

**Board of Veterans Services
Meeting Minutes
August 18, 2016**

A meeting of the Board of Veterans Services (BVS) was held on Thursday, August 18, 2016 at the Henrico Benefits Office, 121 Cedar Fork Rd., Richmond.

Members Present

- Richard Anderson
- Max Beyer
- Chris Chon
- Michael Dick
- Joana Garcia
- William Haneke
- Susan Hippen
- James Icenhour
- Johnny Johnson
- Thad Jones
- Donald Kaiserman
- Nick Kesler
- Belinda Pinckney
- Bryce Reeves
- Christopher Stolle
- Jennifer Wexton
- Pat Webb, Chairman, Veterans Services Foundation
- Bart Barton, Chairman, Joint Leadership Council of Veterans Service Organizations
- Steven Combs, Deputy Commissioner, Department of Veterans Services

Members Absent

- Sandra Love
- Laurie Neff
- John Newby, Commissioner, Department of Veterans Services

Commonwealth of Virginia Officials Present

- Carrie Ann Alford, DVS
- Glendalynn Glover, DVS
- Karla Boughey, DVS
- Tina Parlett-Calhoun, DVS
- Leslie Frazier, Policy Director to the Secretary of Veterans and Defense Affairs

Others present

- Rick Oertel, Office of Delegate Kirk Cox

Materials Distributed as part of the Agenda Packet

- Agenda
- Minutes from the May 19th meeting (Agenda Item V)
- Reports (Agenda Item VI)
 - Joint Leadership Council of Veterans Service Organizations
 - Veterans Services Foundation
- Communications Strategy Report (Agenda Item VII)
- Proposed changes to the BVS Code and Bylaws (Agenda Item VIIIa)
- Proposal for Ad Hoc Committee to study veteran entrepreneurship (Agenda Item VIIIb)

Call to Order

Chairman Don Kaiserman opened the meeting at 10:05 a.m. with the Pledge of Allegiance. He then welcomed the BVS members and called the meeting to order. He asked Ms. Carrie Ann Alford to call the roll. The roll was called and a quorum was determined with 17 members present. Two members arrived shortly after the roll was called, for a total of 19 members present.

Approval of Agenda

Senator Bryce Reeves made a **motion, seconded** by Mr. Pat Webb, to approve the agenda as presented. The motion carried **unanimously**.

Introduction of New Members and Guests

Three new members were appointed to the Board since the May meeting. Major Chris Chon and Senator Wexton were in attendance and introduced by Ms. Alford. Delegate Kathleen Murphy, who was also appointed, was unable to attend the August meeting.

Mr. Rick Oertel was in attendance and introduced himself as a guest. He has recently started working as the veterans liaison in the office of House Majority Leader, Del. Kirk Cox.

Approval of May 19, 2016 Meeting Minutes

Senator Bryce Reeves made a **motion, seconded** by Delegate Rich Anderson, to approve the May 19 Meeting Minutes as presented. The motion carried **unanimously**.

Reports

Joint Leadership Council of Veterans Service Organizations (JLC) Chairman Bart Barton gave a short report on the JLC and their July meeting. (*Attachment 1*) He said the JLC has increased its membership to 25 organizations, welcoming two new VSOs at the July meeting. He also mentioned the presentation by Ms. Cheryl Jackson to the JLC on the World War I World War II Commemorative Commission, which is chaired by Del. Cox.

Veterans Services Foundation (VSF) Chairman Pat Webb gave a short report on the VSF and their August meeting. (*Attachment 2*) He said the VSF has reviewed their strategic plan, updated its bylaws and worked on fund restructuring.

