the Budget and Strategic Planning Committee, included as Attachment 8.

Legislative Report

Delegate Mark Cole spoke in reference to HB1727, his bill on the Interstate Compact on Educational Opportunities for Military Children. He thanked the JLC for its support in getting the bill passed, and noted that Virginia was the first state with a large military population to pass a bill entering into the Compact. He said this will help set the stage for other states to follow.

Delegate Kirk Cox discussed his HB1732 – Automated Veterans Claims System. He too thanked the JLC for their support and noted how vital it was for JLC members to attend committee meetings. He also covered the efforts to secure full funding for the Paul and Phyllis Galanti Education Center.

Delegate Vivian Watts reviewed her efforts regarding the placement of names on the Wall of Honor at the Virginia War Memorial.

Joint Leadership Council of Veterans Service Organizations Report

Mr. Dan Boyer delivered the report of the JLC, included as Attachment 9.

Open Public Comment and Roundtable Discussion

There was no public comment.

Chairman Galanti announced that Secretary of Technology Aneesh Chopra has been appointed by President Obama to the same job at the Federal level. Chairman Galanti said that Secretary Chopra was a big fan of the Automated Claims System, and expressed his hope that Mr. Chopra would take that support with him to Washington.

Chairman Galanti announced that he and his wife will deliver a lecture on June 11 at the Virginia Historical Society: "For Better or For Worse: The Journey of a POW and His Wife."

The committee discussed holding future meetings in locations other than in Richmond. It was suggested that the Marine Corps Museum in Quantico might be a good location. Also, the Nauticus Museum in Norfolk was suggested as a potential site.

Prepare for Next Meeting

The next meeting of the Board of Veterans Services will be Wednesday, July 15, 2009 at 11 a.m. at the American Legion Building in Richmond.

There being no further business, the meeting adjourned at 1:53 p.m.

ATTACHMENT 1
VETERANS SERVICES FOUNDATION
REPORT TO
Board of Veterans Services (BVS)
April 22, 2009

The Veterans Services Foundation (VSF) Board of Trustees met on March 4, 2009. The meeting:

- (1) Received Standing Committee Reports.
- (2) Reviewed Foundation fund raising conducted during FY09.
- (3) Approved Bylaws changes setting forth DVS and VSF relations, clarifying the responsibilities of the Finance Committee, and specifying the duties of the Foundation Executive Director.
- (4) Approved the Veterans Services Fund Quarterly Report new format and contents for submission to the Commissioner.
- (5) Approved a Memorandum of Understanding (MOU) between DVS and VSF.
- (6) Appointed three non-Board volunteers to the Development Committee.

The Development Committee held two meetings (February 4, 2009 and March 4, 2009) to refine requirements specified in its Fundraising and Branding and Outreach (Public Relations) Plans. The minutes of these meetings are posted on the Commonwealth Calendar. The Committee is scheduled to meet before the VSF Board meeting on May 6, 2009.

The Finance Committee held two meetings (February 26, 2009 and March 4, 2009). The minutes of these meetings are posted on the Commonwealth Calendar. The next meeting is scheduled for April 29, 2009 at Old Dominion University.

The requirement for a Memorandum of Understanding (MOU) between VSF and DVS was previously reported. A team from both agencies worked out the details of the MOU. The MOU was signed by the Commissioner and the Chairman of the VSF Board on March 4, 2009 after it was ratified by the Foundation Board of Trustees. The MOU shall be an attachment to the VSF Trustees Bylaws.

Foundation fund raising for the Virginia Wounded Warrior Program (VWWP) had reached about \$78,000 at the time of the March 4 meeting. Since then, an additional \$13,000 has been raised to meet the fund raising goal for FY09.

The next Board meeting is scheduled for May 6, 2009. The meeting will be held at the Sitter & Barfoot Veterans Care Center in Richmond. Items for the next meeting may include: (1) adoption of FY10 budgets for the care centers, cemeteries, and VWWP; (2) report on progress of clarifying Fund administration and adoption of new policies associated therewith, (3) review fund raising program progress, (4) preparation for election of Board officers.

Respectfully submitted,
Frank Wickersham, VSF Chairman

ATTACHMENT 2
DEPARTMENT OF VETERANS SERVICES
REPORT TO
BOARD OF VETERANS SERVICES
April 22, 2009

State Budget Reductions – Governor’s Introduced Budget (December 17, 2008)

- All state agencies were required to submit 5, 10, and 15 percent reduction plans
- DVS goal was to minimize cuts in direct services to veterans
- The DVS General Fund budget was reduced by \$586,689 in FY09 and \$596,380 in FY10 (7% of DVS General Fund Budget)
- Some of the impact to DVS services include:
 - Reduce support services for contracts, procurement, and capital projects
 - Eliminate 1 administrative position
 - Eliminate 2 wage positions (1 community outreach, 1 workforce development)
 - Funding for Automated Claims System reduced by \$50,000
 - Reduce Virginia Wounded Warrior Program community grants by \$27,922
 - Leave 4 vacant benefit services positions unfilled
- These cuts are on top of reductions of \$288,236 in FY08 and \$38,642 in FY09

State Budget Reductions – Chapter 780 (April 8, 2009)

- Automated Claims System
 - \$50,000 restored to FY09 budget
 - Additional \$100,000 appropriated for FY10 to continue development
- No further cuts to DVS budget

DVS/VSF Legislation – 2009 General Assembly

Bill Number	Sponsor	Summary
HB2199	Watts	Provides that a member of the Board of Trustees of the Veterans Services Foundation may be removed by the appointing authority for that member. Currently any member may be removed by the Governor regardless of the appointing authority
HB2279	Bowling	Requires the Commissioner of the Department of Veterans Services to ensure that benefit claims assistance is provided on a regular basis at locations other than established service offices. Current law specifies that the Commissioner shall ensure that the personnel assigned to process benefit claims shall provide these services at locations other than the service office at least one day per week
HB2639	Jones	Exempts from the mandatory disclosure provisions of the Freedom of Information Act (i) personal information contained in the Veterans Care Center Resident Trust Funds concerning residents or patients of the Department of Veterans Services care centers and (ii) certain records maintained in connection with fundraising activities by the Veterans Services Foundation

Virginia Wounded Warrior Program (VWWP)

- \$1.7M has been awarded through the VWWP competitive grants (see attached Press Release)
 - Services to be provided by the VWWP grant recipients range from increased outpatient counseling and crisis intervention for veterans, their spouses and children, to day programs and other support for veterans with traumatic brain injuries.
 - The initial period of the grant funding is through June 2010
- The VWWP is going after additional grant opportunities. Letters of Support or direct participation include grants with:
 - The Virginia Commonwealth University (VCU) Partnership for People with Disabilities
 - US Department of Health and Human Services' Substance Abuse and Mental Health Services Administration (SAMHSA) Jail Diversion and Trauma Recovery Program- Priority to Veterans
 - VCU Center for Rehabilitation Science and Engineering (CERSE) proposal focused on veterans with spinal cord injuries
- DVS VWWP hosted an executive level meeting with DRS, DMHMRSAS, the Brain Injury Association of Virginia, and USDVA representatives. This group will be formalized in the near future to help coordination of state efforts in the area of Post Traumatic Stress and Traumatic Brain Injury
- The VWWP Advisory Council is being formed and should be in place by the next BVS meeting

Sitter & Barfoot Veterans Care Center (SBVCC): Working Capital Update

- SBVCC is now near full occupancy
- However, SBVCC still lacks sufficient working capital
 - This is because the Care Centers operate on a reimbursement basis – Medicare, Medicaid, USDVA Per Diem, and Insurance payments are all received after services are provided
 - SBVCC cannot apply for reimbursement for services delivered until the end of the month, with reimbursement payments received 30 – 45 days later
 - For example, SBVCC must wait until the end of April to submit reimbursement for services delivered in April. Payment will not be received until early or mid-June
- The result is that SBVCC is still not meeting prompt payment timelines established by the Department of Accounts (DOA), because SBVCC does not yet have sufficient working capital to pay bills timely
- SBVCC will not accumulate sufficient working capital until the end of 2009

How did we get to this point?

Action/Milestone	Planned	Actual	Explanation
Accept First Residents	October 2007	January 2008	Delays in getting occupancy permit and fire marshal certification
Reach Full Occupancy	April 2008 (6 months after opening)	April 2009 (15 months after opening)	Initial demand lower than expected; More time required to raise public awareness than anticipated; It took longer to establish relationships with discharge planners at area hospitals than expected
Supplemental Funding needed to reach break-even level	\$787,100 treasury loan	\$2.2 million treasury loan; \$3 million transferred from VVCC cash reserves; \$1.1 million from construction project	Delays in opening and reaching full occupancy meant that SBVCC did not generate sufficient funds to meet operating expenses according to the anticipated timeline
Treasury loan repayment	To be repaid by December 2008, using only SBVCC funds	Repay treasury loan by June 30, 2010, using both SBVCC and VVCC funds	The larger treasury loan and delays in opening and reaching full occupancy mean that it will take longer than planned to repay the treasury loan