Deputy Commissioner Steven Combs gave a report to the Board on behalf of Commissioner John Newby, who was unable to attend the meeting. He gave an update on what DVS has been working on since the last meeting, including the June 1 bill signing and announcement of the Northern Virginia Veterans Care Center, which will be in Vint Hill, Fauquier County and named for the Puller Family. He

also mentioned the success the Benefits Services has had in the past year, the new Military Medics and Corpsmen pilot program (MMAC), and an update on V3 and its closing in on 20,000 veteran hires, which should happen by the end of this year or early next year. He gave a brief update on VVFS and the work group, stating that they are meeting and working diligently and will report to JLARC on Nov. 14, 2016. He thanked the legislative members for their assistance during Session, especially Del. Stolle who was one of the patrons of the MMAC bill.

Chairman Kaiserman asked several questions about the planned new veterans care centers and influencing the federal delegation to push harder with the VA for federal grant funding for the two projects. Mr. Haneke also asked about the congressional delegation. Mr. Combs noted that the regular funding process for constructing new veterans care centers is for the federal government to pay 65% of construction costs, with 35% funded by the state. He noted that because the projects had been on the waiting list for federal funding for several years, and because it may be several more years before federal funding is available, the Governor and General Assembly had authorized the two veterans care centers to be built using 100% state funding.

Del. Anderson and Mr. Barton asked about the footprint of the locations and if there would be room to grow beyond the planned 120-bed facilities to be built by 2019. Mr. Combs explained that the authorized funding supports the construction of two 120-bed facilities, although the Fauquier County site has room to grow. The Hampton Roads site has not been named yet, but should be soon. There are two applicants in Hampton Roads – Hampton and Virginia Beach – neither of which have room to grow beyond 120 beds. However, if expansion was needed in the future, the way Hampton Roads is configured, a second 120 bed site in the region might be an option.

Ms. Alford and Del. Stolle spoke to the issue of influence and how the Board and Commonwealth should focus on the current project and not rely on the federal delegation or the VA for funding, but look solely to what the state can do and if the federal government decides to partner with us that is good, but we should not rely on them.

Presentation

Mr. Jim Icenhour presented a memo on the DVS Communications Inventory & Plan (*Attachment 3*). The memo includes the Outreach Overview statewide efforts of DVS, the current inventory of major communications tools and a summary of the DVS Strategy and main forms of communication.

Jim asked the board to continue to think about two questions as they look at communications –

1. Who is our audience? (veterans, V3 companies, General Assembly, public/local communities)
2. What is our message and why is it important?

He said the board can be a force multiplier for DVS in their local communities, assisting with facilitating forums and events, attending events DVS staff is unable to attend, and working with Ms. Parlett-Calhoun and Ms. Alford. He would like to do a veterans forum in Williamsburg as a “beta test” and see how it goes, what the turnout is, messaging, etc. and see if this is a viable tool to take statewide.

Mr. Johnson commended the staff for their current efforts

Ms. Pinckney asked about targeting and knowing who to capture and where to find them so we are reaching new veterans who are unaware of DVS and its programs and not just “preaching to the choir.” She said the inventory list is a long list of things to do and maybe it could be broken up among board members based on interest and skill level.

Mr. Chon asked about funding and if it was possible for the board to support an appropriations request for more funding for DVS Communications staff.

Ms. Parlett-Calhoun stated that she is in the process of hiring a part-time person to assist her and the board could be of assistance by spreading the word about the brochures and guide, the website and other events being held, but assisting with the events is not necessary.

Ms. Hippen stated that everyone on the board probably belongs to several other organizations – veterans related and other – and she makes it a point to talk to those groups about DVS whenever possible – talking to people where ever you are, even a backyard barbeque, you never know when you’ll get the message to the person who needs it.

Del. Stolle asked if JLC can be looped in as a force multiplier in efforts to communicate to local communities about DVS.

Mr. Barton (JLC Chairman) stated that he agreed with Ms. Hippen that they must think outside of the box with organizations other than VSOs and tailor the message to the various eras of veterans – not just focusing on post-9/11 veterans, but also the Vietnam veterans, Korean and WWII veterans in nursing homes, etc.

Mr. Haneke stated that he has experienced in his volunteer work coming across veterans and their spouses who need a better understanding of benefits.