Lessons learned for opening future care centers:

- Involve local government representatives in facility design and construction to avoid delays in issuing occupancy permit and fire marshal permits
- Develop realistic startup timeline: it will take 12 – 18 months to reach full occupancy
- Better coordinate hiring of staff with admission of residents – this will prevent having excess staff on board when there are few residents in the facility
- Begin marketing and outreach efforts even earlier
- ***Request General Fund support instead of a Treasury Loan to meet start-up costs***

American Recovery and Reinvestment Act (ARRA)

- Includes additional \$150 million for USDVA State Home Grants Program
 - VVCC Renovations will be funded (#54 on USDVA Priority List)
 - If other states turn down federal fund, two Virginia projects could be funded:
 - SBVCC Expansion (#71)
 - Hampton Roads Veterans Care Center construction (#72)

- Virginia has committed state funds (35% of project costs) for Richmond and Hampton. Roanoke project will be funded internally
- Start-up funding for Hampton will present serious challenges (see below)
- DVS will apply for Byrne Memorial Justice Assistance Grant Funds for a pilot Veterans Court of Veterans Docket
 - The Joint Leadership Council discussed Veterans Courts at their last meeting, and this issue may be a JLC Legislative Objective for 2010
 - Veterans Courts provide an alternative sentencing option for veterans, especially in cases where the crime is somehow related to a veteran's military service
 - There is an increasing awareness in the legal system that veterans, especially those who have served multiple combat tours, faced a vastly increased likelihood of PTSD, TBI, or other readjustment issues
 - These in turn can lead to alcohol or drug abuse, domestic violence, sexual assault, or more serious crimes that bring veterans in contact with the criminal justice system
 - The USDVA offers a number of programs designed to help veterans, but it sometimes takes a life-changing event – such as an arrest – before a veteran will seek or accept help. Veterans Courts can provide a vital bridge to effective treatment and recovery

Hampton Roads Veterans Care Center – Operational Funding

- Because ARRA includes additional funding for the USDVA State Home Grants Program, it is possible that this project could be funded in FY10 or FY11
- DVS will soon begin preparing pre-opening and operating budgets for the HRVCC
- DVS will requests operating funds for the FY11 – FY12 biennium
- *The budget request will incorporate the lessons learned from opening SBVCC, including the need for General Fund support*

Southwest Virginia Veterans Cemetery – Construction Funding

- The 2008 General Assembly authorized a \$1 million loan, to be paid by the USDVA Construction Grant, for design work on the SWVVC
- The \$1 million design loan is now in place and design work is proceeding
- *USDVA has set a goal of opening the cemetery on or before September 30, 2010. DVS is working hard to meet this goal*

Southwest Virginia Veterans Cemetery – Operational Funding

- In order to meet the USDVA goal of opening the cemetery by September 30, 2010, funding will be needed beginning in March or April, 2010 in order to hire and train staff, purchase necessary equipment and supplies, etc.
- DVS will request FY10 funding in the “caboose bill” as well as full operational funding in the FY11 – FY12 budget
 - *DVS estimates that approximately \$45,000 - \$50,000 will be needed in FY10*

- *FY11 – FY12 funding requirements will be approximately \$300,000 per year*
- *In addition, one-time funding will be required in FY11 to install highway signs*
- DVS expects the SWVVC to perform approximately 50 – 75 burials the first full year of operation, growing by approximately 25 burials per year until a level of 200 burials per year is reached
 - This will make the Dublin Cemetery similar in scope to the Amelia Cemetery
- The cemeteries operate on a mix of General Fund and Non-General Fund monies – the split is approximately 70% General Fund and 30% Non-General Fund
- *Because the Dublin Cemetery will perform fewer burials the first few years, it will initially need a greater percentage of General Fund support*

Sitter & Barfoot Portrait Ceremony

- DVS will hold a ceremony on May 6 at 2 p.m. at the SBVCC to unveil the portraits of Colonels Barfoot and Sitter
- Board members should have received an invitation, but in case you didn't, please join us on May 6 at 2 p.m.

APA Audit of Department of Veterans Services

- DVS recently received the Auditor of Public Accounts (APA) audit report for the fiscal year ending June 30, 2008
- 22 audit points were received in FY07
- In FY08, there were only 3 audit points
 - There were 2 repeat audit points:
 - Several draft policies were supposed to have been completed by June 30, 2008
 - DVS has not completed a physical inventory of fixed assets at all DVS facilities. An inventory is required every two years
 - The new comment was a recommendation for an MOU between DVS and the Virginia War Memorial Foundation Board of Trustees to better define our respective roles

Virginia War Memorial – Paul and Phyllis Galanti Education Center

- DVS been working with the Department of Planning and Budget (DPB), the Department of General Services (DGS), and the Virginia War Memorial Foundation Board to ensure that funding for this project is in place
- A construction contract is now almost ready to be awarded

ATTACHMENT 3

Board of Veteran Services

Meeting: April 22, 2009

Automated Veterans Benefits Claims Process RFI Summary Sheet

Who we are

Tim Bass of Bass' Emprise, LLC ... A privately owned, registered Virginia small business that specializes in driving operational change, launching programs and improving performance by aligning operational plans and activities to an organization's strategic intent. Bass' Emprise brings significant private and public sector experience and its methodology emphasizes Needs Discovery, Resource Assessment, Business Case Development, Internal/Media/PR Communications and (action-based) Implementation Planning.

Jeff Gregoire of EquaTerra, Inc. ... A privately owned business based in Houston, TX. EquaTerra has advisors world-wide that specialize in Business Process Transformation, Delivery Model Assessments, Sourcing Strategies, Service Management Programs, Service Level Negotiation, and IT Governance. EquaTerra provides strong public and private sector metrics and cost benchmarking data to enable the creation and implementation of best-in-class Service Level Agreements (SLAs).

Why we are here

The Problem ... Complex laws, with entitlements linked to rigorous documentation and proof of eligibility make the process of developing and filing a disability claim with the VA time-consuming, complicated and confusing. VA adjudication is strict and approved claims take a year (on average) to process. If, in fact, data omissions or errors exist and a claim is denied, it can turn into an appeal process that can take several years to complete. Simply put, claim accuracy is an important issue. With 800,000 veterans in Virginia (112,000 of which are getting benefits currently) the burden of the increasing claims workload on DVS staff is significant. Amplified by the continuing need for redundant data entry and old technology that does not provide an end-to-end (i.e. DVS-to-VA) workflow, the current claims preparation, review and processing situation within DVS will continue to be labor intensive, costly and sluggish. Things need to change.

The Dialog ... An automated system for the electronic preparation and submission of veterans' disability claims will simplify the process of developing a claim, resulting in claims that are more complete, more accurate, and present the necessary supporting information in a clear and consistent manner. This will provide for faster ratings decisions by the VA, higher initial approval ratings (fewer appeals), Virginia veterans receiving their disability compensation checks sooner, provide DVS with a cost-effective way to serve more veterans within current human resource levels.

What happens next

The Market ... It is time to consult the market to determine the range of solutions it may offer

that can take the sting out of the current complex, labor-intensive and sluggish claims process. This is the Request for Information (RFI) process we are about to perform and it will result in some very useful learning regarding how the market may approach re-engineering and automating the acts of claim *creation, maturation* and *submission*.

RFI Stages ... We will execute this RFI process in three stages (total duration approximately 3 months).

- RFI Creation – Leverage existing DVS materials and knowledge, conduct interviews/surveys where necessary, build and issue the RFI.

Deliverable: Completed RFI that is “tuned” to solicit the broadest possible market response in terms of vendor tools, approach and methodology. The RFI will contain relevant major claims process and systems requirements. All appropriate reviews/approvals by procurement, DVS and VEAP (Commonwealth legal counsel if necessary) will be obtained.

- RFI Execution – Respond to market inquiries, form RFI evaluation team, create evaluation criteria and schedule, distribute vendor responses as appropriate to evaluation team members.

Deliverable: Report to DVS and VEAP management detailing vendor Q&A interactions, procurement staff concerns and issues (if any), RFI evaluation team membership, list of distributed vendor materials and recipients, specific evaluation schedule to be followed.

- RFI Evaluation – Evaluation of responses, Q&A exchanges with vendors, proof-of-concepts, identify three best fit responses.

Deliverable: Report to DVS and VEAP management summarizing the evaluation team’s position on (rating for) each vendor response and identification for the three best fit responses (with rationale details). Report will also include any supplementary observations and concerns from the evaluation team. It is envisioned that DVS and VEAP management would then leverage this final deliverable to determine if a formal project should be “chartered” and funding pursued.

Bass’ Emprise, LLC in partnership with EquaTerra, Inc.