The discussion ended with Mr. Icenhour saying he would continue to work with Ms. Alford on the content and format for forums and the “elevator speech,” talking points and other content for the board to use to be on one message, approved by DVS.

Ms. Alford stated that these forums could be useful and it would be necessary for the board to support and help facilitate them, as she has no problem finding time to work on content and format, but does not have time to set up events like this. She is willing to work with board members either in person or via email to craft the format and talking points.

Chairman Kaiserman then called on Ms. Susan Hippen to present the proposed amendments to the Bylaws and Code. Ms. Hippen asked Ms. Alford to explain the changes.

Ms. Alford directed the board to the Bylaws in their packet, which is a procedural change to adjust up the number of board members from 19 to 22, accurately reflecting the new number of board members stated in Code. (*Attachment 4*)

There were no comments or questions. Ms. Hippen asked for a motion. Mr. Icenhour made a **motion** for the changes to the bylaws to pass, **seconded** by Ms. Garcia. The motion carried **unanimously**.

Ms. Hippen stated that if the proposed Code changes go through there will be more extensive changes needed to the bylaws but that would be handled at a meeting next year after General Assembly Session.

Then Ms. Hippen asked Ms. Alford to explain the proposed changes to the Code. (*Attachment 5*) Ms. Alford explained the code changes would reflect the work of the board over the past several meetings to

make the board more flexible and streamlined, but removing the references to specific committees and instead stating that “The Board shall organize itself in such a way as to allow it to fulfill its powers and duties.”

Other proposed changes to the Code eliminates the Secretary role and changes the citizen membership terms from four years only to either two years or four years for a maximum eight years on the board.

Ms. Pinckney and Mr. Icenhour asked a clarifying question about the new term limits. Ms. Alford said it would apply to all members moving forward and it would be on the application for the board, members would self-identify which they preferred to serve – 2 years or 4.

Mr. Icenhour made a **motion** to accept the proposed changes and have the legislators carry the bill in 2017, **seconded** by Mr. Dick and the motion carried **unanimously**.

Chairman Kaiserman then asked Mr. Nick Kesler to give his presentation for an ad hoc committee to study veteran entrepreneurship. (*Attachment 6*) Mr. Kesler described his involvement in several organizations working on the issue and his personal background as a small business owner and education from William & Mary. The group would do comprehensive research and provide metrics and a support mechanism to the Secretary’s forthcoming proposals and other initiatives. He said the work should take one year to complete and the committee will report to the full board at the end of that year.

Ms. Garcia said she has been trying to set up a small business and thinks a comprehensive resource on where veterans can go for help and funding is a good idea. She said in her experience, people she spoke to by phone did not know where to send her or how to answer her questions and she felt she was just being shuffled around.

Ms. Pinckney stated that she has started her own business and knows the challenges and would be willing to help out.

Chairman Kaiserman said he believed the group should be formed but asked about the name and suggested it be called a work group or study group.

The board decided to call it a “study group” instead of an “ad hoc committee” and Mr. Kesler made the **motion** for its formation, **seconded** by Mr. Beyer and the motion carried **unanimously**. Ms. Pinckney and Ms. Garcia volunteered to be part of the study group. Mr. Kesler will chair the group and will work with Ms. Alford on creating a strategic plan and timeline for the study group.

Good of the Order Reports

Are one minute reports members can give on non-board veterans related activities they would like the other board members to know about.

Ms. Garcia mentioned she has had a book published

Mr. Johnson mentioned he has been named Grand Marshall for the Veterans Day parade in Virginia Beach this year and is deeply honored, especially since he nominated someone else.

Election of New Chairman and Vice Chairman

Chairman Kaiserman restated his intent to not seek another term, citing family issues.

Mr. Jim Icenhour had been nominated for Chairman. There were no nominations from the floor. Mr. Icenhour was elected chair by unanimous voice vote.

Mr. Kaiserman stated that there were two nominees for Vice Chairman this year: Mr. Johnny Johnson, current Vice Chair, and Ms. Susan Hippen. Each would be given 3 minutes to say why they wished to be vice chair and describe their backgrounds. Chairman Kaiserman asked Ms. Hippen to go first. Mr. Johnson followed. Both restated their appreciation for being part of the board and desire to serve and both stated that the other would also make a very good choice.