ATTACHMENT 4

Board of Veteran Services

Meeting: April 22, 2009

Fact sheet: Virginia Veterans Workforce Initial Action Plan

Who we are

Tim Bass of Bass' Emprise, LLC ... A privately owned, registered Virginia small business that specializes in driving operational change, launching programs and improving performance by aligning operational plans and activities to an organization's strategic intent. Bass' Emprise brings significant private and public sector experience and its methodology emphasizes Needs Discovery, Resource Assessment, Business Case Development, Internal/Media/PR Communications and (action-based) Implementation Planning.

Margie Caplice of Tara Group Funding Corp ... A privately owned, registered Virginia small business that specializes in strategic and operational planning; business development, Six Sigma process improvement; determining/setting/evaluating operational standards; technology functional design. Tara Group Funding Corp possesses significant private sector experience in the financial and medical practice management industries.

Why we are here

The Situation ... In November 2007, Secretary of Public Safety John W. Marshall, on behalf of the Administration and pursuant to Executive Order 19 titled "Serving Virginia Veterans", created the Veterans Workforce Development Taskforce (VWDT). The purpose of the Taskforce was to analyze the current workforce development options available to veterans in Virginia, and to develop recommendations for improving the availability and delivery of training, education, and employment opportunities to veterans within the Commonwealth. Secretary Marshall's charter was issued to the Department of Veterans Services Commissioner, Vincent M. Burgess. Mr. Alfredo J. Sample, Sr. was appointed Chairman of the Taskforce. The goals of the Taskforce were to develop recommendations to (1) effectively match veterans with employers and positions; (2) encourage public and private employers to hire veterans; (3) encourage public and private sector employers to hire veterans with disabilities; and (4) develop a more comprehensive technological approach to better inform veterans on where and how to obtain job and training opportunities in the private sector. The Taskforce provided its report on August 25, 2008.

The Focus Now ... The focus now is to determine what to (specifically) initially pursue, what resources will be required (money, people, time, etc), and what would be a reasonable schedule or time frame. The original Taskforce has been engaged to participate in this process. Leveraging the report's research and the Taskforce expertise, we are to develop an initial action plan by approximately May 31, 2009. Given the complexity of the veteran employment situation, and also the backdrop of a poor economy and shrinking government budgets, leadership expects the plan to emphasize opportunities that represent low-cost, high-impact incremental changes that leverage current statute and organizational structures and missions. State leadership will ultimately review and decide if it makes sense to proceed with funding requests (if needed) and implementation.

The Steps (summarized) ... We will conduct this project with the goal of producing a proposed, initial action plan by May 31, 2009 (estimated):

Task/Milestone Name	Task Description	Estimated Start	Estimated Finish
Milestone: Send initial survey	Send initial survey with assistive criteria for classifying and sizing workforce opportunities.	1-Apr-2009	1-Apr-2009
Milestone: Receive <u>Initial</u> draft workforce opportunities	Identify via response to initial survey responses the initial (draft) field of vet workforce opportunities.	6-Apr-2009	6-Apr-2009
Task: Research draft workforce opportunities	Of the opportunities presented by the various team members, research them in terms of probable actions/resources and overall impact. Then create an initial first-cut of workforce opportunities.	7-Apr-2009	16-Apr-2009
Milestone: Publish <u>first-cut</u> of draft workforce opportunities	Publish the first-cut of draft opportunities to team along with rationale and reasoning for selection. Solicit feedback.	17-Apr-2009	17-Apr-2009
Task: Review team feedback and create <u>second-cut</u> of draft workforce opportunities	Review the feedback received from the team. Perform additional research as needed to add, drop or keep first-cut opportunities. Creating second-cut of draft opportunities.	22-Apr-2009	27-Apr-2009
Task: Discussion with DVS and VCCS leadership	Discuss the second-cut of draft workforce opportunities with DVS and VCCS leadership. Make changes as needed creating final-cut of draft opportunities that leadership embraces in concept and would consider taking forward for approval and implementation (pending final details).	28-Apr-2009	29-Apr-2009
Task: Publish final-cut of draft workforce opportunities	Publish final-cut of draft opportunities that have been screened by leadership back to the team for final comment. Identify any remaining obstacles or issues that would hinder support.	30-Apr-2009	5-May-2009
Milestone: Deliverable #1 -- Draft action plan	Opportunities, actions and resources (per statement of work)	6-May-2009	6-May-2009
Task: Identify potential scheduling	Working with the final-cut of draft opportunities, identify a potential realistic scheduling for their implementation. This would include some indication of sequencing and dependencies.	7-May-2009	14-May-2009
Task: Publish potential schedule	Publish potential schedule and sequencing to team for comment. Make adjustments as needed.	15-May-2009	26-May-2009
Task: Create final action plan	Create final action for DVS/VCCS leadership.	27-May-2009	29-May-2009
Milestone: Deliverable #2 -- Publish final action plan	Publish final action plan, DVS/VCCS leadership consider.	29-May-2009	29-May-2009

Department of Veterans Services in collaboration with Bass' Emprise, LLC

ATTACHMENT 5

Board of Veteran Services
Benefits Committee Report
April 22, 2009

DATE: April 22, 2009

I. Members

Al Sample – Chairman
Kirk Cox – Delegate
Max Taylor – Member
Vacant – Needs to be filled

II. Meetings – None this period

III. DVS Benefits Services Operational Briefing – John Anderson

IV. SAA Education Report – Annie Walker

BENEFIT SERVICES
OPERATIONAL BRIEF AS OF MARCH 31, 2009

Field Office Staffing: Current staffing level is adequate, but filling of additional open positions would enhance operations. Currently we have openings in:

Alexandria/Fairfax	Admin. Support Position
Hampton	Agent Position
Tidewater	Office Manager – Acting Appointed

We have lost five (5) employees during this quarter:

VAMC McGuire	Agent	January 2009
Roanoke	Agent	February 2009
Alexandria	Admin.	February 2009
VAC McGuire	Agent	March 2009
Norfolk	Agent	March 2009

Operations: Due to the limited claims activity at the Amelia Cemetery office, we have moved the Agent position to VAMC McGuire. This office has shown significant increases in workload and our resources can be better utilized at this location.

We have done likewise with our Norfolk BDD location. This position has been moved to the Tidewater office, which is 4 miles away. This will give them another resource while still providing the required service of the BDD site.

Outreach Efforts: During this quarter we have had contact with 85 Veteran Service Organizations, 25 Legislative Contacts and identified 250 potential MSDEP eligible recipients. We have provided 1,452 letters to separating veterans offering our services to them on various benefits.

Claims Activity: There have been 11,200 claims adjudicated by the VA since July 2008 for a 61 percent grant rate. Our cumulative total of retroactive benefits from July 2008 through March 2009 is \$24,462,776.

Training: District meetings and office visits are being conducted on a continual basis and are serving as the avenue for continued training.

Future Needs

As is previous quarters, additional staffing would permit for additional services especially in the Northern VA area.

STATE APPROVING AGENCY FOR VETERANS EDUCATION AND TRAINING

April 7, 2009

As of April 7, 2009, The State Approving Agency (SAA) has 884 facilities approved to provide education and training to eligible veterans and their dependents.

The major focus for Veterans Education is the new Post 9/11 GI Bill (Chapter 33) and its implementation. Final regulations were released on March 31, 2009. DVA has sent letters to veterans explaining the new benefit and informing the veteran that an irrevocable selection must be made of which chapter of educational benefits the veteran will use to pursue their educational goals.

DVA also sent letters to the Higher Education Executives explaining Chapter 33 and the Yellow Ribbon Program (YR). YR allows DVA and an institution to enter into an agreement to pay up to 50% each of the tuition that exceeds the highest in state tuition as reported by the SAA. This agreement allows a veteran the option to attend a private institution or an advanced/professional program at a state supported institution and receive the benefit of a free education.

The SAA reported the highest in state tuition for Virginia as \$313.00 per credit hour (George Mason) and fees as \$3660.00 (William and Mary).

Two education specialists from the SAA will be attending additional training on the new GI Bill on May 31-June 4, 2009.

ATTACHMENT 6
DEPARTMENT OF VETERANS SERVICES
CARE CENTERS COMMITTEE REPORT
April 22, 2009

Virginia Veterans Care Center Highlights – as of 4/10/09
Mr. Bill VanThiel

Census

The Facility's Census is improving
Census as of Friday, 4-10-09 is 24.
Five residents are in the hospital and are expected to be re-admitted.
The DOM census has 12 vacancies.
There were 34 admissions to the facility during the month of March.

Projects

The Pharmacy Renovations/Modifications are in progress and expected to be completed within 60 days.

The Energy Conservation Project (Executive Order 48) is (shovel ready" but is on hold pending funding.
Funds have been requested from "Stimulus" funds.
Other funding mechanisms are being explored.

The Veterans Administration has received additional funds, to fund "State Home Construction Grant" projects.
The Virginia Veterans Care Center project (#52 on VA list) has received approval for funding. Project management, A&E, and documentation submission to the VA is in progress. This project includes expansion of the Rehabilitation and Resident Activities Departments, and replacement of the Nurse Call and Resident Security systems.