Mr. Thad Jones raised a procedural question – Should the two candidates step outside while the board votes? The board concurred. Ms. Hippen and Mr. Johnson stepped out of the conference room. The board voted by show of hands. Mr. Johnson was elected the new Vice Chairman.

The candidates returned to the room and new Chairman Icenhour gave the results.

Chairman Kaiserman then said a few closing words to the board about stepping down as Chair. Mr. Beyer, Del. Anderson and Mr. Haneke also made a few remarks thanking Mr. Kaiserman for his service to the board.

Chairman Kaiserman closed the meeting by stating the next meeting would be held on November 17, 2016 at Sitter and Barfoot Veterans Care Center.

The meeting adjourned at 12:19 pm.



COMMONWEALTH OF VIRGINIA
JOINT LEADERSHIP COUNCIL OF
VETERANS SERVICE ORGANIZATIONS

900 EAST MAIN STREET
RICHMOND VA 23219
Air Force Association
American Legion
AMVETS
Association of the United States Army
Disabled American Veterans
Fleet Reserve Association
Korean War Veterans Association
Legion of Valor of the U.S., Inc.
Marine Corps League
Military Order of the Purple Heart
Military Officers Association of America
Military Order of the World Wars
National Association for Uniformed Services
Navy Seabee Veterans of America
Non-Commissioned Officers Association
Paralyzed Veterans of America
Reserve Officers Association
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

**JOINT LEADERSHIP COUNCIL
REPORT TO
THE BOARD OF VETERANS SERVICES**

August 18, 2016

The Joint Leadership Council of Veterans Service Organizations (JLC) has met once since the last meeting of the Board of Veterans Services (BVS) on May 19, 2016.

At its meeting on July 13, 2016, the JLC welcomed two newly appointed members with representatives from the Fifth Baptist Veterans Ministry and the Iraq and Afghanistan Veterans of America (IAVA) both taking seats at the table. These appointments increase the JLC to twenty-five members.

The JLC was provided a presentation by Ms. Cheryl Jackson on the Virginia World War I and World War II Commemoration Commission that is Chaired by Delegate Kirk Cox. A talking paper on the Commission's plans for the upcoming commemoration is attached to this report. Additionally, the BVS is encouraged to have Ms. Jackson present at a future meeting.

The JLC also began discussions on potential 2017 Legislative Initiatives. The JLC agreed to begin work on six of the proposed initiatives and took an additional proposal under advisement. These proposed initiatives will be developed into formatted documents for review and approval at the JLC's meeting on October 12.

Lastly the JLC confirmed the report of its Nomination Committee and elected Mr. Bart Barton, Chairman, and Ms. Marie Juliano, Vice Chairman, for the next year.

Respectfully submitted,

Harold H. Barton, Jr.
Chairman

VETERANS SERVICES FOUNDATION
REPORT TO
Board of Veterans Services
August 18, 2016

The Veterans Services Foundation (VSF) Board of Trustees has held one meeting since the last BVS meeting. A Board meeting was held on August 3 with a quorum present. In addition to the usual reports and updates on VVFS and V3, the following events occurred and actions taken at the Board meeting:

- (1) Reviewed Foundation income, expenses, and fundraising events conducted during FY16;
- (2) Approved the Final FY16 VSF Financial Report;
- (3) Approved VSF-DVS FY18 Budget;
- (4) Approved VSF-DVS Performance Budgeting;
- (5) Approved VSF Fund Restructuring;
- (6) Approved the Strategy Plan 2017-2021;
- (7) Approved Trustees Bylaws Revisions;
- (8) Approved updates of VSF-DVS Joint Policies #1, 2, 3, 4, and 10;
- (9) Approved VSF FY17 Goals and Objectives
- (10) Adopted a VSF Board Action Plan;
- (11) Appointed Development and Finance Committee officers for FY17; and
- (12) Appointed a Finance Committee Advisor.