Other

The current, Facility Director of Quality Improvement is retiring.
The new QI Director, (a Veteran – LT. Commander in the Navy) is currently being oriented to the position.

Sitter & Barfoot Veterans Care Center Highlights – as of 4/10/09
Mrs. Sandra Ranicki

CENSUS

- Census on 4/10/09 is 160. This is 100% occupancy. Goal is to average 96+% occupancy.

- Current census mix is: Medicare 24 (15%); Medicaid 84 (52%); Insurance 8 (.05%); Private 44 (27%)
- A total of 285 veterans have been admitted and received services.

FINANCIAL

Revenue:

- March collection goal of \$1,254,463 was met---cash collections were \$1,348,048.
- Cash management continues to be done on a daily basis, balancing Prompt Pay requirements with payroll dates and available cash.
- Point Click Care (PCC) software program has been implemented. PCC provides increased efficiencies and faster cash flow.

Expenditure:

- Expenses are below budget. As of 3/31/09 YTD expenditures were \$10,480,763. Appropriation July-March is \$12,129,359.

Procurement:

- Anticipate DGS procurement review in April.

Accounting:

- FMS programmers will have a draft of reports needed for cost reporting to us by the end of May.
- Fiscal staff is remaining active in the AGA, Richmond chapter.

CLINICAL

- Department of Health/Licensure annual inspection completed 3/9/09. Plan of correction was submitted and accepted.
- Fire Marshall/Life Safety Code annual inspection completed 3/17/09. Plan of correction submitted and approved.
- VA annual inspection completed 3/30/09. Have not yet received report.

HUMAN RESOURCES

- 204 classified full time employees. Approved budget is for 232.
- 65 part time wage employees.

Respectfully submitted-Thad A. Jones

ATTACHMENT 7
Board of Veteran Services
Cemeteries Committee Report
April 22, 2009

The following is a quarterly update on issues, events, and progress being made at the Virginia Veterans Cemeteries, submitted by Cemeteries Director Dan Kemano

VIRGINIA VETERANS CEMETERY AMELIA

1. Total burials conducted this FY to date: 176
2. Total full time employees: two full time administrators, three full time grounds employees plus a shared mechanic.
3. We received our phase replacement full-size backhoe.
4. We have completed all scheduled winter special work projects to include:
 - a. Filling of all sunken grave sites, leveling of stand up memorials in two garden sections
 - b. Cleaning out of the tree line bordering the developed cemetery areas
 - c. Cleaning up and positioning of all roadside storm drain stoned area
 - d. Completed the removal of all cherry trees from the columbarium area and the planting of cypress trees as replacements
 - e. Painting of the cemetery office rooms inside
 - f. All this extra work being accomplished is due to the excellent leadership skills of our new Cemetery Grounds Supervisor.

ALBERT G. HORTON JR MEMORIAL VETERANS CEMETERY

1. Total burials conducted this FY to date: 481
2. Total full time employees: two full time administrators, five full time grounds employees plus a shared mechanic.
3. Suffolk presently has two unfilled positions – one grounds and one administrator due to funding restraints.
4. We have completed all scheduled winter special work projects to include:
 - a. Filling of all sunken grave sites
 - b. Leveling of 50% of all stand up memorial
 - c. Completed the removal and transplant of 24 cemetery trees
5. The new maintenance storage garage has been completed this will greatly increase the maintenance storage space available.
6. We are finalizing the Memorial Day event. The event is sponsored by DAV Chapter 2.
7. DAV Auxiliary member Wretha Schoch saw a need to take charge of the Avenue of Flags Donation Projects at the Albert G. Horton Jr. Memorial Veterans Cemetery.
 - a. She contacted 9 DAV Auxiliary Units and 5 DAV Chapters in Hampton Roads, which donated \$5,705.80 to the Department of Veterans Services for the purchase and placement of 34 flags, poles and hardware
 - b. We hope to have this equipment and flags placed for their first viewing during our Memorial day event this year

SOUTHWEST VIRGINIA VETERANS CEMETERY

1. We have been very busy the past two months working on the design and engineering of the cemetery, our goal is to have this package completed, out for construction bids, back to us and then sent to VA before 15 July 2009 for final approval.
2. All seems to be going well, we are making good progress our feeling are we will meet the required dates.

Schedule for Design and Construction of Southwest Virginia Veterans Cemetery Dublin

December 10, 2008	A/E Contract Issued
January 15, 2009	Project Kick-off meeting
February 9, 2009	Master Plan/Schematic Drawings Submitted
March 23, 2009	Preliminary Drawings to BCOM for Approval
April 15, 2009	Working Drawings to BCOM and Department of Veterans Affairs for Approval
April 28, 2009	Prequalification of Contractors completed
May 31, 2009	Advertisement for Construction Bids
June 30, 2009	Receive Construction Bids
July 15, 2009	Notify Department of Veterans Affairs of Bid Results
September 15, 2009	Grant Award
September 28, 2009	Award of Construction contract/Notice to Proceed
October 1, 2010	Substantial Completion

ATTACHMENT 8
Board of Veteran Services
Budget and Strategic Planning Committee Report
April 22, 2009

Like all state agencies, the FY09 and FY10 budget for the Department of Veterans Services was significantly reduced. This is on top of budget reductions in FY08.

The cuts affected the parts of DVS funded in whole or part by the General Fund: Benefit Services, the Virginia Wounded Warrior Program, and Administrative Services. Though funded in large part by the General Fund, Cemetery Services were not reduced. The parts of the Department funded with Non-General Funds were not affected. These include Care Center Services and Education Services.

DVS has worked hard to avoid cuts in direct services to veterans. Unfortunately, DVS will have to leave some Benefit Services positions unfilled, while eliminating some part-time positions. Administrative Services were also affected – the elimination of one full-time and several part-time positions has severely impacted the Department’s administrative foundation. Despite this, we are pleased that DVS continues to show improvement on state audits. Last year there were over 20 audit findings; this year, there were just three.

DVS will hold an internal Strategic Planning Conference in May. BVS Chairman Paul Galanti will participate, as will JLC Chairman Dan Boyer. Former BVS member Bill Leighty will serve as Facilitator. The updated Strategic Plan will guide the Department’s budget submission for FY11 and FY12. It is our sincere hope that an improved economic situation will allow the Governor and General Assembly to restore the lost funding, allowing DVS to better serve Virginia’s 814,000 veterans.

The Budget and Strategic Planning Committee looks forward to reviewing the revised version of the Department’s Strategic Plan, and will look to the other BVS Committees for assistance in reviewing the Service Area Plans for their appropriate area of responsibility.

We are encouraged that the Department is taking steps to address the operational funding requirements of the Southwest Virginia Veterans Cemetery and the Hampton Roads Veterans Care Center. We urge the Department to continue to explore all options for bringing these facilities on-line expeditiously, and ask that the appropriate BVS Committees continue to monitor the operational and budget requirements of these facilities. We would especially appreciate the input and guidance of the legislative members of our Board.

The Board held a Strategic Planning Retreat on July 16, 2007. Many excellent ideas were put forward for further study and evaluation. To date, however, nothing further has been done to advance the ideas developed at the retreat, and regrettably, the Budget and Strategic Planning Committee recommends that any further work be suspended indefinitely.

Respectfully submitted,
Samuel Metters, Chairman

ATTACHMENT 9

JOINT LEADERSHIP COUNCIL OF VETERANS SERVICE ORGANIZATIONS REPORT TO BOARD OF VETERANS SERVICES APRIL 22, 2009

The Joint Leadership Council of Veterans Service Organizations (the JLC) met on March 25, 2009. The JLC:

- Received reports from the Board of Veterans Services, Veterans Services Foundation, the Department of Veterans Services, the JLC representative to the Virginia Citizen-Soldier Support Council, and the Virginia War Memorial
- Discussed JLC and DVS support for the Missing in America Project
- Discussed the formation of “Veterans Courts” in the Commonwealth. Veterans Courts provide alternative sentencing and treatment options for veterans. This issue may be a JLC Legislative Objective for 2010
- Received a report on JLC fundraising support for the Virginia Wounded Warrior Program (VWWP). The creation of the VWWP was a JLC initiative, and JLC member-VSO support of VWWP fundraising efforts is critical. As of 4/17/09, the VSOs represented on the JLC had donated almost \$30,000 in support of the VWWP
- Conducted a “hot wash” of the JLC 2009 Legislative Objectives (see attached summary)
- Appointed a committee to review JLC Powers, Duties, and Structure
- Appointed a nominating committee to recommend officers for 2009-2010
- Held a preliminary discussion of potential legislative objectives for 2010. A more detailed discussion will be held at the next meeting

The next JLC meeting will be held on Wednesday, May 20, 2009 at the American Legion Building in Richmond.

Respectfully submitted,

Daniel D. Boyer
JLC Chairman