As of 30 June, the Foundation has received donations during FY16 of about \$682,000, of which almost \$488,000 is for VVFS and \$110,000 for V3. While the number of donors has decreased, overall donations are up 13% over last year with VVFS being up 22% over last year. As always, the Foundation extends its sincere congratulations to the outstanding outreach of all DVS activities to realize this significant fundraising level. It could not have been accomplished without the dedication of all DVS personnel.

The Board approved the following Committee officers for FY17:

Chair, Development, Frank Finelli
Vice Chair Development, John Lesinski
Chair Finance, Frank Driscoll
Vice Chair Finance, Bill Lechler

The Board elected Walter A. Stosch, CPA, as a Finance Committee Advisor

The next Board meeting is scheduled for November 3, 2016 at the American Legion. Items for the next meeting may include: (1) approval of the First Quarter FY17 Financial Statement; (2) approval of budget adjustments for FY17, if any; (3) discussion of Strategy Plan and Board Action Plan progress; (4) approve VSF-DVS Joint Policy updates; (5) take additional actions as required to support the five year strategy plan.

Respectfully submitted,

Pat Webb
VSF Chairman

MEMORANDUM

To: Chairman Don Kaiserman, Members of the Virginia Board of Veterans Services (BVS)
From: Jim Icenhour, Member, BVS
Date: August 18, 2016

Subject: DVS Communications Inventory & Plan

Background:

In our on-going efforts to organize BVS to best support DVS, including outreach and communications, I asked Deputy Commissioner Steve Combs and Policy Director Carrie Ann Alford to provide a full inventory of all communications efforts. Carrie Ann, in coordination with Communications Director, Tina Parlett-Calhoun, provided me with an inventory list and an explanation of their communications strategy. The inventory is included at the end of this memo.

Outreach Overview – Statewide (July 2015-July 2016)

- Cemeteries – Participated in 15 Events, reach 5,600
- VVCC - Participated in 25 Events, reach, 14,000
- VTAP - Participated in 13 Events, reach 1,354
- VVFS - Participated in 250 Events, reach, 18,956
- Benefits - 300 Events, reach 7,685
- VVSF - facilitated over 70 fundraising events throughout the Commonwealth.

DVS Communications Strategy:

Unlike other agencies, DVS has one staff person dedicated to communications. While many other DVS staff assist with outreach and communications for specific programs and events, such as the War Memorial, Care Centers and Cemeteries, Tina Parlett-Calhoun is a communications office of one.

Tina's main focus is the medium with the widest reach, connecting information to veterans where most of them are on a daily basis: the Internet. DVS has a sophisticated strategy of social media and online presence with a website, mobile phone app, Facebook, Twitter, Flickr, YouTube channel, and other social media sites to disseminate information and promote events. Additionally, Internet advertising is a very efficient and highly cost-effective tool to reach veterans that DVS is utilizing. With the rise of digital media, traditional media advertising has become more expensive and less effective at reaching target audiences. The focus is on innovative ways to combine the two – digital and traditional – for maximum effect and reach, including traditional media for veterans who are not internet savvy but still need access to the information.

Given the lack of budget for an aggressive paid advertising campaign, Tina uses a multi-armed promotional approach to increase awareness of DVS., Tina works with her extensive network of editors and reporters to garner “earned media” for DVS – articles in local and major papers, trade publications and other print materials. One excellent example is that Virginia Business magazine devoted its July cover story and several additional articles to the V3 program and veterans (<http://www.virginiabusiness.com/issue/july-2016>).

The **Virginia Veteran Resource Guide** is a new publication that is being printed in limited quantities and promoted online through the DVS website and the websites and e-newsletters of several state legislators. (<https://online.flippingbook.com/view/1017958/>) DVS is working on a partnership with the DMV (found [here](#)). Many other links are also in the process of being developed by multiple state

agencies and beyond to promote the guide, and potentially have print copies at certain offices around Virginia.

The V3 program has been creating a series of **V3 Newsmakers** programs in partnership with Comcast. The 5 minute episodes highlight V3 companies and are posted to the V3 website and YouTube channel. There are also a series of V3 ads that have been aired in Northern Virginia and Hampton Roads. (<https://www.youtube.com/channel/UC0dzDTXaktNcP0T3hPEBISw>)

The **mobile app** is something that DVS promotes through their website and something all board members should have on their phone and show veterans and others in the community when talking about DVS. It is currently available for smart phones and tablet devices, and is currently available at both the Android Market and Apple's App Store. DVS also has a quarterly "**e-newsletter**" anyone can receive by going to www.dvs.virginia.gov, scrolling down to the bottom of the homepage and entering their email address to receive updates. The current subscriber base is about 10,000. This includes all members of the General Assembly.

Direct marketing and brand strategy is another area Tina is working on. Partnering with DMV on the resource guides, 211 on the new 24/7 hotline capabilities for veterans and working with VITA to leverage the use of shared data and analytics between state agencies will all help DVS with messaging and strategies for real time data affording the ability to connect with Virginia's veterans.

The first rule of measuring success is defining it up front. DVS defines success as "increasing awareness among all Virginia veterans as to the variety of assistance available to them, and further how to access those benefits through DVS resources." Such success will be tracked by solid metrics, including Google analytics, analytics and number of followers on each social media site/channel, tracking earned media, as well as tracking the number of claims processed in Benefits Offices, number of veterans and their families served by VVFS, VETE and Cemeteries, and the level of occupancy at the Care Centers.

Recommendation:

The easiest way to assist DVS is by being online ourselves and promoting their various programs and events through Facebook, Twitter and other websites. We should all download the DVS App and be on the e-newsletter distribution list and forward it to VSOs and other organizations we are members of. Encouraging our local papers to cover their events and attending events as members of the Board of Veterans Services. Strategic Op-Eds and letters to the editor can have an effect, especially during the legislative session, however, these are no longer "prime tools" for communications and outreach.

As a Board, our primary charge is supporting the Commissioner and Directors in an advisory capacity. Attending events with our legislators, helping DVS to plan and execute informational events and forums and being forceful advocates with the legislature will be a better use of our time as a board and individual members. If we are effective advocates for DVS with the legislature and in our communities the result will include earned media, additional social media presence, as well as the need for us to advocate for more funding and staff to effectively assist all the veterans taking advantage of the Benefits offices and other programs DVS offers.

INVENTORY OF MAJOR DVS COMMUNICATIONS TOOLS

- DVS Website
- DVS Mobile App
- DVS News Releases
- Cross Promotional Links on Relevant Websites, including: DMV, DGIF, VEC, DBHDS, DHRM, etc.
- E-Calendar of Events
- DVS E-List Serve
- DVS E-Newsletter
- Virginia 211
- Virginia Veteran Resource Guide/digital and printed distribution
- Core Service Line Tri Fold Brochures/digital and printed distribution
- General DVS Brochure/digital and printed distribution
- Program Flyers/digital and printed distribution
- Annual Cemetery Programs, Veterans Day & Memorial Day
- Statewide Outreach Program, conducted by each Core Service Line
- Participation in Special Events, Parades, Warrior Week, etc.
- Foundation Fundraising Events
- Inclusion of DVS Agency Brochures in all Thank You Notes Sent by the Foundation to Donors
- Earned Media Campaign (free placement of positive features regarding DVS and its services)- TV, Radio, Print & Web based platforms
- Social Media Campaign, Twitter, Face book, Flickr, LinkedIn, YouTube, Vimeo
- Press Events with the Governor, Coordination of Messaging with the Governor's Communications Team & Governor's Releases
- Commissioner/Deputy Commissioner Speaking Engagements
- Director Speaking Engagements
- Staff Speaking Engagements
- Professional Articles published in relevant Trade Publications such as Capital Connections
- Special Events such as the V3 Summit, Women's Veterans Conference and the Virginia Workforce Conference

BOARD OF VETERANS SERVICES
BY-LAWS
DRAFT

Article I 1 – Authority and Statement of Purpose

1. Authority: The authority for the Board of Veterans Services is found in § 2.2-2452 of the Code of Virginia (the Code).
2. Statement of Purpose: The Board of Veterans Services (the Board) is a policy board within the meaning of § 2.2-2100, in the executive branch of state government. The Board is responsible for monitoring the welfare of Virginia veterans and setting policies to enhance veteran services across the Commonwealth.

Article II – Membership

1. Composition and Appointment of Members: The Board consists of ~~22~~ ~~19~~ members, including five legislative members, ~~14~~ ~~eleven~~ non-legislative citizen members and three *ex officio* members. Members from the Senate are appointed by the Senate Committee on Rules. Members from the House of Delegates are appointed by the Speaker of the House of Delegates. Non-legislative members are appointed by the Governor. The Commissioner of the Department of Veterans Services (DVS), the Chairman of the Veterans Services Foundation, and the Chairman of the Joint Leadership Council of Veterans Service Organizations serve *ex officio*.
2. Terms: Legislative members, the Commissioner of the Department of Veterans Services, the Chairman of the Joint Leadership Council of Veterans Service Organizations, and the Chairman of the Veterans Services Foundation serve Board terms coincide with their terms of office. Non-legislative citizen members are appointed to a term of four years. Appointments to fill vacancies, other than by expiration of a term, are for the unexpired terms. All members may be reappointed. However, no House member can serve more than four consecutive two-year terms, no Senate member can serve more than two consecutive four-year terms and no non-legislative citizen member can serve more than two consecutive four-year terms. The remainder of any term to which a member is appointed to fill a vacancy does not constitute a term in determining the member's eligibility for re-appointment.
3. Qualifications: Board members will have experience that allows them to provide expertise and insight into: best practices in benefits claim service; medical and health care management or cemetery operations; performance measurements and general management principles; or not-for-profit volunteer operations and management.

PROPOSED CHANGES TO THE CODE

§ 2.2-2452. Board of Veterans Services; membership; terms; quorum; compensation; staff.

A. The Board of Veterans Services (the Board) is established as a policy board, within the meaning of § 2.2-2100, in the executive branch of state government. The Board shall have a total membership of 22 members, including five legislative members, 14 nonlegislative citizen members, and three ex officio members. Members shall be appointed as follows: three members of the House of Delegates to be appointed by the Speaker of the House of Delegates in accordance with the principles of proportional representation contained in the Rules of the House of Delegates; two members of the Senate to be appointed by the Senate Committee on Rules; and 14 nonlegislative citizen members to be appointed by the Governor. The Commissioner of the Department of Veterans Services, the Chairman of the Board of Trustees of the Veterans Services Foundation, and the Chairman of the Joint Leadership Council of Veterans Service Organizations, or their designees, shall serve ex officio with full voting privileges. Nonlegislative citizen members of the Board shall be citizens of the Commonwealth.

In making appointments, the Governor shall endeavor to ensure a balanced geographical representation on the Board, while at the same time selecting appointees of such qualifications and experience as will allow them to:

1. develop reasonable and effective policy recommendations related to the services provided to veterans of the armed forces of the United States and their eligible spouses, orphans, and dependents by the Department of Veterans Services.

Legislative members and the Commissioner of the Department of Veterans Services shall serve terms coincident with their terms of office. Appointments to fill vacancies, other than by expiration of a term, shall be for the unexpired terms. All members may be reappointed. However, no House member shall serve more than four consecutive two-year terms, no Senate member shall serve more than two consecutive four-year terms. Nonlegislative citizen member shall not serve more than eight years, with terms of no more than two consecutive four-year terms, or four consecutive two-year terms, or a combination thereof.

The remainder of any term to which a member is appointed to fill a vacancy shall not constitute a term in determining the member's eligibility for reappointment. Vacancies shall be filled in the same manner as the original appointments.

B. The Board shall select a chairman and vice chairman from its membership. The Commissioner of the Department of Veterans Services shall not be eligible to serve as chairman. The Board shall meet at least three times a year at such times as it deems appropriate, or on call of the chairman. A majority of the members of the Board shall constitute a quorum.

C. The Board shall organize itself in such a way as to allow it to fulfill its powers and duties.

D. The Department of Veterans Services shall provide staff to assist the Board in their administrative, planning and procedural duties.

2003, cc. 657, 670; 2004, c. 697; 2005, c. 758; 2008, cc. 467, 768; 2010, c. 64; 2012, cc. 33, 162; 2015, c. 319.

August 18, 2016

MEMORANDUM

To: Donald Kaiserman, Chairman, Board of Veterans Services
From: Nickolaus Kesler, Board of Veterans Services

RE: PROPOSAL FOR AD HOC COMMITTEE – Virginia Veteran Entrepreneurship Initiative

Mr. Chairman, as a new Member of the Virginia Board of Veterans Services (BVS), and a proud post-9/11 veteran, I would like to make a recommendation to form an Ad Hoc Committee to explore ways DVS and the Commonwealth of Virginia can continue to support and promote veteran entrepreneurship.

Veteran entrepreneurship has recently become a hot issue in Virginia. Recently, I conducted a study, as part of my graduate program at William & Mary, with the purpose of providing a cursory analysis of Virginia's veteran entrepreneurial ecosystems and what, if any, mechanisms were related to veteran entrepreneurial success. (*Attachment 1*)

Conducting a comprehensive analysis related to veteran entrepreneurship in Virginia would be directly in line with the directives of the Governor and Secretary to "think outside the box" and continue Virginia's reputation as a national leader in support of veterans' entrepreneurial efforts.

I humbly request that you, the members of the BVS commit to comprehensively exploring how to support Virginia's veteran entrepreneurial ecosystems.

1. Committee Purpose and Scope:

BVS should form an ad hoc committee in order to gain a comprehensive understanding of Virginia's veteran entrepreneurial ecosystems, and how they interact with the local communities. The Ad Hoc Committee would form for a one-year study of the issues, specifically:

- i. Identify key elements of veteran entrepreneurial success, and correlation between the various elements of Virginia's regional entrepreneurial ecosystems. Analysis should include studying variables, including: women veterans, disabled veterans, enlisted/NCOs v. officer veterans, education level of veterans, and other factors the committee deems important.
- ii. Engaging key stakeholders across the state, including ongoing regional efforts such as Re-Invent Hampton Roads, and the Capitol Post, to identify past, current, and future initiatives related to veteran entrepreneurship.
- iii. Work with subject matter experts at Virginia's academic institutions.
- iv. Data collection would be done through public hearing forums and various surveys across the state as deemed appropriate.

- v. Work closely with the Secretary of Veterans and Defense Affairs and Commissioner of the Department of Veterans Services to ensure they are supportive of the study and any initiatives resulting from the ad hoc committee.
- vi. Conduct a gap analysis and resulting appropriate recommendations to various stakeholders and state leaders regarding actions, mechanisms, and associated any potential funding/legislative needs to enhance Virginia's veteran entrepreneurial ecosystems.

2. Membership and Timeline:

- i. The committee would consist of no less than three, non-legislative Board members and meet as deemed appropriate by the members to meet the prescribed timeline. The committee would seek volunteers to form a task force to conduct the appropriate research.
- ii. The committee will seek the assistance of, and guidance from, the legislative members of the BVS and the DVS Policy Director for any research or other committee actions related to policy, legislation and/or budget issues.
- iii. The committee would officially form on the date designated by the Chairman, and conduct the study within one year. The committee will provide a report of their findings and recommendations to the Chairman, Commissioner and Secretary in writing, and present their findings to the full Board at the meeting scheduled closest to the end of the one year timeframe.

Very Respectfully,
Nickolaus W. Kesler
Member, Virginia Board of Veterans Services